COUNTY OF SAN BERNARDINO

2013-14
RECOMMENDED BUDGET

Contents

County Budget Overview

Administration

Administration Summary....1
Board of Supervisors Summary....2
Board of Supervisors....3
Board Discretionary Funding....7
Clerk of the Board....9
County Administrative Office....14
Litigation....20
County Counsel....22
Finance and Administration Summary....27
Finance and Administration....30
Capital Facilities Leases....32
Disaster Recovery Fund....34
Fleet Management Summary....36
Garage....39
Motor Pool....42
Human Resources Summary....45
Human Resources....48
The Center for Employee Health and Wellness....51
Unemployment Insurance....53
Commuter Services....55
Employee Benefits and Services....57
Information Services Summary....59
Application Development....62
Computer Operations....65
Telecommunication Services....69
Purchasing Summary....73
Purchasing....76
Printing Services....79
Surplus Property and Storage Operations....82
Mail/Courier Services....84
Risk Management Summary....87
Operations....90
Insurance Programs....93
Local Agency Formation Commission....95
County Schools....97

Arrowhead Regional Medical Center

Arrowhead Regional Medical Center Summary....101
Arrowhead Regional Medical Center....102
Medical Center Lease Payments....112

Economic Development Agency
Economic Development Agency Summary 115
Economic Development Agency 116
Economic Development Summary 118
Economic Development 121
Community Development and Housing Summary 124
Community Development and Housing 127
Workforce Development 130

Fiscal
Fiscal Summary 137
Assessor/Recorder/County Clerk Summary 138
Assessor/Recorder/County Clerk 141
Recorder Special Revenue Funds - Consolidated 145
Auditor-Controller/Treasurer/Tax Collector Summary 149
Auditor-Controller/Treasurer/Tax Collector 152
Redemption Restitution Maintenance 156

Human Services
Human Services Summary 159
Human Services 160
Health Administration Summary 162
Health Administration 164
Master Settlement Agreement 168
Behavioral Health Summary 170
Behavioral Health 173
Mental Health Services Act 178
Special Revenue Funds - Consolidated 183
Public Health Summary 186
Public Health 189
California Children's Services 193
Indigent Ambulance 197
Special Revenue Funds - Consolidated 199
Human Services-Administrative Claim 202
Aging and Adult Services Summary 219
Aging and Adult Services 222
Public Guardian-Conservator 225
Child Support Services 228
Wraparound Reinvestment Fund 234
Human Services Subsistence Funds – Consolidated 237
Preschool Services 242
Veterans Affairs 249

Law and Justice
Law and Justice Summary 255
County Trial Courts Summary 256
Drug Court Programs 258
Grand Jury 260
Indigent Defense Program 262
Court Facilities/Judicial Benefits 264
Court Facilities Payments 266
Trial Court Funding – Maintenance of Effort (MOE) 269
Courthouse Seismic Surcharge 271
Alternate Dispute Resolution 273
Registration Fees 275
District Attorney Summary 277
Criminal Prosecution 280
Special Revenue Funds - Consolidated 284
Law and Justice Group Administration Summary 288
Law and Justice Group Administration 290
Special Revenue Funds - Consolidated 292

Contents

Law and Justice - Continued

Probation Summary 295
Administration, Corrections and Detention 298
Court-Ordered Placements 302
Juvenile Justice Grant Program 303
Special Revenue Funds - Consolidated 305
Public Defender 308
Sheriff/Coroner/Public Administrator Summary 313
Sheriff/Coroner/Public Administrator 317
Sheriff - Detentions 323
Sheriff - Law Enforcement Contracts 327
Special Revenue Funds - Consolidated 330

Operations and Community Services

Operations and Community Services Summary 335
Agriculture/Weights and Measures Summary 336
Agriculture/Weights and Measures 339
California Grazing 342
Airports Summary 344
Airports 348
Special Revenue Funds – Consolidated 351
Architecture and Engineering 354
County Library 360
County Museum Summary 365
County Museum 368
Museum Store 372
Land Use Services Summary 374
Administration 377
Planning 380
Building and Safety 383
Code Enforcement 386
Fire Hazard Abatement 389
Land Development 392
Public Works Summary 394
Surveyor 398
Survey Monument Preservation 401
Transportation Special Revenue Funds – Consolidated 403
Solid Waste Enterprise Funds – Consolidated 410
Real Estate Services Summary 415
Real Estate Services 419
Rents and Leases 422
Courts Property Management 424
Chino Agricultural Preserve 426
Facilities Management Division 428
Utilities 431
Regional Parks Summary 434
Regional Parks 438
Special Revenue Funds - Consolidated 441
Enterprise Funds - Consolidated 445
Registrar of Voters 448
Special Districts
Fish and Game Commission 454

Capital Improvement Program

Capital Improvement Program Summary 457
Capital Improvement Program 458

Appendices

Appendix A – Budget Unit Listing
Appendix B – Budget Book Definitions
Appendix C – Budget Book Acronyms

COUNTY OF SAN BERNARDINO

The County of San Bernardino's 2013-14 Recommended Budget covers the period from July 1, 2013 – June 30, 2014. The budget consisting of the general fund, restricted funds, capital project funds, special revenue funds, internal service funds, and enterprise funds has a total appropriation of $4.0 billion. 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 following Countywide Vision and goals and objectives of the County of San Bernardino approved by the Board of Supervisors:

Countywide Vision Statement

The following Countywide Vision statement, was adopted on June 30, 2011, by the County Board of Supervisors and SANBAG Board of Directors.

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 County and SANBAG are now committed to facilitating discussions centered on how each of the nine following core vision elements can be effectively focused to implement the Countywide Vision for a complete community – one that affords all citizens an opportunity for healthy lifestyles, strong public safety and quality amenities. These discussions involve diverse stakeholders representing residents, employers, educators, community and faith-based organizations, and government.

- Jobs and the Economy
- Education
- Housing
- Public Safety
- Infrastructure
- Quality of Life
- Environment
- Wellness
- Image

Employee groups were established to organize internal Vision Element meetings and to develop a Paradigm and Job Statement that would define County government's role in achieving the Countywide Vision. On April 10, 2012, the County Board of Supervisors approved the Paradigm and Job Statement. The Paradigm states that the County shall take responsibility for ensuring that efforts to achieve the Countywide Vision will be pursued, and the Job Statement simply states, "Our job is to create a county in which those who reside and invest can prosper and achieve well-being." The first two Regional Implementation Goals developed through the Countywide Vision process focus on cradle-to-career assistance and creating a business-friendly environment. These goals were developed by external Vision Element groups and were jointly adopted by the County Board of Supervisors and the SANBAG Board on May 2, 2012. The Countywide Vision statement, report and related documents are available for review at www.sbcounty.gov/vision.

2013-14 County Goals and Objectives

Implement the Countywide Vision

- *Continue the County role of convening conversations on community collaboration and collective action.*
- *Ensure that all County employees know the significance of the Countywide Vision, Job and Paradigm.*

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

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

Improve County Government Operations

- *Enhance and protect the Board of Supervisors' policy-making role and ensure authority exists for staff actions.*
- *Create clear lines of authority and clarify roles, responsibilities and governance of all County departments and programs.*
- *Develop an approach to evaluate the performance of department heads who report to the Board.*
- *Incorporate the Board adopted County Goals and Objectives in the County budget document, tie department performance measures to them and report progress in the quarterly budget updates.*
- *Develop consistent messaging for the organization.*
- *Ensure that employees know that they and their work are valued.*
- *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

Operate in a Fiscally-Responsible and Business-Like Manner

- *Develop a long-term budget plan which brings the County into operational and programmatic balance.*
- *Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.*
- *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.*
- *Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.*
- *Implement information management best-practices that would unify technology platforms and move toward a standardized enterprise approach.*

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

- *Take steps to ensure that the Land Use Services Department continues to make progress in terms of operating more efficiently.*
- *Continue to identify and implement short-term solutions to systemic problems.*
- *Fund an update to the General Plan, update the Development Code and Master Plans, and create more Community and Specific Plans in order to move away from a "one size fits all" approach and recognize the unique character and needs of all unincorporated areas of the County.*
- *Work with cities to ensure that County zoning and development standards in their spheres of influence are more compatible.*

Maintain Public Safety

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

Provide for the Health and Social Services Needs of County Residents

- *Implement Federal Healthcare Reform.*
- *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*
- *To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.*
- *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

Pursue County Goals and Objectives by Working with Other Governmental Agencies

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

As part of the continuing effort to align resources with operational priorities, each department was asked to review existing performance measures to ensure alignment with the 2013-14 County Goals and Objectives. These measures 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. In addition, performance measurement progress will be updated and reported as part of each quarterly budget process.

The 2013-14 Recommended Budget book includes prior year accomplishments, departmental strategies to achieve County Goals and Objectives, and departmental performance measures to demonstrate if departments are meeting the County Goals and Objectives. The following page provides a brief synopsis of the County Goals and Objectives and a sample of specific department performance measures for 2013-14.

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

DEPARTMENT	OBJECTIVE	PERFORMANCE MEASURE
IMPLEMENT THE COUNTYWIDE VISION		
Community Development and Housing	Continue the County role of convening conversations on community collaboration and collective action.	Number of active organizations in the Affordable Housing Collaborative (2013-14 Target: 100).
Public Health	Continue the County role of convening conversations on community collaboration and collective action.	Total number of community stakeholders that will participate in the Community Vital Signs Initiative to provide input regarding indicators, priorities, and strategies for collective action (2013-14 Target: 375).
CREATE, MAINTAIN, AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		
Airports	Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.	Number of businesses operating on airport properties; commercial leases (2013-14 Target: 85).
Clerk of the Board	Review and revise fees, processes, and decision-making to ensure a business friendly environment.	Turnaround time for processing of new business licenses (2013-14 Target: 20 days).
Economic Development	Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.	Number of businesses retained and/or expanded in the County that received countywide economic development assistance (2013-14 Target: 180).
Workforce Development	Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.	Number of residents receiving On-the-job training services (2013-14 Target: 240).
IMPROVE COUNTY GOVERNMENT OPERATIONS		
County Counsel	Enhance and protect the Board of Supervisors' policy-making role and ensure authority exists for staff actions.	Percentage of policies and ordinances drafted within Board directed or requested timelines (2013-14 Target: 100%).
Registrar of Voters	Create clear lines of authority and clarify roles, responsibilities and governance of all County departments and programs.	Number of new or modified tasks populated in EDATE; % of cumulative completion (2013-14 Target: 60%).
Risk Management	Ensure that employees know that they and their work are valued.	Percentage increase in number of people who are trained in formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments (2013-14 Target: 25%).
OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		
Architecture and Engineering	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.	Incentives received from energy savings measures (2013-14 Target: $175,000).
Information Services	Implement information management best-practices that would unify technology platforms and move toward a standardized enterprise approach.	Conversion of 2,899 telephones per year to Voice Over Internet Protocol (VOIP) technology; 20,297 telephones. (2013-14 Target: 100%).
Purchasing	Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.	Number of new bids or contracts that aggregate countywide demand to achieve better volume pricing (2013-14 Target: 5).
ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY		
Land Use Services	Work with cities to ensure that County zoning and development standards in their spheres of influence are more compatible.	Meet with at least 4 cities and/or towns per quarter to discuss concerns and priorities regarding land use and development in Sphere of Influence areas (2013-14 Target: 100%).
Public Works	Continue to identify and implement short-term solutions to systemic problems.	Perform 25 to 28 miles of roadway preservation projects per $1.0 million (2013-14 Target: 25.5).
MAINTAIN PUBLIC SAFETY		
District Attorney	Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.	Percentage of prison sentences to felony defendants charged (2013-14 Target: 25%).
Fleet Management	Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.	Fire apparatus uptime; readiness rate. (2013-14 Target: 80%).
Probation	Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.	Percentage of adult supervision cases recidivating (2013-14 Target: 3.5%).
Sheriff/Coroner/ Public Administrator	Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.	Percentage increase in the number of participants in the Restoration of Competency program whcich reduces their number of jail days by 305 days; currently 150 participants (2013-14 Target: 60%).
PROVIDE FOR HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		
Arrowhead Regional Medical Center (ARMC)	Implement Federal Healthcare Reform.	Number of transitioned (Arrow Care to Medi-caid expansion) patients retained at ARMC (2013-14 Target: 27,000).
Behavioral Health	Promote public/private collaboration and projects that help to meet the health and human service needs of County residents.	Number of outreach events focused on reaching community members for education about access to mental heath services and Medi-Cal eligibility (2013-14 Target: 90).
Child Support Services	To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.	Percentage of current child support collected compared to the total current child support due (2013-14 Target: 64%).
Transitional Assistance	Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on County residents.	Percentage increase in number of eligible taxpayers served through Volunteer Income Tax Assistance (VITA) preparation services (2013-14 Target: 3%).
PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES		
Agriculture, Weights, and Measures	Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.	Number of Rangeland improvement projects completed (2013-14 Target: 3).
County Museum	Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.	Utilize Federal/State partnerships to increase artifiact/specimen collection revenue for the Museum; revenue amount (2013-14 Target: $20,000).
Real Estate Services	Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.	Percentage of County-owned parcels in the El Mirage Off Highway Vehicle (OHV) area conveyed to the Bureau of Land Management for recreation and conservation purposes; 1,250 total (2013-14 Target: 10%).
Veterans Affairs	Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on County residents.	Percentage of pending VA caseload with case status reviews of more than 90 days past due (2013-14 Target: 25%).

BUDGET PLANNING CALENDAR

ONGOING

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

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

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

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

OCTOBER THROUGH DECEMBER

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

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

JANUARY AND FEBRUARY

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

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

MARCH AND APRIL

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

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

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

APRIL THROUGH JUNE

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

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

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

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

JULY THROUGH SEPTEMBER

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

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

Calendar for the 2013-14 Budget

October 12, 2012	Fee Instructions to Departments
December 20, 2012	Capital Improvement Call Letter to Departments
January 25, 2013	Departments Submit Fee Workbooks
January 28, 2013	Departments Submit Capital Improvement Requests
March 27, 2013	Budget Preparation System opened for Departmental Input
March 29, 2013	Budget Preparation System Training
April 5, 2013	Budget Instructions to Departments
April 22, 2013	Departments Submit Budget Workbooks
April 23, 2013	2013-14 Internal Service Rates Approved
May 24, 2013	Recommended Budget Delivered to the Board of Supervisors
April 23, May 14, May 21, 2013	Fee Hearing
June 12 and 13, 2013	Budget Hearing and Adoption of 2013-14 Budget
September 2013	Adopted Budget Book Printed

General Fund Budget Process

The County Administrative Office has the responsibility of developing the County fiscal plan for all general fund departments. This plan begins with a Five-Year Fiscal Forecast which is detailed in the Discretionary General Funding section of the Executive Summary. This forecast highlights what costs are planned to be incurred and the revenue projections in the upcoming fiscal year, as well as the next four fiscal years. The County uses this forecast to build their fiscal plan for the five years beginning 2013-14.

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

For some departments, budgets are also built utilizing revenues generated from fees. On April 23, May 14, and May 21, 2013 the Board of Supervisors discussed fee changes as well as the fee process and held a fee hearing. The fee hearing is designed to take public testimony related to fee changes for the 2013-14 fiscal year. The majority of approved fees become effective July 1, 2013.

Due to the current economic conditions, there is limited funding available to fund the ongoing cost increases needed to maintain current services including countywide insurance, central services, and retirement cost increases. Therefore, the County Administrative Office develops a five-year fiscal plan focused on addressing the cumulative structural budget. For 2013-14, the budget is balanced due to ongoing measures implemented in the prior fiscal year which gave the County $9.4 million to start next fiscal year. It is important to note that this fiscal plan does not include any potential impacts of the 2013-14 State Budget, which are unknown and unpredictable at this time.

The 2013-14 Recommended Budget is scheduled for hearing and adoption on June 12 and 13, 2013.

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 2013-14 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.

Amending the Adopted Budget

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

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

Transfer of Salaries and Benefits Appropriation:

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

Transfers of Fixed Asset Appropriation:

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

Transfers impacting Operating Transfers Out Appropriation:

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

BUDGET BOOK FORMAT

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

DEPARTMENT
Department Head

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

MISSION STATEMENT

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

Photo of the Department Head

ORGANIZATIONAL CHART

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

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

2012-13 ACCOMPLISHMENTS

Significant departmental accomplishments during the last fiscal year.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL:

Objective(s):

Department Strategy:

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target

The above table lists the County Goal and Objectives, department strategies and performance measures for the 2013-14 fiscal year, including any prior history or status updates if applicable.

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Name of General Fund Budget Unit	0	0	0			0
Name of General Fund Budget Unit	0	0	0			0
Total General Fund	0	0	0			0
Special Revenue Funds						
Name of Special Revenue Fund Budget Unit	0	0		0		0
Name of Special Revenue Fund Budget Unit	0	0		0		0
Total Special Revenue Funds	0	0		0		0
Internal Service Funds						
Name of ISF Budget Unit	0	0			0	0
Total Internal Service Funds	0	0			0	0
Enterprise Funds						
Name of EF Budget Unit	0	0			0	0
Total Enterprise Funds	0	0			0	0
Total - All Funds	0	0	0	0	0	0

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Total	0	0	0	0	0

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Total	0	0	0	0	0

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Total	0	0	0	0	0

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Total	0	0	0	0	0

5-YEAR NET BUDGET TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Total	0	0	0	0	0

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

Name of Budget Unit

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

Budget at a Glance

Total Requirements	$2,343,659
Total Sources	$313,578
Net County Cost	$2,030,081
Total Staff	15
Funded by Net County Cost	87%

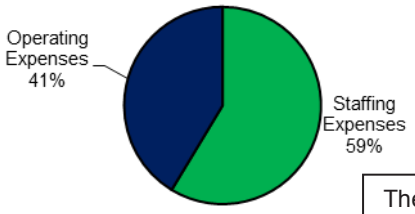
DESCRIPTION OF MAJOR SERVICES

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

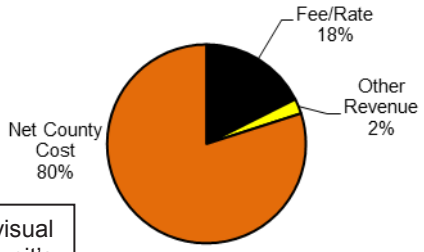
Budget at a Glance lists the budget unit's 2013-14 total requirements, total sources, total budgeted staffing, and percentage of net county cost, if any.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



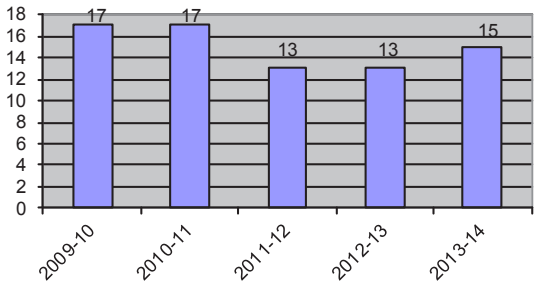
These graphs display a visual picture of the budget unit's breakdown of expenditure authority and sources for 2013-14.

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	11	10	10	12
Limited Term	2	3	3	3
Total	13	13	13	15
Staffing Expenses	$1,095,488	$1,086,413	$1,086,413	$1,268,452

5-YEAR STAFFING TREND



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

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

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	0	0	0	0	0	0	**0**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2013-14 RECOMMENDED BUDGET

This section only applies to funds that have been consolidated for presentation purposes (i.e. Assessor/Recorder/County Clerk Recorder Special Revenue Funds, Human Services Subsistence funds, etc.) This section depicts the budget detail of each individual budget unit for 2013-14, including staffing, requirements, sources, net county cost, fund balance, and net budget, where applicable; and also includes a description of major programmatic changes in expenditures and revenues (sources).

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

This narrative section briefly describes any major budget unit program impacts, and highlights the 2013-14 budget, including significant changes in requirements and sources from the prior year Modified budget.

STAFFING CHANGES AND OPERATIONAL IMPACT

This narrative section briefly highlights budgeted staffing changes and operational impacts for 2013-14, including significant changes from the prior year budgeted staffing.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration/Special Projects/Environmental Notices	6	0	6	4	0	2	6
Agenda Process	3	0	3	3	0	0	3
Assessment Appeals	2	3	5	5	0	0	5
Business License/Form 700	1	0	1	1	0	0	1
Total	12	3	15	13	0	2	15

Administration/Special Projects/Environmental Notices

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

Agenda Process

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

Assessment Appeals

	Classification
1	Board Services Technician
1	Board Services Specialist
3	Assessment Appeals Processor
5	Total

Business License/Form 700

	Classification
1	Board Services Specialist
1	Total

The 2013-14 Position Summary above displays regular and limited term positions by division within the budget unit; including details regarding if the positions are filled, vacant, or new (as of the 2012-13 2nd Quarter Budget Report adopted on February 12, 2013). It also provides classification detail and position counts for 2013-14 budgeted staffing.

ADMINISTRATION SUMMARY

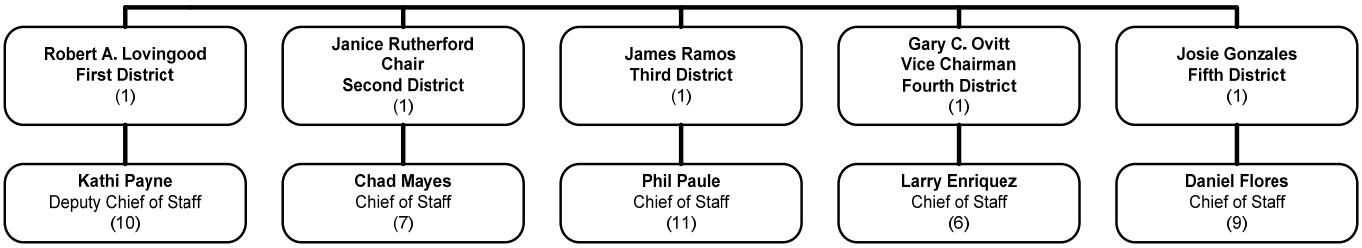
GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
BOARD OF SUPERVISORS	2				
BOARD OF SUPERVISORS	3	7,046,590	0	7,046,590	48
BOARD DISCRETIONARY FUND	7	6,372,070	0	6,372,070	0
CLERK OF THE BOARD	9	2,343,659	313,578	2,030,081	15
COUNTY ADMINISTRATIVE OFFICE	14				
COUNTY ADMINISTRATIVE OFFICE	17	4,443,803	0	4,443,803	17
LITIGATION	20	589,763	0	589,763	0
COUNTY COUNSEL	22	8,713,238	5,683,270	3,029,968	85
FINANCE AND ADMINISTRATION	27				
FINANCE AND ADMINISTRATION	30	2,814,749	0	2,814,749	14
HUMAN RESOURCES DEPARTMENT	45				
HUMAN RESOURCES	48	7,165,607	624,917	6,540,690	79
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	51	2,069,041	2,069,041	0	11
UNEMPLOYMENT INSURANCE	53	4,000,500	0	4,000,500	0
INFORMATION SERVICES DEPARTMENT	59				
APPLICATION DEVELOPMENT	62	15,765,937	13,720,515	2,045,422	100
PURCHASING DEPARTMENT	73				
PURCHASING	76	2,067,102	557,076	1,510,026	20
LOCAL AGENCY FORMATION COMMISSION	95	288,274	0	288,274	0
COUNTY SCHOOLS	97	3,159,104	0	3,159,104	0
TOTAL GENERAL FUND		66,839,437	22,968,397	43,871,040	389
CAPITAL FACILITIES LEASES	32	13,013,014	0	13,013,014	0

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balances	Staffing
FINANCE AND ADMINISTRATION					
DISASTER RECOVERY FUND	34	25,368	10,000	15,368	0
HUMAN RESOURCES:					
COMMUTER SERVICES	55	1,448,047	693,050	754,997	3
EMPLOYEE BENEFITS AND SERVICES	57	3,442,966	2,953,135	489,831	28
TOTAL SPECIAL REVENUE FUNDS		4,916,381	3,656,185	1,260,196	31

INTERNAL SERVICES FUNDS	Page #	Requirements	Sources	Revenue Over (Under) Exp	Staffing
FLEET MANAGEMENT DEPARTMENT	36				
GARAGE	39	18,458,354	18,679,100	220,746	84
MOTOR POOL	42	15,437,657	14,796,200	(641,457)	3
INFORMATION SERVICES:					
COMPUTER OPERATIONS	65	24,233,803	22,926,172	(1,307,631)	116
TELECOMMUNICATION SERVICES	69	31,213,747	28,307,667	(2,906,080)	95
PURCHASING:					
PRINTING SERVICES	79	3,779,471	3,876,640	97,169	15
SURPLUS PROPERTY AND STORAGE OPERATIONS	82	370,581	375,000	4,419	2
MAIL/COURIER SERVICES	84	6,947,787	6,705,583	(242,204)	25
RISK MANAGEMENT DEPARTMENT	87				
OPERATIONS	90	6,362,438	6,362,438	0	58
INSURANCE PROGRAMS	93	93,832,429	65,504,055	(28,328,374)	0
TOTAL INTERNAL SERVICE FUNDS		200,636,267	167,532,855	(33,103,412)	398

BOARD OF SUPERVISORS
Janice Rutherford, Chair

ORGANIZATIONAL CHART



SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Board of Supervisors	7,046,590	0	7,046,590			48
Board Discretionary Fund	6,372,070	0	6,372,070			0
Total General Fund	13,418,660	0	13,418,660			48

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Board of Supervisors	7,515,146	8,869,044	7,903,032	7,647,052	7,046,590
Board Discretionary Fund	6,519,645	1,382,855	2,938,843	10,216,366	6,372,070
Total	**14,034,791**	**10,251,899**	**10,841,875**	**17,863,418**	**13,418,660**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Board of Supervisors	0	0	0	0	0
Board Discretionary Fund	0	196,888	0	58,476	0
Total	**0**	**196,888**	**0**	**58,476**	**0**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Board of Supervisors	7,515,146	8,869,044	7,903,032	7,647,052	7,046,590
Board Discretionary Fund	6,519,645	1,185,967	2,938,843	10,157,890	6,372,070
Total	**14,034,791**	**10,055,011**	**10,841,875**	**17,804,942**	**13,418,660**

Board of Supervisors

DESCRIPTION OF MAJOR SERVICES

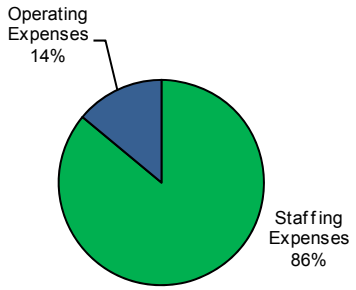
The Board of Supervisors is the governing body of the County government and Board-governed special districts. The Board of Supervisors establishes policy and exercises supervision over the official conduct of all County officers, Board-governed districts and special commissions. The Board of Supervisors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

Budget at a Glance

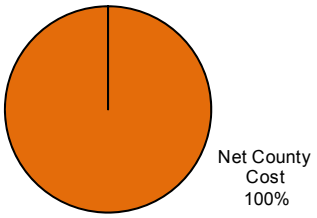
Total Requirements	$7,046,590
Total Sources	$0
Net County Cost	$7,046,590
Total Staff	48
Funded by Net County Cost	100%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

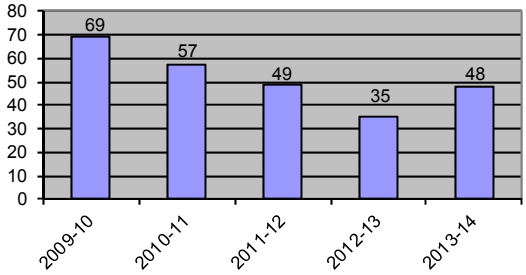


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	5	5	5	5
Limited Term	44	39	30	43
Total	49	44	35	48
Staffing Expenses	$6,197,251	$6,175,435	$6,106,864	$6,062,664

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Board of Supervisors
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	9,294,598	7,694,504	6,196,638	5,895,330	6,106,864	6,062,664	**(44,200)**
Operating Expenses	1,156,337	1,488,376	1,898,471	1,533,532	1,695,232	983,926	**(711,306)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	10,450,935	9,182,880	8,095,109	7,428,862	7,802,096	7,046,590	**(755,506)**
Reimbursements	(2,935,989)	(313,836)	(276,982)	(85,791)	(155,044)	0	**155,044**
Total Appropriation	7,514,946	8,869,044	7,818,127	7,343,071	7,647,052	7,046,590	**(600,462)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	7,514,946	8,869,044	7,818,127	7,343,071	7,647,052	7,046,590	**(600,462)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	7,514,946	8,869,044	7,818,127	7,343,071	7,647,052	7,046,590	**(600,462)**
				Budgeted Staffing	35	48	**13**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $6.1 million make up the majority of the Board of Supervisor's (Board) expenditures within this budget unit. Operating expenses of $983,926 include COWCAP, phone services, office expenses, courier and printing charges, facilities management basic services, and travel related expenses.

The decrease of $600,462 in net county cost reflects the reduction in funding which corresponds to the net change in costs of maintaining business operations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Board include a reduction in operating expenses of $711,306 primarily due to a reduction of $608,025 in COWCAP charges and a decrease of $36,703 in the amount of central services charges associated with Board facilities. Staffing expenses are decreasing by $44,200 due to the mid-year elimination of a position which was funded via non-County sources.

For 2013-14 each district will receive an equal allocation of $1,366,466 in net county cost, totaling $6,832,333 across all five districts. In addition to this amount, each district will receive a share of augmentation funding based on the Board's augmentation plan which was adopted as part of the 2012-13 Budget Hearing and directed that $214,257 be allocated amongst each district budget based on the percentage of unincorporated population. The 2013-14 Recommended Budget allocates the augmentation funding under the same methodology as in 2012-13 and is as follows:

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

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $6.1 million fund 48 budgeted positions of which 5 are regular positions and 43 are limited term positions.

For 2013-14 there is a net increase of 13 budgeted positions in this budget unit. While the newly elected Supervisors begin to add staff upon election, it is through the annual budget process that these positions are added into the budget. This increase represents the net change resulting from staff added by separate board agenda items throughout 2012-13 by the incoming supervisors and the deletion of positions from prior Supervisors' staffs.

Staffing changes are as follows (affected district noted in parenthesis):

Deletions (7 total)

- 1 Community Liaison (First District)
- 1 Deputy Chief of Staff (First District)
- 1 Staff Assistant (Second District)
- 1 Deputy Chief of Staff (Fifth District)
- 2 Field Representative (Fifth District)
- 1 Executive Aide (Fifth District)

Additions (20 total)

- 1 Community Liaison (First District)
- 1 Community Liaison (First District)
- 4 Field Representative (First District)
- 1 Special Assistant (First District)
- 1 Deputy Chief Of Staff (First District)
- 1 Executive Aide (Second District)
- 4 Community Liaison (Third District)
- 1 Intern Staff Assistant (Third District)
- 1 Policy Advisor I (Third District)
- 1 Constituent Services Representative (Fifth District)
- 1 District Director (Fifth District)
- 2 Field Representatives (Fifth District)
- 1 Intern Staff Assistant (Fifth District)

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
First District	1	10	11	11	0	0	11
Second District	1	7	8	8	0	0	8
Third District	1	11	12	11	0	1	12
Fourth District	1	6	7	7	0	0	7
Fifth District	1	9	10	10	0	0	10
Total	5	43	48	47	0	1	48

First District

	Classification
1	Elected Supervisor
5	Field Representative
1	Executive Assistant
1	Special Assistant
2	Community Service Liaison
1	Deputy Chief of Staff
11	Total

Second District

	Classification
1	Elected Supervisor
2	Field Representative
1	District Representative
1	Special Projects Coordinator
1	Chief of Staff
1	Deputy Chief of Staff
1	Executive Aide
8	Total

Third District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
1	BOS Administrative Analyst
1	Communications assistant
1	Executive Secretary
4	Community Service Liaison
1	Intern Staff Assistant
1	Policy Advisor I
12	Total

Fourth District

	Classification
1	Elected Supervisor
1	BOS Elected Secretary
1	District Representative
1	Field Representative
1	Chief of Staff
1	Deputy Chief of Staff
1	District Director
7	Total

Fifth District

	Classification
1	Elected Supervisor
1	Executive Secretary
1	Administrative Analyst
1	Chief of Staff
2	Intern Staff Assistant
1	District Director
1	Constituent Services Representative
2	Field Representative
10	Total

Board Discretionary Fund

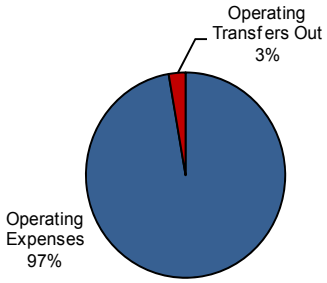
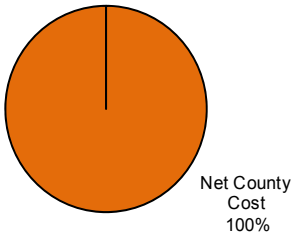
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$6,372,070
Total Sources	$0
Net County Cost	$6,372,070
Total Staff	0
Funded by Net County Cost	100%

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

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

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Board of Supervisors - Board Discretionary Fund
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,714,721	2,160,675	2,289,173	3,680,000	9,866,575	6,198,234	**(3,668,341)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,714,721	2,160,675	2,289,173	3,680,000	9,866,575	6,198,234	**(3,668,341)**
Reimbursements	(11,665)	(1,036,042)	0	(17,795)	(7,795)	0	**7,795**
Total Appropriation	2,703,056	1,124,633	2,289,173	3,662,205	9,858,780	6,198,234	**(3,660,546)**
Operating Transfers Out	29,804	57,358	550,890	190,000	357,586	173,836	**(183,750)**
Total Requirements	2,732,860	1,181,991	2,840,063	3,852,205	10,216,366	6,372,070	**(3,844,296)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	45,000	0	0	**0**
Total Revenue	0	0	0	45,000	0	0	**0**
Operating Transfers In	0	196,889	0	58,476	58,476	0	**(58,476)**
Total Sources	0	196,889	0	103,476	58,476	0	**(58,476)**
Net County Cost	2,732,860	985,102	2,840,063	3,748,729	10,157,890	6,372,070	**(3,785,820)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Requirements of $6.4 million represents an estimate of unspent requirements carried over from prior fiscal years to support various community programs and projects that promote the health, safety, well-being, and quality of life for County residents. Operating expenses make up the majority of expenditures within this budget unit and includes allocations made directly to local agencies and non-profits as well as allocations to County departments to support various public works and community improvement projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

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

The 2013-14 recommended budget estimates a reduction in requirements totaling $3.8 million representing payments made to support community programs and projects during the 2012-13 fiscal year. As of the Third Quarter Budget Report on May 7, 2013, funds remaining to be obligated by the Districts totaled $3.4 million. The 2013-14 recommended budget is an estimate of available requirements and will be reconciled to actuals in the 2013-14 adopted budget. There is currently no ongoing funding included in this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

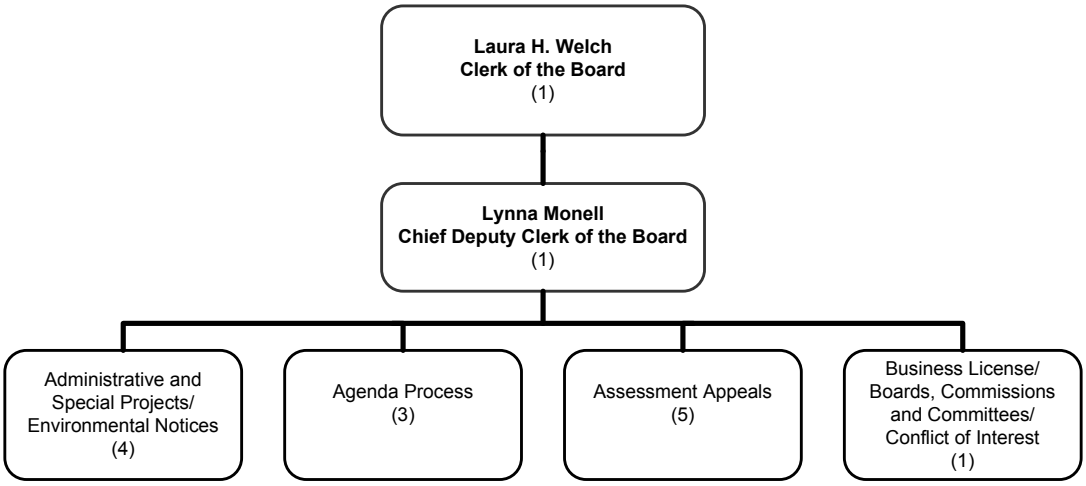
There is no staffing associated with this unit.

CLERK OF THE BOARD
Laura H. Welch

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Reached disposition or two-year waiver filed for all 8,989 2010-11 Assessment Appeal applications, which met the November 30, 2012, statutory deadline.
- Implemented enhancements to the Boards, Commissions and Committees (BCCs) system:
  - Application Preview Screen – This allows applicants to preview information prior to submitting their online applications. This reduces duplicate filings and improves the accuracy of online submissions.
  - Enhanced functionality within the BCC System to allow for greater management and tracking of dissolved or re-created Municipal Advisory Commissions and Advisory Commissions upon the election or re-election of Supervisors or Countywide redistricting.
- Implemented a major upgrade to the Agenda Management System (AMS) in preparation for transition to a new streaming video vendor. This upgrade also provides greater system functionality to the Clerk's staff in support of the preparation and management of the Board of Supervisors' agenda and records.
- Implemented videoconferencing program at the Joshua Tree Government Center. This program leverages technology in order to provide constituents that live in remote areas the opportunity to participate in the Board of Supervisors' meetings via videoconference.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s):

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

Department Strategy:

- *Increase electronic submissions of Assessment Appeal applications to improve the Department's ability to provide accurate, timely and efficient processing of applications.*
- *Implement business practice changes related to submission of applications to improve turnaround time for issuance of new business licenses.*
- *Implement business practice changes related to submission of applications to improve turnaround time for issuance of renewal business licenses.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of electronic submission of Assessment Appeal Applications.	36.3%	40%	34%	40%
Turnaround time for processing of new business licenses.	60 days	29 days	24 days	20 days
Turnaround time for processing of renewal business licenses.	42 days	26 days	23 days	20 days

It is anticipated that the 2012-13 target for online Assessment Appeal Application submittals will not be reached due to not fully implementing outreach efforts in 2012-13. It is anticipated that the Department will perform increased and improved outreach efforts in 2013-14.

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Clerk of the Board	2,343,659	313,578	2,030,081			15
Total General Fund	2,343,659	313,578	2,030,081			15

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Clerk of the Board	2,017,276	2,013,815	1,840,615	1,851,963	2,343,659
Total	**2,017,276**	**2,013,815**	**1,840,615**	**1,851,963**	**2,343,659**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Clerk of the Board	122,556	335,155	396,566	371,138	313,578
Total	**122,556**	**335,155**	**396,566**	**371,138**	**313,578**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Clerk of the Board	1,894,720	1,678,660	1,444,049	1,480,825	2,030,081
Total	**1,894,720**	**1,678,660**	**1,444,049**	**1,480,825**	**2,030,081**

Clerk of the Board

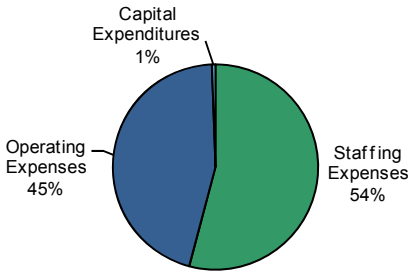
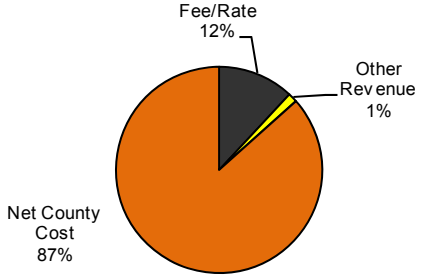
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$2,343,659
Total Sources	$313,578
Net County Cost	$2,030,081
Total Staff	15
Funded by Net County Cost	87%

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 200 advisory boards, commissions and committees (BCCs) and the COB maintains records and membership information for the County's BCCs. Responsibilities include posting of vacancies, processing of appointments and monitoring of ethics training for more than 1,000 BCC members.

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

2013-14 RECOMMENDED BUDGET

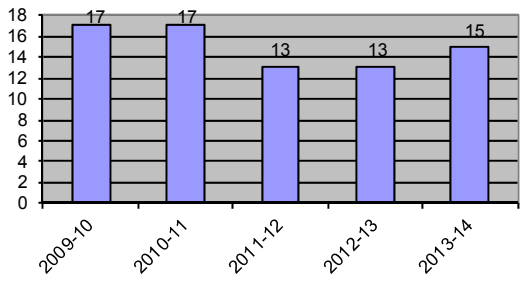
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	11	10	10	12
Limited Term	2	3	3	3
Total	13	13	13	15
Staffing Expenses	$1,095,488	$1,086,413	$1,086,413	$1,268,452

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	1,312,033	1,270,932	1,095,469	1,010,448	1,086,413	1,268,452	**182,039**
Operating Expenses	704,044	730,064	745,127	757,892	765,550	1,062,207	**296,657**
Capital Expenditures	0	0	0	0	0	13,000	**13,000**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,016,077	2,000,996	1,840,596	1,768,340	1,851,963	2,343,659	**491,696**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,016,077	2,000,996	1,840,596	1,768,340	1,851,963	2,343,659	**491,696**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,016,077	2,000,996	1,840,596	1,768,340	1,851,963	2,343,659	**491,696**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	72,435	294,306	352,329	290,741	325,638	279,453	**(46,185)**
Other Revenue	50,122	40,848	44,218	34,625	45,500	34,125	**(11,375)**
Total Revenue	122,557	335,154	396,547	325,366	371,138	313,578	**(57,560)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	122,557	335,154	396,547	325,366	371,138	313,578	**(57,560)**
Net County Cost	1,893,521	1,665,842	1,444,049	1,442,974	1,480,825	2,030,081	**549,256**
				Budgeted Staffing	13	15	**2**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

The majority of the COB expenses consist of staffing expenses to support functions of the Board of Supervisors and Assessment Appeals processing. Operating expenses of $1.1 million include costs related to office supplies, vendor service contracts, Application Development Maintenance and Support Costs and assessment appeals costs. This budget includes $13,000 in fixed assets to fund a network infrastructure upgrade to support the implementation of a new contract for video streaming hosting services which will provide public access to live and archived Board of Supervisor's meetings and other streamed events.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $491,696 which includes an increase of $182,039 in staffing expenses due to the addition of 1 Staff Analyst II and 1 Board Services Specialist position as well as higher retirement costs. Increases in operating expenses totaling $296,657 are primarily associated with higher COWCAP charges and the inclusion of Information Technology charges in the COB's budget. Sources are decreasing by $57,560 primarily due to an anticipated reduction in the number of Assessment Appeals applications and fewer environmental notice filings.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.3 million fund 15 budgeted positions of which 12 are regular positions and 3 are limited term positions.

Staffing changes for 2013-14 include the addition of 1 Staff Analyst II and 1 Board Services Specialist. The Staff Analyst II position will perform records retention and management duties, assume budget, fiscal and reporting duties, and other administrative functions within COB. The Board Services Specialist position will be assigned to reception, perform the majority of the business license duties and provide back up for agenda related functions. The addition of these positions will reduce the reliance on hiring temporary help, provide relief for the existing workload, and achieve the departmental goal of providing consistent customer service and training.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration/Special Projects/Environmental Notices	6	0	6	4	0	2	6
Agenda Process	3	0	3	3	0	0	3
Assessment Appeals	2	3	5	5	0	0	5
Business License/Form 700	1	0	1	1	0	0	1
Total	12	3	15	13	0	2	15

Administration/Special Projects/Environmental Notices

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

Agenda Process

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

Assessment Appeals

	Classification
1	Board Services Technician
1	Board Services Specialist
3	Assessment Appeals Processor
5	Total

Business License/Form 700

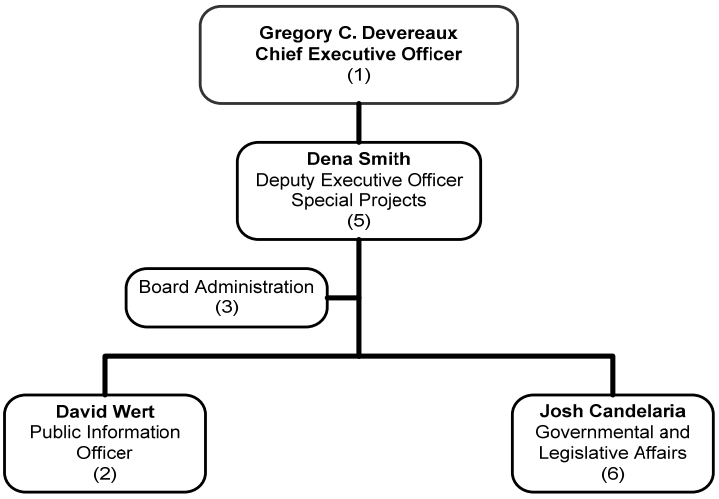
	Classification
1	Board Services Specialist
1	Total

COUNTY ADMINISTRATIVE OFFICE
Gregory C. Devereaux

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Convened an advisory group of department heads to recommend strategies for enhancing employee understanding and support of the Board-adopted Paradigm and Job statements.
- Established a “Chief Executive Officer” segment of New Employee Orientation providing new employees with information about the Countywide Vision, the County Paradigm and Job statements and how their work contributes to achievement of these goals.
- Recruited key County staff members to partner with Countywide Vision Element Group discussion leaders to facilitate communication and ensure each group’s progress towards an action plan in support of the Regional Implementation Goals.
- Completed redesign of the High Desert Government Center facility to include a fully operational Public Safety Operations Center (PSOC).
- Encouraged increased staff participation in regional and statewide associations.
- Participated in the statewide committee to recommend future funding formula for AB109 (Prison Realignment)
- Oversaw completion of a Geographic Information System-based report of development constraints countywide and presented to the San Bernardino Associated Governments (SANBAG) Board of Directors; partnered with SANBAG to make the report available to the County’s cities and towns through their secure website.
- Completed meet and confer cycle with employee groups, achieving the concessions needed to meet the budget goals.
- Initiated planning for a more effective approach to the management and maintenance of County facilities and infrastructure, including more effective tracking of preventative maintenance and repair activities for County facilities and roads.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL:	**IMPLEMENT THE COUNTYWIDE VISION**
Objective(s):	• ***Continue the County role of convening conversations on community collaboration and collective action.*** • ***Ensure that all County employees know the significance of the Countywide Vision, Job and Paradigm.***

Department Strategy:	• *Continue to oversee the Countywide Vision Project in partnership with SANBAG and facilitate activities of the Countywide Vision Element groups in support of the Regional Implementation Goals.* • *Maintain Countywide Vision Project website and provide quarterly project reports to the Board of Supervisors, SANBAG Board, Element group members and other interested parties.* • *Implement organizational assessment and communication plan to increase employee understanding of the Countywide Vision, Job and Paradigm and how their work supports them.*

COUNTY GOAL:	**IMPROVE COUNTY GOVERNMENT OPERATIONS**
Objective(s):	• ***Enhance and protect the Board of Supervisors' policy-making role and ensure authority exists for staff actions.*** • ***Incorporate the Board adopted County Goals and Objectives in the County budget document, tie department performance measures to them and report progress in the quarterly budget updates.*** • ***Ensure that employees know that they and their work are valued.***

Department Strategy:	• *Establish Policy Review and Oversight Committees to review and recommend updates to the County Policy Manual, including establishment of appropriate compliance monitoring and enforcement criteria.* • *Implement system for development, review and reporting of department performance measures, tied to the Goals and Objectives, as part of the annual and quarterly budget review process.* • *Continue to make presentations to employees and conduct workplace visits and support departments in their efforts to provide a professional work environment and the necessary tools for employees to succeed.*

COUNTY GOAL:	**PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**
Objective(s):	• ***Work with Federal, State and regional governments and organizations to ensure San Bernardino County receives its fair share of resources and to help shape legislation and regulations which affect the County.***

Department Strategy:	• *Continue active participation in the statewide working group for AB 109 (Prison Realignment).*

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s): • ***Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.***

Department Strategy: • *Implement a single system for management of County contracts to improve monitoring and help facilitate timely action (solicitation, extension, etc.) by departments.*

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
County Administrative Office	4,443,803	0	4,443,803			17
Litigation	589,763	0	589,763			0
Total General Fund	5,033,566	0	5,033,566			17

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Administrative Office	5,496,379	5,796,162	3,406,336	4,061,078	4,443,803
Litigation	789,492	270,081	392,708	489,938	589,763
Total	**6,285,871**	**6,066,243**	**3,799,044**	**4,551,016**	**5,033,566**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Administrative Office	92,142	0	0	0	0
Litigation	125,000	48,510	0	0	0
Total	**217,142**	**48,510**	**0**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Administrative Office	5,404,237	5,796,162	3,406,336	4,061,078	4,443,803
Litigation	664,492	221,571	392,708	489,938	589,763
Total	**6,068,729**	**6,017,733**	**3,799,044**	**4,551,016**	**5,033,566**

County Administrative Office

DESCRIPTION OF MAJOR SERVICES

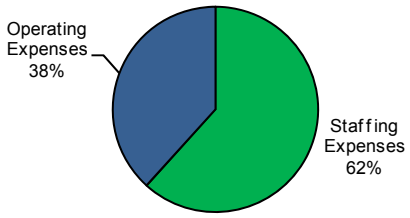
The County Administrative Office (CAO) is responsible to the Board of Supervisors (Board) for the general administration and coordination of all County operations and programs. The CAO oversees the operations of all County departments whose department heads are appointed by the Board or the Chief Executive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

Budget at a Glance	
Total Requirements	$4,443,803
Total Sources	$0
Net County Cost	$4,443,803
Total Staff	17
Funded by Net County Cost	90%

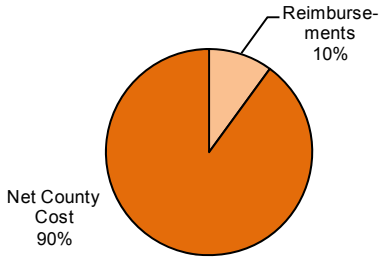
The CAO is also responsible for public information and legislative activities, and coordination of County activities with other local government entities, including cities and other counties.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

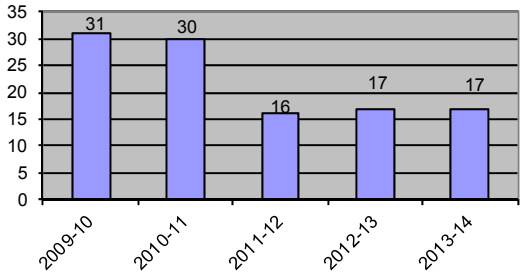


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	16	16	15	16
Limited Term	0	0	2	1
Total	16	16	17	17
Staffing Expenses	$2,479,290	$2,926,313	$2,971,901	$3,048,082

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	5,179,978	5,547,597	2,465,488	2,963,684	2,971,901	3,048,082	**76,181**
Operating Expenses	668,270	1,121,556	1,279,342	1,483,727	1,549,630	1,890,778	**341,148**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	5,848,248	6,669,153	3,744,830	4,447,411	4,521,531	4,938,860	**417,329**
Reimbursements	(351,869)	(873,013)	(441,218)	(460,913)	(460,453)	(495,057)	**(34,604)**
Total Appropriation	5,496,379	5,796,140	3,303,612	3,986,498	4,061,078	4,443,803	**382,725**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,496,379	5,796,140	3,303,612	3,986,498	4,061,078	4,443,803	**382,725**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	92,142	0	0	0	0	0	**0**
Total Revenue	92,142	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	92,142	0	0	0	0	0	**0**
Net County Cost	5,404,237	5,796,140	3,303,612	3,986,498	4,061,078	4,443,803	**382,725**
				Budgeted Staffing	17	17	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $3.0 million represent the majority of expenditures in this department and fund 17 budgeted positions, which are partially offset by $187,057 in reimbursements. Operating expenses of $1.9 million include $608,400 for the Quad State annual membership, the Fair Political Practices Commission contract, and the federal and state lobbyist contracts, which are partially offset by $308,000 in reimbursements from other departments for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $382,725 primarily due to Application Development Maintenance and Support costs now being budgeted directly in the Department, along with increased retirement costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.0 million fund 17 budgeted positions of which 16 are regular positions and 1 is a limited term position. Total budgeted staffing includes no change compared to the 2012-13 modified budget.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
County Administrative Office	1	0	1	1	0	0	1
Board Administration	3	0	3	3	0	0	3
Special Projects	5	0	5	5	0	0	5
Public Information Office	2	0	2	1	1	0	2
Governmental and Legislative Affairs	5	1	6	5	1	0	6
Total	16	1	17	15	2	0	17

County Administrative Office

	Classification
1	Chief Executive Officer
1	Total

Board Administration

	Classification
1	Executive Secretary III - Unclassified
2	Executive Secretary II
3	Total

Special Projects

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

Public Information Office

	Classification
1	Public Information Officer
1	Administrative Analyst III
2	Total

Governmental and Legislative Affairs

	Classification
1	Director of Gov/Legislative Affairs
1	Dep. Dir. Of Gov/Legislative Affairs
2	Legislative Analyst II
1	Executive Secretary III - Unclassified
1	Contract Special Projects Coordinator
6	Total

Litigation

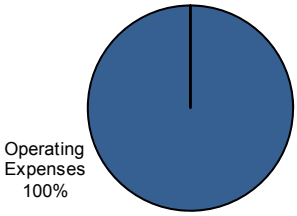
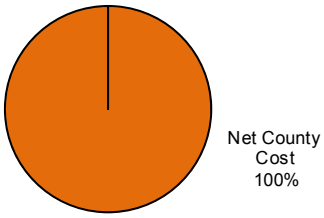
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Requirements	$589,763
Total Sources	$0
Net County Cost	$589,763
Total Staff	0
Funded by Net County Cost	100%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	789,492	270,070	376,222	581,257	489,938	589,763	**99,825**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	789,492	270,070	376,222	581,257	489,938	589,763	**99,825**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	789,492	270,070	376,222	581,257	489,938	589,763	**99,825**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	789,492	270,070	376,222	581,257	489,938	589,763	**99,825**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	48,510	1,200	1,200	0	0	**0**
Total Revenue	0	48,510	1,200	1,200	0	0	**0**
Operating Transfers In	125,000	0	0	0	0	0	**0**
Total Sources	125,000	48,510	1,200	1,200	0	0	**0**
Net County Cost	664,492	221,560	375,022	580,057	489,938	589,763	**99,825**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses of $589,763 represent costs for outside legal counsel and other litigation related expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $99,825 due to the need for additional external attorney services that are anticipated for 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

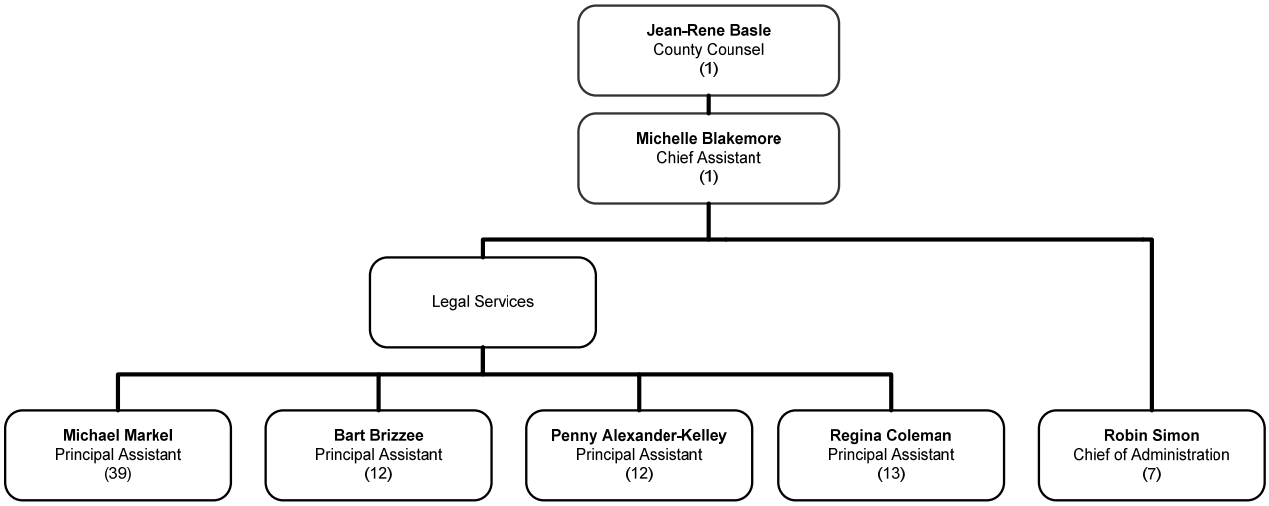
There is no staffing associated with this budget unit.

COUNTY COUNSEL
Jean-Rene Basle

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Prepared Ordinances on a variety of issues including:
  - Permitting and Operating of Food Truck Events
  - Campaign Reform
  - Emergency Services Reorganization
- Assisted in Medi-Cal Privacy and Security Agreement negotiations with the State resulting in favorable terms for the Counties.
- Opened 1,079 juvenile dependency cases and 192 appeals.
- Provided assistance and guidance to other parties in conjunction with the United States Environmental Protection Agency in the federal perchlorate litigation resulting in settlements with the major PRPs (Potentially Responsible Parties) and most of the remaining PRPs leading to a proposed remediation of groundwater contamination in the Rialto-Colton Basin and resolving almost 10 years of litigation.
- Advised Homeownership Protection Program Joint Powers Authority.
- Assisted Flood Control District regarding the Countywide stormwater permit.
- Assisted in preparing a sales tax agreement for Economic Development Agency.
- Drafted legislation and negotiated with the California Fair Political Practices Commission to become the enforcement arm of the County ethics policy.
- Assisted in the drafting of proposed legislation relating to the Cedar Glen Disaster Recovery Redevelopment Project Area.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

Objective(s):

- ***Enhance and protect the Board of Supervisors' policy-making role and ensure authority exists for staff actions.***
- ***Ensure that employees know that they and their work are valued.***
- ***Develop consistent messaging for the organization.***

Department Strategy:

- *Draft policies and ordinances pursuant to Board of Supervisor direction within requested timelines.*
- *Conduct an annual customer service survey which will allow clients to provide feedback on the service they receive from County Counsel.*
- *Develop a County Counsel intranet site so clients can access frequently requested information (ie: forms, ordinances, standard contract language, etc.).*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of policies and ordinances drafted within Board directed or requested timelines.	100%	100%	100%	100%
Percentage of clients who ranked service from County Counsel as satisfactory or above.	97%	98%	98%	98%
Percentage of County Counsel intranet site developed and implemented.	N/A	50%	50%	100%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
County Counsel	8,713,238	5,683,270	3,029,968			85
Total General Fund	8,713,238	5,683,270	3,029,968			85

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Counsel	8,343,431	9,111,036	8,476,960	8,751,502	8,713,238
Total	**8,343,431**	**9,111,036**	**8,476,960**	**8,751,502**	**8,713,238**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Counsel	5,597,616	5,850,483	6,154,250	5,644,400	5,683,270
Total	**5,597,616**	**5,850,483**	**6,154,250**	**5,644,400**	**5,683,270**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Counsel	2,745,815	3,260,553	2,322,710	3,107,102	3,029,968
Total	**2,745,815**	**3,260,553**	**2,322,710**	**3,107,102**	**3,029,968**

County Counsel

DESCRIPTION OF MAJOR SERVICES

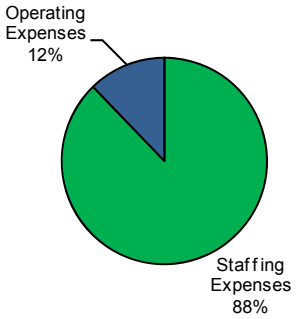
County Counsel provides civil legal services to the Board of Supervisors, the County Administrative Office, County departments, commissions, special districts, and school districts. County Counsel also provides legal services to various joint powers authorities and represents the courts and judges on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

Budget at a Glance

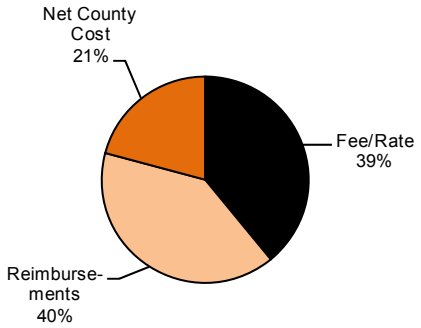
Total Requirements	$8,713,238
Total Sources	$5,683,270
Net County Cost	$3,029,968
Total Staff	85
Funded by Net County Cost	21%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

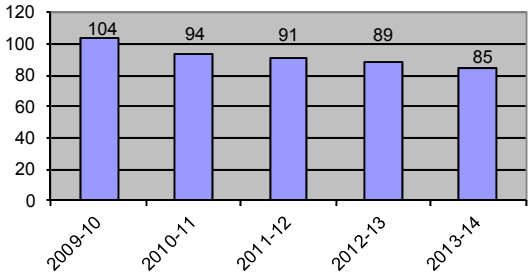


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	85	82	81	80
Limited Term	6	6	8	5
Total	91	88	89	85
Staffing Expenses	$12,222,684	$12,866,928	$12,866,928	$12,768,865

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Counsel
FUND: General

BUDGET UNIT: AAA CCL
FUNCTION: General
ACTIVITY: Counsel

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	11,177,755	13,356,526	12,219,215	12,489,056	12,866,928	12,768,865	**(98,063)**
Operating Expenses	729,030	847,720	1,656,726	1,174,958	1,716,534	1,781,523	**64,989**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	11,906,785	14,204,246	13,875,941	13,664,014	14,583,462	14,550,388	**(33,074)**
Reimbursements	(3,576,956)	(5,095,035)	(5,409,375)	(5,464,960)	(5,831,960)	(5,837,150)	**(5,190)**
Total Appropriation	8,329,829	9,109,211	8,466,566	8,199,054	8,751,502	8,713,238	**(38,264)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	8,329,829	9,109,211	8,466,566	8,199,054	8,751,502	8,713,238	**(38,264)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	5,596,036	5,849,925	6,145,211	5,692,300	5,643,650	5,682,520	**38,870**
Other Revenue	1,580	606	9,653	1,145	750	750	**0**
Total Revenue	5,597,616	5,850,531	6,154,864	5,693,445	5,644,400	5,683,270	**38,870**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	5,597,616	5,850,531	6,154,864	5,693,445	5,644,400	5,683,270	**38,870**
Net County Cost	2,732,213	3,258,680	2,311,702	2,505,609	3,107,102	3,029,968	**(77,134)**
				Budgeted Staffing	89	85	**(4)**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses represent the majority of the Department's requirements for 2013-14. Also included are expenses for expert witnesses, professional services, equipment replacement, publications, travel/training, computer charges, and facility costs. These expenses are primarily offset through reimbursements and revenue received from clients for providing services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements decreased by $38,264 due to decreased staffing costs from the elimination of 4 vacant positions, partially offset by increased operating expenses of $64,989.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $12.8 million fund 85 budgeted positions of which 80 are regular positions and 5 are limited term positions. The 2013-14 budget includes the deletion of 4 vacant positions (1 Executive Secretary II; 1 Office Assistant III; 1 Extra-Help Principal Assistant County Counsel; 1 Extra-Help Paralegal). The deletion of these positions is expected to have negligible impact on departmental operations.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration/Fiscal	8	1	9	7	2	0	9
Legal Services	72	4	76	71	5	0	76
Total	80	5	85	78	7	0	85

Administration/Fiscal

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

Legal Services

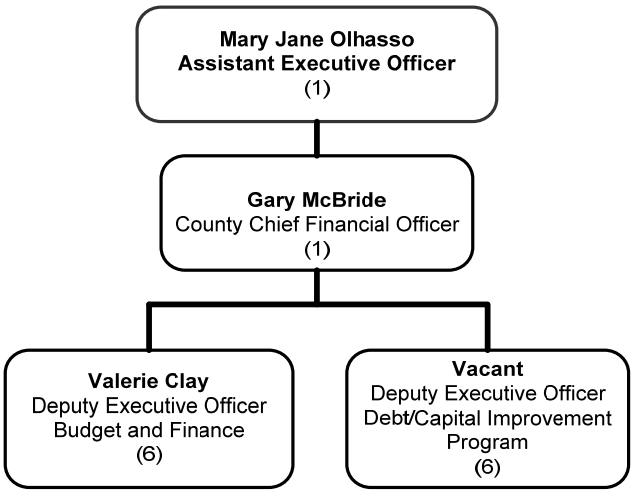
	Classification
4	Principal Assistant County Counsel
2	Extra Help Principal Assistant
37	Deputy County Counsel
2	Extra Help Deputy County Counsel
1	Research Attorney II
8	County Counsel Paralegals
2	Lead Secretary
15	Executive Secretary II
1	Office Assistant IV
4	Office Assistant III
76	Total

FINANCE AND ADMINISTRATION
Mary Jane Olhasso

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the seventh consecutive year.
- Provided funding for the new Financial Accounting System in the amount of $12.0 million.
- Increased General Purpose Reserve target of locally funded requirements from 11% to 12%.
- Developed a multi-year plan to address the projected shortfalls in the County's budget.
- Developed a budget for the coming fiscal year that brings the County into fiscal balance and addresses the most pressing countywide needs.
- Developed a long-term budget plan which brings the County into operational and programmatic balance.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

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

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Received Distinguished Budget Presentation Award from the Government Finance Officers Association.	Yes	Yes	Yes	Yes
Number of days recommended budget documents were provided in advance of the Board meeting.	N/A	N/A	N/A	14
Number of days fee ordinance documents were provided in advance of the Board meeting.	N/A	N/A	N/A	14

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

Objective(s): • ***Incorporate the Board adopted County Goals and Objectives in the County budget document, tie department performance measures to them and report progress in the quarterly budget updates.***

Department Strategy:
- *Include performance measures in the County budget document.*
- *Provide updates on performance measurement progress in the quarterly budget report.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
County Goals and Objectives are incorporated in the County budget document.	Yes	Yes	Yes	Yes
Performance measurement progress is reported in the quarterly budget report.	N/A	N/A	N/A	Yes

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Finance and Administration	2,814,749	0	2,814,749			14
Capital Facilities Leases	13,013,014	0	13,013,014			0
Total General Fund	15,827,763	0	15,827,763			14
Special Revenue Fund						
Disaster Recovery Fund	25,368	10,000		15,368		0
Total Special Revenue Fund	25,368	10,000		15,368		0
Total - All Funds	15,853,131	10,000	15,827,763	15,368		14

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Finance and Administration	0	0	1,972,535	2,640,486	2,814,749
Capital Facilities Leases	20,933,394	54,640,359	16,108,391	13,052,882	13,013,014
Disaster Recovery Fund	394,182	173,135	209,310	18,868	25,368
Total	**21,327,576**	**54,813,494**	**18,290,236**	**15,712,236**	**15,853,131**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Finance and Administration	0	0	0	0	0
Capital Facilities Leases	0	38,000,000	1,107,389	0	0
Disaster Recovery Fund	9,820	20,547	30,000	15,000	10,000
Total	**9,820**	**38,020,547**	**1,137,389**	**15,000**	**10,000**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Finance and Administration	0	0	1,972,535	2,640,486	2,814,749
Capital Facilities Leases	20,933,394	16,640,359	15,001,002	13,052,882	13,013,014
Total	**20,933,394**	**16,640,359**	**16,973,537**	**15,693,368**	**15,827,763**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Disaster Recovery Fund	384,362	152,588	179,310	3,868	15,368
Total	**384,362**	**152,588**	**179,310**	**3,868**	**15,368**

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, assists County departments in implementing best practices, and provides explanations, including alternative solutions, when best practices cannot be implemented.

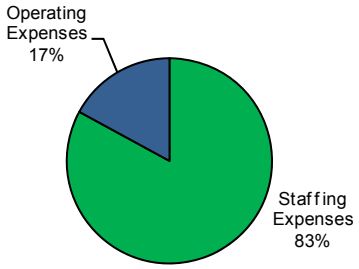
Budget at a Glance

Total Requirements	$2,814,749
Total Sources	$0
Net County Cost	$2,814,749
Total Staff	14
Funded by Net County Cost	88%

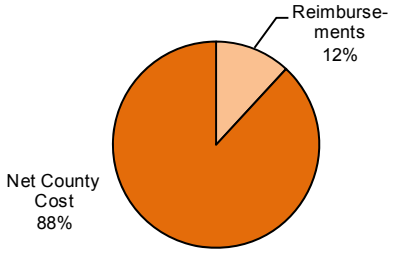
Finance and Administration is responsible for the preparation and administration of the County budget, including development of the five-year forecast and annual strategic plan; the administration and monitoring of the County general fund long-term debt portfolio, which includes both issuance and post-issuance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

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

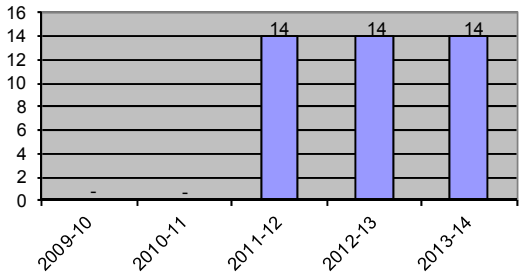


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	12	14	14	14
Limited Term	2	0	0	0
Total	14	14	14	14
Staffing Expenses	$2,102,656	$2,585,530	$2,585,530	$2,648,478

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Finance and Administration
FUND: General

BUDGET UNIT: AAA FAB
FUNCTION: General
ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	2,095,407	2,191,172	2,585,530	2,648,478	**62,948**
Operating Expenses	0	0	222,862	305,747	416,814	545,218	**128,404**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	2,318,269	2,496,919	3,002,344	3,193,696	**191,352**
Reimbursements	0	0	(369,985)	(361,858)	(361,858)	(378,947)	**(17,089)**
Total Appropriation	0	0	1,948,284	2,135,061	2,640,486	2,814,749	**174,263**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	1,948,284	2,135,061	2,640,486	2,814,749	**174,263**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	0	0	1,948,284	2,135,061	2,640,486	2,814,749	**174,263**
				Budgeted Staffing	14	14	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $2.6 million fund 14 budgeted regular positions. The majority of reimbursements are from Health Administration, County Fire, and Special Districts for administrative oversight.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are increasing by $174,263 primarily due to Application Development Maintenance and Support costs now being budgeted directly in the Department, along with increased retirement costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.6 million fund 14 budgeted regular positions. Total budgeted staffing includes no change compared to the 2012-13 modified budget.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Finance and Administration	14	0	14	12	2	0	14
Total	14	0	14	12	2	0	14

Finance and Administration

	Classification
1	Assistant Executive Officer-Finance and Administration
1	County Chief Financial Officer
2	Deputy Executive Officer
2	Principal Administrative Analyst
6	Administrative Analyst III
2	Executive Secretary III-Classified
14	Total

Capital Facilities Leases

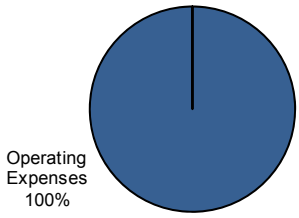
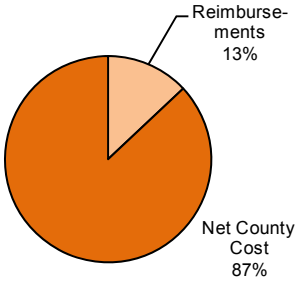
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Requirements	$13,013,014
Total Sources	$0
Net County Cost	$13,013,014
Total Staff	0
Funded by Net County Cost	87%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	22,503,854	54,214,260	17,993,260	14,998,418	14,998,418	14,954,748	**(43,670)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	22,503,854	54,214,260	17,993,260	14,998,418	14,998,418	14,954,748	**(43,670)**
Reimbursements	(1,816,051)	(2,037,795)	(1,943,662)	(1,945,536)	(1,945,536)	(1,941,734)	**3,802**
Total Appropriation	20,687,803	52,176,465	16,049,598	13,052,882	13,052,882	13,013,014	**(39,868)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	20,687,803	52,176,465	16,049,598	13,052,882	13,052,882	13,013,014	**(39,868)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	55	4,413	917,784	0	0	0	**0**
Total Revenue	55	4,413	917,784	0	0	0	**0**
Operating Transfers In	0	38,000,000	189,605	0	0	0	**0**
Total Sources	55	38,004,413	1,107,389	0	0	0	**0**
Net County Cost	20,687,748	14,172,052	14,942,209	13,052,882	13,052,882	13,013,014	**(39,868)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

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

Lease Payments:		
Justice Center/Chino Airport Improvements		6,472,000
West Valley Detention Center		8,102,743
	Subtotal	14,574,743
Other Expenditures:		
Debt Administration (including Trustee Fees, Audit and Arbitrage)		307,800
COWCAP		72,205
	Subtotal	14,954,748
Reimbursements		(1,941,734)
	Total	13,013,014

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14 operating expenses are declining slightly due to a reduction in Countywide Cost Allocation Plan (COWCAP) charges.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Disaster Recovery Fund

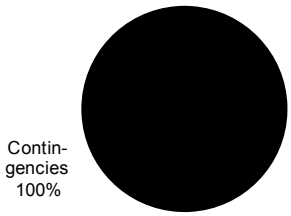
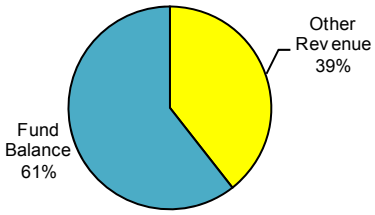
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Requirements	$25,368
Total Sources	$10,000
Fund Balance	$15,368
Use of Fund Balance	$0
Total Staff	0

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	6,587	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	25,368	**25,368**
Total Exp Authority	6,587	0	0	0	0	25,368	**25,368**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,587	0	0	0	0	25,368	**25,368**
Operating Transfers Out	0	0	0	0	18,868	0	**(18,868)**
Total Requirements	6,587	0	0	0	18,868	25,368	**6,500**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	305,797	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	77,723	19,161	20,548	11,500	15,000	10,000	**(5,000)**
Total Revenue	383,520	19,161	20,548	11,500	15,000	10,000	**(5,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	383,520	19,161	20,548	11,500	15,000	10,000	**(5,000)**
				Fund Balance	3,868	15,368	**11,500**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Other revenue of $10,000 represents anticipated interest earnings based on the entire fund balance which consists of restricted funds due to other agencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

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

STAFFING CHANGES AND OPERATIONAL IMPACT

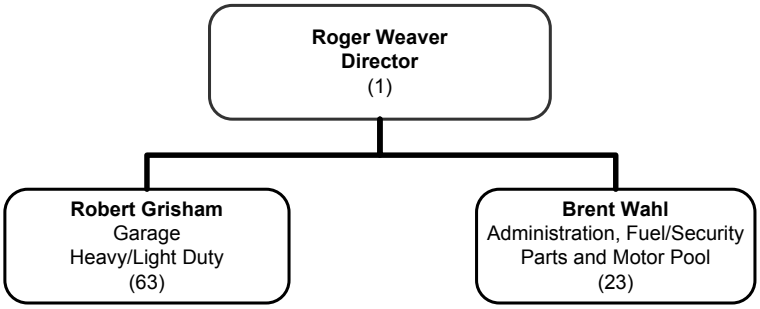
There is no staffing associated with this budget unit.

FLEET MANAGEMENT
Roger Weaver

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Relocated San Bernardino County Fire Protection District (County Fire) Vehicle Services maintenance/repair operations to Fleet Management site optimizing space requirements for vehicle services.
- Merged County Fire Vehicle Services and Fleet Management parts inventories to increase parts room efficiency, reduce inventories, and utilize economies of scale.
- Completed selection process for new Fleet Management Information System, FASTER, to increase automation in operations.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s):

- ***Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.***
- ***Develop a long-term budget plan which brings the County into operational and programmatic balance.***
- ***Implement information management best-practices that would unify technology platforms and move toward a standardized enterprise approach.***

Department Strategy:

- *Continue to monitor and streamline the shop, parts and administrative functions of the now co-located County Fire Vehicle Services and Fleet Management operations.*
- *Identify and eliminate excess/underutilized County managed fuel tanks.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Reduction in parts inventory levels.	N/A	N/A	N/A	25%
Excess/underutilized fuel tanks taken out of service.	0	N/A	0	80%

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

Objective(s):

- ***Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.***

Department Strategy:

- *Improve fire apparatus uptime (readiness rate) to reduce vehicle requirements in the County.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Fire apparatus uptime (readiness rate).	N/A	N/A	70%	80%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Internal Service Funds						
Garage	18,458,354	18,679,100			220,746	84
Motor Pool	15,437,657	14,796,200			(641,457)	3
Total Internal Service Funds	33,896,011	33,475,300			(420,711)	87

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Garage	12,203,040	12,598,325	13,751,300	14,652,027	18,458,354
Motor Pool	14,686,700	11,170,766	12,869,783	16,145,848	15,437,657
Total	**26,889,740**	**23,769,091**	**26,621,083**	**30,797,875**	**33,896,011**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Garage	12,355,000	12,620,110	13,982,165	14,468,800	18,679,100
Motor Pool	14,479,000	11,707,970	12,730,500	13,250,674	14,796,200
Total	**26,834,000**	**24,328,080**	**26,712,665**	**27,719,474**	**33,475,300**

5-YEAR NET BUDGET TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Garage	151,960	21,785	230,865	(183,227)	220,746
Motor Pool	(207,700)	537,204	(139,283)	(2,895,174)	(641,457)
Total	**(55,740)**	**558,989**	**91,582**	**(3,078,401)**	**(420,711)**

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.

Garage

DESCRIPTION OF MAJOR SERVICES

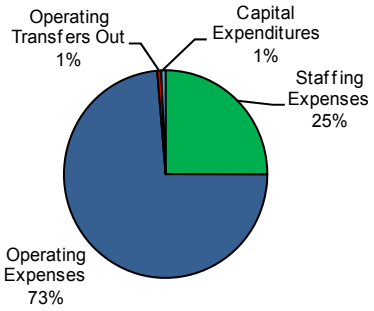
Budget at a Glance	
Total Requirements	$18,458,354
Total Sources	$18,679,100
Net Budget	$220,746
Estimated Unrestricted Net Assets	$1,037,779
Use of Unrestricted Net Assets	($220,746)
Total Staff	84

Fleet Management's Garage Division provides fuel, maintenance, repair, fabrication, generator services and emergency field services for the County's fleet of vehicles and heavy equipment. Beginning in 2013-14, shop operations will also include full service maintenance and repairs for County Fire's vehicles and equipment.

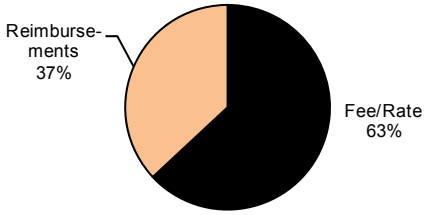
The Garage budget unit is an internal service fund (ISF). All operational costs of the Garage Division are financed through Board-approved rates. As an ISF, any unrestricted net assets available at the end of fiscal year are carried over to the next fiscal year to provide working capital, finance the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

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

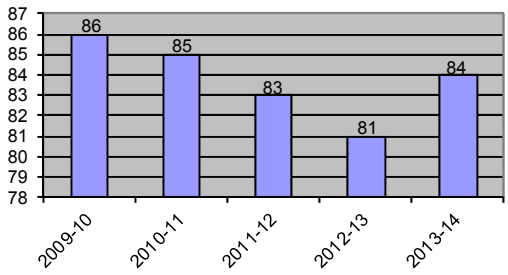


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	83	82	81	84
Limited Term	0	0	0	0
Total	83	82	81	84
Staffing Expenses	$6,303,555	$7,191,241	$7,191,241	$7,336,845

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Fleet Management
FUND: Garage

BUDGET UNIT: ICB VHS, IDJ VHS
FUNCTION: General
ACTIVITY: Other General

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	6,465,592	6,288,472	6,303,544	6,528,600	7,191,241	7,336,845	**145,604**
Operating Expenses	12,541,746	14,205,213	16,076,451	18,522,600	16,973,274	21,562,610	**4,589,336**
Capital Expenditures	31,447	5,040	31,626	0	229,000	200,000	**(29,000)**
Contingencies	0	0	0	0	0	70,800	**70,800**
Total Exp Authority	19,038,785	20,498,725	22,411,621	25,051,200	24,393,515	29,170,255	**4,776,740**
Reimbursements	(8,771,686)	(8,174,669)	(8,996,787)	(10,589,200)	(10,296,197)	(10,902,701)	**(606,504)**
Total Appropriation	10,267,099	12,324,056	13,414,834	14,462,000	14,097,318	18,267,554	**4,170,236**
Operating Transfers Out	187,649	176,494	38,291	114,500	554,709	190,800	**(363,909)**
Total Requirements	10,454,748	12,500,550	13,453,125	14,576,500	14,652,027	18,458,354	**3,806,327**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	10,978,458	11,750,728	13,198,426	14,385,500	14,137,300	18,602,300	**4,465,000**
Other Revenue	36,504	81,259	53,940	17,000	331,500	6,000	**(325,500)**
Total Revenue	11,014,962	11,831,987	13,252,366	14,402,500	14,468,800	18,608,300	**4,139,500**
Operating Transfers In	0	0	386,565	0	0	70,800	**70,800**
Total Sources	11,014,962	11,831,987	13,638,931	14,402,500	14,468,800	18,679,100	**4,210,300**
Net Budget	560,214	(668,563)	185,806	(174,000)	(183,227)	220,746	**403,973**
				Budgeted Staffing	81	84	**3**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses make up the majority of the Department's expenditures within this budget unit. These expenses include $10.2 million for the purchase of fuel, $5.0 million for the purchase of automotive parts and sublet services, $2.7 million to reimburse County Fire for salary and benefit costs of 26 Vehicle Services' positions, and $1.3 million for intra-fund charges for maintenance and repairs.

Sources of $18.6 million primarily represent reimbursements from other County departments and outside agencies for fuel supplied and vehicle maintenance and repair services performed.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14 a new Garage Earned Leave fund was created to establish an earned leave program to ensure that the Department has funding set aside to pay earned leave expenses. Requirements for the Garage fund have increased by $3.8 million primarily due to an anticipated increase of $1.2 million in demand for automotive parts for servicing County Fire's vehicles and equipment, an increase of $2.5 million in salaries and benefits operating transfers out to reimburse County Fire for salary and benefit costs, and $0.1 million for the earned leave program. Sources are increasing by $4.2 million, which includes reimbursements from County Fire for automotive parts, services performed, and the associated overhead revenue, as well as operating transfers in for the earned leave program.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $7.3 million fund 84 budgeted regular positions. The 2013-14 recommended budget includes an increase of 3 positions, consisting of 1 Motor Pool Assistant, 1 Fiscal Assistant, and 1 Custodian I. In addition, the budget includes a reclassification of 1 Equipment Parts Specialist I to a Stores Specialist and 1 Garage Services Assistant to a Fiscal Assistant to more accurately reflect the duties and responsibilities of the positions.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	8	0	8	7	0	1	8
Light Duty	39	0	39	32	5	2	39
Fuel/ Security	6	0	6	5	0	1	6
Heavy Duty	24	0	24	19	5	0	24
Parts	7	0	7	6	0	1	7
Total	84	0	84	69	10	5	84

Administration

	Classification
1	Director of Fleet Management
1	Executive Secretary II
1	Staff Analyst II
1	Motor Fleet Shop Supervisor
1	Fiscal Specialist
1	Payroll Specialist
1	Office Assistant III
1	Fiscal Assistant
8	Total

Light Duty

	Classification
1	Motor Fleet Maint Superintendent
2	Motor Fleet Shop Supervisor
7	Motor Fleet Mechanic II
13	Motor Fleet Mechanic I
1	Garage Service Writer
7	Mechanics Assistant
3	Equipment Svcs Specialist I
4	Motor Pool Assistant
1	Custodian I
39	Total

Fuel/Security

	Classification
1	Fuel and Security Supervisor
2	Equipment Svcs Specialist II
2	Equipment Svcs Specialist I
1	Fiscal Assistant
6	Total

Heavy Duty

	Classification
1	Motor Fleet Maint Superintendent
2	Motor Fleet Shop Supervisor
1	Motor Fleet Mechanic II
16	Motor Fleet Mechanic I
3	Mechanics Assistant
1	Equipment Services Specialist I
24	Total

Parts

	Classification
1	Equipment Parts Supervisor
3	Equipment Parts Specialist I
2	Stores Specialist
1	Storekeeper
7	Total

Motor Pool

DESCRIPTION OF MAJOR SERVICES

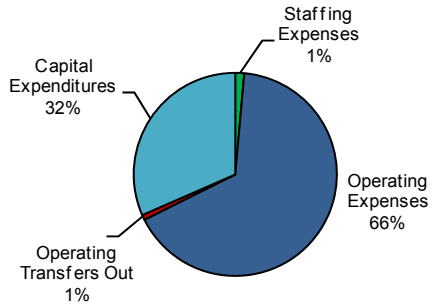
Fleet Management's Motor Pool Division has ownership and/or maintenance responsibility for approximately 1,790 automobiles, vans, pick-up trucks and various specialty vehicles/equipment assigned to County departments. The Motor Pool coordinates collection and distribution of vehicle replacement funds, fuel, maintenance, insurance, overhead and other operational costs of fleet vehicles.

Budget at a Glance	
Total Requirements	$15,437,657
Total Sources	$14,796,200
Net Budget	($641,457)
Estimated Unrestricted Net Assets	$10,166,688
Use of Unrestricted Net Assets	$641,457
Total Staff	3

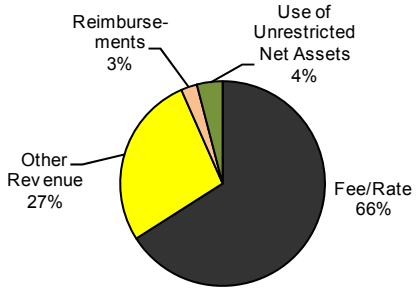
The Motor Pool budget unit is an internal service fund (ISF). All operational costs of the Motor Pool Division are financed through Board-approved rates. As an ISF, any unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year to provide working capital, finance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

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

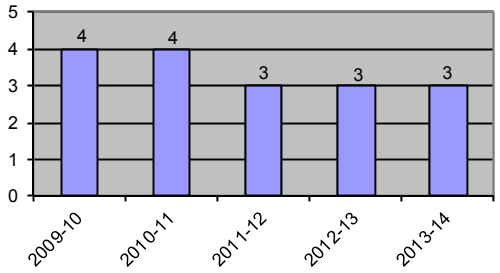


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	3	3	3	3
Limited Term	0	0	0	0
Total	3	3	3	3
Staffing Expenses	$194,355	$211,768	$226,768	$225,005

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Fleet Management
FUND: Motor Pool

BUDGET UNIT: IBA VHS, IDH VHS
FUNCTION: General
ACTIVITY: Other General

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	248,824	254,780	193,453	223,800	226,768	225,005	**(1,763)**
Operating Expenses	8,945,664	8,634,668	8,965,497	9,553,300	9,392,590	10,488,896	**1,096,306**
Capital Expenditures	177,489	2,397,490	3,388,965	6,400,000	6,500,000	5,000,000	**(1,500,000)**
Contingencies	0	0	0	0	0	500	**500**
Total Exp Authority	9,371,977	11,286,938	12,547,915	16,177,100	16,119,358	15,714,401	**(404,957)**
Reimbursements	(311,120)	(350,448)	(376,390)	(378,400)	(378,700)	(405,500)	**(26,800)**
Total Appropriation	9,060,857	10,936,490	12,171,525	15,798,700	15,740,658	15,308,901	**(431,757)**
Operating Transfers Out	0	231,612	690,878	394,000	405,190	128,756	**(276,434)**
Total Requirements	9,060,857	11,168,102	12,862,403	16,192,700	16,145,848	15,437,657	**(708,191)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	49,770	0	0	0	**0**
Fee/Rate	9,358,649	9,204,941	8,519,133	9,484,000	8,845,500	10,453,700	**1,608,200**
Other Revenue	3,374,435	2,458,430	4,030,170	4,592,000	4,405,174	4,342,000	**(63,174)**
Total Revenue	12,733,084	11,663,371	12,599,073	14,076,000	13,250,674	14,795,700	**1,545,026**
Operating Transfers In	93,502	1,378	0	0	0	500	**500**
Total Sources	12,826,586	11,664,749	12,599,073	14,076,000	13,250,674	14,796,200	**1,545,526**
Net Budget	3,765,729	496,647	(263,330)	(2,116,700)	(2,895,174)	(641,457)	**2,253,717**
				Budgeted Staffing	3	3	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses make up the majority of the budget unit's expenditures. These expenses include transfers to the Garage fund of $4.6 million for vehicle maintenance and repairs, $3.4 million for fuel, and $1.1 million for auto liability insurance costs.

Capital expenditures include $5.0 million for the purchase of new vehicles and equipment. These expenditures include an approximate distribution of $3.7 million for the purchase of trucks/sport utility vehicles, $0.7 million for vans, and $0.6 million for sedans.

Sources of $14.7 million include $7.7 million from variable/per-mile revenue, $6.4 million from monthly fixed charges, and $0.5 million from auction proceeds.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Motor Pool fund include a decrease in capital expenditures of $1.5 million primarily due to a decrease in the number of assigned vehicles that have exceeded the replacement life cycle. The Department uses a nationally recognized, state-of-the-art, "life cycle cost" financial model to determine the optimal vehicle/equipment replacement point. Additionally, operating expenses are increasing by $1.0 million primarily due to an increase in auto liability insurance and maintenance and repair costs, and is offset by a decrease in fuel costs due to actual average cost and usage trending lower than estimated in the previous budget.

Sources are increasing by $1.5 million primarily due to an increase in monthly fixed charges, which includes new revenues for monthly fixed insurance charges for vehicles owned by the Human Services Department, as well as an increase in variable/per-mile revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $225,005 fund 3 budgeted regular positions. Total budgeted staffing includes no change compared to the 2012-13 modified budget.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Motor Pool	3	0	3	3	0	0	3
Total	3	0	3	3	0	0	3

Motor Pool

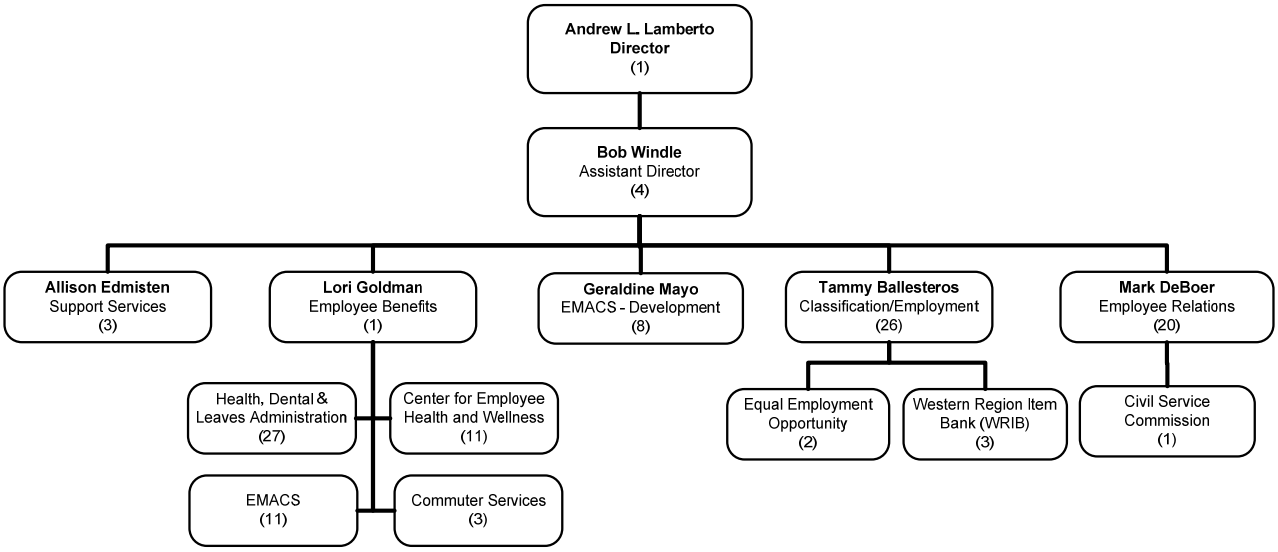
	Classification
1	Staff Analyst II
1	Vehicle Services Shop Supervisor
1	Motor Pool Assistant
3	Total

HUMAN RESOURCES
Andrew Lamberto

DEPARTMENT MISSION STATEMENT

The Human Resources Department is committed to providing effective customer service to all departments, employees, and constituents of the County of San Bernardino, through the timely delivery of innovative, quality human resources systems, programs, and services.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Labor Negotiations – Implemented several cost saving measures in an effort to address immediate budget issues and resolve the County's long-term ongoing structural deficit with all represented groups.
- Public Employees' Pension Reform Act (PEPRA) – Implemented PEPRA provisions on pensionable compensation, new lower benefit formulas for General and Safety Members, an employee/employer cost sharing provision, and a new final average compensation calculation, resulting in long-term cost savings to the County.
- Employee Management and Compensation System (EMACS) Consolidation - Consolidated several functions from the Auditor-Controller/Treasurer/Tax Collector and Information Services Department under Human Resources to form the EMACS Development Team, allowing for a centralized and more efficient delivery of services.
- Employment Contract Review – Revised over 100 individual contracts, as well as master contracts covering several hundred employees, to reflect many of the same changes the County was negotiating with its bargaining units and implementing with unrepresented groups.
- Benefit Programs Realized Savings - Negotiated premium rates for the County's medical, dental, and disability plans, as well as protected leaves administration.
- Equal Opportunity Commission Diversity Forum - Hosted the second annual EOC Diversity and Inclusion Forum, "Building Tomorrow's Workforce – Today!" This annual Forum is another means to promulgate equal employment opportunity and workforce diversity within the County of San Bernardino.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

Objective(s):

- ***Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.***

Department Strategy:

- *The County Wellness Program, My Health Matters!, will transition its incentive structure from activity based to results based in attempt to reduce medical premium costs.*
- *To ensure compliance and avoid Affordable Care Act penalities, follow the current action plan to ensure all aspects of administration and reporting are addressed.*
- *Due to completion of union bargaining cycle, conduct an audit of EMACS County Payroll and benefit processes contained in the Memoranda of Understanding to verify accurate implementation.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Biometric screenings completed.	493	2,500	4,400	4,400
Exceed the legislative requirement by offering coverage to >95% of full time employees.	N/A	>95%	98.0%	99.0%
Percentage of EMACS County Payroll and benefit audit completed.	N/A	N/A	N/A	75%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Human Resources	7,165,607	624,917	6,540,690			79
The Center for Employee Health and Wellness	2,069,041	2,069,041	0			11
Unemployment Insurance	4,000,500	0	4,000,500			0
Total General Fund	13,235,148	2,693,958	10,541,190			90
Special Revenue Funds						
Commuter Services	1,448,047	693,050		754,997		3
Employee Benefits and Services	3,442,966	2,953,135		489,831		28
Total Special Revenue Funds	4,891,013	3,646,185		1,244,828		31
Total - All Funds	18,126,161	6,340,143	10,541,190	1,244,828		121

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Human Resources	5,044,562	5,005,730	4,509,105	5,860,758	7,165,607
The Center for Employee Health and Wellness	439,491	437,707	1,034,048	1,979,584	2,069,041
Unemployment Insurance	4,007,687	4,010,028	4,503,268	4,000,500	4,000,500
Commuter Services	1,228,054	1,304,147	1,411,216	1,488,392	1,448,047
Employee Benefits and Services	4,183,782	3,902,200	3,722,134	3,596,366	3,442,966
Total	**14,903,576**	**14,659,812**	**15,179,771**	**16,925,600**	**18,126,161**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Human Resources	183,057	278,392	293,300	538,084	624,917
The Center for Employee Health and Wellness	1,001,407	953,156	1,034,048	1,979,584	2,069,041
Unemployment Insurance	0	0	0	0	0
Commuter Services	581,996	677,725	593,031	669,466	693,050
Employee Benefits and Services	3,095,302	2,704,050	2,799,954	3,040,635	2,953,135
Total	**4,861,762**	**4,613,323**	**4,720,333**	**6,227,769**	**6,340,143**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Human Resources	4,861,505	4,727,338	4,427,152	5,322,674	6,540,690
The Center for Employee Health and Wellness	(561,916)	(515,449)	0	0	0
Unemployment Insurance	4,007,687	4,010,028	4,503,268	4,000,500	4,000,500
Total	**8,307,276**	**8,221,917**	**8,930,420**	**9,323,174**	**10,541,190**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Commuter Services	646,058	626,422	818,185	818,926	754,997
Employee Benefits and Services	1,088,480	1,198,150	922,180	555,731	489,831
Total	**1,734,538**	**1,824,572**	**1,740,365**	**1,374,657**	**1,244,828**

Human Resources

DESCRIPTION OF MAJOR SERVICES

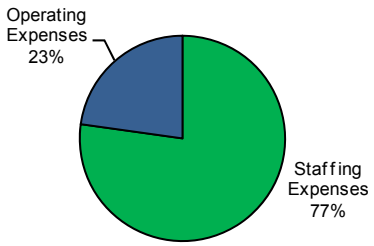
Budget at a Glance	
Total Requirements	$7,165,607
Total Sources	$624,917
Net County Cost	$6,540,690
Total Staff	79
Funded by Net County Cost	58%

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

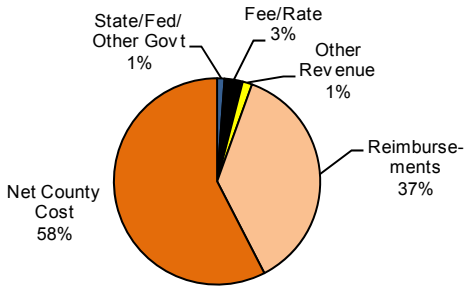
In addition, the Department is responsible for the management of the Western Region Item Bank (WRIB), a cooperative, computer-based test question bank used by 120 public agencies to develop employment tests. Each WRIB participating agency pays an annual fee.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

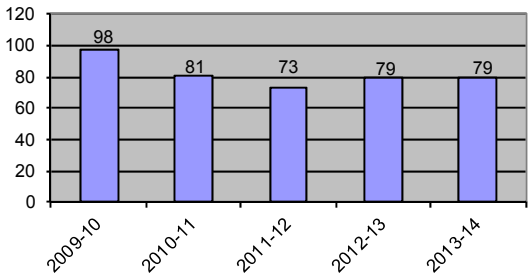


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	73	73	79	79
Limited Term	0	0	0	0
Total	73	73	79	79
Staffing Expenses	$7,519,526	$7,949,422	$8,449,991	$8,773,282

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: General

BUDGET UNIT: AAA HRD
FUNCTION: General
ACTIVITY: Personnel

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	8,978,789	7,965,434	7,519,526	8,224,742	8,449,991	8,773,282	**323,291**
Operating Expenses	1,784,940	682,278	1,079,047	1,346,844	1,450,658	2,588,854	**1,138,196**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	10,763,729	8,647,712	8,598,573	9,571,586	9,900,649	11,362,136	**1,461,487**
Reimbursements	(5,719,167)	(3,641,984)	(4,149,170)	(4,039,891)	(4,039,891)	(4,196,529)	**(156,638)**
Total Appropriation	5,044,562	5,005,728	4,449,403	5,531,695	5,860,758	7,165,607	**1,304,849**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,044,562	5,005,728	4,449,403	5,531,695	5,860,758	7,165,607	**1,304,849**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	125,987	126,409	131,242	**4,833**
Fee/Rate	173,907	250,470	236,010	312,356	303,675	324,675	**21,000**
Other Revenue	9,150	27,922	57,218	116,496	108,000	169,000	**61,000**
Total Revenue	183,057	278,392	293,228	554,839	538,084	624,917	**86,833**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	183,057	278,392	293,228	554,839	538,084	624,917	**86,833**
Net County Cost	4,861,505	4,727,336	4,156,175	4,976,856	5,322,674	6,540,690	**1,218,016**
				Budgeted Staffing	79	79	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses make up the majority of the Department's expenditures within this budget unit for 2013-14. These expenses are necessary primarily in order to provide human resources services to the County's approximately 18,000 employees. Sources primarily represent revenue from WRIB memberships and reimbursements from other departments for administrative services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing primarily as a result of Application Development Maintenance and Support costs of $972,472 now being budgeted directly in the Department. In addition, the reorganization of 5 EMACS personnel that were transferred to Human Resources in the first quarter of 2012-13 resulted in an increase in requirements based on full year funding. Sources for this budget unit have increased due to increased revenue from other departments for advertising and Civil Service hearings.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $8.8 million fund 79 budgeted regular positions. The budget includes a reclassification of 1 Human Resources Analyst III to a Human Resources Officer II, which does not have any financial impact. In addition, the budget includes a reclassification of 1 Human Resources Officer III to a Human Resources Division Chief position within the Employee Relations Division.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	8	0	8	8	0	0	8
Classification/Employment	26	0	26	26	0	0	26
Equal Employment Opportunity	2	0	2	2	0	0	2
Western Region Item Bank	3	0	3	3	0	0	3
Employee Relations	20	0	20	20	0	0	20
Civil Service Commission	1	0	1	1	0	0	1
EMACS	19	0	19	19	0	0	19
Total	79	0	79	79	0	0	79

Administration

	Classification
1	Director of Human Resources
1	Asst Director of Human Resources
1	Human Resources Analyst II
1	Administrative Analyst III
1	Accountant II
1	Labor Relations Financial Analyst
1	Accounting Technician
1	Executive Secretary II
8	Total

Classification/Employment

	Classification
1	Human Resources Division Chief
1	Executive Secretary I
2	Human Resources Analyst II
1	Testing & Certification Supervisor
13	Human Resources Analyst I
2	Personnel Technician
1	Office Assistant IV
5	Office Assistant III
26	Total

Equal Employment Opportunity

	Classification
1	Human Resources Analyst II
1	Personnel Technician
2	Total

Western Region Item Bank

	Classification
1	Personnel Technician
2	Office Assistant III
3	Total

Employee Relations

	Classification
1	Human Resources Division Chief
1	Executive Secretary I
15	Human Resources Officer II
3	Human Resources Officer I
20	Total

Civil Service Commission

	Classification
1	Secretary, Civil Service Commission
1	Total

EMACS - HR

	Classification
1	EMACS Manager
1	EMACS-HR Supervisor
1	Human Resources Analyst II
1	Systems Procedures Analyst II
4	Systems Procedures Analyst I
1	Staff Analyst I
9	Office Specialist
1	Office Assistant III
19	Total

The Center for Employee Health and Wellness

DESCRIPTION OF MAJOR SERVICES

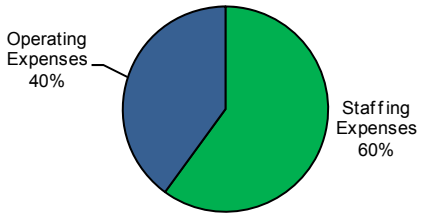
The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. The CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the County in hearings before the Civil Service Commission regarding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

Budget at a Glance

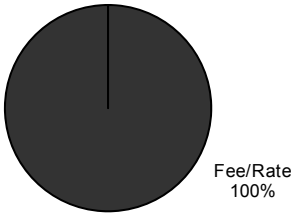
Total Requirements	$2,069,041
Total Sources	$2,069,041
Net County Cost	$0
Total Staff	11
Funded by Net County Cost	0%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

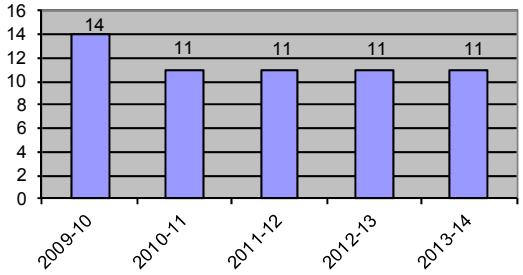


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	9	9	9	9
Limited Term	2	2	2	2
Total	11	11	11	11
Staffing Expenses	$1,172,496	$1,222,246	$1,222,246	$1,242,007

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA OCH
FUNCTION: General
ACTIVITY: Personnel

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	1,335,263	1,142,098	1,115,968	1,193,203	1,222,246	1,242,007	**19,761**
Operating Expenses	717,047	665,121	617,536	566,977	751,238	827,034	**75,796**
Capital Expenditures	0	0	0	6,075	6,100	0	**(6,100)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,052,310	1,807,219	1,733,504	1,766,255	1,979,584	2,069,041	**89,457**
Reimbursements	(1,612,819)	(1,369,513)	(780,189)	0	0	0	**0**
Total Appropriation	439,491	437,706	953,315	1,766,255	1,979,584	2,069,041	**89,457**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	439,491	437,706	953,315	1,766,255	1,979,584	2,069,041	**89,457**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	1,001,407	953,156	1,046,222	1,781,010	1,979,584	2,069,041	**89,457**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	1,001,407	953,156	1,046,222	1,781,010	1,979,584	2,069,041	**89,457**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	1,001,407	953,156	1,046,222	1,781,010	1,979,584	2,069,041	**89,457**
Net County Cost	(561,916)	(515,450)	(92,907)	(14,755)	0	0	**0**
				Budgeted Staffing	11	11	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses make up the majority of the Department's expenditures within this budget unit for 2013-14. These expenses are necessary in order to provide employee and applicant pre-placement and in-service medical examinations to the County's approximately 18,000 employees as well as employees of various external agencies. Sources are collected for various pre-placement and in-service medical examinations provided for a fee as detailed in the County's fee ordinance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources for 2013-14 increased by $89,457 primarily as a result of anticipated charges for services provided. The CEHW is completely fee based and departments will be billed based on a fee for service.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.2 million fund 9 budgeted regular positions and 2 budgeted limited term positions. There have been no staffing changes in this budget unit.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
CEHW	9	2	11	11	0	0	11
Total	9	2	11	11	0	0	11

CEHW

	Classification
1	Chief of Clinical Operations
1	Sprvsg Occupational Health Physician
1	Nurse Practitioner II
1	Con Occupational Physician Assistant
1	Licensed Vocational Nurse II
1	Registered Nurse II - Clinic
1	Office Assistant IV
4	Clinic Assistant
11	Total

Unemployment Insurance

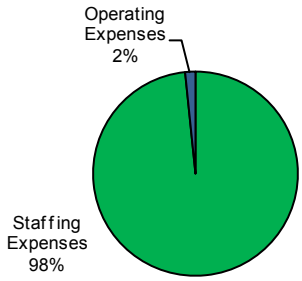
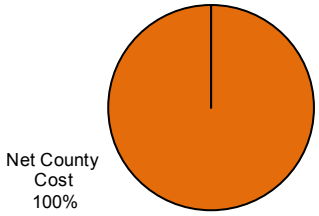
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Requirements	$4,000,500
Total Sources	$0
Net County Cost	$4,000,500
Total Staff	0
Funded by Net County Cost	100%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA UNI
FUNCTION: General
ACTIVITY: Personnel

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	3,967,063	3,968,036	4,453,787	3,935,426	3,935,426	3,935,785	**359**
Operating Expenses	40,624	41,991	49,477	65,074	65,074	64,715	**(359)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,007,687	4,010,027	4,503,264	4,000,500	4,000,500	4,000,500	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	4,007,687	4,010,027	4,503,264	4,000,500	4,000,500	4,000,500	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,007,687	4,010,027	4,503,264	4,000,500	4,000,500	4,000,500	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	4,007,687	4,010,027	4,503,264	4,000,500	4,000,500	4,000,500	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses represent the amount available for unemployment claims to be paid during 2013-14. Operating expenses represent the quarterly payment to the vendor that administers the unemployment insurance claims as well as transfers for internal staffing expenses for administration of the program.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no changes in this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Commuter Services

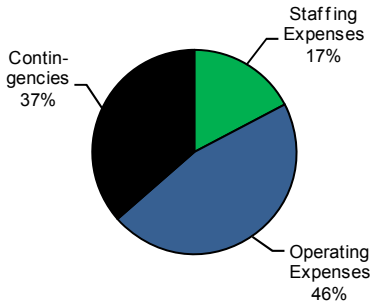
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$1,448,047
Total Sources	$693,050
Fund Balance	$754,997
Use of Fund Balance	$227,711
Total Staff	3

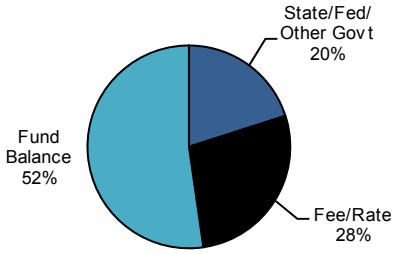
The Commuter Services budget unit was established to account for funds received under AB 2776 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department of Motor Vehicles collects fees and remits amounts to the appropriate Air Quality Management District (AQMD) for vehicles registered within the district. This budget unit receives AB 2766 funding from both the South Coast Air Quality Management District (SCAQMD) and the Mojave Desert Air Quality Management District (MDAQMD).

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

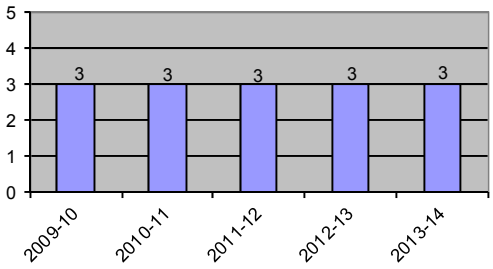


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	3	3	3	3
Limited Term	0	0	0	0
Total	3	3	3	3
Staffing Expenses	$182,924	$243,841	$243,841	$250,224

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: Commuter Services

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	240,135	245,771	181,024	202,761	243,841	250,224	**6,383**
Operating Expenses	361,509	240,190	474,017	511,673	533,450	670,537	**137,087**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	711,101	527,286	**(183,815)**
Total Exp Authority	601,644	485,961	655,041	714,434	1,488,392	1,448,047	**(40,345)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	601,644	485,961	655,041	714,434	1,488,392	1,448,047	**(40,345)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	601,644	485,961	655,041	714,434	1,488,392	1,448,047	**(40,345)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	282,957	288,632	275,958	261,647	289,302	289,300	**(2)**
Fee/Rate	291,370	263,806	374,672	385,144	376,164	400,000	**23,836**
Other Revenue	7,682	125,286	5,151	3,714	4,000	3,750	**(250)**
Total Revenue	582,009	677,724	655,781	650,505	669,466	693,050	**23,584**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	582,009	677,724	655,781	650,505	669,466	693,050	**23,584**
				Fund Balance	818,926	754,997	**(63,929)**
				Budgeted Staffing	3	3	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses make up the majority of the expenditures within this budget unit for 2013-14. These expenses include charges for operating vanpools and other ride share programs. Sources include payroll deductions from employees participating in the rideshare programs, as well as funds from the Air Quality Management Districts.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements for 2013-14 will, for the most part, remain unchanged from the prior year. Sources are increasing slightly as a result of an increase in vanpool payroll deduction amounts.

STAFFING CHANGES AND OPERATIONAL IMPACT

There have been no staffing changes in this budget unit.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Commuter Services	3	0	3	3	0	0	3
Total	3	0	3	3	0	0	3

Commuter Services

	Classification
1	Human Resources Analyst I
1	Office Specialist
1	Office Assistant III
3	Total

Employee Benefits and Services

DESCRIPTION OF MAJOR SERVICES

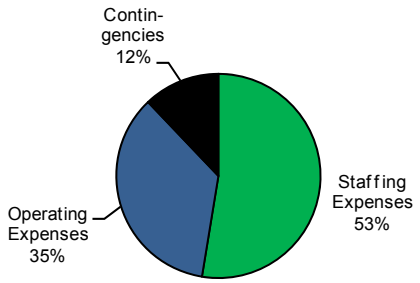
Employee Benefits and Services, under the direction of the Human Resources Department, administers the County's health, dental, vision, life insurance and voluntary retirement plans as well as its integrated leave programs.

Budget at a Glance

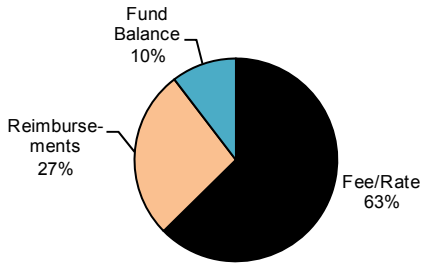
Total Requirements	$3,442,966
Total Sources	$2,953,135
Fund Balance	$489,831
Use of Fund Balance	($81,036)
Total Staff	28

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

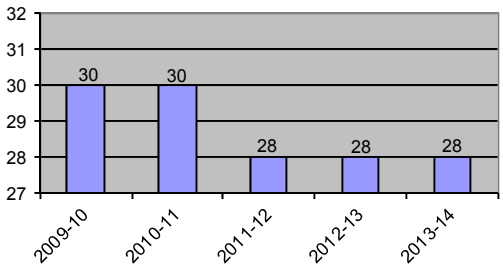


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	28	28	28	28
Limited Term	0	0	0	0
Total	28	28	28	28
Staffing Expenses	$2,438,240	$2,457,810	$2,457,810	$2,478,382

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	2,248,133	2,490,428	2,419,254	2,457,810	2,457,810	2,478,382	**20,572**
Operating Expenses	1,699,174	1,714,059	1,743,437	1,575,782	1,632,188	1,663,602	**31,414**
Capital Expenditures	0	29,299	0	0	0	0	**0**
Contingencies	0	0	0	0	770,729	570,867	**(199,862)**
Total Exp Authority	3,947,307	4,233,786	4,162,691	4,033,592	4,860,727	4,712,851	**(147,876)**
Reimbursements	(949,843)	(1,251,795)	(1,192,760)	(1,264,361)	(1,264,361)	(1,269,885)	**(5,524)**
Total Appropriation	2,997,464	2,981,991	2,969,931	2,769,231	3,596,366	3,442,966	**(153,400)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,997,464	2,981,991	2,969,931	2,769,231	3,596,366	3,442,966	**(153,400)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	1,315	13,654	14,419	15,145	0	0	**0**
Fee/Rate	3,076,088	2,679,292	2,587,225	2,685,162	3,036,135	2,950,135	**(86,000)**
Other Revenue	17,899	11,104	1,024	3,024	4,500	3,000	**(1,500)**
Total Revenue	3,095,302	2,704,050	2,602,668	2,703,331	3,040,635	2,953,135	**(87,500)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	3,095,302	2,704,050	2,602,668	2,703,331	3,040,635	2,953,135	**(87,500)**
				Fund Balance	555,731	489,831	**(65,900)**
				Budgeted Staffing	28	28	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses are the majority of the Department's expenditures within this budget unity for 2013-14. These expenses are necessary to manage the County employee health, dental, vision, life insurance, voluntary retirement and integrated leave plan benefits. Sources of $3.0 million primarily represent revenue from Administrative Fees for managing the employee benefit programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements for 2013-14 are decreasing slightly as an offset to the decrease in revenue as a result of reduced administrative overhead received from employee charges and other miscellaneous services.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.5 million fund 28 budgeted regular positions. While there have been no changes in the total number of staff in this budget unit, the Human Resources Benefit Chief was reclassified to a Human Resources Division Chief. This is strictly a title change with no impact to salaries and benefits.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Employee Benefits and Services	28	0	28	27	1	0	28
Total	28	0	28	27	1	0	28

Employee Benefits and Services

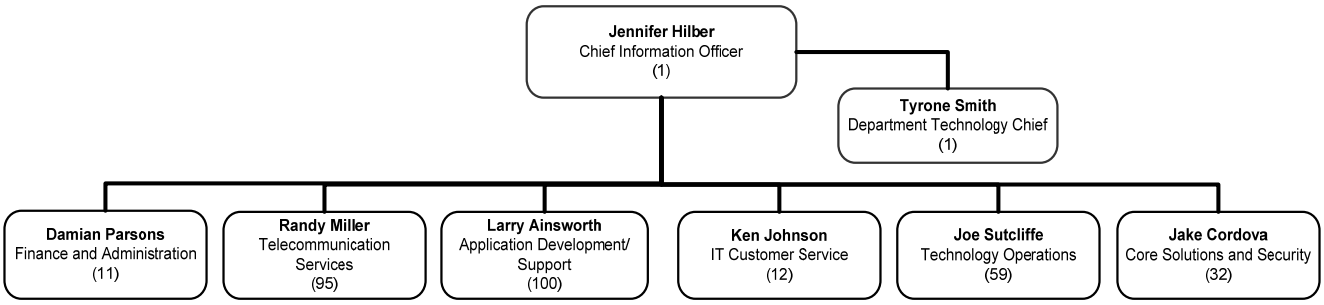
	Classification
1	Human Resources Division Chief
2	Human Resources Analyst II
5	Human Resources Analyst I
3	Staff Analyst II
1	Fiscal Specialist
2	Supervising Office Specialist
11	Office Specialist
1	Executive Secretary I
2	Office Assistant III
28	Total

INFORMATION SERVICES
Jennifer Hilber

DEPARTMENT MISSION STATEMENT

The Information Services Department provides contemporary, innovative, secure and accessible technology in computer, media and communication services in the most cost effective manner, enabling departments and agencies to accomplish the mission of San Bernardino County.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Implemented virtualization technologies and integrated enterprise level network storage solutions to help reduce cost and waste as well as improve productivity.
- Assisted with implementing the network replacement Request for Proposals (RFP) evaluation to refresh Arrowhead Regional Medical Center's (ARMC) network data switches throughout the hospital to bring critical network equipment under vendor support and increase the bandwidth of ARMC's Local Area Network.
- Upgraded existing Mainframe and implemented a Disaster Recovery Mainframe at the High Desert Government Center resulting in increased mainframe performance and a reduction in operating cost.
- Deployed an enterprise Help Desk solution to consolidate several stand-alone internal end-of-life cycle technology support systems to better manage the delivery of Information Technology (IT) services within Information Services Department (ISD) and to its customers.
- Consolidated outdated and unsupported software programs that house the data used to provide customer recurring monthly billing, tracking, work order processing, inventory tracking, and equipment programming.
- Deployed a system upgrade analysis to assess the current Public Safety Radio System and document what is required to upgrade the current system to a supported P25 digital land mobile radio system.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s): • ***Implement information management best-practices that would unify technology platforms and move toward a standardized enterprise approach.***

Department Strategy:

- *Unify the County's enterprise telecommunication services over the next seven years by migrating to Voice Over Internet Protocol (VOIP) technology; improving telecommunication functionality and supportability while reducing ongoing support cost.*
- *Migrate County mobile devices to a new software management platform to enhance security and functionality.*
- *Leverage the County's enterprise server and disaster recovery infrastructures by expanding platform offerings through the addition of Linux capability; potentially allowing more applications to be run on the enterprise server.*
- *Implement a new unified Geographic Information System (GIS) infrastructure to standardize GIS services to facilitate information sharing between County departments and provide online interactive maps.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Conversion of 2,899 telephones per year to VOIP (20,297 telephones).	N/A	100%	100%	100%
Migrate 700 mobile devices to new software management platform.	N/A	14%	28%	100%
Run a pilot application on the Linux platform to serve as a test environment for future Linux deployments.	N/A	N/A	N/A	100%
Implementation of new GIS infrastructure.	N/A	N/A	N/A	100%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Application Development	15,765,937	13,720,515	2,045,422			100
Total General Fund	15,765,937	13,720,515	2,045,422			100
Internal Service Funds						
Computer Operations	24,233,803	22,926,172			(1,307,631)	116
Telecommunication Services	31,213,747	28,307,667			(2,906,080)	95
Total Internal Service Funds	55,447,550	51,233,839			(4,213,711)	211
Total - All Funds	71,213,487	64,954,354	2,045,422	0	(4,213,711)	311

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Application Development	14,882,807	14,885,831	15,177,361	15,406,101	15,765,937
Computer Operations	21,850,420	22,238,931	25,124,719	26,039,632	24,233,803
Telecommunication Services	34,407,015	23,004,788	26,175,241	32,342,199	31,213,747
Total	**71,140,242**	**60,129,550**	**66,477,321**	**73,787,932**	**71,213,487**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Application Development	5,711,543	7,582,884	8,043,518	7,938,173	13,720,515
Computer Operations	22,260,488	21,363,918	20,143,120	22,189,460	22,926,172
Telecommunication Services	34,610,180	26,516,866	25,664,047	28,834,645	28,307,667
Total	**62,582,211**	**55,463,668**	**53,850,685**	**58,962,278**	**64,954,354**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Application Development	9,171,264	7,302,947	7,133,843	7,467,928	2,045,422
Total	**9,171,264**	**7,302,947**	**7,133,843**	**7,467,928**	**2,045,422**

5-YEAR NET BUDGET TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Computer Operations	410,068	(875,013)	(4,981,599)	(3,850,172)	(1,307,631)
Telecommunication Services	203,165	3,512,078	(511,194)	(3,507,554)	(2,906,080)
Total	**613,233**	**2,637,065**	**(5,492,793)**	**(7,357,726)**	**(4,213,711)**

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.

Application Development

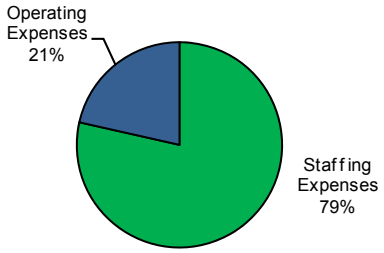
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$15,765,937
Total Sources	$13,720,515
Net County Cost	$2,045,422
Total Staff	100
Funded by Net County Cost	13%

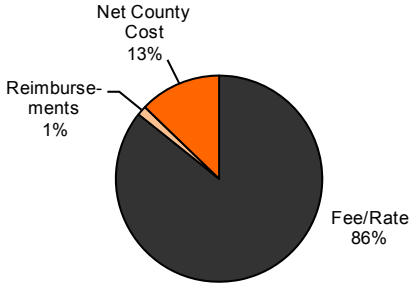
The Application Development division provides support for County departments as they develop, enhance and maintain business applications on a variety of hardware and software platforms. These applications include the County's enterprise accounting, payroll, budget, personnel, document imaging, public web sites, geographical information system and many other business line systems. ISD consults with departments to identify cost effective ways of conducting business and often provides business process reviews, cost analysis, and overall recommendations in the acquisition and integration of new systems.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

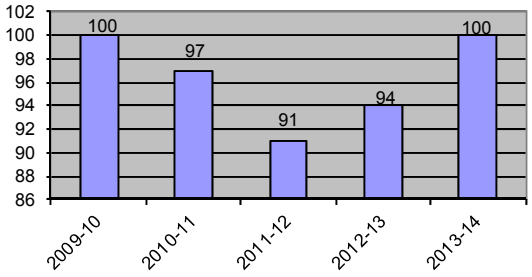


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	91	94	94	99
Limited Term	0	0	0	1
Total	91	94	94	100
Staffing Expenses	$10,761,155	$11,760,046	$11,760,046	$12,568,734

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services - Application Development
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	11,040,926	10,808,719	10,761,155	11,610,830	11,760,046	12,568,734	**808,688**
Operating Expenses	1,872,997	2,146,621	2,391,989	3,278,479	3,654,873	3,435,459	**(219,414)**
Capital Expenditures	7,499	6,856	17,679	16,141	16,142	0	**(16,142)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	12,921,422	12,962,196	13,170,823	14,905,450	15,431,061	16,004,193	**573,132**
Reimbursements	(71,007)	(108,758)	(98,395)	(24,960)	(24,960)	(238,256)	**(213,296)**
Total Appropriation	12,850,415	12,853,438	13,072,428	14,880,490	15,406,101	15,765,937	**359,836**
Operating Transfers Out	2,032,392	2,032,392	2,032,392	0	0	0	**0**
Total Requirements	14,882,807	14,885,830	15,104,820	14,880,490	15,406,101	15,765,937	**359,836**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	5,704,543	7,568,019	7,977,209	7,325,087	7,938,173	13,720,515	**5,782,342**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	5,704,543	7,568,019	7,977,209	7,325,087	7,938,173	13,720,515	**5,782,342**
Operating Transfers In	0	14,866	0	0	0	0	**0**
Total Sources	5,704,543	7,582,885	7,977,209	7,325,087	7,938,173	13,720,515	**5,782,342**
Net County Cost	9,178,264	7,302,945	7,127,611	7,555,403	7,467,928	2,045,422	**(5,422,506)**
				Budgeted Staffing	94	100	**6**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Major expenditures included in the 2013-14 budget represent requirements for staffing. The staff in this budget unit support business systems and applications. Application Development sources are generated from the chargeback of the expenditures for the maintenance, support, and enhancements of computer applications for both County departments and external customers that are not funded by net county cost. Computer software and hardware expenditures are critical for the support of all Application Development, Geographical Information System, and Multi-media work. Internal overhead expenditures are also critical to support all administrative functions provided to these divisions.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $12.6 million fund 99 regular budgeted positions and 1 contract budgeted position and are increasing by $808,688. This increase is a result of transferring 3 business system analyst positions from ISD's Computer Operations budget unit, and adding 2 programmer positions. Additionally, the cost to maintain salaries and benefits for existing staff has increased due to various retirement and risk management costs.

Operating expenses of $3.4 million are decreasing by $219,414 due to a reduction to central services as well as a reduction to Application Development charges for GIS. Operating expenses primarily include IT contractor services, computer software, computer hardware, aerial imagery flyover, central services and internal overhead allocations.

Capital expenditures have been eliminated for 2013-14 as the expenditure for Multimedia workstations is no longer needed.

Reimbursements of $238,256 are increasing by $213,296 due to a new reimbursement from Department of Behavioral Health to fund 2 new programmer positions.

Sources of $13.7 million are increasing by $5.8 million due to the replacement of revenue from charges for Application Development maintenance and support that was previously received in net county cost. Revenue consists of Application Development charges, GIS programming, aerial imagery, and Street Network subscription services.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $12.6 million fund 100 budgeted positions of which 99 are regular and 1 is a limited term position. Budgeted staffing has increased by 6 positions with the addition of 3 Business System Analyst positions transferred from ISD's Computer Operations budget unit and the addition of 2 Programmer positions required for Department of Behavioral Health projects. All new positions are offset with revenue and reimbursements. Additionally, the contract position was approved by the Board of Supervisor's on April 9, 2013 (Item No. 52).

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Application Development	86	1	87	74	7	6	87
Geographic Information Systems	9	0	9	9	0	0	9
Multimedia Services	4	0	4	4	0	0	4
Total	99	1	100	87	7	6	100

Application Development

	Classification
4	Business Systems Analyst III
3	IT Technical Assistant II
1	Office Assistant II
48	Programmer Analyst III
1	Cont Programmer Analyst III
20	Programmer III
1	Secretary
1	SystemsDev Div Chief
7	SystemsDev Team Leader
1	Contract Team Leader
87	Total

Geographic Information Systems

	Classification
1	Geographic Info Systems Technician I
2	Geographic Info Systems Technician II
1	Geographic Info Systems Technician III
1	GIMS Manager
1	Office Assistant II
1	Programmer Analyst III
1	Programmer III
1	Systems Development Team Leader
9	Total

Multimedia Services

	Classification
3	Multimedia Coordinator
1	Multimedia Supervisor
4	Total

Computer Operations

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$24,233,803
Total Sources	$22,926,172
Net Budget	($1,307,631)
Estimated Unrestricted Net Assets	$4,006,932
Use of Unrestricted Net Assets	$1,307,631
Total Staff	116

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

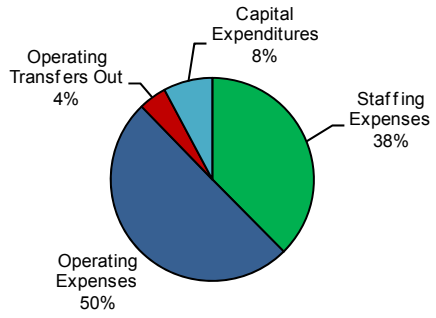
Technology Operations provides for the design, operation, maintenance and administration of the County's Enterprise Data Center which supports the County's mainframe and includes server management for physical and virtual servers, integrated document imaging infrastructure for digitizing paper records, and print operations for bulk printing functions required by the County.

IT Customer Service assists departments in ensuring that their technology and business objectives are achieved. The Division provides a Technology Support Center to handle service requests and problem tickets.

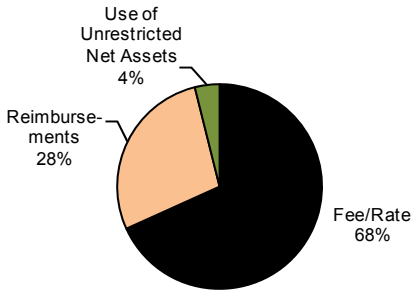
Core Solutions and Security provides the County with global email, security direction and technology policies and procedures, along with technical services that support desktop communications and functions across the County.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

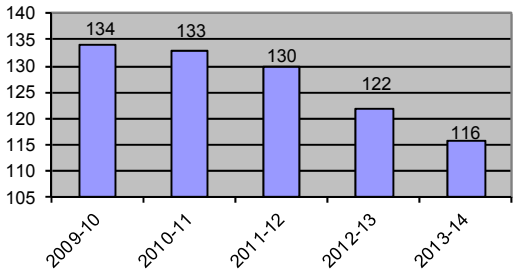


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	130	121	121	116
Limited Term	0	0	1	0
Total	130	121	122	116
Staffing Expenses	$12,986,065	$13,126,366	$13,126,366	$12,622,716

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Computer Operations

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	12,220,953	12,505,093	12,902,333	13,036,516	13,126,366	12,622,716	**(503,650)**
Operating Expenses	13,135,434	12,950,863	16,935,909	18,194,256	18,229,107	16,849,984	**(1,379,123)**
Capital Expenditures	1,362,084	2,611,459	2,881,538	1,827,070	2,199,844	2,619,844	**420,000**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	26,718,471	28,067,415	32,719,780	33,057,842	33,555,317	32,092,544	**(1,462,773)**
Reimbursements	(7,534,600)	(7,884,019)	(9,355,319)	(10,100,623)	(11,028,685)	(9,358,741)	**1,669,944**
Total Appropriation	19,183,871	20,183,396	23,364,461	22,957,219	22,526,632	22,733,803	**207,171**
Operating Transfers Out	504,530	506,471	1,017,913	1,137,000	4,087,000	1,500,000	**(2,587,000)**
Total Requirements	19,688,401	20,689,867	24,382,374	24,094,219	26,613,632	24,233,803	**(2,379,829)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	20,963,825	21,363,918	20,701,019	18,980,751	21,615,460	22,926,172	**1,310,712**
Other Revenue	0	0	0	0	574,000	0	**(574,000)**
Total Revenue	20,963,825	21,363,918	20,701,019	18,980,751	22,189,460	22,926,172	**736,712**
Operating Transfers In	47,420	0	0	0	0	0	**0**
Total Sources	21,011,245	21,363,918	20,701,019	18,980,751	22,189,460	22,926,172	**736,712**
Net Budget	1,322,844	674,051	(3,681,355)	(5,113,468)	(4,424,172)	(1,307,631)	**3,116,541**
				Budgeted Staffing	122	116	**(6)**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $12.6 million fund 116 regular budgeted positions. The net decrease of $503,650 is due to the deletion of 3 regular positions and 1 extra help position, and the transfer of 2 positions to ISD's Application Development budget unit due to a realignment of workload. These decreases were offset by increases in retirement expenses.

Operating expenses of $16.8 million include costs of computer software, application development support and maintenance charges, equipment maintenance, services provided by Facilities Management, travel and transfers out. The net decrease of $1.4 million is a result of a decrease in COWCAP charges, application development enhancement charges and internal Admin/Fiscal allocation costs.

Capital expenditures of $2.6 million include equipment and software purchases. Equipment purchases of $2.1 million represent $1.11 million for regular equipment replacement, $670,000 for data storage growth for County departments and $400,000 for unplanned requirements. Equipment purchases are increasing $545,000 because of the expected need for storage growth for other County departments. Capitalized software purchases of $495,233 are for the purchase of software licenses and is decreasing by $125,000 due to a reduction in need.

Reimbursements of $9.4 million are for internal administrative allocations and intra-fund revenues. The decrease of $1.7 million is due to the elimination of the space charges reimbursement from Telecommunication Services with the change in processing IT support charges to various County departments through the billing system.

Operating transfers out of $1.5 million represent the ongoing costs expected for the Data Center Electrical Capital Improvement Project.

Sources of $22.9 million are comprised of central computer revenues and other information technology services revenue. The increase of $1.3 million for fee/rate revenue results from billing for services previously reimbursed by County departments and increases in service demand. The decrease of $574,000 in other revenue is due to a reduction in use of unrestricted net assets.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $2.4 million primarily due to a decrease of $1.2 million in COWCAP and the $2.6 million decrease in operating transfers out from the Data Center Electrical Capital Improvement Project. These decreases are being offset by decreases in by approximately $1.6 million in reimbursements.

Sources are increasing by $736,712 due to billing for services previously reimbursed by County departments and increases in service demand.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $12.6 million fund 116 budgeted regular positions.

Computer Operations recommends the following staffing changes:

- Delete 1 Extra Help Information Services Division Chief as it is no longer needed.
- Reclass the Assistant Chief Information Officer to a Department Technology Chief to better align with job duties.
- Reinstate a Business Application Manager as a result of a departmental reorganization.
- Delete 3 IT Account Representatives as a result of a departmental reorganization.
- Transfer 1 Secretary I to Computer Operations due to a departmental reorganization.
- Transfer 3 Business Systems Analyst III from Computer Operations due to a departmental reorganization.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Enterprise Processing	20	0	20	18	2	0	20
Customer Service	12	0	12	12	0	0	12
Central Imaging	11	0	11	11	0	0	11
Finance and Administration	13	0	13	12	1	0	13
EMACS Support	1	0	1	1	0	0	1
Enterprise Printing	8	0	8	8	0	0	8
Server Management	19	0	19	19	0	0	19
Core Solutions and Security	32	0	32	29	3	0	32
Total	116	0	116	110	6	0	116

Enterprise Processing

	Classification
1	Automated Systems Analyst I
1	Computer Facilities Specialist
3	Computer Operations Specialist
1	Comptuer Operations Supervisor
5	Computer Operator III
1	Office Assistant III
2	Product Control Supervisor
5	Systems Support Analyst III
1	Systems Support Division Chief
20	Total

Customer Service

	Classification
1	Automated Systems Analyst I
2	Business Application Manager
5	Help Desk Technician II
1	Product Management Supervisor
1	Product Specialist
1	Systems Development Division Chief
1	Technology Help Desk Supervisor
12	Total

Central Imaging

	Classification
1	Microfilm Technician
3	Office Assistant II
1	Office Assistant IV
1	Photographic Laboratory Technician
2	Programmer Analyst III
1	Systems Devleopment Team Leader
2	Systems Support Analyst III
11	Total

Finance and Administration

	Classification
1	Accounting Technician
1	Administrative Supervisor I
1	Chief Information Officer
1	Department of Technology Chief
1	Executive Secretary II
2	Fiscal Assistant
1	Fiscal Specialist
1	Information Services Finance Officer
1	Secretary I
2	Staff Analyst II
1	Supervising Accountant II
13	Total

EMACS Support

	Classification
1	Systems Support Analyst III
1	Total

Enterprise Printing

	Classification
1	Computer Operations Specialist
4	Computer Operator III
2	Office Assistant II
1	Office Assistant III
8	Total

Server Management

	Classification
2	Computer Operations Specialist
1	IT Technical Assistant II
14	Systems Support Analyst III
2	Systems Support Supervisor
19	Total

Core Solutions and Security

	Classification
1	Applications Specialist
8	Automated Systems Analyst I
2	Automated Systems Analyst II
4	Automated Systems Technician
1	Business Systems Analyst II
1	Business Systems Analyst III
1	Fiscal Specialist
1	Information Services Division Chief
1	Information Services Security Officer
1	Office Assistant III
1	Supervising Auto Systems Analyst III
1	Systems Support Analyst II
7	Systems Support Analyst III
1	Systems Support Supervisor
1	Teleprocessing Specialist
32	Total

Telecommunication Services

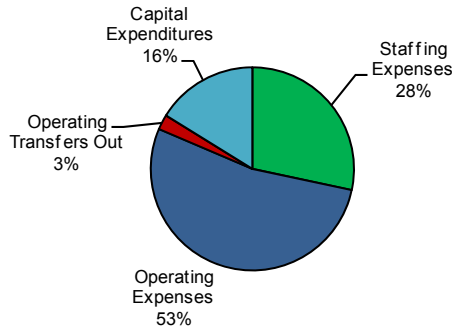
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$31,213,747
Total Sources	$28,307,667
Net Budget	($2,906,080)
Estimated Unrestricted Net Assets	$10,073,832
Use of Unrestricted Net Assets	$2,906,080
Total Staff	95

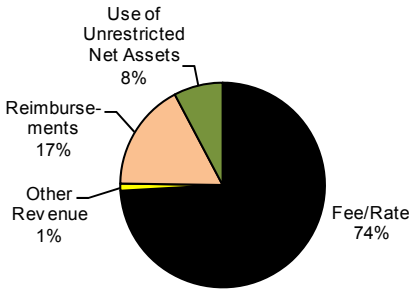
The Telecommunication Services division provides for the design, operation, maintenance and administration of the largest County-operated telecommunications phone network in the country; the County's Regional Public Safety Radio System that integrates all Countywide sheriff, police and fire emergency radio dispatch capabilities; the paging system; and the Wide Area Network (WAN) that securely joins County users together for the efficient use of technology. The Telecommunication Services Division manages the Countywide microwave system (64 sites) that provides transport capabilities for each of the individual systems listed above.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

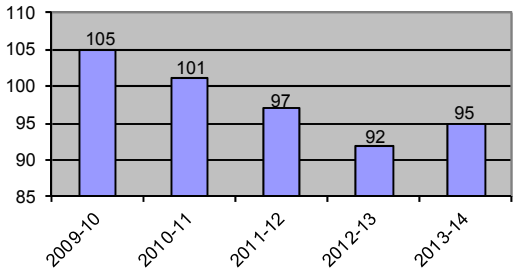


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	97	92	92	95
Limited Term	0	0	0	0
Total	97	92	92	95
Staffing Expenses	$9,417,766	$10,107,543	$10,107,543	$10,666,748

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Telecommunication Services

BUDGET UNIT: IAM ISD
FUNCTION: General
ACTIVITY: Telephone and Radio Services

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	8,963,900	9,029,473	9,359,269	9,742,367	10,107,543	10,666,748	**559,205**
Operating Expenses	14,077,777	16,156,961	17,628,456	20,958,845	21,184,231	19,970,119	**(1,214,112)**
Capital Expenditures	8,784,597	1,490,297	3,458,037	5,137,305	6,161,000	6,091,000	**(70,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	31,826,274	26,676,731	30,445,762	35,838,517	37,452,774	36,727,867	**(724,907)**
Reimbursements	(2,903,876)	(4,887,323)	(5,417,235)	(6,053,982)	(6,053,982)	(6,414,120)	**(360,138)**
Total Appropriation	28,922,398	21,789,408	25,028,527	29,784,535	31,398,792	30,313,747	**(1,085,045)**
Operating Transfers Out	858,877	45,327	1,028,498	943,407	943,407	900,000	**(43,407)**
Total Requirements	29,781,275	21,834,735	26,057,025	30,727,942	32,342,199	31,213,747	**(1,128,452)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	4,495,587	(1)	196,774	0	0	0	**0**
Fee/Rate	24,235,465	24,433,912	22,978,092	25,166,506	28,417,686	27,890,708	**(526,978)**
Other Revenue	47,031	62,627	(17,628)	35,010	416,959	416,959	**0**
Total Revenue	28,778,083	24,496,538	23,157,238	25,201,516	28,834,645	28,307,667	**(526,978)**
Operating Transfers In	2,032,392	2,032,392	2,032,392	2,300	0	0	**0**
Total Sources	30,810,475	26,528,930	25,189,630	25,203,816	28,834,645	28,307,667	**(526,978)**
Net Budget	1,029,200	4,694,195	(867,395)	(5,524,126)	(3,507,554)	(2,906,080)	**601,474**
				Budgeted Staffing	92	95	**3**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $10.6 million are a primary expense for the Department. These expenses fund 95 regular budgeted positions that are responsible for the maintenance and administration of the County's phone network, radio system, paging system, the Wide Area Network and the Countywide microwave system.

Operating expenses of $19.9 million are the primary expense for the Department and have been reduced by $1.2 million. These expenses fund telephone and communications related costs.

Capital Expenditures of $6.1 million for the following equipment purchases:

- Radio system enhancement equipment - $2.8 million, to be purchased from Motorola, a sole source vendor.
- Telephone Equipment Replacement - $500,000.
- Microwave Radios - $168,500; microwave test equipment - $30,000, to be purchased from Aviat, a sole source vendor.
- An Eltek 600-Amp System - $7,500.
- MIMO Radios - $45,000, to be purchased from Motorola, a sole source vendor.
- Equipment in the event of catastrophic events/unplanned requirements to be expended only as needed - $400,000.
- Communications installation and maintenance test equipment - $60,000
- Data center switch enhancement and WAN acceleration equipment - $400,000.
- Equipment for Contact Center - $780,000
- Hardware purchase for VOIP - $400,000
- Equipment replacement - $500,000

Sources of $28.3 million include the revenue from the many services the Department provides. Two primary services include the Telephone and Radio systems which support a multitude of internal and external customers. This revenue supports the mission critical services that customers rely on to provide public safety and in the pursuit of the County's overall goals and objectives. In 2013-14, sources will be used to fund infrastructure

enhancements and upgrades to the telephone and radio systems, as well as, software to administer these respective systems to ensure the efficient operation of critical systems.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $10.7 million fund 95 regular budgeted positions and are increasing by $559,205 due to the addition of 5 operations positions and deletion of 2 support positions.

Operating expenses of $20.0 million primarily fund telephone and communications related costs and services, travel and transfers. These costs are decreasing by $1.2 million as a result of decreases in application development enhancement charges, decrease in transfers for space charges, and an increase in application development support and maintenance charges.

Reimbursements of $6.4 million represent payments of administrative costs by individual service departments within the Telecommunication Services budget unit. The $360,138 increase is due to an increase in administration unit services and supplies reimbursements.

Operating transfers out are decreasing by $43,407 due to complete repayment of policy item funding for the Disaster Recovery project.

Sources of $28.3 million includes the following services: telephone, voicemail, toll free 800 numbers, rack space rental, pagers, 800 MHz radio access/maintenance, mobile data computer access, dispatch console maintenance, communication installation labor, electronic maintenance labor, and WAN service charges. The decrease of $526,978 is due to an overall reduction in rates.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $10.7 million fund 95 budgeted regular positions. The budget includes the addition of 5 positions due to workload requirements:1 Network Analyst, 2 Systems Support Analyst IIIs,1 Equipment Parts Specialist, and 1 Communication Technician I. These additions are offset by the deletion of 1 Fiscal Specialist that is no longer needed and the transfer of 1 Secretary I to Computer Operations as a result of departmental reorganization, resulting in a net increase of 3 positions.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Data and Cabling	14	0	14	14	0	0	14
Radio Access	16	0	16	14	2	0	16
Radio Time and Material	4	0	4	3	0	1	4
Management Services	11	0	11	9	1	1	11
Radio Subscriber Maintenance	6	0	6	6	0	0	6
Transport Operations	8	0	8	6	2	0	8
Telephone Operations	30	0	30	27	1	2	30
Wide Area Network	6	0	6	5	0	1	6
Total	95	0	95	84	6	5	95

Data and Cabling

	Classification
1	Supv Communication Technician
1	Communication Technician III
2	Communicaiton Technician II
5	Communication Technican I
5	Communication Installer
14	Total

Radio Access

	Classification
2	Special Projects Leader
6	800 Megahertz Analyst
1	Supv Communication Technician
1	Network Analyst
1	Telecommunications Engineer
1	Communication Technician III
1	Communicaiton Technician II
1	Communication Technican I
1	Communication Installer
1	Office Assistant II
16	Total

Radio Time and Material

	Classification
3	Communication Technican I
1	Communication Installer
4	Total

Management Services

	Classification
1	Network Services Division Chief
2	Deputy Chief of Network Services
1	System Support Analyst III
1	Staff Analyst II
1	Equipment Parts Supervisor
2	Equipment Parts Specialist II
1	Equipment Parts Specialist I
1	Storekeeper
1	IT Technical Assistant II
11	Total

Radio Subscriber Maintenance

	Classification
1	Network Services Supervisor
1	800 Megahertz Analyst
1	Communication Technician III
1	Communicaiton Technician II
1	Storekeeper
1	Office Assistant III
6	Total

Transport Operations

	Classification
1	Network Services Supervisor
2	Network Analyst
1	Supv Communication Technician
2	Communication Technician III
2	Communicaiton Technician II
8	Total

Telephone Operations

	Classification
1	Network Services Supervisor
2	Special Projects Leader
3	Network Analyst
2	Supv Communication Technician
2	Telecommunications Engineer
5	Communication Technician III
2	Communicaiton Technician II
1	Product Specialist
6	Telephone Service Specialist
1	System Support Analyst III
1	Supervising Office Assistant
4	Office Assitant II
30	Total

Wide Area Network

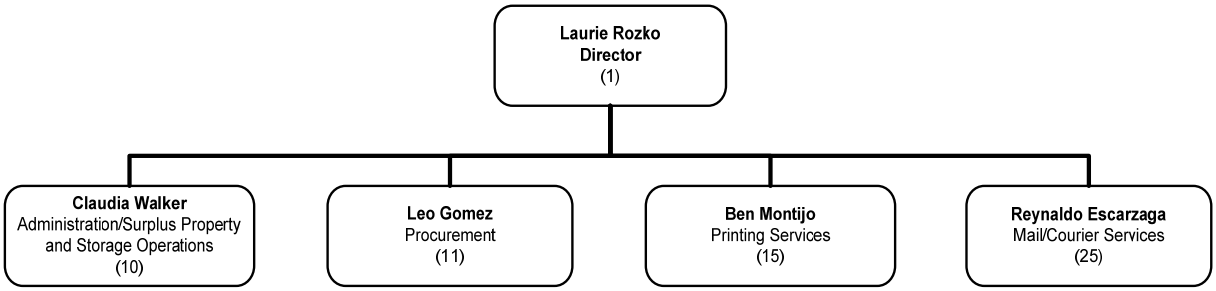
	Classification
1	Network Services Supervisor
5	System Support Analyst III
6	Total

PURCHASING
Laurie Rozko

DEPARTMENT MISSION STATEMENT

The Purchasing Department is dedicated to making government purchasing easy for businesses, while managing cost-effective and efficient acquisition of goods and services. We offer exceptional customer service, innovative processes, and proven business practices in support of County of San Bernardino goals and objectives.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Completed phase one implementation of the County's Electronic Procurement Network, ePro. This project enables better contract tracking and compliance, verifies funds prior to order release, and will decrease cycle times and transaction costs.
- Received an "Achievement of Excellence in Procurement" Award from the National Institute for Governmental Purchasing, ranking in the top 10 percent of public agencies nationwide.
- Implemented server architecture upgrades for ePro, in tandem with the Information Services Department, to improve system performance and transaction speed.
- Established a pre-position contract for disaster recovery services, to effect response from a national network of vendors for an emergency or catastrophic event.
- Received the Equal Opportunity Commission's "Moving Ahead" award for proactive employment activities.
- Began targeting product and service categories to aggregate demand across County departments, such as the new Countywide document storage contract that will generate significant annual savings.
- Sharpened the Department's focus on support for small and local business initiatives, vendor shows, and training activities that support economic development goals.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s):
- ***Review and revise fees, processes and decision-making to ensure a business friendly environment.***
- ***Utilize County programs and resources to maximize job creation.***

Department Strategy:
- *Improve overall satisfaction with the level of service, personal assistance, response time, access to information, training, supplier events, and bidding opportunities provided to vendors.*
- *Participate in vendor activities that correlate to business success and economic development, including: 1) "How to do business with the County" presentations; 2) Vendor/buyer meetings; 3) Pre-bid meetings, job walks and bid openings; 4) Vendor shows or demonstrations; and 5) Small business fairs, economic development activities, Chamber of Commerce meetings, or tradeshows.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Average supplier satisfaction on 100% scale.	N/A	N/A	77%	80%
Number of scheduled vendor meetings and events.	N/A	N/A	370	600

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s):
- ***Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.***

Department Strategy:
- *Create operational efficiencies and cost savings through countywide purchases and programs.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of new bids or contracts that aggregate countywide demand to achieve better volume pricing	N/A	N/A	3	5

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:
- *Improve cycle time from the receipt of requisition to issuance of purchase order or contract.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage reduction in average purchasing cycle time for Open Market Purchase Orders up to $100,000.	N/A	N/A	3%	5%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Purchasing	2,067,102	557,076	1,510,026			20
Total General Fund	2,067,102	557,076	1,510,026			20
Internal Service Funds						
Printing Services	3,779,471	3,876,640			97,169	15
Surplus Property and Storage Operations	370,581	375,000			4,419	2
Mail/Courier Services	6,947,787	6,705,583			(242,204)	25
Total Internal Service Funds	11,097,839	10,957,223			(140,616)	42
Total - All Funds	13,164,941	11,514,299	1,510,026		(140,616)	62

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Purchasing	1,350,519	1,301,517	1,308,823	2,034,799	2,067,102
Printing Services	4,607,561	4,220,738	3,837,528	3,453,878	3,779,471
Surplus Property and Storage Operations	265,654	403,885	363,796	372,721	370,581
Mail/Courier Services	6,892,716	6,321,743	6,646,394	6,601,187	6,947,787
Total	**13,116,450**	**12,247,883**	**12,156,541**	**12,462,585**	**13,164,941**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Purchasing	431,428	413,692	500,198	848,168	557,076
Printing Services	4,033,168	4,669,935	3,756,976	3,369,329	3,876,640
Surplus Property and Storage Operations	286,870	253,411	271,856	268,045	375,000
Mail/Courier Services	6,887,926	6,186,936	6,495,026	6,452,587	6,705,583
Total	**11,639,392**	**11,523,974**	**11,024,056**	**10,938,129**	**11,514,299**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Purchasing	919,091	887,825	808,625	1,186,631	1,510,026
Total	**919,091**	**887,825**	**808,625**	**1,186,631**	**1,510,026**

5-YEAR NET BUDGET TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Printing Services	(574,393)	449,197	(80,552)	(84,549)	97,169
Surplus Property and Storage Operations	21,216	(150,474)	(91,940)	(104,676)	4,419
Mail/Courier Services	(4,790)	(134,807)	(151,368)	(148,600)	(242,204)
Total	**(557,967)**	**163,916**	**(323,860)**	**(337,825)**	**(140,616)**

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.

Purchasing

DESCRIPTION OF MAJOR SERVICES

The Purchasing Department manages vendor relationships and acquires equipment, services, and supplies used by County departments and Board-governed districts. Staff facilitates the procurement process, administers contracts and the CAL-Card program, and promotes cost-saving initiatives throughout the County. In addition, the Department provides in-house printing, mail, surplus property, and storage services which are accounted for in the Department's three internal service funds.

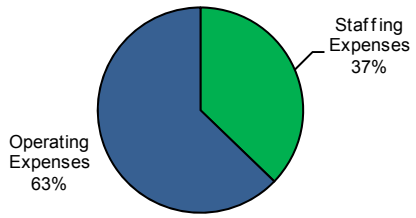
Budget at a Glance

Total Requirements	$2,067,102
Total Sources	$557,076
Net County Cost	$1,510,026
Total Staff	20
Funded by Net County Cost	30%

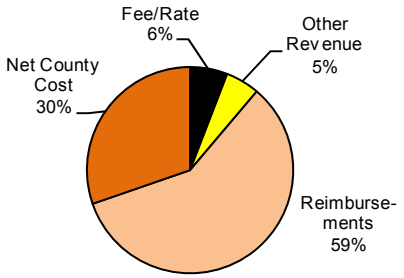
The Purchasing Department values integrity, and strives to: source quality products with reasonable prices and timely deliveries; offer progressive services through the efficient use of automation; give all willing vendors the opportunity to provide their products and services in a fair, open, and competitive environment; and treat each department, employee, and vendor with respect and understanding. By meeting these objectives, the Department fulfills its purchasing obligations and the legal requirements of San Bernardino County.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

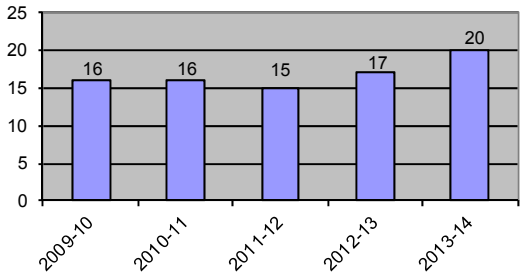


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	15	17	17	20
Limited Term	0	0	0	0
Total	15	17	17	20
Staffing Expenses	$1,478,893	$1,628,611	$1,628,611	$1,855,425

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: General

BUDGET UNIT: AAA PUR
FUNCTION: General
ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	1,474,553	1,497,693	1,415,613	1,548,375	1,628,611	1,855,425	**226,814**
Operating Expenses	2,653,542	2,635,555	2,768,865	3,022,062	3,119,935	3,128,524	**8,589**
Capital Expenditures	13,319	216,937	162,829	54,950	65,210	0	**(65,210)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,141,414	4,350,185	4,347,307	4,625,387	4,813,756	4,983,949	**170,193**
Reimbursements	(2,803,918)	(3,048,672)	(3,074,099)	(2,756,401)	(2,778,957)	(2,916,847)	**(137,890)**
Total Appropriation	1,337,496	1,301,513	1,273,208	1,868,986	2,034,799	2,067,102	**32,303**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,337,496	1,301,513	1,273,208	1,868,986	2,034,799	2,067,102	**32,303**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	255	0	0	0	0	**0**
Fee/Rate	320,480	293,606	305,248	313,062	290,982	292,492	**1,510**
Other Revenue	110,949	119,827	181,799	241,294	557,186	264,584	**(292,602)**
Total Revenue	431,429	413,688	487,047	554,356	848,168	557,076	**(291,092)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	431,429	413,688	487,047	554,356	848,168	557,076	**(291,092)**
Net County Cost	906,067	887,825	786,161	1,314,630	1,186,631	1,510,026	**323,395**
				Budgeted Staffing	17	20	**3**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses make up the majority of the Department's expenditures within this budget unit for 2013-14. Major expenditures include approximately $2.6 million in expenses for the countywide office supply program and equivalent reimbursements from user departments.

Sources of $557,076 include $292,492 from the service charge for administering the County office supply program and consolidated billing, as well as $264,584 from various rebate agreements associated with Countywide procurement programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Overall requirements are increasing by a net of $32,303 and include increases in staffing expenses, reductions in capitalized software, and reductions in reimbursements associated with the elimination of one position which was partially funded by the department's various internal services funds. Overall sources are decreasing by $291,092 due to the elimination of one-time pass through revenue associated with the transition to a new vendor for countywide records management.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.8 million fund 20 budgeted regular positions and also includes funding for two reclassification requests currently under review in Human Resources. To meet workload requirements and enhance service delivery to County departments, the following staffing changes are requested and result in a net increase of three budgeted positions:

Additions

- 1 Staff Analyst I for contracts analysis and development.
- 1 Staff Analyst II for budgetary and policy work.
- 2 Buyer II positions to manage workload and assist with product trials, program implementation, and aggregation of demand.
- 1 Buyer III position to be assigned to the medical center, focusing on contracting and complex service procurements.

Deletions

- 1 Business Systems Analyst III which is vacant due to the incumbent having been transferred to a vacancy in another department in order to allocate the funding to procurement. The Department will be utilizing the Information Services Department for systems support on an as-needed basis
- 1 Accounting Technician which was added in 2012-13 but never filled.

Reclassifications

The Department has requested that Human Resources review 1 filled Staff Analyst II position and 1 filled Administrative Supervisor I position for consideration of reclassification. These positions have undertaken higher level duties related to functional configurations and processes for the electronic procurement system, and broad administrative management responsibilities across Purchasing divisions, respectively. While funding of $38,840 has been included in this budget, the Department will present a recommended classification action for Board approval when the study has been completed by Human Resources.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director	1	0	1	1	0	0	1
Administration	7	0	7	5	0	2	7
Procurement	12	0	12	9	0	3	12
Total	20	0	20	15	0	5	20

Director

	Classification
1	Director of Purchasing
1	Total

Administration

	Classification
1	Executive Secretary II
1	Administrative Supervisor I
2	Staff Analyst II
1	Accounting Technician
1	Fiscal Assistant
1	Office Assistant
7	Total

Procurement

	Classification
1	Supervising Buyer
3	Buyer III
6	Buyer II
1	Staff Analyst I
1	Office Specialist
12	Total

Printing Services

DESCRIPTION OF MAJOR SERVICES

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

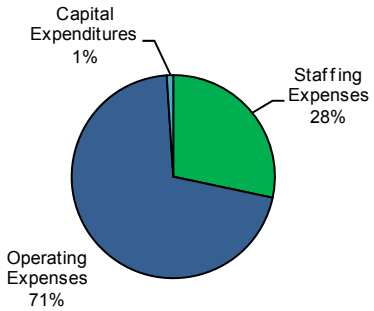
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage in fund balance is reviewed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

Budget at a Glance

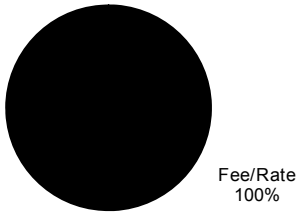
Total Requirements	$3,779,471
Total Sources	$3,876,640
Net Budget	$97,169
Estimated Unrestricted Net Assets	$2,488,369
Use of Unrestricted Net Assets	($97,169)
Total Staff	15

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

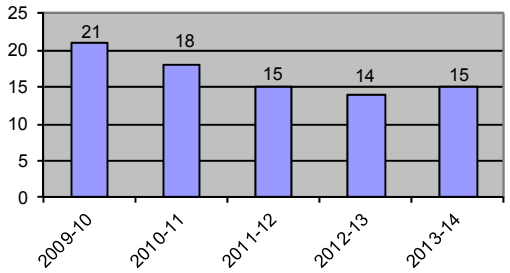


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	15	14	14	15
Limited Term	0	0	0	0
Total	15	14	14	15
Staffing Expenses	$1,017,043	$934,520	$934,520	$1,070,525

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Printing Services

BUDGET UNIT: IAG PUR
FUNCTION: General
ACTIVITY: Printing

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	1,123,607	1,070,388	983,869	960,367	934,520	1,070,525	**136,005**
Operating Expenses	3,241,560	3,081,818	2,677,276	2,591,529	2,444,358	2,669,946	**225,588**
Capital Expenditures	0	67,632	19,997	52,501	75,000	39,000	**(36,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,365,167	4,219,838	3,681,142	3,604,397	3,453,878	3,779,471	**325,593**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	4,365,167	4,219,838	3,681,142	3,604,397	3,453,878	3,779,471	**325,593**
Operating Transfers Out	0	0	27,000	0	0	0	**0**
Total Requirements	4,365,167	4,219,838	3,708,142	3,604,397	3,453,878	3,779,471	**325,593**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	4,485,828	4,451,608	4,187,887	3,838,068	3,369,329	3,876,640	**507,311**
Other Revenue	0	54	0	0	0	0	**0**
Total Revenue	4,485,828	4,451,662	4,187,887	3,838,068	3,369,329	3,876,640	**507,311**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	4,485,828	4,451,662	4,187,887	3,838,068	3,369,329	3,876,640	**507,311**
Net Budget	120,661	231,824	479,745	233,671	(84,549)	97,169	**181,718**
				Budgeted Staffing	14	15	**1**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses of $2.7 million fund the costs of materials, outside printing services, lease costs for production copiers and purchases of equipment.

Expenses are charged to County departments and outside agencies through the rates that the Department prepares annually. For 2013-14, the Department recommends that rates remain the same, but a rate study will be conducted to determine the rates to be charged to adequately fund operations.

In 2013-14 the Division is recommending $39,000 in capital expenditures, a decrease of $36,000 from the prior year. This will fund the purchase of replacement computer equipment for the graphic designer team as well as enhance the Division's networked storage infrastructure.

Sources of $3.9 million represents projected revenue from rates charged to departments for black and white copies, color copies, graphic design services and outside printing services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Overall requirements are increasing by $325,593 due to increases in staffing and operating expenses. An increase of $136,005 in staffing expenses is primarily due to budgeted staffing increasing by one position, a reclassification of an existing filled position, as well as incremental increases in retirement costs. Operating expenses are increasing by $225,588 as a result of budgeting to more closely match the current workload. The largest increases are attributed to materials, new computers and software for the graphic designers, and the use of outside printing vendors.

Sources are increasing by $507,311 to more closely match the current revenue trends as well as anticipated increases in revenue workload due to the addition of the Graphic Designer position.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.1 million fund 15 budgeted regular positions.

Changes within the 2013-14 recommended budget include the addition of 1 Graphic Designer I position which is recommended to be transferred from the Economic Development Agency (EDA) to Printing Services. Upon approval of the budget, the position and incumbent will be transferred to Printing to handle increasing workload within the Printing Division, but to also allow EDA to reduce budgeted staffing based on reductions in the need for a full-time graphic designer position.

In addition, a reclassification is requested for a Bindery Equipment Operator to a Reproduction Equipment Operator I to reflect duties performed and also give the Division more flexibility when assigning work.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Printing Services Manager	1	0	1	1	0	0	1
Graphic Arts	4	0	4	4	0	0	4
Quick Copy and Print Shop	10	0	10	10	0	0	10
Total	15	0	15	15	0	0	15

Printing Services Manager

	Classification
1	Printing Services Manager
1	Total

Graphic Arts

	Classification
3	Graphic Designer I
1	Graphic Designer II
4	Total

Quick Copy and Print Shop

	Classification
8	Reproduction Equipment Operator I
2	Reproduction Equipment Operator II
10	Total

Surplus Property and Storage Operations

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$370,581
Total Sources	$375,000
Net Budget	$4,419
Estimated Unrestricted Net Assets	$24,894
Use of Unrestricted Net Assets	($4,419)
Total Staff	2

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.

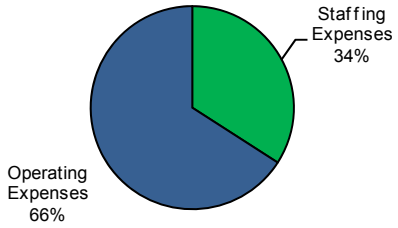
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage in fund balance is reviewed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

On February 26, 2013, (Item No. 42), the Board approved changes to the rate structure. The hard drive wiping and the per-item handling rates were eliminated, the storage rate was increased, and a 0.5% rate will be assessed on encumbrances of commodities frequently received at Surplus Property.

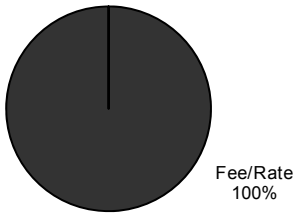
This rate change addresses the projected overspending of unrestricted net assets. However, plans for any significant discretionary expenditures will be monitored closely and perhaps delayed until this budget unit is adequately funded.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

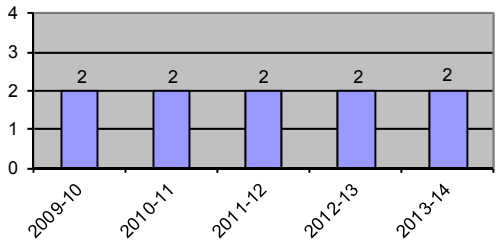


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	2	2	2	2
Limited Term	0	0	0	0
Total	2	2	2	2
Staffing Expenses	$108,284	$112,617	$112,617	$126,348

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Surplus Property and Storage Operations

BUDGET UNIT: IAV PUR
FUNCTION: General
ACTIVITY: Surplus and Storage

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	98,737	102,719	107,184	111,191	112,617	126,348	**13,731**
Operating Expenses	143,947	301,165	244,293	242,757	260,104	244,233	**(15,871)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	242,684	403,884	351,477	353,948	372,721	370,581	**(2,140)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	242,684	403,884	351,477	353,948	372,721	370,581	**(2,140)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	242,684	403,884	351,477	353,948	372,721	370,581	**(2,140)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	333,042	360,903	332,148	297,918	268,045	375,000	**106,955**
Other Revenue	(489)	0	0	0	0	0	**0**
Total Revenue	332,553	360,903	332,148	297,918	268,045	375,000	**106,955**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	332,553	360,903	332,148	297,918	268,045	375,000	**106,955**
Net Budget	89,869	(42,981)	(19,329)	(56,030)	(104,676)	4,419	**109,095**
				Budgeted Staffing	2	2	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Overall requirements of $370,581 consists primarily of operating expenses which includes COWCAP, insurance charges, facilities charges, professional services, and transfers for a share of services provided by administrative staff budgeted in Purchasing's general fund budget unit. Sources of $375,000 include auction revenue, revenue from the new rates, and proceeds from recycling with outside vendors. It also includes reimbursement from Human Services for the participation of Community-Based Organizations in the Surplus Property program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Overall requirements of $370,581 are flat versus the prior year due to slight increases in staffing expenses which are offset by slight reductions in operating expenses. Overall sources are anticipated to increase by $106,955 based on recent changes in surplus rates. On February 26, 2013 (Item No. 42), the Board approved a change to the rate structure of Surplus Property. Storage rates increased from $.33 per cubic foot to $.38 per cubic foot. In addition, the computer hard drive certification rate and the per-item handling rate were eliminated. In place of the previous handling rate structure, a new rate of 0.5% was established and will be assessed on encumbrances of the types of commodities that are most frequently received at the Surplus Division for recycling, auction or other disposal. These rate adjustments are anticipated to result in an increase of $106,955 in revenue and ensure the long term financial sustainability of the Division.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $126,348 fund two budgeted regular positions. No staffing changes are planned at this time. The current staffing levels are able to manage the workload with careful planning for staff absences.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Surplus Property and Storage	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

Surplus Property and Storage

	Classification
1	Stores Supervisor I
1	Storekeeper
2	Total

Mail/Courier Services

DESCRIPTION OF MAJOR SERVICES

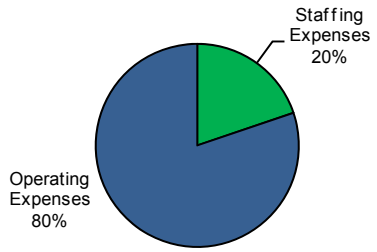
Mail/Courier Services provides mail handling and interoffice mail delivery. Mail handling includes various expedited shipping services, along with automated mail duties. There are ten courier routes, six postage meter stations and a certified mail post.

Budget at a Glance	
Total Requirements	$6,947,787
Total Sources	$6,705,583
Net Budget	($242,204)
Estimated Unrestricted Net Assets	$1,368,760
Use of Unrestricted Net Assets	$242,204
Total Staff	25

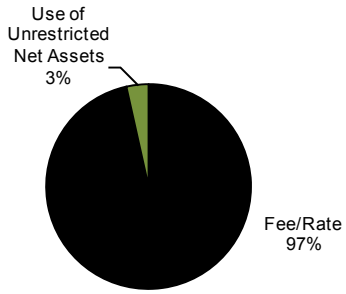
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage in fund balance is reviewed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

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

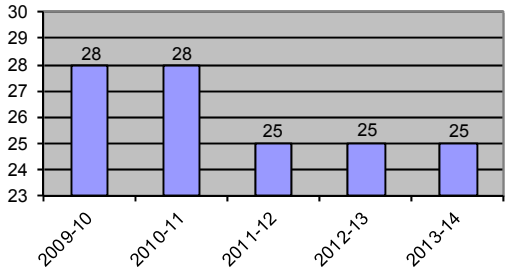


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	25	25	25	25
Limited Term	0	0	0	0
Total	25	25	25	25
Staffing Expenses	$1,305,401	$1,354,044	$1,354,044	$1,375,611

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

BUDGET UNIT: IAY PUR
FUNCTION: General
ACTIVITY: Mail/Courier Service

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	1,306,725	1,317,875	1,223,699	1,283,439	1,354,044	1,375,611	**21,567**
Operating Expenses	5,017,325	4,951,443	5,132,730	5,224,031	5,182,543	5,572,176	**389,633**
Capital Expenditures	0	10,727	0	63,586	64,600	0	**(64,600)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	6,324,050	6,280,045	6,356,429	6,571,056	6,601,187	6,947,787	**346,600**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,324,050	6,280,045	6,356,429	6,571,056	6,601,187	6,947,787	**346,600**
Operating Transfers Out	0	40,000	0	0	0	0	**0**
Total Requirements	6,324,050	6,320,045	6,356,429	6,571,056	6,601,187	6,947,787	**346,600**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	6,358,703	6,279,024	6,323,760	6,439,080	6,452,587	6,705,583	**252,996**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	6,358,703	6,279,024	6,323,760	6,439,080	6,452,587	6,705,583	**252,996**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	6,358,703	6,279,024	6,323,760	6,439,080	6,452,587	6,705,583	**252,996**
Net Budget	34,653	(41,021)	(32,669)	(131,976)	(148,600)	(242,204)	**(93,604)**
				Budgeted Staffing	25	25	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses represent the majority of this budget unit's expenditures totaling nearly $5.6 million. The single largest expenditure (approximately $4.5 million) within this budget unit is postage which the Department expenses on behalf of County departments and gets reimbursed through Board approved rates.

Sources totaling $6.7 million represents payments from departments for mail handling and mail delivery for direct postage costs and the rate charged to provide services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Increases in requirements totaling $346,600 include increasing postage costs from the USPS and increased vendor costs to provide services.

Sources are increasing by $252,996 due to the increasing postage costs from the United States Postal Service. The Department plans to conduct a rate study during the summer of 2013 to ensure that the current rate structure adequately funds the Division's operations and maintains the recommended level of unrestricted net assets.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.4 million fund 25 budgeted regular positions. There are no staffing changes included in the 2013-14 recommended budget. The current staffing levels are able to manage the workload with careful planning for staff absences.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Mail Services Manager	1	0	1	1	0	0	1
Mail/Courier	20	0	20	20	0	0	20
Automated Mail	4	0	4	4	0	0	4
Total	25	0	25	25	0	0	25

Mail Services Manager

	Classification
1	Mail Services Manager
1	Total

Mail/Courier

	Classification
1	Mail Services Supervisor
2	Mail Processor III
17	Mail Processor II
20	Total

Automated Mail

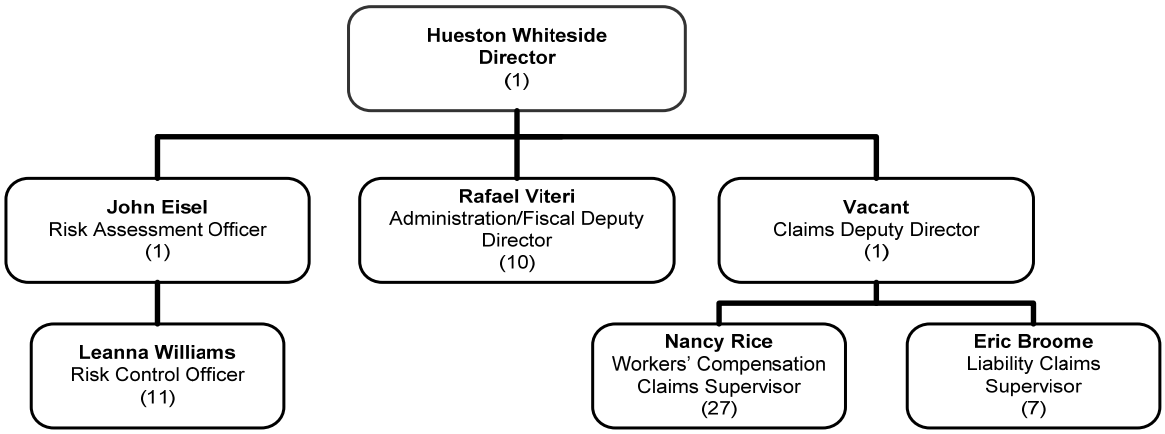
	Classification
1	Mail Services Supervisor
1	Mail Processor III
2	Mail Processor II
4	Total

RISK MANAGEMENT
Hueston Whiteside

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Adjusted all liability and workers' compensation claims and their resultant liabilities have been adjusted to reflect reserves for the life of the claim. This adjustment enables the County to see incurred losses today and into the future for loss modeling and funding purposes.
- Enhanced the County's Workers' Compensation insurance program to reflect the healthy status of reserve funding and appropriately account for catastrophic events. The new program will insure that in the event a catastrophic loss the County's assets will be protected all while saving the County over $250,000 per year in premiums.
- Completed a major digitizing effort which reduces waste, lowers cost and improves document retrieval efficiency. This effort will provide dividends into the future as less storage space will be required and instant retrieval of vital documents and insurance policies will improve information flow and speed the rate at which losses are recovered.
- Completed the final stages of the Department's virtual classroom and the deployment of online "live" training to employees and supervisors. This training modality allows County employees and supervisors to attend live training while at their home base. Interactive computer input allows the instant administration of questions, answers and examinations from remote locations while achieving the retention rate of live training. This modality saves the County from unproductive travel time and travel related expense while increasing convenience and participation.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s): • ***Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.***

Department Strategy: • *Minimize the total cost of risk, through insurance purchasing, risk retention and risk transfer.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Cost of risk as a percent of County budget. Target less than 2%.	1.8%	<2%	1.9%	<2%

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

Objective(s):
- ***Develop consistent messaging for the organization.***
- ***Ensure that employees know that they and their work are valued.***

Department Strategy: • *Provide formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage increase in number of people who are trained (2,168 baseline).	14%	15%	18%	25%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Internal Service Funds						
Operations	6,362,438	6,362,438			0	58
Insurance Programs	93,832,429	65,504,055			(28,328,374)	0
Total Internal Service Funds	100,194,867	71,866,493			(28,328,374)	58

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Operations	6,597,156	5,869,647	5,847,272	6,382,955	6,362,438
Insurance Programs	66,040,123	67,582,150	73,666,148	92,906,742	93,832,429
Total	**72,637,279**	**73,451,797**	**79,513,420**	**99,289,697**	**100,194,867**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Operations	6,570,156	5,816,912	5,794,537	6,357,955	6,362,438
Insurance Programs	68,127,100	62,912,172	67,269,962	67,817,623	65,504,055
Total	**74,697,256**	**68,729,084**	**73,064,499**	**74,175,578**	**71,866,493**

5-YEAR NET BUDGET TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Operations	(27,000)	(52,735)	(52,735)	(25,000)	0
Insurance Programs	2,086,977	(4,669,978)	(6,396,186)	(25,089,119)	(28,328,374)
Total	**2,059,977**	**(4,722,713)**	**(6,448,921)**	**(25,114,119)**	**(28,328,374)**

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.

Operations

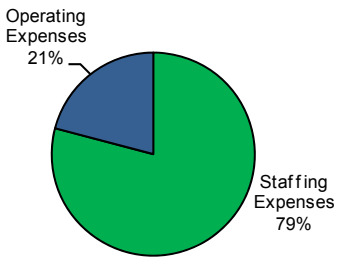
DESCRIPTION OF MAJOR SERVICES

Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are paid from self-insurance funds and financed by charging general fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for its specific coverage for the cost to pay losses under the self-insured programs and the cost of insurance for the insured programs.

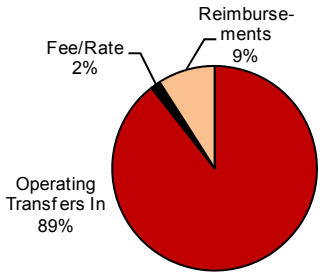
Budget at a Glance	
Total Requirements	$6,362,438
Total Sources	$6,362,438
Net Budget	$0
Estimated Unrestricted Net Assets	$10,111
Use of Unrestricted Net Assets	$0
Total Staff	58

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

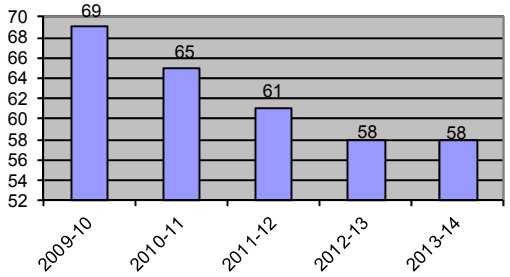


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	61	57	58	58
Limited Term	0	0	0	0
Total	61	57	58	58
Staffing Expenses	$5,118,796	$5,342,818	$5,386,825	$5,529,416

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Risk Management
FUND: Operations

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	5,383,835	5,243,193	5,118,796	5,361,376	5,386,825	5,529,416	**142,591**
Operating Expenses	1,131,401	1,160,681	1,323,224	1,594,609	1,592,696	1,461,645	**(131,051)**
Capital Expenditures	31,500	35,822	52,735	0	25,000	0	**(25,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	6,546,736	6,439,696	6,494,755	6,955,985	7,004,521	6,991,061	**(13,460)**
Reimbursements	(664,636)	(570,052)	(634,025)	(621,566)	(621,566)	(628,623)	**(7,057)**
Total Appropriation	5,882,100	5,869,644	5,860,730	6,334,419	6,382,955	6,362,438	**(20,517)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,882,100	5,869,644	5,860,730	6,334,419	6,382,955	6,362,438	**(20,517)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	29	0	0	0	0	0	**0**
Fee/Rate	97,610	125,214	106,155	103,000	110,000	110,000	**0**
Other Revenue	(334,872)	(12,133)	(197,608)	20,000	20,000	25,000	**5,000**
Total Revenue	(237,233)	113,081	(91,453)	123,000	130,000	135,000	**5,000**
Operating Transfers In	6,516,493	6,238,507	5,920,689	6,211,419	6,227,955	6,227,438	**(517)**
Total Sources	6,279,260	6,351,588	5,829,236	6,334,419	6,357,955	6,362,438	**4,483**
Net Budget	397,160	481,944	(31,494)	0	(25,000)	0	**25,000**
				Budgeted Staffing	58	58	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $5.5 million make up the majority of the Department's expenditures within this budget unit for 2013-14. These expenses fund 58 budgeted positions and are necessary to administer the County's insurance programs.

Sources of $6.4 million are primarily made up of operating transfers in from the insurance funds which are funded through Board of Supervisor's approved premiums paid by departments, Board-Governed Special Districts, and County Service Areas.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $20,517 based primarily on the increase in salaries and benefits which is offset by the decrease of the COWCAP allocation.

Sources are increasing by $4,483 primarily due to lower operating transfers in from the insurance funds. This also includes unchanged administrative fee revenue from the Emergency Medical Services Program of $110,000 and an expected increased level of interest revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $5.5 million fund 58 budgeted regular positions.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	13	0	13	12	1	0	13
Liability Claims	7	0	7	6	1	0	7
Risk Control	11	0	11	10	1	0	11
Worker's Compensation Claims	27	0	27	25	2	0	27
Total	58	0	58	53	5	0	58

Administration

	Classification
1	Accountant II
1	Accounting Technician
2	Applications Specialist
2	Deputy Director of Risk Mgmt
1	Director of Risk Management
1	Executive Secretary II
2	Fiscal Assistant
1	Office Assistant II
1	Staff Analyst II
1	Risk Assessment Officer
13	Total

Worker's Compensation Claims

7	Claims Assistant
1	Fiscal Assistant
1	Medical Only Claims Adjuster
2	Office Assistant II
1	Office Assistant III
1	Supv Workers Comp Adjuster
13	Workers Comp Adjuster II
1	Workers Comp Adjuster III
27	Total

Liability Claims

	Classification
1	Liability Claims Representative I
1	Liability Claims Representative III
3	Liability Claims Representative
1	Office Assistant III
1	Supvg Liability Claims Rep
7	Total

Risk Control

	Classification
5	Dept. Risk Control Specialist
1	Office Assistant III
1	Risk Control Officer
3	Risk Control Specialist
1	Staff Analyst II
11	Total

Insurance Programs

DESCRIPTION OF MAJOR SERVICES

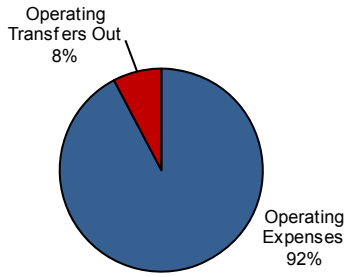
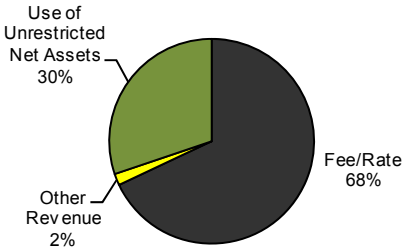
Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are paid from self-insurance funds and financed by charging general fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for its specific coverage for the cost to pay losses under the self-insured programs and the cost of insurance for the insured programs.

Budget at a Glance

Total Requirements	$93,832,429
Total Sources	$65,504,055
Net Budget	($28,328,374)
Estimated Unrestricted Net Assets	$117,221,354
Use of Unrestricted Net Assets	$28,328,374
Total Staff	0

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

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Risk Management
FUND: Insurance Programs

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Insurance Programs

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	58,310,699	60,568,396	67,173,901	58,327,793	86,263,576	86,604,991	**341,415**
Capital Expenditures	0	0	9,110	(9,124)	8,000	0	**(8,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	58,310,699	60,568,396	67,183,011	58,318,669	86,271,576	86,604,991	**333,415**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	58,310,699	60,568,396	67,183,011	58,318,669	86,271,576	86,604,991	**333,415**
Operating Transfers Out	7,114,024	6,558,844	6,235,825	6,210,324	6,635,166	7,227,438	**592,272**
Total Requirements	65,424,723	67,127,240	73,418,836	64,528,993	92,906,742	93,832,429	**925,687**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	16,875	0	0	0	0	0	**0**
Fee/Rate	67,247,750	58,486,072	67,268,843	62,354,284	62,878,000	63,796,500	**918,500**
Other Revenue	4,721,680	3,415,163	2,334,747	2,360,045	4,939,623	1,707,555	**(3,232,068)**
Total Revenue	71,986,305	61,901,235	69,603,590	64,714,329	67,817,623	65,504,055	**(2,313,568)**
Operating Transfers In	1,778	0	0	0	0	0	**0**
Total Sources	71,988,083	61,901,235	69,603,590	64,714,329	67,817,623	65,504,055	**(2,313,568)**
Net Budget	6,563,360	(5,226,005)	(3,815,246)	185,336	(25,089,119)	(28,328,374)	**(3,239,255)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses of $86.6 million include judgment and settlement costs, medical treatment and expenses, temporary disability and loss earnings, property insurance, and legal defense services.

Operating transfers out of $7.2 million include $6.2 million in funding to the Operations budget unit and $1.0 million in reimbursements to departments for claims costs. The $592,272 increase represents increased program administration expenses.

Sources of $65.5 million include $63.6 million in insurance premiums collected from user departments.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $925,687 due to increases in operating transfers out for administration expenses and due to ongoing costly settlements and increased liability claim experience. Additionally, there are increased medical claims costs in workers' compensation and premiums for excess insurance are also expected to increase.

Sources are decreasing by $2.3 million due primarily to less insurance recoveries and anticipated interest revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

LOCAL AGENCY FORMATION COMMISSION
Kathleen Rollings-McDonald

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Local Agency Formation Commission	288,274	0	288,274			0
Total General Fund	288,274	0	288,274			0

5-YEAR REQUIREMENTS TREND	2009-10	2010-11	2011-12	2012-13	2013-14
Local Agency Formation Commission	344,637	344,637	311,213	301,000	288,274
Total	**344,637**	**344,637**	**311,213**	**301,000**	**288,274**

5-YEAR SOURCES TREND	2009-10	2010-11	2011-12	2012-13	2013-14
Local Agency Formation Commission	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

5-YEAR NET COUNTY COST TREND	2009-10	2010-11	2011-12	2012-13	2013-14
Local Agency Formation Commission	344,637	344,637	311,213	301,000	288,274
Total	**344,637**	**344,637**	**311,213**	**301,000**	**288,274**

DESCRIPTION OF MAJOR SERVICES

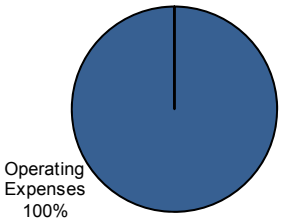
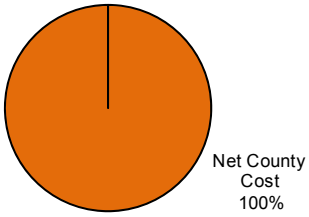
Budget at a Glance	
Total Requirements	$288,274
Total Sources	$0
Net County Cost	$288,274
Total Staff	0
Funded by Net County Cost	100%

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 assure 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.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	333,805	344,637	311,213	301,000	301,000	288,274	**(12,726)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	333,805	344,637	311,213	301,000	301,000	288,274	**(12,726)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	333,805	344,637	311,213	301,000	301,000	288,274	**(12,726)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	333,805	344,637	311,213	301,000	301,000	288,274	**(12,726)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	333,805	344,637	311,213	301,000	301,000	288,274	**(12,726)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

The County's mandated contribution for 2013-14 is $288,274 resulting in additional net county cost savings from the prior year.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

COUNTY SCHOOLS
Gary Thomas

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
County Schools	3,159,104	0	3,159,104			0
Total General Fund	3,159,104	0	3,159,104			0

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Schools	2,876,738	2,897,138	3,176,324	3,085,995	3,159,104
Total	**2,876,738**	**2,897,138**	**3,176,324**	**3,085,995**	**3,159,104**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Schools	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Schools	2,876,738	2,897,138	3,176,324	3,085,995	3,159,104
Total	**2,876,738**	**2,897,138**	**3,176,324**	**3,085,995**	**3,159,104**

County Schools

DESCRIPTION OF MAJOR SERVICES

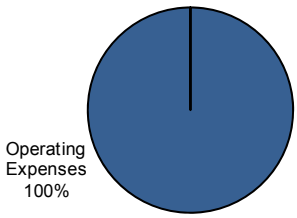
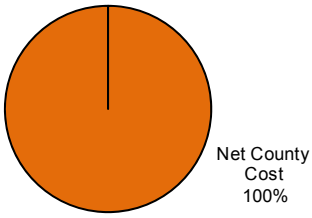
Budget at a Glance	
Total Requirements	$3,159,104
Total Sources	$0
Net County Cost	$3,159,104
Total Staff	0
Funded by Net County Cost	100%

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. San Bernardino County Superintendent of Schools is one of the last dependent County office of education in the state.

The Superintendent of Schools is the elected chief school administrative office of the County and is mandated by state law to provide various services for 33 school districts and two regional occupational programs. The Superintendent of Schools also provides ancillary services to five community college districts within the County.Through state and other funding sources, the Superintendent provides services to more than 425,000 grades K through 12 students and approximately 40,000 community college students in accordance with the Education Code. These services also include direct instruction to alternative education, special education, juvenile hall and preschool students.

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

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Schools
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,876,737	2,897,138	3,086,460	3,061,514	3,085,995	3,159,104	**73,109**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,876,737	2,897,138	3,086,460	3,061,514	3,085,995	3,159,104	**73,109**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,876,737	2,897,138	3,086,460	3,061,514	3,085,995	3,159,104	**73,109**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,876,737	2,897,138	3,086,460	3,061,514	3,085,995	3,159,104	**73,109**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	2,876,737	2,897,138	3,086,460	3,061,514	3,085,995	3,159,104	**73,109**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Major expenditures include payments to the Superintendent of Schools for housing costs of $553,528, data processing of $553,628, communications of $539,629, property insurance of $58,309, utilities of $408,719 and a reimbursement for staffing of $904,010. These payments are mandated responsibilities of the County by Title I of the California Education Code.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are increasing by $73,109 primarily due to anticipated increases in mandated payments based on contractual escalation provisions.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

THIS PAGE LEFT INTENTIONALLY BLANK

ARROWHEAD REGIONAL MEDICAL CENTER
SUMMARY

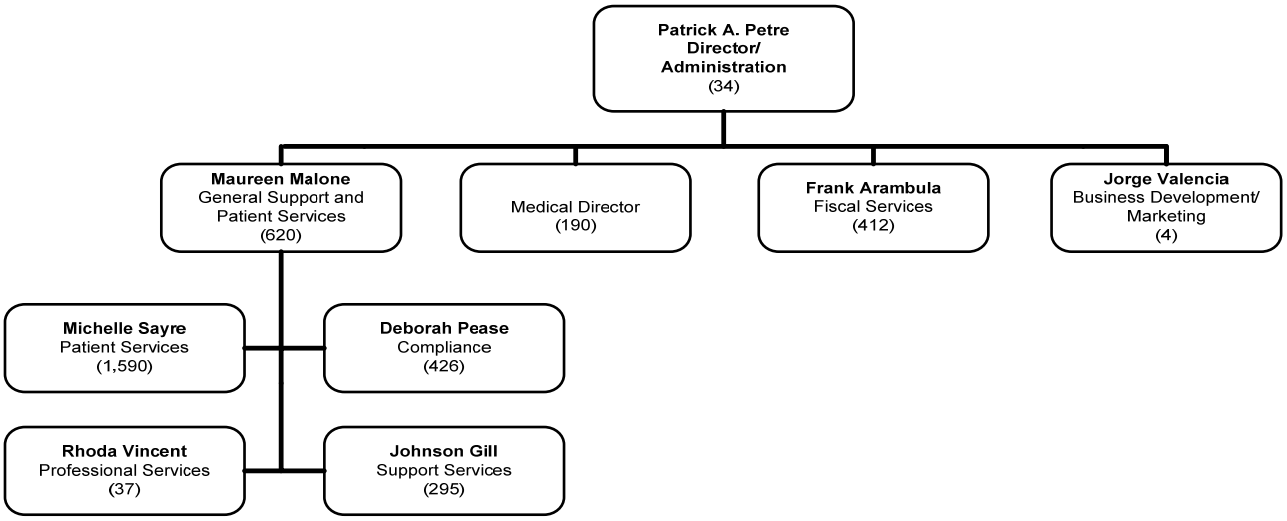
ENTERPRISE FUNDS	Page #	Requirements	Sources	Revenue Over (Under) Exp	Staffing
ARROWHEAD REGIONAL MEDICAL CENTER SUMMARY					
ARROWHEAD REGIONAL MEDICAL CENTER	102	440,564,187	432,212,005	(8,352,182)	3,608
MEDICAL CENTER LEASE PAYMENTS	112	43,150,014	43,150,014	0	0
TOTAL ENTERPRISE FUNDS		483,714,201	475,362,019	(8,352,182)	3,608

ARROWHEAD REGIONAL MEDICAL CENTER
Patrick Petre

DEPARTMENT MISSION STATEMENT

The San Bernardino County Arrowhead Regional Medical Center is a safety net hospital with the primary mission of providing quality healthcare—a basic necessity of humankind—to the residents of San Bernardino County. We continuously strive to improve the health of the communities we serve and become the provider of choice for healthcare delivery and education.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Continued implementation of the Low Income Health Program called ArrowCare, in conjunction with other County of San Bernardino health departments, providing comprehensive health care to thousands of uninsured county residents. The program serves as a bridge to health care reform.
- Joined with the departments of Behavioral Health, Public Health, and Human Services to successfully administer the low-cost health coverage program known as ArrowCare and the new “co-location” health care center in Rialto. A creative approach to health care, the co-location center has enabled area residents to access dozens of services all under one roof. The center includes Arrowhead Regional Medical Center’s (ARMC) Westside Family Health Center, A Public Health Women’s, Infant and Children (WIC) office, and various Behavioral Health Services.
- Finalized installation of a Dual Purpose Angiography laboratory and new Computed Tomography scanner, two major equipment upgrades that will mark a new era in state-of-the-art care for ARMC patients.
- Largely through extensive facility and health care service expansion, ARMC continued to generate jobs – a high percentage of them in the well-paying supervisory, professional and management classifications. In the past two years, ARMC has hired approximately 350 new employees.
- Continued to operate many training programs for health care professionals – including 10 physician residencies – that are feeding the local jobs “pipeline.” This is crucial to job growth, especially in a sector that is seeing severe shortages in doctors and other health care professionals.
- Opened a new and larger Westside Family Health Center, which was expanded from 12 exam rooms to 21 and from 7,000 square feet to 15,000, and is housed in a new co-location facility in Rialto.
- Received American College of Surgeons (ACS) verification for the trauma center for a third time, a unique distinction that demonstrates it has met the highest national standards for the treatment of injured patients.

- Received a two-year stroke center recertification from the Healthcare Facilities Accreditation Program. This designation demonstrates that ARMC has achieved the highest national standards to provide the best care available for patients suffering a stroke.
- Expanded its Breath Mobile service to the High Desert, with service to sites including Adelanto, Apple Valley, Barstow, Hesperia, Phelan, Victorville and Trona. ARMC's two Breath Mobiles provide pediatric asthma care management at sites throughout the County of San Bernardino.
- Received a $100,000 grant from the California HealthCare Foundation (CHCF) to build on its successful Lean management initiatives, which are designed to improve patient outcomes in specified areas through better operational efficiency.
- Received two prestigious Achievement Awards from the National Association of Counties, for a cancer awareness and screening event designed to reduce the incidence of cancer and for a program conducted with Children and Family Services providing foster youth with an opportunity to gain experience in and knowledge of health care careers.
- Awarded two grants from the Children and Families Commission for San Bernardino County (First 5) that enabled the Medical Center to continue its successful dental screening program and asthma and allergy services provided on its Breath Mobiles.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s):
- ***Implement Federal Healthcare Reform.***
- ***Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.***

Department Strategy:
- *Successfully transition ARMC with the implementation of the Affordable Care Act (ACA) in January 2014 into a financially sustainable, competitive, market driven Medical Center.*
- *Prepare, modify, and adjust key Medical Center services such as Obstetrics, Stroke, etc., to attract customers from the new healthcare reform marketplace.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
ARMC patient satisfaction percentile (overall rating).	66%	67%	69%	72%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s):
- ***Implement Federal Healthcare Reform.***
- ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Successfully transition 27,000 ArrowCare (LIHP) patients to the Medi-caid (Medi-Cal) expansion to enable them to continue to receive services at ARMC.*
- *Working with the new insurance exchanges, provide a viable contracting arrangement to allow patients in ARMC's marketplace to access ARMC for care.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of transitioned (ArrowCare to Medi-caid expansion) patients retained at ARMC.	N/A	N/A	N/A	27,000
Number of Healthcare exchange patients that are newly serviced at ARMC.	N/A	N/A	N/A	6,000

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Enterprise Funds						
Arrowhead Regional Medical Center	440,564,187	432,212,005			(8,352,182)	3,608
Medical Center Lease Payments	43,150,014	43,150,014			0	0
Total Enterprise Funds	483,714,201	475,362,019			(8,352,182)	3,608

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Arrowhead Regional Medical Center	377,589,050	396,466,556	424,928,026	441,020,180	440,564,187
Medical Center Lease Payments	43,218,264	43,790,480	41,825,808	42,090,345	43,150,014
Total	**420,807,314**	**440,257,036**	**466,753,834**	**483,110,525**	**483,714,201**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Arrowhead Regional Medical Center	373,096,834	402,444,177	419,710,182	433,099,372	432,212,005
Medical Center Lease Payments	42,416,443	42,988,659	41,825,808	42,090,345	43,150,014
Total	**415,513,277**	**445,432,836**	**461,535,990**	**475,189,717**	**475,362,019**

5-YEAR NET BUDGET TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Arrowhead Regional Medical Center	(4,492,216)	5,977,621	(5,217,844)	(7,920,808)	(8,352,182)
Medical Center Lease Payments	(801,821)	(801,821)	0	0	0
Total	**(5,294,037)**	**5,175,800**	**(5,217,844)**	**(7,920,808)**	**(8,352,182)**

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.

Arrowhead Regional Medical Center

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$440,564,187
Total Sources	$432,212,005
Net Budget	($8,352,182)
Estimated Unrestricted Net Assets	$49,223,961
Use of Unrestricted Net Assets	$8,352,182
Total Staff	3,608

Arrowhead Regional Medical Center (ARMC) is a state-of-the-art acute care facility embracing advanced technology in all patient and support areas. ARMC offers the latest in patient care by providing a full range of inpatient and outpatient services, three off campus and one on campus community health centers, Department of Behavioral Health's inpatient activities and numerous specialty services. Freeway access, shuttle service and close proximity to an Omnitrans bus hub make ARMC convenient to County residents.

ARMC and Behavioral Health facilities are comprised of 456 (90 in Behavioral Health and 366 in ARMC) inpatient rooms, most of which are private. The Emergency Department is a Level II Trauma Center and consists of 15 observation rooms, 8 treatment rooms, 3 law enforcement holding rooms, 8 trauma rooms and a 9 bay Rapid Medical Emergent Treatment area to expedite treatment and improve throughput. The helicopter landing area can accommodate both standard Medi-Vac helicopters and military helicopters. The outpatient care center consists of 109 examination rooms and 8 procedure rooms.

The campus houses five buildings which also serve to outline the definitive services/medical center functions: Acute Hospital, Behavioral Health, Outpatient Care Center, Diagnostic and Treatment and the Central Plant.

Inpatient Care: Inpatient services provide curative, preventative, restorative and supportive care for general and specialty units within the General Acute Care Hospital, Behavioral Health Hospital and Home Health. Care is coordinated among multiple care providers responsible for patient care twenty-four hours a day. Nursing functions as a primary interface with patients, families and others, and is often the interpreter for the hospital experience and treatment plan. Education is a primary focus, and ARMC offers numerous Residency Programs for the training of physicians in Family Practice, Emergency Medicine, Surgery, Neurosurgery, Women's Health, and Internal Medicine.

Outpatient Services: Outpatient Care is an integral part of our multifaceted healthcare delivery system offering a wide range of emergency, primary, preventive, chronic, follow-up and specialty care in an ambulatory care setting. Visits have exceeded 250,000 annually exclusive of the Emergency Room volume. Mobile services have been expanded to one Mobile Clinic and two Breath Mobile units for a total of three. This will allow clinical services to be delivered in outlying areas and county emergencies when it is needed.

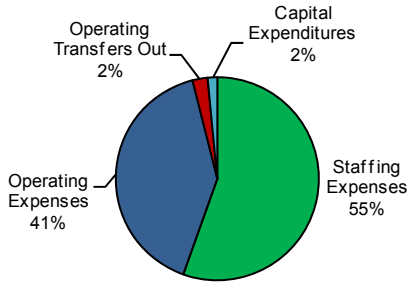
ARMC has worked diligently with the California Association of Public Hospitals to maximize funding for Medi-Cal and uninsured patients under disproportionate share and safety net care pool sources. These sources are provided primarily through the California section 1115 Waiver. The initial five year Waiver ended at the end of 2009-10. The new Waiver deal was implemented in November 2010. The impact of the new Waiver will increase funding, but not without new costs for infrastructure and performance to achieve outcomes.

Under the new Waiver, ARMC is in the second year of operations for the Low Income Health Plan (LIHP). The County of San Bernardino created a collaborative of community stakeholders and County departments including Behavioral Health, Human Services, and Public Health that implemented the County's LIHP, ArrowCare. The contract with CMS was approved and started January 1, 2012. ARMC has been a key component in service delivery in the LIHP for physical medicine, and will be working with other County departments in preparing, through this program, for the transition to Health Care Reform in 2014. Incrementally, funding under the LIHP only represents a change in the financing mix and will net to zero since many of the current medically indigent patients in the County's CMSP are now a part of ArrowCare.

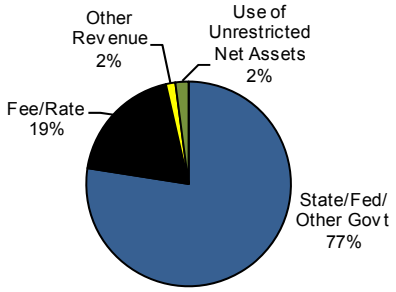
An additional new funding source provided under the waiver, the Delivery System Reform Incentive Plan (DSRIP), is an innovative approach to transform existing delivery systems. The DSRIP has provided Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety. DSRIP funding is strictly tied to results and meeting of transformation milestones.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

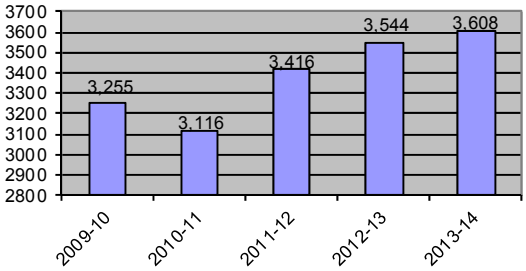


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	2,594	2,648	2,659	2,664
Limited Term	822	859	885	944
Total	3,416	3,507	3,544	3,608
Staffing Expenses	$213,455,055	$234,420,563	$234,823,505	$244,234,021

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

BUDGET UNIT: EAD MCR
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	200,762,686	201,506,225	213,355,057	232,917,174	234,823,505	244,234,021	**9,410,516**
Operating Expenses	198,507,388	168,352,555	192,521,909	181,231,005	183,639,960	179,014,320	**(4,625,640)**
Capital Expenditures	6,304,355	2,627,788	10,585,537	9,689,151	13,323,924	6,719,421	**(6,604,503)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	405,574,429	372,486,568	416,462,503	423,837,330	431,787,389	429,967,762	**(1,819,627)**
Reimbursements	(5,521)	(12,500)	(139,322)	0	0	0	**0**
Total Appropriation	405,568,908	372,474,068	416,323,181	423,837,330	431,787,389	429,967,762	**(1,819,627)**
Operating Transfers Out	8,454,106	9,808,735	8,230,697	9,418,369	9,232,791	10,596,425	**1,363,634**
Total Requirements	414,023,014	382,282,803	424,553,878	433,255,699	441,020,180	440,564,187	**(455,993)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	296,025,571	297,112,798	291,865,158	306,359,065	311,032,428	312,354,590	**1,322,162**
Fee/Rate	97,291,248	89,696,625	97,178,302	76,476,744	78,120,942	76,464,564	**(1,656,378)**
Other Revenue	(6,553,910)	14,660,124	2,151,835	6,022,851	6,576,002	6,022,851	**(553,151)**
Total Revenue	386,762,909	401,469,547	391,195,295	388,858,660	395,729,372	394,842,005	**(887,367)**
Operating Transfers In	39,880,010	974,630	38,312,185	37,370,000	37,370,000	37,370,000	**0**
Total Sources	426,642,919	402,444,177	429,507,480	426,228,660	433,099,372	432,212,005	**(887,367)**
Net Budget	12,619,905	20,161,374	4,953,602	(7,027,039)	(7,920,808)	(8,352,182)	**(431,374)**
				Budgeted Staffing	3,544	3,608	**64**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $244.3 million fund 3,608 budgeted positions. Operating expenses of $179.0 million are comprised primarily of medical supplies, physician fees, purchased medical services, external provider care services, insurance, utilities, and rent expense.

Operating transfers out of $10.6 million primarily represents costs budgeted for debt service in the amount of $8.0 million. The remaining $2.6 million represents costs for construction projects being managed by the Architecture and Engineering department.

Sources of $432.2 million include $312.4 million in state and federal funding primarily from Medicare and Medi-Cal, $76.5 million in current services from private pay patients and insurance, and $6.0 million in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other County departments and hospitals through the residency program.

BUDGET CHANGES AND OPERATIONAL IMPACT

During 2012-13, ARMC continued to respond to increases in acute care volume and operational changes related to the implementation of the LIHP program, Incentive program initiatives, implementation of Electronic Health Records, and ever changing regulatory requirements. It has been a year of preparation as this coming year will be historic for ARMC as Medi-Cal access and eligibility is expanded through the Affordable Care Act. Effective January 1, 2014, ArrowCare enrollees will become eligible for Medi-Cal.

Staffing expenses have a net increase of $9.4 million representing an increase of 64 net budgeted positions related to regulatory and volume requirements.

Operating expenses reflect a decrease of $4.6 million due primarily to the elimination of temporary help costs and physician contract costs. A concerted effort has been undertaken to reduce temporary staff by focusing on position recruitment. Physician contract costs are a result of the movement of ArrowCare patients to Medi-Cal managed care post January 1, 2014. Contracted physicians will be able to bill for these patients directly rather than seeking payment from ARMC.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $244.2 million fund 3,608 positions of which 2,664 are regular positions and 944 are limited term positions. The 2013-14 recommended budget includes a net increase of 64 positions (155 new positions and reduction of 91 positions). The new positions are primarily a result of ARMC's commitment to meet regulatory requirements (79), reduce overtime premium costs (26), and achieve volume related service goals (42). The reduced positions are primarily due to the closure of Home Health (20), postponement of development of an Observation Unit (27) and operational adjustments (36).

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	33	1	34	29	4	1	34
General Support/Patient Services	483	137	620	496	83	41	620
Medical Director	11	179	190	175	11	4	190
Fiscal Services	383	29	412	345	57	10	412
Business Development/Marketing	3	1	4	4	0	0	4
Patient Services	1,086	504	1,590	1279	222	89	1590
Compliance	356	70	426	369	49	8	426
Professional Services	32	5	37	32	4	1	37
Support Services	277	18	295	282	12	1	295
Total	2,664	944	3,608	3,011	442	155	3,608

Administration

	Classification
1	Administrative Analyst III
1	Administrative Supervisor I
1	ARMC Chief Operating Officer
1	Director Arrowhead Reg Med Center
1	Executive Assistant
1	Executive Secretary III -Class
6	Fiscal Specialist
1	General Services Aide
4	Office Assistant II
2	Office Assistant III
1	Office Specialist
1	Personnel Technician
7	Secretary I
3	Secretary II
1	Staff Analyst I
1	Staff Analyst II
1	Supervising Fiscal Specialist
34	Total

General Support/Patient Services

	Classification
2	Ambulatory Clinic Manager
1	ARMC Patient Navigator
1	Asst Hospital Admin - Ambulatory Serv
1	Asst Hospital Admin-Behavioral Health
1	Asst Director of Respiratory Care Serv
6	Clinic Assistant
9	Clinical Therapist I
1	Clinical Therapist II
1	Clinical Therapist Pre-License
2	Contract Occupational Therapist II
35	Contract Respiratory Care Pract II
1	Director of Respiratory Care Services
1	General Services Worker II
1	Health Education Specialist II
1	Hospital Risk Coordinator
1	Hospital Services Worker
26	Hospital Unit Assistant
13	Lic Vocational Nurse - Per Diem
26	Licensed Vocational Nurse II
1	Mental Health Clinic Supervisor
47	Mental Health Nurse II
6	Mental Health Nurse Manager - ARMC
2	Neurodiagnostic Technolgst II
1	Neurodiagnostic Technologist
1	Nurse Educator
46	Nursing Attendant
2	Occupational Therapist II
3	Occupational Therapy Assistant
32	Office Assistant II
9	Office Assistant III
1	Office Specialist
1	Patient Navigation Program Coord.

	Classification
41	Psychiatric Technician I
1	Pulmonary Function Specialist
2	Registered Nurse II - Clinic
51	Registered Nurse II - Per Diem
26	Respiratory Care Practitioner 2
6	Respiratory Therapist
2	Respiratory Care Practitioner 3
5	Secretary I
1	Staff Analyst II
1	Sterile Processing Technician 1
1	Supervising Office Assistant
1	Supervising Office Specialist
7	Supervising Respiratory Care Pract
2	Utilization Revieww/Perf Impvmt Nurse
93	Clinic Assistant
6	Clinic Supervisor-ARMC
2	Cont Respiratory Care Practitioner II
1	Health Services Assistant I
1	Hospital Services Worker
2	Hospital Unit Assistant
4	Licensed Vocational Nurse-Per Diem
28	Licensed Vocational Nurse II
1	Licensed Vocational Nurse III
11	Office Assistant II
1	Oral Surgery Technician
4	Orthopedic Technician
3	Registered Nurse Case Manager
21	Registered Nurse II - Clinic
8	Registered Nurse II - Per Diem
2	Registered Nurse II-ARMC
1	Respiratory Care Practitioner 2
1	Respiratory Care Practitioner 2
1	Supv Respiratory Care Practitioner
620	Total

Medical Director

	Classification
1	ARMC Medical Director
1	Contract Resident PGY III
13	Contract Resident PGY IV
3	Contract Resident PGY V
143	Contract Resident PGY VI
19	Contract Resident PGY VII
7	Education Specialist
1	Office Assistant II
1	Secretary I
1	Statistical Analyst
190	Total

Fiscal Services

	Classification
4	Accountant III
4	Accounting Technician
1	Administrative Supervisor I
2	Administrative Supervisor II
8	Applications Specialist
1	ARMC Chief Financial Officer
1	ARMC Medical Services Prgrm Coord
1	ARMC Social Services Manager
1	Asst Hospital Administrator Fiscal
10	Automated Systems Analyst I
1	Automated Systems Analyst II
9	Automated Systems Technician
1	Business Applications Manager
1	Business Systems Analyst I
4	Business Systems Analyst II
4	Business Systems Analyst III
3	Case Management Supervisor
1	Chief Medical Informtn Officer
1	Cont Ancillary Receivables Manager
8	Collections Officer
6	Contract Medi-Cal Specialist
5	Cont Social Services Practitioner
1	Cont Asst Hospital Admin - Fiscal
1	Cont Asst Hospital Admin - Pnt Fisc
1	Cont Manager PreMediCal Qual Dept
1	Cont Supv PreMediCal Qual Dept
2	Departmental IS Administrator
26	Fiscal Assistant
6	Fiscal Specialist
1	General Services Aide
1	Licensed Vocational Nurse II
1	Material Manager
12	Medical Records Coder I
7	Medical Records Coder II
1	Medical Records Manager
2	Medical Records Supervisor
1	Nurse Manager
92	Office Assistant II
70	Office Assistant III
7	Office Assistant IV
18	Office Specialist
2	Patient Accounts Supervisor
1	Programmer Analyst I
1	Programmer Analyst II
21	Registered Nurse Case Manager
1	Registered Nurse II - Per Diem
3	Registered Nurse II - ARMC
11	RN Case Manager-Per Diem
3	Secretary I
9	Social Service Practitioner
2	Staff Analyst I
6	Staff Analyst II
4	Storekeeper
1	Stores Specialist
6	Supervising Office Assistant
2	Supervising Office Specialist
1	Supvg Auto Systems Analyst I
1	Supvg Utilization Review Techn
1	Systems Support Analyst II
8	Utilization Review Technician
412	Total

Business Development/Marketing

	Classification
1	ARMC Business Development Offi
1	Cont Mktg & Bus Dev Coord -ARMC
1	Media Specialist
1	Photographer
4	Total

Patient Services

	Classification
8	ARMC House Supervisor - Per Diem
16	Assistant Nurse Manager
3	Asst Hospital Admin-Nursing Services
4	Burn Care Technician
3	Certified Trauma Registrar
1	Chief Nursing Officer
12	Clinic Assistant
1	Clinical Nurse Specialist
4	Contract Surgical Tech
2	Education Services Supervisor
30	Emergency Room Technician
6	Float Pool Regstrd Nurse-Per Diem
1	Hospital Employee Health Nurse
1	Hospital Services Worker
83	Hospital Unit Assistant
3	House Supervisor
1	Injury Prevention Coordinator
3	Lic Vocational Nurse-Per Diem
79	Licensed Vocational Nurse II
1	Multimedia Coordinator
10	Nurse Educator
13	Nurse Manager
3	Nurse Supervisor
131	Nursing Attendant
4	Nursing Program Coordinator
3	Office Assistant II
5	Office Assistant III
357	Registered Nurse II - Per Diem
661	Registered Nurse II - ARMC
1	Registered Cardio Pulmonary Nurse
1	Respiratory Care Practitioner 2
3	Secretary I
1	Secretary II
1	Sterile Processing Technician
1	Stores Specialist
91	Student Nurse
14	Surgical Technician
23	Telemetry Technician
4	Ultrasound Technologist II
1	Utilization Review Technician
1,590	Total

Compliance

	Classification
1	Administrative Supervisor I
1	ARMC Ethics & Compliance Coord
1	ARMC Executive Chef
1	ARMC Laboratory Manager
1	Assoc Hosp Admin Professional Serv
1	Autopsy Assistant
4	Clinic Assistant
1	Compliance Specialist
1	Cont First Five Public Educ Coord
3	Cont Occupational Therapist II
12	Cont Physical Therapist II
19	Contract Radiological Technician
4	Contract Rehab Therapist - Speech
6	Cont Spec Procedures Rad Tech
3	Contract Ultrasound Tech
5	Cook I
10	Cook II
3	Cook III
1	Cytotechnoligist
2	Cytotechnoligst
4	Dietary Services Supervisor
3	Dietetic Technician
10	Dietitian
1	First Five Contract Dentist
1	First Five Project Director
4	Fiscal Assistant
32	Food Service Worker I
13	Food Service Worker II
3	General Services Aide
2	Histology Technician
1	Hospital Customer Advocate
19	Laboratory Assistant
32	Laboratory Technologist II
7	Laboratory Technologist III
3	Laboratory Technologist Intern
2	Nuclear Medicine Technologist
5	Occupational Therapist II
2	Occupational Therapy Assistant
33	Office Assistant II

	Classification
3	Office Assistant III
2	Office Assistant IV
4	Office Specialist
27	Phlebotomist
3	Physical Therapist Assistant
11	Physical Therapist II
1	Privacy and Compliance Specialist
1	Radiographic Clinical Instructor
15	Radiologic Technologist II
3	Radiologic Technologist III
1	Radiologic Technologist School
1	Radiology Manager
1	Radiology Supervisor
1	Registered Nurse II - Per Diem
5	Registered Nurse II - ARMC
4	Rehabilitation Services Aide
1	Rehabilitation Services Manager
4	Secretary I
1	Secretary II
15	Special Proc Rad Technolog 2
1	Special Proc Rad Technolog 3
2	Speech Therapist
1	Staff Analyst I
2	Staff Analyst II
30	Sterile Processing Technician
4	Sterile Processing Technician 1
2	Sterile Processing Technician 2
1	Stores Specialist
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supervising Phlebotomist
2	Supervising Rehabilitation Therapist
1	Supervising Dietitian
6	Supervising Laboratory Technologist
1	Supervising Sterile Processing Tech
6	Ultrasound Technologist II
1	Ultrasound Technologist III
1	Util Rvw/Perform Imp Nurse
1	Volunteer Services Coordinator
426	Total

Professional Services

	Classification
1	Assoc Hosp Adm Professional Serv
1	Asst Hospital Admin - Nursing Svcs
1	Asst Hospital Administrator Fiscal
2	Contract Home Health Social Worker
1	Librarian II
1	Library Assistant I
1	Lic Vocational Nurse - Per Diem
4	Licensed Vocational Nurse II
2	Medical Staff Coordinator
1	Nurse Epidemiologist
1	Nurse Informatics Coordinator
4	Office Assistant II
2	Office Specialist
1	Quality Improvemnt Coordinator
2	Registered Nurse II - Per Diem
2	Registered Nurse II - ARMC
1	Secretary II
1	Supv Medical Staff Coordinator
1	Staff Analyst II
2	Tumor Registrar
5	Util Rvw/Perform Imp Nurse
37	Total

Support Services

	Classification
2	Air Conditioning Mechanic
1	ARMC Bldg Maint & Security Manager
1	ARMC Facilities Project Coordinator
1	ARMC Safety Technician
1	Assoc Hosp Admin Professional Serv
6	Bio-Medical Electronic Tech I
5	Building Plant Operator
3	Cont ARMC Security Technician
134	Custodian I
3	Custodian II
3	Electrician
7	General Maintenance Mechanic
4	General Maintenance Worker
2	General Services Aide
5	Hospital Plant Operator
1	Hospital Environ Services Supervisor
6	Linen Room Attendant
2	Maintenance Supervisor
1	Medical Center Hskpg/Linen Man
1	Office Assistant II
2	Office Assistant III
3	Painter I
3	Plumber
2	Secretary I
1	Secretary II
72	Security Technician I
10	Security Technician II
1	Stores Specialist
4	Supervising Security Technician
1	Supv Bio Med Elect Technician
7	Supv Custodian
295	Total

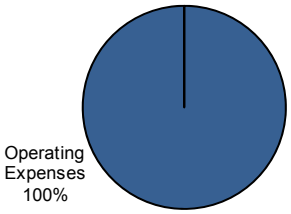
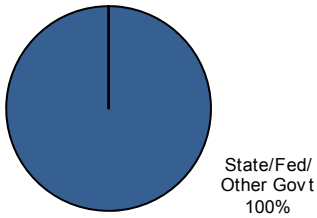
Medical Center Lease Payments

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$43,150,014
Total Sources	$43,150,014
Net Budget	$0
Estimated Unrestricted Net Assets	$0
Use of Unrestricted Net Assets	$0
Total Staff	0

This budget unit funds the cost of long-term lease payments to the Inland Empire Public Facilities Corporation for the Arrowhead Regional Medical Center (ARMC) facility. Funding sources include state revenues from the Construction Renovation/Reimbursement Program (SB 1732). This program provides supplemental reimbursement for construction, renovation, or replacement of medical facilities or fixed equipment. Other funding sources are operating transfers from ARMC consisting of Medicare and fee for service revenues, and operating transfers from the general fund backed by Health Realignment revenues and tobacco settlement proceeds.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	41,619,740	42,988,658	41,526,830	41,684,300	41,918,300	43,150,014	**1,231,714**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	172,045	0	**(172,045)**
Total Exp Authority	41,619,740	42,988,658	41,526,830	41,684,300	42,090,345	43,150,014	**1,059,669**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	41,619,740	42,988,658	41,526,830	41,684,300	42,090,345	43,150,014	**1,059,669**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	41,619,740	42,988,658	41,526,830	41,684,300	42,090,345	43,150,014	**1,059,669**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	18,985,372	19,500,334	18,820,181	19,242,359	18,791,037	19,063,823	**272,786**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	18,985,372	19,500,334	18,820,181	19,242,359	18,791,037	19,063,823	**272,786**
Operating Transfers In	22,634,368	23,488,324	22,706,649	22,441,941	23,299,308	24,086,191	**786,883**
Total Sources	41,619,740	42,988,658	41,526,830	41,684,300	42,090,345	43,150,014	**1,059,669**
Net Budget	0	0	0	0	0	0	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses of $43.2 million represent lease payments and associated fees and expenses.

State, federal, or government aid revenue of $19.1 million is from the state's Construction Renovation/Reimbursement Program (SB 1732). The amount reimbursed by the state depends on the allowable portion of the lease payments multiplied by a rate that is calculated by the state every year. The rate fluctuates based on actual Medi-Cal inpatient days paid to ARMC.

Operating transfers in of $24.1 million are funded by $10.7 million of Tobacco Master Settlement Agreement monies, $5.4 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 $1.1 million due to an offset by a decrease in contingency of $172,045.

Operating expenses are increasing by $1.2 million primarily due to a rebate of excess investment earnings payable to the U.S. Treasury in 2013-14.

State, federal or government aid revenue is increasing by $272,786 based on the SB 1732 reimbursement formula.

Operating transfers in are increasing by $786,883 to cover the rebate payment due to the U.S. Treasury.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

THIS PAGE LEFT INTENTIONALLY BLANK

ECONOMIC DEVELOPMENT AGENCY
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
ECONOMIC DEVELOPMENT AGENCY	116				
ECONOMIC DEVELOPMENT	118	3,129,834	155,000	2,974,834	13
TOTAL GENERAL FUND		3,129,834	155,000	2,974,834	13

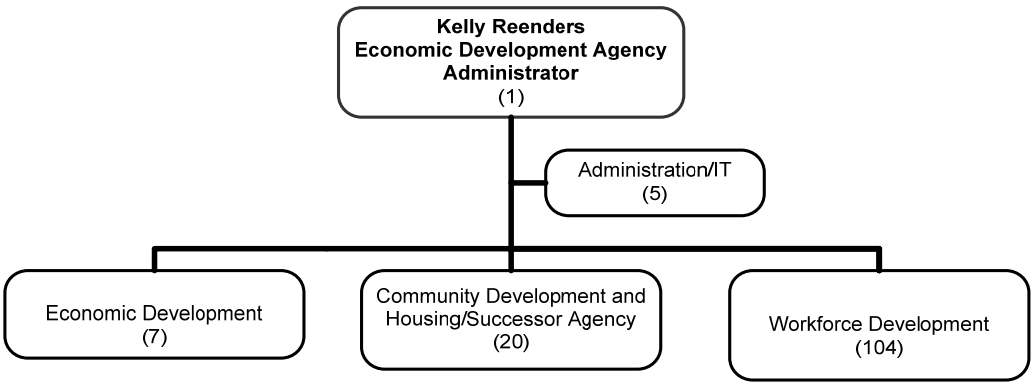
SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
ECONOMIC DEVELOPMENT:					
COMMUNITY DEVELOPMENT AND HOUSING	124	41,106,041	19,607,995	21,498,046	20
WORKFORCE DEVELOPMENT	130	21,415,353	21,415,353	0	104
TOTAL SPECIAL REVENUE		62,521,394	41,023,348	21,498,046	124

ECONOMIC DEVELOPMENT AGENCY
Kelly Reenders

AGENCY MISSION STATEMENT

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

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Responded to over 150 inquiries for site selection packages and over 220 inquiries for incentive information and other technical assistance.
- Implemented a plan to construct a catalyst project in a highly visible low income neighborhood utilizing multiple funding streams overseen by different departments.
- Developed a 3-year plan to identify County capital improvement projects that meet Community Development Block Grant (CDBG) eligibility requirements and to utilize CDBG funding in order to free up discretionary general funding.
- Continued to develop relationships on behalf of the County with senior level executives nationwide.
- Ensured sales tax on capital equipment purchases is sited in the unincorporated area of the County.
- Implemented the Board's direction to track the board discretionary funds allocations, develop and monitor contracts, payment processing, and reporting balances by district by allocation.
- Retained $11.4 million in Housing Fund Bond Proceeds for future affordable housing projects; Retained $10.0 million of former redevelopment tax increments for bond projects; widening, median and sidewalk of Cherry Avenue from Whittman to Foothill ($4.0 million); San Bernardino Avenue improvements ($2.0 million).
- Met all state and federal deadlines for all programs and funding within the Economic Development Agency.
- Reviewed all 26 Successor Agency financial reports to ensure that the County's financial interests are protected. Additionally, conduct regular meetings with the County Oversight appointees to ensure they understand actions to be taken at the oversight meetings they are assigned to and to provide guidance on the County's concerns and issues.

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Economic Development	3,129,834	155,000	2,974,834			13
Total General Fund	3,129,834	155,000	2,974,834			13
Special Revenue Funds						
Community Development and Housing	41,106,041	19,607,995		21,498,046		20
Workforce Development	21,415,353	21,415,353		0		104
Total Special Revenue Funds	62,521,394	41,023,348		21,498,046		124
Other Agencies						
Economic and Community Development Corp	1	1		0		0
County Industrial Development Authority	53,177	368		52,809		0
Total Other Agencies	53,178	369		52,809		0
Total - All Funds	65,704,406	41,178,717	2,974,834	21,550,855		137

The Agency provides overall administrative support and policy implementation to three departments as well as the Successor Agency to the County of San Bernardino Redevelopment Agency. This includes the facilitation of communication between the County Administrative Office as well as the Board of Supervisors. In addition, the Agency oversees the information technology function, public relations and marketing support.

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

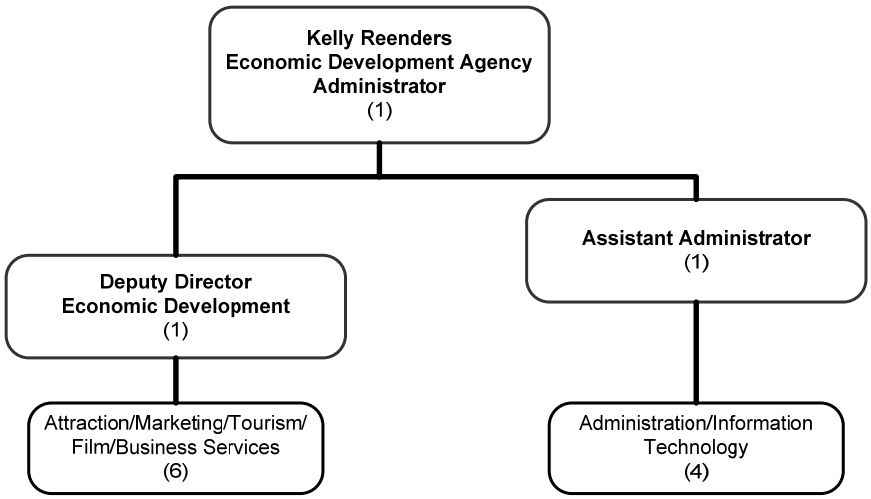
NOTE: The “Other Agencies” budget units are reported in a separate document. The budget for the Agency is incorporated within the Department of Economic Development’s budget unit.

ECONOMIC DEVELOPMENT
Kelly Reenders

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Implemented programs to strengthen the County's brand regionally and nationally to site selectors, corporate real estate executives, investors, brokers and other stakeholders through speaking engagements, partnerships, advertising, direct outreach and public relations.
- Responded to over 150 inquiries for site selection packages and over 220 inquiries for incentive information and other technical assistance.
- The economic development effort Countywide resulted in 350 new businesses to the County in 2011-12. By applying a regional job multiplier based upon industry type, the new businesses created an economic impact of 10,327 jobs *(The data provided is based upon EMSI Economic Modeling multipliers).*
- Executed the State of the County event on April 10, 2013. This event seeks to attract and retain businesses within the County and connect stakeholders and community leaders.
- Continued regular meetings with San Bernardino County cities and towns economic development personnel to leverage community strengths and work cooperatively in economic development efforts.
- Ensured sales tax on capital equipment purchases is sited in the unincorporated area of the County.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s):
- ***Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.***
- ***Utilize County programs and resources to maximize job creation.***

Department Strategy:
- *The Department's attraction efforts are based primarily on identifying suitable sites that meet the requirements of brokers, developers and entrepreneurs.*
- *The Department coordinates site tours with other County entities including Land Use/Building and Safety/etc. to ensure a seamless process for the requesting client.*
- *The Department invests in marketing services to generate private investment and foster job creation as well as develop strong regional and national business relationships.*
- *The Department engages in a strategic marketing program that incorporates branding, technical programming, travel product development to enhance the County's tourism.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of new businesses located to San Bernardino County that received countywide economic development assistance.	N/A	N/A	320	350
Number of estimated new jobs resulting from countywide attraction efforts.	N/A	N/A	5,000	5,500
Number of International/technical tour excursions booked in the County.	N/A	60	80	90

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

Objective(s):
- ***Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.***

Department Strategy:
- *The Department actively engages in business counseling efforts to understand the needs of local businesses and evaluate retention and expansion opportunities.*
- *The Department is actively working on an action plan that will position the County to take advantage of key economic development opportunities during the economic recovery.*
- *The Department is utilizing the multiplier effect through job creation to stimulate aggregate demand within the County.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of businesses retained and/or expanded in the County that received countywide economic development assistance.	N/A	N/A	160	180

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Economic Development	3,129,834	155,000	2,974,834			13
Total General Fund	3,129,834	155,000	2,974,834			13

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Economic Development	3,595,461	3,065,030	2,774,965	3,045,214	3,129,834
Total	**3,595,461**	**3,065,030**	**2,774,965**	**3,045,214**	**3,129,834**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Economic Development	339,247	201,441	149,787	130,000	155,000
Total	**339,247**	**201,441**	**149,787**	**130,000**	**155,000**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Economic Development	3,256,214	2,863,589	2,625,178	2,915,214	2,974,834
Total	**3,256,214**	**2,863,589**	**2,625,178**	**2,915,214**	**2,974,834**

Economic Development

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$3,129,834
Total Sources	$155,000
Net County Cost	$2,974,834
Total Staff	13
Funded by Net County Cost	77%

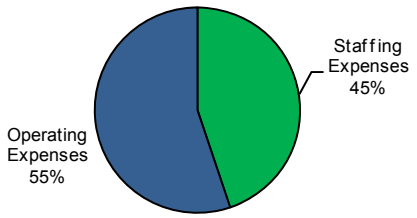
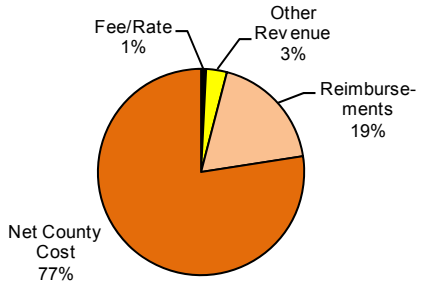
The Department of Economic Development's (ED) major goals are to foster job creation, increase private investment and enhance County revenues through the implementation of a Countywide economic development strategy. The strategy focuses on maximizing the standard of living of the County's residents,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

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

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

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

2013-14 RECOMMENDED BUDGET

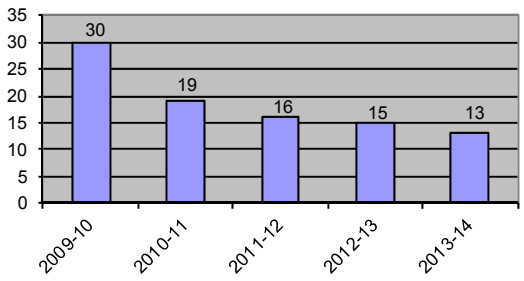
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	15	13	13	13
Limited Term	1	1	2	0
Total	16	14	15	13
Staffing Expenses	$1,566,766	$1,650,731	$1,650,731	$1,721,891

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development
FUND: General

BUDGET UNIT: AAA EDF
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	2,533,189	1,931,327	1,566,706	1,616,264	1,650,731	1,721,891	**71,160**
Operating Expenses	2,735,356	2,187,151	2,035,867	2,160,588	2,300,624	2,118,692	**(181,932)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	5,268,545	4,118,478	3,602,573	3,776,852	3,951,355	3,840,583	**(110,772)**
Reimbursements	(1,716,566)	(1,100,675)	(904,657)	(749,448)	(906,141)	(710,749)	**195,392**
Total Appropriation	3,551,979	3,017,803	2,697,916	3,027,404	3,045,214	3,129,834	**84,620**
Operating Transfers Out	40,000	0	0	0	0	0	**0**
Total Requirements	3,591,979	3,017,803	2,697,916	3,027,404	3,045,214	3,129,834	**84,620**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	15,351	31,176	33,788	31,050	30,000	30,000	**0**
Other Revenue	20,476	158,865	116,000	120,000	100,000	125,000	**25,000**
Total Revenue	35,827	190,041	149,788	151,050	130,000	155,000	**25,000**
Operating Transfers In	300,000	11,400	0	0	0	0	**0**
Total Sources	335,827	201,441	149,788	151,050	130,000	155,000	**25,000**
Net County Cost	3,256,152	2,816,362	2,548,128	2,876,354	2,915,214	2,974,834	**59,620**
				Budgeted Staffing	15	13	**(2)**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $1.7 million fund 13 budgeted regular positions.

Operating expenses of $2.1 million include costs of various Economic Development programs (real estate related trade shows, advertising, public relations, and tourism), travel, and internal transfers out (County Counsel charges, facilities, etc.).

Reimbursements of $710,749 represent the cost allocation to other Economic Development Agency (EDA) departments of EDA staff.

Sources of $155,000 represent registration fees and sponsorships for the State of the County event planned for the spring of 2014.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements have a net increase of approximately $85,000 from the 2012-13 modified budget, reflecting staffing expense increases due to position step advancements and increased retirement costs, as well as significant reductions in reimbursements due to reorganization within the Agency departments.

Sources increased by $25,000 reflecting additional revenue anticipated from sponsorships of the 2014 State of the County event based on actuals from the 2013 event.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.7 million fund 13 budgeted regular positions. Budget reductions, cost increases and program changes in 2013-14 resulted in the deletion of 2 Public Services Employee positions and the addition of 1 ECD Technician position to assist with low to mid-level economic development tasks. Additionally, due to the reduction in the EDA graphic design workload, the filled Graphic Designer I position and the incumbent will be transferred to the Purchasing Department to help address Printing Services Division increase in graphic design services workload.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Economic Development Agency	1	0	1	1	0	0	1
Economic Development	7	0	7	5	1	1	7
Administration / Information Technology	5	0	5	5	0	0	5
Total	13	0	13	11	1	1	13

Economic Development Agency

	Classification
1	Administrator
1	Total

Economic Development

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

Administration / Information Technology

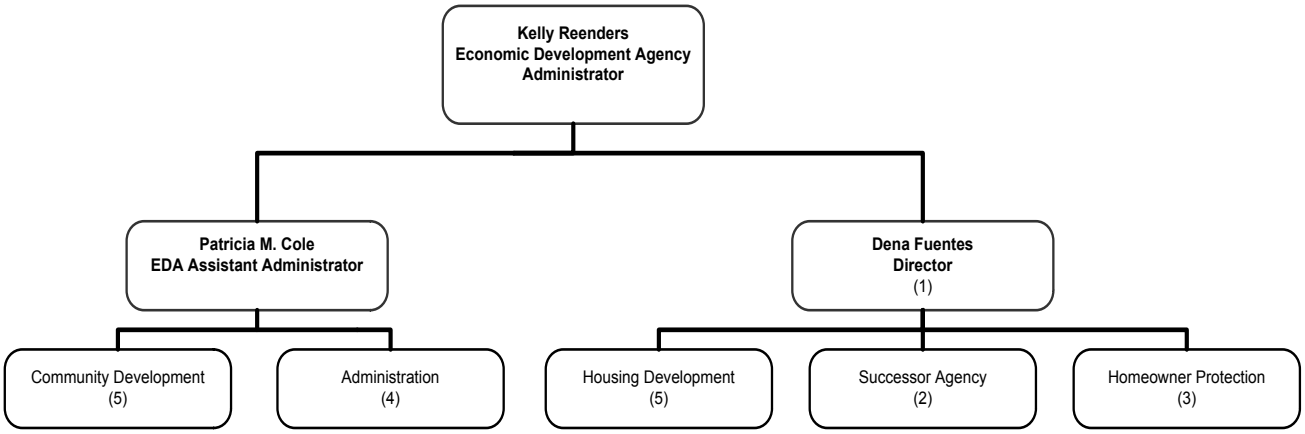
	Classification
1	Assistant Administrator
1	Executive Secretary III
1	Staff Analyst II
1	Automated Systems Analyst
1	Payroll Specialist
5	Total

COMMUNITY DEVELOPMENT AND HOUSING
Patricia M. Cole (Community Development and Administration)
Dena Fuentes (Housing & Successor Agency)

DEPARTMENT MISSION STATEMENT

The mission of Community Development and Housing is to achieve economic and community revitalization through stakeholder collaboration and leveraging of federal, state and local resources.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- In addition to completing the third of a three-year plan to bring operating expenditures within the annual operating revenue allowances without the use of one-time reserves, the Department also drafted a five-year revenue and expense plan to ensure that ongoing funds will pay for ongoing expenses.
- Utilized federal funds in coordination with 12 cooperating cities and various County departments to construct and/or improve a total of 41 public facilities and infrastructure projects, as well as operate up to 30 public service programs to the benefit of 173,511 residents.
- Completed the site assembly of 9 acres in the unincorporated community of Bloomington
- Executed an Exclusive Negotiation Agreement with The Related Companies for the development of a mixed-use development that includes a multi-generational affordable housing project and new library.
- Executed agreements to invest $5.1 million of HOME Investment Partnership Act Grant (HOME) funds in the cities of Loma Linda and Yucca Valley for the development of two senior affordable housing communities resulting in 125 total units.
- Invested $4.4 million of Neighborhood Stabilization Program funds for the development of affordable housing communities in the City of Rialto and the unincorporated area of Colton resulting in 108 affordable units.
- Investment of $19.2 million of federal funds resulted in the completion of 397 affordable units in the cities of Barstow, San Bernardino, and Yucaipa.
- Secured Department of Finance approval to use the Housing Bond Proceeds of $11.4 million.
- Met the requirements of the Redevelopment Dissolution Act.
- Completed the site assembly of 14 acres across from the Auto Club Speedway.

- Retained $10 million of former Redevelopment Agency Bond funds to complete three key infrastructure projects.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act.
- Created the Homeownership and Foreclosure Prevention Joint Powers Authority to identify funding and programs to assist with foreclosure prevention.
- Entered into a collaborative agreement with the Department of Behavioral Health to revitalize communities through the development of affordable housing.
- Provided homeless prevention services and emergency shelter nights to 29,245 households annually.
- Rental and utility assistance to 395 households annually; Educational Training to 525 households annually.
- Met expenditure requirements for the Neighborhood Stabilization Programs.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.***

Department Strategy: • *Through collaboration with both the cities and various county departments, Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) funds are leveraged to augment the various public service programs and projects, within the county, in response to the needs of low- and moderate-income persons and/or persons with special needs.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of county residents benefiting from public service programs and projects.	19,852	21,000	20,000	21,000

COUNTY GOAL: **IMPLEMENT THE COUNTYWIDE VISION**

Objective(s): • ***Continue the County role of convening conversations on community collaboration and collective action.***

Department Strategy: • *Create an Affordable Housing Collaborative to create relationships and share ideas on leveraging affordable housing and other County resources to effectuate community and neighborhood revitalization.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of active organizations in the Affordable Housing Collaborative.	N/A	N/A	N/A	100

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

Objective(s): • ***Work with cities to explore programs and approaches to address the mortgage crisis.***

Department Strategy: • *Work with cities, housing counseling agencies, government entities and lenders, to promote foreclosure prevention events and encourage homeowner participation in events and programs to maintain levels of homeownership.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Promote foreclosure prevention events hosted by non-profit housing counseling agencies, lenders, and federally funded entities.	N/A	N/A	16	20
Direct mail and email campaigns to constituents to inform them of foreclosure and prevention events and programs.	N/A	N/A	4	10
Provide foreclosure prevention information via website [www.saveyourhomesbcounty.org] to homeowners within the County (number of unique page views on website).	N/A	N/A	1,600	3,000

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Fund						
Community Development and Housing	41,106,041	19,607,995		21,498,046		20
Total Special Revenue Fund	41,106,041	19,607,995		21,498,046		20

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Community Development and Housing	42,326,556	42,021,486	52,046,540	82,817,608	41,106,041
Total	**42,326,556**	**42,021,486**	**52,046,540**	**82,817,608**	**41,106,041**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Community Development and Housing	23,422,053	24,926,121	32,902,601	36,708,606	19,607,995
Total	**23,422,053**	**24,926,121**	**32,902,601**	**36,708,606**	**19,607,995**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Community Development and Housing	18,904,503	17,095,365	19,143,939	46,109,002	21,498,046
Total	**18,904,503**	**17,095,365**	**19,143,939**	**46,109,002**	**21,498,046**

Community Development and Housing

DESCRIPTION OF MAJOR SERVICES

Community Development and Housing (CDH) seeks to better the quality of life for the residents of San Bernardino County by providing community and housing development resources. CDH administers several Federal Department of Housing and Urban Development (HUD) programs. These programs are the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnership Act Grant (HOME) and Neighborhood Stabilization Program (NSP).

Budget at a Glance

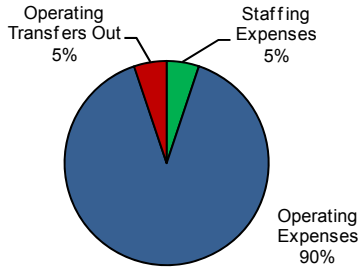
Total Requirements	$41,106,041
Total Sources	$19,607,995
Fund Balance	$21,498,046
Use of Fund Balance	$21,498,046
Total Staff	20

On June 29, 2011, the Governor signed Assembly Bill X1 26 (Dissolution Act) as part of the State's budget package and on December 29, 2011 the California Supreme Court upheld this legislation. The Dissolution Act 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. 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. For fiscal year 2012-13, the Housing Successor was incorporated into CDH; however a separate budget unit was maintained pending additional guidelines relating to the RDA dissolution. For 2013-14, the budget unit and all supporting schedules have been consolidated within CDH's budget since it was determined there is no need to present separate budget units.

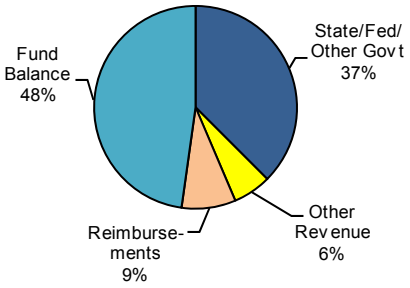
During 2013-14 CDH will leverage housing and federal funds to continue the major revitalization effort in the Bloomington community.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

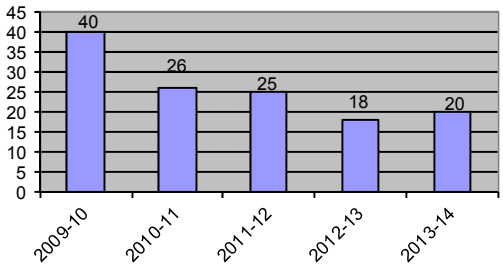


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	25	15	15	17
Limited Term	0	2	3	3
Total	25	17	18	20
Staffing Expenses	$1,872,921	$1,640,490	$1,940,490	$2,302,676

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	2,608,966	2,442,861	1,872,920	1,870,554	1,940,490	2,302,676	**362,186**
Operating Expenses	25,016,165	18,202,562	29,004,275	25,652,153	66,378,137	40,364,126	**(26,014,011)**
Capital Expenditures	28,775	0	2,285,449	362,157	366,000	0	**(366,000)**
Contingencies	0	0	0	0	9,143,591	0	**(9,143,591)**
Total Exp Authority	27,653,906	20,645,423	33,162,644	27,884,864	77,828,218	42,666,802	**(35,161,416)**
Reimbursements	(1,719,231)	(1,567,356)	(1,913,666)	(3,033,267)	(2,703,686)	(3,886,792)	**(1,183,106)**
Total Appropriation	25,934,675	19,078,067	31,248,978	24,851,597	75,124,532	38,780,010	**(36,344,522)**
Operating Transfers Out	627,762	3,269,326	3,823,296	3,700,917	7,693,076	2,326,031	**(5,367,045)**
Total Requirements	26,562,437	22,347,393	35,072,274	28,552,514	82,817,608	41,106,041	**(41,711,567)**
Sources							
Taxes	29,479	570	1,153,330	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	18,409,390	19,275,623	29,251,744	18,072,829	32,239,815	16,874,842	**(15,364,973)**
Fee/Rate	1,657	14,563	13,603	13	0	0	**0**
Other Revenue	5,610,805	5,072,942	3,046,400	(14,781,284)	3,818,791	1,908,877	**(1,909,914)**
Total Revenue	24,051,331	24,363,698	33,465,077	3,291,558	36,058,606	18,783,719	**(17,274,887)**
Operating Transfers In	0	907	320,852	650,000	650,000	824,276	**174,276**
Total Sources	24,051,331	24,364,605	33,785,929	3,941,558	36,708,606	19,607,995	**(17,100,611)**
				Fund Balance	46,109,002	21,498,046	**(24,610,956)**
				Budgeted Staffing	18	20	**2**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses and operating transfers out of $42.7 million primarily relate to infrastructure construction projects and community development programs funded by the Department, including rehabilitation of low, moderate or middle income residential units.

Sources of $19.6 million primarily represent federal funding for CDBG, HOME, and ESG programs as allocated by formula to the County and participating cities.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $41.7 million. The decrease is due primarily to the one-time payment of $15.0 million and the transfer of $11.4 million in bonds proceeds from the Housing Successor to the Successor Agency as required for the dissolution of the former RDA. Approximately $9.1 million of funds held by HUD and committed to current projects, but planned to be disbursed in future fiscal years, are excluded from the 2013-14 budgeted contingencies. The completion of large infrastructure and other projects represents approximately $5.4 million of the decrease and sequestration funding reductions represent $800,000.

Sources are decreasing by $17.1 million due in part to an expected 9% sequestration reduction of $800,000 in federal allocation for the CDBG, HOME and ESG programs, as well as a change in strategy of not budgeting funding of $9.1 million for future year disbursements in the current year. Completion of large multi-year projects in 2012-13 accounts for $5.2 million of the decreased financing sources in 2013-14. Additionally, a $1.9 million reduction in revenue is due primarily to the receipt of one time program income for the NSP program combined with lower loan repayments due to loan maturities and/or defaulted loans, and reduced interest earned as a result of lower principal balances.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.3 million fund 20 budgeted positions of which 17 are regular positions and 3 are limited term positions.

The 2013-14 budget includes the addition of 1 Staff Analyst II and 1 CDH Analyst II to assist with fiscal/administrative and program compliance/monitoring functions, respectively. The Department conducted a five year revenue and expense analysis in 2013 and has identified that there is sufficient ongoing funding to support the addition of the two new positions.

In 2012-13 the department deleted a net 10 positions from the budget due to significant federal funding reductions and added 2 positions for the Homeownership Protection and Foreclosure Prevention Program funded using County contingencies. During 2012-13 an additional position was added for the Homeownership Protection and Foreclosure Prevention Program.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	4	0	4	3	0	1	4
Community Development	5	0	5	5	0	0	5
Housing Development	5	1	6	5	0	1	6
Housing Successor	2	0	2	2	0	0	2
Homeowner Protection	1	2	3	2	1	0	3
Total	17	3	20	17	1	2	20

Administration

	Classification
1	Administrative Supervisor II
1	Executive Secretary II
1	Staff Analyst II
1	Fiscal Specialist
4	Total

Community Development

	Classification
1	Supervising CDH Analyst
3	CDH Analyst II
1	CDH Technician
5	Total

Housing Development

	Classification
1	CDH Director
1	Deputy Director, CDH
1	CDH Project Manager
2	CDH Analyst II
1	Real Estate Specialist
6	Total

Housing Sucessor

	Classification
1	Deputy Director, Housing Successor
1	Staff Analyst II
2	Total

Homeowners Protection

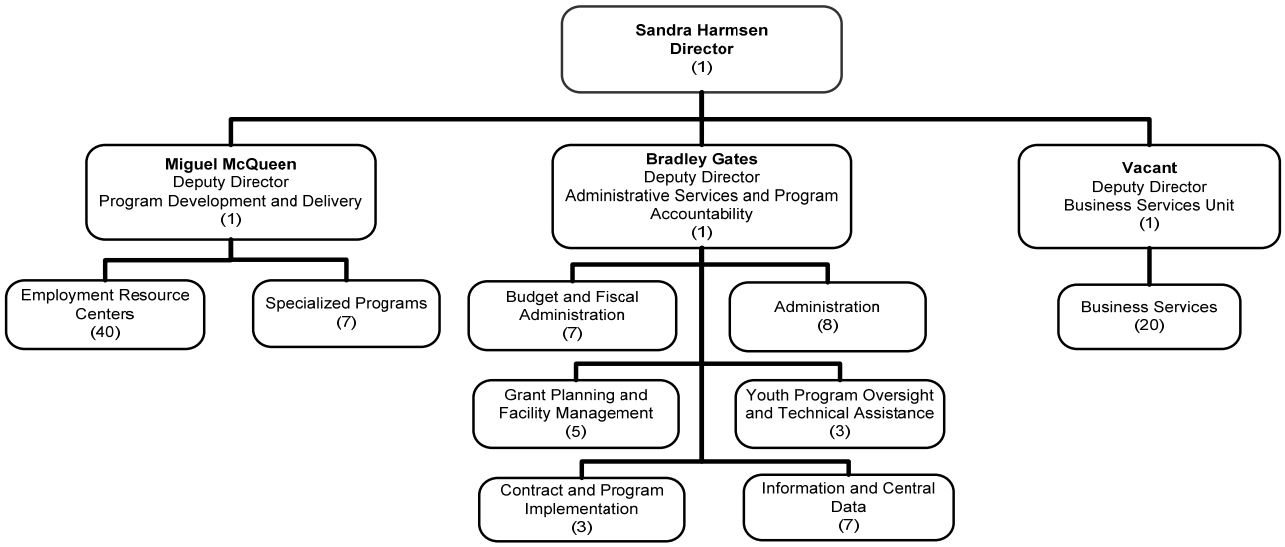
	Classification
2	Contract Housing Analyst
1	Secretary I
3	Total

WORKFORCE DEVELOPMENT
Sandra Harmsen

DEPARTMENT MISSION STATEMENT

The Department of Workforce Development serves residents and businesses in the County of San Bernardino by developing a skilled workforce that meets the ever-changing demands of the business community.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Met or exceeded all federal and state performance standards under the Workforce Investment Act Adult and Youth Programs.
- Opened a new Employment Resource Center in Victorville to expand services to jobseekers and businesses in the High Desert region.
- Received 65,000 visits by jobseekers at the Employment Resource Centers.
- Provided over 11,000 intensive employment services to residents, including career counseling, skills and aptitude assessment, and supportive services.
- Enrolled 1,925 residents in vocational or On-the-Job training programs.
- Visited over 5,200 businesses to provide resources and employer services.
- Conducted assessment surveys with over 2,650 businesses in order to address business concerns and identify companies at risk of closure or reductions in workforce.
- Assisted 600 local businesses through workshops and consulting services for marketing, cost cutting, process improvement and human resources.
- Hosted six regional job fairs attended by 350 businesses and 8,500 jobseekers.
- Initiated a pilot program aimed to identify, support and train residents to become entrepreneurs.
- Provided Rapid Response services to assist 1,000 individuals affected by layoffs with reemployment services.
- Served 582 at-risk youth with job readiness training, work experience and education services.
- Established a partnership with the San Bernardino County Housing Authority to provide job placement services to residents of affordable housing communities
- Partnered with the County Sheriff's department to provide employment services to individuals transitioning out of the corrections system.
- Collaborated with County Probation to assist parolees with job readiness and job placement assistance at the Day Reporting Centers.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s):
- ***Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.***
- ***Utilize County programs and resources to maximize job creation.***

Department Strategy:
- *Serve residents with employment services provided through the County's three Employment Resource Centers.*
- *Train individuals to gain employment in the in-demand occupations in San Bernardino County.*
- *Provide On-the-Job Training services for unemployed and long-term unemployed individuals.*
- *Provide Rapid Response services to residents affected by lay offs.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of Employment Resource Center visits.	79,245	60,000	65,000	60,000
Number of residents receiving training services.	2,986	2,000	1,700	2,000
Number of residents receiving On-the-Job training services.	384	225	225	240

During 2011-12, San Bernardino County experienced a 14.2% unemployment rate. The unemployment rate currently stands at 10.5%. With decreasing unemployment, we anticipated 60,000 visits to the centers in 2012-13. Based upon actuals to date, we estimate a total of 65,000 visits by June 30, 2013. Based on the 2012-13 estimates, and the fact a downward trend in unemployment is expected to continue, visits to the centers are expected to decrease in 2013-14.

In anticipation of sequestration and funding reductions, training services were reduced in 2012-13. However, the level of sequestration was not as severe as expected and therefore training services are expected to increase for 2013-14.

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

Objective(s):
- ***Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.***
- ***Utilize County programs and resources to maximize job creation.***

Department Strategy:
- *Retain County businesses through proactive outreach to identify and resolve business concerns.*
- *Provide the business community with resources that help them grow.*
- *Assist employers by providing customized recruiting services to fill their vacant positions.*
- *Identify at-risk businesses and provide resources to avert potential layoffs.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of Business Assessment Surveys performed.	2,356	2,400	2,650	2,200
Number of business visits.	4,730	5,000	5,200	6,000
Number of businesses served through workshop and consulting services.	1,085	600	630	600

Business Assessment Surveys are performed during first-time visits by Business Services Representatives (BSR). Due to sequestration and a reduction in Workforce Investment Act (WIA) funding, the Business Services Unit will reassign three BSRs to become Job Placement Specialists, reducing the number of staff performing Business Assessment Surveys.

The total number of visits to business includes first-time visits and all follow up visits. To meet WIA mandates, BSRs will increase return visits to business for the purpose of job development and on-the-job training opportunities for customers. Due to recent utilization of portable technology and efficiencies made in client management software, BSRs will be able to spend more time in the field rather than returning to the office for data entry, which results in an increase in total business visits.

The number of businesses receiving workshop and consulting services has decreased from 2011-12 due to a reduction in available funding for these services.

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

Objective(s): ***• Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.***

Department Strategy:
- *Work with Youth Providers to serve at-risk youth to prepare them to enter the workforce.*
- *Assist at-risk youth in obtaining a GED, High School Diploma, Training Certificate or Associates Degree.*
- *Provide work experience opportunities for at-risk youth.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of at-risk youth enrolled.	559	554	665	476
Number of at-risk youth placed in employment.	444	400	507	361
Number of at-risk youth attaining GED, High School Diploma, Training Certificate or Associates Degree.	465	425	581	285

The anticipated reduction in the number of youth enrolled, placed in employment and attaining GED, High School Diploma, Training Certificate or Associates Degree is directly related to a decrease in federal funds.

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Fund						
Workforce Development	21,415,353	21,415,353		0		104
Total Special Revenue Fund	21,415,353	21,415,353		0		104

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Workforce Development	25,318,326	23,471,089	21,028,929	24,342,129	21,415,353
Total	**25,318,326**	**23,471,089**	**21,028,929**	**24,342,129**	**21,415,353**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Workforce Development	25,452,708	23,692,723	20,585,504	24,066,248	21,415,353
Total	**25,452,708**	**23,692,723**	**20,585,504**	**24,066,248**	**21,415,353**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Workforce Development	(134,382)	(221,634)	443,425	275,881	0
Total	**(134,382)**	**(221,634)**	**443,425**	**275,881**	**0**

Workforce Development

DESCRIPTION OF MAJOR SERVICES

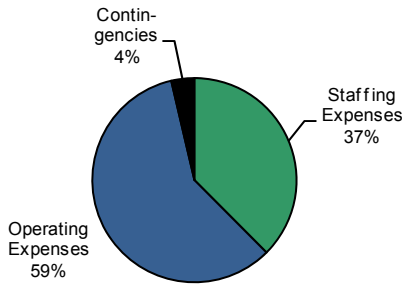
Budget at a Glance	
Total Requirements	$21,415,353
Total Sources	$21,415,353
Fund Balance	$0
Use of Fund Balance	$0
Total Staff	104

The Department of Workforce Development (WDD) provides services to job seekers, incumbent workers, entrepreneurs and employers through Workforce Investment Act (WIA) funding from the Department of Labor. Services are delivered to job seekers and businesses throughout the County via the department's Employment Resource Centers. These Centers are strategically placed in three of the County's economic regions. Services delivered include job search, skills assessments, vocational training, job readiness skills, connection to employers, assisting businesses with outreach services, recruitment efforts and employee retention. Understanding that increased employment opportunities enhance the quality of life for residents, WDD strives to ensure that the needs of local businesses are met by providing them with a skilled workforce, thus supporting the mission of the County.

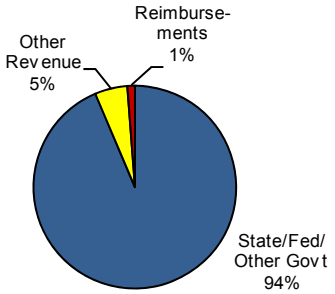
The Workforce Investment Board (WIB) administratively oversees the programs offered through the Department. The WIB's focus has been on demand industry sectors, and the WIB has worked diligently with businesses to target these demand occupations and high growth industries. The WIB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the County Board of Supervisors.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

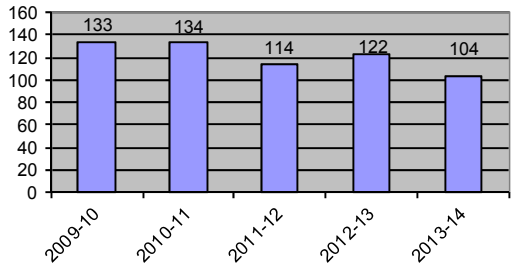


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	100	100	100	96
Limited Term	14	14	22	8
Total	114	114	122	104
Staffing Expenses	$7,401,560	$8,736,457	$8,736,457	$8,133,690

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

BUDGET UNIT: SAC JOB
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	6,970,256	8,818,615	7,352,095	7,911,971	8,736,457	8,133,690	**(602,767)**
Operating Expenses	21,773,447	26,303,948	15,310,596	13,236,517	14,876,229	12,748,020	**(2,128,209)**
Capital Expenditures	37,077	45,000	14,485	0	0	0	**0**
Contingencies	0	2,305,114	0	0	1,700,000	790,054	**(909,946)**
Total Exp Authority	28,780,780	37,472,677	22,677,176	21,148,488	25,312,686	21,671,764	**(3,640,922)**
Reimbursements	(3,193,298)	(10,207,088)	(2,203,014)	(249,254)	(970,557)	(256,411)	**714,146**
Total Appropriation	25,587,482	27,265,589	20,474,162	20,899,234	24,342,129	21,415,353	**(2,926,776)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	25,587,482	27,265,589	20,474,162	20,899,234	24,342,129	21,415,353	**(2,926,776)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	24,824,100	27,017,198	19,953,256	19,784,558	23,393,665	20,287,489	**(3,106,176)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	548,449	470,025	460,456	838,795	672,583	1,127,864	**455,281**
Total Revenue	25,372,549	27,487,223	20,413,712	20,623,353	24,066,248	21,415,353	**(2,650,895)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	25,372,549	27,487,223	20,413,712	20,623,353	24,066,248	21,415,353	**(2,650,895)**
				Fund Balance	275,881	0	**(275,881)**
				Budgeted Staffing	122	104	**(18)**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $8,133,690 fund 104 budgeted positions.

Operating expenses of $12,748,020 include costs associated with the Department's three Employment Resource Centers such as rent, computers/hardware/software and office supplies, staff travel and training costs, professional services, insurance, and County vehicle usage. Operating expenses also include $8,858,932 in direct services to job seekers and business customers.

Reimbursements of $256,411 represent payments from other departments for program services provided through various Memorandums of Understanding (MOU).

Sources of $21,415,353 represent funding the Department receives from various state and federal grants, primarily from the federal Workforce Investment Act (WIA) of 1998.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements have decreased by $2,926,776 due to a reduction in sources of $2,650,895. The decrease in sources is a result of reduced federal funding and will result in fewer customers receiving vocational training and supportive services.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $8,133,690 fund 104 budgeted positions of which 96 are regular positions and 8 are limited term positions.

In 2013-14, the Department deleted 4 regular vacant positions and 14 limited term positions, for a total reduction of 18 positions. The limited term positions were utilized for staffing special projects tied to temporary funding sources ending June 30, 2013. The Department anticipates maintaining current levels of service for its primary mandated tasks of providing employment services to job seekers and businesses.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Executive Office	3	2	5	4	1	0	5
Administrative Services	29	1	30	26	4	0	30
Program Delivery and Outreach	43	5	48	46	2	0	48
Business Services Unit	21	0	21	20	1	0	21
Total	96	8	104	96	8	0	104

Executive Office

	Classification
1	Director of Workforce Development
1	Workforce Investment Board Aide
1	Executive Secretary II
1	Office Assistant III
1	Extra Help (Policy Advisor)
5	Total

Administrative Services

	Classification
1	Deputy Director
1	Secretary I
1	Administrative Supervisor II
1	Administrative Supervisor I
6	Staff Analyst II
4	Staff Analyst I
1	Program Specialist I
1	Workforce Development Specialist
6	Workforce Development Technician
1	Automated Systems Technician
1	Accountant II
1	Accounting Technician
1	Fiscal Specialist
3	Fiscal Assistant
1	Office Assistant III
30	Total

Program Delivery and Outreach

	Classification
1	Deputy Director
3	Workforce Development Manager
3	Workforce Development Supervisor I
33	Workforce Development Specialist
3	Workforce Development Technician
5	Office Assistant II
48	Total

Business Services Unit

	Classification
1	Deputy Director
2	Workforce Development Supv I
17	Workforce Development Specialist
1	Workforce Development Technician
21	Total

THIS PAGE LEFT INTENTIONALLY BLANK

FISCAL SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
ASSESSOR/RECORDER/COUNTY CLERK	138	22,789,523	7,106,500	15,683,023	221
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	149	36,978,479	26,083,135	10,895,344	293
TOTAL GENERAL FUND		59,768,002	33,189,635	26,578,367	514

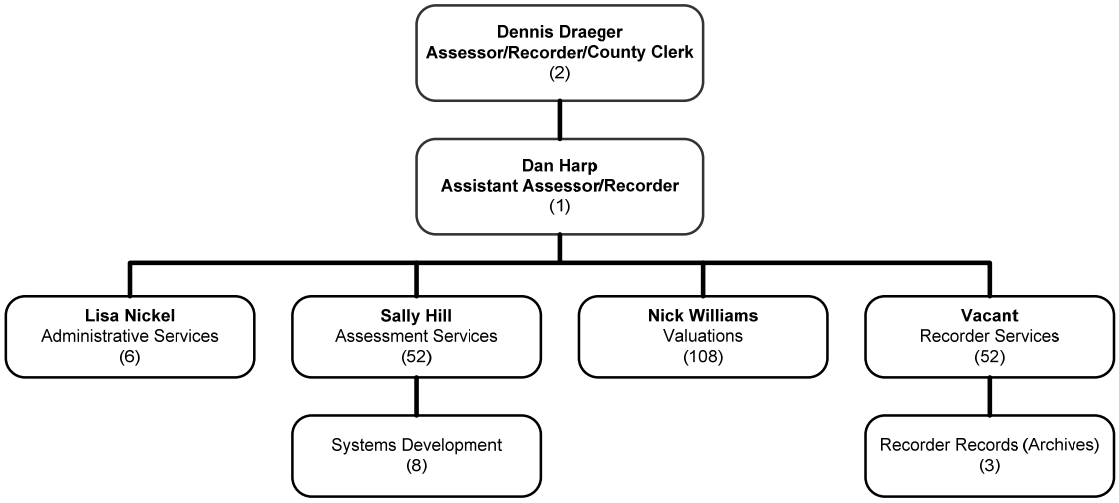
SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
ASSESSOR/RECORDER/COUNTY CLERK: SPECIAL REVENUE FUNDS - CONSOLIDATED	145	12,611,172	4,490,092	8,121,080	11
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION RESTITUTION MAINTENANCE	156	1,383,105	223,800	1,159,305	0
TOTAL SPECIAL REVENUE FUNDS		13,994,277	4,713,892	9,280,385	11

ASSESSOR/RECORDER/COUNTY CLERK
Dennis Draeger

DEPARTMENT MISSION STATEMENT

The Office of the Assessor/Recorder/County Clerk performs mandated assessment, recording and County Clerk functions for public benefit in a manner that is fair, informative, and with uniform treatment. It is necessary as a means of revenue generation in order to fund essential public services and efficiently operate County and state government.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Completed an equipment refresh project, replacing several obsolete servers, desktops, laptops, monitors and printers, providing for a more stable information technology environment.
- Imported over 200,000 imaged historical documents into the Assessor Property Information Management System (PIMS), providing improved access for all staff for parcel research purposes.
- Relocated the Hesperia district office to the first floor of the Jerry Lewis High Desert Government Center, providing better access for taxpayers.
- Updated the Department's fee schedule to accurately reflect costs for non-mandated services.
- Implemented several enhancements to business property processing in partnership with Information Services Department (ISD), including worksheets for audited and appealed costs, leased equipment processing and displaying of imaged records in PIMS.
- Implemented a benchmarking feature to the Assessor's automated system. This allows appraisers to group similar models in housing tracts for appraisal purposes. This will improve the annual review process required for parcels previously reduced in value under Proposition 8 Decline in Value.
- Implemented automated system changes to allow for multiple vendor processing of redaction, indexing and image services.
- Redesigned the Recorder/County Clerk - Archives internet site, providing more helpful information to customers. Improvements include fillable forms and online research of some records stored at the County Archives.
- Implemented system changes needed to allow agencies to submit documents for recording via the California e-Recording Transaction Network Authority (CeRTNA) system. CeRTNA allows agencies to use this single portal to record documents to multiple participating counties.
- Reconfigured existing workstations in the County Clerk section to accommodate ergonomic needs.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s): • ***Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.***

Department Strategy:
- *Establish a value for appraisable events by the close of the roll year to optimize tax revenues.*
- *Process annual 571L Business Property Statements by the close of the roll year to optimize tax revenues.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage completed of appraisable events received to date in current roll year.	99%	99%	99%	99%
Percentage completed of Business Property Statements filed by the annual deadline.	99.3%	99%	99%	99%

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Process changes of ownership to ensure values are enrolled by the close of the roll year.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage completed of change of ownership documents received to date in current roll year.	95.5%	95.5%	95.5%	95.5%

FISCAL

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Assessor/Recorder/County Clerk	22,789,523	7,106,500	15,683,023			221
Total General Fund	22,789,523	7,106,500	15,683,023			221
Special Revenue Funds						
Recorder Special Revenue Funds - Consolidated	12,611,172	4,490,092		8,121,080		11
Total Special Revenue Funds	12,611,172	4,490,092		8,121,080		11
Total - All Funds	35,400,695	11,596,592	15,683,023	8,121,080		232

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Assessor/Recorder/County Clerk	16,410,047	17,909,126	20,855,827	21,923,606	22,789,523
Systems Development	12,515,096	10,290,230	8,700,017	4,198,649	6,210,440
Vital Records	765,625	863,395	914,821	855,916	966,139
Electronic Recording	623,348	933,322	1,079,392	1,140,596	1,475,716
Recorder Records	1,306,567	1,488,363	1,545,280	1,286,217	1,411,300
Social Security Number Truncation	1,164,482	1,564,602	2,031,420	2,443,968	2,547,577
Total	**32,785,165**	**33,049,038**	**35,126,757**	**31,848,952**	**35,400,695**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Assessor/Recorder/County Clerk	895,818	3,470,815	6,177,368	6,716,500	7,106,500
Systems Development	2,090,730	2,337,984	2,399,000	2,196,041	2,825,000
Vital Records	142,788	131,813	132,000	125,684	130,000
Electronic Recording	459,464	446,468	448,430	422,034	502,952
Recorder Records	467,341	451,670	445,454	418,907	504,160
Social Security Number Truncation	492,707	490,121	479,052	451,983	527,980
Total	**4,548,848**	**7,328,871**	**10,081,304**	**10,331,149**	**11,596,592**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Assessor/Recorder/County Clerk	15,514,229	14,438,311	14,678,459	15,207,106	15,683,023
Total	**15,514,229**	**14,438,311**	**14,678,459**	**15,207,106**	**15,683,023**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Systems Development	10,424,366	7,952,246	6,301,017	2,002,608	3,385,440
Vital Records	622,837	731,582	782,821	730,232	836,139
Electronic Recording	163,884	486,854	630,962	718,292	972,764
Recorder Records	839,226	1,036,693	1,099,826	867,310	907,140
Social Security Number Truncation	671,775	1,074,481	1,552,368	1,991,985	2,019,597
Total	**12,722,088**	**11,281,856**	**10,366,994**	**6,310,427**	**8,121,080**

Assessor/Recorder/County Clerk

DESCRIPTION OF MAJOR SERVICES

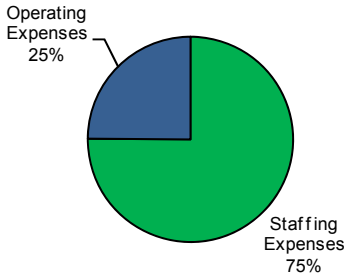
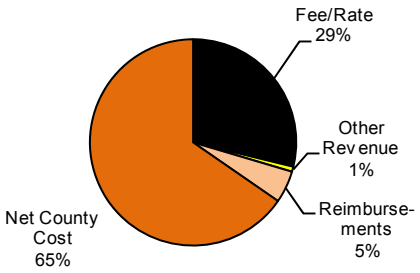
Budget at a Glance	
Total Requirements	$22,789,523
Total Sources	$7,106,500
Net County Cost	$15,683,023
Total Staff	221
Funded by Net County Cost	65%

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 753,322 parcels of real property, 31,544 business property accounts and 33,226 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, public information services, and 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.

FISCAL

2013-14 RECOMMENDED BUDGET

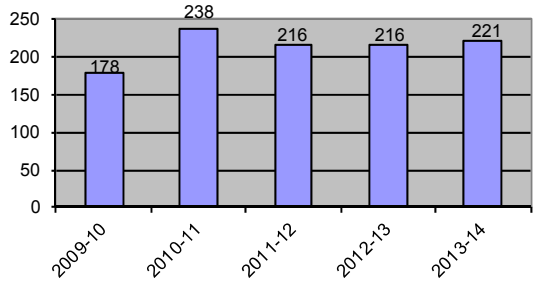
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	216	216	216	221
Limited Term	0	0	0	0
Total	216	216	216	221
Staffing Expenses	$16,067,105	$17,642,653	$17,457,653	$18,017,420

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: General

BUDGET UNIT: AAA ASR
FUNCTION: General
ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	13,433,612	14,672,925	16,065,032	16,463,992	17,457,653	18,017,420	**559,767**
Operating Expenses	2,974,435	3,207,612	6,258,025	5,547,810	5,473,720	5,968,722	**495,002**
Capital Expenditures	0	67,807	42,493	61,000	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	16,408,047	17,948,344	22,365,550	22,072,802	22,931,373	23,986,142	**1,054,769**
Reimbursements	0	(39,553)	(1,574,366)	(316,387)	(1,040,767)	(1,203,619)	**(162,852)**
Total Appropriation	16,408,047	17,908,791	20,791,184	21,756,415	21,890,606	22,782,523	**891,917**
Operating Transfers Out	0	0	45,000	41,000	33,000	7,000	**(26,000)**
Total Requirements	16,408,047	17,908,791	20,836,184	21,797,415	21,923,606	22,789,523	**865,917**
Sources							
Taxes	53,006	24,875	17,667	9,844	16,500	10,000	**(6,500)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	514,358	3,220,307	5,946,068	6,598,418	6,463,000	6,902,000	**439,000**
Other Revenue	328,454	225,669	214,607	238,099	237,000	194,500	**(42,500)**
Total Revenue	895,818	3,470,851	6,178,342	6,846,361	6,716,500	7,106,500	**390,000**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	895,818	3,470,851	6,178,342	6,846,361	6,716,500	7,106,500	**390,000**
Net County Cost	15,512,229	14,437,940	14,657,842	14,951,054	15,207,106	15,683,023	**475,917**
				Budgeted Staffing	216	221	**5**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $18.0 million represent the majority of this budget unit and fund 221 budgeted regular positions. Operating expenses consist primarily of printing and taxpayer notice mailing costs, COWCAP, and systems development charges for the Property Information Management System (PIMS). Reimbursements of $1.2 million are primarily from the Recorder special revenue funds for administrative costs. Sources of $7.1 million include fees for recording and County Clerk services, special assessments, transfers of ownership, and data sales.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are increasing by $559,767 primarily as a result of the addition of new positions and increases in retirement and other benefit costs. Operating expenses are increasing by $495,002 primarily due to Application Development Maintenance and Support costs now being budgeted directly in the Department and new annual maintenance of a proprietary software system, partially offset by a decrease in computer hardware expenses due to the completion of the equipment refresh project. Reimbursements are increasing by $162,852 primarily due to increased administrative costs reimbursed from Recorder special revenue funds. Sources are increasing by $390,000 as a result of anticipated increases in the volume of recorded documents.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $18.0 million fund 221 budgeted regular positions. The 2013-14 recommended budget includes a net increase of 5 positions. Staffing changes are as follows:

- Assessment Appeals: Reclassification of 5 Appraiser IIIs and 1 Auditor-Appraiser III to Appraiser IVs to recognize the complex and specialized nature of appeals work, and the addition of 2 Appraiser IVs, which will ensure that appeals are completed within the statutory timeframe.
- Assessor-Big Bear District: Addition of 1 Appraiser II and 1 Office Assistant III, which will serve to expand public office hours in this district office.
- Assessor-Transfers: Addition of 1 Title Transfer Technician I, which is necessary to process the increase in property transfer documents that have resulted from the improvement in the housing market. Deletion of 1 Office Assistant II, as this position does not meet the current needs of the Department.
- Assessor-Data Systems: Addition of 1 Automated Systems Technician, which will enable the unit to meet the current demand for services and prevent delays in restoring users to full production capacity.
- Recorder: Addition of 1 Lead Legal Document Classifier and 2 Legal Document Classifier IIs, which will reduce wait time for customers and provide better oversight of Recorder staff. Deletion of 1 Secretary I, as this position does not meet the current needs of the Department.
- Mapping: Deletion of 2 Cadastral Drafting Technician Is, as these positions do not meet the current needs of the Department.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management and Administrative Services	8	0	8	8	0	0	8
Assessment Services	52	0	52	48	2	2	52
Valuations	108	0	108	97	7	4	108
Recorder Services	53	0	53	45	5	3	53
Total	221	0	221	198	14	9	221

Management and Administrative Services

	Classification
1	Assessor/Recorder
1	Assistant Assessor/Recorder
1	Executive Secretary III
1	Administrative Supervisor II
1	Staff Analyst II
1	Staff Analyst I
1	Payroll Specialist
1	Fiscal Assistant
8	Total

Assessment Services

	Classification
1	Chief of Assessment Services
1	Supervising Office Specialist
2	Supervising Office Assistant
1	Office Specialist
13	Office Assistant III
3	Office Assistant II
1	Supv Title Trans Technician II
1	Supv Title Transfer Technician I
3	Title Transfer Technician II
15	Title Transfer Technician I
1	Cadastral Services Supervisor
1	Cadastral Drafting Technician III
2	Cadastral Drafting Technician II
1	Cadastral Drafting Technician I
1	Business Systems Analyst III
1	Business Systems Analyst II
2	Automated Systems Analyst I
2	Automated Systems Technician
52	Total

Valuations

	Classification
1	Chief Appraiser
3	Principal Appraiser
8	Supervising District Appraiser
8	Appraiser IV
5	Appraiser III
11	Appraiser II
30	Appraiser I
13	Appraisal Technician
2	Supervising Auditor Appraiser
1	Auditor-Appraiser III
9	Auditor-Appraiser II
16	Office Assistant III
1	Office Assistant II
108	Total

Recorder Services

	Classification
1	County Clerk
1	Chief Deputy Recorder
1	Staff Analyst I
2	Legal Document Coordinator
2	Legal Document Supervisor
3	Lead Legal Document Classifier
23	Legal Document Classifier II
15	Legal Document Classifier I
1	Accountant III
2	Fiscal Assistant
1	Office Assistant III
1	Office Assistant II
53	Total

Recorder Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$12,611,172
Total Sources	$4,490,092
Fund Balance	$8,121,080
Use of Fund Balance	$2,429,391
Total Staff	11

Systems Development was established to support, maintain and modernize the creation, retention and retrieval of information in the County's system of recorded documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

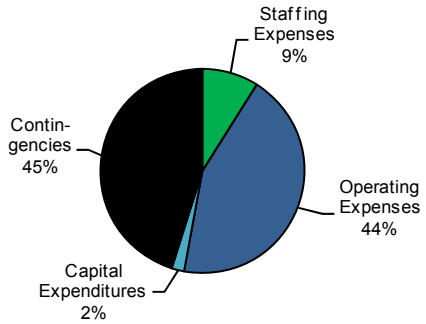
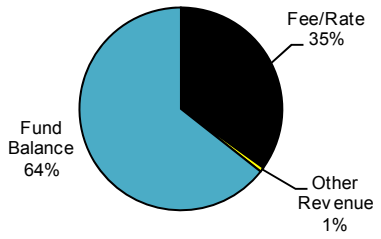
Vital Records was established to support vital records operation and retention, including the improvement and automation of vital records systems. Sources include fees collected for certified copies of vital statistics records pursuant to Health and Safety Code Section 10605.3. There is no staffing associated with this budget unit.

Electronic Recording was established by Government Code Section 27279.1 to authorize the County of San Bernardino to accept electronic transmission of recordable documents and the Recorder has been recording electronic documents since 2004. Government Code Section 27397 authorized all California counties to accept electronic transmission of recordable documents subject to regulation set forth by the Attorney General. In 2007, the Board approved a joint powers agreement (JPA) for the California e-Recording Transaction Network Authority (CeRTNA). This budget unit was established to support participation in the JPA. Sources include fees collected pursuant to Government Code Section 27397 regarding electronic recording delivery systems such as official records evidencing ownership and encumbrances of real and personal property, and other miscellaneous records. There is no staffing associated with this budget unit.

Recorder Records was established to defray the cost of storing, restoring, and imaging the County Recorder's documents. The primary service provided by this budget unit is the maintenance, repair and imaging digitization of the County Recorder's documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

Social Security Number Truncation was established to defray the cost of implementing Government Code Section 27301 which requires local governments to truncate the first five digits of social security numbers (SSN) that appear in records that may be disclosed to the public. The law requires the Recorder to implement the SSN truncation program for all records back to 1980. The primary service provided by this budget unit is the review of all recorded documents, flagging of high-value personal information, truncation of the first five digits of the SSN, and the creation of a separate index and images for public view. Phase 1 began with all the documents recorded since January 2009. Phase 2 will require a professional services contract for the documents from 1980 through 2007. The index and images of the original recorded documents will be maintained in their entirety. Sources include fees collected pursuant to Government Code Section 27301. There is no staffing associated with this budget unit.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

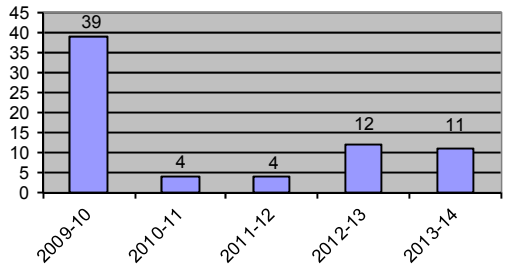
FISCAL

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	4	12	12	11
Limited Term	0	0	0	0
Total	4	12	12	11
Staffing Expenses	$276,297	$1,240,720	$1,240,720	$1,128,911

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: Recorder Special Revenue Funds - Consolidated

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	1,730,575	258,535	275,068	957,469	1,240,720	1,128,911	**(111,809)**
Operating Expenses	3,262,916	3,908,584	3,820,113	1,575,350	4,647,029	5,540,572	**893,543**
Capital Expenditures	267,995	24,460	12,173	72,057	222,057	250,000	**27,943**
Contingencies	0	0	0	0	3,880,608	5,691,689	**1,811,081**
Total Exp Authority	5,261,486	4,191,579	4,107,354	2,604,876	9,990,414	12,611,172	**2,620,758**
Reimbursements	0	(6,564)	(118,732)	0	(65,068)	0	**65,068**
Total Appropriation	5,261,486	4,185,015	3,988,622	2,604,876	9,925,346	12,611,172	**2,685,826**
Operating Transfers Out	0	600,919	4,000,000	0	0	0	**0**
Total Requirements	5,261,486	4,785,934	7,988,622	2,604,876	9,925,346	12,611,172	**2,685,826**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	3,659,566	3,753,003	3,804,794	4,323,693	3,527,831	4,400,000	**872,169**
Other Revenue	108,539	105,125	92,356	91,836	87,088	90,092	**3,004**
Total Revenue	3,768,105	3,858,128	3,897,150	4,415,529	3,614,919	4,490,092	**875,173**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	3,768,105	3,858,128	3,897,150	4,415,529	3,614,919	4,490,092	**875,173**
				Fund Balance	6,310,427	8,121,080	**1,810,653**
				Budgeted Staffing	12	11	**(1)**

FISCAL

DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Systems Development (Fund SDW)	6,210,440	2,825,000	3,385,440	8
Vital Records (Fund SDX)	966,139	130,000	836,139	0
Electronic Recording (Fund SIW)	1,475,716	502,952	972,764	0
Recorder Records (Fund SIX)	1,411,300	504,160	907,140	3
Social Security Number Truncation (Fund SST)	2,547,577	527,980	2,019,597	0
Total Special Revenue Funds	12,611,172	4,490,092	8,121,080	11

Systems Development includes $6.2 million in requirements to fund 8 positions, costs for document indexing/imaging, computer hardware, software and associated maintenance, and includes $2,139,550 in budgeted contingencies. Sources of $2.8 million are from Recorder modernization fees.

Vital Records includes $1.0 million in requirements to fund computer software, printing and other professional services, and includes $760,571 in budgeted contingencies. Sources of $130,000 are from vital and health statistic fees.

Electronic Recording includes $1.5 million in requirements for computer hardware and CeRTNA related expenses, and includes approximately $0.9 million in budgeted contingencies. Sources of $502,952 are from electronic recording fees and anticipated interest earnings.

Recorder Records includes $1.4 million in requirements for staffing expenses to fund 3 positions, costs associated with preservation efforts, and includes $640,305 in budgeted contingencies. Sources of $504,160 are from records fees and anticipated interest earnings.

Social Security Number Truncation includes $2.6 million in requirements to fund the cost of truncating records as required by law, and includes $1.2 million in budgeted contingencies. Sources of $527,980 are from redaction fees and anticipated interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.7 million primarily due to an increase in contingencies, increases in computer hardware, software and associated maintenances and the purchase of servers in the Systems Development budget unit, and a professional services contract to truncate records as required by law. These increases are partially offset by decreased staffing expenses due to the elimination of one position in the Recorder Records budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.1 million fund 11 budgeted regular positions. The 2013-14 recommended budget includes the addition of 1 Automated Systems Analyst II and the deletion of 1 Business Systems Analyst III in the Systems Development budget unit, as well as the deletion of 1 Archives Analyst in the Recorder Records budget unit. These actions eliminate positions that do not meet the current needs of the Department and provide a new position that will enable the IT staff to more proactively meet the needs of the computer system.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Systems Development	8	0	8	7	0	1	8
Recorder Records	3	0	3	3	0	0	3
Total	11	0	11	10	0	1	11

Systems Development

	Classification
1	Business Applications Manager
2	Programmer Analyst III
1	Automated Systems Analyst II
3	Automated Systems Analyst I
1	Automated Systems Technician
8	Total

Recorder Records

	Classification
1	Archives Program Administrator
1	Archives Technician
1	Storekeeper
3	Total

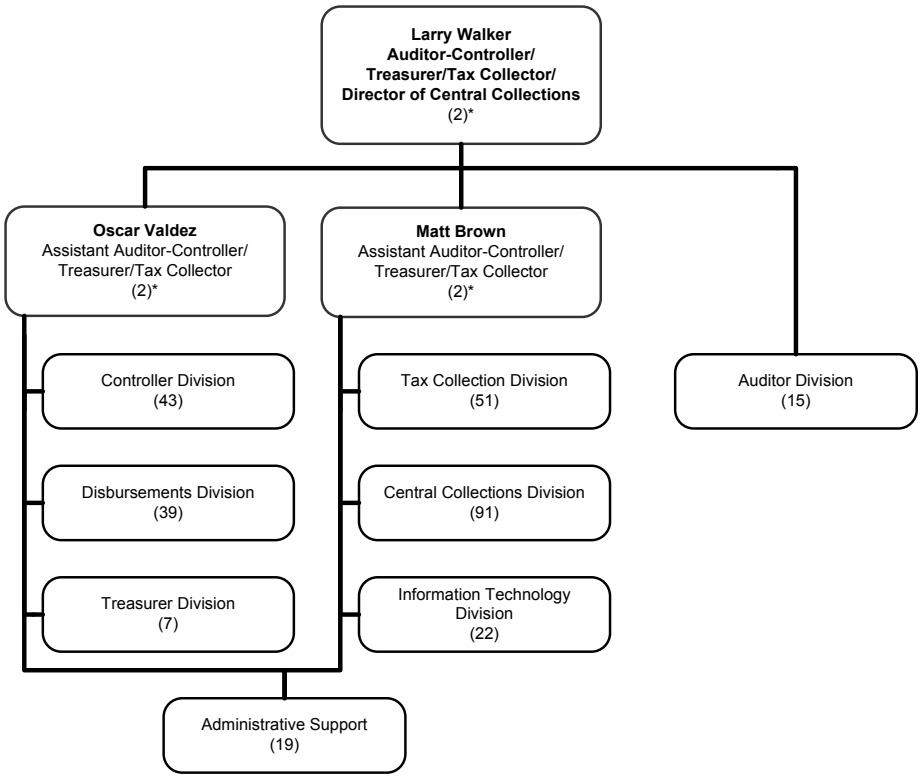
FISCAL

AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR
Larry Walker

DEPARTMENT MISSION STATEMENT

The Office of the Auditor-Controller/Treasurer/Tax Collector processes, safeguards, and provides information regarding County financial activities, manages the County treasury pool, collects and distributes property taxes and other obligations owed to County agencies and courts with integrity, independent judgment, and courteous, outstanding service that is accessible to citizens, businesses, and other public agencies. We are accurate, fair, timely and innovative in the use of technology to enhance services throughout the County.

ORGANIZATIONAL CHART



*Includes one secretary position

2012-13 ACCOMPLISHMENTS

- In addition to apportioning property taxes to approximately 600 taxing entities Countywide, the Auditor-Controller/Treasurer/Tax Collector (ATC) now manages and calculates approximately 1,515 pass-through agreement payments on behalf of 26 countywide successor agencies. During the past year, ATC has worked diligently with various State Departments, Successor Agencies and Affected Taxing Entities to implement Redevelopment Agency dissolution legislation.
- During the past year, ATC has worked diligently with County School Districts and the County Office of Education to improve school district financings in order to reduce financing costs for districts and taxpayers.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s): • ***Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.***

Department Strategy: • *Maintain the financial accounting system in accordance with Generally Accepted Accounting Standards and the Government Finance Officers Association (GFOA) to achieve the highest standards in government accounting and financial reporting.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting.	Yes	Yes	Yes	Yes

COUNTY GOAL: **PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

Objective(s): • ***Develop a closer working relationship with cities, tribes and other governmental agencies.***

Department Strategy: • *Complete the final property tax apportionment by the third week following the end of the fiscal year.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of apportionments completed by the third week of the following fiscal year.	100%	100%	100%	100%

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s): • ***Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.***

Department Strategy: • *Maintain the highest possible credit rating for the County investment pool.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
County investment pool rating.	Moody's - Aaa*, S&P - AA+s*, and Fitch - AAA	Fitch - AAA	Fitch - AAA	Fitch - AAA

*Ratings effective through March 31, 2012. During 2011-12, the County made the decision to terminate the rating contracts with Moody's and Standard and Poor's for a cost savings of $60,000 annually.

Department Strategy: • *Increase marketing, advertising and outreach to improve awareness of the annual Tax Sale and collect defaulted secured property taxes.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of secured property taxes recovered through tax sale process.	N/A	N/A	50%	50%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Auditor-Controller/Treasurer/Tax Collector	36,978,479	26,083,135	10,895,344			293
Total General Fund	36,978,479	26,083,135	10,895,344			293
Special Revenue Fund						
Redemption Restitution Maintenance	1,383,105	223,800		1,159,305		0
Total Special Revenue Fund	1,383,105	223,800		1,159,305		0
Total - All Funds	38,361,584	26,306,935	10,895,344	1,159,305		293

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Auditor-Controller/Treasurer/Tax Collector	38,143,630	34,607,550	32,441,654	36,681,443	36,978,479
Redemption Restitution Maintenance	180,350	182,140	973,709	1,059,419	1,383,105
Total	**38,323,980**	**34,789,690**	**33,415,363**	**37,740,862**	**38,361,584**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Auditor-Controller/Treasurer/Tax Collector	23,918,402	24,126,528	23,124,508	27,026,066	26,083,135
Redemption Restitution Maintenance	2,587	1,790	791,562	85,800	223,800
Total	**23,920,989**	**24,128,318**	**23,916,070**	**27,111,866**	**26,306,935**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Auditor-Controller/Treasurer/Tax Collector	14,225,228	10,481,022	9,317,146	9,655,377	10,895,344
Total	**14,225,228**	**10,481,022**	**9,317,146**	**9,655,377**	**10,895,344**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Redemption Restitution Maintenance	177,763	180,350	182,147	973,619	1,159,305
Total	**177,763**	**180,350**	**182,147**	**973,619**	**1,159,305**

Auditor-Controller/Treasurer/Tax Collector

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$36,978,479
Total Sources	$26,083,135
Net County Cost	$10,895,344
Total Staff	293
Funded by Net County Cost	29%

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.

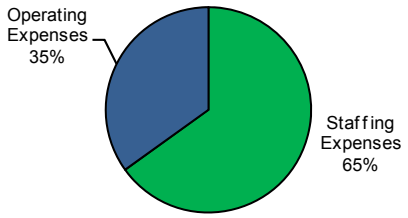
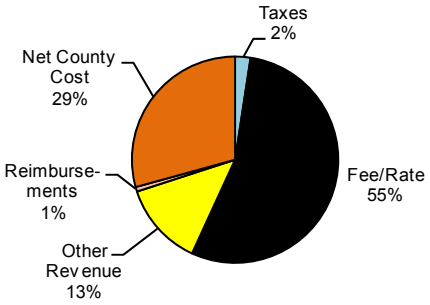
The Controller Division records the collections and performs the accounting, reporting, and claims of all County financial activities to ensure sound financial management. It is also responsible for the compilation of property tax rates, developing and implementing accounting systems and standards, administering the Countywide Cost Allocation Plan and managing and calculating pass-through agreement payments on behalf of Countywide successor agencies relating to the dissolution of Redevelopment Agencies. The Disbursements Division is responsible for vendor payments, payroll services and revenue disbursements to taxing agencies.

The Treasurer Division performs the County's treasury function including the investment of all County and School District funds within the County investment pool and associated banking services. The Treasurer currently manages assets of $3.5 - $4.9 billion. The Tax Collector Division collects property taxes for all County taxing entities which amounted to a little over $2.1 billion in property taxes and other fees in 2012-13.

The Central Collections Division provides collection services for the County, collecting nearly $58 million for the year ending June 30, 2013, including collection of court-ordered payments and Arrowhead Regional Medical Center's delinquent accounts receivable.

The Auditor Division performs operational and financial audits of departments, agencies and special districts, evaluates internal controls for operational improvement, and operates the Fraud, Waste and Abuse Hotline.

2013-14 RECOMMENDED BUDGET

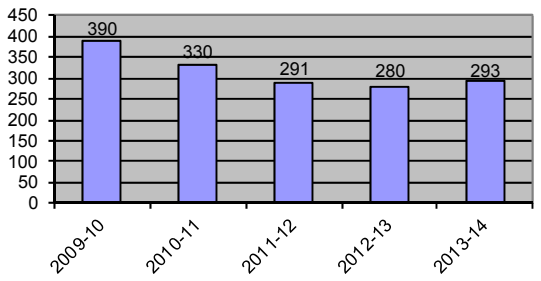
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	288	282	277	278
Limited Term	3	3	3	15
Total	291	285	280	293
Staffing Expenses	$22,215,676	$24,178,495	$23,797,675	$24,151,265

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA ATX
FUNCTION: General
ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	24,458,313	24,350,111	22,181,622	22,733,249	23,797,675	24,151,265	**353,590**
Operating Expenses	13,826,130	11,778,908	11,296,625	11,078,430	13,336,597	12,958,514	**(378,083)**
Capital Expenditures	8,691	92,306	55,963	100,000	100,000	140,000	**40,000**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	38,293,134	36,221,325	33,534,210	33,911,679	37,234,272	37,249,779	**15,507**
Reimbursements	(1,430,338)	(1,614,279)	(1,258,293)	(266,921)	(552,829)	(271,300)	**281,529**
Total Appropriation	36,862,796	34,607,046	32,275,917	33,644,758	36,681,443	36,978,479	**297,036**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	36,862,796	34,607,046	32,275,917	33,644,758	36,681,443	36,978,479	**297,036**
Sources							
Taxes	442,760	307,060	0	892,770	910,000	895,000	**(15,000)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	216,455	90,018	136,501	150,602	150,481	33,081	**(117,400)**
Fee/Rate	19,717,110	18,347,152	18,108,328	19,360,994	19,904,937	20,267,571	**362,634**
Other Revenue	2,999,989	5,382,219	4,880,121	4,351,354	6,060,648	4,887,483	**(1,173,165)**
Total Revenue	23,376,314	24,126,449	23,124,950	24,755,720	27,026,066	26,083,135	**(942,931)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	23,376,314	24,126,449	23,124,950	24,755,720	27,026,066	26,083,135	**(942,931)**
Net County Cost	13,486,482	10,480,597	9,150,967	8,889,038	9,655,377	10,895,344	**1,239,967**
				Budgeted Staffing	280	293	**13**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $24.2 million represent the majority of expenditures in this budget unit and fund 293 budgeted positions, of which 278 are regular positions and 15 are limited term positions. These expenses are necessary to provide accounting, collections, and investment services to County departments and constituents. Sources primarily represent fee/rate and cost-reimbursement revenue generated by services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Overall requirements have increased by $297,036 primarily due to increased staffing expenses, including increased retirement and other benefit costs, as well as increased operating expenses, including Application Development Maintenance and Support costs of $1.5 million now being budgeted directly in the Department. These increases are offset by a reduction of $1.1 million in Countywide Treasury banking fees, COWCAP charges, and other cost savings. Although tax sale revenues are expected to increase because of the large number of parcels available for sale in 2013-14, overall sources are decreasing by $942,931 due to the elimination of the Treasury banking fee expense and corresponding revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $24.2 million fund 293 budgeted positions of which 278 are regular positions and 15 are limited term positions. The 2013-14 recommended budget includes a net increase of 13 positions, consisting of the addition of 1 Automated Systems Analyst II to help manage IT infrastructure, 10 Public Service Employees for ATC's summer internship program, and 2 Public Service Employees to provide support and assistance to meet the increased seasonal workload demands of ATC's Controller Division. In addition, 1 Supervising Accounting Technician position will be added, offset by the deletion of 1 Supervising Fiscal Specialist and 1 Office Assistant III position will be added, offset by the deletion of 1 Office Assistant II position to better meet the needs of the department.

Finally, the recommended budget includes the reclassification of 1 Office Assistant II to an Office Assistant III, as well as 1 Assistant Auditor-Controller/Treasurer/Tax Collector to Auditor-Controller Division Chief to reflect the actual duties performed.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management	6	0	6	6	0	0	6
Administrative Support	9	10	19	9	0	10	19
Information Technology Division	22	0	22	21	0	1	22
Auditor Division	15	0	15	14	1	0	15
Controller Division	41	2	43	35	6	2	43
Disbursements Division	37	2	39	38	1	0	39
Treasurer Division	7	0	7	7	0	0	7
Tax Collection Division	50	1	51	46	3	2	51
Central Collections Division	91	0	91	78	13	0	91
Total	278	15	293	254	24	15	293

Management

	Classification
1	Elected Auditor-Controller/Treasurer/ Tax Collector
2	Assistant ATC
3	Executive Secretary III
6	Total

Administrative Support

	Classification
1	Administrative Supervisor I
1	Special Projects Administrator
1	ATC Building Coordinator
1	Accountant III
1	Payroll Specialist
1	Fiscal Specialist
2	Office Assistant III
1	Office Assistant II
10	Public Service Employee
19	Total

Information Technology Division

	Classification
1	Departmental IS Administrator
1	Office Assistant III
2	Business Applications Manager
2	Business Systems Analyst III
2	Department Systems Engineer
4	Programmer Analyst III
1	Programmer III
3	Automated Systems Analyst II
3	Automated Systems Analyst I
3	Automated Systems Technician
22	Total

Auditor Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary I
1	Auditor-Controller Manager
2	Supervising Internal Auditor III
1	Internal Auditor IV
6	Internal Auditor III
2	Accountant III
1	Accounting Technician
15	Total

Controller Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary I
3	Auditor-Controller Manager
3	Supervising Accountant III
1	Supervising Accounting Technician
2	Systems Accountant III
5	Systems Accountant II
1	Internal Auditor III
10	Accountant III
5	Accountant II
4	Accounting Technician
2	Fiscal Specialist
3	Fiscal Assistant
2	Public Service Employee
43	Total

Disbursements Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary I
2	Auditor-Controller Manager
1	Supervising Accountant III
1	Supervising Accountant II
3	Sup ATC Payroll Technician
1	Systems Accountant II
2	Accountant III
1	Accounting Technician
5	ATC Payroll Technician
3	Fiscal Specialist
5	Fiscal Assistant
10	Office Assistant III
1	Office Assistant II
2	Public Service Employee
39	Total

Treasurer Division

	Classification
1	Cash Manager/Investment Officer
1	Assistant Cash Mngr/Invstmnt Officer
2	Investment Analyst
1	Treasurer Office Manager
1	Accounting Technician
1	Fiscal Assistant
7	Total

Tax Collection Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary
1	Tax Collection Manager
1	Tax Collector Accounting Manager
1	Tax Sale Manager
1	Supervising Accounting Technician
7	Collections Officer
5	Accounting Technician
3	Supervising Office Assistant
3	Fiscal Specialist
9	Fiscal Assistant
8	Office Assistant III
10	Office Assistant II
51	Total

Central Collections Division

	Classification
1	Director of Central Collections
1	Chief Central Collections
1	Secretary II
1	Auditor-Controller Manager
1	Chief Collections Supervisor
2	Supervising Accountant II
2	Accountant III
6	Supervising Collections Officer
1	Supervising Fiscal Specialist
54	Collections Officer
2	Accounting Technician
1	Fiscal Specialist
5	Fiscal Assistant
2	Office Assistant III
11	Office Assistant II
91	Total

Redemption Restitution Maintenance

DESCRIPTION OF MAJOR SERVICES

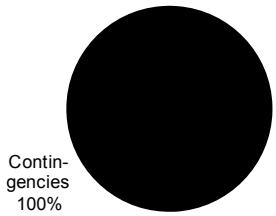
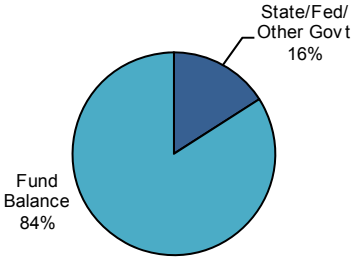
Budget at a Glance	
Total Requirements	$1,383,105
Total Sources	$223,800
Fund Balance	$1,159,305
Use of Fund Balance	$0
Total Staff	0

The Redemption Restitution Maintenance budget unit consists of revenue received from tax sales and revenue received from the State of California for the Victim Restitution Rebate.

Redemption Maintenance accounts for revenue received from tax sales to defray the costs of maintaining the redemption and tax defaulted files, and the costs of administering and processing the claims for excess tax sale proceeds. Revenue includes unclaimed excess tax sale proceeds collected pursuant to Revenue and Taxation Code 4674.

Restitution Maintenance accounts for rebate revenue received from the State of California for collecting and submitting Victim Restitution funds timely to the State, per Government Code 13963(f). Additionally, the rebate revenue received shall be used for furthering collection efforts.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

FISCAL

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: Redemption Restitution Maintenance

BUDGET UNIT: SDQ TTX
FUNCTION: General
ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	269,219	0	**(269,219)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	790,200	1,383,105	**592,905**
Total Exp Authority	0	0	0	0	1,059,419	1,383,105	**323,686**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	1,059,419	1,383,105	**323,686**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	1,059,419	1,383,105	**323,686**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	790,562	182,666	0	220,000	**220,000**
Fee/Rate	0	0	0	0	85,000	0	**(85,000)**
Other Revenue	2,587	1,797	910	3,020	800	3,800	**3,000**
Total Revenue	2,587	1,797	791,472	185,686	85,800	223,800	**138,000**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,587	1,797	791,472	185,686	85,800	223,800	**138,000**
				Fund Balance	973,619	1,159,305	**185,686**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Sources of $223,800 represent $220,000 in Victim Restitution Rebate revenue and $3,800 in anticipated interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Overall requirements have increased by $323,686 due to increased budgeted contingencies resulting from the anticipation of a one-time increase in tax sale revenue for 2013-14, therefore the reimbursement to the Auditor-Controller/Treasurer/Tax Collector's general fund for work related to the processing of excess tax sale proceeds will not be needed in 2013-14. Overall sources have increased by $138,000 primarily due to the addition of Victim Restitution Rebate Revenue to this budget unit and an increase in anticipated interest earnings, offset by a decrease in revenue collected from unclaimed excess tax sale proceeds.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

THIS PAGE LEFT INTENTIONALLY BLANK

HUMAN SERVICES
SUMMARY

	Page #	Requirements	Sources	Net County Cost	Staffing
GENERAL FUND					
HUMAN SERVICES	160				
HEALTH ADMINISTRATION	162				
HEALTH ADMINISTRATION	164	110,534,459	95,534,459	15,000,000	2
BEHAVIORAL HEALTH DEPARTMENT	170				
BEHAVIORAL HEALTH	173	152,535,445	150,543,234	1,992,211	549
PUBLIC HEALTH DEPARTMENT	186				
PUBLIC HEALTH	189	78,546,440	74,445,996	4,100,444	707
CALIFORNIA CHILDREN'S SERVICES	193	21,008,999	16,335,156	4,673,843	166
INDIGENT AMBULANCE	197	472,501	0	472,501	0
HUMAN SERVICES ADMINISTRATIVE CLAIM SUMMARY	202				
ADMINISTRATIVE CLAIM	206	473,868,684	458,161,333	15,707,351	4,408
AGING AND ADULT SERVICES DEPARTMENT	219				
AGING AND ADULT SERVICES	222	8,914,746	8,914,746	0	46
PUBLIC GUARDIAN-CONSERVATOR	225	903,483	286,850	616,633	19
CHILD SUPPORT SERVICES	228	40,134,968	40,134,968	0	434
HUMAN SERVICES - SUBSISTENCE PAYMENTS:					
SUBSISTENCE FUNDS - CONSOLIDATED	237	511,782,257	482,384,868	29,397,389	0
VETERANS AFFAIRS	249	1,896,491	458,777	1,437,714	18
TOTAL GENERAL FUND		1,400,598,473	1,327,200,387	73,398,086	6,349

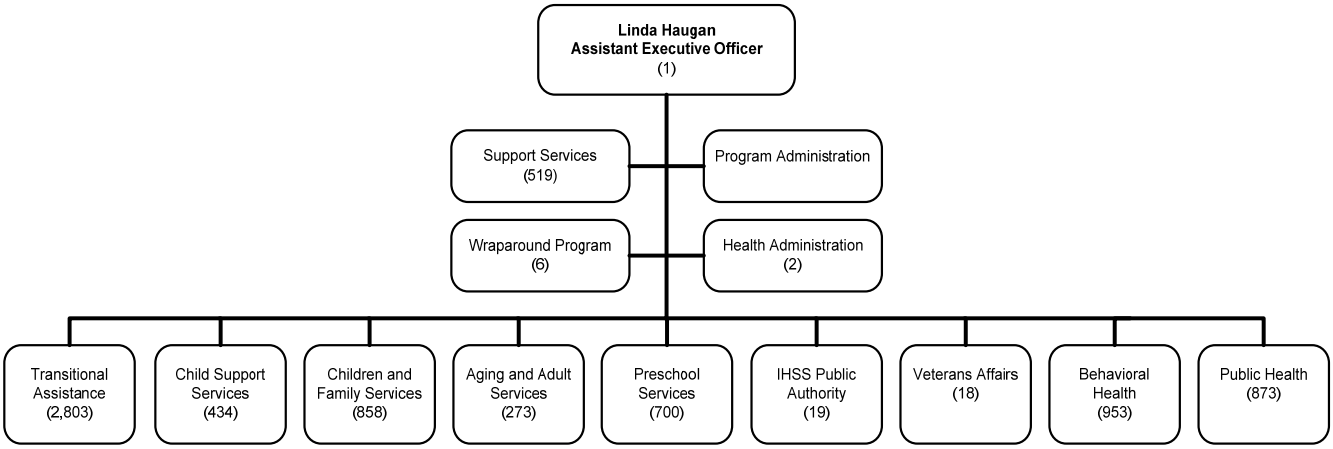
	Page #	Requirements	Sources	Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
HEALTH ADMINISTRATION:					
MASTER SETTLEMENT AGREEMENT	168	38,897,275	18,404,020	20,493,255	0
BEHAVIORAL HEALTH:					
MENTAL HEALTH SERVICES ACT	178	148,406,760	83,695,691	64,711,069	404
SPECIAL REVENUE FUNDS - CONSOLIDATED	183	24,129,799	11,571,240	12,558,559	0
PUBLIC HEALTH:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	199	8,288,561	4,187,767	4,100,794	0
HUMAN SERVICES ADMINISTRATION:					
WRAPAROUND REINVESTMENT FUND	234	16,947,295	7,935,000	9,012,295	6
PRESCHOOL SERVICES	242	49,514,614	49,466,702	47,912	700
TOTAL SPECIAL REVENUE FUNDS		286,184,304	175,260,420	110,923,884	1,110

HUMAN SERVICES
Linda Haugan

MISSION STATEMENT

Human Services works to build a healthy community by strengthening Individuals and families, enhancing quality of life, and valuing people.

ORGANIZATIONAL CHART



SUMMARY OF HEALTH BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Health Administration	110,534,459	95,534,459	15,000,000			2
Behavioral Health (BH)	152,535,445	150,543,234	1,992,211			549
Public Health (PH)	78,546,440	74,445,996	4,100,444			707
PH - California Children's Services	21,008,999	16,335,156	4,673,843			166
PH - Indigent Ambulance	472,501	0	472,501			0
Total General Fund	363,097,844	336,858,845	26,238,999			1,424
Special Revenue Funds						
Master Settlement Agreement	38,897,275	18,404,020		20,493,255		0
BH - Mental Health Services Act	148,406,760	83,695,691		64,711,069		404
BH Special Revenue Funds - Consolidated	24,129,799	11,571,240		12,558,559		0
PH Special Revenue Funds - Consolidated	8,288,561	4,187,767		4,100,794		0
Total Special Revenue Funds	219,722,395	117,858,718		101,863,677		404
Total - All Funds	582,820,239	454,717,563	26,238,999	101,863,677		1,828

Health is comprised of five general fund budget units: Health Administration, Behavioral Health, Public Health, California Children's Services and Indigent Ambulance. In addition, ten special revenue funds have been established to act as financing budgets for the Health Administration, Behavioral Health and Public Health general fund budget units. Each special revenue fund collects and disburses funds based on the specific purpose and activities established including, but not limited to, alcohol and drug prevention services, tobacco cessation services and preparedness and response.

SUMMARY OF HUMAN SERVICES BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Human Services Administrative Claim	473,868,684	458,161,333	15,707,351			4,408
Aging and Adult Services - Aging Programs	8,914,746	8,914,746	0			46
Public Guardian-Conservator	903,483	286,850	616,633			19
Child Support Services	40,134,968	40,134,968	0			434
Human Services Subsistence - Consolidated	511,782,257	482,384,868	29,397,389			0
Veterans Affairs	1,896,491	458,777	1,437,714			18
Total General Fund	1,037,500,629	990,341,542	47,159,087			4,925
Special Revenue Funds						
Wraparound Reinvestment Fund	16,947,295	7,935,000		9,012,295		6
Preschool Services	49,514,614	49,466,702		47,912		700
Total Special Revenue Funds	66,461,909	57,401,702		9,060,207		706
Other Agencies						
IHSS Public Authority	7,052,526	5,638,157		1,414,369		19
Total Other Agencies	7,052,526	5,638,157		1,414,369		19
Total - All Funds	1,111,015,064	1,053,381,401	47,159,087	10,474,576		5,650

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

Human Services is composed of eight County Departments: Transitional Assistance (TAD), Children and Family Services (CFS), Aging and Adult Services (DAAS), Preschool Services, Child Support Services, Veterans Affairs, Behavioral Health (BH) and Public Health (PH). Also three other agencies work in conjunction with the core Human Services departments and they are: Children's Network, Children's Fund and the Office of Homeless Services. Additionally, several support divisions under Human Services Management Services, including the Performance, Education and Resource Center, provide administrative and training support to the Human Services Departments.

Transitional Assistance, Children and Family Services, Aging and Adult Services, and all Human Services support divisions are included in the Human Services Administrative Claim process. The purpose of the claim process is to provide the County with the means for determining the costs applicable to each of the numerous welfare programs. This cost determination is necessary to satisfy federal and state reporting and funding requirements and to determine appropriate federal and state financial reimbursement to the County for each of the welfare programs.

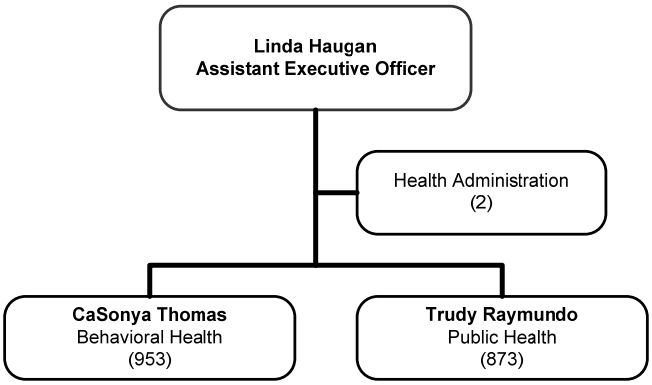
Subsistence Payments and Aid to Indigents (general relief) are either direct payments to welfare recipients or payments to organizations that provide service to the welfare recipients. The Human Services Assistant Executive Officer is responsible for all of the above budget units.

HEALTH ADMINISTRATION

DEPARTMENT MISSION STATEMENT

Health Administration develops and coordinates budgets, policies, and procedures for the County's health care departments in accordance with the strategic goals adopted by the Board of Supervisors, the County Charter, and general laws.

ORGANIZATIONAL CHART



SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Health Administration	110,534,459	95,534,459	15,000,000			2
Total General Fund	110,534,459	95,534,459	15,000,000			2
Special Revenue Fund						
Master Settlement Agreement	38,897,275	18,404,020		20,493,255		0
Total Special Revenue Fund	38,897,275	18,404,020		20,493,255		0
Total - All Funds	149,431,734	113,938,479	15,000,000	20,493,255		2

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Health Administration	61,640,716	52,070,117	43,427,735	77,560,645	110,534,459
Master Settlement Agreement	20,039,138	22,852,028	23,877,171	27,207,376	38,897,275
Total	**81,679,854**	**74,922,145**	**67,304,906**	**104,768,021**	**149,431,734**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Health Administration	46,640,716	37,070,117	28,424,005	62,560,645	95,534,459
Master Settlement Agreement	17,409,067	17,812,891	18,025,144	17,075,000	18,404,020
Total	**64,049,783**	**54,883,008**	**46,449,149**	**79,635,645**	**113,938,479**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Health Administration	15,000,000	15,000,000	15,003,730	15,000,000	15,000,000
Total	**15,000,000**	**15,000,000**	**15,003,730**	**15,000,000**	**15,000,000**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Master Settlement Agreement	2,630,071	5,039,137	5,852,027	10,132,376	20,493,255
Total	**2,630,071**	**5,039,137**	**5,852,027**	**10,132,376**	**20,493,255**

Health Administration

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$110,534,459
Total Sources	$95,534,459
Net County Cost	$15,000,000
Total Staff	2
Funded by Net County Cost	14%

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). The Health Administration provides regular fiscal and policy analysis relating to the operations of these departments. Additionally, Health Administration manages the $110.5 million Health Administration budget unit, which includes funding for ARMC debt service, health related maintenance of effort costs, and transfers required to obtain federal health care funding.

Health care related transactions represented by this budget unit include the Disproportionate Share Hospital (DSH) Supplemental Payments, Realignment AB 8 match, and the County's contribution for ARMC debt service payments.

Intergovernmental Transfers for Medi-Cal Managed Care Capitation Rates

This budget unit also includes Intergovernmental Transfers (IGT) to the state to fund increased Medi-Cal managed care capitation rate payments to managed care plans that contract with their respective counties. These IGT's are to be used as the non-federal share of the Medi-Cal managed care capitation rate increases. The IGT Proposal became effective for the rate year October 1, 2008 through September 30, 2009. As with the Disproportionate Share Hospital Funds transfers, the IGT matching contributions to the state, as well as the return of that initial investment is reported within this budget unit.

California Medi-Cal Hospital/Uninsured Care Demonstration Project (SB 1100)

Effective July 1, 2005, funding from SB 855 and SB 1255 for the Disproportionate Share Hospital Programs was replaced by SB 1100, California's Medi-Cal Hospital/Uninsured Demonstration Project. The prior SB 855 and SB 1255 programs provided supplemental payments to hospitals serving a disproportionate number of low-income individuals, as well as those licensed to provide emergency medical services and contract with the California Medical Assistance Commission (CMAC) to serve Medi-Cal patients under the Selective Provider Contracting Program.

The new funding system, SB 1100, was designed under a Medicaid (Medi-Cal in California) waiver to fund public and private safety-net hospitals providing care to Medi-Cal and uninsured patients. The hospital financing waiver under SB 1100 is comprised of three elements:

- Medi-Cal Fee for Service, which represents federal funds accounted for directly in the ARMC budget unit, for services provided to Medi-Cal patients;
- Safety Net Care Pool Funds, which provide a fixed amount of federal dollars, also accounted for directly in the ARMC budget unit, to cover uncompensated health care costs, and
- DSH Funds, which continue to be reflected as a matching contribution to the state, and a return of that initial investment, within this budget unit.

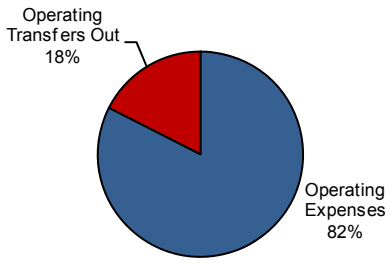
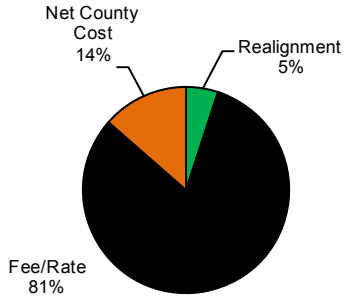
Realignment and General Fund Support

General fund support and realignment funds are used to pay for the ARMC debt service lease payments, Realignment AB 8 match and administrative costs related to this budget unit. To qualify for receipt of Health Realignment funding from the state, the County must contribute a 'match' of local funds. The County's match for 2013-14 is $4.3 million, which is based on a formula established through AB 8 in 1979. This amount has remained constant throughout the years.

Realignment funds support this budget unit as follows:

- Mental Health at 10.24% (which covers half of administrative costs).
- Social Services at 2.55% (which covers a share of cost for the 2-1-1 Information System).
- Health at 87.21% (which covers half of administrative costs plus debt service payments).

2013-14 RECOMMENDED BUDGET

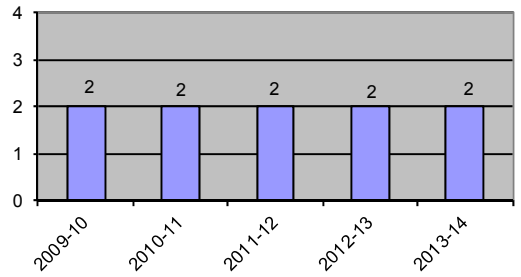
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	2	2	2	2
Limited Term	0	0	0	0
Total	2	2	2	2
Staffing Expenses	$176,247	$276,027	$276,027	$307,548

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Health Administration
FUND: General

BUDGET UNIT: AAA HCC
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	100,092	230,227	176,247	299,080	276,027	307,548	**31,521**
Operating Expenses	42,588,434	32,031,388	23,988,795	57,777,876	57,967,939	90,910,232	**32,942,293**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	42,688,526	32,261,615	24,165,042	58,076,956	58,243,966	91,217,780	**32,973,814**
Reimbursements	0	0	(39,979)	0	0	0	**0**
Total Appropriation	42,688,526	32,261,615	24,125,063	58,076,956	58,243,966	91,217,780	**32,973,814**
Operating Transfers Out	18,951,047	19,805,002	19,023,328	19,316,679	19,316,679	19,316,679	**0**
Total Requirements	61,639,573	52,066,617	43,148,391	77,393,635	77,560,645	110,534,459	**32,973,814**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	4,754,817	5,825,299	4,873,403	5,303,635	5,470,645	5,534,459	**63,814**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	41,884,757	31,244,819	23,277,623	57,090,000	57,090,000	90,000,000	**32,910,000**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	46,639,574	37,070,118	28,151,026	62,393,635	62,560,645	95,534,459	**32,973,814**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	46,639,574	37,070,118	28,151,026	62,393,635	62,560,645	95,534,459	**32,973,814**
Net County Cost	14,999,999	14,996,499	14,997,365	15,000,000	15,000,000	15,000,000	**0**
				Budgeted Staffing	2	2	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Major expenditures in this budget unit include funding Disproportionate Share and Intergovernmental Transfers to cover Medi-Cal Care and transfers to cover the required local match and debt service lease payments for ARMC. The major revenue is the matching funds from the state to cover Medi-Cal Managed Care capitation rate payment enhancements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $307,548 fund 2 Administrative Analyst positions. Requirements has a net increase of $31,521 from prior year due to increased retirement and benefit costs.

Operating expenses of $90.9 million are increasing by $32.9 million primarily to fund increasing DSH Funds and Medi-Cal Care capitation rates.

Operating transfers out of $19.3 million fund $4.3 million of realignment local match, which must be transferred into trust, before Health Realignment monies can be directed toward the PH and ARMC budget units to fund health programs, and $15.0 million of net debt service lease payment for ARMC. Net county cost in this department is funded by the Tobacco Master Settlement agreement and supports the $4.3 million realignment match and a portion of Medical Center lease payments.

Fee/rate revenue of $90.0 million is increasing by $32.9 million due to the reimbursement from the state for increasing DSH Funds and Medi-Cal Care capitation rates.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $307,548 fund 2 budgeted regular positions. There are no changes to budgeted staffing.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Health Administration	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

Health Administration

	Classification
2	Administrative Analyst
2	Total

Master Settlement Agreement

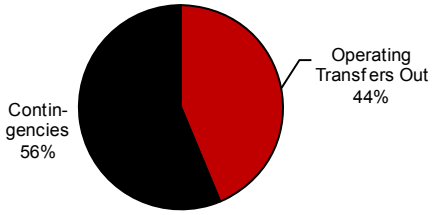
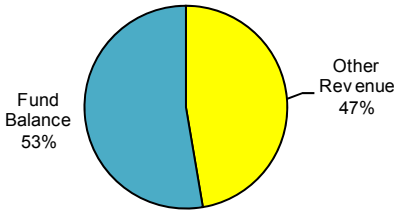
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$38,897,275
Total Sources	$18,404,020
Fund Balance	$20,493,255
Use of Fund Balance	$0
Total Staff	0

This budget unit accounts for proceeds received from the tobacco lawsuit Master Settlement Agreement (MSA). In late 1998, a settlement was reached in a lawsuit filed by states against the tobacco industry. In California, the proceeds of the settlement are divided equally between the state and local governments who partnered in the lawsuit. Payments to local governments are based on a formula involving total tobacco sales and each local entity's population.

A majority of the County's total proceeds are used each year to fund a portion of the Arrowhead Regional Medical Center (ARMC) debt.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

HUMAN SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Health Administration
FUND: Master Settlement Agreement

BUDGET UNIT: RSM MSA
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	10,207,376	21,897,275	**11,689,899**
Total Exp Authority	0	0	0	0	10,207,376	21,897,275	**11,689,899**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	10,207,376	21,897,275	**11,689,899**
Operating Transfers Out	15,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	**0**
Total Requirements	15,000,000	17,000,000	17,000,000	17,000,000	27,207,376	38,897,275	**11,689,899**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	17,409,065	17,812,890	18,134,168	27,360,879	17,075,000	18,404,020	**1,329,020**
Total Revenue	17,409,065	17,812,890	18,134,168	27,360,879	17,075,000	18,404,020	**1,329,020**
Operating Transfers In	0	0	3,146,181	0	0	0	**0**
Total Sources	17,409,065	17,812,890	21,280,349	27,360,879	17,075,000	18,404,020	**1,329,020**
				Fund Balance	10,132,376	20,493,255	**10,360,879**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Contingencies of $21.9 million are increasing by $11.7 million based on available fund balance and increased sources.

Operating transfers out of $17.0 million reflect a transfer to the general fund which is then used to fund the net county cost within the Health Administration budget unit and to offset increased health care costs within the Department of Public Health. Health Administration uses that net county cost to fund the $4.3 million realignment local match requirement and $10.7 million of net debt service lease payment for ARMC.

Other revenue of $18.4 million reflects anticipated revenue from the major tobacco companies to the Master Settlement Agreement fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements have increased by $11.7 million due to additional fund balance available.

Revenues from the Master Settlement Agreement have remained stable over the past four years with the exception of a ‘spike’ in Fiscal Year 2012-13 due to a settlement regarding the Non-Participating Manufacturers (NPM) Adjustment. The majority of sources will continue to be directed towards ARMC lease payments.

Sources are increasing by $1.3 million due to increased share of projected sales tax from settlement.

STAFFING CHANGES AND OPERATIONAL IMPACT

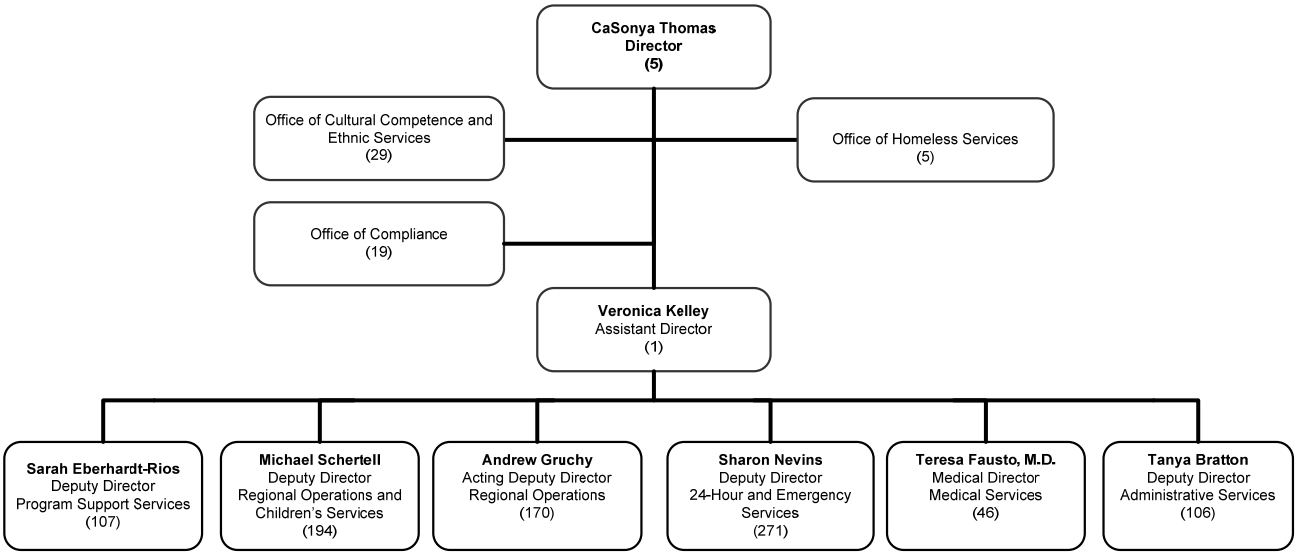
There is no staffing associated with this budget unit.

BEHAVIORAL HEALTH
CaSonya Thomas

DEPARTMENT MISSION STATEMENT

The County of San Bernardino Behavioral Health Programs strive to be recognized as a progressive system of seamless, accessible, and effective services that promote prevention, intervention, recovery and resiliency for individuals, families and communities.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Partnered with Housing Authority of the County of San Bernardino in a rapid re-housing project called Project HOPE targeting those that are homeless or at risk of homelessness to assist them into permanent housing through housing support, case management, counseling peer support and other numerous services.
- Partnered with Arrowhead Regional Medical Center and Public Health in the implementation of the County's Low Income Health Program (LIHP), Arrowcare, collaborating to support enrollment of 20,000 county residents, and providing specialized behavioral health services and access to primary care services to 2,933 individuals.
- Partnered with a qualified community contract provider, Valley Star, to open a Crisis Residential Treatment Center called "The STAY," which helps Transitional Age Youth safely and successfully transition back to community living after a period of psychiatric crisis and recovery.
- Co-located with County Probation, Department of Behavioral Health is the first mental health department in the State of California to implement both a certified mental health and drug and alcohol treatment program within a Day Reporting Center to serve the AB 109 population.
- Remained a strong participant in the Partnership for Healthy Mothers & Babies (PHMB) program, integrating public health and behavioral health systems to ensure access to the appropriate early intervention services for substance using pregnant women and teens. The Program's goal is for babies to be born free of prenatal exposure to drugs, alcohol and tobacco.
- Continuing with efforts to implement a new Behavioral Health Management Information and Electronic Health Records Systems that will improve efficiency in processing claims and managing health records.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.***

Department Strategy: • *Increase access to mental health services for Medi-Cal beneficiaries to be in alignment with state wide penetration rates of 5.66%.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Penetration rates for Medi-Cal beneficiaires.	N/A	4.99%	4.99%	5.1%
Number of outreach events focused on reaching community members for education about access to mental health services and Medi-Cal eligibility.	N/A	85	85	90

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s):
- ***Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.***
- ***Implement Federal Healthcare Reform.***

Department Strategy: • *Develop and implement programs and strategies to increase access to coordinated behavioral health services.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Total number of Medi-Cal eligible clients enrolled to access comprehensive behavioral health services.	12,000	14,400	14,379	15,000

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Behavioral Health	152,535,445	150,543,234	1,992,211			549
Total General Fund	152,535,445	150,543,234	1,992,211			549
Special Revenue Funds						
Mental Health Services Act	148,406,760	83,695,691		64,711,069		404
Special Revenue Funds - Consolidated	24,129,799	11,571,240		12,558,559		0
Total Special Revenue Funds	172,536,559	95,266,931		77,269,628		404
Total - All Funds	325,072,004	245,810,165	1,992,211	77,269,628		953

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Behavioral Health	197,300,042	116,439,381	116,023,908	132,119,003	152,535,445
Mental Health Services Act	119,585,473	145,987,696	139,885,288	134,845,118	148,406,760
Block Grant Carryover Program	14,185,259	14,757,697	18,789,279	20,975,510	21,789,020
Court Alcohol & Drug Program	1,313,371	1,418,406	1,408,636	1,371,284	1,719,989
Driving Under the Influence Program	479,537	542,316	616,004	694,355	620,790
Total	**332,863,682**	**279,145,496**	**276,723,115**	**290,005,270**	**325,072,004**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Behavioral Health	195,307,831	114,447,170	114,031,697	130,126,792	150,543,234
Mental Health Services Act	80,580,439	93,448,103	68,277,594	71,721,487	83,695,691
Block Grant Carryover Program	10,890,373	11,097,502	11,173,848	11,792,819	10,946,230
Court Alcohol & Drug Program	506,315	483,069	444,899	391,000	401,010
Driving Under the Influence Program	284,766	240,969	249,206	284,000	224,000
Total	**287,569,724**	**219,716,813**	**194,177,244**	**214,316,098**	**245,810,165**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Behavioral Health	1,992,211	1,992,211	1,992,211	1,992,211	1,992,211
Total	**1,992,211**	**1,992,211**	**1,992,211**	**1,992,211**	**1,992,211**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Mental Health Services Act	39,005,034	52,539,593	71,607,694	63,123,631	64,711,069
Block Grant Carryover Program	3,294,886	3,660,195	7,615,431	9,182,691	10,842,790
Court Alcohol & Drug Program	807,056	935,337	963,737	980,284	1,318,979
Driving Under the Influence Program	194,771	301,347	366,798	410,355	396,790
Total	**43,301,747**	**57,436,472**	**80,553,660**	**73,696,961**	**77,269,628**

Behavioral Health

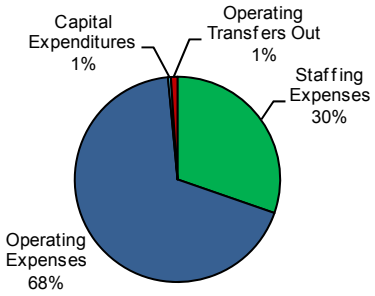
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$152,535,445
Total Sources	$150,543,234
Net County Cost	$1,992,211
Total Staff	549
Funded by Net County Cost	1%

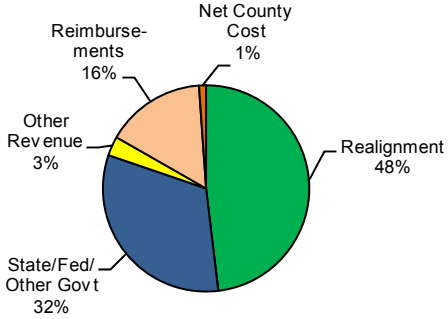
The Department of Behavioral Health is responsible for providing mental health services to County residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups, with primary emphasis placed on treating children, families and 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 has an Alcohol and Drug Services (ADS) organizational unit which provides comprehensive substance abuse prevention and treatment programs to county residents. The Department also operates as a training setting by administering various internship programs and offering continuing education for licensed department and contractor staff.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

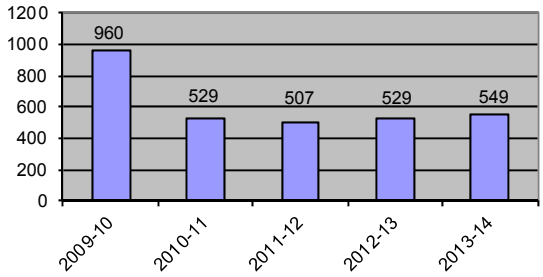


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	480	524	527	545
Limited Term	27	0	2	4
Total	507	524	529	549
Staffing Expenses	$49,592,023	$51,204,662	$51,292,513	$54,784,046

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: General

BUDGET UNIT: AAA MLH
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	66,033,809	41,230,975	42,297,483	45,145,466	51,292,513	54,784,046	**3,491,533**
Operating Expenses	135,980,063	96,826,824	95,606,826	105,193,780	104,385,268	123,291,083	**18,905,815**
Capital Expenditures	490,132	0	52,650	256,200	713,381	833,103	**119,722**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	202,504,004	138,057,799	137,956,959	150,595,446	156,391,162	178,908,232	**22,517,070**
Reimbursements	(8,076,011)	(23,850,322)	(24,177,009)	(23,562,058)	(26,114,912)	(28,215,540)	**(2,100,628)**
Total Appropriation	194,427,993	114,207,477	113,779,950	127,033,388	130,276,250	150,692,692	**20,416,442**
Operating Transfers Out	1,842,753	1,842,753	1,842,753	1,842,753	1,842,753	1,842,753	**0**
Total Requirements	196,270,746	116,050,230	115,622,703	128,876,141	132,119,003	152,535,445	**20,416,442**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	49,854,951	42,142,958	52,999,648	50,552,741	83,661,068	86,837,060	**3,175,992**
State, Fed or Gov't Aid	76,876,917	69,411,012	57,998,084	73,963,937	44,741,761	57,996,689	**13,254,928**
Fee/Rate	272,844	289,235	217,637	250,468	212,900	247,300	**34,400**
Other Revenue	2,207,064	2,375,213	2,414,902	2,116,784	1,511,063	5,462,185	**3,951,122**
Total Revenue	129,211,776	114,218,418	113,630,271	126,883,930	130,126,792	150,543,234	**20,416,442**
Operating Transfers In	65,207,152	0	222	0	0	0	**0**
Total Sources	194,418,928	114,218,418	113,630,493	126,883,930	130,126,792	150,543,234	**20,416,442**
Net County Cost	1,851,818	1,831,812	1,992,210	1,992,211	1,992,211	1,992,211	**0**
				Budgeted Staffing	529	549	**20**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses of $123.3 million are comprised mostly of contracted and specialized professional services, and make up the majority of the Department's expenditures within this budget unit for 2013-14. Staffing expenses of $54.8 million are the other major expense category of the Department. Together these expenses fund programs and clinics necessary to provide mental health services to County residents. Realignment, State, and Federal revenues of $144.8 million are provided through Sales Tax, Vehicle License Fees, Medi-Cal, Medi-Cal for the Low Income Health Program, Managed Care, AB109 Public Safety Realignment program, and Federal Grants. Other revenue in the amount of $5.5 million is made up of Social Security Administration payments and reimbursements from other agencies such as Children and Family Services, Desert Mountain Selpa, and First Five.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, staffing expenses are increasing by $3.5 million over the prior year budget. These increases reflect savings from vacant positions in 2012-13, projected step advancements, employee benefits such as employee group insurance, increased retirement and earned leave related costs, and a net increase of 20 positions. The Screening, Assessment, Referral, and Treatment (SART) program and the AB109 Public Safety Realignment program will be expanding in 2013-14 with the addition of 4 and 9 positions, respectively. Additionally, increased demand for clinical services resulted in 6 new positions.

Operating expenses are increasing by $18.9 million. An increase of $11.0 million in the Department's Arrowhead Regional Medical Center (ARMC) contract is attributed to anticipated increases in the Low Income Health Plan (LIHP) and Medical Expansion consumers as a result of the Affordable Health Care Act of 2010. The Department is assuming full responsibility for the SART program from the Children and Family Services Department requiring a $4.0 million expansion. Another $4.5 million increase in expenses is for the purchase of equipment and other costs such as furnishings for capital improvement projects. These increases are partially offset with decreased expenditures for information technology, vehicles, and general liability.

Reimbursements are increasing by $2.1 million due primarily to an increase in the Alcohol & Drug Services CalWORKs program. Also included are reimbursements from Mental Health Services Act (MHSA) psychiatric services and reimbursement for space occupied by ARMC at the County of San Bernardino Behavioral Health Center.

Sources are increasing by $20.4 million. Realignment revenue is increasing by $3.2 million due primarily to increases to the Managed Care Allocation from the Department of Health Care Services, increased AB109 Public Safety Realignment program funding and increased funding of the Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) program. State and Federal Aid is increasing by $13.2 million due primarily to increases in Medi-Cal programs. Other revenue is increasing by approximately $4.0 million because of the expansion of the SART program.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $54.8 million fund 549 budgeted positions of which 545 are regular positions and 4 are limited term positions. The budget includes a total of 19 new positions: 4 Alcohol and Drug Counselors, 4 Clinical Therapist I, 1 Contract Mental Health Staff Physician, 3 Psychiatrists; 1 Contract Psychiatrist and 2 Office Assistant IIIs, as well as 1 Contract Office Assistant III, 1 Contract Automated Systems Analyst II, 1 Contract Business Systems Analyst II, and 1 Contract Clinical Therapist I for the new SART program. Additional changes, including transfers and deletions, resulted in a net increase of 20 budgeted positions.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
24-Hour and Emergency Services	83	0	83	62	21	0	83
Administrative Services	49	1	50	45	4	1	50
Office of Compliance	14	0	14	14	0	0	14
Director	5	0	5	5	0	0	5
Program Support Services	40	1	41	32	6	3	41
Regional Operations	82	0	82	78	4	0	82
Alcohol and Drug Services	78	0	78	63	6	9	78
Regional Operations and Children's Services	148	2	150	132	15	3	150
Medical Services	46	0	46	40	3	3	46
Total	545	4	549	471	59	19	549

24-Hour and Emergency Services

	Classification
4	Alcohol and Drug Counselor
20	Clinical Therapist I
8	Clinical Therapist II
1	Deputy Director BH Program Services
2	Employment Services Specialist
1	Fiscal Assistant
3	General Services Worker II
4	MentalHealth Clinic Supervisor
1	Mental Health Program Manager I
2	Mental Health Program Manager II
13	Mental Health Specialist
1	Occupational Therapist II
3	Office Assistant II
6	Office Assistant III
2	Psychiatric Aide
2	Psychiatric Technician I
2	Secretary I
7	Social Worker II
1	Supervising Office Assistant
83	Total

Administrative Services

	Classification
3	Accountant II
3	Accountant III
1	Accounting Technician
1	Administrative Manager
1	Administrative Supervisor I
1	Administrative Supervisor II
2	Automated Systems Analyst I
6	Automated Systems Technician
1	Business Applications Manager
1	Contr Automated Systems Analyst II
1	Deputy Director BH Admin Services
2	Fiscal Assistant
7	Fiscal Specialist
1	Mental Health Auditor
2	Office Assistant II
5	Office Assistant III
2	Payroll Specialist
1	Secretary II
1	Staff Analyst II
5	Storekeeper
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supervising Auto Systems Analyst I
50	Total

Office Of Compliance

	Classification
1	Behavioral Health Med Rec Supv
1	BH Ethics & Compliance Coordin
1	Chief Compliance Officer -BH
2	Clinical Therapist I
1	Medical Emer. Planning Spclst
1	Mental Health Program Mgr I
2	Office Assistant II
1	Office Assistant III
2	Office Specialist
2	Social Worker II
14	Total

Director

	Classification
1	Director of Behavioral Health
1	Executive Secretary II
1	Office Assistant III
1	Office Assistant IV
1	Secretary II
5	Total

Program Support Services

	Classification
1	Administrative Supervisor II
1	Contr Business Systems Analyst II
8	Clinical Therapist I
2	Clinical Therapist II
1	Dep Dir BH Qual Mgt
4	Mental Health Nurse II
1	Mental Health Program Mgr II
1	Mental Health Clinic Supervisor
1	Nurse Supervisor
13	Office Assistant III
1	Office Assistant IV
1	Public Service Employee
1	Research & Planning Psycholgst
2	Secretary I
1	Secretary II
1	Staff Analyst II
1	Supervising Office Assistant
41	Total

Regional Operations

	Classification
19	Clinical Therapist I
2	Clinical Therapist II
1	Deputy Director BH Program Services
2	General Services Worker II
6	Mental Health Clinic Supervisor
3	Mental Health Nurse II
1	Mental Health Program Manager II
10	Mental Health Specialist
15	Office Assistant II
7	Office Assistant III
2	Office Assistant IV
3	Office Specialist
4	Psychiatric Technician I
1	Secretary I
4	Social Worker II
1	Supervising Office Assistant
1	Supervising Office Specialist
82	Total

Alcohol and Drug Services

	Classification
1	Assistant Director
18	Alcohol and Drug Counselor
5	Clinical Therapist I
2	Contract Mental Health Staff Physician
1	Contract Adult Psychiatrist Board Cert
1	Mental Health Clinic Supervisor
1	Mental Health Program Manager I
2	Mental Health Program Manager II
5	Mental Health Specialist
2	Occupational Therapist II
2	Occupational Therapy Assistant
4	Office Assistant II
7	Office Assistant III
2	Office Specialist
1	Program Specialist I
3	Secretary I
1	Secretary II
16	Social Worker II
1	Staff Analyst II
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supervising Social Worker
78	Total

Regional Operations and Children Services

	Classification
4	Alcohol and Drug Counselor
43	Clinical Therapist I
11	Clinical Therapist II
1	Contract Office Assistant III
1	Contract Clinical Therapist I
1	Deputy Director BH Program Services
2	General Services Worker II
10	Mental Health Clinic Supervisor
3	Mental Health Nurse II
1	Mental Health Program Manager I
4	Mental Health Program Manager II
4	Mental Health Specialist
1	Occupational Therapist II
11	Office Assistant II
20	Office Assistant III
4	Office Assistant IV
6	Office Specialist
3	Psychiatric Technician I
4	Secretary I
12	Social Worker II
2	Supervising Office Assistant
2	Supervising Office Specialist
150	Total

Medical Services

	Classification
1	Behavioral Health Medical Director
6	Contract Adult Psychiatrist
6	Contract Child Psychiatrist
1	Contract LeadChildPsychiatrist
1	Contract P/T Adult Psychiatrist
4	Contract Adult Psychiatrist Board Cert
1	Contr P/T Adult Psychiatrist Board Cert
1	Office Assistant III
24	Psychiatrist
1	Secretary II
46	Total

Mental Health Services Act

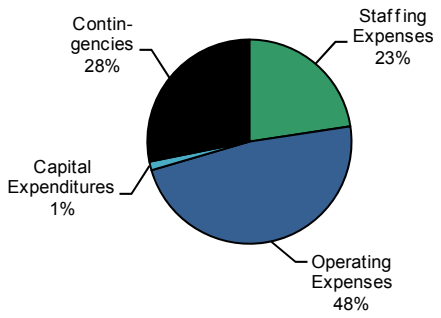
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$148,406,760
Total Sources	$83,695,691
Fund Balance	$64,711,069
Use of Fund Balance	$22,779,739
Total Staff	404

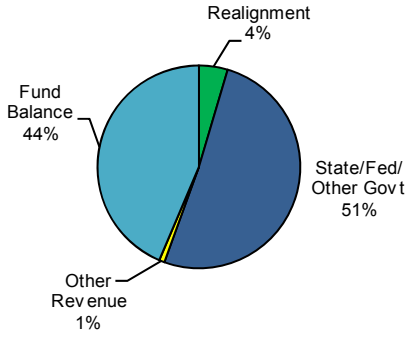
On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds $1 million. The proposition was enacted into law as the Mental Health Services Act (MHSA) effective January 1, 2005.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

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

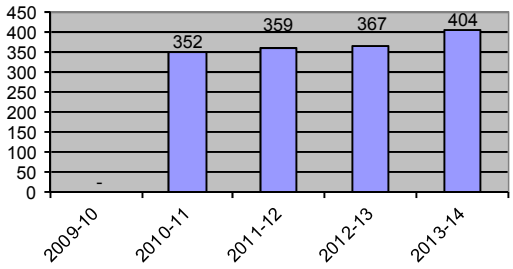


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	326	335	338	376
Limited Term	33	29	29	28
Total	359	364	367	404
Staffing Expenses	$23,810,545	$29,886,275	$29,982,255	$33,652,193

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Mental Health Services Act

BUDGET UNIT: RCT MLH
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	23,084,325	23,810,545	26,259,703	29,982,255	33,652,193	**3,669,938**
Operating Expenses	0	44,454,671	54,054,758	57,818,037	67,116,191	71,268,918	**4,152,727**
Capital Expenditures	0	891,945	4,995	2,085,950	7,298,159	2,042,890	**(5,255,269)**
Contingencies	0	0	0	0	30,870,321	41,931,330	**11,061,009**
Total Exp Authority	0	68,430,941	77,870,299	86,163,690	135,266,926	148,895,331	**13,628,405**
Reimbursements	0	(249,003)	(1,092,500)	(347,501)	(421,808)	(488,571)	**(66,763)**
Total Appropriation	0	68,181,938	76,777,799	85,816,189	134,845,118	148,406,760	**13,561,642**
Operating Transfers Out	61,938,442	0	0	0	0	0	**0**
Total Requirements	61,938,442	68,181,938	76,777,799	85,816,189	134,845,118	148,406,760	**13,561,642**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	4,890,596	6,614,206	6,802,888	**188,682**
State, Fed or Gov't Aid	79,012,087	91,916,293	67,633,938	80,669,013	64,275,227	75,601,779	**11,326,552**
Fee/Rate	0	(234)	0	0	0	0	**0**
Other Revenue	1,568,352	426,879	637,594	817,422	832,054	1,291,024	**458,970**
Total Revenue	80,580,439	92,342,938	68,271,531	86,377,031	71,721,487	83,695,691	**11,974,204**
Operating Transfers In	0	0	0	1,026,596	0	0	**0**
Total Sources	80,580,439	92,342,938	68,271,531	87,403,627	71,721,487	83,695,691	**11,974,204**
				Fund Balance	63,123,631	64,711,069	**1,587,438**
				Budgeted Staffing	367	404	**37**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $33.7 million fund 404 budgeted positions. Operating expenses of $71.3 million is comprised primarily of professionally contracted services and supplies ($56.6 million) and interdepartmental transfers ($12.1 million). Services and supplies account for administrative and program expenditures to execute the approved MHSA plans of which $46.5 million are for contracted services with non-governmental organizations. Interdepartmental transfers will distribute $12.1 million for program collaborations with Human Services, Probation, Public Defender, Children's Network, Preschool Services, Sheriff/Coroner/Public Administrator and Superintendent of Schools as well as expenditures incurred for leases paid by Real Estate Services and office supplies purchased through the Purchasing Department.

Capital expenditures of $2.0 million are for various fixed assets, equipment and capitalized software purchases necessary for various capital improvement projects, such as: the relocation of the Pathways Clubhouse house, Upland Community Counseling Clinic and Ontario Community Counseling Clinics and relocation of the Barstow Community Counseling Clinic. Additional projects include the continuation of the Technology Component core projects that will allow Behavioral Health to move towards achieving an Integrated Information System Infrastructure.

Reimbursements of $0.5 million are received from Human Services for shared costs in providing services related to the Office of Homeless Services, administrative support provided by Behavioral Health administration and salary reimbursements from Behavioral Health Alcohol and Drug Services.

State aid revenue of $81.1 million reflect the projected receipts of $61.4 million for the Mental Health Services Act, $6.8 million from Early and Periodic Screening, Diagnosis and Treatment (EPSDT), $12.9 million from Medi-Cal Federal Financial Participation, and $1.3 million from the Substance Abuse and Mental Health Services Administration (SAMSHA), Project for Assistance in Transition from Homelessness (PATH) and Housing and Urban Development Housing Management Information System grants. Other revenue of $1.3 million includes Institute of Mental Disease reimbursements, rent reimbursement and earned interest.

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses are increasing by a net $4.2 million due to increases to contracted service providers for mental health and prevention services in the amount of $4.9 million. The increase primarily reflects expansion of projects specific to the Prevention and Early Intervention Expansion plan that was approved by the Board of Supervisors on December 18, 2012. In addition, interdepartmental transfer projections are increasing by $0.9 million resulting from a new Memorandum of Understanding with County departments such as Children's Network, Children and Family Services, Probation and Public Defender. These increased costs are offset by decreases of $1.6 million for revised quotes for technology projects and MOU reclassifications.

Capital expenditures are projected to decrease by $5.3 million. The decrease is the result of various prior year, one time only projects being completed in 2012-13, revised quotes and accounting adjustments, and expensing of items previously budgeted as capital expenditures.

MHSA funding is projected to increase by $9.9 million. This increase is based on 2012-13 personal income tax surcharge cash distribution being higher than expected. Medi-Cal revenue is projected to increase by $1.0 million with the expansion of Screening, Assessment, Referral and Treatment (SART) services within the Prevention and Early Intervention component.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $33.7 million fund 404 budgeted positions of which 376 are regular positions and 28 are limited term positions. Staffing expenses have increased to support programs proposed and approved through the Mental Health Services Act Community Program Planning Process for 2013-14. Forty new positions are recommended for the expansion of recovery services, triage mental health services, clinical assessment services, community crisis services and administrative support. Along with other staffing changes, the net increase to the Department is 37 positions and an increase in staffing expenses of $3.7 million.

As part of the expansion of MHSA services for programs within administrative support, recovery services, triage mental health services, clinical assessment services and community crisis services, Behavioral Health is requesting the following new positions to support the 24 Hour Services Adult and Older Adult Division, Community Support Services Psychiatrist Diversion Program and a new program that will support recovery activities through engagement teams embedded in the behavioral health clinics.

- 1 Clinical Therapist I
- 4 Clinical Therapist II
- 8 Mental Health Specialist

Behavioral Health Administrative Division is requesting the following to provide administrative support now and for future expansion. These positions will also support the implementation and management of the Behavioral Health Management Information System and Electronic Health Records system which are core technology projects that will allow Behavioral Health to move towards achieving an Integrated Information System Infrastructure.

- 1 Accountant III
- 1 Automated Systems Analyst I
- 2 Automated Systems Technician
- 1 Business Systems Analyst I
- 1 Business Systems Analyst III
- 1 Contract Project Manager
- 1 Fiscal Specialist
- 2 Peer and Family Advocate I
- 1 Secretary I
- 1 Staff Analyst II

Behavioral Health Program Support Services Division following new positions will support mandated quality managements and case management activities for Behavioral Health clients that are supported by MHSA programs:

- 1 Clinical Therapist
- 1 Office Assistant IV
- 1 Program Specialist II
- 1 Staff Aide

Regional Operations and Children's Services Division is requesting the following to support Transitional Age Youth activities and for the implementation of a newly proposed program at the County Behavioral Health Clinics that improve assessment and referral services to meet the Mental Health Plan requirements for adult clients served at County clinics and hospitals.

- 9 Clinical Therapist
- 1 Mental Health Nurse
- 1 Staff Analyst II

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
24 Hour Services and Emergency Services	188	0	188	157	18	13	188
Administrative Services	55	1	56	43	1	12	56
Office of Compliance	7	0	7	4	3	0	7
Office of Homeless Services	5	0	5	5	0	0	5
Program Support Services	63	24	87	78	5	4	87
Alcohol and Drug Services	1	0	1	1	0	0	1
Regional Operations and Children's Services	41	3	44	37	6	1	44
Regional Operations	10	0	10	0	0	10	10
Office of Cultural Competence & Ethnic Services	6	0	6	3	3	0	6
Total	376	28	404	328	36	40	404

24-Hour Services and Emergency Services

	Classification
1	Administrative Manager
2	Alcohol and Drug Counselor
47	Clinical Therapist I
12	Clinical Therapist II
4	General Services Worker II
4	Mental Health Clinic Supervisor
1	Mental Health Education Consul
3	Mental Health Nurse II
3	Mental Health Program Manager I
2	Mental Health Program Manager II
34	Mental Health Specialist
8	Mental Health Clinic Supervisor
1	Occupational Therapist II
7	Office Assistant II
14	Office Assistant III
1	Office Specialist
2	Peer and Family Advocate II
4	Peer and Family Advocate III
2	Program Specialist I
5	Psychiatric Technician I
2	Secretary I
1	Secretary II
25	Social Worker II
2	Staff Analyst II
1	Supervising Office Assistant
188	Total

Administrative Services

	Classification
2	Accountant III
1	Accounting Technician
3	Administrative Supervisor I
1	Administrative Supervisor II
3	Automated Systems Analyst I
2	Automated Systems Analyst II
4	Automated Systems Technician
2	Business Systems Analyst I
3	Business Systems Analyst II
2	Business Systems Analyst III
1	Contract Project Manager
1	Fiscal Assistant
4	Fiscal Specialist
2	Mental Health Auditor
2	Office Assistant III
2	Payroll Specialist
2	Peer and Family Advocate I
2	Secretary I
1	Staff Analyst I
14	Staff Analyst II
1	Supervising Accountant II
1	Supervising Fiscal Specialist
56	Total

Office of Compliance

	Classification
2	Office Assistant III
1	Office Assistant IV
1	Peer and Family Advocate III
3	Staff Analyst II
7	Total

Office of Homeless Services

	Classification
1	Mental Health Program Manager I
2	Program Specialist I
1	Secretary I
1	Staff Analyst II
5	Total

Program Support Services

	Classification
2	Administrative Manager
1	Administrative Supervisor I
1	Alcohol and Drug Counselor
1	Automated Systems Analyst I
3	Business Systems Analyst I
3	Clinical Therapist I
18	Graduate Student Intern
2	Mental Health Education Consultant
3	Mental Health Intern Program Supv
2	Mental Health Program Manager I
2	Mental Health Nurse II
5	Mental Health Specialist
1	Office Assistant II
7	Office Assistant III
1	Office Assistant IV
7	Peer and Family Advocate II
3	Peer and Family Advocate I
2	Peer and Family Advocate III
2	Program Specialist I
4	Program Specialist II
1	Psychiatrist
1	Secretary I
1	Social Worker II
1	Staff Aide
3	Staff Analyst II
1	Statistical Analyst
6	Student Intern
2	Training and Development Specialist
1	Volunteer Services Coordinator
87	Total

Alcohol and Drug Services

	Classification
1	Program Specialist I
1	Total

Regional Operations and Children's Services

	Classification
1	Alcohol and Drug Counselor
11	Clinical Therapist I
1	Clinical Therapist II
3	Contract Community Liaison
2	Employment Services Specialist
2	General Services Worker II
1	Mental Health Nurse II
1	Mental Health Program Manager I
1	Mental Health Program Manager II
1	Mental Health Specialist
2	MentalHealth Clinic Supervisor
4	Office Assistant III
2	Peer and Family Advocate II
1	Peer and Family Advocate I
1	Peer and Family Advocate III
2	Program Specialist I
1	Secretary I
4	Social Worker II
3	Staff Analyst II
44	Total

Regional Operations

	Classification
9	Clinical Therapist I
1	Mental Health Nurse II
10	Total

Office of Cultural Competence and Ethnic Services

	Classification
1	Cultural Competency Officer
1	Mental Health Education Consul
1	Secretary I
2	Social Worker II
1	Staff Analyst I
6	Total

Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

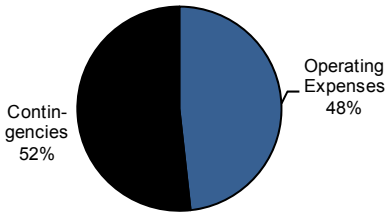
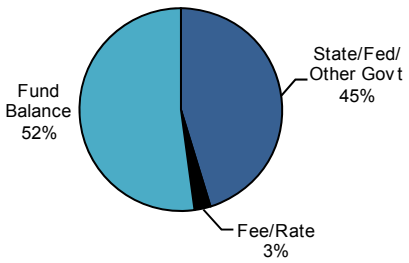
Budget at a Glance	
Total Requirements	$24,129,799
Total Sources	$11,571,240
Fund Balance	$12,558,559
Use of Fund Balance	$76,552
Total Staff	0

Block Grant Carryover Program are funds utilized by Alcohol and Drug Services (ADS) to maintain money received from the State Department of Alcohol and Drug Programs (ADP) 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 County and the State. Funds are transferred to ADS general fund budget unit based on the needs of the program.

Court Alcohol and Drug Program funding is provided by three sources. The Statham funds, which are fines collected from individuals convicted of Driving Under the Influence (DUI) offenses; Senate Bill 921, which requires persons convicted of an offense involving a controlled substance to pay a drug program fee in an amount not to exceed $100 for each separate offense; and by Senate Bill 920 that requires persons convicted of specific alcohol related offenses to pay an additional alcohol abuse education and prevention penalty assessment in an amount not to exceed $50. Funds are distributed to the ADS programs.

Driving Under the Influence Program as per Title 9, Division 4, Chapter 3, 9878 (m) of the State regulations and Health and Safety Code 11837.8 (a), the Department of Behavioral Health charges fees to privately owned and operated vendors for monitoring Penal Code (PC) 1000 and DUI programs. Supervision of these programs resides with the County as indicated by Vehicle Code Section 1660.7, which states that the supervision and regulation of the first offender program resides with the County. Fees collected from privately owned and operated DUI programs within the County are deposited into this fund. Funds are then transferred to the ADS unit, as needed, to meet the costs of staff assigned to this function. These funds can only be used for the cost of monitoring PC 1000 and DUI programs.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

HUMAN SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	10,159,489	11,311,423	10,432,615	11,905,986	11,647,792	**(258,194)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	11,135,163	12,482,007	**1,346,844**
Total Exp Authority	0	10,159,489	11,311,423	10,432,615	23,041,149	24,129,799	**1,088,650**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	10,159,489	11,311,423	10,432,615	23,041,149	24,129,799	**1,088,650**
Operating Transfers Out	11,144,497	0	0	0	0	0	**0**
Total Requirements	11,144,497	10,159,489	11,311,423	10,432,615	23,041,149	24,129,799	**1,088,650**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	1,256,776	0	0	0	**0**
State, Fed or Gov't Aid	10,804,582	11,023,062	10,806,439	11,746,015	11,745,519	10,898,930	**(846,589)**
Fee/Rate	834,060	730,173	688,408	618,128	665,245	618,609	**(46,636)**
Other Revenue	106,023	89,225	56,135	53,701	57,055	53,701	**(3,354)**
Total Revenue	11,744,665	11,842,460	12,807,758	12,417,844	12,467,819	11,571,240	**(896,579)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	11,744,665	11,842,460	12,807,758	12,417,844	12,467,819	11,571,240	**(896,579)**
				Fund Balance	10,573,330	12,558,559	**1,985,229**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Block Grant Carryover Program (Fund SDH)	21,789,020	10,946,230	10,842,790	0
Court Alcohol and Drug Program (Fund SDI)	1,719,989	401,010	1,318,979	0
Driving Under the Influence Program (Fund SDC)	620,790	224,000	396,790	0
Total Special Revenue Funds	24,129,799	11,571,240	12,558,559	0

Block Grant Carryover Program has requirements of $21.8 million which includes contingencies of $10.4 million. Operating expenses of $11.3 million primarily consists of transfers to the Department of Behavioral Health's general fund budget unit for salaries and benefits as well as services and supplies costs related to alcohol abuse prevention, education, and treatment in schools and the community. Sources of $10.9 million are primarily from federal aid received through State Department of Alcohol and Drug programs.

Court Alcohol and Drug Program has requirements of $1.7 million, including contingencies of $1.7 million. Operating expenses of $62,315 are used to fund Alcohol and Drug Programs as needed. Sources of $0.4 million include fines collected from DUI offenders and interest revenue.

Driving Under the Influence Program has requirements of $0.6 million which includes contingencies of $383,421. Operating expenses of $237,369 fund the Alcohol and Drug Services unit to cover salaries and benefits and other miscellaneous expenditures to monitor the DUI/Deferred for Entry of Judgment programs. Sources of $224,000 include DUI fees paid by program providers and interest revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds have requirements totaling $24.1 million and represent a net increase of $1.1 million. Total sources are $11.6 million, a net decrease of $0.9 million. Consolidated fund balance has increased by $2.0 million and is primarily due to total expenditure reductions from programs experiencing savings from position vacancies and under spending due to program changes in 2012-13. Funds are transferred to the ADS budget unit within the General Fund as needed to meet the costs of staff assigned to ADS programs.

STAFFING CHANGES AND OPERATIONAL IMPACT

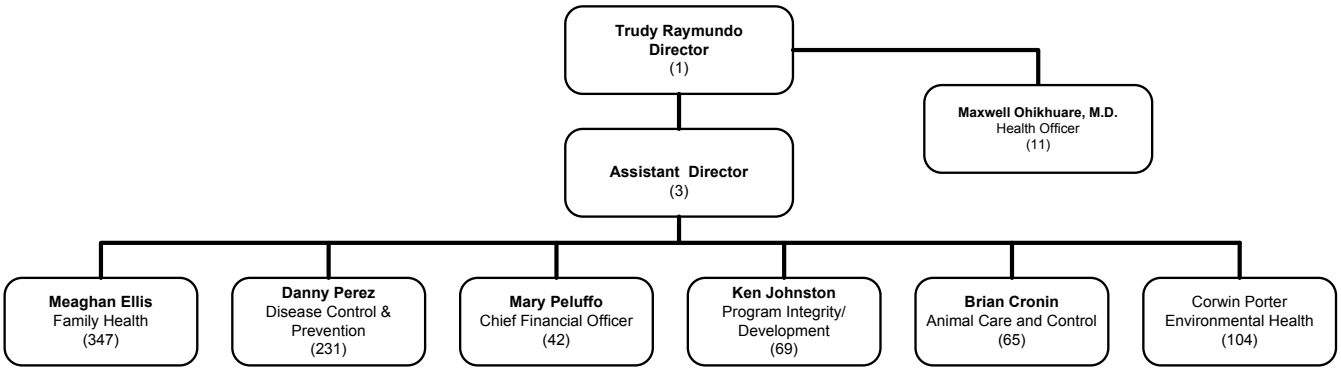
There is no budgeted staffing in these consolidated special revenue funds.

PUBLIC HEALTH
Trudy Raymundo

DEPARTMENT MISSION STATEMENT

The Department of Public Health provides community and preventive health services that promote and improve the health, safety and quality of life of San Bernardino County residents and visitors.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Environmental Health Services Division received a National Association of County and City Health Officials (NACCHO) award and a California Conference of Directors of Environmental Health Excellence in Environmental Health award in the area of Information Technology for the development of a mobile website.
- Environmental Health partnered with the Food and Drug Administration and enrolled in National Retail Food Regulatory Program Standards program.
- Environmental Health conducted Industry Roundtables for restaurant, water system and public pool operators.
- The Community Health Division opened the Hesperia Health Center under its Federally Qualified Health Center status in January 2012. An open house celebrated this accomplishment in April 2012. Plans are underway to expand the physical plant at this site through a Capacity Building Grant in 2013-14.
- During 2012-13, the Healthy Communities Program increased its “healthy city” network to 19 partner cities, four unincorporated areas and one region, covering 1.7 million people, or 85% of the County’s population.
- The new CA-PREP (California Personal Responsibility Education Program) teen pregnancy prevention program is geared toward youth ages 13 - 19 with curriculum that is youth-driven and youth-specific. The program is on track to exceed its goal of completing 524 participants in 2012-13.
- In late 2012, the Department successfully negotiated a long-term Animal Care and Control contract with the Town of Apple Valley, developing a partnership with another governmental agency to serve the animal care and control needs of the individuals in the High Desert.
- The Animal Care and Control Division conducted 49 off-site animal adoption events in 2011-12 and anticipates increasing that number to 50 adoption events in 2012-13.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s): • ***Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors.***

Department Strategy:
- *To achieve an essential element of Public Health Accreditation and ensure stable departmental leadership into the future, implement Public Health Leadership training.*
- *Environmental Health will increase the number of Industry Roundtables to ensure and promote the viability, success and safety of businesses throughout the County.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Public Health Leadership Trainings: total staff attendance at leadership trainings for current and emerging Public Health leaders.	N/A	N/A	N/A	175
Industry Roundtables: total number of unique businesses that will participate during sessions.	16	64	72	83

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.***

Department Strategy:
- *Develop and conduct community-based emergency preparedness training to increase resiliency within vulnerable populations.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Community Resilience Trainings: total number of participants during community resiliency trainings targeted at vulnerable populations.	N/A	N/A	N/A	100

COUNTY GOAL: **IMPLEMENT THE COUNTYWIDE VISION**

Objective(s): • ***Continue the County role of convening conversations on community collaboration and collective action.***

Department Strategy:
- *Conduct community wide engagement meetings that will encourage alignment around a common agenda; focus strategies around common goals and develop metrics for measuring success.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Total number of community stakeholders that will participate in the Community Vital Signs Initiative to provide input regarding indicators, priorities, and strategies for collective action.	N/A	N/A	N/A	375

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Public Health	78,546,440	74,445,996	4,100,444			707
California Children's Services	21,008,999	16,335,156	4,673,843			166
Indigent Ambulance	472,501	0	472,501			0
Total General Fund	100,027,940	90,781,152	9,246,788			873
Special Revenue Funds						
Special Revenue Funds - Consolidated	8,288,561	4,187,767		4,100,794		0
Total Special Revenue Funds	8,288,561	4,187,767		4,100,794		0
Total - All Funds	108,316,501	94,968,919	9,246,788	4,100,794		873

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Public Health	73,552,097	63,168,103	63,651,180	73,735,476	78,546,440
California Children's Services	15,711,573	15,433,361	15,876,479	19,568,371	21,008,999
Indigent Ambulance	472,501	472,501	472,501	472,501	472,501
Bio-Terrorism Preparedness	3,121,525	2,693,613	2,820,063	3,529,484	2,971,051
H1N1 Preparedness	3,328,268	1,426,622	277,799	0	0
Tobacco Use Reduction Now	393,257	417,499	405,662	368,227	195,460
Vital Statistics State Fees	726,946	748,908	810,131	903,521	984,677
Vector Control Assessments	3,686,779	3,663,669	3,650,836	3,853,544	4,137,373
Total	**100,992,946**	**88,024,276**	**87,964,651**	**102,431,124**	**108,316,501**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Public Health	70,280,468	59,431,460	60,077,328	69,906,009	74,445,996
California Children's Services	12,784,750	11,472,950	12,879,123	14,991,401	16,335,156
Indigent Ambulance	0	0	0	0	0
Bio-Terrorism Preparedness	2,602,803	2,550,022	2,289,763	2,638,317	2,187,795
H1N1 Preparedness	3,328,268	12,935	134,630	0	0
Tobacco Use Reduction Now	374,537	417,148	336,371	310,406	172,750
Vital Statistics State Fees	150,731	145,619	134,094	142,340	133,685
Vector Control Assessments	1,738,689	1,716,523	1,677,215	1,649,319	1,693,537
Total	**91,260,246**	**75,746,657**	**77,528,524**	**89,637,792**	**94,968,919**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Public Health	3,271,629	3,736,643	3,573,852	3,829,467	4,100,444
California Children's Services	2,926,823	3,960,411	2,997,356	4,576,970	4,673,843
Indigent Ambulance	472,501	472,501	472,501	472,501	472,501
Total	**6,670,953**	**8,169,555**	**7,043,709**	**8,878,938**	**9,246,788**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Bio-Terrorism Preparedness	518,722	143,591	530,300	891,167	783,256
H1N1 Preparedness	0	1,413,687	143,169	0	0
Tobacco Use Reduction Now	18,720	351	69,291	57,821	22,710
Vital Statistics State Fees	576,215	603,289	676,037	761,181	850,992
Vector Control Assessments	1,948,090	1,947,146	1,973,621	2,204,225	2,443,836
Total	**3,061,747**	**4,108,064**	**3,392,418**	**3,914,394**	**4,100,794**

Public Health

DESCRIPTION OF MAJOR SERVICES

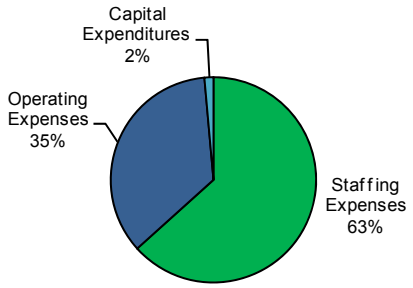
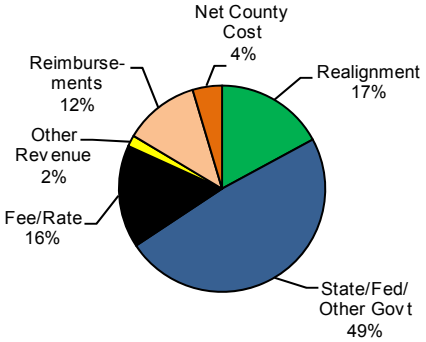
Budget at a Glance	
Total Requirements	$78,546,440
Total Sources	$74,445,996
Net County Cost	$4,100,444
Total Staff	707
Funded by Net County Cost	4%

The Department of Public Health provides a wide range of services to prevent diseases and improve the health, safety and quality of life for residents and visitors of San Bernardino County. Many services are mandated by California Health and Safety Code.

Key delivery areas continue to include Healthy Communities, Disease Control and Prevention, Environmental Health, and Animal Care and Control. Healthy Communities is a Countywide initiative to support collaborative efforts to improve the quality of life for residents through environmental change. 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.

In addition, as a complement to the Wellness component of the County Visioning process, the Department will continue its current Community Vital Signs Initiative. This initiative is intended to be a community health improvement framework jointly developed by San Bernardino County residents, organizations and government. It builds upon the Countywide Vision by setting evidence-based goals and priorities for action that encompass policy, education, environment, and systems change in addition to quality, affordable and accessible health care and prevention services. It provides the basis for aligning and leveraging resources and efforts by diverse agencies, organizations and institutions to empower the community to make healthy choices, thereby improving the overall health and well-being of the County's residents.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

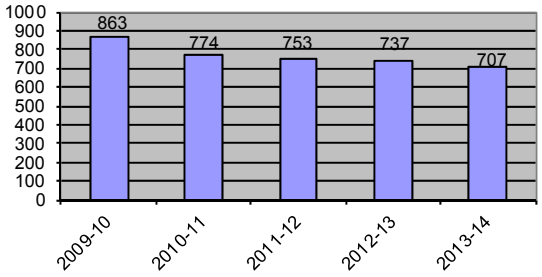
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	713	711	721	694
Limited Term	40	17	16	13
Total	753	728	737	707
Staffing Expenses	$55,630,422	$57,036,881	$57,587,570	$56,423,231

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	51,105,146	47,808,678	49,360,670	50,883,164	57,587,570	56,423,231	**(1,164,339)**
Operating Expenses	28,936,562	26,784,393	24,837,448	24,456,849	26,532,300	31,411,463	**4,879,163**
Capital Expenditures	507,942	514,936	99,796	157,682	205,557	1,257,350	**1,051,793**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	80,549,650	75,108,007	74,297,914	75,497,695	84,325,427	89,092,044	**4,766,617**
Reimbursements	(7,008,762)	(12,107,264)	(10,690,494)	(9,177,419)	(10,619,951)	(10,545,604)	**74,347**
Total Appropriation	73,540,888	63,000,743	63,607,420	66,320,276	73,705,476	78,546,440	**4,840,964**
Operating Transfers Out	0	139,241	(8,644)	29,700	30,000	0	**(30,000)**
Total Requirements	73,540,888	63,139,984	63,598,776	66,349,976	73,735,476	78,546,440	**4,810,964**
Sources							
Taxes	2,498	565	588	5,000	5,000	5,000	**0**
Realignment	5,162,105	9,970,809	11,058,864	13,110,309	14,164,292	15,222,379	**1,058,087**
State, Fed or Gov't Aid	42,027,976	33,989,349	34,181,781	33,283,417	39,376,121	43,305,253	**3,929,132**
Fee/Rate	14,029,603	13,873,892	13,676,547	14,731,352	14,917,134	14,361,957	**(555,177)**
Other Revenue	1,466,589	1,094,505	1,158,535	1,260,325	1,313,462	1,391,407	**77,945**
Total Revenue	62,688,771	58,929,120	60,076,315	62,390,403	69,776,009	74,285,996	**4,509,987**
Operating Transfers In	7,577,044	474,719	1,419	130,106	130,000	160,000	**30,000**
Total Sources	70,265,815	59,403,839	60,077,734	62,520,509	69,906,009	74,445,996	**4,539,987**
Net County Cost	3,275,073	3,736,145	3,521,042	3,829,467	3,829,467	4,100,444	**270,977**
				Budgeted Staffing	737	707	**(30)**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $56.4 million fund 707 positions in 2013-14. These positions staff 8 medical clinics, 16 Women, Infants and Children (WIC) clinics, and 2 animal shelters, as well as multiple outlying County-owned sites performing environmental health inspections, home visits and animal control staff canvassing. Operating expenses of $31.4 million include services and supplies, professional service contracts, travel, and reimbursements to other departments.

State and federal aid, realignment and net county cost comprise 70% of the sources for this budget unit with the remaining 30% consisting of fees, reimbursements and other revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are increasing by $4.8 million primarily due to a $4.5 million Capital Development – Building Capacity grant for the expansion of the Department's Hesperia clinic and increased Countywide Cost Allocation Plan costs. These are partially offset by a reduction in staffing expenses. Sources are increasing by $4.5 million due to the Capital Development – Building Capacity Grant.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $56.4 million fund 707 budgeted positions of which 694 are regular positions and 13 are limited term positions. The 2013-14 recommended budget includes the deletion of 38 vacant positions and the addition of 8 new positions resulting in a net decrease of 30 positions. Deletions are: 1 Animal Control Officer, 1 Animal License Checker I, 1 Clinic Supervisor, 1 Contract Nurse Practitioner, 2 Contract Physicians, 4 Environmental Health Specialist IIs, 1 Health Education Assistant, 1 Health Education Specialist II, 1 Lab Response Network Coordinator, 4 Nurse Practitioner IIs, 6 Office Assistant IIs, 3 Office Assistant IIIs, 1 Office Specialist, 2 Program Managers, 1 Public Health Microbiologist, 2 Registered Nurses, 3 Staff Analysts, 1 Supervising Office Assistant, 1 Vector Control Technician, and 1 Vector Ecologist. The new positions are: 3 Public Health Nurse IIs, 2 Supervising Program Specialists, 1 Program Specialist, 1 Environmental Health Specialist III, and 1 Statistical Analyst. The Department is reducing clinic staffing based on lower than expected clinic visits. Existing staff, both professional and support, is being shifted between clinic sites to align with individual clinic need. Although the net decrease in positions is 30, the Department does not expect the staffing decrease to negatively affect operations.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director	1	0	1	1	0	0	1
Health Officer	10	1	11	7	4	0	11
Assistant Director	3	0	3	2	1	0	3
Community Health	179	2	181	162	16	3	181
Disease Control and Prevention	230	1	231	219	11	1	231
Fiscal Services	42	0	42	40	2	0	42
Program Integrity/Development	69	0	69	61	5	3	69
Animal Care and Control	65	0	65	64	1	0	65
Environmental Health	95	9	104	90	13	1	104
Total	694	13	707	646	53	8	707

Director

	Classification
1	Public Health Director
1	Total

Health Officer

	Classification
1	Health Officer
1	Executive Secretary II
1	Public Health Medical Director
3	Public Health Physician II
4	Public Health Physician I
1	Contract Public Health Physician
11	Total

Assistant Director

	Classification
1	Assistant Director of Public Health
1	Executive Secretary II
1	Secretary I
3	Total

Community Health

	Classification
1	Chief Comm Health and Nursing Srvcs
1	Deputy Chief of Community Hlth Srvcs
1	Administrative Supervisor I
31	Office Assistant II
7	Office Assistant III
4	Supervising Office Assistant
1	Supervising Office Specialist
1	Fiscal Assistant
31	Health Services Assistant I
16	Licensed Vocational Nurse II
2	Medical Records Coder I
1	Clinical Therapist I
8	Nurse Practitioner II
1	Public Health Nurse I
2	Public Hlth Prgm Coordinator
36	Public Health Nurse II
2	PH Program Manager
1	Radiologic Technologist I
20	Registered Nurse II - Public Health
2	Secretary I
5	Clinic Supervisor - Public Health
4	Supervising Public Health Nurse
1	Public Health Nurse Manager
2	Contract Physician Assistant
181	Total

Disease Control and Prevention

	Classification
1	Division Chief, Disease Control
1	PH Program Manager Laboratory
3	Public Health Program Manager
5	Program Coordinator
15	Office Assistant II
3	Office Assistant III
1	Supervising Office Assistant
2	Office Specialist
9	Communicable Disease Investigator
2	Fiscal Assistant
2	Fiscal Specialist
5	Health Services Assistant II
102	Health Services Assistant I
25	Nutritionist
4	Laboratory Assistant
1	Licensed Vocational Nurse II
5	Medical Emergency Planning Spclst
1	Program Specialist I
1	Public Health Laboratory Tech
3	Public Health Epidemiologist
6	Public Health Microbiologist II
3	Public Health Microbiologist III
13	Supervising Health Services Asstnt
1	Supv Public Health Microbiologist
3	Registerd Nurse II - Public Health
3	Secretary I
1	Clinic Supervisor - Public Health
2	Staff Analyst II
1	Supervising Program Specialist
6	Supvg Public Health Nutritionist
1	Cont IEHIVPC Liaison
231	Total

Fiscal Services

	Classification
1	Public Health Chief Financial Officer
1	Public Health Program Manager
1	Administrative Manager
1	Administrative Supervisor I
1	Supervising Accountant III
1	Supervising Accountant II
1	Systems Accountant II
1	Accountant III
7	Staff Analyst II
1	Staff Analyst I
4	Accountant II
1	Accounting Technician
4	Office Assistant II
5	Office Assistant III
1	Office Assistant IV
1	Fiscal Assistant
3	Fiscal Specialist
2	Payroll Specialist
2	Secretary II
3	Storekeeper
42	Total

Program Integrity/Development

	Classification
1	Div Chief, Prgm Integrity & Dev
11	Automated Systems Analyst I
1	Automated Systems Analyst II
1	Business Applications Manager
1	Business Systems Analyst I
2	Business Systems Analyst II
1	Business Systems Analyst III
1	Office Assistant II
2	Office Assistant III
4	Health Education Assistant
1	Supv Health Education Specialist
19	Health Education Specialist I
9	Health Education Specialist II
3	Health Services Assistant I
1	Program Specialist I
3	Public Heallth Program Coordinator
2	Staff Analyst II
3	Statistical Analyst
2	Supervising Auto Systems Analyst II
1	Supervising Program Specialist
69	Total

Animal Care and Control

	Classification
1	Chief of Animal Care and Control
1	PH Program Manager Animal Care
2	Animal Health Investigator
28	Animal Control Officer
7	Animal License Checker I
8	Office Assistant II
3	Office Assistant III
2	Office Assistant IV
1	Fiscal Assistant
4	General Services Worker II
1	Registered Veterinary Tech
4	Supervising Animal Control Officer I
3	Supervising Animal Control Officer II
65	Total

Environmental Health

	Classification
1	Chief Environmental Health Services
2	PH Program Mngr Environment Health
1	Administrative Supervisor I
41	Environmental Health Spec II
10	Environmental Health Spec III
8	Supv Environmental Health Specialist
2	Environmental Technician II
4	Environmental Technician I
1	Vector Control Technician II
8	Vector Control Technician I
2	Secretary I
1	Fiscal Specialist
2	Fiscal Assistant
1	Supervising Office Specialist
1	Supervising Office Assistant
10	Office Assistant III
9	Public Service Employee
104	Total

California Children's Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$21,008,999
Total Sources	$16,335,156
Net County Cost	$4,673,843
Total Staff	166
Funded by Net County Cost	22%

California Children's Services (CCS) is a state program that provides case management, diagnosis and treatment services to individuals up to 21 years of age with severe qualifying medical conditions and whose families are unable to pay for all or part of the care. State law requires the County to maintain a mandated minimum funding level. In addition to realignment dollars and the County's mandated contribution, funding also comes from Medi-Cal, private insurance and patient co-payments.

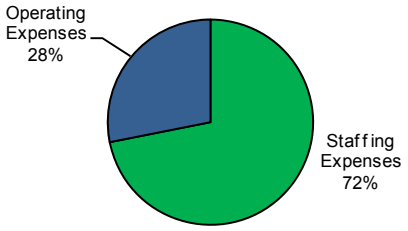
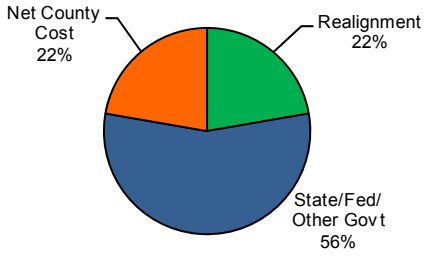
The revenue breakdown among federal, state, realignment and County general fund support depends on the type of services provided under this program. This program provides two types of services.

1. Administrative Component – Case Management activities that include determining program eligibility, evaluating needs for specific services, determining the appropriate providers and authorizing/paying for medically necessary care. Reimbursement for administrative and operational costs for county CCS programs is shared between the state and county programs as per Health and Safety Code Section 123955 (a). Administrative funding was previously based on staffing standards and caseload mix of CCS clients; however, since 2008-09 the state has changed this funding methodology. All counties must provide the state with a projected budget based on filling all positions as determined by the staffing standards. The state determines what percentage each county's projected budget is of the total amount budgeted by all counties. The percentage is applied to the total allocation available from the state for the fiscal year, which may change the actual reimbursement rate normally expected on the caseload numbers below.

   Caseload percentages are as follows:
   - Medi-Cal caseload percentage is 79.94%. Federal and state funds reimburse CCS for 100% of the costs.
   - Healthy Families accounts for 12.84% of the caseload. This federal and state program pays 82.5% of the costs. The remaining 17.5% local share is equally funded by Social Services Realignment (8.75%) and general fund support (8.75%) and is billed to CCS on a quarterly basis.
   - CCS or Non-Medi-Cal caseload accounts for approximately 7.22% of the caseload. Federal and state funds account for 50% of the costs associated with treating this clientele. The remaining 50% is split equally between Social Services Realignment (25%) and general fund support (25%).

2. Medical Therapy Component – Provides physical therapy, occupational therapy and medical therapy conference services. Licensed physical therapists and certified occupational therapists provide evaluation, treatment, consultation services and case management. The state reimburses the County 50% of the costs incurred by this program up to the allocated amount prescribed by the state. The remaining 50% is equally funded by Social Services Realignment and County general fund support. Additionally, this program is allowed to bill Medi-Cal for therapy provided to Medi-Cal eligible clients. This revenue is split 75% state and 25% County. Approximately 54% 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.

2013-14 RECOMMENDED BUDGET

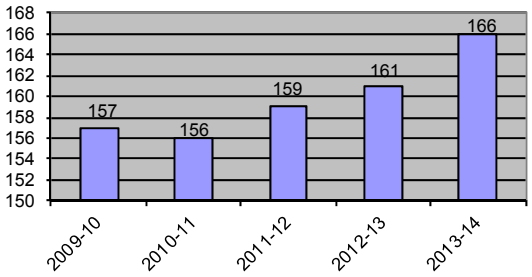
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	159	161	161	166
Limited Term	0	0	0	0
Total	159	161	161	166
Staffing Expenses	$13,653,228	$14,338,020	$14,338,020	$15,101,851

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	11,719,166	11,418,424	12,260,623	13,108,003	14,338,020	15,101,851	**763,831**
Operating Expenses	4,024,509	4,018,979	3,630,654	4,590,951	5,221,351	5,907,148	**685,797**
Capital Expenditures	12,055	0	6,912	163,525	9,000	0	**(9,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	15,755,730	15,437,403	15,898,189	17,862,479	19,568,371	21,008,999	**1,440,628**
Reimbursements	(44,160)	(4,042)	(21,712)	(1,871)	0	0	**0**
Total Appropriation	15,711,570	15,433,361	15,876,477	17,860,608	19,568,371	21,008,999	**1,440,628**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	15,711,570	15,433,361	15,876,477	17,860,608	19,568,371	21,008,999	**1,440,628**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	2,920,485	3,342,732	2,997,355	3,526,714	4,576,970	4,673,843	**96,873**
State, Fed or Gov't Aid	9,860,053	8,659,332	9,871,730	10,793,248	10,398,431	11,645,313	**1,246,882**
Fee/Rate	9,255	12,320	9,675	13,512	14,000	14,000	**0**
Other Revenue	1,292	76,245	362	420	2,000	2,000	**0**
Total Revenue	12,791,085	12,090,629	12,879,122	14,333,894	14,991,401	16,335,156	**1,343,755**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	12,791,085	12,090,629	12,879,122	14,333,894	14,991,401	16,335,156	**1,343,755**
Net County Cost	2,920,485	3,342,732	2,997,355	3,526,714	4,576,970	4,673,843	**96,873**
				Budgeted Staffing	161	166	**5**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $15.1 million will fund 166 budgeted positions and make up the majority of the expenditures within this budget unit for 2013-14. Operating expenses include payments to the state and other providers for treatment costs and medical supplies.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are increasing by $1.4 million due to an increase in staffing expenses to accommodate an increase of 5 positions, increased retirement costs, and negotiated labor agreement costs. Other increases are related to expected costs to move to a new location and an increase to indirect overhead.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $15.1 million fund 166 budgeted regular positions. The 2013-14 budget includes the addition of 2 Public Health Nurse II positions and 2 Office Specialists to address caseload issues and to meet state staffing standards. One Office Assistant III is being added to address support needs at the Hesperia Medical Therapy Unit.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
California Children's Services	166	0	166	151	10	5	166
Total	166	0	166	151	10	5	166

California Children's Services

	Classification
1	CCS Physician Consultant I
1	CCS Physician Consultant II
1	Fiscal Assistant
3	Medical Therapist Specialist
2	Occupational Therapy Assistant
17	Office Assistant II
13	Office Assistant III
29	Office Specialist
40	Pediatric Rehab Therapist
1	Public Health Program Manager
4	Physical Therapist Assistant
1	Public Health Program Coordinator
26	Public Health Nurse II
6	Rehabilitation Services Aide
1	Secretary I
4	Social Worder II
1	Supervising Office Assistant
3	Supervising Office Specialist
8	Supv Pediatric Rehab Therapist I
1	Supv Pediatric Rehab Therapist II
2	Supervising Public Health Nurse
1	Supervising Social Worker
166	Total

Indigent Ambulance

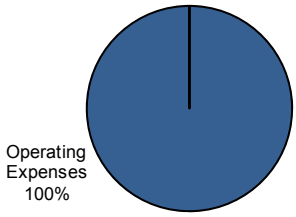
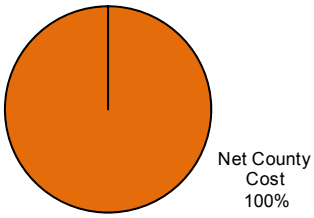
DESCRIPTION OF MAJOR SERVICES

This budget unit provides funding for ambulance contractors who transport indigents to the Arrowhead Regional Medical Center or the closest hospital under certain life-threatening situations. Up to the extent of available appropriation, the fund also pays for the Sheriff/Coroner/Public Administrator's cost of transportation of inmates for medical treatment. The requirements in this budget unit are maintained at a constant level.

Budget at a Glance

Total Requirements	$472,501
Total Sources	$0
Net County Cost	$472,501
Total Staff	0
Funded by Net County Cost	100%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

HUMAN SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health - Indigent Ambulance
FUND: General

BUDGET UNIT: AAA EMC
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	472,501	472,501	472,501	472,501	472,501	472,501	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

All expenditures are for transportation of indigent patients for medical treatment.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no changes to this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$8,288,561
Total Sources	$4,187,767
Fund Balance	$4,100,794
Use of Fund Balance	$42,294
Total Staff	0

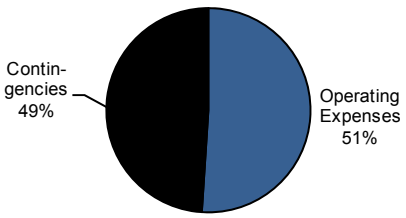
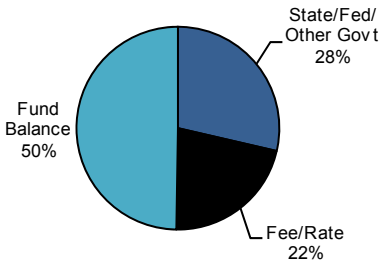
Bio-Terrorism Preparedness is supported by federal and state funding from the Centers for Disease Control, Pandemic Influenza and Cities Readiness Initiative. Funds support the Department's preparedness for and response to emergencies caused by bioterrorism, infectious disease, natural disasters and other public health threats such as Pandemic Influenza through the development and exercising of comprehensive public health emergency preparedness and response plans.

Tobacco Use Reduction Now (TURN) program provides tobacco control and educational services to the residents of the County. The primary goals of the TURN program are to reduce exposure to secondhand smoke, reduce youth access to tobacco products, counteract the influence of tobacco advertising, promote tobacco cessation and collaborate with various community based organizations through the Coalition for a Tobacco Free San Bernardino County.

Vital Statistics State Fees holds fees set by the state which are collected from the sale of birth and death certificates. Per Health and Safety Code 103625, all applicants for birth and death certificates shall pay an additional $3 to be collected by the County which are then disbursed 45% to the State Registrar and the remaining 55% retained by the Department. The funds may be used to defray the administrative costs of collecting and reporting with respect to those fees but also to improve and/or modernize vital records operations and data collection and analysis.

Vector Control Assessments funding is received via the property tax roll and is dedicated for vector control services. The assessments are levied against parcels within the unincorporated parts of the County and the amount assessed depends upon the level of improvement on a given parcel. Services provided by the Vector Control Program include responding to citizen complaint/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.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

HUMAN SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	7,153,830	5,558,287	4,055,350	4,521,169	5,387,852	4,230,061	**(1,157,791)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	3,266,924	4,058,500	**791,576**
Total Exp Authority	7,153,830	5,558,287	4,055,350	4,521,169	8,654,776	8,288,561	**(366,215)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	7,153,830	5,558,287	4,055,350	4,521,169	8,654,776	8,288,561	**(366,215)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	7,153,830	5,558,287	4,055,350	4,521,169	8,654,776	8,288,561	**(366,215)**
Sources							
Taxes	1,719,063	1,696,190	28,615	31,163	27,374	28,944	**1,570**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	6,216,487	2,956,507	2,753,994	2,844,447	2,945,773	2,358,545	**(587,228)**
Fee/Rate	141,398	139,080	1,771,410	1,808,208	1,756,002	1,783,451	**27,449**
Other Revenue	123,200	43,383	23,308	23,751	11,233	16,827	**5,594**
Total Revenue	8,200,148	4,835,160	4,577,327	4,707,569	4,740,382	4,187,767	**(552,615)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	8,200,148	4,835,160	4,577,327	4,707,569	4,740,382	4,187,767	**(552,615)**
				Fund Balance	3,914,394	4,100,794	**186,400**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Bio-Terrorism Preparedness (Fund RPL)	2,971,051	2,187,795	783,256	0
Tobacco Use Reduction Now (Fund RSP)	195,460	172,750	22,710	0
Vital Statistics State Fees (Fund SCI)	984,677	133,685	850,992	0
Vector Control Assessments (Fund SNR)	4,137,373	1,693,537	2,443,836	0
Total Special Revenue Funds	8,288,561	4,187,767	4,100,794	0

Bio-Terrorism Preparedness: Requirements of $3.0 million include $2.2 million in transfers to the Department's general fund budget unit for the costs of the Department's Preparedness and Response Program and $0.8 million in contingencies for future allocation. Sources of $2.2 million are primarily from federal aid.

Tobacco Use Reduction Now: Requirements of $195,460 represent transfers to the Department's general fund budget unit for the costs of the Tobacco Use Reduction Now activities. Sources of $172,750 are from state aid.

Vital Statistics State Fees: Requirements of $984,677 include $146,823 in transfers to the Department's general fund budget unit for the costs of improvement/modernization of the vital records systems and operations and $837,854 in contingencies for future allocation. Sources of $133,685 are primarily vital statistic fees set by the state.

Vector Control Assessments: Requirements of $4.1 million include $1.7 million in transfers to the Department's general fund budget unit for the cost of operating the Vector Control program and $2.4 million in contingencies for future allocation. Sources of $1.7 million are primarily funding received via property tax assessments.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net $0.4 million resulting primarily from the following:

- $1.0 million decrease from the use of Bio-Terrorism funds in 2012-13 primarily due to roll over of prior year funds.
- $0.8 million increase in contingencies.

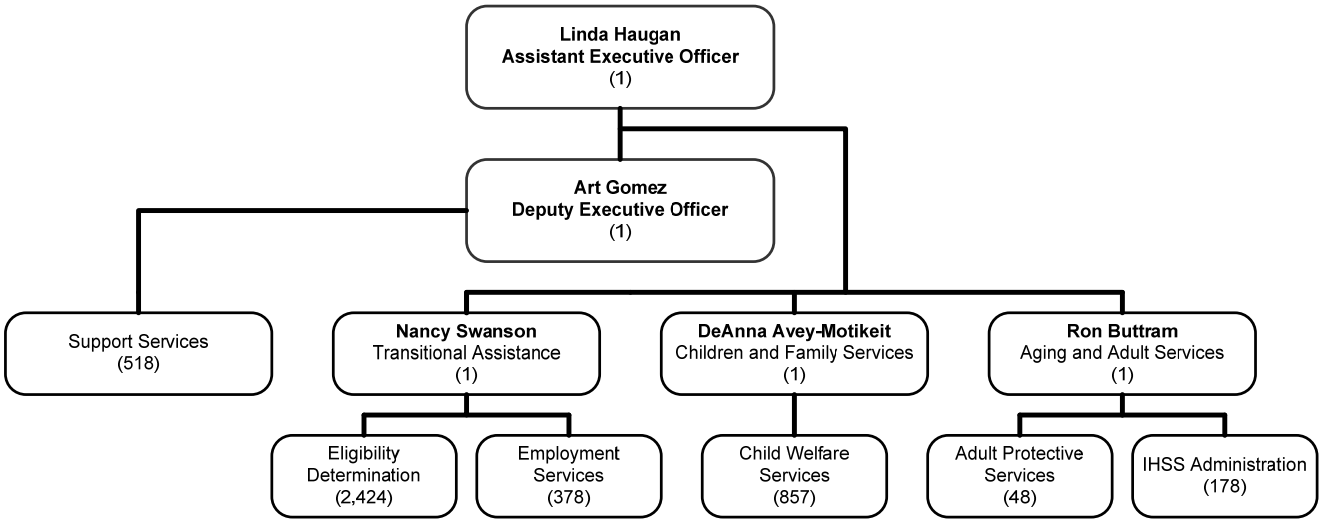
Sources are decreasing by $0.6 million due to decreases in state and federal funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

HUMAN SERVICES ADMINISTRATIVE CLAIM
Linda Haugan

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

Transitional Assistance Department (TAD)

- Processed $15.2 million in federal tax returns through the Volunteer Income Tax Assistance (VITA) program. These refunds stimulated economic activity in addition to fighting poverty and leading to increased self- sufficiency.
- Expanded Customer Service Center (CSC) to additional Hesperia and Ontario locations for CalWORKs/CalFresh/Medi-Cal continuing cases. Average 100,000 calls per month. CSC expansion will also allow for upcoming Health Care Reform and additional workloads.
- Received the 2012 FNS Silver Hunger Champion award for outstanding efforts to provide exemplary customer service and outreach services in support of Food and Nutrition Service programs and services.

Children and Family Services (CFS)

- Received and assessed 59,133 child abuse referrals.
- Arranged for 1,337 children to attend summer camp.
- Provided Wraparound services to 711 children Countywide to decrease group home placements.
- Organized and hosted 364 foster and kinship youth at the Annual CFS Sports Fair.
- Hosted 626 children, foster parents and others at the Annual Foster Parent Picnic.
- Finalized 306 adoptions.

Department of Aging and Adult Services (DAAS)

- Provided 369,644 congregate meals served in senior centers throughout the county and 390,462 home delivered meals to home-bound seniors.
- Contacted 15,196 individuals providing information on services available to seniors.
- Held the 25th Annual Adult Protective Services MDT Conference with over 245 attendees.
- Published the Elder Abuse Protocol, a multi-agency protocol that deals with adult protection issues.
- Developed a department Speaker Bureau to provide information programs available to seniors and disabled adults. Department staff completed 229 presentations to various organizations on those programs.
- Received the California State Association of Counties 2012 Challenge Merit Award for the Cal Fresh Senior Outreach Partnership with Transitional Assistance Department.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

Transitional Assistance Department (TAD)

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.***

Department Strategy: • *Provide Volunteer Income Tax Assistance (VITA) preparation services for eligible County families and individuals thereby stimulating economic activity.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage increase in number of eligible County taxpayers served.	N/A	N/A	N/A	3%

This is a new goal in 2013-14. Total served in 2012-13 was 7720. VITA is only done annually during the tax season- January through April.

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Increase the Work Participation Rate (WPR) of recipients of CalWORKs benefits.*
- *Increase the number of Welfare to Work (WTW) CalWORKs participants who are engaged in a mandated federal WTW activity.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of participants engaged in a Federal WTW activity.	44%	50%	47%	50%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.***

Department Strategy: • *Maintain Cal Fresh (CF) error rate below the federal tolerance level of 6% to avoid fiscal sanction.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of annual error rate for CF benefits.	2%	3%	2%	3%

Children and Family Services (CFS)

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s):
- ***Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.***
- ***Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.***

Department Strategy:
- *Increase the number of Team Decision Meetings (TDM) to develop safety plans, increasing the number of children remaining safely at home and decreasing foster care entries.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Increase percentage of TDMs for the number of children/youth at risk of removal from home.	65.4%	71.4%	64.5%	68.0%

TDMs are public/community and family meetings to commit to a safety plan to prevent removal from child's home.

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s):
- ***Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.***
- ***Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.***

Department Strategy:
- *Increase Timeliness to Family Reunification.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of children reunified within 12 months from date of detention.	N/A	N/A	35.8%	37.2%

This is a new goal and required outcome measure of Children and Family Services by Federal and State governinig agencies.

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s):
- ***Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.***
- ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Increase the % total of Transitional Conferences (TC) with transitioned age youth to assist them in preparing for a successful exit from Foster Care.*
- *Increase compliance with federal requirements for documenting National Youth Transitional Data (NYTD).*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Increase percentage of TC's conducted for foster care youth.	46.2%	50.8%	48.4%	49.9%
Increase percentage of documentation compliance for NYTD.	86.9%	91.2%	99.6%	N/A

Transitional Conferences occur every 6 months for youth 16 1/2 to 18 years old in care, to assess their service plan goals for readiness to exit foster to self sufficiency. It is anticipated that the National Youth Transitional Data measure will be accomplished and will be removed in 2013-14.

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Human Services Administrative Claim	473,868,684	458,161,333	15,707,351			4,408
Total General Fund	473,868,684	458,161,333	15,707,351			4,408

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Human Services Administrative Claim	371,908,075	396,105,044	406,607,443	443,441,035	473,868,684
Total	**371,908,075**	**396,105,044**	**406,607,443**	**443,441,035**	**473,868,684**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Human Services Administrative Claim	352,404,009	381,706,938	393,227,704	428,864,171	458,161,333
Total	**352,404,009**	**381,706,938**	**393,227,704**	**428,864,171**	**458,161,333**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Human Services Administrative Claim	19,504,066	14,398,106	13,379,739	14,576,864	15,707,351
Total	**19,504,066**	**14,398,106**	**13,379,739**	**14,576,864**	**15,707,351**

Administrative Claim

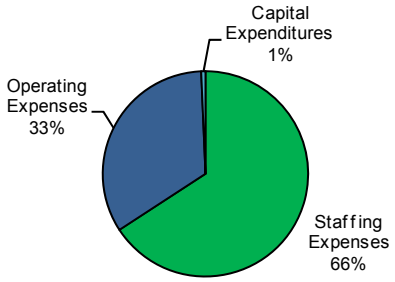
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$473,868,684
Total Sources	$458,161,333
Net County Cost	$15,707,351
Total Staff	4,408
Funded by Net County Cost	3%

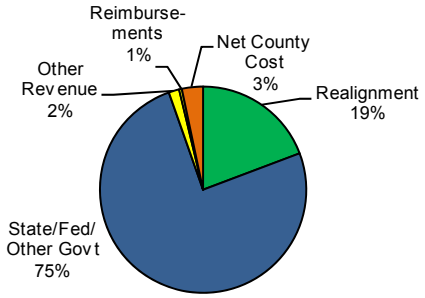
This budget unit represents the administrative claim made by the County for social services programs under applicable mandatory federal and state regulations. Transitional Assistance Department (Eligibility and Employment Services), Children and Family Services (CFS), Adult Services programs of the Department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

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

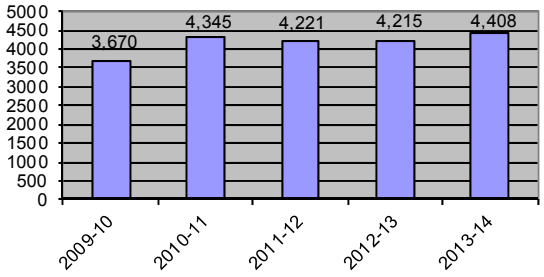


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	4,199	4,186	4,185	4,400
Limited Term	22	22	30	8
Total	4,221	4,208	4,215	4,408
Staffing Expenses	$271,843,445	$298,723,192	$298,596,959	$313,157,634

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Human Services Administrative Claim
FUND: General

BUDGET UNIT: AAA DPA
FUNCTION: Public Assistance
ACTIVITY: Administration

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	237,485,494	254,846,538	271,843,445	298,040,807	298,596,959	313,157,634	**14,560,675**
Operating Expenses	134,075,532	140,128,801	135,477,078	139,638,536	144,926,158	159,457,367	**14,531,209**
Capital Expenditures	1,548,170	4,912,826	3,340,741	2,018,073	2,858,400	3,190,058	**331,658**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	373,109,196	399,888,165	410,661,264	439,697,416	446,381,517	475,805,059	**29,423,542**
Reimbursements	(2,204,936)	(3,794,945)	(4,111,344)	(2,409,053)	(2,940,482)	(2,098,542)	**841,940**
Total Appropriation	370,904,260	396,093,220	406,549,920	437,288,363	443,441,035	473,706,517	**30,265,482**
Operating Transfers Out	809,877	0	0	0	0	162,167	**162,167**
Total Requirements	371,714,137	396,093,220	406,549,920	437,288,363	443,441,035	473,868,684	**30,427,649**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	38,340,834	45,901,973	91,537,022	89,321,122	89,321,122	91,587,534	**2,266,412**
State, Fed or Gov't Aid	312,835,287	334,195,701	299,981,728	327,139,196	332,747,747	358,273,043	**25,525,296**
Fee/Rate	555,742	566,072	472,249	318,925	628,550	507,487	**(121,063)**
Other Revenue	272,366	1,022,664	1,178,496	833,504	1,068,000	1,719,969	**651,969**
Total Revenue	352,004,229	381,686,410	393,169,495	417,612,747	423,765,419	452,088,033	**28,322,614**
Operating Transfers In	205,842	20,528	0	5,098,752	5,098,752	6,073,300	**974,548**
Total Sources	352,210,071	381,706,938	393,169,495	422,711,499	428,864,171	458,161,333	**29,297,162**
Net County Cost	19,504,066	14,386,282	13,380,425	14,576,864	14,576,864	15,707,351	**1,130,487**
				Budgeted Staffing	4,215	4,408	**193**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Major requirements include the following:

- Staffing expenses of $313.2 million fund 4,408 positions.
- Operating expenses of $159.5 million represent expenses for County services, computer hardware and software, office supplies, insurance, postage, mail services, professional services, communications, training, security, travel, goods and services for clients, transfers out and miscellaneous operating costs.
- Capital expenditures of $3.2 million include expenses for fixed asset equipment, capitalized software, leased purchase equipment and vehicles.
- Reimbursements of $2.1 million include payments from other County departments to HS for administrative support services as requested.

Major sources include the following:

- Realignment of $91.6 million is comprised of $51.7 million of Social Services Realignment and $39.9 million of Realignment 2011. Realignment revenue is used to match available federal funding and replace state funding for programs that have been realigned.
- Federal and state funding of $358.3 million represents total available funding for the administration of mandated Human Services programs.
- Operating transfers in of $6.1 million primarily represents funds provided from the Wraparound Reinvestment Fund which are utilized as a match accessing additional Federal funding. This funding will allow Children and Family Services to maintain existing service levels despite increasing costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

The 2013-14 recommended budget is based on the latest information available from the developing budget situation at the state level. The latest social services allocation projections include funding and mandated program changes included in the 2013-14 Governor's Budget. Allocation increases and program changes mitigate many of the revenue challenges that HS has dealt with in the past few years. Caseload growth, mandated program changes, implementation of the Affordable Care Act and increasing 2011 Realignment revenue continue to push available funding higher for most HS programs. TAD funding is anticipated to increase $21.7 million. The increase is comprised of CalWORKs; $11.4 million (9.8%), Cal Fresh; $4.6 million (7.3%),

Medi-Cal; $4.3 million (6.4%), Foster Care Administration; $0.6 million (17.5%) and $0.8 million in other miscellaneous programs. CFS funding is anticipated to increase $8.8 million. Since most CFS programs were realigned in 2011 more funding is available due to increased 2011 Realignment receipts and the state's obligation to repay prior cuts made to Child Welfare Services funding. Additional funding is made available by using Wraparound Reinvestment Funds to leverage additional federal funds. DAAS funding is anticipated to decrease $1.4 million. The decrease is primarily a result of the loss of funding for the Case Management Information and Payrolling System (CMIPS) II project which will lose revenue as the project is completed. The implementation of a new Maintenance of Effort for IHSS programs has stabilized the need for local share to a 3.5% increase per year which is entirely funded with Social Services Realignment. All other funding for programs administered by HS is expected to remain unchanged from what was included in the 2012-13 budget.

While this budget anticipates increased allocations across most social services programs, the ongoing availability of additional statewide revenue is still uncertain. A slower than anticipated economic recovery or a slow-down of tax receipts could cause budget issues for the state and may result in slower restoration of funding of social services programs. Until such time that the state makes changes to its current budget plan, it has been deemed necessary to plan for the maximum possible available funding in order to effectively take advantage of potential funding increases. 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.

Current strategy is to increase staffing to the level which provides the most flexibility and opportunity to provide services mandated by the state while remaining within expected allocations. Plans for significant expenditures, whether for staff, services, supplies, equipment, or services to clients will be monitored closely and necessary adjustments will be made as future changes to the state budget are known. Any significant differences between this budget and actual allocations received from the state will be addressed through the County's quarterly budget adjustment process.

Overall, allocations within this budget unit are expected to increase 7.5% from the previous year. This allocation increase combined with additional funds from the Wraparound Reinvestment Fund, Social Services Realignment and 2011 Realignment and net county cost result in a requirements increase of $30.4 million from the 2012-13 modified budget as follows:

- Staffing expenses will increase $14.6 million over the 2012-13 budget. Increases fund additional positions and rising benefit, retirement and salary costs. Mandated program changes and rising caseload contribute to staffing increases of 193 positions in various HS departments and divisions.

	TAD	CFS	DAAS	Support	Total
2012-13 Modified Budget	2,645	845	227	498	4,215
2013-14 Recommended Budget	2,803	858	227	520	4,408
Difference between 2012-13 Final Budget 2013-14 Recommended Budget	158	13	-	22	193

- Operating expenses are increasing $14.5 million. Significant changes are related to increases in computer hardware and software expense, County service costs, client services costs and data processing costs.
- Capital expenditures are increasing by $0.3 million which is due to increases in equipment and vehicle purchases.
- Reimbursements are decreasing by $0.8 million which reflects a decrease in the demand for HS administrative support.

Sources increased by $29.3 million from the 2012-13 budget as follows:

- Realignment increased $2.3 million as a result of increased 2011 Realignment collections and the need for additional Social Services Realignment to meet the required county share of Child Welfare Services, Foster Care Administration, DAAS Nutrition, DAAS Family Caregiver programs and purchases of fixed assets.
- Federal and state funding available for HS programs increased a net $25.5 million primarily due to increased funding for CalWORKs, Medi-Cal and Cal Fresh.
- A mix of miscellaneous revenue sources increased $0.5 million.
- Net county cost has increased $1.1 million to provide the local match required by program allocations and to partially offset the increased need for Social Services Realignment funding.

NET COUNTY COST

Most HS programs are state and/or federal mandates. The County share of funding is either mandated as a percentage of total program costs or as a fixed maintenance of effort. County share is comprised of a combination of net county cost, revenue from the Realignment 2011 fund and revenue from the Social Services Realignment (Realignment) fund. Both realignment funds were created by two distinct and separate state realignment processes to offset the costs that were shifted to the County from the state for realigned programs. Their use is limited to designated social services programs.

Changes to HS County share needs are as follows:

History of Social Services Realignment and Net County Cost
HS Administrative Budget and Subsistence Budgets
(In Millions)

	ACTUALS					12/13 Projected	13/14 Budget	Increase
	07/08	08/09	09/10	10/11	11/12			
Administrative budget (DPA)								
Realignment	7.2	5.2	12.6	13.1	17.0	12.1	13.9	**1.8**
2011 Realignment	-	-	-	-	36.3	38.5	39.9	**1.4**
Net County Cost	19.5	19.0	15.6	14.4	13.4	14.6	15.7	**1.1**
IHSS Providers (DPA)								
Realignment	28.5	28.5	25.1	32.0	37.4	37.8	37.8	**-**
Net County Cost	3.9	3.9	3.9	-	-	-	-	**-**
IHSS Public Authority (RHH 498)								
Realignment	0.5	0.6	0.7	0.8	0.9	0.9	0.9	**-**
Domestic Violence (DVC)								
2011 Realignment	-	-	-	-	0.5	0.5	0.5	**-**
Aid to Adoptive Children (ATC)								
Realignment	3.4	3.9	4.1	4.8	5.1	5.6	6.4	**0.8**
2011 Realignment	-	-	-	-	21.3	22.8	25.0	**2.2**
Net County Cost	1.9	2.0	1.9	1.6	2.0	2.0	2.0	**-**
Foster Care (BHI)								
Realignment	18.0	19.5	20.3	28.2	32.7	30.1	31.6	**1.5**
2011 Realignment	-	-	-	-	28.4	32.5	35.3	**2.8**
Net County Cost	14.3	13.4	12.7	12.7	13.0	15.0	17.3	**2.3**
CalWORKs Cash Aid - All Other Families (FGR)								
2011 Realignment	-	-	-	-	42.9	48.7	53.5	**4.8**
Net County Cost	4.5	5.1	4.7	5.6	6.3	6.1	6.2	**0.1**
Kinship Guardianship Assistance Program (KIN)								
2011 Realignment	-	-	-	-	-	3.0	3.4	**0.4**
Net County Cost	0.9	1.1	1.6	1.2	0.8	1.3	0.9	**(0.4)**
Seriously Emotionally Disturbed (SED)								
Realignment	1.5	2.2	2.0	3.8	-	-	-	**-**
Net County Cost	1.0	1.2	1.5	1.0	-	-	-	**-**
All other subsistence budgets								
Net County Cost	1.7	2.2	2.6	2.9	2.9	2.2	3.0	**0.8**
Total Realignment	**59.1**	**59.9**	**64.8**	**82.7**	**93.1**	**86.5**	**90.6**	**4.1**
Total 2011 Realignment	**-**	**-**	**-**	**-**	**129.4**	**146.0**	**157.6**	**11.6**
Grand Total Realignment	**59.1**	**59.9**	**64.8**	**82.7**	**222.5**	**232.5**	**248.2**	**15.7**
Total Net County Cost	**47.7**	**47.9**	**44.5**	**39.4**	**38.4**	**41.2**	**45.1**	**3.9**
Total Net County Share	**106.8**	**107.8**	**109.3**	**122.1**	**260.9**	**273.7**	**293.3**	**19.6**

In aggregate, the HS Administrative Claim budget unit includes a net increase to net county cost of $1.1 million. All net county cost figures are estimates and are dependent upon final allocations from the state after the state budget has been adopted. HS will closely manage changes arising from the state budget. Significant changes will be addressed through the county's quarterly budget update process, as needed.

HS programs that are not state or federal mandates do not generate state or federal revenue and are funded with County general funds through HS. While these programs provide services that benefit HS in general, their functions do not qualify for state or federal reimbursement. These programs and their general fund impact are detailed below:

	2012-13 Budget	2013-14 Budget	Inc/(Dec)
HS Support of Office of Homeless Assistance	200,011	350,000	149,989
HS Support of Children's Fund	412,000	206,000	(206,000)
One-Time Transfer to OOA- Senior Programs	-	386,467	386,467
PERC Training Expense	350,000	350,000	-
Total HS General Fund Support	962,011	1,292,467	330,456

FUNDING AND STAFFING BY PROGRAM
2013-14

Transitional Assistance Department	Requirements	Sources	Total Local Share	Staffing
CalWORKs - Eligibility	44,764,465	44,764,465	-	710
Food Stamps	101,436,072	91,446,133	9,989,939	770
CalWORKs - Welfare to Work	49,963,673	49,963,673	-	378
Medi-Cal	72,769,356	72,769,356	-	712
Foster Care Administration	4,802,046	4,081,739	720,307	48
Child Care Administration	3,931,374	3,931,374	-	39
CalWorks - Mental Health	8,614,120	8,614,120	-	86
Cal-Learn	3,571,063	3,571,063	-	36
General Relief Administration	638,662	-	638,662	6
Other Programs	1,724,082	1,687,020	37,062	17
Total	**292,214,913**	**280,828,943**	**11,385,970**	**2,803**

Department of Children's and Family Services	Requirements	Sources	Total Local Share	Staffing
Child Welfare Services	94,371,459	81,774,818	12,596,640	718
Promoting Safe and Stable Families	1,864,981	1,864,981	-	14
Foster Training and Recruitment	-	-	-	-
Licensing	723,864	723,864	-	5
Support and Therapeutic Options Program	-	-	-	-
Adoptions	4,938,631	4,938,631	-	37
ILP	-	-	-	-
Wraparound Reinvestment	10,196,000	10,196,000	-	77
Other Programs	742,550	742,550	-	6
Total	**112,837,485**	**100,240,844**	**12,596,640**	**858**

Aging and Adult Services	Requirements	Sources	Total Local Share	Staffing
In-Home Supportive Services	18,107,286	15,507,683	2,599,603	188
Adult Protective Services	4,997,428	4,773,531	223,897	39
IHSS Provider Payments	37,107,957	-	37,107,957	-
IHSS Provider Benefits	625,000	-	625,000	-
IHSS PA	350,000	-	350,000	-
Other Programs	910,000	580,000	330,000	-
Total	**62,097,671**	**20,861,214**	**41,236,457**	**227**

Support				Staffing
				520

Non Claimable Costs	Requirements	Sources	Total Local Share	Staffing
PERC Training Expense	350,000	-	350,000	
Other	6,368,615	4,519,558	1,849,057	
Total	**6,718,615**	**4,519,558**	**2,199,057**	
Total Local Share			**67,418,124**	
Social Services Realignment			**51,710,773**	
Grand Total Administrative Budget	**473,868,684**	**406,450,559**	**15,707,351**	**4,408**

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $313.2 million fund 4,408 budgeted positions of which 4,400 are regular positions and 8 are limited term positions.

TRANSITIONAL ASSISTANCE DEPARTMENT (TAD)

TAD program funding is expected to increase over the previous year. Caseloads continue to grow and the effect of the Affordable Care Act is likely to increase Medi-Cal funding and caseload. As a result, TAD has identified the need to make the following staffing changes:

Additions:

- 2 Childcare Provider
- 85 Eligibility Worker II
- 9 Eligibility Worker III
- 8 Eligibility Worker Supervisor I
- 9 Office Assistant II
- 2 TAD District Manager
- 5 Interpreter/Translator
- 31 Employment Services Specialist
- 6 Supervising Employee Services Specialist I
- 1 Employment Services Manager

CHILDREN AND FAMILY SERVICES (CFS)

CFS allocations are expected to increase over the previous year. Also, utilization of Wraparound Reinvestment Funds to leverage available federal funding allows CFS to absorb much of the effect of increased staffing and related costs. CFS is recommending the following staffing changes:

Deletions:

- 3 Social Services Practitioner- Recurrent
- 3 Alcohol and Drug Counselor
- 1 Child Welfare Services Manager- Recurrent
- 1 Program Specialist II

Additions:

- 8 Social Services Practitioner
- 7 Office Assistant III
- 5 Fiscal Specialist
- 1 Secretary I

CFS will continue to deliver mandated levels of services to clients in the most efficient manner possible. These services are provided in an effort to safeguard the well-being of children who reside within the County. Expenditures for services and hard goods are provided to clients in an effort to keep families intact. All such expenditures are directly charged to the Child Welfare Services allocation and will have no effect on other components of the HS Administrative Claim budget unit.

DEPARTMENT OF AGING AND ADULTS SERVICES (DAAS)

DAAS allocations are expected to remain relatively flat from the previous year. As a result, the Department is recommending position changes which do not impact filled positions but rather attend to necessary administrative adjustments. The net zero recommended changes are as follows:

Deletions

- 1 Office Assistant II
- 1 Office Assistant III
- 1 Staff Analyst II

Additions:

- 3 Social Service Practitioner

HS ADMINISTRATION AND SUPPORT SERVICES

HS Administration and Support Services Divisions have operated with few staffing changes for the last few years due to the overall stagnation of funding available to departments in the HS Administrative Claim. The current expected funding increases and corresponding staffing additions to HS departments, specifically within TAD programs, necessitates some staffing changes within the Administration and Support Divisions. These changes are being made to provide additional support for claiming, Information and Technology, program development and quality assurance functions. Recommended staffing changes are as follows:

- Administrative Support Division – To accommodate the need for more complex claiming functions and to provide necessary support for those functions there will be a reclassification of 1 Systems Accountant II to a Systems Accountant III. There will also be the addition of 1 Executive Secretary II which is needed due to increased need for HS Administrative assistance.
- Auditing Division – Reclassification of 2 Accountant III to 2 Systems Accountant II to address operational needs.
- Information and Technology Support Division – Reclassification of 1 Office Assistant II to an IT Technical Assistant. Reclassification of 1 Business Systems Analyst III to a Programmer Analyst III, addition of 1 Automated Systems Technician, addition of 1 Automated Systems Analyst I and addition of 1 Programmer Analyst III in order to align position classifications with assigned work duties.
- Performance and Education Resource Center- No personnel changes for this Fiscal Year
- Program Integrity Division (PID) – Addition of 6 HSS Quality Review Specialist, 8 Fiscal Assistants and 1 HSS Quality Review Supervisor I positions.
- Program Development Division – Addition of 3 Program Specialist I.
- Personnel Division – No personnel changes for this Fiscal Year

The following chart provides an overview of the funding sources and local share requirements for the programs that are budgeted in the HSS Administrative Claim budget:

REVENUE SOURCE AND NET COUNTY COST BREAKDOWN

	Requirements	Sources					Net County Cost		
		Federal	% Federal	State	% State	Total Federal/State	Local Share	Cost	
Transitional Assistance Department									
Food Stamps	101,436,072	**57,475,568**	57%	33,970,565	33%	91,446,133	9,989,939	10%	This is the fixed County MOE for the CalWORKs Single Allocation which is split between Eligibility and Food Stamps. $9,939,989
Single Allocation									
CalWORKs - Eligibility	44,764,465	**44,764,465**	100%	-	0%	44,764,465	-	-	
CalWORKs - Mental Health	8,614,120	-	-	8,614,120	100%	8,614,120	-	-	
CalWORKs - Cal-Learn	3,571,063	**3,285,378**	0.92	285,685	8%	3,571,063	-	-	
CalWORKs - Welfare to Work	49,963,673	**49,963,673**	100%	-	-	49,963,673	-	-	Remainder of Single Allocation for Stage 1 Childcare is $27,264,832 (provider payments) and is accounted for in ETP budget.
CalWORKs - Child Care Admin - Stage 1	3,931,374	**3,931,374**	100%	-	-	3,931,374	-	-	
Total Single Allocation	110,844,695	101,944,890		8,899,805		110,844,695	-		
Medi-Cal	72,769,356	**36,384,678**	50%	36,384,678	50%	72,769,356	-	-	
Foster Care Administration	4,802,046	**2,401,023**	50%	1,680,716	35%	4,081,739	720,307	15%	
General Relief Administration	638,662	-	-	-	-	-	638,662	100%	
Other	1,724,082	1,632,814	95%	54,206	3%	1,687,020	37,062	2%	Other Revenue Reducing Local Share
Total	292,214,913	199,838,973		80,989,970		280,828,943	11,385,970		
Department of Children and Family Services									
Child Welfare Services - Basic	94,371,459	47,185,729	50%	34,589,089	37%	81,774,818	12,596,640	13%	Augmentation Funds shall be used for Emergency Response, Family Maintenance, and Permanent Placement and shall not supplant existing CWS funds. These funds will be available by exhausting the total CWS Basic allocation
Child Welfare Services - Augmentation									
CWS Total	94,371,459	47,185,729		34,589,089		81,774,818	12,596,640		
Promoting Safe and Stable Families	1,864,981	1,864,981	100%	-	0%	1,864,981	-	-	
Foster Training and Recruitment	-	-		-		-	-		
Licensing	723,864	269,976	37%	453,888	63%	723,864	-	-	
Support and Therapeutic Options Program	-	-		-		-	-		
Adoptions	4,938,631	2,074,225	42%	2,864,406	58%	4,938,631	-	-	
ILP	-	-		-		-	-		
Wraparound Reinvestment	10,196,000	5,098,000	50%	5,098,000	50%	10,196,000	-	-	
Other Programs	742,550	-	0%	742,550	100%	742,550	-	-	Local Share
Total	112,837,485	56,492,911		43,747,933		100,240,844	12,596,640		
Aging and Adult Services									This is the fixed County MOE for Adult Protective Services
In-Home Supportive Services	18,107,286	9,269,119	51%	6,238,563	34%	15,507,683	2,599,603	14%	
Adult Protective Services	4,997,428	2,241,691	45%	2,531,840	51%	4,773,531	223,897	4%	IHSS Provider Payments - State pays providers and the county is only billed for its local share of costs.
IHSS Provider Payments Local Match	37,107,957	-	0%	-	0%	-	37,107,957	100%	
IHSS Provider Benefits Local Match	625,000	-	0%	-	0%	-	625,000	100%	
IHSS PA Local Cost Match	350,000	-	0%	-	0%	-	350,000	100%	
Other Programs	910,000	330,000	36%	250,000	27%	580,000	330,000	36%	IHSS medical benefits local Local Share
Total	62,097,671	11,840,810		9,020,403		20,861,214	41,236,457		
Non Claimable Costs									
PERC Training Expense	350,000	-	-	-	-	-	350,000	100%	Misc. Revenue reducing county share
Other	6,368,615	-	-	4,519,558	64%	4,519,558	1,849,057	36%	
Total	6,718,615	-		4,519,558		4,519,558	2,199,057		
Total Administrative Budget	473,868,684	268,172,695	55%	138,277,864	31%	406,450,559	67,418,124	15%	Fed/State Revenue only.
SOCIAL SERVICES REALIGNMENT							51,710,773		
NET COUNTY COST							15,707,351		Total Local Share

HUMAN SERVICES

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Transitional Assistance Department	2,803	0	2,803	2,325	312	166	2,803
Children and Family Services	853	5	858	771	64	23	858
Department of Aging and Adult Services	227	0	227	213	11	3	227
HS Administration and Support Services	517	3	520	495	14	11	520
Total	4,400	8	4,408	3,804	401	203	4,408

Transitional Assistance Department

Administration

	Classification
1	Director
1	Assistant Director
1	Executive Secretary II
1	C-IV Project Coordinator
1	TAD District Manager
1	Program Specialist I
2	Office Assistant III
1	Program Specialist II
1	Staff Analyst II
10	Total

Region 1

	Classification
1	Deputy Director
2	Secretary I
6	Childcare Provider
274	Eligibility Worker I/II
28	Eligibility Worker III
25	Eligibility Worker Trainee
29	Eligibility Worker Supervisor I
6	Interpreter/Translator
38	Office Assisstant II
2	Office Assistant III
5	Supervising Office Assistant
6	TAD District Manager
422	Total

Region 2

	Classification
1	Deputy Director
1	Secretary I
7	Childcare Provider
305	Eligibility Worker I/II
31	Eligibility Worker III
25	Eligibility Worker Trainee
32	Eligibility Worker Supervisor I
7	Interpreter/Translator
39	Office Assisstant II
3	Office Assistant III
4	Supervising Office Assistant
6	TAD District Manager
461	Total

Region 3

	Classification
1	Deputy Director
1	Secretary I
6	Childcare Provider
341	Eligibility Worker I/II
37	Eligibility Worker III
25	Eligibility Worker Trainee
39	Eligibility Worker Supervisor I
6	Interpreter/Translator
39	Office Assisstant II
3	Office Assistant III
5	Supervising Office Assistant
8	TAD District Manager
1	TAD Regional Manager
512	Total

Region 4

	Classification
1	Deputy Director
1	Secretary I
8	Childcare Provider
281	Eligibility Worker I/II
35	Eligibility Worker III
25	Eligibility Worker Trainee
30	Eligibility Worker Supervisor I
4	Interpreter/Translator
38	Office Assisstant II
2	Office Assistant III
5	Supervising Office Assistant
6	TAD District Manager
436	Total

Region 5

	Classification
1	Deputy Director
1	Secretary I
6	Childcare Provider
284	Eligibility Worker I/II
34	Eligibility Worker III
34	Eligibility Worker Supervisor I
7	Interpreter/Translator
40	Office Assisstant II
2	Office Assistant III
5	Supervising Office Assistant
6	TAD District Manager
420	Total

Region 6

	Classification
1	Deputy Director
1	Secretary I
1	Childcare Provider
1	Contract TAD Staff Assistant
7	Employment Services Manager
251	Employment Services Specialist
24	Employment Services Trn
5	Employment Services Technician
46	Office Assistant II
5	Supervising Office Assistant
35	Supervising Emp. Services Specialist
1	TAD Regional Manager
378	Total

Contact Center

	Classification
1	Deputy Director
1	Secretary I
127	Eligibility Worker I/II
13	Eligibility Worker III
14	Eligibility Worker Supervisor I
5	Staff Analyst I
3	TAD District Manager
164	Total

Department of Aging and Adult Services

Region 1

	Classification
1	Deputy Director
1	Secretary I
2	District Manager
4	Supvsg Social Services Practitioner
5	Supervising Social Worker
2	Supervising Office Assistant
18	Office Assistant II
13	Office Assistant III
1	Office Assistant IV
2	Public Health Nurse II
1	Regisrered Nurse II
16	Social Service Practitioner
61	Social Worker II
127	Total

Region 2

	Classification
1	Deputy Director
1	Secretary I
1	District Manager
4	Supervising Social Services Practitioner
2	Supervising Social Worker
2	Supervising Office Assistant
10	Office Assistant II
9	Office Assistant III
1	Supervising Public Health Nurse
1	Public Health Nurse II
14	Social Service Practitioner
35	Social Worker II
81	Total

Admin and Support Services

	Classification
1	Director
1	Executive Secretary II
1	Distric Manager
1	Supvsg Social Services Practitioner
7	Social Worker II
2	Office Assistant III
1	Office Specialist
1	Supervising Office Assistant
4	Staff Analyst II
19	Total

Children and Family Services

Administrative and Financial Services

	Classification
1	Director
1	Assistant Director
1	Program Specialist II
1	Executive Secretary III
1	Secretary I
1	Administrative Supervisor II
1	Administrative Supervisor I
1	CFS Project Coordinator
3	Staff Analyst
4	Office Assistant III
8	Fiscal Assistant
23	Total

North Desert Region

	Classification
1	Deputy Director
1	Secretary I
2	Child Welfare Services Manager
13	Supv. Social Services Practitioner
1	Supervising Office Specialist
3	Supervising Office Assistant
78	Social Services Practitioner
26	Social Worker II
9	Social Services Aide
26	Office Assistant III
2	Office Assistant II
162	Total

Western Region

	Classification
1	Deputy Director
1	Secretary I
2	Child Welfare Services Manager
15	Supv. Social Services Practitioner
1	Supervising Office Specialist
3	Supervising Office Assistant
91	Social Services Practitioner
17	Social Worker II
5	Social Services Aide
25	Office Assistant III
4	Office Assistant II
1	Eligibility Worker II
166	Total

Central Region

	Classification
1	Deputy Director
1	Secretary I
2	Child Welfare Services Manager
11	Supv. Social Services Practitioner
1	Supervising Office Specialist
2	Supervising Office Assistant
76	Social Services Practitioner
14	Social Worker II
4	Social Services Aide
21	Office Assistant III
3	Office Assistant II
136	Total

Eastern Region

	Classification
1	Deputy Director
1	Secretary I
2	Child Welfare Services Manager
14	Supv. Social Services Practitioner
1	Supervising Office Specialist
3	Supervising Office Assistant
80	Social Services Practitioner
15	Social Worker II
5	Social Services Aide
24	Office Assistant III
3	Office Assistant II
7	Peer and Family Assistant
156	Total

Placement Resources

	Classification
1	Deputy Director
1	Secretary I
3	Child Welfare Services Manager
10	Supv. Social Services Practitioner
1	Supervising Office Specialist
2	Supervising Office Assistant
1	Supervising Fiscal Specialist
28	Social Services Practitioner
16	Social Worker II
21	Office Assistant III
2	Office Assistant II
1	Staff Analyst II
11	Peer and Family Assistant
6	Fiscal Specialist
1	Program Specialist I
12	Educational Liaison
117	Total

System Resources

	Classification
1	Deputy Director
1	Secretary I
3	Child Welfare Services Manager
10	Supv. Social Services Practitioner
1	Supervising Office Specialist
3	Supervising Office Assistant
10	Social Services Practitioner
2	Social Worker II
5	Social Worker Trainee
1	Social Services Aide
26	Office Assistant III
2	Staff Analyst II
1	Program Specialist I
30	Intake Specialist
1	Eligibility Worker II
1	Childcare Provider
98	Total

Human Services Administrative Support

Human Services Administration

	Classification
1	Assistant Executive Officer
1	Executive Secretary III
1	Administrative Analyst III
1	Staff Analyst II
1	Contract C-IV Manager
1	Cont Business Applications Manager
1	Contract Technical Analyst
1	C-IV Financial Management
1	Contract C-IV Accountant I
1	Contract C-IV Tech/Site Prep Coord.
4	Contract Business Analyst
1	Contract Secretary II
15	Total

Administrative Support Division

	Classification
2	Deputy Executive Officer
1	Executive Secretary II
4	Office Assistant III
2	Administrative Analyst III
4	Administrative Supervisor II
1	Supervising Fiscal Specialist
1	Supervising Office Assistant
2	Stores Supervisor II
1	Systems Accountant III
21	Staff Analyt II
1	Staff Analyst I
1	Accountant I
2	Accounting Technician
2	Fiscal Specialist
3	Fiscal Assistant
2	Office Assistant II
4	Stores Specialist
10	Storekeeper
1	Secretary I
65	Total

Information, Technology and Support Division

	Classification
1	Dpartment IS Administrator
1	Secretary I
3	Department Systems Engineer
4	Business Applications Manager
2	Supv. Automated Systems Analyst II
6	Business Systems Analyst III
5	Business Systems Analyst II
2	Business Systems Analyst I
8	Programmer Analyst III
2	Programmer I
6	Programmer III
5	Automated Systems Analyst II
15	Automated Systems Analyst I
27	Automated Systems Technician
1	Applications Specialist
2	Stores Specialist
1	Fiscal Specialist
2	IT Technical Assistant
1	Staff Analyst I
1	Office Assistant III
95	Total

Legislation, Research, Quality Supportive Services Division

	Classification
1	Legislative Program Manager
1	Administrative Supervisor I
1	Program Specialist II
1	Program Specialist I
3	Statistical Analyst
1	Statistical Analyst Trainee
1	Eligibility Worker Supervisor I
7	Eligibility Worker III
1	Office Assistant III
17	Total

Perfomance and Education Resource Center

	Classification
1	Chief Learning Officer
1	Secretary I
1	Human Services Comm Officer
1	T&D Manager
3	T&D Supervisor
7	T&D Specialist
1	Supv. Office Assistnt
11	Staff Training Instructor
1	Staff Analyst I
1	Media Specialist I
1	Fiscal Assistant
2	Office Assistant III
5	Office Assistant II
36	Total

Program Integrity Division

	Classification
1	HSS Program Integrity Chief
1	Secretary I
4	Case Review Specialist
1	Supervising Case Review Specialist
20	Appeals Specialist
8	Fiscal Assistant
23	Fraud Investigator
76	HSS Quality eview Specialist
7	HSS Quality Review Supervisor I
2	HSS Quality Review Supervisor III
3	Office Assistant II
3	Office Assistant III
1	Supervising Office Assistant
1	Supervising Office Specialist
2	Supervising Appeals Specialist I
1	Supervising Appeals Specialist II
3	Supervising Fraud Investigator I
1	Supervising Fraud Investigator II
158	Total

Auditing

	Classification
1	HSS Auditing Manager
1	Secretary I
1	Supervising Accountant III
2	Supervising Accountant II
13	Fiscal Assistant
1	Staff Analyst I
1	Staff Analyst Trainee
2	Systems Accountant II
8	Accountant III
1	Accountant II
2	Accounting Technician
2	Office Assistant II
5	Fiscal Specialist
3	Supervising Fiscal Specialist
43	Total

Children's Network (CNET)

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

Program Development Division

	Classification
1	Deputy Director
1	Secretay I
3	Supervising Program Specialist
1	Supervising Social Service Practitioner
1	Supervising Office Assistant
11	Program Specialist II
26	Program Specialist I
1	Fiscal Assistant
9	Office Assistant III
1	Office Assistant II
2	Program Manager
2	Social Services Practioner
59	Total

Personnel Division

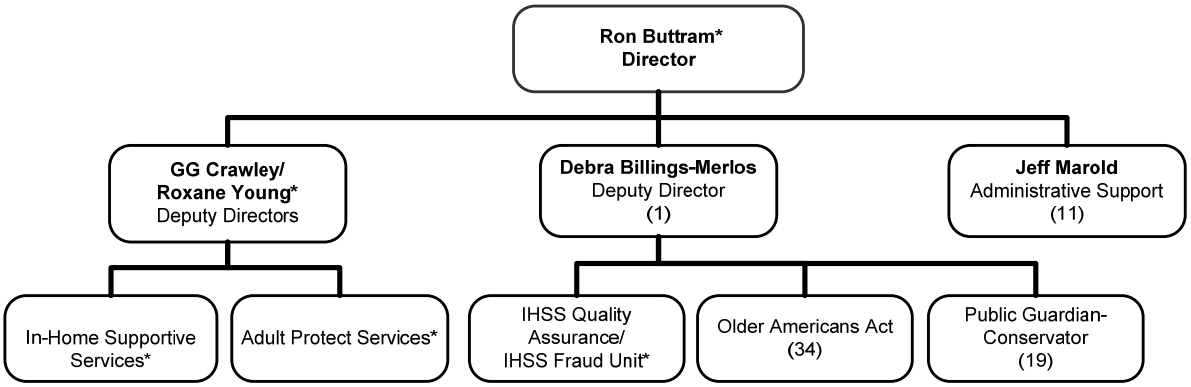
	Classification
1	HS Admin Manager
1	Secretary I
1	Supervising Fiscal Specialist
1	Volunteer Services Coordinator
1	Personnel Technician
12	Payroll Specialist
1	Fiscal Specialist
4	Office Assistant II
22	Total

AGING AND ADULT SERVICES
Ron Buttram

DEPARTMENT MISSION STATEMENT

The Department of Aging and Adult Services provides services to seniors, at-risk individuals, and adults with disabilities to improve or maintain choice, independence, and quality of life so they may age in place in the least restrictive environment.

ORGANIZATIONAL CHART



*Staffing is reimbursed by the Human Services Administrative Claim budget unit

2012-13 ACCOMPLISHMENTS

- Provided 369,644 congregate meals served in senior centers throughout the County and 390,462 home delivered meals to home-bound seniors.
- Contacted 15,196 individuals providing information on services available to seniors.
- Held the 25th Annual Adult Protective Services Multi-Disciplinary Team (MDT) Conference with over 245 attendees from various disciplines and focused on serving vulnerable populations of elders and dependent adults in San Bernardino County.
- Published the Elder Abuse Protocol, a multi-agency protocol that deals with adult protection.
- Developed a Department Speaker Bureau to provide information on all programs available to seniors and disabled adults. Department staff completed 229 presentations to various organizations on those programs.
- Received the California State Association of Counties 2012 Challenge Merit Award for the Cal Fresh Senior Outreach Partnership with Transitional Assistance Department.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s):
- ***Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.***
- ***Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.***

Department Strategy: • *Ensure the safety of at-risk adults and the elderly to improve or maintain quality of life.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Respond to emergency Adult Protective Services (APS) referrals within state mandated timeframes.	90%	100%	93.2%	100%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s):
- ***Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.***
- ***Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.***

Department Strategy: • *Assist seniors to maintain choices and improve quality of life by increasing knowledge and awareness of available programs and assistance.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage increase of individual customers contacted annually (service information, referral for services) by Senior Information and Assistance.	16.0%	8.0%	8.5%	5.0%

Due to a decrease in funding for 2013-14, the Department anticipates only a 5% target increase in the number of individual customers contacted for Senior Information and Assistance.

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Ensure Public Guardian provides timely and accurate financial support to conservatees.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Pay 85% of conservatees' bills within ten days of receipt.	81.0%	85.0%	86.4%	87%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Revenue	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Aging and Adult Services	8,914,746	8,914,746	0			46
Public Guardian-Conservator	903,483	286,850	616,633			19
Total General Fund	9,818,229	9,201,596	616,633			65

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Aging and Adult Services	10,357,658	10,746,636	9,239,446	10,269,763	8,914,746
Public Guardian-Conservator	657,807	540,738	644,683	946,769	903,483
Total	**11,015,465**	**11,287,374**	**9,884,129**	**11,216,532**	**9,818,229**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Aging and Adult Services	9,156,851	9,562,605	9,239,446	10,269,763	8,914,746
Public Guardian-Conservator	135,221	353,153	232,984	325,663	286,850
Total	**9,292,072**	**9,915,758**	**9,472,430**	**10,595,426**	**9,201,596**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Aging and Adult Services	1,200,807	1,184,031	0	0	0
Public Guardian-Conservator	522,586	187,585	411,699	621,106	616,633
Total	**1,723,393**	**1,371,616**	**411,699**	**621,106**	**616,633**

Aging and Adult Services

DESCRIPTION OF MAJOR SERVICES

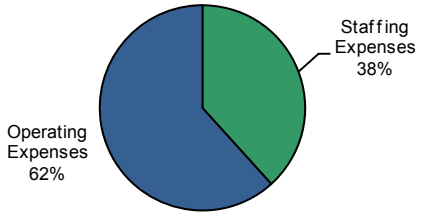
Budget at a Glance	
Total Requirements	$8,914,746
Total Sources	$8,914,746
Net County Cost	$0
Total Staff	46
Funded by Net County Cost	0%

The Department of Aging and Adult Services (DAAS), under the direction of the California Department of Aging (CDA), serves as the federally designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older Americans Act (OAA).

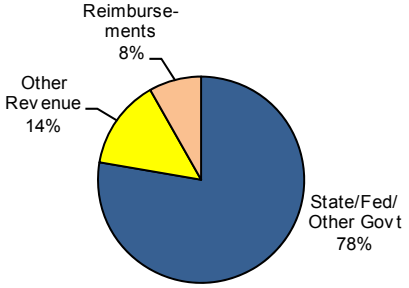
The Department works to ensure options are easily accessible to all older individuals and to have a visible resource where seniors can go or call for information. Programs offered by the Department include Senior Information and Assistance (SIA), Elderly Nutrition Program, Senior Community Service Employment Program (SCSEP), Senior Supportive Services, Health Insurance Counseling and Advocacy Program (HICAP), Family Caregiver Support Program (FCSP), Multipurpose Senior Services Program (MSSP), and Long-Term Care Ombudsman (OMB).

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

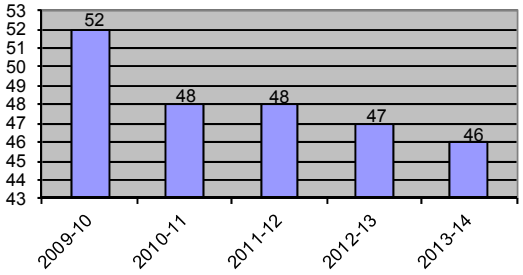


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	40	40	40	40
Limited Term	8	7	7	6
Total	48	47	47	46
Staffing Expenses	$3,428,338	$3,712,253	$3,712,253	$3,719,670

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Aging and Adult Services
FUND: General

BUDGET UNIT: AAF OOA
FUNCTION: Public Assistance
ACTIVITY: Administration

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	3,306,071	3,517,741	3,428,338	3,588,110	3,712,253	3,719,670	**7,417**
Operating Expenses	7,462,602	7,497,566	6,297,267	6,678,595	7,150,886	5,990,783	**(1,160,103)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	10,768,673	11,015,307	9,725,605	10,266,705	10,863,139	9,710,453	**(1,152,686)**
Reimbursements	(416,301)	(456,944)	(561,178)	(495,593)	(593,376)	(795,707)	**(202,331)**
Total Appropriation	10,352,372	10,558,363	9,164,427	9,771,112	10,269,763	8,914,746	**(1,355,017)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,352,372	10,558,363	9,164,427	9,771,112	10,269,763	8,914,746	**(1,355,017)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	9,085,037	9,511,716	7,972,198	8,501,822	8,993,231	7,544,959	**(1,448,272)**
Fee/Rate	64,717	50,889	0	0	0	0	**0**
Other Revenue	7,027	0	144,606	61,670	68,912	0	**(68,912)**
Total Revenue	9,156,781	9,562,605	8,116,804	8,563,492	9,062,143	7,544,959	**(1,517,184)**
Operating Transfers In	0	0	1,057,620	1,207,620	1,207,620	1,369,787	**162,167**
Total Sources	9,156,781	9,562,605	9,174,424	9,771,112	10,269,763	8,914,746	**(1,355,017)**
Net County Cost	1,195,591	995,758	(9,997)	0	0	0	**0**
				Budgeted Staffing	47	46	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $3.7 million fund 40 regular positions and 6 limited term positions. Operating expenses of $6.0 million primarily consists of obligations for contracted services for the Senior Nutrition, Supportive Services, Family Caregiver, and Multipurpose Senior Services Program programs.

Sources of $7.5 million include revenue for the Senior Nutrition Services, Supportive Services, Family Caregiver, and the Multipurpose Senior Services Program programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements will decrease by $1.4 million primarily due to reductions in contracted vendor payments and is slightly offset by increases in reimbursements that are received from other departments. The reduction in operations is attributed to reductions in sources. DAAS has reduced staff by one limited term position in 2013-14.

Sources will decrease by $1.4 million due to reductions in federal and state revenues resulting from sequestration budget cuts to services such as Nutrition, Supportive Services, Family Caregiver, and Senior Employment programs; elimination of one-time only Federal funds, and decreased funding for Medi-Cal Administrative Activities (MAA). The reduction of MAA funding will be offset through one-time bridge funding from Human Services. The Department will seek alternative sources to replace the bridge funds prior to approval of the 2014-15 budget process.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.7 million fund 46 budgeted positions of which 40 are regular positions and 6 are limited term positions. The recommended budget includes a decrease in positions from 47 to 46 positions due to the elimination of 1 vacant Senior Employment Program Aid position. Operations will not be affected by the reduction as work duties will be assumed by the remaining program staff.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	12	0	12	11	1	0	12
Multipurpose Senior Services Program	10	0	10	8	2	0	10
Ombudsman	1	4	5	5	0	0	5
Senior Community Service Employment Program	0	2	2	2	0	0	2
Senior Informaiton and Assistance	17	0	17	17	0	0	17
Total	40	6	46	43	3	0	46

Administration

	Classification
1	Deputy Director
1	Administrative Supervisor II
3	Accounting Technician
1	Office Assistant III
5	Staff Analyst II
1	Secretary
12	Total

Multipurpose Senior Services Program

	Classification
1	Supv Social Services Practitioner
4	Social Services Practitioner
2	Socal Worker II
2	Public Health Nurse
1	Fiscal Assistant
10	Total

Ombudsman

	Classification
1	DAAS Program Supervisor
1	OMB Office Manager
3	OMB Field Coordinators
5	Total

Senior Community Service Employment Program (SCSEP)

	Classification
2	SCSEP Program Aides
2	Total

Senior Information and Assistance

	Classification
2	DAAS Program Supervisor
8	Social Services Aide
7	Senior Information and Referral Rep
17	Total

Public Guardian - Conservator

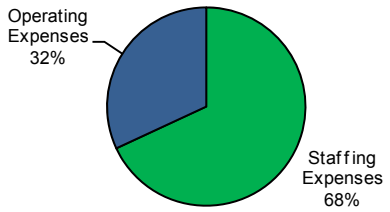
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$903,483
Total Sources	$286,850
Net County Cost	$616,633
Total Staff	19
Funded by Net County Cost	27%

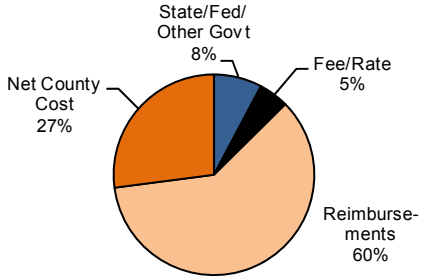
By court appointment, the Public Guardian-Conservator acts as conservator for any individuals found to be gravely disabled or to lack capacity to manage their finances and provide their own care. A conservator has the responsibility for the conservatee's care, custody and control. The conservator determines where the conservatee lives and ensures his/her daily needs are met. Conservatees must be placed in the least restrictive placement, which may include, but is not limited to the following: medical, psychiatric, nursing, or other licensed facility or state hospital, County hospital, or United States government hospital.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

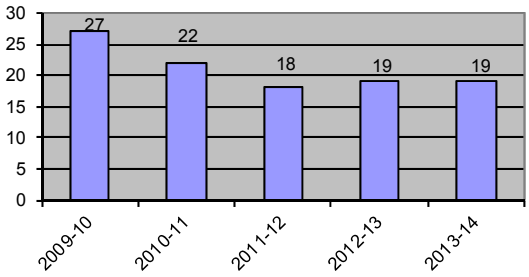


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	18	19	19	19
Limited Term	0	0	0	0
Total	18	19	19	19
Staffing Expenses	$1,291,130	$1,497,516	$1,497,516	$1,551,183

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Aging and Adult Services - Public Guardian-Conservator
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	1,627,198	1,382,729	1,291,130	1,446,467	1,497,516	1,551,183	**53,667**
Operating Expenses	442,900	532,682	751,034	731,026	822,960	727,108	**(95,852)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,070,098	1,915,411	2,042,164	2,177,493	2,320,476	2,278,291	**(42,185)**
Reimbursements	(1,412,292)	(1,374,673)	(1,397,484)	(1,361,139)	(1,373,707)	(1,374,808)	**(1,101)**
Total Appropriation	657,806	540,738	644,680	816,354	946,769	903,483	**(43,286)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	657,806	540,738	644,680	816,354	946,769	903,483	**(43,286)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	(17,500)	242,767	97,054	178,727	200,113	176,850	**(23,263)**
Fee/Rate	152,304	109,742	135,416	101,164	125,000	110,000	**(15,000)**
Other Revenue	416	643	514	0	550	0	**(550)**
Total Revenue	135,220	353,152	232,984	279,891	325,663	286,850	**(38,813)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	135,220	353,152	232,984	279,891	325,663	286,850	**(38,813)**
Net County Cost	522,586	187,586	411,696	536,463	621,106	616,633	**(4,473)**
				Budgeted Staffing	19	19	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Major expenditures and revenue represent the following:

- Staffing expenses of $1.6 million will fund 19 budgeted positions.
- Reimbursements of $1.4 million represent funding received primarily from the Department of Behavioral Health for conservatee case costs and from the Sheriff/Coroner/Public Administrator for reimbursement of warehouse operation costs.
- State/federal/other government aid revenue of $176,850 represents reimbursement for Medi-Cal Administrative Activities (MAA) and AB109 Criminal Justice Realignment and SB90 Mandate.
- Fee/rate revenue of $110,000 represents Court-ordered fees paid to the Department from the estates of conservatees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses will increase by $53,667 in part due to increased retirement costs and a fully budgeted Supervising Deputy Public Guardian position. Operating expenses will decrease by $95,852 primarily due to reductions to COWCAP and transfers out for shared administrative costs with DAAS and other HS divisions. There will be no operational impact as a result of these expenditure changes.

Budgeted sources in the 2013-14 recommended budget will decrease by $38,813 as a result of reduced revenues received for the AB109 Criminal Justice prisoner release program and fee revenue received from conservatees. Decreased sources are offset by decreased expenditures and the Department foresees no operational impact.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.6 million will fund 19 budgeted regular positions and includes a Supervising Deputy Public Guardian position that was partially funded in 2012-13. There will be no staffing level adjustments in 2013-14.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Public Guardian - Conservator	19	0	19	19	0	0	19
Total	19	0	19	19	0	0	19

Public Guardian - Conservator

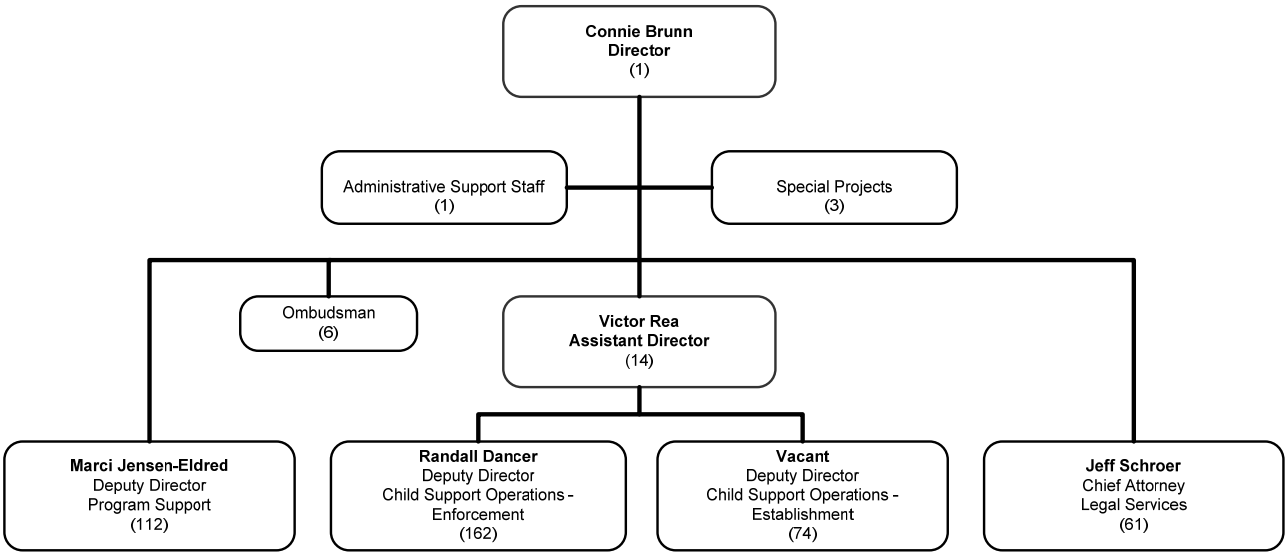
	Classification
1	Chief Public Guardian
6	Deputy Public Guardian
2	Estate Property Specialist
1	Fiscal Assistant
1	Fiscal Specialist
3	Office Assistant III
1	Social Service Aide
1	Social Service Practitioner
1	Staff Analyst II
1	Supervising Office Assistant
1	Supv. Deputy Public Guardian I
19	Total

CHILD SUPPORT SERVICES
Connie Brunn

DEPARTMENT MISSION STATEMENT

The County of San Bernardino Department of Child Support Services determines paternity, establishes and enforces child support orders, and secures payments to assist families in meeting the financial and medical needs of their children. The Department provides timely and effective service in a professional manner.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Collected $169.4 million in child support payments in Federal Fiscal Year 2012, a 4.34% increase over the prior fiscal year.
- Received ranking of second in the State in program cost effectiveness, distributing $4.38 for each dollar in funding provided to the Department.
- Received the California Department of Child Support Services Directors' Excellence Award for exceeding all performance goals in Federal Fiscal Year 2012 for the second consecutive year,
- Recognized by the California Department of Child Support Services for increasing distributed collections by 4.3% over the prior fiscal year.
- Installed kiosks in all three offices and at the court location to enable participants to access case information, links to related state and County websites, and provide the option of making a child support payment on line via credit card.
- Continued efforts to ensure availability of services to all County residents by assisting customers with their child support-related issues at Transitional Assistance Department (TAD) offices located throughout the County.
- Continued to collaborate with the San Bernardino County Workforce Development Department to provide employment-related services to unemployed non-custodial parents who are unable to meet their child support obligation.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Work in collaboration with parents to obtain accurate and appropriate child support orders for the families in San Bernardino County.*
- *Increase the collections of current child support which will result in more money being received by San Bernardino County families.*
- *Educate Parents about the child support program and the importance of paying consistently and the need for reliable child support on a monthly basis.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of current child support collected compared to the total current child support due.	60%	62%	62.83%	64%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Create a team dedicated to the collection of child support arrears/past due child support with a focus on increased collections.*
- *Work with the San Bernardino Courts on non-DCSS cases to prevent the accumulation of child support arrears by involving Child Support Services early in the process.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Increase the percentage of child support cases with a collection of arrears compared to the total child support cases with arrears owed.	62.6%	64.6%	65.25%	66%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.***

Department Strategy:
- *Implement efficiencies in our business processes in order to increase collections and improve cost effectiveness.*
- *Continue to implement efficient processes regarding the Automated Statewide Child Support System to identify changes that will improve collections and cost effectiveness.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Amount of child support collected for every dollar expensed.	$4.38	$4.21	$4.34	$4.34

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Child Support Services	40,134,968	40,134,968	0			434
Total General Fund	40,134,968	40,134,968	0			434

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Child Support Services	38,197,787	39,696,127	38,934,431	39,685,993	40,134,968
Total	**38,197,787**	**39,696,127**	**38,934,431**	**39,685,993**	**40,134,968**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Child Support Services	38,197,787	39,696,127	38,934,431	39,685,993	40,134,968
Total	**38,197,787**	**39,696,127**	**38,934,431**	**39,685,993**	**40,134,968**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Child Support Services	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

Child Support Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$40,134,968
Total Sources	$40,134,968
Net County Cost	$0
Total Staff	434
Funded by Net County Cost	0%

The Department of Child Support Services (DCSS) promotes family self-sufficiency by helping parents meet their mutual obligation to provide financial and medical support for their children. These services are offered throughout San Bernardino County with offices located in the high desert, the west end, and the greater San Bernardino area.

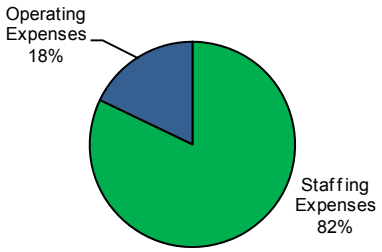
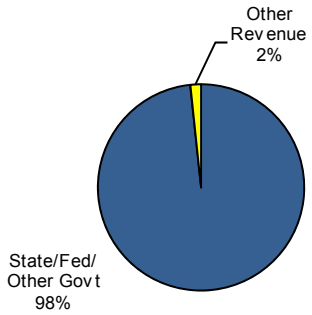
DCSS is dedicated to administering the program in a manner that puts the needs of the children first and foremost. The belief that working collaboratively with parents in understanding and meeting their obligations is a fundamental element in the success of the program.

The services provided by DCSS include the following:

- Locating parents to establish court orders for paternity, child and medical support.
- Enforcing court orders for child, family, spousal and medical support.
- Securing child support payments.
- Maintaining records of payments made and balances due.
- Modifying court orders when appropriate.

Additionally, DCSS offers services to assist customers with concerns that may arise in the progress of their case. The Ombudsman program administers the Complaint Resolution process, in which customers have the opportunity to raise concerns with the processing of their case, pursue resolution, and obtain information about the child support program and their rights and responsibilities.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

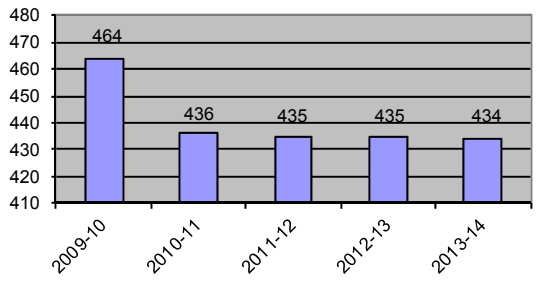
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	435	434	434	434
Limited Term	0	1	1	0
Total	435	435	435	434
Staffing Expenses	$30,878,412	$32,073,284	$32,073,284	$32,833,296

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Child Support Services
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	29,898,490	30,602,092	30,878,412	31,452,802	32,073,284	32,833,296	**760,012**
Operating Expenses	8,278,733	8,908,877	7,951,067	7,496,755	7,657,433	7,146,571	**(510,862)**
Capital Expenditures	133,022	310,853	232,668	55,354	85,620	187,762	**102,142**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	38,310,245	39,821,822	39,062,147	39,004,911	39,816,337	40,167,629	**351,292**
Reimbursements	(112,458)	(125,694)	(128,181)	(129,723)	(130,344)	(32,661)	**97,683**
Total Appropriation	38,197,787	39,696,128	38,933,966	38,875,188	39,685,993	40,134,968	**448,975**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	38,197,787	39,696,128	38,933,966	38,875,188	39,685,993	40,134,968	**448,975**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	38,136,673	39,268,735	38,864,818	38,813,188	38,891,056	39,462,528	**571,472**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	61,113	427,392	67,376	62,000	794,937	672,440	**(122,497)**
Total Revenue	38,197,786	39,696,127	38,932,194	38,875,188	39,685,993	40,134,968	**448,975**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	38,197,786	39,696,127	38,932,194	38,875,188	39,685,993	40,134,968	**448,975**
Net County Cost	1	1	1,772	0	0	0	**0**
				Budgeted Staffing	435	434	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Major requirements and sources include the following:

- Staffing expenses of $32.8 million fund 434 budgeted positions.
- Operating expenses of $7.1 million include professional services contracts, telephone services, mail services, COWCAP, leases, and other operating costs.

Sources of $40.1 million primarily represent the federal and state allocation to fund child support operations. DCSS has no net county cost.

BUDGET CHANGES AND OPERATIONAL IMPACT

For 2013-14, requirements are expected to increase by $0.5 million over the 2012-13 modified budget primarily due to the restoration of the one-time Federal and State funding reduction. During 2012-13, funding for Local Child Support Agencies was reduced as a result of the Governor's May Budget Revision. The restored funding will be used for increased salary and retirement benefits costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $32.8 million fund 434 budgeted regular positions. This is a reduction of 1 position compared to the 2012-13 modified budget and is the net effect of 3 deletions and 2 additions. For 2013-14, 2 vacant program positions as well as 1 extra-help position are being deleted, and 1 legal services position and 1 technical support position are being requested. These adjustments are necessary to provide mandatory legal and technical support for child support operations, as well as improve the overall efficiency of the Department's daily operations.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director and Ombudsman	11	0	11	10	1	0	11
Assistant Director and Technical Support	14	0	14	13	0	1	14
Program Support	112	0	112	106	6	0	112
Child Support Operations - Enforcement	162	0	162	155	7	0	162
Child Support Operations - Establishment	74	0	74	66	8	0	74
Legal Services	61	0	61	55	5	1	61
Total	434	0	434	405	27	2	434

Director and Ombudsman

	Classification
1	Director of Child Support
4	Child Support Officer II
1	Child Support Operations Manager
1	Executive Secretary II
1	Media Specialist
1	Program Specialist I
1	Program Specialist II
1	Supervising Child Support Officer
11	Total

Assistant Director and Technical Support

	Classification
1	Assistant Director of Child Support
1	Automated Systems Analyst I
3	Automated Systems Technician
1	Business Applications Manager
1	Business Systems Analyst II
1	Business Systems Analyst III
1	Department Systems Engineer
1	IT Technical Assistant
1	Secretary I
1	Secretary II
1	Statistical Analyst
1	Supervising Auto Systems Analyst II
14	Total

Program Support

	Classification
1	Deputy Director
1	Accountant II
1	Accountant III
3	Accounting Technician
1	Administrative Supervisor II
1	Child Support Accounting Supervisor
5	Child Support Assistant
44	Child Support Officer I / Trainee
9	Child Support Officer II
2	Child Support Operations Manager
4	Fiscal Assistant
18	Office Assistant II
2	Payroll Specialist
4	Program Specialist I
3	Staff Analyst II
3	Staff Training Instructor
2	Storekeeper
5	Supervising Child Support Officer
2	Supervising Office Assistant
1	Training & Development Supervisor
112	Total

Child Support Operations - Enforcement

	Classification
1	Deputy Director
14	Child Support Assistant
3	Child Support Asst Ops Manager
99	Child Support Officer I
16	Child Support Officer II
4	Child Support Operations Manager
8	Office Assistant II
2	Office Assistant III
15	Supervising Child Support Officer
162	Total

Child Support Operations - Establishment

	Classification
1	Deputy Director
19	Child Support Assistant
38	Child Support Officer I
7	Child Support Officer II
2	Child Support Operations Manager
1	Office Assistant II
1	Secretary I
5	Supervising Child Support Officer
74	Total

Legal Services

	Classification
1	Child Support Chief Attorney
7	Child Support Assistant
15	Child Support Attorney III
24	Child Support Officer I
3	Child Support Officer II
1	Child Support Operations Manager
2	Office Assistant III
1	Secretary I
2	Supervising Child Support Attorney
5	Supervising Child Support Officer
61	Total

Wraparound Reinvestment Fund

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$16,947,295
Total Sources	$7,935,000
Fund Balance	$9,012,295
Use of Fund Balance	$3,680,527
Total Staff	6

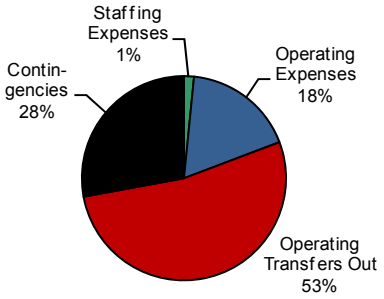
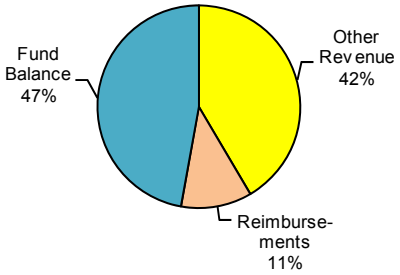
The Wraparound Services Program was created through Senate Bill (SB) 163, Chapter 795, Statutes of 1997, and is an intensive, community-based and family-centered process designed to allow children with serious behavior and/or emotional difficulties to remain in their community at the lowest level of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

2013-14 RECOMMENDED BUDGET

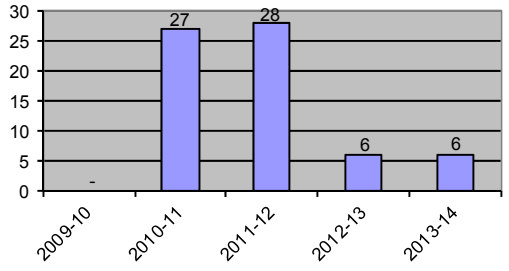
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	3	1	1	1
Limited Term	25	5	5	5
Total	28	6	6	6
Staffing Expenses	$1,203,198	$263,436	$263,436	$302,370

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	650,051	1,203,198	236,870	263,436	302,370	**38,934**
Operating Expenses	877,306	2,250,552	3,257,484	2,530,499	3,995,560	3,374,405	**(621,155)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	13,429,998	5,331,768	**(8,098,230)**
Total Exp Authority	877,306	2,900,603	4,460,682	2,767,369	17,688,994	9,008,543	**(8,680,451)**
Reimbursements	0	(1,331,186)	(1,378,400)	(2,004,961)	(2,000,000)	(2,160,000)	**(160,000)**
Total Appropriation	877,306	1,569,417	3,082,282	762,408	15,688,994	6,848,543	**(8,840,451)**
Operating Transfers Out	0	0	0	10,098,752	5,098,752	10,098,752	**5,000,000**
Total Requirements	877,306	1,569,417	3,082,282	10,861,160	20,787,746	16,947,295	**(3,840,451)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	3,230,053	6,550,990	6,309,157	7,830,620	8,744,911	7,935,000	**(809,911)**
Total Revenue	3,230,053	6,550,990	6,309,157	7,830,620	8,744,911	7,935,000	**(809,911)**
Operating Transfers In	920,321	0	0	0	0	0	**0**
Total Sources	4,150,374	6,550,990	6,309,157	7,830,620	8,744,911	7,935,000	**(809,911)**
				Fund Balance	12,042,835	9,012,295	**(3,030,540)**
				Budgeted Staffing	6	6	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Requirements for 2013-14 are $16.9 million which is made up of the following:

- $0.3 million which funds 6 positions.
- $3.4 million in operating expenses which is made up of the services and supplies, travel and public assistance purchases for children in need.
- $5.3 million in contingencies to be set aside for future use.
- $10.1 million in operating transfers out to the Human Services Administrative Claim budget unit to provide matching funds which will allow access to additional federal funding in support of the Child Welfare Services Program which is administered by Children and Family Services.

Reimbursements and sources of $10.1 million is anticipated from unexpended funds that will be recovered from contractors as their contracts end.

BUDGET CHANGES AND OPERATIONAL IMPACT

Changes anticipated in 2013-14 are a decrease of $3.8 million of requirements which includes the following:

- Staffing expenses increasing by $38,934 to fund 6 positions.
- Operating expenses decreasing by $621,155 due to a $615,000 reduction in transfers.
- Reimbursement increasing by $160,000 which is retained Wraparound Services Program payments.
- Contingencies decreasing by $8.1 million based on remaining fund balance that may be used to cover Wraparound program payments.
- Operating transfers out increasing by $5.0 million to fund mandated requirements within the foster care program reducing the need to use Social Services Realignment.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $302,370 fund 6 budgeted positions of which 1 is a regular position and 5 are limited term positions.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Family to Family	1	5	6	6	0	0	6
Total	1	5	6	6	0	0	6

Family to Family Program

	Classification
5	Contract CFS Parent Partner I
1	Peer and Family Assistant I
6	Total

Human Services Subsistence Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$511,782,257
Total Sources	$482,384,868
Net County Cost	$29,397,389
Total Staff	0
Funded by Net County Cost	6%

Aid to Indigents (General Relief) provides mandated County subsistence in the form of cash aid for food, shelter and transportation to indigents who do not meet categorical eligibility requirements for state and federally funded programs. These general relief payments facilitate transition to an employable status and/or provide interim assistance pending receipt of Social Security Income (SSI) benefits. Revenue under this program represents retroactive SSI payments which the County receives as reimbursements for general relief assistance provided to SSI eligible indigents prior to their enrollment in the SSI program and reimbursements made by non-SSI eligible indigents when assistance under this program is no longer needed.

Domestic Violence/Child Abuse Services provides for a number of contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse. The domestic violence program under SB 1246 is funded by a surcharge on marriage licenses and court fines imposed in domestic violence cases. The child abuse prevention program is funded by a state grant and revenues generated from a surcharge placed on certified copies of birth certificates. Revenues from the surcharges are deposited into special revenue funds and used to fund the payments to contractors. These three revenue sources provide 100% of the funding for this program.

Entitlement Payments (Childcare) provides for the Stage 1 Childcare Program administered by the Transitional Assistance Department (TAD). This program is one of the major programs of federal welfare reform and the resulting state CalWORKs program and is intended to fund childcare for CalWORKs recipients who are seeking employment or have obtained employment. Childcare provider payments are 100% federally and state funded through reimbursements by the state.

Out-of-Home Child Care provides assistance grants for room, board and care for children pending determination of eligibility for state or federal aid, those who are ineligible due to other resources or those who are undocumented residents. Some of these children have serious emotional and medical problems which increase the difficulty of locating appropriate facilities for care. Costs for this program can fluctuate based on the unique nature and requirements of each individual case.

Aid to Adoptive Children program provides financial assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. The children are either personally disadvantaged, physically handicapped or adolescents. This program enables hard to place children to be adopted and taken out of the higher cost Foster Care program. This budget unit is funded approximately 42% federal, 44% state (2011 Realignment), with the remaining costs offset by revenue from Social Services Realignment and discretionary general funding (net county cost).

AFDC-Foster Care provides aid payments for children living in foster homes and group-care facilities. The Foster Care caseload consists of cases from both Children and Family Services (CFS) (approximately 90%) and Probation (approximately 10%). The cost of Probation related foster care cases is approximately 2 times greater than CFS cases due to the higher levels of care required for these juveniles. There are two funding eligibility criteria in the Foster Care Program, federal (federal, state and county participation) and non-federal (state and county only). Foster Care placements are generally eligible for federal financial participation if the parents meet the previous Aid to Families with Dependent Children (AFDC) Program criteria.

- For federally eligible (federal) cases, the cost-sharing ratios are now approximately 45% federal, 21.5% state (2011 Realignment), and 33.5% County.
- For non-federally eligible (non-federal) cases, the cost-sharing ratio is 40% state (2011 Realignment) and 60% County.
- All County share-of-cost is mandated and is reimbursed from Social Services 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 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.

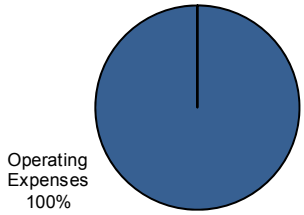
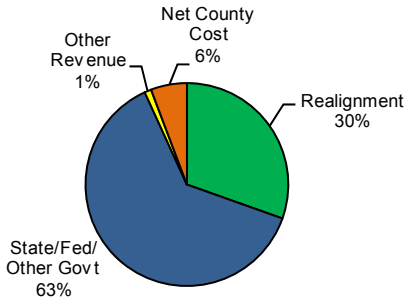
CalWORKs – All Other Families provides CalWORKs assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent or zero-parent families. The federal and state governments reimburse 97.5% of the costs for this program. Currently, approximately 37.5% of state funding is 2011 Realignment. The mandated County share of 2.5% 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 87.7% state (2011 Realignment) funded; the remaining 12.3% is funded by discretionary general funding (net county cost).

CalWORKs – 2 Parent Families provides payments to resident families who are eligible for aid in accordance with state law. This budget includes all cases identified as having two parents in the home or in which the parents are excluded from, or ineligible for, CalWORKs. The federal and state governments reimburse 97.5% of the costs for this program. The mandated County share of 2.5% is funded by discretionary general funding (net county cost).

There is no staffing associated with these budget units. Services for the above programs are provided by staff budgeted in the Human Services (HS) Administrative Claim budget unit.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	458,805,325	500,221,044	462,275,843	480,453,819	495,769,398	512,561,659	**16,792,261**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	458,805,325	500,221,044	462,275,843	480,453,819	495,769,398	512,561,659	**16,792,261**
Reimbursements	0	(825,444)	(712,333)	(779,402)	(779,402)	(779,402)	**0**
Total Appropriation	458,805,325	499,395,600	461,563,510	479,674,417	494,989,996	511,782,257	**16,792,261**
Operating Transfers Out	920,321	0	0	0	0	0	**0**
Total Requirements	459,725,646	499,395,600	461,563,510	479,674,417	494,989,996	511,782,257	**16,792,261**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	26,423,998	36,843,043	130,852,212	143,332,116	148,234,956	155,750,138	**7,515,182**
State, Fed or Gov't Aid	405,740,566	435,168,514	305,028,947	304,220,324	319,662,276	321,129,730	**1,467,454**
Fee/Rate	1,613,622	1,869,596	0	0	0	0	**0**
Other Revenue	210,337	550,477	684,962	524,588	495,375	505,000	**9,625**
Total Revenue	433,988,523	474,431,630	436,566,121	448,077,028	468,392,607	477,384,868	**8,992,261**
Operating Transfers In	739,824	(33,419)	0	5,000,000	0	5,000,000	**5,000,000**
Total Sources	434,728,347	474,398,211	436,566,121	453,077,028	468,392,607	482,384,868	**13,992,261**
Net County Cost	24,997,299	24,997,389	24,997,389	26,597,389	26,597,389	29,397,389	**2,800,000**
				Budgeted Staffing	0	0	**0**

Consolidated Human Services Subsistence Funds are increasing requirements by $16.8 million due to a combination of caseload and grant payment increases in HS Subsistence budget units. Sources are increasing by $14.0 million which includes an increase of $7.5 million in Realignment (both Social Services Realignment and 2011 Realignment funds). This represents required matching funds in various HS Subsistence budget units due to caseload and cost growth and is outlined in the HS Administrative Claim budget unit. Additional $2.8 million in discretionary general funding (net county cost) is required because the County share for programs with decreasing requirements is minimal (0 - 2.5%) and the County share for programs with increasing requirements is significant (15% - 60%).

Realignment Breakdown and History 2011-14

	2011-12 Actual		2012-13 Estimate		2012-13 Modified Budget		2013-14 Recommended		Change from Modified	
	R 1	R 2	R 1	R 2	R 1	R 2	R 1	R 2	R 1	R 2
Domestic Violence	-	0.5	-	0.5	-	0.5	-	0.5	-	-
Aid to Adoptive Children	5.1	21.3	5.6	22.8	5.8	23.3	6.4	25.0	0.6	1.7
AFDC - Foster Care	32.7	28.4	30.1	32.5	36.7	33.2	31.6	35.3	(5.1)	2.1
Kinship Guardianship	-	-	-	3.0	-	-	-	3.4	-	3.4
CalWORKs Cash Aid	-	42.9	-	48.7	-	48.7	-	53.5	-	4.8
Total	37.8	93.1	35.7	107.5	42.5	105.7	38.0	117.7	(4.5)	12.0
Grand Total		130.9		143.2		148.2		155.7		7.5

R1 = Social Services Realignment
R2 = 2011 Realignment

DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Net County Cost	Staffing
Subsistence Funds				
Aid to Indigents (Fund AAA ATI)	1,711,197	505,000	1,206,197	0
Domestic Violence/Child Abuse Services (Fund AAA DVC)	531,812	531,812	0	0
Entitlement Payments (Child Care) (Fund AAA ETP)	31,244,447	31,244,447	0	0
Out-of-Home Child Care (Fund AAA OCC)	810,566	0	810,566	0
Aid to Adoptive Children (AAB ATC)	56,334,041	54,384,521	1,949,520	0
AFDC - Foster Care (Fund AAB BHI)	123,710,568	106,395,312	17,315,256	0
Refugee Cash Assistance (AAB CAP)	75,918	75,918	0	0
Cash Assistance for Immigrants (AAB CAS)	1,924,374	1,924,374	0	0
CalWORKs - All Other Families (AAB FGR)	248,426,880	242,216,208	6,210,672	0
Kinship Guardianship Assistance Program (AAB KIN)	7,485,732	6,568,722	917,010	0
CalWORKs - 2 Parent Families (Fund AAB UPP)	39,526,722	38,538,554	988,168	0
Total Subsistence Funds	511,782,257	482,384,868	29,397,389	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Aid to Indigents (General Relief) includes operating expenses of $1.7 million which provides cash aid for food, shelter and transportation, as well as SSI advocacy legal fees, to indigents who do not meet categorical eligibility requirements for state and federally funded programs. Due to anticipated minor caseload decreases, requirements level will decrease by $70,919. As a result of a small growth in sources from increased SSI referrals, net county cost is expected to decrease $230,544 to $1.2 million. These savings allow the overall HS Subsistence budget units to remain within overall net county cost targets.

Domestic Violence/Child Abuse Services includes operating expenses of $1.3 million which funds contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse. Reimbursements of $779,402 are from a surcharge placed on certified copies of birth certificates, marriage licenses and court fines imposed in domestic violence cases. Sources of $531,812 is from a state grant to fund the child abuse prevention program. There is no change to this budget unit from the prior year.

Entitlement Payments (Child Care) includes operating expenses of $31.2 million which provides payments to childcare providers for Stage 1 childcare. The requirements and sources for 2013-14 will be increased by $2.8 million. The Welfare to Work participation exemption for parents caring for young children expired June 30, 2012. Re-engagement of these clients began in March of 2013 and will continue throughout 2013-14. Therefore, these CalWORKs clients will be required to participate in work activities and the need for childcare services will increase.

Out-of-Home Child Care includes operating expenses of $810,566 which provides assistance grants for room, board and care for children. Requirements are expected to remain level with the 2012-13 modified budget as the current average monthly caseload (34) and the current average monthly grant ($2,001) are expected to remain constant through 2013-14.

Aid to Adoptive Children includes operating expenses of $56.3 million which provides assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. Requirements are projected to increase $3.4 million (6.5%) over the 2012-13 modified budget due to continued caseload growth and associated costs resulting from the success of legislation (AB390) which encourages and promotes the adoption of eligible children. Continued increase in the average monthly grant payment is partially due to historical increases based on the child's needs and legislation (AB106) which granted a California Necessities Index (CNI) increase

retroactive to July 2011. Federal and state revenue (2011 Realignment) is projected to increase $2.8 million. A net county cost increase is averted with the use of an additional $591,066 of Social Services Realignment.

AFDC-Foster Care includes operating expenses of $123.7 million, a $12.0 million increase, consisting of $120.3 million in aid payments and other expenses for children living in foster homes and group-care facilities, $1.2 million in payments to Transitional Housing Program-Plus (THPP) contractors and $2.2 million in transfers to the Wraparound Reinvestment Fund. The 100% state funded (2011 Realignment) THPP program provides support services to youth exiting foster care. The transfer to the Wraparound Reinvestment Fund represents the 5% - 10% of monthly Wraparound Foster Care payments to contractors that are contractually retained by the County to be re-invested in Child Welfare Services programs. The number of children receiving Wraparound services continues to increase resulting in an increase of $160,000. Caseload is projected to increase by 4% overall, (federal cases by 5% with non-federal by 1%). Costs are projected to increase 8.5% due to the following:

- The United States District Court ordered a new method of determining payment rates for foster homes. While costs for foster care cases have increased slightly overall in recent years, the court-ordered foster home rate increases are projected to increase federal case costs by 2% and non-federal case costs by 10%.
- AB 12 allows wards and child welfare dependents turning age 18 in 2012 to remain in extended foster care (EFC). In 2014, these youth will be eligible to stay in care through age 21. The financial impact of this change has not yet been determined.

Federal revenue will increase by $6.7 million and state revenue (2011 Realignment) will increase by $2.0 million. $5 million in additional revenue will be transferred from the Wraparound Reinvestment Fund. An additional $3.4 million of net county cost is required for this program to meet mandated matches, and exceeds targets by $566,239. Savings in other HS subsistence budget units allow HS to remain within overall net county cost targets.

Refugee Cash Assistance is 100% federally funded and includes operating expenses of $75,918 which provides payments to refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. Requirements and sources are projected to decrease slightly due to small changes to caseload and grant payment costs.

Cash Assistance for Immigrants is 100% state funded and includes operating expenses of $1.9 million which provides payments to legal immigrants who meet the SSI/SSP immigration status requirements. Requirements and sources are projected to increase $235,311 due to a 10% increase in caseload.

CalWORKs – All Other Families includes operating expenses of $248.4 million which provides assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent or zero-parent families. This is a $1.4 million reduction from the prior year and is a result of slightly lower caseload. Federal and state revenue of $188.7 million and 2011 Realignment revenue of $53.5 million comprise 97.5% of the funding for this program, a $1.3 million reduction from the 2012-13 modified budget. The resulting decrease of $34,476 in net county cost allows HS to remain within overall net county cost targets.

Kinship Guardianship Assistance Program (Kin-GAP) includes operating expenses of $7.5 million which provides subsidies to relative caregivers of children who leave the juvenile court dependency system to live with a relative legal guardian. Requirements are projected to increase $1.1 million due an 18% increase in placement costs. Sources are projected to increase $1.6 million due to the availability of additional 2011 Realignment funds. This additional revenue results in $416,979 savings of net county cost and allows HS to remain within overall net county cost targets.

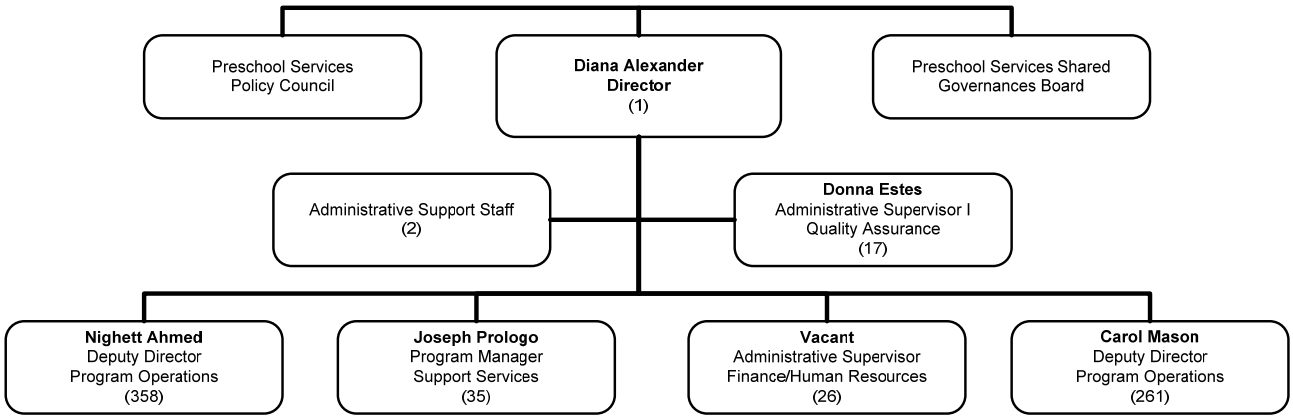
CalWORKs – 2 Parent Families includes operating expenses of $39.5 million which provides assistance payments to all cases identified as having two parents in the home or in which the parents are excluded from or ineligible for CalWORKs. A state mandated reduction in aid payments contributes to a $1.4 million decrease in requirements. Caseload is expected to remain stable in 2013-14. Federal and state revenue of $38.5 million comprises 97.5% of the funding for this program, a $1.3 million decrease from 2012-13 modified budget. The resulting decrease of $34,240 in net county cost allows HS to remain within overall net county cost targets.

PRESCHOOL SERVICES
Diana Alexander

MISSION STATEMENT

Preschool Services improves the well-being of children, empowers families and strengthens communities.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Moved approximately 24% of the children participating in the Pilot Preschool Services Department (PSD) food program classified as “obese” into the less severe “overweight” category and children classified as “overweight” to a “healthy weight” category.
- Provided Prevention and Early Intervention (PEI) Behavioral Health Services to over 400 children enrolled in PSD programs. Children exhibiting challenging behavior patterns and/or experiencing bereavement and loss are eligible to participate. Measurable improvement was documented after implementation.
- Provided prevention and early intervention services to 120 at-risk pregnant women through the Low-Income First-Time Mothers (LIFT) program. Outcomes include an increase of 51% of mothers using family planning methods, 36% increase in number of mothers accessing health care on a regular basis, 8% increase in number of mothers completing a GED or high school diploma, and a 5% increase in mothers with a regular job.
- Implemented a new “Preschool for All” pilot program which will enable PSD to provide school readiness services to families on our waiting list who might otherwise not be served.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.***

Department Strategy:
- *To promote School Readiness*
- *Increase Mathematical skills in all children to prepare for School Readiness.*
- *Increase Language and Literacy skills in all children to prepare for School Readiness.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of children who will show growth in Mathematical development skills utilizing the Desired Results Developmental Profile (DRDP-PS).	45%	50%	50%	60%
Percentage of children who will show growth in Language and Literacy utilizing the Desired Results Developmental Profile (DRDP-PS).	60%	70%	70%	75%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.***

Department Strategy:
- *Decrease the number of children who are initially identified as obese or overweight from the higher level of Body Mass Index (BMI) classification to the next lower level by children's heights and weights.*
- *Ensure that children receive both nutrition curriculum and physical activity daily within the classroom schedule.*
- *Promote nutrition education program for parents at each school site.*
- *Extend pilot program to all Preschool Services Department school sites that identified obese children in an effort to promote healthy lifestyle.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of enrolled children identified as obese or overweight whose BMI is reduced.	N/A	N/A	N/A	10%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Fund						
Preschool Services	49,514,614	49,466,702		47,912		700
Total Special Revenue Fund	49,514,614	49,466,702		47,912		700

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Preschool Services	48,581,331	51,227,178	47,756,351	49,452,457	49,514,614
Total	**48,581,331**	**51,227,178**	**47,756,351**	**49,452,457**	**49,514,614**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Preschool Services	48,030,688	51,109,877	47,739,997	49,383,695	49,466,702
Total	**48,030,688**	**51,109,877**	**47,739,997**	**49,383,695**	**49,466,702**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Preschool Services	550,643	117,301	16,354	68,762	47,912
Total	**550,643**	**117,301**	**16,354**	**68,762**	**47,912**

Preschool Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$49,514,614
Total Sources	$49,466,702
Fund Balance	$47,912
Use of Fund Balance	$0
Total Staff	700

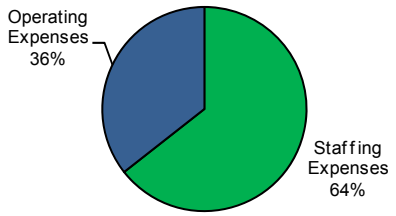
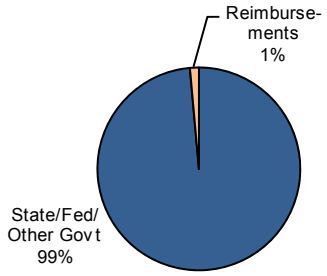
The Preschool Services Department (PSD) administers the Federal Head Start and Early Head Start programs, California Department of Education State Preschool program, First 5, as well as the Child and Adult Care Food program in 41 locations throughout the County of San Bernardino. The programs are fully funded from federal and state sources with no net county cost.

PSD serves about 6,000 low income and disadvantaged families and children from birth to 5 years of age and pregnant women. PSD's priority population includes children in foster care, those who are homeless and children with special needs and/or disabilities. In addition, the programs offer comprehensive child development and family support services to all enrolled children and families which include: physical health, nutrition and mental health to strengthen the child's capacity to participate successfully in school.

In order to continue to support the accomplishment of program objectives, PSD is sub-divided into the following groups:

- Administration – This unit consists of the Director, secretarial support and Special Projects.
- Finance/Human Resources – Provides oversight for fiscal, budget, reporting/auditing preparation, contracts, grant writing and human resources.
- Operations – Responsible for the overall operations of the Head Start sites to ensure that each child is provided with comprehensive child development services.
- Support Services – Provides oversight for the Health, Eligibility, Recruitment, Selection, Enrollment and Attendance, Nutrition, Mental Health, Home-Base, and Disability Services. In addition, Program Support Services is also responsible for overseeing the Department's facilities and providing family and community related support services.
- Quality Assurance – Provides ongoing Monitoring, Licensing/Transportation, Maintenance and Facilities issues for all sites and delegate agencies. In addition, this unit provides oversight for Organizational Development, Training and Technical Assistance and Parent Involvement.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

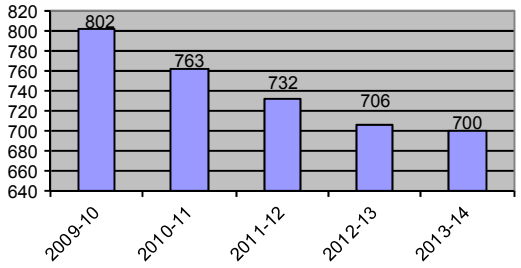
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	66	65	66	69
Limited Term	666	652	640	631
Total	732	717	706	700
Staffing Expenses	$28,965,970	$32,095,208	$30,609,697	$32,197,503

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Preschool Services
FUND: Preschool Services

BUDGET UNIT: RSC HPS
FUNCTION: Public Assistance
ACTIVITY: Other

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	28,719,476	31,940,554	28,965,970	29,037,964	30,609,697	32,197,503	**1,587,806**
Operating Expenses	18,337,484	19,616,424	18,824,347	18,209,962	19,090,590	17,785,151	**(1,305,439)**
Capital Expenditures	772,888	360,038	286,185	944,816	391,600	192,240	**(199,360)**
Contingencies	0	0	0	0	68,762	47,912	**(20,850)**
Total Exp Authority	47,829,848	51,917,016	48,076,502	48,192,742	50,160,649	50,222,806	**62,157**
Reimbursements	(401,357)	(762,131)	(583,846)	(623,390)	(708,192)	(708,192)	**0**
Total Appropriation	47,428,491	51,154,885	47,492,656	47,569,352	49,452,457	49,514,614	**62,157**
Operating Transfers Out	939,576	14,287	1,070	0	0	0	**0**
Total Requirements	48,368,067	51,169,172	47,493,726	47,569,352	49,452,457	49,514,614	**62,157**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	47,761,276	50,507,076	47,000,879	47,283,702	49,328,695	49,348,678	**19,983**
Fee/Rate	(24,760)	155	135	78,164	0	80,000	**80,000**
Other Revenue	170,849	423,755	598,452	186,636	55,000	38,024	**(16,976)**
Total Revenue	47,907,365	50,930,986	47,599,466	47,548,502	49,383,695	49,466,702	**83,007**
Operating Transfers In	0	0	122,015	0	0	0	**0**
Total Sources	47,907,365	50,930,986	47,721,481	47,548,502	49,383,695	49,466,702	**83,007**
				Fund Balance	68,762	47,912	**(20,850)**
				Budgeted Staffing	706	700	**(6)**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $32.2 million fund 700 budgeted positions who administer preschool services programs. Operating expenses of $17.8 million includes contracts for temporary help, transportation, food and subcontractors. Also included are transfers to other County departments for services such as lease payments, Human Services Administration Support, and Human Resources. Capital expenditures of $192,240 fund the annual mortgage payment of a new warehouse. Reimbursements are from the Department of Behavioral Health for the operation of the Prevention and Early Intervention and the Low-Income First-Time Mothers programs.

Sources of $49.5 million are primarily from federal and state government.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are increasing overall by $62,157. Staffing expenses are increasing by $1.6 million primarily due to an increase in general retirement, workers compensation and medical premium subsidy. In addition, PSD had increases in vision, termination and survivor benefits. Furthermore, PSD increased operating days for the State Preschool Program and increased the hours in the Program Generalists work schedule. Operating expenses are decreasing by $1.3 million primarily due to changes in program options and also realized savings in central services-data processing and other charges – food program contracts. Capital expenditures are decreasing by $199,360 primarily due to the one-time purchase of vehicles in 2012-13.

State, federal or government aid is increasing by $19,983 primarily due to an increase in projected meals and snacks served through the Child and Adult Food Care Program because of the extension of the school calendars. Moreover, fees are increasing due to the implementation of family fees by the California Department of Education for the State Preschool Program; and offset by a decrease in other revenue due to a reduction in eligible teachers qualified to receive funds provided through Assembly Bill 212 Stipend Program.

For 2013-14, PSD's funding will be affected by the Federal Sequestration by approximately $2.1 million. Due to the lag time with receipt of the notification from the Office of Head Start, PSD's 2013-14 budget will be adjusted in the first quarter budget report.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $32.2 million fund 700 positions of which 69 are regular positions and 631 are limited term positions. The 2013-14 recommended budget includes a net decrease of 6 positions.

There is a reduction of 10 limited term positions due to program option changes. However, due to an increase in workload at the administrative office and the warehouse, 3 regular positions and 1 limited term position were added resulting in a net decrease of 6 positions in 2013-14, totaling 700 budgeted positions.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	3	0	0	3
Operations	13	606	619	569	50	0	619
Support Services	14	21	35	29	5	1	35
Finance/ Human Resources	25	1	26	21	3	2	26
Quality Assurance	14	3	17	15	1	1	17
Total	69	631	700	637	59	4	700

Administration

	Classification
1	Director
1	Executive Secretary II
1	Program Specialist II
3	Total

Operations

	Classification
2	Deputy Director
3	Program Manager
2	Contract Program Manager
6	Program Supervisor
1	Area Coordinator
1	Secretary I
12	Cont Preschool Site Supv II 12 months
6	Contt Preschool Site Supv II 9 months
11	Cont Preschool Site Supv 1 9 months
2	Cont Preschool Site Supv I 12 months
30	Contract Teacher III 12 months
1	Contract Teacher III 9 months
60	Contract Preschool Teacher II 12 months
179	Contract Preschool Teacher II 9 months
3	months
12	months
26	months
88	months
12	Contract Center Clerk 12 months
23	Contract Center Clerk 9 months
11	Contract Food Service Worker 12 months
17	Contract Food Service Worker 9 months
17	Contract Program Generalist 12 months
61	Contract Program Generalist 9 months
12	Contract Custodian 12 months
21	Contract Custodian 9 months
619	Total

Support Services

	Classification
1	Disability Services Manager
1	Nutritionist
1	Staff Analyst II
1	Behavioral Specialist
1	Speech Therapist
1	Supervising Program Specialist
1	Special Education Specialist
1	Program Specialist I
1	Stores Specialist
1	Storekeeper
2	General Maintenance Mechanic
2	General Maintenance Worker
1	Contract Behavioral Specialist
2	Contract Health Education Specialist
3	Contract Registered Nurse
1	Cont Prgm Qlty Specialist 12 months
1	Cont Prgm Quality Specialist 9 months
7	Cont General Maint Worker 12months
1	Contract Storekeeper 9 months
5	Graduate Student Interns
35	Total

Finance/ Human Resources

	Classification
1	Administrative Manager
1	Administrative Supervisor II
1	Administrative Supervisor I
1	Supervising Accountant II
1	Supervising Fiscal Specialist
2	Accountant III
3	Staff Analyst II
1	Staff Analyst I
6	Account Technician
3	Fiscal Assistant
1	Fiscal Specialist
1	Office Assistant II
3	Eligibility Worker I
1	Contract Fiscal Assistant
26	Total

Quality Assurance

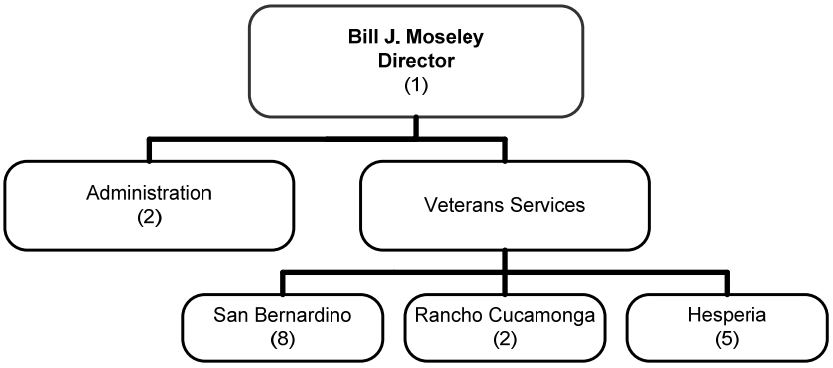
	Classification
1	Administrative Supervisor I
1	Automated Systems Technician
1	Supervising Office Assistant
3	Office Assistant III
4	Office Assistant II
1	PSD Area Coordinator
2	Eligibility Worker II
1	Eligibility Worker I
1	Contract Program Generalist 9 months
2	Contract Center Clerk 12 months
17	Total

VETERANS AFFAIRS
Bill J. Moseley

DEPARTMENT MISSION STATEMENT

To honor the commitment and sacrifice of our veterans, military and their families, and to promote awareness of their contributions and unique challenges, Veterans Affairs identifies and obtains benefits and services through advocacy, outreach and education, thereby contributing to the quality of life and well-being of our communities.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Produced $32.0 million in new federal benefits for County residents, including over $14.0 million that will continue as recurring benefit payments for the lifetime of the Veterans Affairs beneficiary to mitigate the effects of the economic downturn for many veterans and their families. The total produced was the second highest of any county in the state.
- Partnered with private entities Equus Medendi equine therapy, and the Trauma Resource Institute to help meet the mental health needs of County residents at no additional cost to the County.
- Collaborated with the United States Department of Veterans Affairs, CalVet, the San Bernardino Community College District, County Workforce Development, the County Department of Behavioral Health, Transitional Assistance Department, and Aging and Adult Services to ensure County residents receive their fair share of resources by providing referral services.
- Served over 23,000 clients, a 6% increase from 2011-12, focused on efficient interviewing techniques, and improvements in electronic form completion, Veterans Affairs.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

Objective(s): • ***Work with Federal, State and regional governments and organizations to ensure San Bernardino County receives its fair share of resources and to help shape legislation and regulations which affect the County.***

Department Strategy:
- *Receive required hours of training (continuing education) from Federal Veterans Affairs (VA) and Calvet to maintain federal accreditation and maximize staff knowledge of federal benefits and services.*
- *Maximize efficiency in processing state Collage Fee Waiver applications.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of Technical staff attending training.	92%	100%	98%	100%
Percentage of College Fee Waiver letters mailed within ten days of application.	98%	100%	98%	100%

COUNTY GOAL: **PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

Objective(s): • ***Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.***

Department Strategy:
- *Ensure efficient case management and resolution of claims.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of pending VA caseload with case status reviews of more than 90 days past due.	N/A	N/A	N/A	25%

Current Federal VA claims processing can take one-year or longer

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Veterans Affairs	1,896,491	458,777	1,437,714			18
Total General Fund	1,896,491	458,777	1,437,714			18

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Veterans Affairs	1,396,040	1,599,098	1,763,741	1,858,390	1,896,491
Total	**1,396,040**	**1,599,098**	**1,763,741**	**1,858,390**	**1,896,491**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Veterans Affairs	416,402	439,934	496,437	458,777	458,777
Total	**416,402**	**439,934**	**496,437**	**458,777**	**458,777**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Veterans Affairs	979,638	1,159,164	1,267,304	1,399,613	1,437,714
Total	**979,638**	**1,159,164**	**1,267,304**	**1,399,613**	**1,437,714**

Veterans Affairs

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$1,896,491
Total Sources	$458,777
Net County Cost	$1,437,714
Total Staff	18
Funded by Net County Cost	76%

According to the Secretary of the U.S. Department of Veterans Affairs (VA), approximately one out of every three people in the United States is a potential VA beneficiary. The Department of Veterans Affairs provides claims assistance, information and referral, advocacy, and outreach to County residents. These benefits include medical care, life insurance, home loans, pension benefits, disability compensation, education and vocational rehabilitation. County VA employees are often the initial contact with the VA system for veterans and recently discharged military personnel in our community.

Services to the veteran's community are concentrated in the following areas:

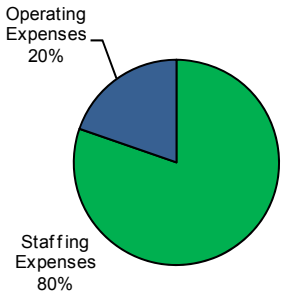
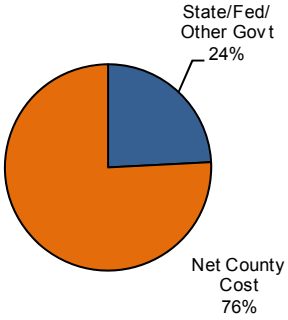
Claims Assistance - Provide benefits counseling, claim preparation, and development of material evidence. Monitor adjudication and resolve issues or questions in favor of the veteran. Provide assistance with administrative and appellate review of claims.

Information and Referral - Make referrals to other County departments, homeless providers, emergency service providers, and state and federal agencies.

Advocacy - Provide individual advocacy, advocacy at the policy and legislative levels, and provide state and federal elected officials with technical assistance regarding veterans' legislation.

Outreach - Conduct outreach to retirement homes, mortuaries, schools, military separation programs, and service organizations such as the American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, etc., for the purpose of informing the community of veterans' benefits and services.

2013-14 RECOMMENDED BUDGET

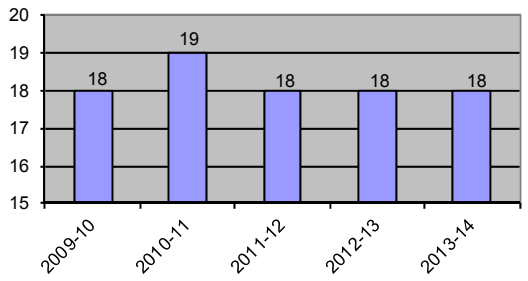
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	18	18	18	18
Limited Term	0	0	0	0
Total	18	18	18	18
Staffing Expenses	$1,395,430	$1,491,964	$1,491,964	$1,523,035

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Veterans Affairs
FUND: General

BUDGET UNIT: AAA VAF
FUNCTION: Public Assistance
ACTIVITY: Veteran's Services

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	1,179,074	1,325,095	1,395,429	1,456,469	1,491,964	1,523,035	**31,071**
Operating Expenses	216,964	274,004	358,753	333,510	386,426	373,456	**(12,970)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,396,038	1,599,099	1,754,182	1,789,979	1,878,390	1,896,491	**18,101**
Reimbursements	0	0	0	(20,000)	(20,000)	0	**20,000**
Total Appropriation	1,396,038	1,599,099	1,754,182	1,769,979	1,858,390	1,896,491	**38,101**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,396,038	1,599,099	1,754,182	1,769,979	1,858,390	1,896,491	**38,101**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	413,183	439,834	493,264	441,000	458,777	458,777	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	3,219	100	3,173	0	0	0	**0**
Total Revenue	416,402	439,934	496,437	441,000	458,777	458,777	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	416,402	439,934	496,437	441,000	458,777	458,777	**0**
Net County Cost	979,636	1,159,165	1,257,745	1,328,979	1,399,613	1,437,714	**38,101**
				Budgeted Staffing	18	18	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $1.5 million is the primary expenditure in the Veterans Affairs budget and supports 18 budgeted positions. Operating expenses primarily consist of general office and COWCAP costs, facilities management costs, and other costs such as printing, mailing, leases and utilities.

Sources of revenue are from the State Veterans Subvention Fund, Medi-Cal Cost Avoidance Program, the County Veterans Service Office Fund, and state reimbursement for contract services performed at the Barstow Veterans Home.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $38,101 primarily due to retirement costs. The Department received one-time Board discretionary funding of $20,000 in reimbursements in 2012-13 that will not be received in 2013-14. Operations will not be impacted by these changes.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.5 million fund 18 budgeted regular positions. There are no staffing changes.

2013-14 POSITION SUMMARY

2013-14 Budgeted Staffing

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Aministration	3	0	3	3	0	0	3
Veterans Services	15	0	15	15	0	0	15
Total	18	0	18	18	0	0	18

Administration

	Classification
1	Director
1	Executive Secretary III
1	Staff Analyst I
3	Total

Veterans Service

	Classification
2	Supv Veterans Service Representative
4	Veteran Service Representative II
5	Veteran Service Representative I
4	Office Assistant III
15	Total

LAW AND JUSTICE
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
COUNTY TRIAL COURTS	256				
DRUG COURT PROGRAMS	258	381,101	381,101	0	0
GRAND JURY	260	416,022	0	416,022	0
INDIGENT DEFENSE PROGRAM	262	9,805,546	90,000	9,715,546	0
COURT FACILITIES/JUDICIAL BENEFITS	264	1,216,657	0	1,216,657	0
COURT FACILITIES PAYMENTS	266	2,536,349		2,536,349	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	269	25,510,051	14,182,000	11,328,051	0
DISTRICT ATTORNEY	277				
CRIMINAL PROSECUTION	280	64,450,766	33,748,776	30,701,990	488
LAW AND JUSTICE GROUP ADMINISTRATION SUMMARY	288				
LAW AND JUSTICE GROUP ADMINISTRATION	290	5,000	5,000	0	1
PROBATION DEPARTMENT	295				
ADMINISTRATION, CORRECTIONS AND DETENTION	298	137,368,823	73,665,220	63,703,603	1,193
COURT-ORDERED PLACEMENTS	302	0	0	0	0
JUVENILE JUSTICE GRANT PROGRAM	303	0	0	0	38
PUBLIC DEFENDER	308	35,108,960	4,645,553	30,463,407	243
SHERIFF/CORONER/PUBLIC ADMINISTRATOR DEPARTMENT	313				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	317	205,441,639	149,015,641	56,425,998	1,670
SHERIFF - DETENTIONS	323	160,480,292	51,603,484	108,876,808	1,332
SHERIFF - LAW ENFORCEMENT CONTRACTS	327	122,762,475	122,762,475	0	575
TOTAL GENERAL FUND		765,483,681	450,099,250	315,384,431	5,540

SPECIAL REVENUE FUND	Page #	Requirements	Sources	Fund Balance	Staffing
COUNTY TRIAL COURTS:					
COURTHOUSE SEISMIC SURCHARGE	271	2,100,078	2,100,000	78	0
ALTERNATE DISPUTE RESOLUTION	273	694,299	500,600	193,699	0
REGISTRATION FEES	275	165,505	5,800	159,705	0
DISTRICT ATTORNEY:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	284	10,962,257	6,441,298	4,520,959	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	292	4,802,529	275,000	4,527,529	0
PROBATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	305	14,872,382	7,196,928	7,675,454	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	330	36,652,439	15,631,112	21,021,327	0
TOTAL SPECIAL REVENUE FUNDS		70,249,489	32,150,738	38,098,751	0

COUNTY TRIAL COURTS

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Drug Court Programs	381,101	381,101	0			0
Grand Jury	416,022	0	416,022			0
Indigent Defense Program	9,805,546	90,000	9,715,546			0
Court Facilities/Judicial Benefits	1,216,657	0	1,216,657			0
Court Facilities Payments	2,536,349	0	2,536,349			0
Trial Court Funding - Maintenance of Effort	25,510,051	14,182,000	11,328,051			0
Total General Fund	39,865,726	14,653,101	25,212,625			0
Special Revenue Funds						
Courthouse Seismic Surcharge	2,100,078	2,100,000		78		0
Alternate Dispute Resolution	694,299	500,600		193,699		0
Registration Fees	165,505	5,800		159,705		0
Total Special Revenue Funds	2,959,882	2,606,400		353,482		0
Total - All Funds	42,825,608	17,259,501	25,212,625	353,482		0

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Drug Court Programs	315,060	429,918	356,185	390,103	381,101
Grand Jury	363,660	576,723	412,540	420,520	416,022
Indigent Defense Program	9,217,413	8,973,413	10,334,045	9,802,555	9,805,546
Court Facilities/Judicial Benefits	1,608,583	1,429,195	1,288,342	1,230,902	1,216,657
Court Facilities Payments	2,357,348	2,505,233	2,505,233	2,505,233	2,536,349
Trial Court Funding - Maintenance of Effort	27,062,490	27,310,490	26,524,100	26,397,865	25,510,051
Courthouse Seismic Surcharge	2,814,521	2,633,249	2,801,147	2,801,078	2,100,078
Alternate Dispute Resolution	745,289	860,295	811,036	671,007	694,299
Registration Fees	135,057	147,831	159,140	163,661	165,505
Total	**44,619,421**	**44,866,347**	**45,191,768**	**44,382,924**	**42,825,608**

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Drug Court Programs	317,060	424,918	356,185	390,103	381,101
Grand Jury	0	0	0	0	0
Indigent Defense Program	164,000	171,300	130,300	90,000	90,000
Court Facilities/Judicial Benefits	0	0	0	0	0
Court Facilities Payments	0	0	0	0	0
Trial Court Funding - Maintenance of Effort	23,176,000	18,607,000	16,901,830	16,269,848	14,182,000
Courthouse Seismic Surcharge	2,814,200	2,633,000	2,801,000	2,801,000	2,100,000
Alternate Dispute Resolution	560,700	716,000	551,100	500,900	500,600
Registration Fees	34,500	13,500	12,000	8,400	5,800
Total	**27,066,460**	**22,565,718**	**20,752,415**	**20,060,251**	**17,259,501**

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Drug Court Programs	(2,000)	5,000	0	0	0
Grand Jury	363,660	576,723	412,540	420,520	416,022
Indigent Defense Program	9,053,413	8,802,113	10,203,745	9,712,555	9,715,546
Court Facilities/Judicial Benefits	1,608,583	1,429,195	1,288,342	1,230,902	1,216,657
Court Facilities Payments	2,357,348	2,505,233	2,505,233	2,505,233	2,536,349
Trial Court Funding - Maintenance of Effort	3,886,490	8,703,490	9,622,270	10,128,017	11,328,051
Total	**17,267,494**	**22,021,754**	**24,032,130**	**23,997,227**	**25,212,625**

5-YEAR FUND BALANCE TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Courthouse Seismic Surcharge	321	249	147	78	78
Alternate Dispute Resolution	184,589	144,295	259,936	170,107	193,699
Registration Fees	100,557	134,331	147,140	155,261	159,705
Total	**285,467**	**278,875**	**407,223**	**325,446**	**353,482**

Drug Court Programs

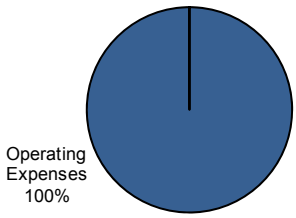
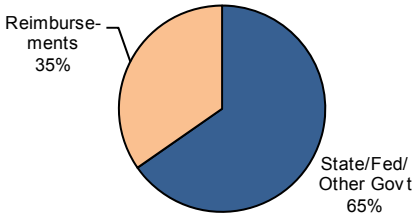
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for administrative support and treatment costs for Drug Court Programs. Funding for these programs is provided by grant revenues and reimbursements from certain County departments. This unit funds one Treatment Coordinator and one Account Clerk II budgeted within the Superior Court.

Budget at a Glance

Total Requirements	$381,101
Total Sources	$381,101
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Drug Court Programs
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	646,465	719,123	628,586	325,503	601,518	583,503	**(18,015)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	646,465	719,123	628,586	325,503	601,518	583,503	**(18,015)**
Reimbursements	(309,893)	(290,552)	(300,384)	(174,353)	(211,415)	(202,402)	**9,013**
Total Appropriation	336,572	428,571	328,202	151,150	390,103	381,101	**(9,002)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	336,572	428,571	328,202	151,150	390,103	381,101	**(9,002)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	251,682	385,047	320,816	151,150	390,103	381,101	**(9,002)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	1,500	0	0	0	0	0	**0**
Total Revenue	253,182	385,047	320,816	151,150	390,103	381,101	**(9,002)**
Operating Transfers In	63,354	38,315	3,000	0	0	0	**0**
Total Sources	316,536	423,362	323,816	151,150	390,103	381,101	**(9,002)**
Net County Cost	20,036	5,209	4,386	0	0	0	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses of $583,503 include professional and specialized services, medical expenses, vehicle charges, general office expenses, and travel related to the operation of drug court programs, as well as a transfer of $163,783 to the Superior Court to fund 2 budgeted positions. Reimbursements of $202,402 represent payments from other County departments, primarily Behavioral Health and Children and Family Services, to help pay for program activities. State and federal aid of $381,101 reflects grant revenues anticipated for Drug Court activities.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by $9,002 due to reductions in state and federal grant funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Grand Jury

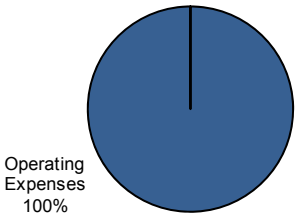
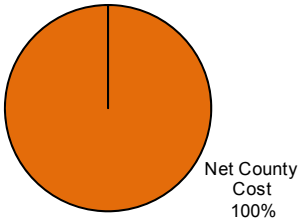
DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Grand Jury is appointed annually by the Superior Court. Its responsibilities include investigating local government, examining instances of public office crime and corruption, and returning indictments in certain criminal cases brought before it by the District Attorney's Office. Funding in this budget unit covers members' stipends, office supplies, administrative staff, and other support costs. This unit funds one Grand Jury Assistant position budgeted within the Superior Court.

Budget at a Glance

Total Requirements	$416,022
Total Sources	$0
Net County Cost	$416,022
Total Staff	0
Funded by Net County Cost	100%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Grand Jury
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	362,288	576,067	398,548	342,054	420,520	416,022	**(4,498)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	362,288	576,067	398,548	342,054	420,520	416,022	**(4,498)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	362,288	576,067	398,548	342,054	420,520	416,022	**(4,498)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	362,288	576,067	398,548	342,054	420,520	416,022	**(4,498)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	362,288	576,067	398,548	342,054	420,520	416,022	**(4,498)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Major expenditures include transfers for staffing expenses of $110,000 to the Superior Court to fund a Grand Jury Assistant position and juror fees in the amount of $199,800.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $4,498 primarily due to reduced costs with Countywide Cost Allocation Plan (COWCAP).

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

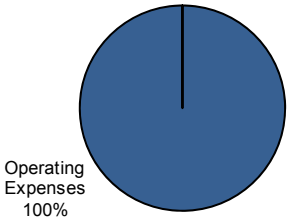
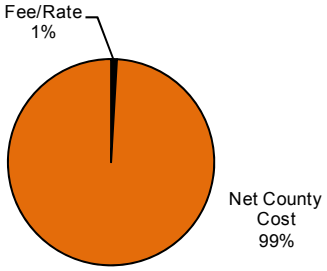
Indigent Defense Program

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$9,805,546
Total Sources	$90,000
Net County Cost	$9,715,546
Total Staff	0
Funded by Net County Cost	99%

The Indigent Defense Program pays for court-appointed adult indigent criminal and juvenile delinquency legal representation for clients the Public Defender is unable to represent, and for court-appointed legal representation for civil, conservatorship, guardianship, probate and family law other than Family Code § 3150 minor's counsel. A portion of this budget is also set aside for investigator and expert expenditures for the Public Defender Homicide Defense Unit. The program administers attorney service and alternate dispute resolution contracts, monitors appointed caseloads and expenditures, and reports to the County Administrative Office. The unit funds half of two Indigent Defense positions budgeted within the Superior Court. The program administers and coordinates court-appointed representation services of attorneys, experts and investigators for an average of 2,400 misdemeanor and 3,600 felony cases per year, including capital and life-without-parole cases, and an average of 600 civil, conservatorship, guardianship, probate, and other cases per year.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Indigent Defense
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	9,216,425	8,969,038	9,686,812	9,256,200	9,802,555	9,805,546	**2,991**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	9,216,425	8,969,038	9,686,812	9,256,200	9,802,555	9,805,546	**2,991**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	9,216,425	8,969,038	9,686,812	9,256,200	9,802,555	9,805,546	**2,991**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	9,216,425	8,969,038	9,686,812	9,256,200	9,802,555	9,805,546	**2,991**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	(11,878)	0	0	0	0	0	**0**
Fee/Rate	162,782	170,427	106,790	86,280	90,000	90,000	**0**
Other Revenue	0	0	12,825	20,000	0	0	**0**
Total Revenue	150,904	170,427	119,615	106,280	90,000	90,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	150,904	170,427	119,615	106,280	90,000	90,000	**0**
Net County Cost	9,065,521	8,798,611	9,567,197	9,149,920	9,712,555	9,715,546	**2,991**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses of $9,805,546 represents contracted and *ad hoc* (non-contracted) court-appointed legal representation services for adult indigent criminal and juvenile delinquency legal representation, and for civil, conservatorship, guardianship, probate, and family law other than Family Code § 3150 minor's counsel. These expenses include costs for investigators and expert services for the Public Defender Homicide Defense Unit is $225,000, reflecting the division's projected caseload.

Fee/rate revenue of $90,000 reflects the receipt of client payments for appointed juvenile delinquency representation.

BUDGET CHANGES AND OPERATIONAL IMPACT

"Special Department Expense" for court-appointed Penal Code § 987.9 confidential services of experts and investigators for capital cases is increased by $25,000 (from $200,000 to $225,000) in anticipation of increased need for these services during 2013-14.

"Court Appointed Attorney Fees" is decreased by $99,000 due to a new contract and resulting decreased costs for paternity and child support contempt representation services effective July 1, 2013, and anticipated extension of existing adult indigent and delinquency representation contracts to June 30, 2014. These contract services are expected to be released for competitive procurement (RFP) during 2013-14 for new contracts to be effective July 1, 2014. Court-appointed legal representation services for civil, conservatorship, guardianship, probate, and family law other than Family Code § 3150 minor's counsel were first included in the Indigent Defense budget unit during 2011-12, resulting in ongoing increased expenditures for these court-appointed attorney services.

"Other Professional and Special Services" for court-appointed services of experts and investigators for non-capital cases continue to be at reduced levels since the Superior Court's January 2010 implementation of its designated Penal Code § 987.2 Judge program, and the Court's adoption of its *Penal Code § 987.2 Procedures and Rules*.

Transfers are increased by $75,000 (from $150,000 to $225,000) in anticipation of increased capital case investigator and expert expenditures by Public Defender Homicide Defense Unit during 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Court Facilities/Judicial Benefits

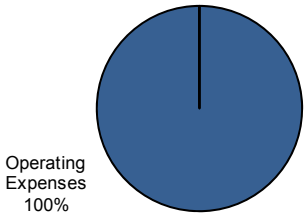
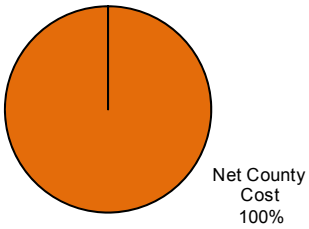
DESCRIPTION OF MAJOR SERVICES

This budget unit annually appropriates an amount that the County provides in supplemental benefits for Superior Court judges appointed before January 1, 2008. These benefits include automobile, security and education allowances. This budget unit also continues to appropriate funds for property insurance costs not covered by an agreement with the Administrative Office of the Courts, as well as security services at the Fontana Court.

Budget at a Glance

Total Requirements	$1,216,657
Total Sources	$0
Net County Cost	$1,216,657
Total Staff	0
Funded by Net County Cost	100%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,607,218	1,427,190	1,249,380	1,204,144	1,230,902	1,216,657	**(14,245)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,607,218	1,427,190	1,249,380	1,204,144	1,230,902	1,216,657	**(14,245)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,607,218	1,427,190	1,249,380	1,204,144	1,230,902	1,216,657	**(14,245)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,607,218	1,427,190	1,249,380	1,204,144	1,230,902	1,216,657	**(14,245)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	1,607,218	1,427,190	1,249,380	1,204,144	1,230,902	1,216,657	**(14,245)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses of $1,216,657 include $1,020,240 for payment of judicial benefits for 52 judges (approximately $19,620 per judge) who were appointed prior to January 1, 2008. According to the County's agreement with the Superior Court, new judges authorized and appointed after this date do not receive these benefits. The remaining budgeted amount of $156,240 represents property insurance costs and transfers to the Sheriff/Coroner/Public Administrator for security services at the Fontana Court.

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses are decreasing by $14,245 due to a reduction in property insurance costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

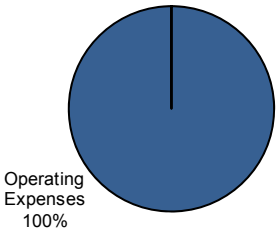
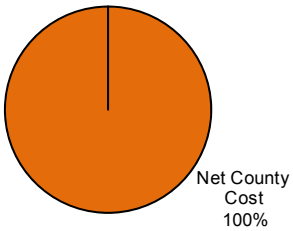
Court Facilities Payments

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$2,536,349
Total Sources	$0
Net County Cost	$2,536,349
Total Staff	0
Funded by Net County Cost	100%

The Trial Court Facilities Act of 2002, SB 1732, requires the transfer of responsibility for funding and operation of trial court facilities from the counties to the State of California. The County must pay the state the amount that the County historically expended for the operation and maintenance of each court facility. This budget unit was established in 2006-07 to budget and track these payments for the County's facilities. With the new courthouse, there were two facilities added in 2013-14. Four more locations will be added by 2015 which will be the final obligation under this agreement.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Court Facilities Payments
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,357,348	2,504,112	2,504,112	2,535,903	2,505,233	2,536,349	**31,116**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,357,348	2,504,112	2,504,112	2,535,903	2,505,233	2,536,349	**31,116**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,357,348	2,504,112	2,504,112	2,535,903	2,505,233	2,536,349	**31,116**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,357,348	2,504,112	2,504,112	2,535,903	2,505,233	2,536,349	**31,116**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	2,357,348	2,504,112	2,504,112	2,535,903	2,505,233	2,536,349	**31,116**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Requirements of $2,536,349 represents payments to the state for operational and maintenance costs of the court facilities. The facilities are detailed below:

Facility Name		Payment Amount
Current Facilities:		
Barstow Courthouse		165,492
Big Bear Courthouse		25,584
Chino Courthouse		125,192
Fontana Courthouse		158,412
Fontana Jury Assembly		21,477
Joshua Tree Courthouse		67,664
Needles Clerk's Office and Courthouse		32,536
Rancho Cucamonga		834,964
Rancho Cucamonga Juvenile		28,700
San Bernardino Courthouse and Annex		812,480
San Bernardino Juvenile		7,752
Victorville Courthouse		224,980
	2012-13 Budgeted	2,505,233
New Facilities added in 2013-14:		
Juvenile Traffic		19,078
Twin Peaks		12,038
	2013-14 Budgeted	2,536,349
Future Facilities		
Juvenile Delinquency Court		25,692
Old Hall of Records		44,835
Old Law Library		155,243
Redlands Courthouse		53,870

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements have increased by $31,116 due to the addition of the Juvenile Traffic and Twin Peaks locations in 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Trial Court Funding – Maintenance of Effort (MOE)

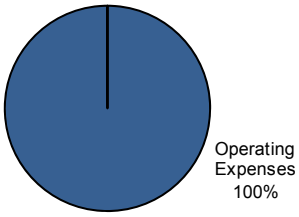
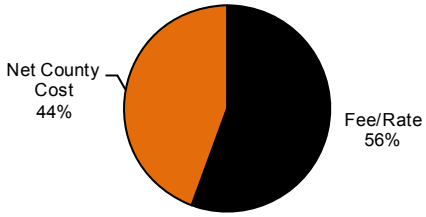
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$25,510,051
Total Sources	$14,182,000
Net County Cost	$11,328,051
Total Staff	0
Funded by Net County Cost	44%

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.

The County's historical MOE contribution of $28,390,295 was made up of two components. The expenditure component of $20,227,102 represented the adjusted 1994-95 County expenses for court operations and the sources component of $8,163,193 was based on the fine and forfeiture sources sent to the state in 1994-95. In 2006-07 the sources component changed to $3,325,704 due to legislation. Therefore, the County's current MOE contribution is $23,552,806. The Legislation allows the counties to retain many fines and forfeitures to help fund their MOE payments with the provision that collections that exceed the amount of sources MOE be shared equally between the state and the County.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	26,857,143	27,309,502	26,434,100	25,501,525	26,397,865	25,510,051	**(887,814)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	26,857,143	27,309,502	26,434,100	25,501,525	26,397,865	25,510,051	**(887,814)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	26,857,143	27,309,502	26,434,100	25,501,525	26,397,865	25,510,051	**(887,814)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	26,857,143	27,309,502	26,434,100	25,501,525	26,397,865	25,510,051	**(887,814)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	18,357,532	18,624,671	16,778,639	14,018,195	16,269,848	14,182,000	**(2,087,848)**
Other Revenue	0	0	34,190	0	0	0	**0**
Total Revenue	18,357,532	18,624,671	16,812,829	14,018,195	16,269,848	14,182,000	**(2,087,848)**
Operating Transfers In	5,014,984	0	0	0	0	0	**0**
Total Sources	23,372,516	18,624,671	16,812,829	14,018,195	16,269,848	14,182,000	**(2,087,848)**
Net County Cost	3,484,627	8,684,831	9,621,271	11,483,330	10,128,017	11,328,051	**1,200,034**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses of $25,510,051 includes the County's capped MOE payment of $23,552,806 to the state for court operations, as well as $1,955,684 representing the estimated amount of the fines/forfeitures that exceed the sources MOE base figure and is shared equally with the state.

Sources of $14,182,000 include traffic and criminal fines, penalty assessments, vital statistics fees, civil filing fees, traffic school and recording fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are expected to decrease by $887,814 which reflects the continued reductions in fines/forfeiture collections anticipated for 2012-13 that must be paid to the state in accordance with the MOE.

Sources are expected to decrease by $2,087,848 based on 2012-13 estimates.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Courthouse Seismic Surcharge

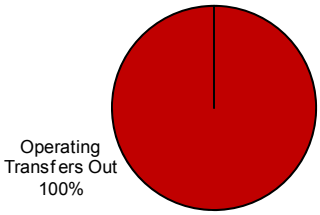
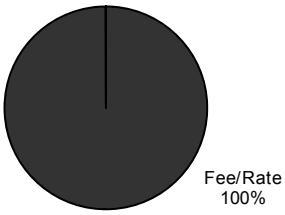
DESCRIPTION OF MAJOR SERVICES

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 are also being used to make contributions to the state for the new courthouse in downtown San Bernardino.

Budget at a Glance	
Total Requirements	$2,100,078
Total Sources	$2,100,000
Fund Balance	$78
Use of Fund Balance	$78
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.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Courthouse Seismic Surcharge

BUDGET UNIT: RSE CAO
FUNCTION: General
ACTIVITY: Plant Acquisition

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	2,813,809	2,633,136	2,216,152	2,155,866	2,801,078	2,100,078	**(701,000)**
Total Requirements	2,813,809	2,633,136	2,216,152	2,155,866	2,801,078	2,100,078	**(701,000)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	2,812,723	2,632,333	2,215,790	2,155,652	2,800,000	2,100,000	**(700,000)**
Other Revenue	1,014	700	293	292	1,000	0	**(1,000)**
Total Revenue	2,813,737	2,633,033	2,216,083	2,155,944	2,801,000	2,100,000	**(701,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,813,737	2,633,033	2,216,083	2,155,944	2,801,000	2,100,000	**(701,000)**
				Fund Balance	78	78	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating transfers out of $2,100,078 reflect the amount of projected revenue and fund balance to be transferred to the bond trustee. Principal and interest payments on the bonds total $1,276,000 for the fiscal year.

Sources of $2,100,000 represent the collection of civil court fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by $701,000 based on 2012-13 estimates.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Alternate Dispute Resolution

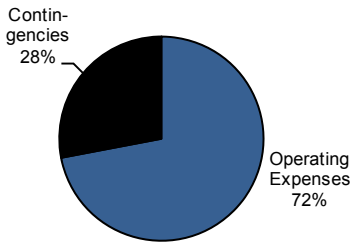
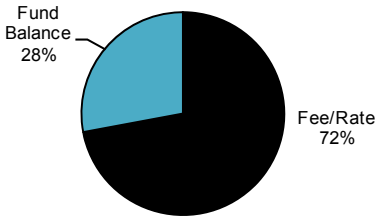
DESCRIPTION OF MAJOR SERVICES

The Dispute Resolution Programs Act of 1986 authorizes the local establishment and funding of dispute resolution programs as an alternative to more formal court proceedings. The County presently receives $8 per civil filing which funds contract mediation services for small claims and landlord-tenant actions, and certain civil and family law matters. In accordance with the County's annual agreement with the Superior Court, the Court administers these contract services and pays the County contractors directly from this budget unit.

Budget at a Glance	
Total Requirements	$694,299
Total Sources	$500,600
Fund Balance	$193,699
Use of Fund Balance	$0
Total Staff	0

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

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Alternate Dispute Resolution

BUDGET UNIT: SEF CAO
FUNCTION: Public Protection
ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	600,000	600,000	596,500	488,099	545,000	500,000	**(45,000)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	126,007	194,299	**68,292**
Total Exp Authority	600,000	600,000	596,500	488,099	671,007	694,299	**23,292**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	600,000	600,000	596,500	488,099	671,007	694,299	**23,292**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	600,000	600,000	596,500	488,099	671,007	694,299	**23,292**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	346	125	78	0	0	0	**0**
Fee/Rate	556,536	713,129	505,566	511,079	500,000	500,000	**0**
Other Revenue	2,824	2,298	1,027	612	900	600	**(300)**
Total Revenue	559,706	715,552	506,671	511,691	500,900	500,600	**(300)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	559,706	715,552	506,671	511,691	500,900	500,600	**(300)**
				Fund Balance	170,107	193,699	**23,592**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Operating expenses of $500,000 represent costs related to contracts for mediation services. Contingencies of $194,299 are being set aside for future allocation as approved by the Board of Supervisors. Sources of $500,000 represent the anticipated collection of civil filing fees and interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $23,292 due to an increase in contingencies of $68,292, offset by a decrease in operating expenses of $45,000 due to the new contract for the alternate dispute resolution services funded by this unit.

Sources from the $8 civil filing fee have been averaging $500,000 per year during the past two years. The contract services funded by this special revenue fund were opened to competitive procurement during 2012-13, resulting in a new contract paid at a rate of $500,000 per year (under previous contract arrangement expenditures were $600,000 per year). The fund balance is reserved as a contingency in the event the $8 civil filing fee revenues fall below the contract expenditures of $500,000 per year.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Registration Fees

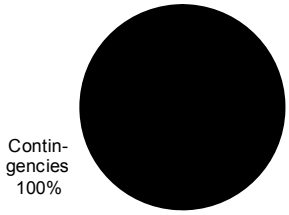
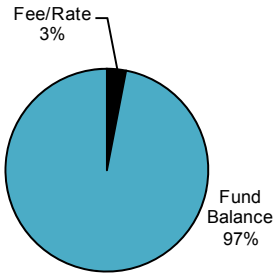
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$165,505
Total Sources	$5,800
Fund Balance	$159,705
Use of Fund Balance	($5,800)
Total Staff	0

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).

Revenues from the indigent defense registration fee dropped following implementation of Assembly Bill 3000 ("Court Surcharge Guidelines"), effective September 2002, that prioritized distribution of criminal case installment payments of fines and penalties.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Registration Fees

BUDGET UNIT: RMX IDC
FUNCTION: Public Protection
ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	163,661	165,505	**1,844**
Total Exp Authority	0	0	0	0	163,661	165,505	**1,844**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	163,661	165,505	**1,844**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	163,661	165,505	**1,844**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	32,057	11,422	7,370	3,679	7,500	5,000	**(2,500)**
Other Revenue	1,717	1,386	751	765	900	800	**(100)**
Total Revenue	33,774	12,808	8,121	4,444	8,400	5,800	**(2,600)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	33,774	12,808	8,121	4,444	8,400	5,800	**(2,600)**
				Fund Balance	155,261	159,705	**4,444**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Contingencies of $165,505 are being set aside for future allocation by the Board of Supervisors.

Fee/rate revenue of $5,000 represents projected collections from the indigent defense registration fee.

Other revenue of $800 represents projected interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no major changes within this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

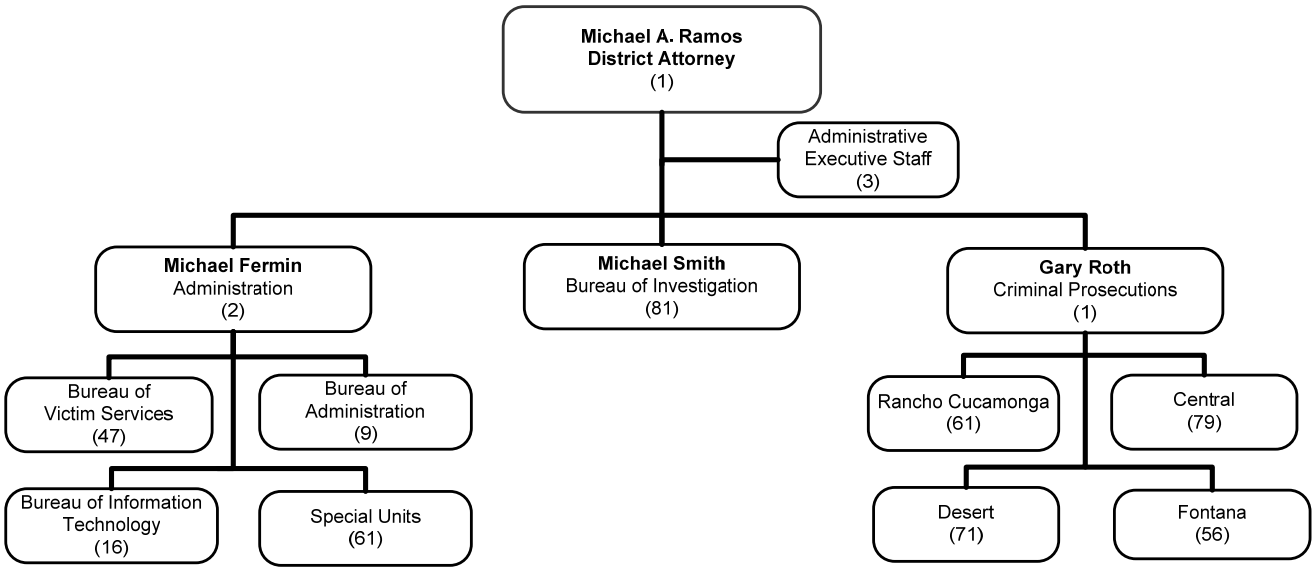
There is no staffing associated with this budget unit.

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 San Bernardino County 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



2012-13 ACCOMPLISHMENTS

- Created the Marsy's Law automated victim notification system.
- Formed Human Trafficking Vertical Prosecution Unit.
- Produced of the Human Trafficking Documentary - Teenage Sex 4 Sale.
- Created Major Crimes Against Children Unit (MCAC).
- Received funding from the California Office of Traffic Safety for Special DUI Prosecution Program.
- Implemented the Stop the John Project.
- Implemented Justice 4 Children – a social media campaign to encourage reporting of suspected child abuse.
- Created "My Day in Court" for juvenile witnesses.
- Participated in the Special Assistant United States Attorney (SAUSA) program. This program provides the advantages of utilizing federal criminal laws and resources of the U.S. Attorney's Office to prosecute crimes committed in San Bernardino County.
- Implemented enterprise mobile device management system to allow staff members secure access to exchange services.
- Deployed web-based video training application for staff members to meet Minimum Continuing Legal Education (MCLE) requirements from any mobile device.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

Objective(s): • ***Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.***

Department Strategy:
- *Minimize impact of crime upon the lives of victims and provide assistance as they participate in the criminal justice system.*
- *Minimize impact of crime upon the lives of child victims by providing assistance at the Children's Assessment Center.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of victims who are provided victim services.	2,937	3,054	4,793	5,033
Number of victims served at the Children's Assessment Center.	N/A	N/A	1,237	1,274

Department Strategy:
- *Continue to promote public safety by holding offenders accountable for their actions and seeking the appropriate punishment for the offense.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of prison sentences to felony defendants charged.	39%	32%	35%	25%

The target amount for 2013-14 is reduced due to the unavailability of prison beds resulting from implementation of public safety realigment (AB 109) and overcrowding of prisons at the state and federal level.

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Criminal Prosecution	64,450,766	33,748,776	30,701,990			488
Total General Fund	64,450,766	33,748,776	30,701,990			488
Special Revenue Funds						
Special Revenue Funds - Consolidated	10,962,257	6,441,298		4,520,959		0
Total Special Revenue Funds	10,962,257	6,441,298		4,520,959		0
Total - All Funds	75,413,023	40,190,074	30,701,990	4,520,959		488

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Criminal Prosecution	68,582,736	61,251,118	60,855,936	63,138,677	64,450,766
Real Estate Fraud Prosecution	1,833,531	1,085,923	1,629,878	1,567,585	2,108,193
Auto Insurance Fraud Prosecution	914,635	749,707	746,136	719,710	850,149
Workers' Comp Insurance Fraud Prosecution	2,517,418	2,564,599	2,613,846	2,551,674	2,619,039
Specialized Prosecutions	5,351,508	4,524,175	3,463,435	3,071,711	3,531,284
Vehicle Fees - Auto Theft	854,800	838,676	823,000	807,532	815,478
State Asset Forfeitures	366,740	202,012	188,012	187,177	216,972
Federal Asset Forfeitures	308,815	826,524	942,215	739,959	821,142
Total	**80,730,183**	**72,042,734**	**71,262,458**	**72,784,025**	**75,413,023**

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Criminal Prosecution	31,657,491	25,065,548	28,317,745	30,392,433	33,748,776
Real Estate Fraud Prosecution	842,000	784,400	1,620,467	720,000	1,263,000
Auto Insurance Fraud Prosecution	914,635	638,343	637,495	637,495	637,495
Workers' Comp Insurance Fraud Prosecution	2,274,640	2,175,000	2,173,413	2,173,413	2,366,103
Specialized Prosecutions	4,033,000	690,300	614,200	909,000	857,600
Vehicle Fees - Auto Theft	807,000	811,000	816,101	790,000	795,000
State Asset Forfeitures	306,000	224,000	187,924	160,000	170,000
Federal Asset Forfeitures	219,000	556,180	402,800	252,500	352,100
Total	**41,053,766**	**30,944,771**	**34,770,145**	**36,034,841**	**40,190,074**

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Criminal Prosecution	36,925,245	36,185,570	32,538,191	32,746,244	30,701,990
Total	**36,925,245**	**36,185,570**	**32,538,191**	**32,746,244**	**30,701,990**

5-YEAR FUND BALANCE TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Real Estate Fraud Prosecution	991,531	301,523	9,411	847,585	845,193
Auto Insurance Fraud Prosecution	0	111,364	108,641	82,215	212,654
Workers' Comp Insurance Fraud Prosecution	242,778	389,599	440,433	378,261	252,936
Specialized Prosecutions	1,318,508	3,833,875	2,849,235	2,162,711	2,673,684
Vehicle Fees - Auto Theft	47,800	27,676	6,899	17,532	20,478
State Asset Forfeitures	60,740	(21,988)	88	27,177	46,972
Federal Asset Forfeitures	89,815	270,344	539,415	487,459	469,042
Total	**2,751,172**	**4,912,393**	**3,954,122**	**4,002,940**	**4,520,959**

Criminal Prosecution

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$64,450,766
Total Sources	$33,748,776
Net County Cost	$30,701,990
Total Staff	488
Funded by Net County Cost	42%

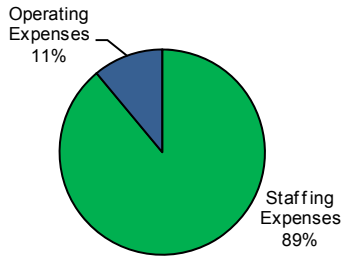
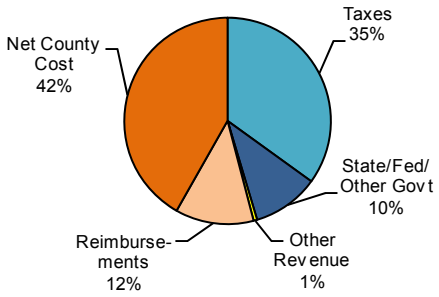
The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the county of San Bernardino, including all city jurisdictions, pursuant to Government code 26500. Additionally, the District Attorney's Office provides legal assistance for criminal investigations conducted by law enforcement agencies throughout the County; is the legal advisor to the Grand Jury and is authorized to submit evidence and seek indictments from that body; initiates civil commitment petitions to keep Mentally Disordered Offenders and Sexually Violent Predators in locked facilities; employs civil proceedings in asset forfeiture matters to seek the proceeds of criminal activity; and utilizes civil proceedings to seek sanctions and injunctive relief against businesses that pollute or create dangerous conditions for employees and citizens.

The District Attorney also has a duty to investigate crimes. District Attorney Investigators work to prepare cases for trial and initiate special criminal investigations. The Office also administers several state grants and other state revenues that fund prosecutors and investigators who handle Real Estate Fraud, Auto Insurance Fraud, Workers' Compensation Fraud, and other special areas of prosecution.

The District Attorney has an ethical and legal responsibility to the victims of crime. The Office seeks restitution for victims and provides emotional and financial support for victims and their families.

Finally, as the public prosecutor who handles all cases in the name of The People, the District Attorney has a responsibility to keep the citizens of this county informed through regular interaction with the media and the public.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

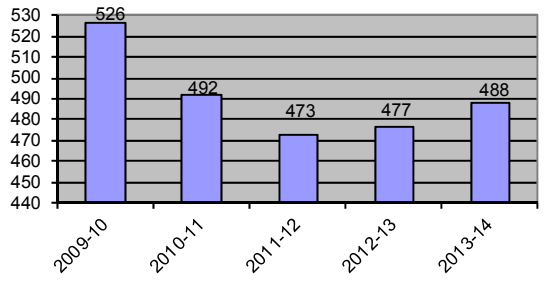
LAW AND JUSTICE

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	469	472	472	484
Limited Term	4	4	5	4
Total	473	476	477	488
Staffing Expenses	$61,528,675	$63,644,933	$63,867,437	$65,100,013

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney - Criminal Prosecution
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	64,288,497	64,052,068	61,514,896	63,327,696	63,867,437	65,100,013	**1,232,576**
Operating Expenses	5,967,371	6,126,962	7,436,066	7,158,097	7,467,621	8,074,911	**607,290**
Capital Expenditures	29,766	66,359	16,880	0	250,000	213,000	**(37,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	70,285,634	70,245,389	68,967,842	70,485,793	71,585,058	73,387,924	**1,802,866**
Reimbursements	(1,892,794)	(9,132,312)	(8,198,605)	(7,875,260)	(8,521,381)	(9,012,158)	**(490,777)**
Total Appropriation	68,392,840	61,113,077	60,769,237	62,610,533	63,063,677	64,375,766	**1,312,089**
Operating Transfers Out	152,548	134,945	72,394	75,000	75,000	75,000	**0**
Total Requirements	68,545,388	61,248,022	60,841,631	62,685,533	63,138,677	64,450,766	**1,312,089**
Sources							
Taxes	20,282,500	20,562,500	22,242,500	23,730,000	23,730,000	25,672,500	**1,942,500**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	3,704,197	4,006,287	5,644,012	6,065,155	6,234,410	7,655,753	**1,421,343**
Fee/Rate	196	181	0	0	0	0	**0**
Other Revenue	302,613	496,340	428,834	428,523	428,023	420,523	**(7,500)**
Total Revenue	24,289,506	25,065,308	28,315,346	30,223,678	30,392,433	33,748,776	**3,356,343**
Operating Transfers In	7,367,809	(1,071)	0	0	0	0	**0**
Total Sources	31,657,315	25,064,237	28,315,346	30,223,678	30,392,433	33,748,776	**3,356,343**
Net County Cost	36,888,073	36,183,785	32,526,285	32,461,855	32,746,244	30,701,990	**(2,044,254)**
				Budgeted Staffing	477	488	**11**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

The major expenditures for the District Attorney's Office are for staffing and other operating costs necessary to achieve the Department's core responsibility of prosecuting crimes. These expenditures are funded primarily through a $30.7 million in net county cost and $25.7 million of Prop 172 revenues required by law to be used for public safety activities. Other significant funding sources include reimbursements of $9.0 million primarily from the Department's special revenue funds, $3.5 million of AB 109 funds, $1.5 million of SB 90 revenue, and $2.6 from various state/federal grants.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.3 million primarily due to increases in staffing expenses of $1.2 million as a result of a net increase of 11 budgeted positions as detailed below and an increase in operating expenses of $0.6 million primarily due to additional requirements for computer hardware and systems development charges. These expenses are more than offset by an additional $1.5 million of AB 109 funding as part of the state's public safety realignment and $0.5 million of increased reimbursements from the department's special revenue funds.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $65.1 million fund 488 budgeted positions of which 484 are regular positions and 4 are limited term positions.

The Department's 2013-14 budgeted staffing includes the addition of the following 12 new positions:

- 8 positions for additional workload associated with the public safety realignment (funded through AB 109):
  - 5 District Attorney Senior Investigators
  - 2 Victim Advocate II's
  - 1 Business System Analyst
- 1 Deputy District Attorney for the prosecution of cold case homicides in the County.
- 2 positions (1 Deputy District Attorney and 1 Paralegal) for increased workload of the Specialized Prosecution Unit (funded through revenue from case settlements).
- 1 Deputy District Attorney for the Alcohol and Drug Impaired Vertical Prosecution Program (funded by the State Office of Traffic Safety)

These increases are partially offset by the deletion of 1 extra-help District Attorney Senior Investigator originally added to assist with the investigation of real estate fraud cases.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management	7	0	7	7	0	0	7
Bureau of Administration	9	0	9	8	1	0	9
Bureau of Victim Services	47	0	47	43	2	2	47
Bureau of Information Technology	16	0	16	12	3	1	16
Special Units	61	0	61	57	1	3	61
Bureau of Investigation	77	4	81	75	1	5	81
Criminal Prosecution - Central	79	0	79	79	0	0	79
Criminal Prosecution - Rancho Cucamonga	61	0	61	61	0	0	61
Criminal Prosecution - Fontana	56	0	56	55	0	1	56
Criminal Prosecution - Desert	71	0	71	69	2	0	71
Total	484	4	488	466	10	12	488

Management

	Classification
1	Elected District Attorney
1	Executive Secretary III
2	Asst. District Attorney
1	Executive Secretary II
1	Special Asst. Deputy District Attorney
1	Public Affairs Officer
7	Total

Bureau of Administration

	Classification
1	Chief of District Attorney Administration
1	Secretary II
1	Administrative Supervisor I
2	Staff Analyst II
2	Payroll Specialist
1	Fiscal Specialist
1	Fiscal Assistant
9	Total

Bureau of Victim Services

	Classification
1	Victim Services Chief
5	Supervising Victim Advocate
16	Victim Advocate II
7	Victim Advocate I
9	Office Assistant III
2	Paralegal
2	Victim/Witness Claims Tech II
5	Victim/Witness Claims Tech I
47	Total

Bureau of Information Technology

	Classification
1	Deputy Info Services Administrator
1	Programmer III
1	Depart Systems Engineer
1	Supv Automated Systems Analyst II
5	Automated Systems Analyst I
2	Automated Systems Analyst II
3	Business Systems Analyst I
1	Programmer Analyst III
1	Automated Systems Technician
16	Total

Special Units

	Classification
1	Chief Deputy District Attorney
2	Supervising Deputy District Attorney
30	Deputy District Attorney
5	Legal Research Attorney IV
2	Secretary II
7	Secretary I
3	Paralegals
1	Grand Jury Advisor
1	Supervising Office Specialist
1	Accountant III
7	Office Assistant III
1	Office Assistant II
61	Total

Bureau of Investigation

	Classification
1	District Attorney Chief Investigator
1	Executive Secretary I
2	District Attorney Asst Chief Investigator
7	Supv District Attorney Investigators
44	Senior Investigators
14	Investigative Technician II
3	Investigative Technician III
9	Office Assistant IV
81	Total

Criminal Prosecution - Central

	Classification
1	Chief Deputy District Attorney
4	Supervising Deputy District Attorney
44	Deputy District Attorney
2	Secretary II
3	Secretary III
1	Supervising Office Specialist
2	Office Assistant IV
18	Office Assistant III
3	Office Assistant II
1	Supervising Office Assistant
79	Total

Criminal Prosecution - Rancho Cucamonga

	Classification
1	Chief Deputy District Attorney
2	Supervising Deputy District Attorney
34	Deputy District Attorney
1	Supervising Office Specialist
16	Office Assistant III
1	Office Assistant II
1	Secretary II
5	Secretary I
61	Total

Criminal Prosecution - Fontana

	Classification
1	Chief Deputy District Attorney
3	Supervising Deputy District Attorney
33	Deputy District Attorney
1	Supervising Office Assistant
16	Office Assistant III
1	Secretary II
1	Secretary I
56	Total

Criminal Prosecution - Desert

	Classification
1	Chief Deputy District Attorney
4	Supervising Deputy District Attorney
39	Deputy District Attorney
3	Secretary II
2	Secretary I
1	Supervising Office Specialist
2	Supervising Office Assistant
19	Office Assistant III
71	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$10,962,257
Total Sources	$6,441,298
Fund Balance	$4,520,959
Use of Fund Balance	$1,035,229
Total Staff	0

Real Estate Fraud Prosecution accounts for activity related to the investigation and prosecution of real estate fraud crimes in the County. On January 23, 1996, the Board of Supervisors (Board) adopted Resolution 96-14 to allow the County to collect, pursuant to Government Code 27388, a $2 fee upon recording documents. On December 9, 2008, the Board adopted Resolution 2008-311 authorizing an increase of this fee from $2.00 to $3.00. This fee is used to fund costs of the District Attorney's Real Estate Fraud Prosecution Unit. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to real estate fraud prosecution.

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 highest cost of automobile insurance with particular significance 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 auto insurance fraud prosecution.

Workers Compensation Insurance Fraud Prosecution accounts for activity related to the investigation and prosecution of workers' compensation insurance fraud. The Department of Insurance, pursuant to Section 1871.83 of the California Insurance Code, distributes funds to the District Attorney's Office for this purpose. These assessed funds represent a percentage of the total premiums collected by workers' compensation claims relating to the willful failure to secure the payment of workers' compensation. Of all money collected by the state, 56% is retained by the state for fraud investigation and 44% is distributed statewide to District Attorney Offices through a grant program. These funds 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 the Workers' Compensation Insurance Fraud Prosecution Unit.

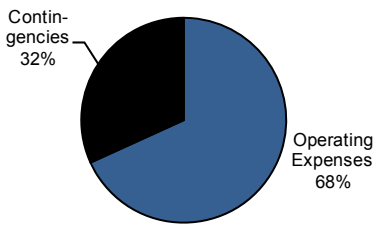
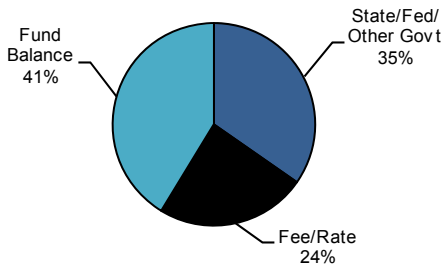
Specialized Prosecutions was established in 1990-91 with funding from various fines and forfeitures for the District Attorney's Office to prosecute crimes such as hazardous waste dumping, consumer fraud and violations of Cal/OSHA laws. Sources transferred to the District Attorney's Criminal Prosecution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

Vehicle Fees – Auto Theft accounts for the receipt of assessments on vehicles registered in San Bernardino County. In May of 1995, the Board adopted a resolution, pursuant to Vehicle Code 9250.14, to impose a $1.00 fee on each San Bernardino County new and renewal vehicle registration. The revenue from this fee is used to enhance the capacity of local law enforcement and prosecutors to deter, investigate and prosecute vehicle theft crimes. This budget unit receives the District Attorney's share of the registration assessment on vehicles registered in San Bernardino County. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the costs of prosecuting and investigating automobile theft crimes.

State Asset Forfeitures represent receipt of the District Attorney's share of state asset forfeiture funds. The goal of asset forfeiture is to remove the profits from those who benefit from illegal activities. While seizures and arrests present a temporary setback for criminals, asset forfeiture is effective in permanently removing the proceeds from the criminals while diminishing their ability to continue the illegal enterprise. The law permits law enforcement agencies to use the proceeds of forfeitures to offset public safety expenses. Thus, law enforcement is able to convert criminal profits into supplemental funding to inhibit illegal activities. There is no staffing associated with this budget unit. 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. The proceeds from the sale of forfeited assets such as real property, vehicles, business, financial instruments, vessels, aircraft and jewelry are deposited into this fund and are subsequently used to further law enforcement initiatives. Under the Equitable Sharing Program, proceeds from sales are often shared with the state and local enforcement agencies that participated in the investigation, which led to the seizure of the assets. This important program enhances law enforcement cooperation between state/local agencies and federal agencies. The U.S. Department of Justice sets forth the terms by which law enforcement may use these funds. These funds are transferred to the District Attorney's Criminal Prosecution budget unit to assist with the Asset Forfeitures Unit's operating expenses and other public safety expenses according to the guideline set forth by the U.S. Department of Justice.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	6,836,889	6,399,296	6,866,241	6,872,073	7,476,527	**604,454**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	2,773,275	3,485,730	**712,455**
Total Exp Authority	0	6,836,889	6,399,296	6,866,241	9,645,348	10,962,257	**1,316,909**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	6,836,889	6,399,296	6,866,241	9,645,348	10,962,257	**1,316,909**
Operating Transfers Out	7,230,722	(1,071)	0	0	0	0	**0**
Total Requirements	7,230,722	6,835,818	6,399,296	6,866,241	9,645,348	10,962,257	**1,316,909**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	3,803,976	3,623,978	3,616,819	3,636,834	3,600,908	3,798,598	**197,690**
Fee/Rate	5,556,513	2,212,049	2,027,195	3,737,650	2,030,000	2,633,000	**603,000**
Other Revenue	31,452	41,522	23,495	9,776	11,500	9,700	**(1,800)**
Total Revenue	9,391,941	5,877,549	5,667,509	7,384,260	5,642,408	6,441,298	**798,890**
Operating Transfers In	0	0	780,606	0	0	0	**0**
Total Sources	9,391,941	5,877,549	6,448,115	7,384,260	5,642,408	6,441,298	**798,890**
				Fund Balance	4,002,940	4,520,959	**518,019**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing*
Special Revenue Funds				
Real Estate Fraud Prosecution (Fund REB)	2,108,193	1,263,000	845,193	7
Auto Insurance Fraud Prosecution (Fund RIP)	850,149	637,495	212,654	3
Workers' Comp Insurance Fraud (Fund ROB)	2,619,039	2,366,103	252,936	13
Sepcialized Prosecutions (Fund SBI)	3,531,284	857,600	2,673,684	9
Vehicle Fees - Auto Theft (Fund SDM)	815,478	795,000	20,478	5
State Asset Forfeitures (Fund SBH)	216,972	170,000	46,972	0
Federal Asset Forfeitures (Fund SDN)	821,142	352,100	469,042	0
Total Special Revenue Funds	10,962,257	6,441,298	4,520,959	37

*Staffing costs for these Special Revenue Funds are located within the District Attorney's General Fund budget unit; however, the funding for these positions is located within these special revenue funds.

Real Estate Fraud Prosecution: Requirements of $2.1 million include transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to real estate fraud prosecution ($1.3 million) and an amount set aside in contingencies for future allocation ($0.8 million). Sources of $1.3 million represent the amount anticipated from the $3.00 fee collected on recording documents for real estate fraud prosecution.

Auto Insurance Fraud Prosecution: Requirements of $850,149 primarily include transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to auto insurance fraud prosecution ($492,672) and an amount set aside in contingencies for future allocation ($357,401). Sources of $637,495 represent projected grant funds from the California Department of Insurance.

Workers' Compensation Insurance Fraud Prosecution: Requirements of $2.6 million include transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to workers' compensation insurance fraud prosecution ($2.4 million) and an amount set aside in contingencies for future allocation ($0.2 million). Sources of $2.4 million reflect projected grant funds from the California Department of Insurance.

Specialized Prosecutions: Requirements of $3.5 million include transfers to the Department's Criminal Prosecution budget unit for staffing and other costs related to specialized prosecutions ($1.9 million) and an amount set aside in contingencies for future allocation ($1.6 million). Sources of $0.9 million reflect the Department's estimate of case settlements anticipated for 2013-14.

Vehicle fees – Auto Theft Prosecution: Requirements of $815,478 primarily include transfers to the Department's Criminal Prosecution budget unit for costs associated with prosecuting and investigating automobile theft crimes ($793,000) and an amount set aside in contingencies for future allocation ($22,414). Sources of $795,000 represent new and renewal registration assessment on vehicles registered in San Bernardino County.

State Asset Forfeitures: Requirements of $216,972 primarily include transfers to the Department's Criminal Prosecution budget unit to help offset the costs of processing asset forfeiture cases ($200,019) and an amount set aside in contingencies for future allocation ($16,800). Sources of $170,000 reflect the anticipated proceeds from asset forfeitures.

Federal Asset Forfeitures: Requirements of $821,142 primarily include transfers to the Department's Criminal Prosecution budget unit to assist with operating expenses of the Asset Forfeiture Unit ($439,000) and an amount set aside in contingencies for future allocation ($381,973). Sources of $352,100 represent proceeds from federal asset forfeiture funds ($350,000) and interest earnings ($2,100).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.3 million, primarily due to increased operating expenses of $0.6 million because of additional transfers to the District Attorney's criminal budget unit primarily for the cost of 2 new positions in Specialized Prosecutions and planned technology improvements and increased contingencies. Sources are increasing by $0.8 million primarily to reflect the current and projected rise in revenue from real estate recording fees as the housing market improves.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this consolidated special revenue budget units.

LAW AND JUSTICE GROUP ADMINISTRATION
Ronald E. Cochran

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.

2012-13 ACCOMPLISHMENTS

- Secured 2012 Justice Assistance Grant funding of approximately $657,791 on behalf of the County and 17 cities.
- Secured Juvenile Accountability Block Grant funding of $132,329 for fiscal year for continuance of the Public Defender's Early Intervention program.
- Purchased equipment for law and justice agencies including the Sheriff/Coroner/Public Administrator, Probation Department, District Attorney, Public Defender and Superior Court.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

Objective(s): ***• Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.***

Department Strategy:
- *Increase the number of cases that are elecronically filed.*
- *Participate with Law and Justice Agencies to faclitate additional grant funding.*
- *Identify new grant opportunities.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of cases filed electronically.	96%	95%	97%	95%
Number of youth and/or families served with Juvenile Accountability Block Grant funding.	N/A	175	200	200
Amount of additional funding secured.	N/A	N/A	N/A	$600,000

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Law and Justice Group Administration	5,000	5,000	0			1
Total General Fund	5,000	5,000	0			1
Special Revenue Funds						
Special Revenue Funds - Consolidated	4,802,529	275,000		4,527,529		0
Total Special Revenue Funds	4,802,529	275,000		4,527,529		0
Total - All Funds	4,807,529	280,000	0	4,527,529		1

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Law and Justice Group Administration	230,592	308,183	200,164	144,767	5,000
2009 Recovery Act Justice Assistance Grant	4,691,019	461,699	468,507	202,441	10,957
2009 Justice Assistance Grant	1,103,496	91,482	76,573	29,207	0
2010 Justice Assistance Grant	7,206	1,035,415	118,874	73,858	41,962
2011 Justice Assistance Grant	0	0	834,114	81,514	54,363
2012 Justice Assistance Grant	0	0	0	657,791	59,279
Southwest Border Prosecution Initiative	9,775,884	9,033,780	5,005,236	4,795,209	4,635,968
Total	**15,808,197**	**10,930,559**	**6,703,468**	**5,984,787**	**4,807,529**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Law and Justice Group Administration	74,066	154,159	200,164	144,767	5,000
2009 Recovery Act Justice Assistance Grant	4,691,019	5,350	2,500	0	0
2009 Justice Assistance Grant	1,103,496	0	0	0	0
2010 Justice Assistance Grant	0	1,035,415	0	0	0
2011 Justice Assistance Grant	0	0	834,114	0	0
2012 Justice Assistance Grant	0	0	0	657,791	0
Southwest Border Prosecution Initiative	2,448,000	1,688,000	543,000	350,000	275,000
Total	**8,316,581**	**2,882,924**	**1,579,778**	**1,152,558**	**280,000**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Law and Justice Group Administration	156,526	154,024	0	0	0
Total	**156,526**	**154,024**	**0**	**0**	**0**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
2009 Recovery Act Justice Assistance Grant	0	456,349	466,007	202,441	10,957
2009 Justice Assistance Grant	0	91,482	76,573	29,207	0
2010 Justice Assistance Grant	7,206	0	118,874	73,858	41,962
2011 Justice Assistance Grant	0	0	0	81,514	54,363
2012 Justice Assistance Grant	0	0	0	0	59,279
Southwest Border Prosecution Initiiative	7,327,884	7,345,780	4,462,236	4,445,209	4,360,968
Total	**7,335,090**	**7,893,611**	**5,123,690**	**4,832,229**	**4,527,529**

Law and Justice Group Administration

DESCRIPTION OF MAJOR SERVICES

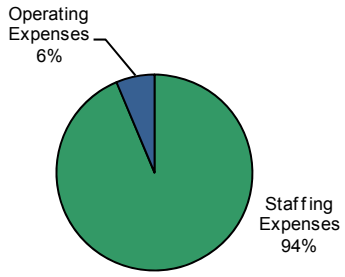
Under general direction of the Law and Justice Group Chairman, the law and justice departments collaborate on grant applications, projects and operational enhancements, with the assistance of and coordination by the Administrative Analyst for the Law and Justice Group.

Budget at a Glance

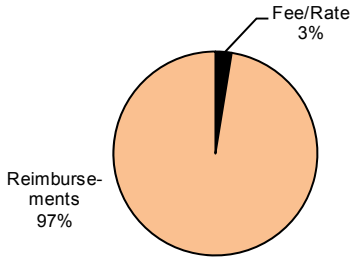
Total Requirements	$5,000
Total Sources	$5,000
Net County Cost	$0
Total Staff	1
Funded by Net County Cost	0%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

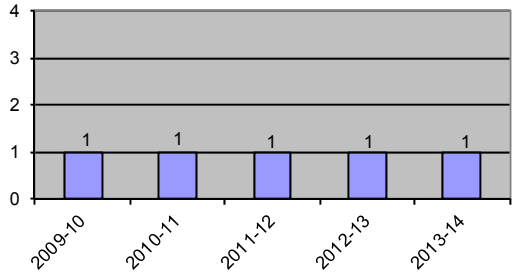


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	1	1	1	1
Limited Term	0	0	0	0
Total	1	1	1	1
Staffing Expenses	$152,242	$160,647	$160,647	$182,765

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	159,947	160,014	152,242	155,834	160,647	182,765	**22,118**
Operating Expenses	69,935	176,854	208,045	12,280	185,017	12,361	**(172,656)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	229,882	336,868	360,287	168,114	345,664	195,126	**(150,538)**
Reimbursements	0	(29,345)	(181,299)	139,813	(200,897)	(190,126)	**10,771**
Total Appropriation	229,882	307,523	178,988	307,927	144,767	5,000	**(139,767)**
Operating Transfers Out	0	0	0	(163,160)	0	0	**0**
Total Requirements	229,882	307,523	178,988	144,767	144,767	5,000	**(139,767)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	68,194	147,818	180,736	139,767	139,767	0	**(139,767)**
Fee/Rate	5,000	5,000	5,000	5,000	5,000	5,000	**0**
Other Revenue	1,288	0	0	0	0	0	**0**
Total Revenue	74,482	152,818	185,736	144,767	144,767	5,000	**(139,767)**
Operating Transfers In	655	0	0	0	0	0	**0**
Total Sources	75,137	152,818	185,736	144,767	144,767	5,000	**(139,767)**
Net County Cost	154,745	154,705	(6,748)	0	0	0	**0**
				Budgeted Staffing	1	1	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $182,765 fund 1 budgeted position (Administrative Analyst) for the Law and Justice Group.

Operating expenses of $12,361 include COWCAP charges ($6,166); single-audit costs ($3,000), administrative expenses ($3,195).

Reimbursements of $190,126 include transfers from the Southwest Border Prosecution Initiative Fund ($134,387) and from the Justice Assistance Grants ($55,739) to fund staffing and operating expenses.

Sources of $5,000 includes the Superior Court's contribution toward the Law and Justice Group in accordance with an MOU between the County of San Bernardino and Superior Court.

2013-14 POSITION SUMMARY

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

Administration

	Classification
1	Administrative Analyst III
1	Total

LAW AND JUSTICE

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$4,802,529
Total Sources	$275,000
Fund Balance	$4,527,529
Use of Fund Balance	$1,261,202
Total Staff	0

2009 Recovery Act Justice Assistance Grant provides funding through the American Recovery and Reinvestment Act (ARRA) for the prevention or reduction of crime and violence. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for Juvenile Drug courts; a security system at the Sheriff/Coroner/Public Administrator's Colorado River station; improvements to the Probation Department's case management system; purchase of computer equipment and training for the District Attorney; and document imaging for the Public Defender.

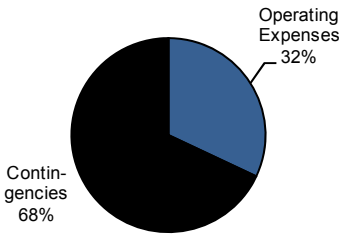
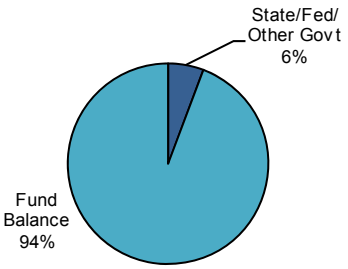
2010 Justice Assistance Grant funding is used to support a broad range of law enforcement activities to improve the overall criminal justice system. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for the purchase of tasers for the Sheriff/Coroner/Public Administrator's Detention and Corrections Bureau; purchase of hardware and software for the District Attorney; dispatch services for the Public Defender; and Global Positioning System (GPS) tracking for the Probation Department.

2011 Justice Assistance Grant provides funding through the American Recovery and Reinvestment Act (ARRA) for the prevention or reduction of crime and violence. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for the purchase of radios for the Sheriff/Coroner/Public Administrator; software and equipment upgrades for the District Attorney; GPS tracking for the Probation Department; and upgrades to the Public Defender's audio-visual equipment.

2012 Justice Assistance Grant funding is used to support a broad range of law enforcement activities to improve the overall criminal justice system. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for the purchase of a microscope for the Sheriff/Coroner/Public Administrator's Scientific Investigations Division; purchase of hardware and software for the District Attorney; computer equipment for the Public Defender; and GPS tracking and polygraph services for the Probation Department.

Southwest Border Prosecution Initiative is a reimbursement program under which jurisdictions in the four Southwestern U.S. Border States (Arizona, California, Texas, and New Mexico) are eligible to be reimbursed for a portion of prosecution and detention costs in federal cases. These funds are used for law and justice activities that support and enhance prosecutorial and detention services.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Law and Justice Group Administration
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	3,474,646	1,655,122	590,234	2,664,580	1,536,202	**(1,128,378)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	3,175,440	3,266,327	**90,887**
Total Exp Authority	0	3,474,646	1,655,122	590,234	5,840,020	4,802,529	**(1,037,491)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	3,474,646	1,655,122	590,234	5,840,020	4,802,529	**(1,037,491)**
Operating Transfers Out	0	2,085,270	3,000	0	0	0	**0**
Total Requirements	0	5,559,916	1,658,122	590,234	5,840,020	4,802,529	**(1,037,491)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	2,436,749	1,341,164	274,843	1,007,791	275,000	**(732,791)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	72,599	25,499	10,502	0	0	**0**
Total Revenue	0	2,509,348	1,366,663	285,345	1,007,791	275,000	**(732,791)**
Operating Transfers In	0	219,241	0	0	0	0	**0**
Total Sources	0	2,728,589	1,366,663	285,345	1,007,791	275,000	**(732,791)**
				Fund Balance	4,832,229	4,527,529	**(304,700)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
2009 Recovery Act JAG Grant (Fund SIT)	10,957	0	10,957	0
2009 Justice Assistance Grant (Fund SDT)	0	0	0	0
2010 Justice Assistance Grant (Fund SIQ)	41,962	0	41,962	0
2011 Justice Assistance Grant (Fund SDO)	54,363	0	54,363	0
2012 Justice Assistance Grant (Fund SDZ)	59,279	0	59,279	0
Southwest Border Prosecution Initiative (Fund SWI)	4,635,968	275,000	4,360,968	0
Total Special Revenue Funds	4,802,529	275,000	4,527,529	0

Services and supplies of $1,536,202 include costs of Board-approved projects not completed in previous fiscal year as shown below:

- Security Enhancements for the Sheriff/Coroner/Public Administrator's West Foothill Station ($30,000)
- Sheriff/Coroner/Public Administrator's Desert Dispatch ($392,726)
- Purchase of a Regional Tactical Vehicle for the Sheriff/Coroner/Public Administrator ($250,000)
- Purchase of equipment for the Sheriff's Crime Lab ($40,210)
- Purchase of microscope for the Sheriff's Crime Lab ($137,250)
- Purchase of software for the Sheriff's Hi Tech Crime Division ($45,370)
- Purchase of software for the Sheriff's Presynct Project ($15,817)
- District Attorney Parent Project ($18,081)
- District Attorney Gang Reduction Intervention Program ($5,711)
- ISD Corporation contract for Law and Justice Group Server ($32,000)
- Public Defender's Imaging Project ($236,878)
- Contribution to the Law and Justice Group for administrative expenses ($190,336)

- San Bernardino Juvenile Drug Courts – SCRAM tracking ($33,247)
- Probation's Video Courtroom ($44,049)
- Upgrades to the Public Defender's Audio-Visual System ($21,054)
- Purchase of equipment for the Public Defender ($13,473)
- Public Defender's Dispatch Services Contract ($30,000)

Contingencies of $3,266,327 represent the amount available for future projects as identified by the Law and Justice Group and approved by the Board of Supervisors.

Sources of $275,000 include projected reimbursement claims from the federal government.

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds are decreasing requirements by $1.0 million and sources by $0.7 million, reducing fund balance by $304,000 primarily as a result of the one-time nature of grant funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

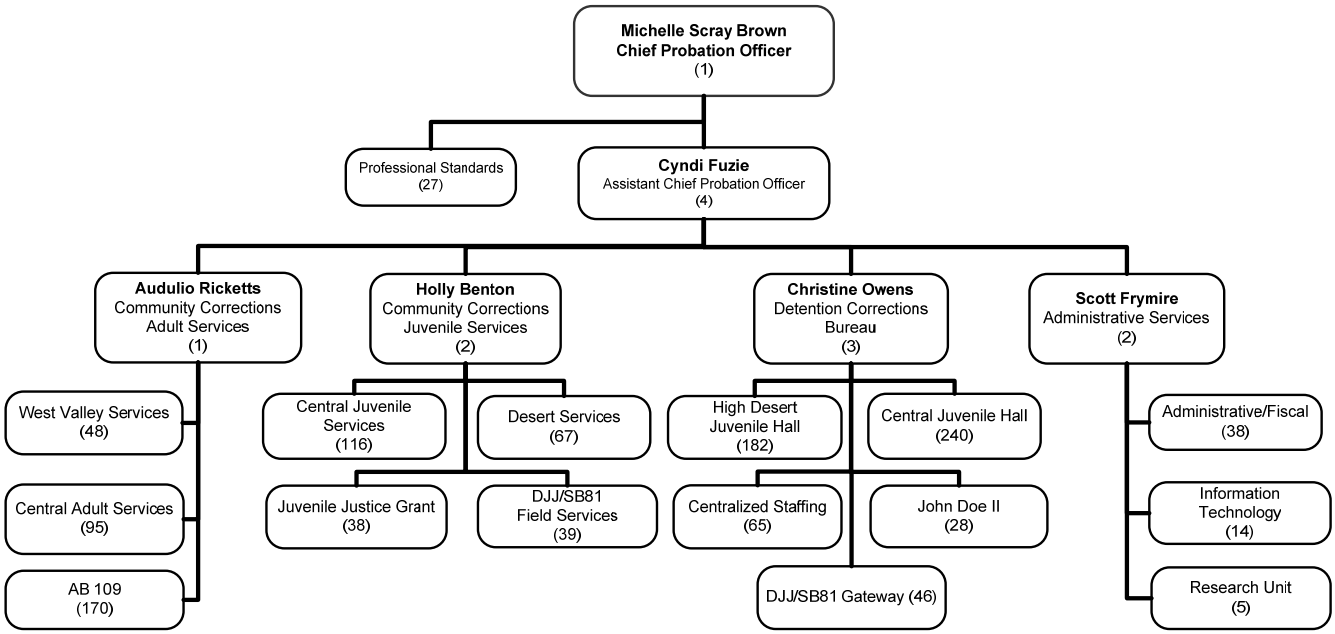
There is no staffing associated with this budget unit.

PROBATION
Michelle Scray Brown

DEPARTMENT MISSION STATEMENT

The Probation Department is dedicated to protecting the community through assessment, treatment and control of adult and juvenile offenders by providing a range of effective services based on legal requirements and recognized professional standards.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Received two National Association of Counties (NACo) Achievement Awards, one for the Gateway Program and the other for development and implementation of the Performance Assessment System (PAS).
- Received the California State Association of Counties (CSAC) Innovation Challenge Award for development and implementation of the AB 109 Realignment Plan. The plan includes three regional Day Reporting Centers (DRC) that operate as a “one stop shop” providing a full array of services from several County departments.
- Established the Probation Apprehension Team to seek and capture offenders that have absconded from supervision.
- Coordinated and/or participated in 37 multi-agency compliance sweeps or enforcement operations resulting in the confiscation of 322 firearms, 391 other weapon types, 70 pounds of marijuana, and 8.6 pounds of methamphetamine.
- Added six probation officers to school campuses, bringing the total to 23, which helped to increase the average daily attendance and allowed for intervention with youth on probation or at risk of entering the juvenile justice system.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

Objective(s): • ***Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.***

Department Strategy:
- *Supervise adult and juvenile probationers at an appropriate level to reduce recidivism.*
- *Assess each new adult and juvenile offender to determine expected risk of recidivating and their criminogenic risk factors to ensure appropriate supervision level.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of adult supervision cases recidivating.	3.5%	3.1%	4.0%	3.5%
Percentage of juvenile supervision cases recidivating.	8.0%	8.0%	6.2%	6.0%
Percentage of new adult supervision cases assessed within 60 days.	85.9%	87.0%	93.9%	94.0%
Percentage of new juvenile supervision cases assessed within 60 days.	94.4%	95.0%	97.0%	97.2%

There is expected to be a small increase in the percentage of adults recidivating during 2012-13 due to a more serious assortment of AB 109 offenders being released by the State sooner than anticipated. For purposes of collecting recidivism information for the adult population, the Probation Department can currently report on only those convictions that occur in San Bernardino County.

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Administration, Corrections and Detention	137,368,823	73,665,220	63,703,603			1,193
Court-Ordered Placements	0	0	0			0
Juvenile Justice Grant Program	0	0	0			38
Total General Fund	137,368,823	73,665,220	63,703,603			1,231
Special Revenue Funds						
Special Revenue Funds - Consolidated	14,872,382	7,196,928		7,675,454		0
Total Special Revenue Funds	14,872,382	7,196,928		7,675,454		0
Total - All Funds	152,241,205	80,862,148	63,703,603	7,675,454		1,231

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Administration, Corrections and Detention	109,131,846	107,089,367	117,370,337	135,245,612	137,368,823
Court-Ordered Placements	2,542,766	1,053,834	424,717	1,529,775	0
Juvenile Justice Grant Program	0	0	0	0	0
Juvenile Justice Crime Prevention Act	4,663,510	6,656,996	8,548,431	10,364,803	10,034,534
SB 678 - Criminal Recidivism	0	0	2,266,012	4,089,464	4,429,865
AB 1628 - Juvenile Reentry Program	0	0	200,000	103,372	343,372
Asset Forfeiture 15%	14,727	12,318	9,881	9,908	9,938
State Seized Assets	58,440	54,592	54,356	54,406	54,673
Total	**116,411,289**	**114,867,107**	**128,873,734**	**151,397,340**	**152,241,205**

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Administration, Corrections and Detention	45,245,680	45,763,911	55,837,449	70,893,960	73,665,220
Court-Ordered Placements	0	0	0	0	0
Juvenile Justice Grant Program	0	0	0	0	0
Juvenile Justice Crime Prevention Act	3,688,447	6,383,859	5,875,000	5,962,836	5,861,917
SB 678 - Criminal Recidivism	0	0	2,266,012	1,822,330	1,214,775
AB 1628 - Juvenile Reentry Program	0	0	200,000	0	120,000
Asset Forfeiture 15%	193	141	80	50	36
State Seized Assets	837	653	380	160	200
Total	**48,935,157**	**52,148,564**	**64,178,921**	**78,679,336**	**80,862,148**

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Administration, Corrections and Detention	63,886,166	61,325,456	61,532,888	64,351,652	63,703,603
Court-Ordered Placements	2,542,766	1,053,834	424,717	1,529,775	0
Juvenile Justice Grant Program	0	0	0	0	0
Total	**66,428,932**	**62,379,290**	**61,957,605**	**65,881,427**	**63,703,603**

5-YEAR FUND BALANCE TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Juvenile Justice Crime Prevention Act	975,063	273,137	2,673,431	4,401,967	4,172,617
SB 678 - Criminal Recidivism	0	0	0	2,267,134	3,215,090
AB 1628 - Juvenile Reentry Program	0	0	0	103,372	223,372
Asset Forfeiture 15%	14,534	12,177	9,801	9,858	9,902
State Seized Assets	57,603	53,939	53,976	54,246	54,473
Total	**1,047,200**	**339,253**	**2,737,208**	**6,836,577**	**7,675,454**

Administration, Corrections and Detention

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$137,368,823
Total Sources	$73,665,220
Net County Cost	$63,703,603
Total Staff	1,193
Funded by Net County Cost	45%

Probation executive management is responsible for the overall leadership to provide Department policies and procedures that focus on maintaining public safety while operating in a fiscally responsible and business-like manner. These efforts are driven by the principles of operating with management integrity, relying on recognized professional practices, and developing innovative programs to meet the changing needs of the population.

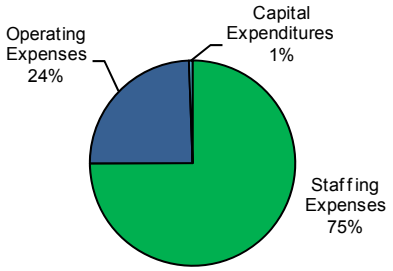
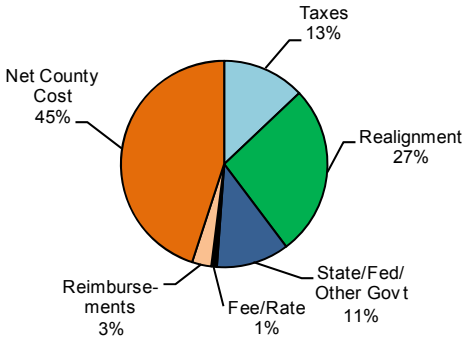
Each of the following bureaus focus on providing for the health and social service needs of County residents, whether managing field operations in the community or caring for minors in detention, by addressing each individual's criminogenic risk factors and providing services that meet those specific needs:

- Community Corrections Bureau (CCB) is responsible for adult and juvenile supervision, investigation reports for the courts, and case management services. CCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. With development of AB 109, the Department has created Day Reporting Centers (DRC) in three regions of the County 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 much like the Juvenile Division currently operates. All efforts are aimed at minimizing recidivism and moving offenders into a role of self sufficient, producing citizens.

- Detention Corrections Bureau (DCB) is responsible for the County's Juvenile Detention and Assessment Centers (JDAC) and Department operated residential treatment options in secured environments for legally detained and court ordered minors. DCB works with all law enforcement agencies in the County when a minor is considered for detention and with multiple County agencies within the facilities, as well as local community groups such as faith based organizations to address the juvenile's needs.

- Administrative Services Bureau (ASB) is responsible for the organizational and specialty support functions that include fiscal, payroll/personnel, purchasing, accounts payable, information systems, research/analytical support, courier/file management, and the professional Standards Units. Each of these units work with other County agencies, from fiscal audits to developing new training curriculums, to ensure that the Department is operating in a fiscally responsible and business-like manner while staying focused on the primary objective to maintain public safety.

2013-14 RECOMMENDED BUDGET

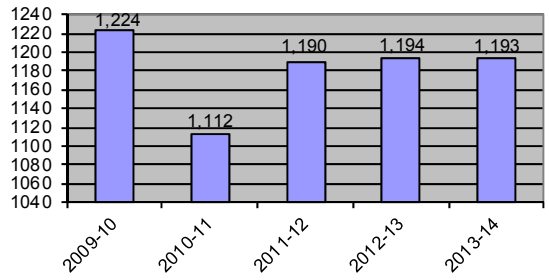
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	1,172	1,184	1,184	1,184
Limited Term	18	11	10	9
Total	1,190	1,195	1,194	1,193
Staffing Expenses	$92,039,659	$108,275,325	$108,199,590	$106,189,710

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	93,078,987	92,466,715	92,030,807	99,583,440	108,199,590	106,189,710	**(2,009,880)**
Operating Expenses	18,436,099	16,437,811	24,080,295	28,526,913	33,736,079	34,665,839	**929,760**
Capital Expenditures	5,412	313,207	2,148,395	162,466	283,700	810,000	**526,300**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	111,520,498	109,217,733	118,259,497	128,272,819	142,219,369	141,665,549	**(553,820)**
Reimbursements	(2,334,244)	(2,431,302)	(1,960,347)	(4,296,726)	(7,207,757)	(4,296,726)	**2,911,031**
Total Appropriation	109,186,254	106,786,431	116,299,150	123,976,093	135,011,612	137,368,823	**2,357,211**
Operating Transfers Out	0	293,200	796,000	923,971	234,000	0	**(234,000)**
Total Requirements	109,186,254	107,079,631	117,095,150	124,900,064	135,245,612	137,368,823	**2,123,211**
Sources							
Taxes	14,487,500	14,687,500	15,887,500	16,950,000	16,950,000	18,337,500	**1,387,500**
Realignment	2,700,630	2,700,630	2,700,630	26,926,514	35,754,529	37,980,442	**2,225,913**
State, Fed or Gov't Aid	25,472,911	26,837,964	35,691,248	15,765,189	16,586,229	16,106,178	**(480,051)**
Fee/Rate	1,575,050	1,516,110	1,501,502	1,085,952	1,602,202	1,240,100	**(362,102)**
Other Revenue	3,462	11,933	34,907	300	1,000	1,000	**0**
Total Revenue	44,239,553	45,754,137	55,815,787	60,727,955	70,893,960	73,665,220	**2,771,260**
Operating Transfers In	647,505	(54,191)	21,000	0	0	0	**0**
Total Sources	44,887,058	45,699,946	55,836,787	60,727,955	70,893,960	73,665,220	**2,771,260**
Net County Cost	64,299,196	61,379,685	61,258,363	64,172,109	64,351,652	63,703,603	**(648,049)**
				Budgeted Staffing	1,194	1,193	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

The majority of expenditures for 2013-14 consist of staffing and facility costs related to the supervision and treatment of adult offenders and legally detained or court ordered minors. These costs include operation of the day reporting centers and the juvenile detention and assessment centers. The Department's primary sources of revenue are as follows: AB 109 funds ($27.9 million), Prop 172 revenues ($18.3 million), federal Title IV monies ($7.2 million), Youthful Offender Block Grant ($7.1 million), Juvenile Probation Funding from the state ($5.3 million), reimbursements from other departments/budget units ($4.3 million), and realignment funding ($2.7 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.1 million primarily due to a significant reduction in reimbursements resulting from the Department budgeting prior year AB109 funds in 2012-13 for one-time purposes. The $2.0 million decrease in staffing expenses is the result of new employee MOU's combined with new hires starting at lower salary steps to produce significant savings. Sources are increasing by $2.8 million due to additional Prop 172 and AB 109 monies anticipated for 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $106.1 million fund 1,193 budgeted positions of which 1,184 are regular positions and 9 are limited term positions. The Department's budgeted staffing reflects a net decrease of 1 position. Staffing changes are shown below:

The Department is adding 7 positions, which are being funded by AB109, to help fulfill workload requirements associated with the public safety realignment:

- 1 Probation Officer II
- 1 Probation Officer III
- 1 Applications Specialist
- 2 Media Specialist II
- 2 Fiscal Specialist

The Department is also revising its procedure of transporting juveniles due to safety and security reasons. This function, which is currently being performed by probation corrections officers, can be more safely accomplished through the services of probation officers. As a result, the Department is adding the following 24 new positions, offset by a decrease of 26 vacant probation corrections officers:

- 20 Probation Officer II
- 2 Probation Officer III
- 2 Supervising Probation Officer

Furthermore, 6 additional vacant positions, including 5 probation corrections officers and 1 supervising office specialist, are being deleted primarily because of fewer wards within the JDAC system.

The 2013-14 budget also includes the following recommended reclassifications:

- Office Assistant III to Office Assistant IV
- Office Assistant III to Office Specialist
- Office Assistant III to IT Technical Assistant I
- Supervising Office Assistant to Supervising Office Specialist
- Probation Officer III to Probation Officer II
- Statistical Analyst to Administrative Supervisor I

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administrative Services Bureau	85	6	91	81	10	0	91
Community Correction Bureau	538	0	538	514	17	7	538
Detention Corrections Bureau	561	3	564	498	42	24	564
Total	1,184	9	1,193	1,093	69	31	1,193

Administrative Services Bureau

	Classification
3	Accounting Technician
1	Administrative Manager
1	Administrative Supervisor I
1	Applications Specialist
1	Assistant Chief Probation Officer
2	Automated Systems Analyst I
7	Automated Systems Technician
6	Background Investigator
1	Business Applications Manager
1	Business Systems Analyst II
1	Chief Probation Officer
1	Crime Analyst
1	Deputy Chief Probation Administrator
1	Executive Secretary III -Class
4	Fiscal Assistant
6	Fiscal Specialist
1	IT Technical Assistant I
1	Mail Processor II
1	Office Assistant II
11	Office Assistant III
1	Office Assistant IV
2	Office Specialist
5	Payroll Specialist
2	Probation Corrections Officer
1	Probation Corrections Suerpvisor I
2	Probation Corrections Supervisor II
1	Probation Division Director I
2	Probation Division Director II
1	Probation Officer II
7	Probation Officer III
2	Secretary I
2	Staff Analyst II
1	Statistical Analyst
1	Storekeeper
2	Supervising Fiscal Specialist
1	Supervising Office Specialist
2	Supervising Accounting Technician
1	Supervising Auto Systems Analyst II
3	Supervising Probation Officer
91	Total

Community Corrections Bureau

	Classification
1	Accountant III
1	Accounting Technician
1	Administrative Supervisor I
2	Applications Specialist
1	Automated Systems Technician
1	Crime Analyst
2	Deputy Chief Probation Officer
2	Domestic Violence Program Coordinator
2	Fiscal Specialist
2	Media Specialist II
11	Office Assistant II
80	Office Assistant III
3	Office Assistant IV
1	Payroll Specialist
4	Probation Corrections Officer
1	Probation Corrections Supervisor I
2	Probation Corrections Supervisor II
4	Probation Division Director I
6	Probation Division Director II
317	Probation Officer II
46	Probation Officer III
5	Secretary I
1	Senior Crime Analyst
1	Statistical Analyst
2	Supervising Office Assistant
39	Supervising Probation Officer
538	Total

Detention Corrections Bureau

	Classification
1	Applications Specialist
3	Clinic Assistant
8	Clinical Therapist I
1	Clinical Therapist II
3	Correctional Nurse - Per Diem
20	Correctional Nurse II
4	Custodian I
1	Deputy Chief Probation Officer
3	General Maintenance Mechanic
10	Licsd Vocational Nurse II-Corrections
1	Mental Health Clinic Supervisor
11	Office Assistant II
23	Office Assistant III
2	Office Assistant IV
10	Probation Cook I
4	Probation Cook II
315	Probation Corrections Officer
34	Probation Corrections Supv I
17	Probation Corrections Supv II
3	Probation Division Director I
3	Probation Division Director II
1	Probation Food Service Manager
3	Probation Food Service Supvsr
18	Probation Food Service Worker
1	Probation Health Services Manager
33	Probation Officer II
9	Probation Officer III
5	Secretary I
1	Statistical Analyst
3	Storekeeper
1	Stores Specialist
2	Supervising Office Assistant
2	Supervising Correctional Nurse I
3	Supervising Correctional Nurse II
1	Supervising Custodian
4	Supervising Probation Officer
564	Total

Court-Ordered Placements

DESCRIPTION OF MAJOR SERVICES

Juveniles are committed to the California Youth Authority or group homes to facilitate their rehabilitation, in an attempt to offer intervention programs that will lead to their future safety and productivity. The County is required to pay costs of support for those minors not eligible for state or federal reimbursement programs.

Budget at a Glance

Total Requirements	$0
Total Sources	$0
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

Activity related to court-ordered placements is now consolidated with Probation - Administration, Corrections and Detention, thus closing out this separate budget unit.

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation - Court-Ordered Placements
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,347,600	1,048,604	387,865	115,615	1,529,775	0	**(1,529,775)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,347,600	1,048,604	387,865	115,615	1,529,775	0	**(1,529,775)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,347,600	1,048,604	387,865	115,615	1,529,775	0	**(1,529,775)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,347,600	1,048,604	387,865	115,615	1,529,775	0	**(1,529,775)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	1,347,600	1,048,604	387,865	115,615	1,529,775	0	**(1,529,775)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Not applicable.

BUDGET CHANGES AND OPERATIONAL IMPACT

This budget unit is being closed-out effective June 30, 2013.

Juvenile Justice Grant Program

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$0
Total Sources	$0
Fund Balance	$0
Use of Fund Balance	$0
Total Staff	38

The Juvenile Justice Crime Prevention Act allocates state resources annually to fund programs that address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of County and community leaders that develop and recommend the Comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County.

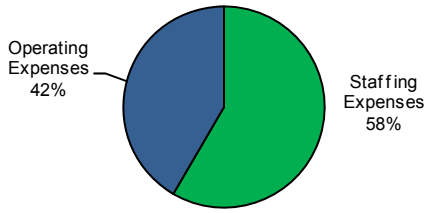
Current programs include Day Reporting Centers, School Probation Officers and a variety of other programs designed to effectively meet the diverse needs of youth.

This budget unit was established to receive funds from the Juvenile Justice Grant Program Special Revenue Fund to pay for program expenses and staffing costs when incurred, and avoid cash flow issues.

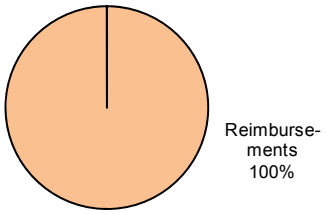
The Juvenile Justice Grant Program is funded under the State Public Safety Realignment.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

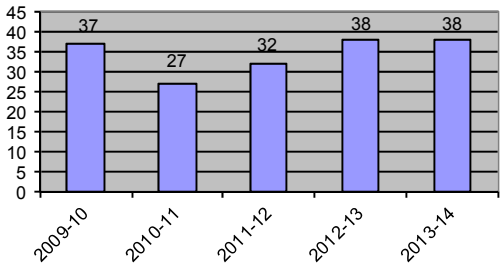


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	32	32	38	38
Limited Term	0	0	0	0
Total	32	32	38	38
Staffing Expenses	$2,332,017	$2,973,394	$3,338,159	$3,740,475

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	2,519,369	2,446,446	2,331,320	2,943,289	3,338,159	3,740,475	**402,316**
Operating Expenses	1,887,962	1,535,869	2,015,070	2,481,661	2,887,121	2,664,553	**(222,568)**
Capital Expenditures	0	0	0	200,000	200,000	0	**(200,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,407,331	3,982,315	4,346,390	5,624,950	6,425,280	6,405,028	**(20,252)**
Reimbursements	(4,407,331)	(3,982,315)	(4,346,390)	(5,624,950)	(6,425,280)	(6,405,028)	**20,252**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
				Fund Balance	0	0	**0**
				Budgeted Staffing	38	38	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing and operating expenses 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 received from the Department's Juvenile Justice Crime Prevention Act - Special Revenue Fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing increases of $402,316, which includes the full year cost of 6 school probation officers added during 2012-13, are offset by decreased operating expenses and decreased capital expenditures for a one-time equipment purchase made in 2012-13 for expansion of the School Probation Officers program.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3,740,475 fund 38 budgeted regular positions. No changes in budgeted staffing are recommended for 2013-14.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Juvenile Justice Grant	38	0	38	36	2	0	38
Total	38	0	38	36	2	0	38

Juvenile Justice Grant

	Classification
3	Office Assistant III
9	Probation Corrections Officers
23	Probation Officers II
2	Supervising Prob. Officers
1	Probation Division Director II
38	Total

LAW AND JUSTICE

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$14,872,382
Total Sources	$7,196,928
Fund Balance	$7,675,454
Use of Fund Balance	$1,023,840
Total Staff	0

Juvenile Justice Crime Prevention Act (JJCPA) accounts for the annual allocation of resources from the state to fund programs that address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of county and community leaders that develop and recommend the Comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County. Staffing is budgeted in the Juvenile Justice Program Grant general fund budget unit and reimbursed by this budget unit.

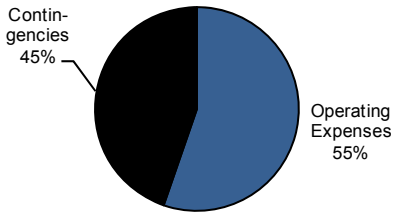
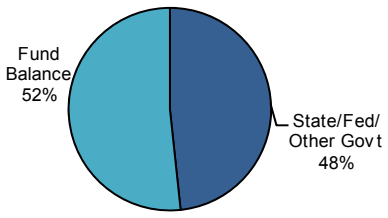
SB 678 – Criminal Recidivism allocates state funding resources to oversee programs for the purposes of reducing parolee recidivism. The funding is intended to improve evidence-based probation supervision practices and will enhance public safety outcomes among adult felons who are on probation. Improving felony probation performance, measured by a reduction in felony probationers who are sent to prison because they were revoked on probation or convicted of another crime while on probation, will reduce the number of new admissions to state prison. Staff is budgeted in the Probation general fund budget unit and reimbursed by this budget unit.

AB 1628 – Juvenile Reentry Program allocates state funding resources to gradually assume responsibility for supervision of juveniles released from the state's Division of Juvenile Justice (DJJ). This shift of parole supervision to the counties gives local officials more responsibility for the rehabilitation of youth in their communities. This legislation authorizes counties to establish a Juvenile Reentry Fund that would accept state money to address the costs of local supervision and rehabilitative programs.

Asset Forfeiture 15% accounts for State of California Health and Safety Code Section 11489 collections which mandates that fifteen percent of distributed seizure funds are used for the sole purpose of funding programs designed to combat drug abuse and divert gang activity. Expenditures for this fund include drug and gang unit expenses not reimbursed through other sources.

State Seized Assets accounts for Probation's proportionate share of asset forfeitures seized in conjunction with other agencies. Expenditures for this budget unit include safety equipment and training expenses not reimbursed through other sources.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	4,414,225	3,985,311	4,346,389	7,154,367	8,297,391	8,220,768	**(76,623)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	6,324,562	6,651,614	**327,052**
Total Exp Authority	4,414,225	3,985,311	4,346,389	7,154,367	14,621,953	14,872,382	**250,429**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	4,414,225	3,985,311	4,346,389	7,154,367	14,621,953	14,872,382	**250,429**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,414,225	3,985,311	4,346,389	7,154,367	14,621,953	14,872,382	**250,429**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	3,686,238	6,361,365	8,422,181	7,971,121	7,764,166	7,174,692	**(589,474)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	15,430	21,902	23,577	22,123	21,210	22,236	**1,026**
Total Revenue	3,701,668	6,383,267	8,445,758	7,993,244	7,785,376	7,196,928	**(588,448)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	3,701,668	6,383,267	8,445,758	7,993,244	7,785,376	7,196,928	**(588,448)**
				Fund Balance	6,836,577	7,675,454	**838,877**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing*
Special Revenue Funds				
Juvenile Justice Crime Prevention Act (Fund SIG)	10,034,534	5,861,917	4,172,617	38
SB 678 - Criminal Recidivism (Fund SJB)	4,429,865	1,214,775	3,215,090	17
AB 1628 - Juvenile Reentry Program (Fund SIU)	343,372	120,000	223,372	0
Asset Forfeiture 15% (Fund SYM)	9,938	36	9,902	0
State Seized Assets (Fund SYN)	54,673	200	54,473	0
Total Special Revenue Funds	14,872,382	7,196,928	7,675,454	55

*Staffing costs for these Special Revenue funds are located within Probation's General Fund budget units (JJCPA staff is in Juvenile Justice Grant Program budget unit and SB 678 staff is in Probation-Administration, Corrections and Detention budget unit. However, the funding for these positions is located within these special revenue funds.

Juvenile Justice Crime Prevention Act: Requirements of $10.0 million include transfers totaling $6.4 million primarily for the Juvenile Justice Grant Program, the Department's House Arrest Program, and the District Attorney's LET program. Also included is $3.6 million in contingencies available for future allocation. Sources of $5.9 million primarily represent the projected state allocation of JJCPA funding.

SB 678 – Criminal Recidivism: Requirements of $4.4 million include transfers of $1.7 million to the Department's general fund budget unit for reimbursement of salary/benefit costs and other operating expenses. In addition, $2.7 million is being set aside in contingencies for future allocation. Sources of $1.2 million represent the projected state allocation of SB 678 funding.

AB 1628 – Juvenile Reentry Program: Requirements of $343,372 represent contingencies available for supervision of juveniles and rehabilitative programs. Sources of $120,000 represent this program's anticipated state allocation for 2013-14.

Asset Forfeiture 15%: Requirements of $9,938 represent costs related to drug abuse and gang diversion programs.

State Seized Assets: Requirements of $54,673 is comprised of an array of costs including training, seminars, safety equipment, travel, and incentives for graduates of the youth Gang Resistance Education and Training (G.R.E.A.T.) program.

BUDGET CHANGES AND OPERATIONAL IMPACT

A net decrease of $588,448 in total sources is primarily due to less SB 678 funds anticipated from the state for programs that reduce parolee recidivism. Because of the large fund balance available, this reduction will have no impact on operations for 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

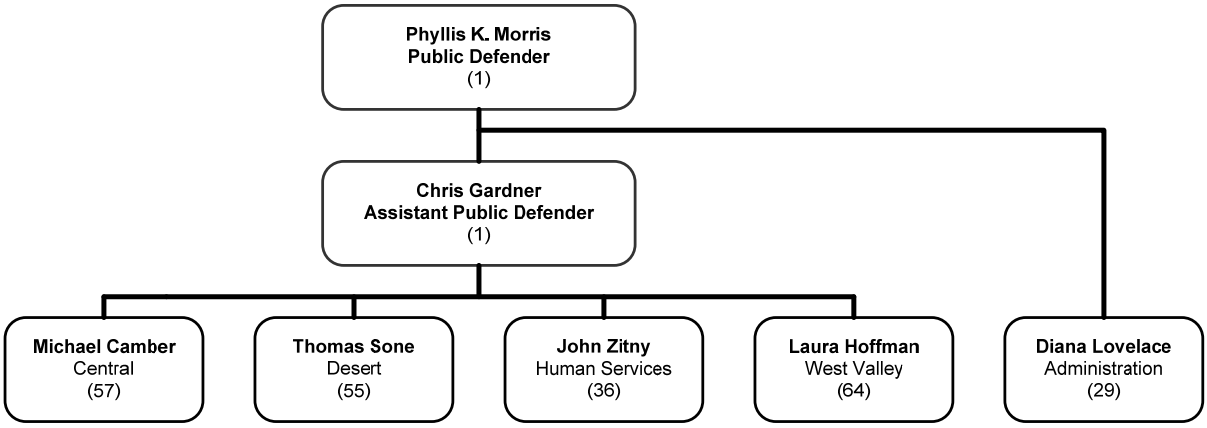
There is no staffing included in these consolidated special revenue funds.

PUBLIC DEFENDER
Phyllis K. Morris

DEPARTMENT MISSION STATEMENT

Public Defender's Office protects constitutional rights and promotes justice through effective litigation.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- In collaboration with County Information Systems Department, implemented a clerical automation project that reduced approximately 70% of clerical manual data entry, increasing efficiency and productivity.
- Entered into an MOU with the Department of Behavioral Health to fund social services support for Public Defender clients and their families.
- Expanded the Juvenile Accountability program to provide social services in the Victorville community.
- Increased litigation of motions in misdemeanor cases.
- Increased community outreach through civic and school groups.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Protecting constitutional rights and promoting justice through effective litigation by conducting trials.*
- *Achieving case dispositions that increase chances of self-sufficiency.*
- *Providing relief from the consequences of a criminal conviction.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of closed cases with a motion filed.	New	New	New	4%
Percentage of closed cases with a preliminary hearing.	New	New	New	35%
Percentage of cases that go to trial.	New	New	New	1.35%
Percentage of Expungement or Certificate of Rehabilitation requests granted.	New	New	New	75%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Public Defender	35,108,960	4,645,553	30,463,407			243
Total General Fund	35,108,960	4,645,553	30,463,407			243

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Public Defender	33,785,481	32,707,647	32,710,032	34,283,613	35,108,960
Total	**33,785,481**	**32,707,647**	**32,710,032**	**34,283,613**	**35,108,960**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Public Defender	1,366,660	1,682,697	2,730,474	3,616,194	4,645,553
Total	**1,366,660**	**1,682,697**	**2,730,474**	**3,616,194**	**4,645,553**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Public Defender	32,418,821	31,024,950	29,979,558	30,667,419	30,463,407
Total	**32,418,821**	**31,024,950**	**29,979,558**	**30,667,419**	**30,463,407**

Public Defender

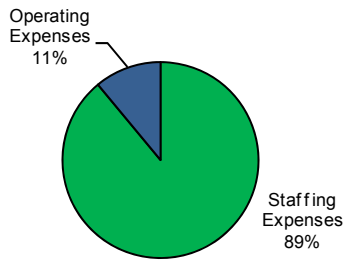
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$35,108,960
Total Sources	$4,645,553
Net County Cost	$30,463,407
Total Staff	243
Funded by Net County Cost	85%

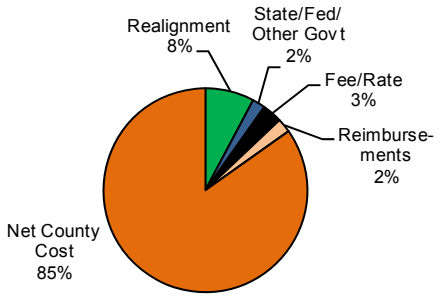
The Public Defender's Office plays a key role in the administration of justice by providing constitutionally mandated legal services to indigent clients in misdemeanor, felony, juvenile delinquency, and mental health civil commitment cases. Services provided by the Public Defender include performing legal research, writing briefs and writs, counseling clients regarding their legal rights and applicable procedures, investigating the underlying facts and circumstances of each case, negotiating with prosecuting authorities, filing and litigating pre-trial motions, and conducting bench and jury trials. The Public Defender is dedicated to providing for the social service needs of indigent persons throughout the county, actively pursuing case dispositions that increase client's chances of self-sufficiency and providing post-conviction assistance when possible.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

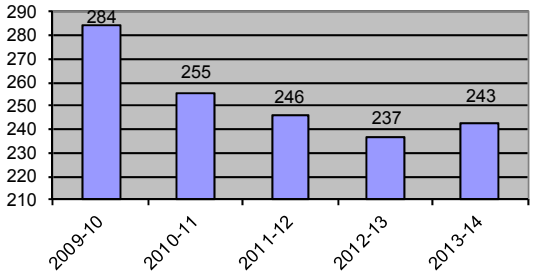


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	217	216	217	226
Limited Term	29	19	20	17
Total	246	235	237	243
Staffing Expenses	$28,656,046	$30,664,727	$30,330,173	$31,919,206

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Public Defender
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	30,212,495	29,660,914	28,656,046	29,686,750	30,330,173	31,919,206	**1,589,033**
Operating Expenses	3,586,529	3,431,613	4,160,083	4,482,914	4,566,196	3,948,955	**(617,241)**
Capital Expenditures	95,001	56,022	37,095	31,640	32,500	47,000	**14,500**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	33,894,025	33,148,549	32,853,224	34,201,304	34,928,869	35,915,161	**986,292**
Reimbursements	(332,639)	(448,001)	(346,816)	(469,570)	(645,256)	(806,201)	**(160,945)**
Total Appropriation	33,561,386	32,700,548	32,506,408	33,731,734	34,283,613	35,108,960	**825,347**
Operating Transfers Out	219,891	0	0	0	0	0	**0**
Total Requirements	33,781,277	32,700,548	32,506,408	33,731,734	34,283,613	35,108,960	**825,347**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	664,689	1,539,816	1,539,816	2,784,093	**1,244,277**
State, Fed or Gov't Aid	79,597	654,510	817,938	888,539	900,839	732,460	**(168,379)**
Fee/Rate	957,445	1,028,025	1,248,819	1,076,225	1,175,539	1,129,000	**(46,539)**
Other Revenue	5,953	2,487	0	0	0	0	**0**
Total Revenue	1,042,995	1,685,022	2,731,446	3,504,580	3,616,194	4,645,553	**1,029,359**
Operating Transfers In	323,340	0	0	0	0	0	**0**
Total Sources	1,366,335	1,685,022	2,731,446	3,504,580	3,616,194	4,645,553	**1,029,359**
Net County Cost	32,414,942	31,015,526	29,774,962	30,227,154	30,667,419	30,463,407	**(204,012)**
				Budgeted Staffing	237	243	**6**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

All Public Defender expenditures are for staffing, operating costs and the purchase of fixed assets necessary to achieve the Department's mission of promoting justice through effective litigation that protects constitutional rights. These expenditures are funded primarily through net county cost of $30.5 million. Other sources of revenue include $2.8 million of Realignment funding, legal services fees of $1.1 million, and $0.7 million in SB 90 reimbursements

BUDGET CHANGES AND OPERATIONAL IMPACT

The Department's requirements are increasing by $825,347 primarily due to the addition of new positions that will support increasing workloads. Reductions in operating expenses reflect the Department's efforts to contain costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $31.9 million fund 243 budgeted positions of which 226 are regular positions and 17 are limited term positions. The 2013-14 budget includes a net increase of 6 positions. The Department is requesting the following new positions: 1 Supervising Deputy Public Defender, 4 Deputy Public Defender, 1 Staff Analyst II, 1 Supervising Social Service Practitioner, 2 Public Service Employee, and 2 Investigative Technician II. The Supervising Deputy Public Defender and Deputy Public Defender positions will support increases in case activity related to Realignment. The Staff Analyst II position will support various administrative functions including budget development and tracking, grant and contract administration and perform various analytical studies, recommending and implementing new or improved processes. The Supervising Social Service Practitioner will supervise and direct the activities of the unit responsible for performing specialized social service casework.

Additionally, the Department is deleting 4 Law Clerk II positions and 1 Contract Social Service Practitioner position. The work performed by the Law Clerk II positions will be reassigned to unpaid volunteers and interns seeking to gain job experience in a law firm. The Department added a regular Social Service Practitioner position in 2012-13 and no longer requires the Contract Social Service Practitioner position.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	14	17	31	27	3	1	31
Central Division	57	0	57	53	3	1	57
Desert Division	55	0	55	52	2	1	55
Human Services Division	36	0	36	33	2	1	36
West Valley Division	64	0	64	57	2	5	64
Total	226	17	243	222	12	9	243

Administration

	Classification
1	Public Defender
1	Assistant Public Defender
1	Chief of Administration
1	Automated Systems Analyst II
1	Automated Systems Analyst I
1	Automated Systems Technician
1	Accounting Technician
1	Executive Secretary II
4	Office Assistant III
1	Payroll Specialist
1	Staff Analyst II
17	Public Service Employee
31	Total

Central Division

	Classification
1	Chief Deputy Public Defender
2	Supervising Deputy Public Defender
31	Deputy Public Defender
1	Supervising Investigator
10	Investigator
1	Supervising Office Assistant
1	Investigative Technician II
1	Secretary II
8	Office Assistant III
1	Office Assistant II
57	Total

Desert Division

	Classification
1	Chief Deputy Public Defender
3	Supervising Deputy Public Defender
26	Deputy Public Defender
1	Supervising Investigator
7	Investigator
1	Supervising Office Assistant
1	Investigative Technician II
1	Secretary II
13	Office Assistant III
1	Office Assistant II
55	Total

Human Services Division

	Classification
1	Chief Deputy Public Defender
3	Supervising Deputy Public Defender
18	Deputy Public Defender
2	Investigator
1	Secretary II
1	Supv. Social Service Practioner
5	Social Service Practioner
5	Office Assistant III
36	Total

West Valley Division

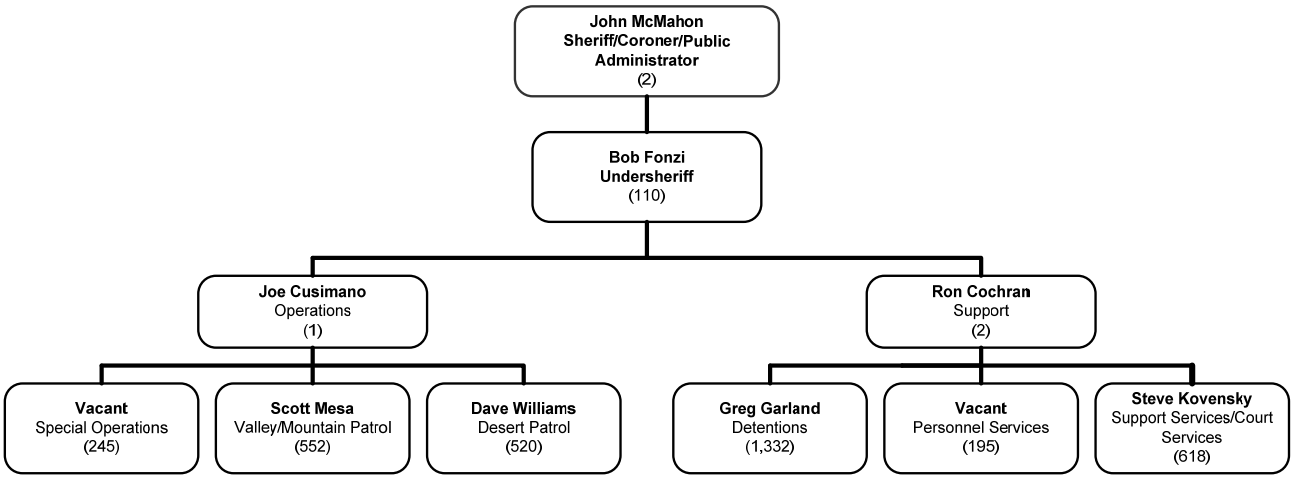
	Classification
1	Chief Deputy Public Defender
4	Supervising Deputy Public Defender
35	Deputy Public Defender
1	Supervising Investigator
10	Investigator
1	Investigative Technician II
1	Supervising Office Assistant
1	Secretary II
10	Office Assistant III
64	Total

SHERIFF/CORONER/PUBLIC ADMINISTRATOR
John McMahon

DEPARTMENT MISSION STATEMENT

The Sheriff/Coroner/Public Administrator provides professional public safety services to residents and visitors of San Bernardino so they can be safe and secure in their homes and businesses.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Despite the fiscal challenges resulting from the recent economic downturn and associated budget reductions, in 2012 the Sheriff/Coroner/Public Administrator Department continued providing high quality law enforcement services to the citizens of San Bernardino County. In 2012, the Department made 38,261 arrests, responded to 725,302 Calls for Service, took 101,055 Crime Reports and maintained a murder clearance rate of 80%.
- As part of a Federal DNA Grant, the Cold Case Homicide Team was created in 2008 and consists of two full-time Sheriff Detectives, one Deputy District Attorney and one DNA analyst. During this time, the Cold Case team has reviewed over 365 of the nearly 750 unsolved homicide cases, dating back more than 50 years. To date, the team has cleared 31 cases by arrest with 27 resulting in convictions.
- The San Bernardino County Sheriff/Coroner/Public Administrator Department was recognized at the 39th Annual National We-Tip conference as the Law Enforcement Agency of the Year for 2012.
- In 2013 the San Bernardino County Sheriff/Coroner/Public Administrator Department collaborated with the San Bernardino County District Attorney's Office to present a new program called The Parent Project. The Parent Project is a parent-training program designed specifically to assist parents raising difficult or out-of-control children.
- Construction of the Adelanto Detention Center expansion project is continuing and is expected to be complete by January 2014. When finished, this project will add 1,392 jail beds to the Department's total capacity.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

Objective(s): • ***Develop a closer working relationship with cities, tribes and other governmental agencies.***

Department Strategy: • *Work with school districts to map the infrastructure of school buildings to enhance the Department's ability to respond to emergencies within these locations.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of school buildings assessed within the Department's jurisdiction per year. (20 schools out of 100 school buildings per year)	N/A	N/A	N/A	20%

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Implement the Department's Administrative Workflow Solution which automates administrative processes, to reduce the amount of time processing reports.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of Divisions within the Sheriff/Coroner/Public Administrator's Department where the workflow solution has been implemented (3 divisions out of 48).	N/A	N/A	N/A	6%

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

Objective(s): • ***Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.***

Department Strategy: • *Establish programs that reduce the amount of time County's pre-sentenced inmates spend in jail, thereby increasing county bed space for higher risk sentenced inmates.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage increase in the number of participants in the Restoration of Competency program, which reduces their number of jail days by 305 days (150 current participants).	N/A	N/A	N/A	60%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Sheriff/Coroner/Public Administrator	205,441,639	149,015,641	56,425,998			1,670
Sheriff - Detentions	160,480,292	51,603,484	108,876,808			1,332
Sheriff- Law Enforcement Contracts	122,762,475	122,762,475	0			575
Total General Fund	488,684,406	323,381,600	165,302,806			3,577
Special Revenue Funds						
Special Revenue Funds - Consolidated	36,652,439	15,631,112		21,021,327		0
Total Special Revenue Funds	36,652,439	15,631,112		21,021,327		0
Total - All Funds	525,336,845	339,012,712	165,302,806	21,021,327		3,577

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Sheriff/Coroner/Public Administrator	406,617,367	413,430,908	443,264,167	203,482,600	205,441,639
Sheriff - Detentions	0	0	0	149,699,675	160,480,292
Sheriff - Law Enforcement Contracts	0	0	0	120,240,007	122,762,475
Contract Training	3,104,907	4,341,764	5,485,775	5,364,819	2,791,981
Public Gatherings	1,157,367	1,157,616	1,257,551	1,450,000	0
Aviation	1,148,701	1,350,172	1,812,657	500,000	315,004
IRNET Federal	2,101,471	2,787,967	3,168,416	3,780,283	2,942,069
IRNET State	202,936	165,855	160,830	193,945	256,721
Federal Seized Assets (DOJ)	6,946,834	9,905,768	12,813,321	8,631,593	11,659,642
Federal Seized Assets (Treasury)	36,385	36,786	47,148	47,258	48,460
State Seized Assets	3,449,480	4,178,260	4,547,778	3,983,112	4,564,441
Auto Theft Task Force	815,934	815,279	1,097,941	1,039,623	927,736
Search and Rescue	108,200	167,149	553,874	98,855	122,708
CAL-ID Program	3,590,625	3,333,449	3,777,756	5,148,322	5,257,907
Capital Projects Fund	3,399,831	3,486,706	1,201,892	842,695	0
Court Services Auto	1,540,522	1,715,077	2,248,002	2,165,754	2,655,700
Court Services Tech	1,218,321	1,496,146	1,815,776	2,107,422	2,270,490
Local Detention Facility Revenue	2,094,141	4,137,554	6,025,556	2,721,863	2,839,580
Total	**437,533,022**	**452,506,456**	**489,278,440**	**511,497,826**	**525,336,845**

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Sheriff/Coroner/Public Administrator	253,236,140	260,875,623	270,566,652	138,423,973	149,015,641
Sheriff - Detentions	0	0	0	48,720,153	51,603,484
Sheriff - Law Enforcement Contracts	0	0	0	119,201,662	122,762,475
Contract Training	1,443,409	2,573,637	3,239,890	2,302,720	0
Public Gatherings	1,131,865	1,057,635	1,048,998	1,450,000	0
Aviation	469,761	234,988	540,282	500,000	0
IRNET Federal	1,035,198	1,213,048	770,000	770,000	820,000
IRNET State	87,339	6,114	19,000	74,000	74,000
Federal Seized Assets (DOJ)	3,968,398	3,703,316	3,670,000	1,727,244	3,760,000
Federal Seized Assets (Treasury)	521	400	10,400	10,400	5,300
State Seized Assets	1,052,946	915,025	1,025,000	1,025,000	1,215,000
Auto Theft Task Force	812,300	815,520	1,016,000	885,330	851,200
Search and Rescue	6,158	83,503	410,283	98,855	0
CAL-ID Program	3,230,987	2,988,724	3,433,031	4,813,970	4,923,555
Capital Projects Fund	302,568	87,425	40,000	94,306	0
Court Services Auto	763,576	794,930	893,000	675,000	808,000
Court Services Tech	388,504	425,097	395,000	395,000	408,000
Local Detention Facility Revenue	2,055,827	2,043,412	2,888,236	2,715,000	2,766,057
Total	**269,985,497**	**277,818,397**	**289,965,772**	**323,882,613**	**339,012,712**

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Sheriff/Coroner/Public Administrator	153,381,227	152,555,285	172,697,515	65,058,627	56,425,998
Sheriff - Detentions	0	0	0	100,979,522	108,876,808
Sheriff - Law Enforcement Contracts	0	0	0	1,038,345	0
Total	**153,381,227**	**152,555,285**	**172,697,515**	**167,076,494**	**165,302,806**

5-YEAR FUND BALANCE TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Contract Training	1,661,498	1,768,127	2,245,885	3,062,099	2,791,981
Public Gatherings	25,502	99,981	208,553	0	0
Aviation	678,940	1,115,184	1,272,375	0	315,004
IRNET Federal	1,066,273	1,574,919	2,398,416	3,010,283	2,122,069
IRNET State	115,597	159,741	141,830	119,945	182,721
Federal Seized Assets (DOJ)	2,978,436	6,202,452	9,143,321	6,904,349	7,899,642
Federal Seized Assets (Treasury)	35,864	36,386	36,748	36,858	43,160
State Seized Assets	2,396,534	3,263,235	3,522,778	2,958,112	3,349,441
Auto Theft Task Force	3,634	(241)	81,941	154,293	76,536
Search and Rescue	102,042	83,646	143,591	0	122,708
CAL-ID Program	359,638	344,725	344,725	334,352	334,352
Capital Projects Fund	3,097,263	3,399,281	1,161,892	748,389	0
Court Services Auto	776,946	920,147	1,355,002	1,490,754	1,847,700
Court Services Tech	829,817	1,071,049	1,420,776	1,712,422	1,862,490
Local Detention Facility Revenue	38,314	2,094,142	3,137,320	6,863	73,523
Total	**14,166,298**	**22,132,774**	**26,615,153**	**20,538,719**	**21,021,327**

Sheriff/Coroner/Public Administrator

DESCRIPTION OF MAJOR SERVICES

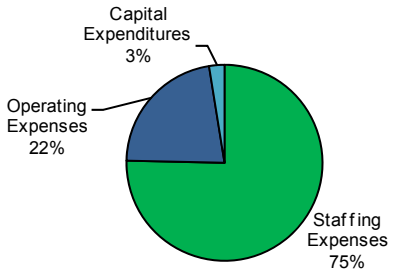
Budget at a Glance	
Total Requirements	$205,441,639
Total Sources	$149,015,641
Net County Cost	$56,425,998
Total Staff	1,670
Funded by Net County Cost	23%

The Sheriff/Coroner/Public Administrator acts as the chief law enforcement officer, coroner/public administrator, and director of safety and security for the County by providing a full range of services throughout the County unincorporated areas.

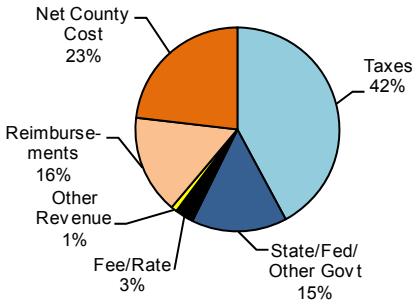
The Department's general law enforcement mission is carried out through the operation of 10 County stations and a centralized headquarters, using basic crime and narcotics investigations, a crime laboratory and identification bureau, central records, two dispatch communication centers and an aviation division for general patrol and search/rescue operations. The Coroner's Division is tasked with investigating the cause and manner of death, while the Public Administrator's function is to manage estates of persons who are deceased with whom no executor has been appointed.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

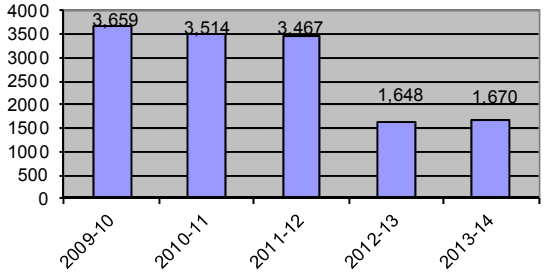


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	3,290	1,562	1,549	1,558
Limited Term	177	94	99	112
Total	3,467	1,656	1,648	1,670
Staffing Expenses	$366,997,362	$176,338,386	$176,393,130	$183,447,361

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	344,953,820	349,847,551	366,991,106	176,355,351	176,393,130	183,447,361	**7,054,231**
Operating Expenses	59,765,973	65,119,817	87,839,374	64,820,149	68,779,396	53,865,873	**(14,913,523)**
Capital Expenditures	6,316,880	8,068,482	2,812,329	4,291,182	7,142,392	6,149,746	**(992,646)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	411,036,673	423,035,850	457,642,809	245,466,682	252,314,918	243,462,980	**(8,851,938)**
Reimbursements	(4,769,039)	(9,649,530)	(15,066,541)	(46,296,927)	(49,456,207)	(38,164,092)	**11,292,115**
Total Appropriation	406,267,634	413,386,320	442,576,268	199,169,755	202,858,711	205,298,888	**2,440,177**
Operating Transfers Out	116,131	6,254	681,145	555,336	623,889	142,751	**(481,138)**
Total Requirements	406,383,765	413,392,574	443,257,413	199,725,091	203,482,600	205,441,639	**1,959,039**
Sources							
Taxes	81,130,000	82,250,000	88,970,000	94,920,000	94,920,000	102,690,000	**7,770,000**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	35,369,342	37,704,119	60,070,552	33,886,656	36,993,172	36,821,059	**(172,113)**
Fee/Rate	126,876,856	133,915,370	113,201,168	3,043,638	3,253,981	7,201,206	**3,947,225**
Other Revenue	6,245,426	5,937,520	7,179,890	1,403,518	1,801,742	1,446,000	**(355,742)**
Total Revenue	249,621,624	259,807,009	269,421,610	133,253,812	136,968,895	148,158,265	**11,189,370**
Operating Transfers In	3,614,801	1,029,365	1,147,694	874,574	1,455,078	857,376	**(597,702)**
Total Sources	253,236,425	260,836,374	270,569,304	134,128,386	138,423,973	149,015,641	**10,591,668**
Net County Cost	153,147,340	152,556,200	172,688,109	65,596,705	65,058,627	56,425,998	**(8,632,629)**
				Budgeted Staffing	1,648	1,670	**22**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Total expenditure authority of $243.5 million includes the cost of providing patrol operations for the County's unincorporated areas. Also included are costs related to the following additional divisions: Automotive, Bureau of Administration, County Building Security, Civil Liabilities, Criminal Intelligence, Employee Resources, Information Services, Internal Affairs, Public Affairs, Records, Technical Services, Training (Basic Academy, Emergency Vehicles Operation Center, Range), Specialized Investigations, Aviation, Arson/Bomb, Coroner, Court Services, Communications, and the Inland Regional Narcotics Enforcement Team (IRNET). These costs are funded by a variety of sources, the more significant of which are listed below:

- $102.7 million in Proposition 172 half cent sales tax revenue
- $ 56.4 million in allocation of Net County Cost
- $ 38.2 million in reimbursements (primarily from the Department's Law Enforcement Contracts Unit)
- $ 27.1 million from the state for providing court security services
- $ 7.2 million in fees/charges for providing an array of law enforcement related services
- $ 4.5 million in various state and federal grants
- $ 1.7 million in California Multi-jurisdictional Methamphetamine Enforcement Team funding
- $ 0.8 million from Proposition 69 funding related to the collection of DNA information on inmates
- $ 0.6 million from the state under the Citizens' Option for Public Safety (COPS) Program
- $ 0.5 million from proceeds from sale of fixed assets

BUDGET CHANGES AND OPERATIONAL IMPACT

The most notable change in this budget unit for 2013-14 is associated with the movement of operating expenses totaling approximately $15.3 million from this budget unit to the Sheriff – Detentions unit ($5.8 million) and Sheriff – Law Enforcement Contracts unit ($9.5 million) in order to more accurately account for the cost of these units. This change also contributed to the net reduction in reimbursements of $11.3 million, as the Sheriff – Law Enforcement Contract unit previously reimbursed this unit for those costs. Changes in staffing expenses are primarily due to additional retirement costs as well as the movement of staffing costs from the Sheriff Public

Gathering Special Revenue Fund to this budget unit. The Department is closing this Special Revenue Fund and taking steps as part of this budget to close its Aviation, Contract Training, and Search and Rescue Special Revenue Funds in accordance with the Governmental Accounting Standards Board (GASB) 54 requirements. The ongoing costs and revenues for these funds were moved into this budget unit.

The increase in sources for this budget unit is related to estimated increases in Proposition 172 Half-Cent Sales Tax revenue totaling $7.8 million (which is offset by reduced net county cost) as well as additional Fee/Rate revenue associated with the inclusion of the ongoing revenue of the closed out Special Revenue Funds detailed above.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $183.4 million fund 1,670 budgeted positions of which 1,558 are regular positions and 112 are limited term positions. The Department is recommending the addition of 22 positions.

Additional recommended positions for 2013-14 include the transfer of 1 Accountant II from the Sheriff – Detentions unit and 1 new Supervising Accountant III positions, both of which will be funded by AB 109 Public Safety Realignment funds. The Department is recommending to add 1 Criminalist III to the CAL-ID program, which is funded through regional CAL-ID funds. Grant operations required the addition of 1 Accountant III and 1 Staff Analyst II, both funded by charging new grants between 3% and 5% in administration costs. The Inland Regional Narcotic Enforcement Team (IRNET) is adding 1 Safety Unit Extra Help position funded through the IRNET Special Revenue fund. Additionally, the Department is requesting to add 1 Public Service Employee, 4 Safety Unit Extra Help, 4 Sheriff's Communication Dispatcher I – Recurrent and 4 Sheriff Communication Dispatcher II – Recurrent positions for temporary workload relief due to existing and projected vacancies. Finally, the Department is adding 3 additional employees that will be job sharing, which will not result in additional costs to the Department.

The Department is also requesting the reclassification of positions in the Crime Lab including the change of a Forensic Specialist position to Sheriff's Service Specialist and 1 Criminalist I to a Programmer Analyst II. The Department is also requesting the reclassification of 1 Office Assistant II to a Secretary I to be assigned to the Civil Liabilities Division. Finally, the Department is requesting the reclassification of 2 Safety Unit Extra Help to become Specialized Enforcement Specialists assigned to the Narcotics Division.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Sheriff	2	0	2	1	1	0	2
Undersheriff	103	7	110	83	22	5	110
Assistant Sheriff - Operations	1	0	1	1	0	0	1
Assistant Sheriff - Support	2	0	2	1	1	0	2
Special Operations	230	15	245	225	17	3	245
Valley Patrol	220	5	225	215	10	0	225
Desert Patrol	260	12	272	260	12	0	272
Support Services/Courts/Personnel	740	73	813	701	98	14	813
Total	1,558	112	1,670	1,487	161	22	1,670

Sheriff

	Classification
1	Director of County Safety&Security
1	Sheriff/Coroner/Public Administrator
2	Total

Undersheriff

	Classification
4	Accountant II
4	Accountant III
2	Accounting Technician
1	Administrative Supervisor II
16	Automated Systems Analyst I
9	Automated Systems Technician
2	Communications Installer
2	Communications Tech I
2	Executive Secretary I
1	Executive Secretary III-Unclassified
6	Fiscal Assistant
2	Help Desk Technician II
1	Mechanics Assistant
1	Motor Pool Services Assistant
4	Office Assistant II
1	Office Assistant III
1	Office Specialist
2	Programmer Analyst III
2	Public Service Employee
2	Safety Unit Extra Help
3	Secretary I
1	Secretary II
1	Sheriff Deputy Director Admin Svcs
1	Sheriff's Administrative Manager
2	Sheriff's Automated Systems Supervisor
1	Sheriff's Captain
1	Sheriff's Custody Specialist
1	Sheriff's Facilities Coordntr
1	Sheriff's Financial Manager
1	Sheriff's Fleet Supervisor
1	Sheriff's Research Analyst
2	Sheriff's Special Assistant
4	Staff Analyst I
3	Staff Analyst II
3	Student Intern
1	Supervising Accountant II
1	Supervising Accountant III
1	Supervising Fiscal Specialist
3	Systems Development Team Leader
8	Systems Support Analyst III
1	Undersheriff
110	Total

Assistant Sheriff - Operations

	Classification
1	Assistant Sheriff
1	Total

Assistant Sheriff - Support

	Classification
1	Assistant Sheriff
1	Sheriffs Lieutenant
2	Total

Special Operations

	Classification
3	Automated Systems Analyst I
7	Crime Analyst
1	Criminalist III
37	Deputy Sheriff
1	Fiscal Assistant
1	Fiscal Specialist
1	Lead Aviation Mechanic
3	Office Assistant II
5	Office Assistant III
8	Office Assistant IV
2	Polygraph Examiner
14	Safety Unit Extra Help
5	Secretary I
6	Sheriff's Aviation Mechanic
1	Sheriff's Aviation Mechanic Supervisor
4	Sheriffs Captain
1	Sheriff's Deputy Chief
99	Sheriff's Detective/Corporal
1	Sheriff's Emergency Svcs Cdntr
7	Sheriff's Lieutenant
1	Sheriff's Pilot
28	Sheriff's Sergeant
2	Sheriff's Service Specialist
1	Sheriff's Spcl. Program Coordinator
1	Sheriff's Training Specialist I
2	Specialized Enforcement Specialist
1	Supervising Crime Analyst
1	Supervising Polygraph Examiner
1	Systems Support Analyst II
245	Total

Valley Patrol

	Classification
2	Deputy Sheriff
116	Deputy Sheriff 12 Hour Shift
1	Deputy Sheriff Resident
3	Motor Pool Services Assistant
7	Office Assistant II
17	Office Specialist
1	Safety Unit Extra Help
4	Secretary I
4	Sheriff's Captain
3	Sheriff's Custody Specialist
1	Sheriff's Deputy Chief
21	Sheriff's Detective Corporal
5	Sheriff's Lieutenant
26	Sheriff's Sergeant
10	Sheriff's Service Specialist
4	Sheriff's Station Officer
225	Total

Desert Patrol

	Classification
1	Crime Scene Specialist I
10	Deputy Sheriff
129	Deputy Sheriff 12 Hour Shift
1	Deputy Sheriff III Resident
10	Deputy Sheriff Resident
2	Motor Pool Services Assistant
5	Office Assistant II
1	Office Assistant III
19	Office Specialist
4	Safety Unit Extra Help
4	Secretary I
4	Sheriff's Captain
1	Sheriff's Custody Specialist
1	Sheriff's Custody Assistant
14	Sheriff's Custody Special 12 hr
1	Sheriff's Deputy Chief
19	Sheriff's Detective/Corporal
5	Sheriff's Lieutenant
25	Sheriff's Sergeant
8	Sheriff's Service Specialist
8	Sheriff"s Station Officer
272	Total

Support Services/Court/Personnel

	Classification
1	Accountant III
1	Accounting Technician
2	Automated Systems Analyst I
8	Autopsy Assistant
1	Cont Chief Forensic Pathologist
2	Contract Dep. Med. Examiner (Full Time)
2	Contract Dep. Med. Examiner
1	Crime Laboratory Director
10	Crime Scene Specialist I
2	Crime Scene Specialist II
14	Criminalist I
19	Criminalist II
2	Criminalist III
1	Departmental IS Administrator
20	Deputy Coroner Investigator
1	Deputy Director-Sheriff Coroner
3	Deputy Public Administrator
155	Deputy Sheriff
1	Executive Secretary III -Class
7	Fingerprint Examiner I
15	Fingerprint Examiner II
1	Fiscal Assistant
1	Fiscal Specialist
1	Forensic Specialist I (DC)
1	Forensic Specialist II (DC)
1	Indigent Burial Specialist
1	Laboratory Aid
29	Office Assistant II
16	Office Assistant III
1	Office Assistant IV
7	Office Specialist
3	Public Service Employee
5	Safety Unit Extra Help
3	Secretary I
1	Secretary II
4	Sheriff's Captain
10	Sheriff's Civil Technician
53	Sheriff's Comm Dispatcher I
93	Sheriff's Comm Dispatcher II
12	Sheriff's Comm Dispatcher III
2	Sheriff's Communications Mgr
3	Sheriff's Custody Specialist
2	Sheriff's Deputy Chief
3	Sheriff's Detective/Corporal
8	Sheriffs Lieutenant
30	Sheriff's Records Clerk
1	Sheriff's Records Manager

	Classification
11	Sheriff's Sergeant
7	Sheriff's Service Specialist
17	Sheriff's Supv Comm Dispatcher
3	Supervising Criminalist
10	Supervising Office Assistant
1	Supvg Deputy Public Administrator
5	Supvg Deputy Coroner Investigator I
1	Supvg Deputy Coroner Investigator II
2	Supvg Fingerprint Examiner
1	Systems Support Analyst II
12	Contract Motorcycle Instructor
1	Contract Motorcycle Program Direct
1	Contract Range Safety Officer
1	Contract Sheriff Training Program
1	Contract Sheriff's Armorer
1	Crime Prevention Progam Coordinator
62	Deputy Sheriff
1	Fiscal Assistant
1	Fiscal Specialist
1	Motor Pool Services Assistant
2	Multimedia Coordinator
5	Office Assistant II
7	Office Assistant III
6	Payroll Specialist
2	Personnel Technician
1	Programmer Analyst II
2	Public Service Employee
11	Safety Unit Extra Help
4	Secretary I
1	Secretary II
3	Sheriff's Captain
1	Sheriff's Civil Investigator
1	Sheriff's Community Relations Officer
1	Sheriff's Deputy Chief
13	Sheriff's Detective/Corporal
1	Sheriff's Facilities Coordntr
6	Sheriff's Lieutenant
1	Sheriff's MaintenanceMechanic
2	Sheriff's Public Info Offcr I
1	Sheriff's Public Info Offcr II
11	Sheriff's Sergeant
2	Sheriff's Service Specialist
23	Sheriff's Training Specialist I
2	Sheriff's Training Specialst II
2	Sheriff's Training Supervisor
1	Sheriff'sMotor/FabricMechanic
1	Supervising Fiscal Specialist
813	Total

Sheriff - Detentions

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$160,480,292
Total Sources	$51,603,484
Net County Cost	$108,876,808
Total Staff	1,332
Funded by Net County Cost	67%

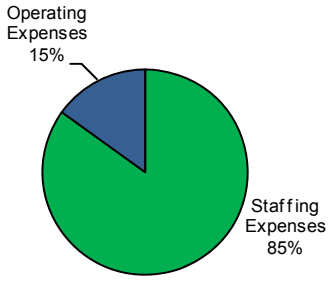
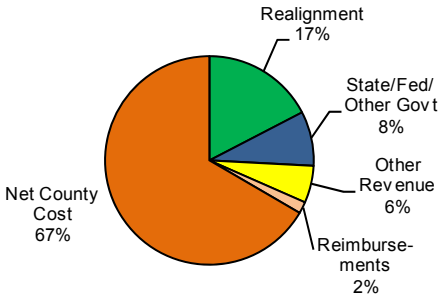
Penal Code Section 4000 designates the Sheriff to manage the County's detention facilities for the following uses: detention of persons committed in order to secure their attendance as witnesses in criminal cases; detention of persons charged with crime and committed for trial; confinement of persons for contempt, or upon civil process, or by other authority of law; confinement of persons sentenced to imprisonment upon conviction of a crime; or violation of the terms and condition of post release community supervision.

The San Bernardino County Sheriff operates four Type II detention facilities with a total maximum inmate capacity of 6,013. West Valley Detention Center, Central Detention Center, and Adelanto Detention Center houses pre-trial inmates and the Glen Helen Rehabilitation Center houses persons sentenced to serve time in a County facility.

On April 4, 2011, the Governor of California signed Assembly Bill 109, the Public Safety Realignment Act, which created a significant change to the California correctional system. This law, which became effective on October 1, 2011, transferred responsibility for housing/supervising inmate and parolee populations classified as low-level offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties. AB 109 allows newly sentenced low-level offenders to serve their sentence in a county jail facility rather than the state prison system.

Construction of the Adelanto Detention Center expansion project is underway and is expected to be completed in 2014. This project will add 1,392 beds to the Department's total capacity, increasing the amount of total beds to 7,405.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

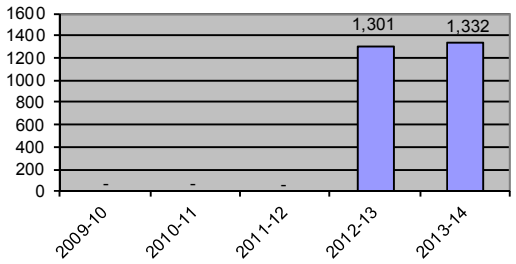
LAW AND JUSTICE

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	0	1,250	1,250	1,281
Limited Term	0	52	51	51
Total	0	1,302	1,301	1,332
Staffing Expenses	$0	$135,295,426	$134,101,561	$138,642,430

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA SHD
FUNCTION: Public Protection
ACTIVITY: Detention and Rehabilitation

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	132,171,464	134,101,561	138,642,430	**4,540,869**
Operating Expenses	0	0	0	18,196,156	19,829,114	24,606,795	**4,777,681**
Capital Expenditures	0	0	0	286,072	300,000	200,000	**(100,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	150,653,692	154,230,675	163,449,225	**9,218,550**
Reimbursements	0	0	0	(4,631,000)	(4,631,000)	(2,968,933)	**1,662,067**
Total Appropriation	0	0	0	146,022,692	149,599,675	160,480,292	**10,880,617**
Operating Transfers Out	0	0	0	0	100,000	0	**(100,000)**
Total Requirements	0	0	0	146,022,692	149,699,675	160,480,292	**10,780,617**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	25,128,163	25,128,163	28,407,422	**3,279,259**
State, Fed or Gov't Aid	0	0	0	13,548,549	16,151,215	13,809,050	**(2,342,165)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	6,366,458	7,340,775	9,387,012	**2,046,237**
Total Revenue	0	0	0	45,043,170	48,620,153	51,603,484	**2,983,331**
Operating Transfers In	0	0	0	0	100,000	0	**(100,000)**
Total Sources	0	0	0	45,043,170	48,720,153	51,603,484	**2,883,331**
Net County Cost	0	0	0	100,979,522	100,979,522	108,876,808	**7,897,286**
				Budgeted Staffing	1,301	1,332	**31**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Total expenditure authority of $163.5 million represents the cost to staff and operate the County's four detention facilities. This includes costs of the food services division that serves approximately 19,200 meals each day, the health services division that is responsible for providing healthcare to over 6,000 inmates, and the transportation detail that transports over 286,000 inmates annually primarily for court appearances. The most significant sources of revenue for this budget unit are as follows:

- $108.9 million of net county cost (discretionary general funding)
- $ 28.4 million in Realignment funding (AB 109 Public Safety Realignment)
- $ 10.9 million from the U.S. Marshal for housing federal inmates
- $ 4.9 million received from the Inmate Welfare Fund

- $ 2.8 million reimbursement from the Local Detention Facility Revenue Fund
- $ 2.2 million from charging inmates for participating in the Electronic Monitoring Program
- $ 1.5 million from charging inmates participating in the Work Release Program
- $ 1.0 million from the U.S. Department of Justice, State Criminal Alien Assistance Program (SCAAP)

BUDGET CHANGES AND OPERATIONAL IMPACT

The largest impact to this budget unit for 2013-14 is from the additional $3.3 million anticipated in AB 109 Public Safety Realignment funding, of which $1.1 million will be used for additional staffing to improve monitoring of inmates participating in the Electronic Monitoring Program. $2.2 million will be used for additional staffing and other operational costs in the Health Services Division, which has been greatly impacted by the implementation of AB 109 due to the increased length of stay of inmates with significant health issues. In addition, transfer of expenditures and net county cost for the net amount of $5.4 million from the Sheriff/Coroner/Public Administrator budget unit is reflected in this budget unit for proper recording of County risk management and facilities costs in the rightful budget unit where the expenditures are incurred. Furthermore, an increase of $1.3 million reimbursement from Inmate Welfare is due to additional positions approved by the Inmate Welfare Board, as detailed below. Finally, the Department has seen reduced revenue associated with State Criminal Alien and Assistance Program and U.S. Marshall funding totaling $2.86 million, which was offset by additional net county cost (discretionary general funding).

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $138.6 million fund 1,332 budgeted positions of which 1,281 are regular positions and 51 are limited term positions. The Department is requesting to add a net 31 positions as follows: 10 additional AB 109 funded positions (5 Deputy Sheriffs and 5 Sheriff's Custody Specialist) are allocated to the Electronic Monitoring Program to improve monitoring of inmates participating in the program; 13 additional AB 109 funded positions (5 Deputy Sheriffs assigned to Medical Transportation, 4 Correctional Nurse II and 4 Licensed Vocational Nurse-Corrections) are allocated to the Health Services Division, which has been greatly impacted by the implementation of AB 109, and 8 Inmate Welfare funded positions (1 Captain, 3 Alcohol & Drug Counselors, 3 Social Worker II, and 1 Contract Culinary Instructor) are per approval by the Inmate Welfare Board. Additionally, 1 regular position (Accountant II) was transferred to the Sheriff/Coroner/Public Administrator budget unit, which was offset by the increase of one additional employee that is job sharing a Sheriff's Custody Assistant position.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Detentions	1,281	51	1,332	1,150	151	31	1,332
Total	1,281	51	1,332	1,150	151	31	1,332

Detentions

	Classification		Classification
1	Accounting Technician	2	Sheriff's Captain
6	Alcohol and Drug Counselor	45	Sheriff's Cook II
2	Automated Systems Analyst I	15	Sheriff's Cook II
1	Contract Bakery Occupation Instructor	72	Sheriffs Custody Assistant
1	Contract Bakery Occupational Instructor	1	Sheriff's Custody Assistant
2	Contract Culinary Instructor	37	Sheriff's Custody Specialist
1	Contract Dentist	39	Sheriff's Custody Specialist
1	Contract Print Shop Supervisor	25	Sheriff's CustodyAssistant
1	Contract Radiologic Tech II	152	Sheriff's CustodySpecial 12 hr
1	Contract Sheriff Chaplain H Rng	45	Sheriff's CustodySpecialist
4	Cont Sheriff Dentist	1	Sheriff's Deputy Chief
1	Contract Sheriff Inst Landscape Sp	3	Sheriff's Detective/Corporal 12 Hr-84
1	Contract Sheriff Psychiatrist	5	Sheriff's Detective/Corporal
1	Contract Sheriff Psychologist	3	Sheriff's Facilities Coordinator
1	Contract Sheriff's Regst Dietitian	1	Sheriff's Food Service Manager
20	Correctional Nurse - Per Diem	1	Sheriff's Food Service Supervisor
46	Correctional Nurse II	5	Sheriff's Food Service Supervisor
2	Correctional Nurse III	1	Sheriff's Food Services Director
1	Contract Sheriff Chaplain L Rng	3	Sheriff's Food Service Supervisor
1	Contract Sheriff Chap H Rng W/RTM	1	Sheriff's Health Services Manager
1	Contract Sheriff Chap L Rng W/RTM	6	Sheriff's Lieutenant
2	Dental Assistant-Corrections	2	Sheriff's Lieutenant
86	Deputy Sheriff	4	Sheriff's Lieutenant 12hrShift
53	Deputy Sheriff 12 Hour Shift	1	Sheriff's Maintenance Manager
7	Deputy Sheriff 12 Hr Shift-80	23	Sheriff's Maintenance Mechanic
386	Deputy Sheriff 12 Hr Shift-84	8	Sheriff's MaintenanceMechanic
6	Detention Review Officer I	3	Sheriff's Medical Stores Spcst
1	Detention Review Officer II	4	Sheriff's Nurse Supervisor I
2	Electrician	5	Sheriff's Nurse Supervisor II
18	Fiscal Assistant	1	Sheriff's Research Analyst
1	Fiscal Specialist	1	Sheriff's Sergeant
19	Health Services Assistant I	10	Sheriff's Sergeant
1	Inmate Programs Coordinator	2	Sheriff's Sergeant 12 HourShft
10	Licensed Vocational Nurse-Per Diem	27	Sheriff's Sergeant 12 Hr - 84
41	Lic. Vocational Nurse II-Corrections	5	Sheriff's Training Specialist I
5	Maintenance Supervisor	1	Sheriff's Training Specialist I
1	Motor Pool Services Assistant	2	Sheriff's Training Specialist II
2	Office Assistant II	1	Social Service Aide
3	Office Assistant III	6	Social Worker II
1	Office Specialist	4	Stores Specialist
2	Painter I	1	Supervising Accountant II
1	Safety Unit Extra Help	1	Supervising Fiscal Specialist
6	Secretary I	1	Supervising Office Specialist
3	Sheriff's Captain	3	Supv Sheriff's Custody Specialist
		1,332	Total

Sheriff – Law Enforcement Contracts

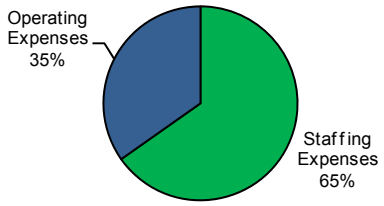
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$122,762,475
Total Sources	$122,762,475
Net County Cost	$0
Total Staff	575
Funded by Net County Cost	0%

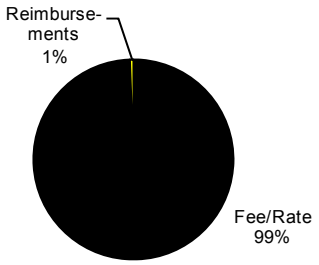
The San Bernardino County Sheriff provides contract law enforcement services to 14 cities/towns (Adelanto, Apple Valley, Big Bear, Chino Hills, Grand Terrace, Hesperia, Highland, Loma Linda, Needles, Rancho Cucamonga, Twentynine Palms, Victorville, Yucaipa, and Yucca Valley) within San Bernardino County and the San Manuel Band of Mission Indians. The Commanders for these stations also act as the city's Chief of Police, affording the cities an economical way of providing quality law enforcement services to its citizens while maintaining seamless cooperation between cities and County stations resulting in a more effective and efficient broad-based law enforcement environment.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

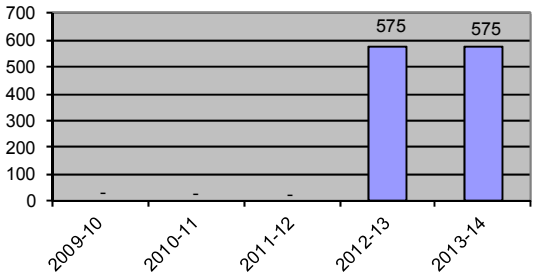


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	0	580	575	575
Limited Term	0	0	0	0
Total	0	580	575	575
Staffing Expenses	$0	$80,090,768	$79,032,641	$80,534,391

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff - Law Enforcement Contracts
FUND: General

BUDGET UNIT: AAA SHC
FUNCTION: Public Protection
ACTIVITY: Contract Law Enforcement

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	76,337,810	79,032,641	80,534,391	**1,501,750**
Operating Expenses	0	0	0	40,366,162	41,207,366	42,926,448	**1,719,082**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	116,703,972	120,240,007	123,460,839	**3,220,832**
Reimbursements	0	0	0	0	0	(698,364)	**(698,364)**
Total Appropriation	0	0	0	116,703,972	120,240,007	122,762,475	**2,522,468**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	116,703,972	120,240,007	122,762,475	**2,522,468**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	115,776,251	119,201,662	122,762,475	**3,560,813**
Other Revenue	0	0	0	150	0	0	**0**
Total Revenue	0	0	0	115,776,401	119,201,662	122,762,475	**3,560,813**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	115,776,401	119,201,662	122,762,475	**3,560,813**
Net County Cost	0	0	0	927,571	1,038,345	0	**(1,038,345)**
				Budgeted Staffing	575	575	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Requirements of $122.8 million include $80.5 million for 575 budgeted law enforcement and professional staff assigned to stand-alone stations serving as city police departments and $42.9 million in operating expenses consisting primarily of the following: $18.9 million for service hours provided from County stations for smaller city operations, $5.8 million for dispatch services, $5.2 million for COWCAP (Countywide Cost Allocation Plan) charges, $3.7 million for vehicle/equipment replacement charges, $2.5 million for fuel and auto repair/parts, and $2.1 for insurance. All expenditures in this budget unit are funded through law enforcement contracts with various cities/towns and the San Manuel Band of Mission Indians.

BUDGET CHANGES AND OPERATIONAL IMPACT

Changes to requirements totaling $2.5 million is primarily due to increased staffing expenses of $1.5 million associated with increased retirement costs, which were partially offset by savings in safety employee costs related to employee concessions. Additionally, this unit is seeing increased operating expenses to pay for transfers to the Sheriff/Coroner/Public Administrator budget unit for additional dual operations staffing costs as well as increases in fuel and insurance charges. Finally, this budget unit will see the removal of one-time net county cost totaling $1.0 million that was provided to Contract Cities in 2012-13 associated with a Board of Supervisors directed half-year subsidization of increased COWCAP costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $80.5 million fund 575 budgeted regular positions. There were no changes to budget staffing recommended in the 2013-14 budget.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Valley Patrol	327	0	327	318	9	0	327
Desert Patrol	248	0	248	245	3	0	248
Total	575	0	575	563	12	0	575

Valley Patrol

	Classification
1	Crime Analyst
52	Deputy Sheriff
136	Deputy Sheriff 12 Hour Shift
5	Motor Pool Service Assistant
34	Office Specialist
5	Secretary I
4	Sheriff's Captain
26	Sheriff's Detective/Corporal
5	Sheriff's Lieutenant
23	Sheriff's Sergeant
8	Sheriff's Sergeant 12 Hour Shift
27	Sheriff's Service Specialist
1	Supervising Office Specialist
327	Total

Desert Patrol

	Classification
33	Deputy Sheriff
108	Deputy Sheriff 12 Hour Shift
27	Office Specialist
3	Secretary I
3	Sheriff's Captain
1	Sheriff's Detective/Corporal 12 Hour
18	Sheriff's Detective/Corporal
3	Sheriff's Lieutenant
14	Sheriff's Sergeant
10	Sheriff's Sergeant 12 Hour Shift
26	Sheriff's Service Specialist
2	Supervising Office Specialist
248	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$36,652,439
Total Sources	$15,631,112
Fund Balance	$21,021,327
Use of Fund Balance	$16,788,119
Total Staff	0

Contract Training represents special law enforcement training provided to the Sheriff/Coroner/Public Administrator and other law enforcement agencies. Funding is provided through fees for service. Services at the Emergency Vehicle Operations Center (EVOC) and the Training Academy are provided by staff budgeted in the Sheriff/Coroner/Public Administrator's general fund budget unit, and have historically been reimbursed by this budget unit. For 2013-14, it is being recommended that the ongoing revenue and expenses in this unit be transferred into the Department's general fund budget unit. The Department will work with the County Administrative Office on a plan to expend the fund balance and discontinue this Special Revenue Fund in 2013-14.

Aviation provides law enforcement, search and rescue, fire suppression and transportation services for the County and other fire and law enforcement agencies. This budget unit represents the maintenance and acquisition of helicopters, aircraft, and equipment for search and rescue, firefighting and flight operations, with contract revenue and proceeds from the sale of surplus aircraft and equipment providing the funding. For 2013-14, it is being recommended that the ongoing revenue and expenses in this unit be transferred into the Department's general fund budget unit. The Department will work with the County Administrative Office on a plan to expend the fund balance and discontinue this Special Revenue Fund in 2013-14.

Public Gatherings represents protective services provided by the Sheriff/Coroner/Public Administrator for various public functions and events throughout the County; fully funded by fees charged to the sponsoring organizations. For 2013-14, this budget unit was discontinued and the ongoing expenses and revenue were moved to the Sheriff/Coroner/Public Administrator's general fund budget unit.

The Inland Regional Narcotics Enforcement Team (IRNET) is a joint project among city, county, state and federal agencies in the Inland Empire aimed at combating major narcotics and money laundering operations. **IRNET Federal** accounts for IRNET share of federal asset forfeitures. **IRNET State** accounts for IRNET share of state asset forfeitures, and was established to comply with federal guidelines requiring state forfeiture funds to be kept separate from federal forfeiture funds.

Federal Seized Assets (DOJ) accounts for asset forfeitures from federal cases filed with the U.S. Department of Justice (DOJ) through its asset forfeiture program and **Federal Seized Assets (Treasury)** accounts for asset forfeitures from cases filed with the U.S. Department of Treasury. Receipts from this program are required to be maintained in separate funds and must not replace existing funds that would be made available to the Sheriff/Coroner/Public Administrator in the absence of forfeiture funds.

State Seized Assets accounts for asset forfeiture proceeds from cases filed and adjudicated under state asset seizure statutes. The California Health Safety Code requires these funds be maintained in a special fund and that 15% of all forfeitures received after January 1994 are set aside for drug education and gang intervention programs. The proceeds are used to offset a portion of the labor costs for staff assigned to the IRNET Team and High Density Drug Trafficking Area (HIDTA) task forces. The 15% allocated to drug education programs is used to fund the Sheriff/Coroner/Public Administrator's Drug Use is Life Abuse (DUILA) program, Crime-Free Multi-Housing, Law Enforcement Internship and Operation Clean Sweep Programs. Funds are also used for maintenance of seized properties. Services for the drug education program are provided by staff budgeted in the Sheriff/Coroner/Public Administrator's general fund budget unit, and reimbursed by this budget unit.

San Bernardino County **Auto Theft Task Force** (SANCATT), established by the Board of Supervisors in 1995, deters, investigates and prosecutes vehicle theft organizations and provides statistical and financial reports to the State Controller, State Legislature and California Highway Patrol as required by AB183. In January, 2010, AB183 was extended to January 1, 2018 by AB286 (Chapter 230; 2009). This budget unit accounts for vehicle registration assessments, per Vehicle Code 9250.14, allocated to the Task Force. Revenue from these fees

offsets operating expenses for qualified expenditures by participating agencies. Staffing costs for those positions assigned to SANCATT are reimbursed to the Sheriff/Coroner/Public Administrator's general fund budget unit.

Search and Rescue accounts for the principal and interest from a restricted donation for search and rescue purposes, along with reimbursements received for the cost of providing search and rescue operations. For 2013-14, it is being recommended that the ongoing revenue and expenses in this unit be transferred into the Department's general fund budget unit. The Department will work with the County Administrative Office on a plan to expend the fund balance and discontinue this Special Revenue Fund in 2013-14.

CAL-ID Program funding is used for the operating expenses of the Local Automated Fingerprint Identification System (AFIS), and reimburses general fund expenditures for salaries and benefits. The budget unit is funded from joint trust contributions by all local contracting municipal agencies. Staffing costs for those positions assigned to the CAL-ID program are reimbursed to the Sheriff/Coroner/Public Administrator's general fund budget unit.

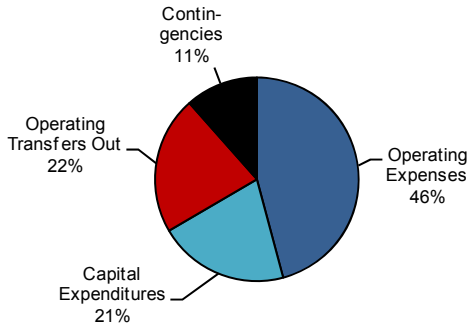
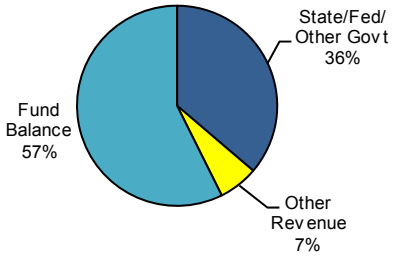
Capital Projects Fund represents revenue received in prior years for one-time law enforcement or detention projects. This Special Revenue Fund is being discontinued in 2013-14.

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

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

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

2013-14 RECOMMENDED BUDGET

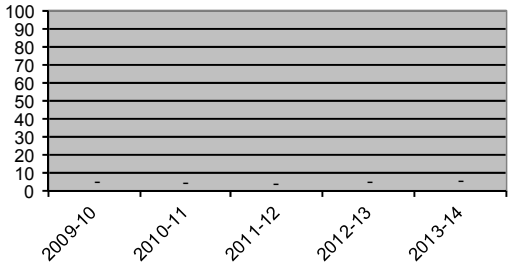
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	60	0	0	0
Limited Term	0	0	0	0
Total	60	0	0	0
Staffing Expenses	$662,388	$1,259,637	$1,259,637	$0

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	917,453	654,613	1,003,096	1,259,637	0	**(1,259,637)**
Operating Expenses	0	10,205,450	22,062,918	16,032,570	20,125,956	16,829,204	**(3,296,752)**
Capital Expenditures	0	1,278,021	2,205,763	2,865,337	7,084,004	7,609,454	**525,450**
Contingencies	0	0	0	0	5,337,605	4,233,208	**(1,104,397)**
Total Exp Authority	0	12,400,924	24,923,294	19,901,003	33,807,202	28,671,866	**(5,135,336)**
Reimbursements	0	(122,406)	(143,076)	(102,669)	(60,000)	(60,000)	**0**
Total Appropriation	0	12,278,518	24,780,218	19,798,334	33,747,202	28,611,866	**(5,135,336)**
Operating Transfers Out	0	200,000	276,857	970,359	4,328,342	8,040,573	**3,712,231**
Total Requirements	0	12,478,518	25,057,075	20,768,693	38,075,544	36,652,439	**(1,423,105)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	10,875,054	12,117,454	15,291,832	11,501,214	13,281,612	**1,780,398**
Fee/Rate	0	3,461,229	4,072,032	3,503,291	3,643,875	5,000	**(3,638,875)**
Other Revenue	0	2,580,229	2,612,538	2,456,178	2,391,736	2,344,500	**(47,236)**
Total Revenue	0	16,916,512	18,802,024	21,251,301	17,536,825	15,631,112	**(1,905,713)**
Operating Transfers In	0	27,000	0	0	0	0	**0**
Total Sources	0	16,943,512	18,802,024	21,251,301	17,536,825	15,631,112	**(1,905,713)**
				Fund Balance	20,538,719	21,021,327	**482,608**
				Budgeted Staffing	0	0	**0**

LAW AND JUSTICE

DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Contract Training (Fund SCB)	2,791,981	0	2,791,981	0
Public Gathering (Fund SCC)	0	0	0	0
Aviation (Fund SCE)	315,004	0	315,004	0
IRNET Federal (Fund SCF)	2,942,069	820,000	2,122,069	0
IRNET State (Fund SCX)	256,721	74,000	182,721	0
Federal Seized Assets - DOJ (Fund SCK)	11,659,642	3,760,000	7,899,642	0
Federal Seized Assets - Treasury (Fund SCO)	48,460	5,300	43,160	0
State Seized Assets (Fund SCT)	4,564,441	1,215,000	3,349,441	0
Auto Theft Task Force (Fund SCL)	927,736	851,200	76,536	0
Search and Rescue (Fund SCW)	122,708	0	122,708	0
CAL-ID Program (Fund SDA)	5,257,907	4,923,555	334,352	0
Capital Projects Fund (Fund SQA)	0	0	0	0
Court Services Auto (Fund SQR)	2,655,700	808,000	1,847,700	0
Court Services Tech (Fund SQT)	2,270,490	408,000	1,862,490	0
Local Detention Facility Revenue (Fund SRL)	2,839,580	2,766,057	73,523	0
Total Special Revenue Funds	36,652,439	15,631,112	21,021,327	0

Contract Training: Requirements of $2.8 million represent the remaining fund balance in this Special Revenue Fund. Ongoing expenses and revenues were transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit for 2013-14 and the Department will work with the County Administrative Office on a plan to expend the remaining fund balance and discontinue this fund.

Public Gatherings: This budget unit has been discontinued as a Special Revenue Fund in 2013-14; therefore, the ongoing expenses and revenues were transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit.

Aviation: Requirements of $315,004 represent the remaining fund balance in this Special Revenue Fund. Ongoing expenses and revenues were transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit for 2013-14 and the Department will work with the County Administrative Office on a plan to expend the remaining fund balance and discontinue this fund.

IRNET Federal: Requirements of $2.9 million reflect the following: $1.8 million in operating expenses (including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support the cost of overtime), $1.0 million in contingencies for future allocation, and $150,000 on one-time additional equipment purchases. Sources of $820,000 include anticipated asset forfeiture funds ($800,000) and projected interest earnings ($20,000).

IRNET State: Requirements of $256,721 are budgeted for operating expenses ($111,181), equipment purchases ($25,000), and contingencies ($120,540). Sources of $74,000 include anticipated asset forfeiture funds ($60,000), other revenue ($10,000), and projected interest earnings ($4,000).

Federal Seized Assets (DOJ): Requirements of $11.7 million consists of $3.2 million for improvements to the department's detention facilities and training academy, $2.9 million for general maintenance expenditures, $3.1 million for vehicle replacement (including the replacement of a surveillance aircraft), $1.1 million for equipment purchases, and $0.8 million for a proprietary law enforcement application to convert to a paperless ticketing system and upgrades to other systems, and $0.6 million set aside for contingencies. Sources of $3.8 million primarily represent anticipated DOJ cases to be settled during 2013-14.

Federal Seized Assets (Treasury): Requirements of $48,460 include $40,000 for the purchase of computer related equipment. Sources of $5,300 represent projected asset seizures and interest earnings.

State Seized Assets: Requirements of $4.6 million include the following: $2.4 million for projects related to expansion and parking improvements at the department's training center, $0.4 million for equipment and vehicle purchases, as well as $1.6 million for the cost of drug education programs (including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support 2 positions), vehicle maintenance, fuel, repairs, and other general expenses for the resolution of asset forfeitures. Sources of $1.2 million primarily represent anticipated state asset seizures.

Auto Theft Task Force: Requirements of $927,736 provides for salary reimbursements to participating agencies, including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support 4 positions, and other task force operating costs. Sources of $851,200 primarily represent vehicle registration fees.

Search and Rescue: Requirements of $122,708 represent the remaining fund balance in this Special Revenue Fund. Ongoing expenses and revenues were transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit for 2013-14 and the Department will work with the County Administrative Office on a plan to expend the remaining fund balance and discontinue this fund.

CAL-ID Program: Requirements of $5.3 million include the following: $4.1 million in transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit for staffing costs of 40 personnel assigned to this program, $1.2 million for the following operating expenses: monitoring and maintenance costs for equipment, fuel, computer hardware and software items, replacement of fingerprinting stations, and upgrades to serviceable stations. Sources of $4.9 million are from the CAL-ID Program trust fund and directly offsets all claimable costs.

Capital Projects Fund: This budget unit has been discontinued as a Special Revenue Fund in 2013-14. therefore, the fund balance was transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit.

Court Services Auto: Requirements of $2.7 million include $451,332 in operating expenses, $1.1 million to replace vehicles, and $1,074,368 set aside in contingencies. Sources of $808,000 primarily reflect anticipated court fines.

Court Services Tech: Requirements of $2.3 million include $389,218 in operating expenses, $600,000 for purchase of computer equipment and software upgrades, and $1,281,272 in contingencies. Sources of $408,000 primarily represent estimated court fines.

Local Detention Facility Revenue: Requirements of $2.8 million represent transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit for expenditures related to the operation, renovation, remodeling, or construction of local detention facilities. Sources of $2.8 million represent the booking fee allocation anticipated from the state.

BUDGET CHANGES AND OPERATIONAL IMPACT

Total Requirements are decreasing by a net $1.4 million resulting primarily from the following:

- $4.5 million decrease in requirements resulting from the transfer of ongoing expenses from the Contract Training, Public Gathering, Aviation, and Search and Rescue Special Revenue Funds to the Department's General Fund budget unit.
- $2.4 million increase in services and supplies for the remaining special revenue funds, which includes an additional cost of $1.2 for a helicopter engine overhaul in the Department's Federal Seized Assets (DOJ) Special Revenue Fund.

Total sources are decreasing by $1.9 million due primarily to the transfer of ongoing revenues from Special Revenue Funds to the General Fund totaling $4.5 million. This was partially offset primarily by an additional $2.1 million federal seized asset cases anticipated to be settled in 2013-14 and $0.3 million increase in vehicle registration and reimbursements from CAL-ID trust fund.

OPERATIONS AND COMMUNITY SERVICES
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
AGRICULTURE/WEIGHTS AND MEASURES DEPARTMENT	336				
AGRICULTURE/WEIGHTS AND MEASURES	339	6,797,080	5,437,850	1,359,230	63
AIRPORTS DEPARTMENT	344				
AIRPORTS	348	2,910,893	2,910,893	0	20
ARCHITECTURE AND ENGINEERING	354	0	0	0	19
COUNTY MUSEUM	365				
COUNTY MUSEUM	368	3,091,973	975,006	2,116,967	21
LAND USE SERVICES DEPARTMENT	374				
ADMINISTRATION	377	1,167,142	0	1,167,142	36
PLANNING	380	8,331,849	3,229,617	5,102,232	25
BUILDING AND SAFETY	383	3,934,957	3,357,750	577,207	21
CODE ENFORCEMENT	386	5,485,718	643,756	4,841,962	28
FIRE HAZARD ABATEMENT	389	2,505,670	2,251,250	254,420	15
LAND DEVELOPMENT	392	825,000	225,000	600,000	9
PUBLIC WORKS DEPARTMENT	394				
SURVEYOR	398	3,536,654	2,972,208	564,446	25
REAL ESTATE SERVICES DEPARTMENT	415				
REAL ESTATE SERVICES	419	1,166,965	1,166,965	0	23
RENTS AND LEASES	422	2,511,056	2,511,056	0	0
COURTS PROPERTY MANAGEMENT	424	2,285,336	2,285,336	0	0
FACILITIES MANAGEMENT DIVISION	428	13,258,458	12,905,399	353,059	109
UTILITIES	431	19,625,024	277,495	19,347,529	2
REGIONAL PARKS DEPARTMENT	434				
REGIONAL PARKS	438	10,420,719	7,863,567	2,557,152	252
REGISTRAR OF VOTERS	448	8,620,303	2,498,240	6,122,063	26
TOTAL GENERAL FUND		96,474,797	51,511,388	44,963,409	694

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	342	143,417	3,000	140,417	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	351	5,413,265	2,496,046	2,917,219	0
COUNTY LIBRARY	360	17,135,845	13,818,082	3,317,763	279
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
SURVEY MONUMENT PRESERVATION	401	105,541	62,000	43,541	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	403	148,328,751	102,232,209	46,096,542	343
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	426	9,684,797	547,236	9,137,561	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	441	7,837,514	3,331,326	4,506,188	0
SPECIAL DISTRICTS:					
FISH AND GAME COMMISSION	454	4,633	4,267	366	0
TOTAL SPECIAL REVENUE FUNDS		188,653,763	122,494,166	66,159,597	622

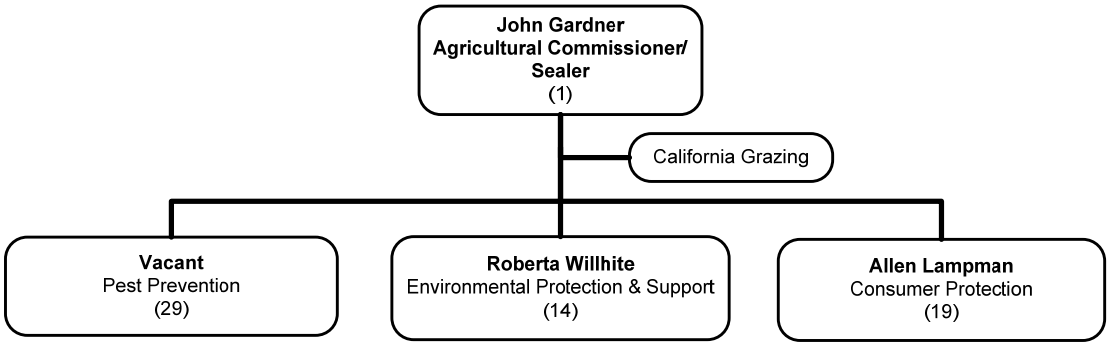
ENTERPRISE FUNDS	Page #	Requirements	Sources	Revenue Over (Under) Exp	Staffing
COUNTY MUSEUM:					
MUSEUM STORE	372	67,174	55,000	(12,174)	1
PUBLIC WORKS DEPARTMENT:					
SOLID WASTE MANAGEMENT					
ENTERPRISE FUNDS - CONSOLIDATED	410	86,589,419	85,238,287	(1,351,132)	81
REGIONAL PARKS:					
ENTERPRISE FUNDS - CONSOLIDATED	445	70,219	47,108	(23,111)	4
TOTAL ENTERPRISE FUNDS		86,726,812	85,340,395	(1,386,417)	86

AGRICULTURE/WEIGHTS AND MEASURES
John Gardner

DEPARTMENT MISSION STATEMENT

The Department of Agriculture/Weights and Measures protects the environment, agricultural industry, businesses and consumers 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



2012-13 ACCOMPLISHMENTS

- Performed 3,800 site visits to shipping terminals, inspected over 49,000 plant shipments, rejected 480 shipments for various violations and intercepted 45 foreign pest species.
- Visited 7,800 businesses requiring a Weights and Measures inspection, inspected 32,000 devices and issued 1,680 notices of violation.
- Checked the price accuracy on 28,700 items in an effort to achieve an overall price overage error rate of less than 2%. The measured error rate achieved was 1.7%.
- Averaged 7,200 trap placements per month in an effort to detect unwanted foreign pests.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Review and analyze one significant business process each quarter, revising processes to make them more business friendly and efficient.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Business processes reviewed/analyzed (total number for the year).	N/A	N/A	N/A	4

COUNTY GOAL: **PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

Objective(s):
- ***Work with Federal, State and regional governments and organizations to ensure San Bernardino County receives its fair share of resources and to help shape legislation and regulations which affect the County.***
- ***Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.***

Department Strategy:
- *Cooperatively develop service contracts with State agencies to fund department activities.*
- *Develop grazing land improvements on federal land as requested by the Range Improvement Advisory Committee in conjunction with the Bureau of Land Management.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Contract workplans submitted and/or state-approved contracts.	N/A	N/A	10	12
Rangeland improvement projects (# of projects completed).	1	N/A	1	3

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Agriculture/Weights and Measures	6,797,080	5,437,850	1,359,230			63
Total General Fund	6,797,080	5,437,850	1,359,230			63
Special Revenue Fund						
California Grazing	143,417	3,000		140,417		0
Total Special Revenue Fund	143,417	3,000		140,417		0
Total - All Funds	6,940,497	5,440,850	1,359,230	140,417		63

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Agriculture/Weights and Measures	6,062,955	5,980,537	6,363,146	6,747,811	6,797,080
California Grazing	142,918	147,036	151,337	144,536	143,417
Total	**6,205,873**	**6,127,573**	**6,514,483**	**6,892,347**	**6,940,497**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Agriculture/Weights and Measures	4,814,820	5,385,445	5,311,670	5,451,365	5,437,850
California Grazing	6,313	4,117	4,300	4,000	3,000
Total	**4,821,133**	**5,389,562**	**5,315,970**	**5,455,365**	**5,440,850**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Agriculture/Weights and Measures	1,248,135	595,092	1,051,476	1,296,446	1,359,230
Total	**1,248,135**	**595,092**	**1,051,476**	**1,296,446**	**1,359,230**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
California Grazing	136,605	142,919	147,037	140,536	140,417
Total	**136,605**	**142,919**	**147,037**	**140,536**	**140,417**

Agriculture/Weights and Measures

DESCRIPTION OF MAJOR SERVICES

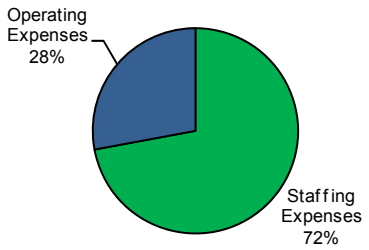
Budget at a Glance

Total Requirements	$6,797,080
Total Sources	$5,437,850
Net County Cost	$1,359,230
Total Staff	63
Funded by Net County Cost	20%

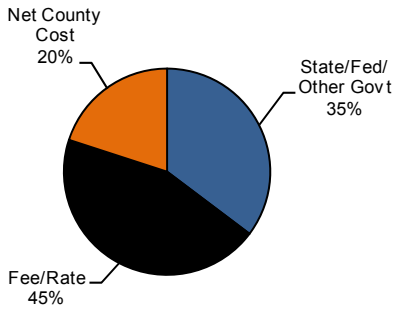
The Department of Agriculture/Weights and Measures (Department) protects the environment, public health, worker safety and the welfare of the public by enforcing state and local agricultural and consumer protection laws. The Department enforces plant quarantines, detects and eradicates unwanted foreign pests, regulates pesticide use, verifies pricing accuracy of goods, and regulates all business transactions based on units of measures such as weight or volume. Additional duties include inspecting eggs, produce and nursery stock, certifying plant shipments for export, controlling vegetation along state and County right-of ways and flood control channels, and other miscellaneous services provided to businesses and the general public. The Department has two canine inspection teams that are utilized with great success to detect plant materials from within unmarked agricultural parcels found at industrial shipping terminals.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

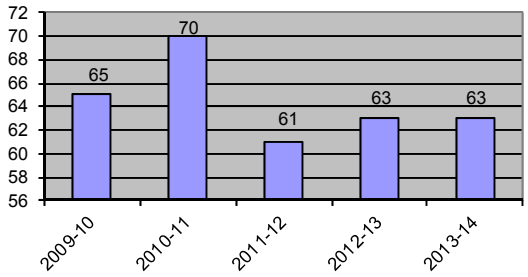


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	59	61	61	61
Limited Term	2	2	2	2
Total	61	63	63	63
Staffing Expenses	$4,630,907	$4,790,971	$4,790,971	$4,898,956

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Agriculture/Weights and Measures
FUND: General

BUDGET UNIT: AAA AWM
FUNCTION: Public Protection
ACTIVITY: Protective Inspection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	4,428,525	4,377,781	4,630,485	4,559,880	4,790,971	4,898,956	**107,985**
Operating Expenses	1,437,735	1,602,738	1,679,644	2,120,181	1,956,840	1,898,124	**(58,716)**
Capital Expenditures	60,790	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	5,927,050	5,980,519	6,310,129	6,680,061	6,747,811	6,797,080	**49,269**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,927,050	5,980,519	6,310,129	6,680,061	6,747,811	6,797,080	**49,269**
Operating Transfers Out	135,871	0	0	0	0	0	**0**
Total Requirements	6,062,921	5,980,519	6,310,129	6,680,061	6,747,811	6,797,080	**49,269**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	2,431,522	3,141,599	2,413,131	2,624,784	2,438,365	2,397,350	**(41,015)**
Fee/Rate	2,346,512	2,236,684	2,831,351	3,052,415	3,010,800	3,039,000	**28,200**
Other Revenue	41,156	7,163	31,849	(6,849)	2,200	1,500	**(700)**
Total Revenue	4,819,190	5,385,446	5,276,331	5,670,350	5,451,365	5,437,850	**(13,515)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	4,819,190	5,385,446	5,276,331	5,670,350	5,451,365	5,437,850	**(13,515)**
Net County Cost	1,243,731	595,073	1,033,798	1,009,711	1,296,446	1,359,230	**62,784**
				Budgeted Staffing	63	63	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses make up the majority of the Department's expenditures within this budget unit for 2013-14. These expenses are necessary primarily in order to provide mandated inspection services in the field of agriculture and weights and measures. Herbicide purchases, vehicle and equipment maintenance charges comprise the majority of the Department's operating expenses. Sources of $5.4 million are derived primarily from license and permit fees, reimbursement for State Contracts, County's portion of Unclaimed Gas Tax, and reimbursement for weed control services.

BUDGET CHANGES AND OPERATIONAL IMPACT

This budget deletes four positions and restores four positions that were deleted in prior years due to budget reductions, and reestablishes the Environmental Protection Division with the added duties of administrative support functions. The addition of these positions will enable the Department to meet existing workload and enhance its ability to meet succession planning needs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $4.9 million fund 63 budgeted positions of which 61 are regular positions and 2 are limited term positions.

The Department has added 1 Deputy Agricultural Commissioner/Sealer position, and 3 Agricultural/Standards Officer IV positions to provide mandated services and meet an increased workload. The Department is also deleting 3 Agricultural Field Aide I positions (all vacant) and 1 Agricultural Field Aide II position (vacant) assigned to the Pest Prevention Division. The remaining staff in these classifications have demonstrated the ability to perform the contracted workload.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Consumer Protection	19	0	19	18	0	1	19
Environmental Protection	15	0	15	14	0	1	15
Pest Prevention	27	2	29	25	2	2	29
Total	61	2	63	57	2	4	63

Consumer Protection

	Classification
1	Deputy Agricultural Commissioner
1	Supervising Agricultural/Stand. Officer
16	Agricultural/Standards Officer
1	Office Assistant III
19	Total

Environmental Protection

	Classification
1	Agricultural Commissioner/Sealer
1	Assistant Ag. Commissioner/Sealer
1	Executive Secretary II
1	Fiscal Assistant
1	Supervising Agricultural/Stand. Officer
6	Agricultural/Standards Officer
3	Agricultural/Standards Technician
1	Office Assistant III
15	Total

Pest Prevention

	Classification
1	Deputy Agricultural Commissioner
2	Supervising Agricultural/Stand. Officer
6	Agricultural/Standards Officer
1	Office Assistant III
15	Agricultural Field Aide I
1	Agricultural Field Aide II
1	Ag. Pest Exclusion Officer
2	Contract Canine Assistant
29	Total

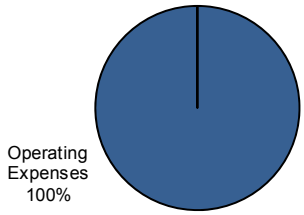
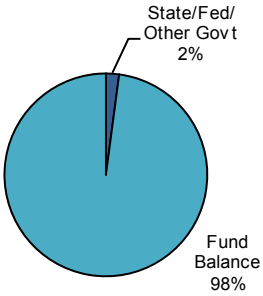
California Grazing

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$143,417
Total Sources	$3,000
Fund Balance	$140,417
Use of Fund Balance	$140,417
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 recommended 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.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Agriculture/Weights and Measures
FUND: California Grazing

BUDGET UNIT: SCD ARE
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	10,804	2,995	144,536	143,417	**(1,119)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	10,804	2,995	144,536	143,417	**(1,119)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	10,804	2,995	144,536	143,417	**(1,119)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	10,804	2,995	144,536	143,417	**(1,119)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	6,314	4,118	4,303	2,876	4,000	3,000	**(1,000)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	6,314	4,118	4,303	2,876	4,000	3,000	**(1,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	6,314	4,118	4,303	2,876	4,000	3,000	**(1,000)**
				Fund Balance	140,536	140,417	**(119)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Services and supplies 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 fees paid by the federal government for grazing rights by ranchers.

BUDGET CHANGES AND OPERATIONAL IMPACT

No major budget changes were noted.

STAFFING CHANGES AND OPERATIONAL IMPACT

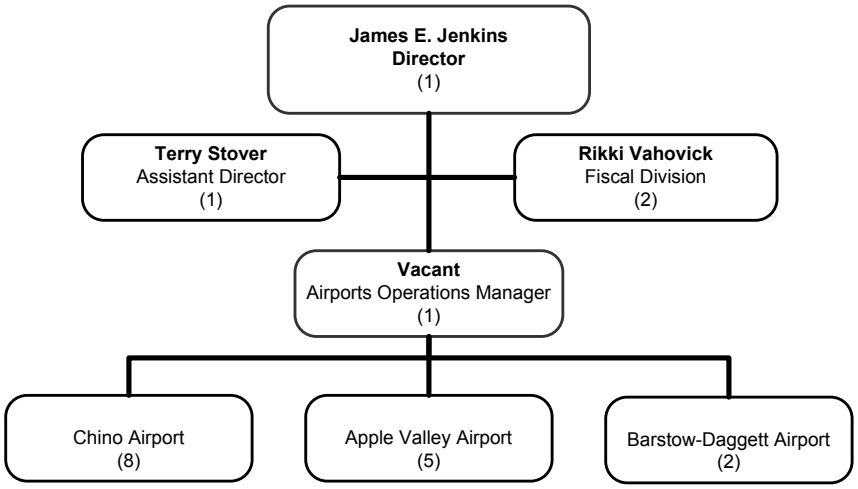
There is no staffing associated with this budget unit.

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



2012-13 ACCOMPLISHMENTS

- Completed closure of the Barstow-Daggett Airport housing units. Achieved net operational cost savings in excess of $450,000 annually due to reduction in costs to maintain potable water system, reduction of 2 positions to maintain units, reduction in energy costs associated with maintaining water and sewer systems, and reduction in insurance costs.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

Objective(s): • ***Work with Federal, State and regional governments and organizations to ensure San Bernardino County receives its fair share of resources and to help shape legislation and regulations which affect the County.***

Department Strategy:
- *Improve and maintain Airport infrastructure, such as runways and drainage systems, by maximizing use of Federal Aviation Administration and Cal Trans Aeronautics funding.*
- *Continue to develop and maintain focus on structured and preventative maintenance programs to address infrastructure deficiencies.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of pavement rehabilitation completed (minimum 10% annually).	12.4%	15%	10%	15%

Federal grants monies have been reduced during this period, and anticipated grant funding for infrastucture project was not received.

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s): • ***Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.***

Department Strategy:
- *Construct aircraft storage facilities at Chino or Twentynine Palms Airports, producing a revenue generating asset to support ongoing operations.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Construction of aircraft hangar facilities (# of facilities).	N/A	N/A	N/A	1 hangar

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

Objective(s): • ***Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.***

Department Strategy:
- *Maximize structured outreach activities to private sector business entitities thus informing prospective businesses of real estate opportunities at various County airports.*
- *Continue to closely monitor existing airport businesses to ensure continued success; assist by providing clearinghouse guidance to available related resources within the County.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of businesses operating on airport properties (commercial leases).	76	N/A	82	85

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Airports	2,910,893	2,910,893	0			20
Total General Fund	2,910,893	2,910,893	0			20
Special Revenue Funds						
Special Revenue Funds - Consolidated	5,413,265	2,496,046		2,917,219		0
Total Special Revenue Funds	5,413,265	2,496,046		2,917,219		0
Enterprise Funds						
*Apple Valley Airport - Operations (CSA 60)	5,572,889	2,234,189			(3,338,700)	0
*Apple Valley Airport - Cap. Improv (CSA 60)	4,117,693	64,000			(4,053,693)	0
Total Enterprise Funds	9,690,582	2,298,189			(7,392,393)	0
Total - All Funds	18,014,740	7,705,128	0	2,917,219	(7,392,393)	20

*These budget units are located in the County Special Districts budget book under Special Districts (CSA 60).

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Airports	2,678,516	3,088,478	2,886,349	2,879,545	2,910,893
Chino Airport Commercial Hangars	1,810,347	1,863,863	1,569,987	1,258,469	1,194,628
Chino Airport Incentive Fund	996,159	142,142	172,415	106,633	43,929
Airports Capital Improvement Program	5,844,131	8,063,335	4,886,535	3,935,486	4,174,708
Apple Valley Airport - Operations (CSA 60)	3,375,569	3,347,296	5,566,790	6,144,933	5,572,889
Apple Valley Airport - Cap. Improv (CSA 60)	6,104,400	6,564,764	5,360,429	4,922,355	4,117,693
Total	**20,809,122**	**23,069,878**	**20,442,505**	**19,247,421**	**18,014,740**

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Airports	2,678,516	3,088,478	2,886,349	2,879,545	2,910,893
Chino Airport Commercial Hangars	887,312	837,630	914,248	1,249,101	1,162,131
Chino Airport Incentive Fund	227,143	58,662	0	105,026	43,929
Airports Capital Improvement Program	1,157,519	4,806,196	925,375	2,200,771	1,289,986
Apple Valley Airport - Operations (CSA 60)	2,377,776	2,652,261	3,716,654	3,117,287	2,234,189
Apple Valley Airport - Cap. Improv (CSA 60)	2,797,488	46,038	(905,155)	619,918	64,000
Total	**10,125,754**	**11,489,265**	**7,537,471**	**10,171,648**	**7,705,128**

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Airports	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

5-YEAR FUND BALANCE TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Chino Airport Commercial Hangars	923,035	1,026,233	655,739	9,368	32,497
Chino Airport Incentive Fund	769,016	83,480	172,415	1,607	0
Airports Capital Improvement Program	4,686,612	3,257,139	3,961,160	1,734,715	2,884,722
Total	**6,378,663**	**4,366,852**	**4,789,314**	**1,745,690**	**2,917,219**

5-YEAR NET BUDGET TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Apple Valley Airport - Operations (CSA 60)	(997,793)	(695,035)	(1,850,136)	(3,027,646)	(3,338,700)
Apple Valley Airport - Cap. Improv (CSA 60)	(3,306,912)	(6,518,726)	(6,265,584)	(4,302,437)	(4,053,693)
Total	**(4,304,705)**	**(7,213,761)**	**(8,115,720)**	**(7,330,083)**	**(7,392,393)**

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.

Airports

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$2,910,893
Total Sources	$2,910,893
Net County Cost	$0
Total Staff	20
Funded by Net County Cost	0%

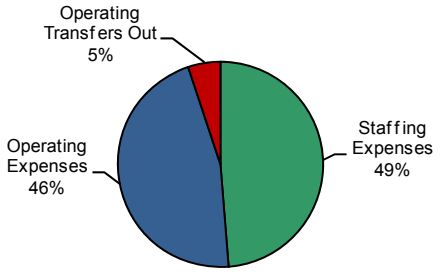
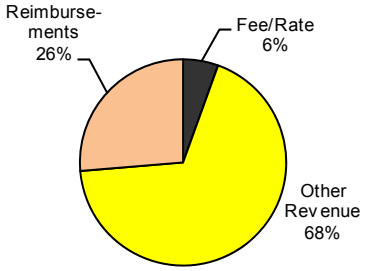
The Department of Airports (Department) provides for the management, development, maintenance and operation of six airports. The Department assures that County airports are maintained and operated in compliance with state and federal regulations. The Department works cooperatively with other airports 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, national and state aviation policy.

The County's six airports include:

1. Apple Valley Airport, a County Service Area (CSA 60) with a significant sport aviation base;
2. Baker Airport, located adjacent to the Town of Baker and supports 1-40 between Barstow and Las Vegas;
3. Barstow-Daggett Airport, which features significant military activity and the Fort Irwin Helicopter Maintenance Base, both of which support the Fort Irwin National Training Center;
4. Chino Airport, a Federal Aviation Administration (FAA) designated reliever to John Wayne Airport and one of the largest general aviation airports in the country with approximately 650 based aircraft;
5. Needles Airport, a critical transportation link along the Colorado River; and
6. Twentynine Palms Airport, a center for soaring activity serving the surrounding community, including the United 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.

2013-14 RECOMMENDED BUDGET

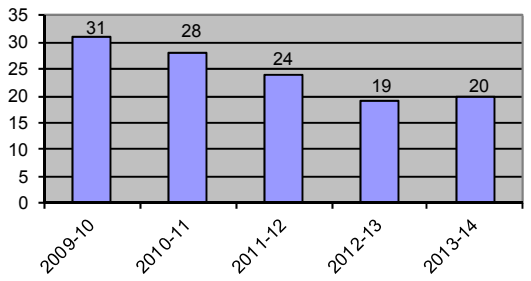
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	24	19	19	20
Limited Term	0	0	0	0
Total	24	19	19	20
Staffing Expenses	$2,091,782	$1,814,396	$1,814,396	$1,925,294

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: General

BUDGET UNIT: AAA APT
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation Terminals

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	2,235,518	2,233,507	2,091,771	1,751,183	1,814,396	1,925,294	**110,898**
Operating Expenses	1,165,200	1,325,493	2,004,137	1,863,568	1,930,681	1,824,778	**(105,903)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,400,718	3,559,000	4,095,908	3,614,751	3,745,077	3,750,072	**4,995**
Reimbursements	(807,558)	(859,932)	(1,227,613)	(890,532)	(865,532)	(1,039,925)	**(174,393)**
Total Appropriation	2,593,160	2,699,068	2,868,295	2,724,219	2,879,545	2,710,147	**(169,398)**
Operating Transfers Out	85,356	335,210	19,000	320,540	0	200,746	**200,746**
Total Requirements	2,678,516	3,034,278	2,887,295	3,044,759	2,879,545	2,910,893	**31,348**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	80,000	58,519	40,000	0	0	**0**
Fee/Rate	176,245	160,214	176,850	166,291	117,000	217,563	**100,563**
Other Revenue	2,422,677	2,849,265	2,649,144	2,813,468	2,682,545	2,668,330	**(14,215)**
Total Revenue	2,598,922	3,089,479	2,884,513	3,019,759	2,799,545	2,885,893	**86,348**
Operating Transfers In	81,563	0	0	25,000	80,000	25,000	**(55,000)**
Total Sources	2,680,485	3,089,479	2,884,513	3,044,759	2,879,545	2,910,893	**31,348**
Net County Cost	(1,969)	(55,201)	2,782	0	0	0	**0**
				Budgeted Staffing	19	20	**1**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $1.9 million fund 20 budgeted regular positions that provide support for 6 County-operated airports. Operating expenses of $1.8 million include Countywide Services (COWCAP), property insurance, utilities, other professional services, general maintenance, and fuel purchases for the sale of fuel at Twentynine Palms Airport. Reimbursements of $1.0 million are primarily for staffing costs and services/supplies expenses that are incurred by the Airport's general fund budget unit for personnel that are assigned to support the Apple Valley Airport and Chino Airport Commercial Hangar complex. Sources of $2.9 million primarily represents Rents and Concession receipts at the airports.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are minor changes to the Department of Airports 2013-14 budget as a whole; however, the budget does include an increase of $110,898 to staffing expenses due to the addition of 1 new position (Airports Operations Manager) and a $104,223 increase in fuel flowage revenues due to the inception of the sale of fuel at the Twentynine Palms Airport.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.9 million fund 20 budgeted regular positions. A minor restructuring of the Departments' organizational function and programmatic responsibilities has resulted in the addition of 1 position (Airports Operations Manager). This position will be responsible for the daily operations management responsibilities throughout the six County airports.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	5	0	5	4	0	1	5
Chino Airport	8	0	8	8	0	0	8
Apple Valley Airport	5	0	5	5	0	0	5
Barstow-Daggett Airport	2	0	2	2	0	0	2
Total	20	0	20	19	0	1	20

Adminstration

	Classification
1	Airports Director
1	Airports Assistant Director
1	Airports Operations Manager
1	Fiscal Assistant
1	Staff Analyst II
5	Total

Chino Airport

	Classification
1	Airport Maintenance Supervisor
5	Airport Maintenance Worker I
1	Fiscal Assistant
1	Secretary I
8	Total

Apple Valley Airport

	Classification
1	Airport Maintenance Supervisor
2	Airport Maintenance Worker I
1	Airport Maintenance Worker II
1	Secretary I
5	Total

Barstow-Dagget Airport

	Classification
2	Airport Maintenance Worker I
2	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

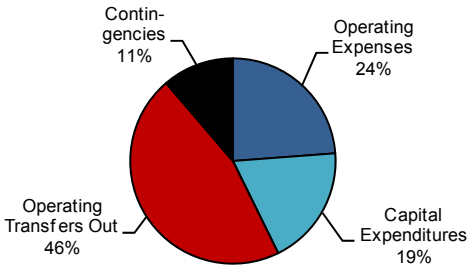
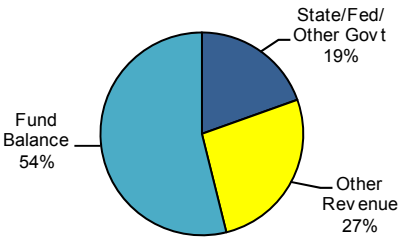
Budget at a Glance	
Total Requirements	$5,413,265
Total Sources	$2,496,046
Fund Balance	$2,917,219
Use of Fund Balance	$2,307,038
Total Staff	0

Chino Airport Commercial Hangars complex is managed, maintained, and operated by the Department of Airports. The Commercial Hangars at Chino Airport were constructed in 1987 with proceeds from a 30-year bond issue. In addition to maintenance expenses, requirements are budgeted annually for insurance costs and bond repayment. Requirements for this budget unit are funded from rental revenues and available fund balance. There is no staffing associated with this budget unit. However, this budget unit reimburses the Airport's general fund budget unit for the cost of staffing incurred to support the Commercial Hangar complex.

The Chino Airport Incentive Fund was established mid-year in 2007-08 to provide separate accountability for all costs and revenues related to the objective of attracting and retaining businesses at Chino Airport. There is no staffing associated with this budget unit.

Airports Capital Improvement Program is a Capital Improvement Program (CIP) that is managed by the Department of Airports and includes projects for Baker Airport, Barstow-Daggett Airport, Chino Airport, Needles Airport, and Twentynine Palms Airport. Projects funded in this budget unit include utility, storm water, and fire suppression plans, Airport Master Plans, Airport Layout Plans, construction and rehabilitation for numerous runways, taxiways, water systems, airport facilities, annual pavement maintenance, infrastructure and rehabilitation of reverted buildings. The capital projects for Apple Valley Airport (County Service Area 60) are budgeted in a separate budget unit in the Special Districts budget book. All Capital Improvement Projects for all six airports that are administered by the Department, or by Architecture and Engineering on behalf of the Department, are reported in the Capital Improvement Program section of this budget book. There is no staffing associated with this budget unit

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,331,273	1,700,659	1,416,177	1,181,519	1,395,102	1,288,557	**(106,545)**
Capital Expenditures	2,654,785	3,536,343	2,925,116	498,953	1,176,489	1,024,449	**(152,040)**
Contingencies	0	0	0	0	1,618,109	610,181	**(1,007,928)**
Total Exp Authority	3,986,058	5,237,002	4,341,293	1,680,472	4,189,700	2,923,187	**(1,266,513)**
Reimbursements	0	0	0	(200,000)	(200,000)	0	**200,000**
Total Appropriation	3,986,058	5,237,002	4,341,293	1,480,472	3,989,700	2,923,187	**(1,066,513)**
Operating Transfers Out	405,000	234,000	442,100	1,040,872	1,310,888	2,490,078	**1,179,190**
Total Requirements	4,391,058	5,471,002	4,783,393	2,521,344	5,300,588	5,413,265	**112,677**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	947,950	4,201,216	909,730	2,011,853	1,981,061	1,057,500	**(923,561)**
Fee/Rate	0	4,536	0	0	0	0	**0**
Other Revenue	996,283	937,734	587,260	735,386	803,106	518,066	**(285,040)**
Total Revenue	1,944,233	5,143,486	1,496,990	2,747,239	2,784,167	1,575,566	**(1,208,601)**
Operating Transfers In	285,356	596,210	221,100	945,634	770,731	920,480	**149,749**
Total Sources	2,229,589	5,739,696	1,718,090	3,692,873	3,554,898	2,496,046	**(1,058,852)**
				Fund Balance	1,745,690	2,917,219	**1,171,529**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2013-14 RECOMMENDED BUDGET

	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Chino Airport Commercial Hangars (Fund RCI)	1,194,628	1,162,131	32,497	0
Chino Airport Incentive Fund (Fund RCO)	43,929	43,929	0	0
Airports Capital Improvement Program (Fund RAA, RCD)	4,174,708	1,289,986	2,884,722	0
Total Special Revenue Funds	5,413,265	2,496,046	2,917,219	0

Chino Airport Commercial Hangars has approximately $1.2 million in requirements for operating expenses, which includes transfers of $856,253 for the bond payment and services and supplies of $174,886 for operations. Sources of approximately $1.2 million are generated from Rents and Concessions receipts from commercial tenants in the amount of $513,066, and an operating transfer in from the Airport Capital Improvement Program budget unit in the amount of $649,065 to fund current services. The Chino Airport Commercial Hangars, if fully occupied at the current market lease rate, will not generate adequate revenues to fully fund the operations, maintenance and bond obligation expenses through the bond payment period.

Chino Airport Incentive Fund has $43,929 in requirements for operating expenses for services and supplies which is primarily for the completion of the Chino Airport Master Plan contract. Sources of $43,929 are an operating transfer in from the Airport Capital Improvement Program budget unit to fund current services.

Airports Capital Improvement Program has $4.2 million in requirements which includes $1.0 million in capital expenditures primarily for the installation of monitoring wells and groundwater assessment associated with the groundwater plume at Chino Airport for $363,924, the Chino Airport pavement project for $330,746, apron rehab projects at both the Chino and Barstow-Daggett Airports for $115,000, and pavement maintenance and Comprehensive Land Use Plan (CLUP) at Chino Airport for $110,000. Additionally, $610,181 is budgeted in contingencies to fund future airport capital improvement projects. Operating transfers out of $2.5 million primarily consist of transfers to Architecture and Engineering (A&E) for management of various CIP's including $1.0 million for the Chino Airport Runway Safety Fire Suppression project and $240,000 for the Chino Airport Storm Water Conveyance project, $650,000 will assist with funding the bond payment within the Chino Airport Commercial Hangars budget unit and $44,000 to the Chino Airport Master Plan within the Chino Airport Incentive Fund budget unit, and $0.5 million for the continuing groundwater plume project at Chino Airport. Sources of $1.3 million are primarily from state and federal grants for various CIP's including the Chino Fire Suppression Removal project.

BUDGET CHANGES AND OPERATIONAL IMPACT

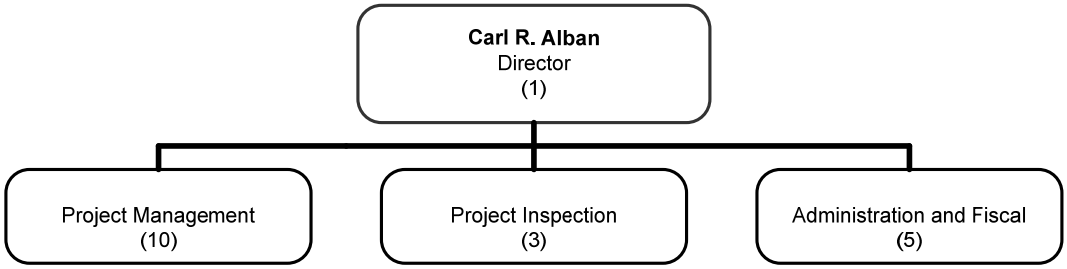
Requirements are increasing by a net $112,000 and sources are decreasing by a net of $1.1 million. Requirements reflect a decrease of $1.0 million in contingencies to fund current year operations and capital improvement projects and an increase of $1.2 million to operating transfers out primarily to A&E for project management of the Chino Airport fire suppression project. Sources are decreasing by approximately $1.1 million due to a decrease of $924,000 to state/federal revenue primarily due to the completion of the electrical upgrades CIP at Barstow-Dagget Airport as the project was federally funded with a 95% match from the Federal Aviation Administration, and a decrease to other revenue of $285,000 primarily due to the receipt of plume reimbursement funds from Risk Management for 2012-13 plume related expenditures.

ARCHITECTURE AND ENGINEERING
Carl R. Alban

DEPARTMENT MISSION STATEMENT

The Architecture and Engineering Department is committed to the timely and cost effective design and construction of projects included in the County's annual Capital Improvement Program, providing quality improvements to ensure accessible and safe environments for County departments and the public they serve.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Developed ongoing multi-year capital plan to bring the County into fiscal balance and address the most pressing capital requirements Countywide which enabled a reduction in the annual capital improvement program funding from $15.3 million to $12.0 million.
- Completed acquisition of existing space and established plans to revitalize County office buildings to strategically invest in the future is in process. The scope of planned activities includes seismic retrofits, modernization and extension of the useful life of building systems, major equipment replacements and infrastructure upgrades as part of the Building Acquisitions and Retrofit Project in San Bernardino.
- Completed and refined assessment of buildings and allocation of resources to address deferred maintenance and major repairs of the County's building assets.
- Invested capital resources to reduce energy costs through the energy efficiency program partnership with Southern California Edison and Southern California Gas Company through various implementation projects have been completed with others in process.
- Supported all Law and Justice functions to maintain public safety achieved by improving County facilities. Major projects to address safety issues and reduce liability and cost include:
    - Adelanto Detention Center Expansion
    - San Bernardino Probation AB109 Program Remodel of Library Administration Building
    - Glen Helen Rehabilitation Center Sheriff Security Improvements
    - High Desert Public Safety Operations Center
- Continued to implement the Americans with Disabilities Act (ADA) program to improve accessibility. ADA improvements have been completed in Courthouses countywide.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s): • ***Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.***

Department Strategy: • *Continue to implement and build upon strategies developed under the County's energy efficiency partnership with SCE and SoCalGas.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Reduce natural gas usage (therms).	N/A	N/A	8,000	40,000
Reduce electricity usage (kilowatt hours - kWh).	N/A	N/A	400,000	830,000

Department Strategy: • *Reduce on-going utility costs through the implementation of energy savings measures.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Reduce ongoing electricity costs.	N/A	N/A	$100,000	$115,000
Reduce ongoing natural gas costs.	N/A	N/A	$8,000	$40,000

Department Strategy: • *Maximize utility company incentives received from the implementation of energy saving measures to utilize them to fund additional measures.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Incentives received from energy savings measures.	N/A	N/A	$85,000	$175,000

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Complete capital projects on schedule.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of projects completed within one year of budget approval.	N/A	N/A	N/A	90%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Architecture and Engineering	0	0	0			19
Total General Fund	0	0	0			19

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Architecture and Engineering	62,972	(65,000)	(100,000)	0	0
Total	**62,972**	**(65,000)**	**(100,000)**	**0**	**0**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Architecture and Engineering	(3,618)	0	0	0	0
Total	**(3,618)**	**0**	**0**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Architecture and Engineering	66,590	(65,000)	(100,000)	0	0
Total	**66,590**	**(65,000)**	**(100,000)**	**0**	**0**

Architecture and Engineering

DESCRIPTION OF MAJOR SERVICES

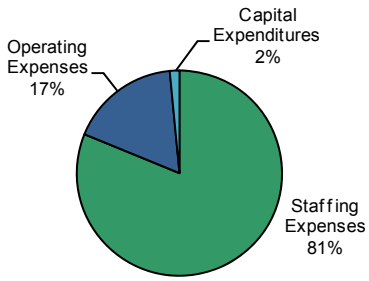
Budget at a Glance	
Total Requirements	$0
Total Sources	$0
Net County Cost	$0
Total Staff	19
Funded by Net County Cost	0%

The Architecture and Engineering Department (A&E) is responsible for planning and implementing the design and construction of projects for Arrowhead Regional Medical Center, Airports, Regional Parks, Community Development and Housing and other County departments. These projects are approved as part of the annual Capital Improvement Program (CIP), or added during the year as organizational needs and priorities change. A&E collaborates with County departments and Finance and Administration to develop the scope, schedule and budget for these projects. Following approval of the project elements, A&E administers the projects from conceptual design through construction to completion and close-out.

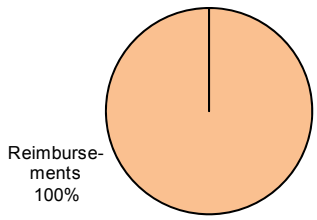
As a competitive public service organization, A&E takes pride in its ability to respond quickly to changing organizational needs and priorities, while continuing to complete quality projects in a timely and cost effective manner for the benefit of county departments and the public they serve.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

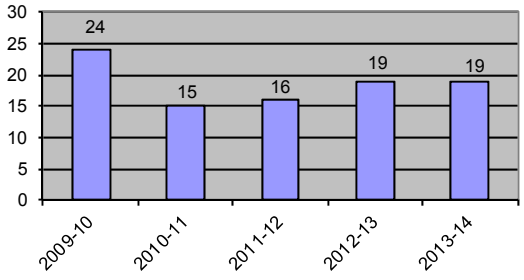


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	16	17	19	19
Limited Term	0	0	0	0
Total	16	17	19	19
Staffing Expenses	$1,891,148	$1,990,866	$2,097,256	$2,157,546

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Architecture and Engineering
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	2,388,343	1,787,709	1,848,263	2,012,935	2,097,256	2,157,546	**60,290**
Operating Expenses	357,008	353,986	324,355	392,136	405,851	460,037	**54,186**
Capital Expenditures	0	98,819	99,389	72,854	46,000	40,000	**(6,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,745,351	2,240,514	2,272,007	2,477,925	2,549,107	2,657,583	**108,476**
Reimbursements	(2,682,380)	(2,313,595)	(2,452,433)	(2,520,336)	(2,549,107)	(2,657,583)	**(108,476)**
Total Appropriation	62,971	(73,081)	(180,426)	(42,411)	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	62,971	(73,081)	(180,426)	(42,411)	0	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	(3,618)	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	(3,618)	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	(3,618)	0	0	0	0	0	**0**
Net County Cost	66,589	(73,081)	(180,426)	(42,411)	0	0	**0**
				Budgeted Staffing	19	19	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $2.2 million make up a majority of A&E's expenditures within this budget unit for 2013-14. Operating expenses of $460,037 fund services and supplies, central services, travel and transfers to Information Services Department (ISD) for support and Real Estate Services Department for overhead. Capital expenditures of $40,000 are for continued improvements to A&E's automated Project Tracking System. Reimbursements of $2.7 million are for project management and inspection services provided by A&E staff on capital projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for A&E include an increase in staffing expenses of $60,290 due to step increases, increase in retirement and employee group insurance costs. Additionally, operating expenses are increasing $54,186 due primarily to an increase in ISD charges and overhead charges from the Real Estate Services Department for shared administrative and fiscal staff. Capital expenditures are decreasing by $6,000 due o reduced software development costs. Reimbursements include an increase of $108,476. The total departmental expenditure authority is fully reimbursed from services provided to the Capital Improvement Program.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.2 million fund 19 budgeted regular positions. For 2012-13, 1 Secretary II position and 1 Project Manager III position were added for an increase in staffing of 2 from 17 to 19 to assist in the administration of the CIP projects. For 2013-14, the budget includes the reclassification of a Facilities Project Manager position to a Project Manager I position to be more consistent with the Department workload requirements.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration and Fiscal	6	0	6	6	0	0	6
Project Management	10	0	10	10	0	0	10
Project Inspection	3	0	3	3	0	0	3
Total	19	0	19	19	0	0	19

Administration and Fiscal

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

Project Management

	Classification
1	Supervising Project Manager
3	A/E Project Manager III
3	A/E Project Manager II
2	A/E Project Manager I
1	A/E Project Development Analyst
10	Total

Project Inspection

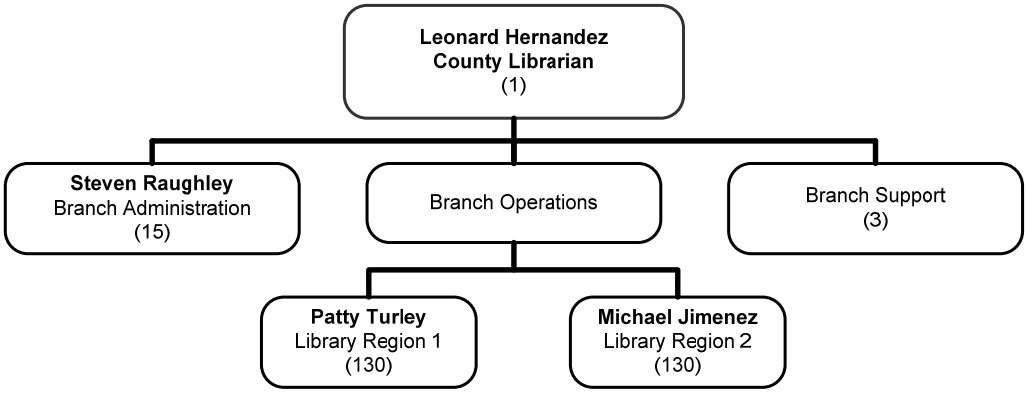
	Classification
3	Building Construction Inspector
3	Total

COUNTY LIBRARY
Leonard X. Hernandez

DEPARTMENT MISSION STATEMENT

The San Bernardino County Library System (SBCL) is a dynamic network of 32 branches that serves a diverse population over a vast geographic area. SBCL strives to provide equal access to information, technology, programs, and services for all the people who call San Bernardino County home.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Opened the Baker Family Learning Center in Muscoy, which is a facility that houses both Pre-School Services and the County Library. This facility has a community room, a computer lab featuring 24 computers, and is a Leadership in Energy and Environmental Design (LEED) Certified Silver building.
- Refreshed both staff and public access computers at the Lake Arrowhead, Hesperia, and Bloomington branch libraries.
- Added over $100,000 in electronic content through its updated OverDrive eBook/audiobook platform, which allows for patrons to check out digital books to their eReader, cell phone, tablet, or through their web browser.
- Migrated to a more efficient computer system known as Polaris which more efficiently allows staff to track cash based transactions.
- Implemented a California State Library grant funded JobScout database that is available at all County libraries through the website. JobScout is a free online database that trains and educates Library patrons on how to effectively apply and interview for jobs.
- Continued to implement an Adult Literacy Program across the County Library system which enhances the skill base for those who cannot read.
- Conducted a College Fair at the Lewis Library and Technology Center in Fontana that attracted over 3,000 students and parents over 53 universities, colleges, and technical schools from all over the country.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:
- *Enhance materials budget from multiple funding streams to keep resources current for key job requirements such as GED, Armed Services Vocational Aptitude Battery (ASVAB), and other testing requirements.*
- *Continue to enhance computer hardware budget to keep a current technology refresh cycle allowing patrons to use the latest software for job searching and resume building.*
- *Continue to enhance digital eBook/audiobook offerings for easy anytime access to materials across a multitude of digital devices to aid in job enrichment.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Materials available for circulation to County Library patrons (# count).	2,515,202	N/A	2,500,000	2,650,000
Patron utilization of computers (computer hours).	1,156,000	1,250,000	960,000	1,200,000
Checkouts of Digital Materials (count).	N/A	N/A	20,000	25,000

Computer usage is down for estimated 2012-13 because of older and slower equipment; planned computer replacements in 2013-14.

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Fund						
County Library	17,135,845	13,818,082		3,317,763		279
Total Special Revenue Fund	17,135,845	13,818,082		3,317,763		279

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Library	16,913,569	15,981,597	13,938,172	14,590,172	17,135,845
Total	**16,913,569**	**15,981,597**	**13,938,172**	**14,590,172**	**17,135,845**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Library	16,909,820	15,828,469	13,388,182	13,476,714	13,818,082
Total	**16,909,820**	**15,828,469**	**13,388,182**	**13,476,714**	**13,818,082**

5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Library	3,749	153,128	549,990	1,113,458	3,317,763
Total	**3,749**	**153,128**	**549,990**	**1,113,458**	**3,317,763**

County Library

DESCRIPTION OF MAJOR SERVICES

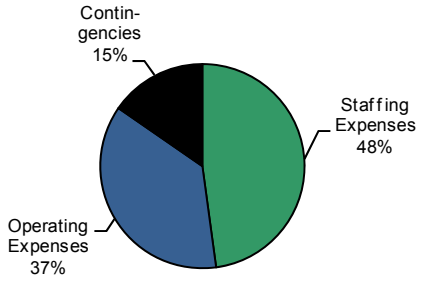
Budget at a Glance	
Total Requirements	$17,135,845
Total Sources	$13,818,082
Fund Balance	$3,317,763
Use of Fund Balance	$687,880
Total Staff	279

The San Bernardino County Library (Library) provides public library services through a network of thirty two branches in the unincorporated areas and seventeen cities within the County. The Library provides access to information through its materials collection and now offers more than 1,000 Internet accessible public computers. These public computers also provide access to a number of online databases and other electronic resources. Electronic access to the 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 on-line catalog provides access to over 2.5 million items. The system (shared between Riverside County and San Bernardino County library jurisdictions) allows for patrons to directly request materials held by participating library jurisdictions and to have those items delivered to their local branch for pick up. In addition, the Library's OverDrive system allows online access for library patrons to thousands of eBooks, Audiobooks, music, and video through their personal device or web browser.

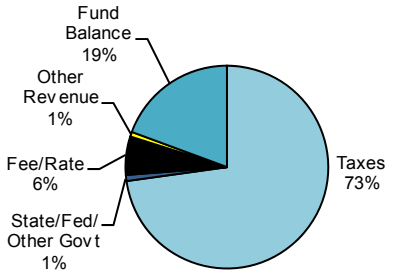
The Library is in the process of a major improvement to its computer communications infrastructure for the coming year. This will be accomplished by greatly increasing available bandwidth at 29 branch locations. This will not only allow faster Internet access, it will also allow the Library to add wireless service to most branches currently without wireless connectivity. The annual costs for the upgrade will actually be less than the Library is currently paying for those services – primarily due to significant federal and state discounts.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

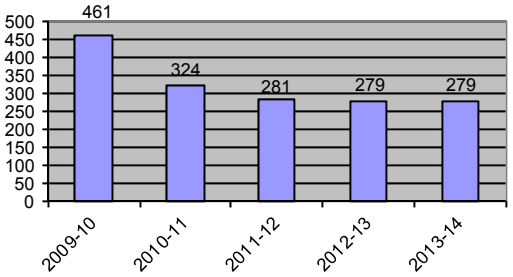


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	281	279	279	279
Limited Term	0	0	0	0
Total	281	279	279	279
Staffing Expenses	$7,506,986	$8,227,142	$8,227,142	$8,185,916

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Library
FUND: County Library

BUDGET UNIT: SAP CLB
FUNCTION: Education
ACTIVITY: Library

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	10,797,310	9,897,502	7,407,588	6,976,143	8,227,142	8,185,916	**(41,226)**
Operating Expenses	6,026,553	5,700,577	5,658,055	6,307,175	5,735,482	6,289,255	**553,773**
Capital Expenditures	10,168	48,093	16,256	0	0	30,000	**30,000**
Contingencies	0	0	0	0	615,757	2,629,883	**2,014,126**
Total Exp Authority	16,834,031	15,646,172	13,081,899	13,283,318	14,578,381	17,135,054	**2,556,673**
Reimbursements	(321,683)	(266,999)	(45,924)	(60,000)	(50,000)	(61,000)	**(11,000)**
Total Appropriation	16,512,348	15,379,173	13,035,975	13,223,318	14,528,381	17,074,054	**2,545,673**
Operating Transfers Out	80,268	61,791	144,870	102,617	61,791	61,791	**0**
Total Requirements	16,592,616	15,440,964	13,180,845	13,325,935	14,590,172	17,135,845	**2,545,673**
Sources							
Taxes	12,896,106	12,248,522	12,008,997	13,118,944	11,967,314	12,472,667	**505,353**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	997,830	1,290,484	456,883	272,369	298,754	165,369	**(133,385)**
Fee/Rate	1,202,497	1,074,742	979,092	1,009,100	974,400	1,048,800	**74,400**
Other Revenue	677,336	453,898	301,477	867,871	236,246	131,246	**(105,000)**
Total Revenue	15,773,769	15,067,646	13,746,449	15,268,284	13,476,714	13,818,082	**341,368**
Operating Transfers In	961,850	761,850	0	261,956	0	0	**0**
Total Sources	16,735,619	15,829,496	13,746,449	15,530,240	13,476,714	13,818,082	**341,368**
				Fund Balance	1,113,458	3,317,763	**2,204,305**
				Budgeted Staffing	279	279	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses are the largest portion of the Department's expenditures for 2013-14, which encompasses staffing for 32 library branches and support staff at Library Administration. Operating expenses of $6.3 million include general operating expenses for branch locations, computer and telecommunication charges for internet access at branch locations, utilities, COWCAP charges, and custodial/maintenance charges. Sources of $13.8 million primarily represent property tax allocations and library fines and fees collected from patrons.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Department include an increase in property tax allocations, a decrease in state aid due to no State Library funding being passed onto the County Library, and an increase in fines and fees collected primarily by reducing the threshold for outstanding accounts that are sent to collections from $65 or more to $25 or more. A lower threshold will enable the County Library to collect more outstanding materials and fees/fines.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $8.2 million fund 279 budgeted regular positions. The Library is reclassifying a Librarian II position to a Librarian I, due to the position no longer managing two library branches and a decrease in external branch responsibilities.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Library Administration	19	0	19	17	2	0	19
Library Region 1	130	0	130	106	24	0	130
Library Region 2	130	0	130	104	26	0	130
Total	279	0	279	227	52	0	279

Library Administration

	Classification
1	County Librarian
1	Library Services Manager
1	Fiscal Specialist
1	Payroll Specialist
1	Automated Systems Analyst I
5	Automated Systems Technician
4	Library Assistant
1	Library Assistant II
1	Office Assistant I
1	Office Assistant II
1	Graphic Designer
1	Library Regional Manager
19	Total

Library Region 1

	Classification
1	Library Regional Manager
2	Librarian II
10	Librarian I
70	Library Assistant
47	Library Page
130	Total

Library Region 2

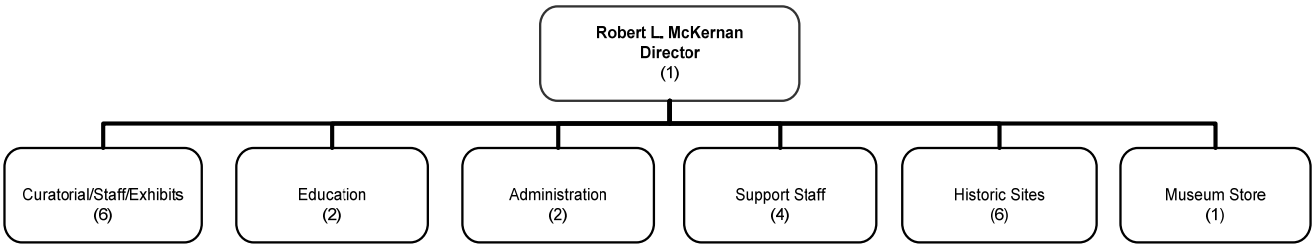
	Classification
1	Library Regional Manager
4	Librarian II
10	Librarian I
62	Library Assistant
53	Library Page
130	Total

COUNTY MUSEUM
Robert L. McKernan

DEPARTMENT MISSION STATEMENT

The San Bernardino County Museum maintains and develops unique cultural and natural science collections related to the region and the greater Southwest. Through responsible collection, preservation, exhibition, and education, the County Museum inspires the public to a deeper understanding of their cultural and natural history.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- In September 2012, the Board of Supervisors adopted an agreement with the Orange County Flood Control District to convey rights for the Prado Dam project and protection and preservation of the Yorba Slaughter Families' Adobe Museum. The flood protection will safeguard the County Historic site from future flooding.
- The Board of Supervisors provided discretionary funding to enhance the County Historic Sites: The Fifth District Supervisor provided funding ($45,000) for the restoration of headstones at the Agua Mansa Pioneer Cemetery; the Fourth District Supervisor provided funding ($22,000) for greater interpretation of the Winery Building at the Yorba & Slaughter Families Adobe; the Second District Supervisor provided funding ($21,000) at the John Rains House to enrich public use of the historic site.
- In March 2013 the Board of Supervisors approved a significant partnership with the Redlands Service Club Council and Redlands Stake of the Church of Jesus Christ of Latter Day Saints to provide professional volunteer support and materials to repair and refurbishment of deferred maintenance issues on April 27, 2013 at the Asistenica Historic Site in Redlands as a part of the Heritage Park, Redlands development.
- The Museum is identified by the Southern California Earthquake Center as a California "Epicenter," the Museum provides public outreach and education to the public and hosts The Great California ShakeOut event annually, where more than 1000 students, visitors, and public, private and nonprofit entities attend the Museum for earthquake preparedness and science education programing.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s): • ***Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.***

Department Strategy:
- *Improve Museum operations by working with the Museum Association, and community for greater funding sustainability.*
- *Develop partnerships with key regional corporations to secure funding and programatic sponsorships.*
- *Secure funding from California Seismic Safety Commission for construction of Hall of Geological Wonders earthquake exhibition.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Secure annual funding support from Museum Association.	N/A	N/A	N/A	$50,000
Secure three annual sponsorships from regional corporations (total support).	N/A	N/A	N/A	$90,000

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.***

Department Strategy:
- *Museum Outreach – Great ShakeOut earthquake drills to educate people in homes, schools, and organizations to improve preparedness and practice how to be safe.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Entities participating in annual ShakeOut event at County Museum (# of entities participating).	20	N/A	31	33

COUNTY GOAL: **PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

Objective(s): • ***Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.***

Department Strategy:
- *Continue to partner with U.S. Department of Interior and U.S. Department of Agriculture regarding depositing artifacts from federal lands using the Fee Ordinance.*
- *Continue to partner with California Energy Commission regarding depositing artifacts and specimens from energy projects using the Fee Ordinance.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Utilize federal/state partnerships to increase artifact/specimen collection revenue for the Museum (revenue amount).	$404,934	N/A	$104,400	$20,000

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
County Museum	3,091,973	975,006	2,116,967			21
Total General Fund	3,091,973	975,006	2,116,967			21
Enterprise Fund						
Museum Store	67,174	55,000			(12,174)	1
Total Enterprise Fund	67,174	55,000			(12,174)	1
Total - All Funds	3,159,147	1,030,006	2,116,967		(12,174)	22

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Museum	3,114,911	3,117,899	3,450,743	3,616,782	3,091,973
Museum Store	103,849	71,214	68,355	79,407	67,174
Total	**3,218,760**	**3,189,113**	**3,519,098**	**3,696,189**	**3,159,147**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Museum	1,539,021	1,615,981	1,590,195	1,740,766	975,006
Museum Store	100,000	70,366	67,000	60,000	55,000
Total	**1,639,021**	**1,686,347**	**1,657,195**	**1,800,766**	**1,030,006**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Museum	1,575,890	1,501,918	1,860,548	1,876,016	2,116,967
Total	**1,575,890**	**1,501,918**	**1,860,548**	**1,876,016**	**2,116,967**

5-YEAR NET BUDGET TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Museum Store	(3,849)	(848)	(1,355)	(19,407)	(12,174)
Total	**(3,849)**	**(848)**	**(1,355)**	**(19,407)**	**(12,174)**

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.

County Museum

DESCRIPTION OF MAJOR SERVICES

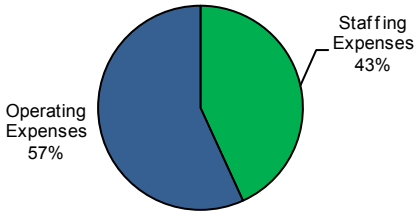
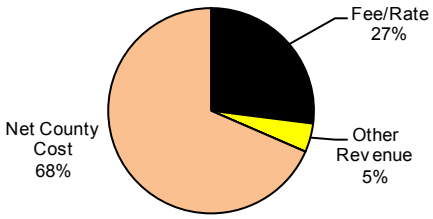
Budget at a Glance	
Total Requirements	$3,091,973
Total Sources	$975,006
Net County Cost	$2,116,967
Total Staff	21
Funded by Net County Cost	68%

The County Museum ranks among the top accredited regional museums in California and provides enhanced "Quality of Life" for County and regional residents. It contains an encyclopedic collection of cultural and natural heritage in public trust from the greater Southwest region. The Museum is comprised of the following divisions: Education, Exhibitions, Anthropology, History/Archives, Biological Science, and Geological Sciences. All divisions enhance public learning through educational services for families, general public, school groups, educators, and scholars at the main Museum facility, historic sites and Victor Valley Museum. The County Museum specifically enriches "Quality of Life" to County residents through cultural and natural science educational programs and activities for the public at its facility in Redlands, as well as the following seven regional sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (John Rains House) in Rancho Cucamonga, Daggett Stone Hotel in Barstow, Asistencia Outpost of the Mission San Gabriel in Redlands, Yorba-Slaughter Families Adobe in Chino, Yucaipa Adobe in Yucaipa, and the Victor Valley Museum in Apple Valley. These programs and activities involve the preservation of cultural and natural heritage collections, display of permanent and special exhibitions, and care and preservation of historical sites depicting the history and culture of San Bernardino County and the greater southwest region.

Museum programs incorporate State Educational Standards (including school programs, research symposiums, museum internships, special events, and guest lecture series) to promote non-formal education learning and awareness through community outreach, partnerships with educational institutions, and research that enhances both the collections and educational services. Approximately 3.0 million permanent and loaned collections are preserved for the benefit of the public and the scientific community. The County Museum has been accredited by the American Association of Museums since February 23, 1973. In 2002, the Museum received its reaccreditation that will continue through 2015.

Furthermore, all Divisions have active discipline related research programs that contribute directly to regional community benefit by enhancing museum exhibit content through primary information acquired through research activities. The Museum is a recognized regional federal and state repository for cultural and natural objects, artifacts and specimens that are deposited in public trust for a fee from federal and state regional lands. The Museum provides best curatorial practices and preservation for these materials, and utilizes these antiquities for education, exhibits, and research. In addition, the Anthropology/Archeological Information Center provides archeological land use information for the public and private sector for a fee as outlined in the County Fee Ordinance. The Biological Sciences and the Geological Science divisions conduct scientific field research and studies for public and private agencies which provides a revenue source for the Museum. This field research results in valuable intellectual resources and also collections which are accessioned into the museum collections then curated and exhibited for public education at the main facility and historic sites.

2013-14 RECOMMENDED BUDGET

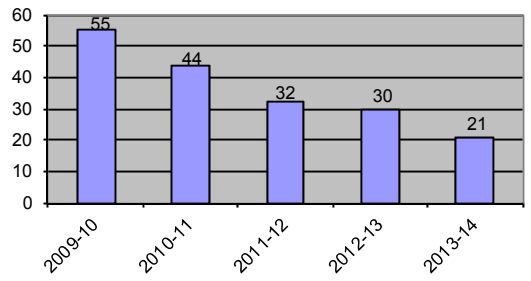
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	22	22	22	15
Limited Term	8	8	8	6
Total	30	30	30	21
Staffing Expenses	$1,829,837	$1,765,067	$1,765,067	$1,335,302

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA CCM
FUNCTION: Recreation and Cultural Services
ACTIVITY: Culture

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	2,502,258	2,312,848	1,829,324	1,682,772	1,765,067	1,335,302	**(429,765)**
Operating Expenses	616,253	955,311	1,688,820	1,618,671	1,851,715	1,756,671	**(95,044)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,118,511	3,268,159	3,518,144	3,301,443	3,616,782	3,091,973	**(524,809)**
Reimbursements	(3,600)	(150,261)	(69,675)	(141,900)	0	0	**0**
Total Appropriation	3,114,911	3,117,898	3,448,469	3,159,543	3,616,782	3,091,973	**(524,809)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,114,911	3,117,898	3,448,469	3,159,543	3,616,782	3,091,973	**(524,809)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	402,613	822,589	86,137	31,090	24,250	4,250	**(20,000)**
Fee/Rate	800,622	413,179	744,603	754,408	1,437,935	830,696	**(607,239)**
Other Revenue	230,178	380,188	759,078	459,169	266,605	140,060	**(126,545)**
Total Revenue	1,433,413	1,615,956	1,589,818	1,244,667	1,728,790	975,006	**(753,784)**
Operating Transfers In	105,606	0	0	0	11,976	0	**(11,976)**
Total Sources	1,539,019	1,615,956	1,589,818	1,244,667	1,740,766	975,006	**(765,760)**
Net County Cost	1,575,892	1,501,942	1,858,651	1,914,876	1,876,016	2,116,967	**240,951**
				Budgeted Staffing	30	21	**(9)**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $1.3 million fund 21 budgeted positions that provide program services and oversight for the main Museum facility and seven historic sites. Operating expenses of $1.8 million primarily includes services and supplies expenses of $450,112 for educational programming, exhibits, and advertising of Museum activities/programs; COWCAP charges of $689,140; central services charges of $428,775 for Facilities Management and Information Services Department (ISD) charges; and transfers of $128,644 primarily related to the Museum's off-site storage. Sources of $975,006 are derived from admission fees, educational services revenues, professional archeological/paleontological service revenues, and facility rental revenues.

BUDGET CHANGES AND OPERATIONAL IMPACT

The 2013-14 budget reflects major reductions in the categories of requirements and sources that are being driven by a revenue downturn, and budgeted staffing has been decreased with the deletion of 9 positions. Sources have been reduced by $765,760, requirements have been reduced by $524,809, and net county cost has been increased by $240,951 ($200,000 is a one-time increase only for 2013-14) as a measure to buy time for the Department to develop a sustainable revenue base.

Previous budgets included a mix of a smaller amount of ongoing revenue sources (primarily admission fees and development related service fees) and a larger amount of one-time sources (primarily federal and state) that partially subsidized ongoing costs. The 2012-13 budget was developed on that basis as well, but the one-time revenue sources are not being fully recognized in the current fiscal year. Historically many of these one-time sources have been renewed or were replaced with other one-time sources; however, these one-time sources are becoming more difficult to secure at the present time and are forecast to remain lean in the near future. In response to this revenue downturn, the 2013-14 budget was developed conservatively with a minimal reliance on one-time sources. This is a step toward creating a more sustainable revenue base, and when this lower level of budgeted sources is combined with net county cost, it funds a much lower level of ongoing costs. To achieve a lower level of ongoing costs, 9 positions were deleted, and these deletions will result in service delivery impacts.

The 2013-14 staffing level reductions will create significant service level reductions in the areas of educational programs, the live animal exploration station at the Redlands main facility, educational K-12 outreach programs, Museums on the Roads programs, Geological Sciences, and weekend programing. Reductions to the Museum Visitor Services/Security function will result in no dedicated in-house security personnel available during daytime Museum hours of operation, or during evening hours where the facility is typically used by affiliate groups and for community fund raising events.

The Department will work with other government agencies to explore opportunities to transfer the ownership/operation of the Victor Valley Museum to another entity. The remaining six historic sites will be open and will operate on their customary schedule.

The Department recognizes the challenge of providing museum services with fewer resources, but remains committed to managing within these means and continuing to work with the County Administrative Office to collectively explore service-related solutions and more sustainable revenue sources that can be used to restore programs, services, and staffing.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.3 million fund 21 budgeted positions of which 15 are regular positions and 6 are limited term positions.

Staffing changes are comprised of a decrease of 9 budgeted positions (6 – filled; 3 – vacant). These deletions are 2 Museum Education Specialist positions (1 – filled; 1 – vacant), 2 General Services Worker II positions (2 – filled), 1 Secretary I position (filled), 1 Security Technician II position (filled), 1 Museum Excavation Technician (filled), 1 Contract Excavation Technician (vacant), and 1 Contract Paleo Project Facilitator (vacant).

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	3	0	0	3
Curatorial/Exhibits Staff	6	0	6	6	0	0	6
Education	2	0	2	2	0	0	2
Support Staff	4	0	4	4	0	0	4
Historic Sites	0	6	6	6	0	0	6
Total	15	6	21	21	0	0	21

Administration

	Classification
1	Director
1	Accounting Technician
1	Fiscal Assistant
3	Total

Curatorial/Exhibit

	Classification
1	Senior Curator
3	Museum Curator
1	Associate Curator
1	Museum Excavation Technician
6	Total

Education

	Classification
1	Museum Curator
1	Museum Educator
2	Total

Support Staff

	Classification
1	Registrar (GSWII)
1	Museum Preparator
1	Media Specialist
1	General Maintenance Worker
4	Total

Historic Sites

	Classification
6	Contract Site Manager
6	Total

Museum Store

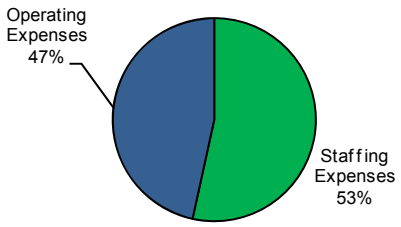
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$67,174
Total Sources	$55,000
Net Budget	($12,174)
Estimated Unrestricted Net Assets	$45,139
Use of Unrestricted Net Assets	$12,174
Total Staff	1

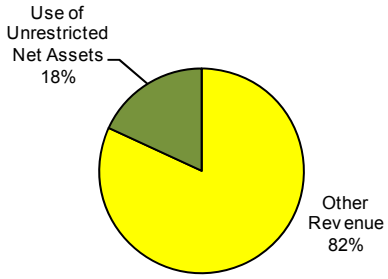
The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The Store is considered a critical part of the K through 12 visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items for exhibitions, jewelry, minerals, and souvenirs. The Museum Store provides important information to patrons regarding current exhibitions in the Museum and enhances lifelong learning for families and adult audiences. The Garden Café offers snack products, pastries, bottled beverages, and food items for events to enhance the visitor experience.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

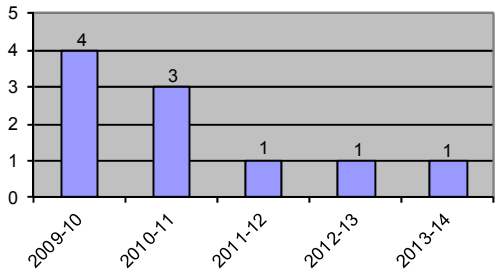


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	0	1	1	1
Limited Term	1	0	0	0
Total	1	1	1	1
Staffing Expenses	$33,564	$35,821	$35,821	$35,900

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

BUDGET UNIT: EMM CCR
FUNCTION: Recreation and Cultural Serv ices
ACTIVITY: Culture

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	50,191	35,923	33,537	13,875	35,821	35,900	**79**
Operating Expenses	26,806	21,788	127	37,096	43,586	31,274	**(12,312)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	76,997	57,711	33,664	50,971	79,407	67,174	**(12,233)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	76,997	57,711	33,664	50,971	79,407	67,174	**(12,233)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	76,997	57,711	33,664	50,971	79,407	67,174	**(12,233)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	72,041	70,366	66,566	48,630	60,000	55,000	**(5,000)**
Total Revenue	72,041	70,366	66,566	48,630	60,000	55,000	**(5,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	72,041	70,366	66,566	48,630	60,000	55,000	**(5,000)**
Net Budget	(4,956)	12,655	32,902	(2,341)	(19,407)	(12,174)	**7,233**
				Budgeted Staffing	1	1	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $35,900 funds 1 position that operates the Museum Store. Operating expenses of $31,274 are specific to purchases for resale (inventory). Sources of $55,000 are generated from novelty items/souvenirs product sales, books and publications.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $12,233 due to reduced inventory costs as a result of locating cost effective vendors and controlling inventory. Sources are decreasing by $5,000 to reflect a realistic level of anticipated sales of museum novelty items/souvenirs. The Department plans to explore outsourcing opportunities for the Museum Store program, as it has become increasingly difficult for staff to operate it in a profitable manner.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $35,900 fund 1 budgeted regular position.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Museum Store	1	0	1	0	1	0	1
Total	1	0	1	0	1	0	1

Museum Store

	Classification
1	General Service Worker II
1	Total

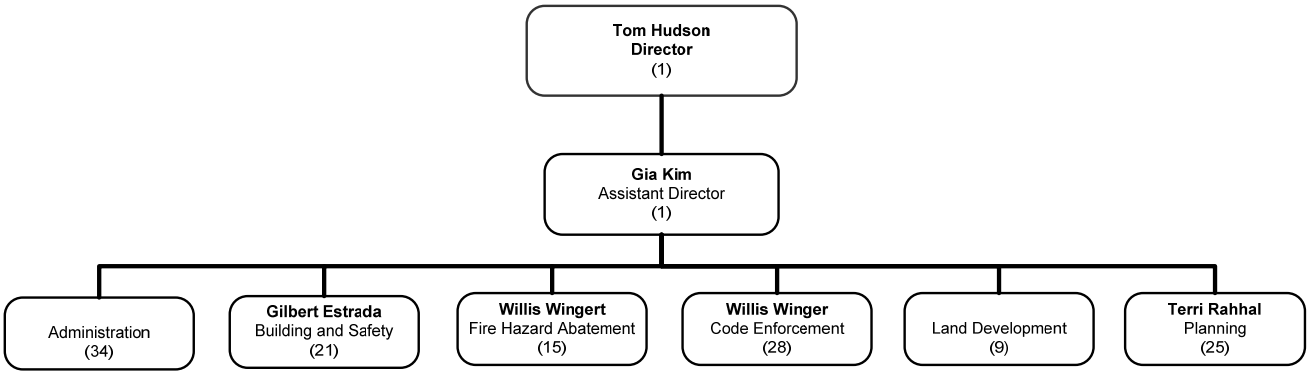
OPERATIONS & COMMUNITY SERVICES

LAND USE SERVICES
Tom Hudson

DEPARTMENT MISSION STATEMENT

The Land Use Services Department is dedicated to ensuring a balance in the areas of housing, business, and recreational needs for the diverse cultures and communities of San Bernardino County. This is accomplished through comprehensive regional planning and enforcement of building standards, land uses, and environmental impacts.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Prepared and submitted grant application to State of California Energy Commission (CEC) for a Renewable Energy and Conservation Planning Grant (RECPG) for $700,000 for preparation of a Renewable Energy and Conservation Element for the County Federal Plan and associated Development Code Amendments.
- Reduced the use of outside planning consultants by beginning process of hiring for vacant Planning positions.
- Implemented a customer services liaison program at the High Desert Government Center to allow immediate facilitation of customer service concerns.
- Implemented a customer service advocate role for the Department to assist in the tracking and timely resolution of complaints from the board and constituents. This role also serves as a point of contact for all complaints received by the department.
- Implemented a self-certification program in the Building and Safety Division for smoke and carbon monoxide alarms, saving time and money for citizens and the County.
- Implemented County website so applicants can access and verify their status on the daily Building and Safety Inspection schedule.
- Implemented an automated call distribution software to streamline response time to phone calls from the public.
- Performed a comprehensive review of the status of Planning project applications and their associated trust accounts. The review identified 520 open trust accounts associated with projects that are closed due to withdrawal by the applicant, project completion, or project expiration.
- Updated the Fire Hazard Abatement's website with before and after pictures to better demonstrate appropriate standards for abating hazardous conditions, along with adding a Frequently Asked Question section, resulting in a substantial decrease in customer calls.
- Updated the Code Enforcement Administrative Citation section of the County Code pertaining to citations and penalties to expand enforcement to include Civil Penalties in addition to Administrative Citations.
- Modified parking standards in Mountain Communities to better reflect the unique conditions in the Mountains.
- Amended the Code to provide for standards and an application process for food truck events.

- Amended the Code to update regulations regarding Wind Energy systems to accommodate the new technology of smaller wind energy units.
- Worked with the staff from the Town of Apple Valley to review land use and development for the town's Sphere of Influence.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY**

Objective(s):
- ***Take steps to ensure that the Land Use Services Department continues to make progress in terms of operating more efficiently.***
- ***Work with cities to ensure that County zoning and development standards in their spheres of influence are more compatible.***

Department Strategy:
- *Improve processing times for land use applications.*
- *Enhance collaboration with cities and towns on Sphere of Influence and land use regulations.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Reduction in average processing time for land use applications.	N/A	N/A	N/A	20%
Meet with at least 4 cities and/or towns per quarter to discuss concerns and priorities regarding land use and development in Sphere of Influence areas.	N/A	N/A	50%	100%

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

Objective(s):
- ***Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.***

Department Strategy:
- *Refine fire hazard abatement processes to achieve total abatement of all conditions declared fire hazards.*
- *Streamline demolition of buildings known to constitute an imminent threat to public health and safety, ensuring completion in a timely manner.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of successful abatements for properties identified as having hazardous conditions.	N/A	N/A	N/A	99%
Percentage decrease in time to completion of demolition projects.	N/A	N/A	N/A	10%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Land Use Services - Administration	1,167,142	0	1,167,142			36
Land Use Services - Planning	8,331,849	3,229,617	5,102,232			25
Land Use Services - Building and Safety	3,934,957	3,357,750	577,207			21
Land Use Services - Code Enforcement	5,485,718	643,756	4,841,962			28
Land Use Services - Fire Hazard Abatement	2,505,670	2,251,250	254,420			15
Land Use Services - Land Development	825,000	225,000	600,000			9
Total General Fund	22,250,336	9,707,373	12,542,963			134

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Administration	332,178	310,000	238,319	700,000	1,167,142
Planning	5,776,657	4,573,733	4,922,906	8,478,440	8,331,849
Building and Safety	4,453,544	3,230,783	3,481,434	3,969,191	3,934,957
Code Enforcement	4,041,900	3,817,881	4,631,393	4,631,390	5,485,718
Fire Hazard Abatement	2,092,551	1,797,208	2,040,062	1,894,570	2,505,670
Land Development	0	0	0	0	825,000
Total	**16,696,830**	**13,729,605**	**15,314,114**	**19,673,591**	**22,250,336**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Administration	0	0	0	0	0
Planning	(197,352)	2,133,427	1,834,499	2,500,618	3,229,617
Building and Safety	743,573	3,061,417	4,656,377	3,405,184	3,357,750
Code Enforcement	371,295	701,773	458,747	408,955	643,756
Fire Hazard Abatement	1,255,609	2,024,251	1,894,881	1,626,270	2,251,250
Land Development	0	0	0	0	225,000
Total	**2,173,125**	**7,920,868**	**8,844,504**	**7,941,027**	**9,707,373**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Administration	332,178	310,000	238,319	700,000	1,167,142
Planning	5,974,009	2,440,306	3,088,407	5,977,822	5,102,232
Building and Safety	3,709,971	169,366	(1,174,943)	564,007	577,207
Code Enforcement	3,670,605	3,116,108	4,172,646	4,222,435	4,841,962
Fire Hazard Abatement	836,942	(227,043)	145,181	268,300	254,420
Land Development	0	0	0	0	600,000
Total	**14,523,705**	**5,808,737**	**6,469,610**	**11,732,564**	**12,542,963**

Administration

DESCRIPTION OF MAJOR SERVICES

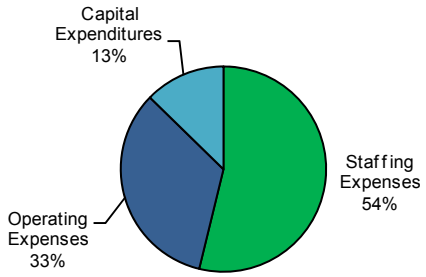
The Administration Division provides centralized fiscal services, personnel, and customer service support to all divisions and offices throughout Land Use Services.

Budget at a Glance

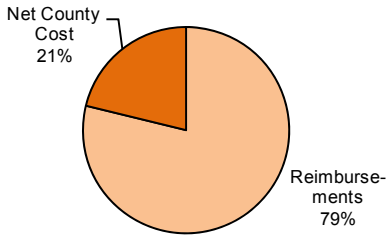
Total Requirements	$1,167,142
Total Sources	$0
Net County Cost	$1,167,142
Total Staff	36
Funded by Net County Cost	21%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

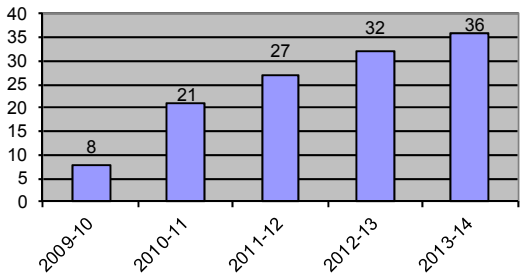


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	24	28	29	35
Limited Term	3	3	3	1
Total	27	31	32	36
Staffing Expenses	$1,960,171	$2,568,126	$2,676,215	$2,963,608

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	1,183,621	1,461,337	1,954,371	2,406,375	2,676,215	2,963,608	**287,393**
Operating Expenses	1,683,671	1,960,480	1,994,056	1,550,338	1,593,573	1,844,389	**250,816**
Capital Expenditures	12,000	0	14,976	700,000	700,000	700,000	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,879,292	3,421,817	3,963,403	4,656,713	4,969,788	5,507,997	**538,209**
Reimbursements	(2,547,116)	(3,111,817)	(3,725,084)	(3,942,317)	(4,269,788)	(4,340,855)	**(71,067)**
Total Appropriation	332,176	310,000	238,319	714,396	700,000	1,167,142	**467,142**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	332,176	310,000	238,319	714,396	700,000	1,167,142	**467,142**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	332,176	310,000	238,319	714,396	700,000	1,167,142	**467,142**
				Budgeted Staffing	32	36	**4**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $3.0 million fund 36 budgeted positions, of which 1 is limited term.

Operating expenses of $1.8 million primarily include $636,889 for COWCAP charges, $110,000 in license renewal charges for the department's Permit Plus system, $150,786 for computer software, $733,497 in charges payable to the Information Services Department for application development and direct labor charges, and $68,164 for Facilities charges.

Reimbursements of $4.3 million are comprised of transfers-in from the other Land Use Services divisions for administrative support.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements increased by $467,142, primarily due to the change in billing for application development by the Information Services Department.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.0 million fund 36 budgeted positions of which 35 are regular positions and 1 is a limited term position. Changes in staffing include the addition of 1 Office Assistant III, the deletion of 2 Public Service Employee positions and addition of 2 Office Assistant III, and the transfer of 2 Secretary I positions—1 from Code Enforcement and 1 from Planning. These changes will enable the department to streamline and enhance program support. The addition of 1 Accountant II position will be critical in analyzing departmental revenue and expenses. Lastly, the reclassification of 2 Staff Analyst I to Staff Analyst IIs will correctly align the classification with actual duties performed, as these positions have been tasked with increasingly complex assignments.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	35	1	36	31	1	4	36
Total	35	1	36	31	1	4	36

Administration

	Classification
1	Director of Land Use Services
1	Asstnt Director of Land Use Services
1	Administrative Manager
1	Executive Secretary II
1	Administrative Supervisor I
2	Staff Analyst II
10	Office Assistant III
2	Fiscal Specialist
1	Payroll Specialist
2	Land Use Technician Supervisor
10	Land Use Technician
1	Public Service Employee
1	Accountant II
2	Secretary I
36	Total

Planning

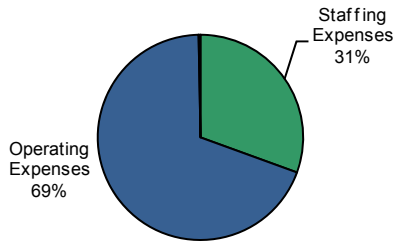
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$8,331,849
Total Sources	$3,229,617
Net County Cost	$5,102,232
Total Staff	25
Funded by Net County Cost	59%

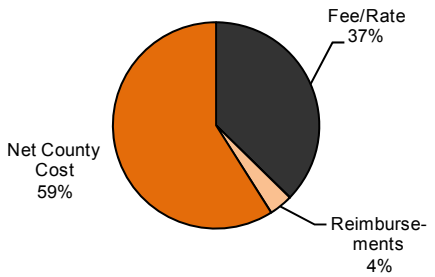
The Planning Division oversees land use, housing, and community design. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law; maintains, updates, and interprets the Development Code; serves as the County lead for California Environmental Quality Act (CEQA) compliance, oversees the preparation of environmental reports for private and capital improvement projects; reviews and processes mining and reclamation plans in compliance with Surface Mining and Reclamation Act (SMARA); and conducts annual mine inspections to ensure adequate reclamation financial assurances for mining operations.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

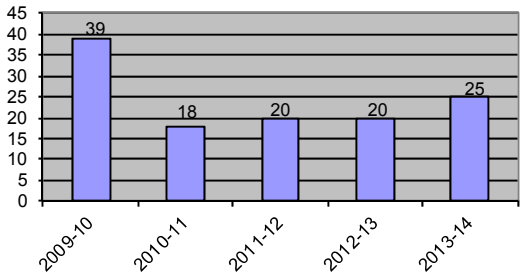


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	19	19	19	21
Limited Term	1	1	1	4
Total	20	20	20	25
Staffing Expenses	$1,736,002	$2,412,334	$1,954,245	$2,642,624

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	3,607,422	2,100,652	1,686,490	1,640,737	1,954,245	2,642,624	**688,379**
Operating Expenses	2,366,456	2,756,716	3,174,754	5,260,549	7,665,179	5,984,225	**(1,680,954)**
Capital Expenditures	0	0	0	0	0	25,000	**25,000**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	5,973,878	4,857,368	4,861,244	6,901,286	9,619,424	8,651,849	**(967,575)**
Reimbursements	(197,219)	(283,634)	(94,208)	(891,292)	(1,140,984)	(320,000)	**820,984**
Total Appropriation	5,776,659	4,573,734	4,767,036	6,009,994	8,478,440	8,331,849	**(146,591)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,776,659	4,573,734	4,767,036	6,009,994	8,478,440	8,331,849	**(146,591)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	(201,768)	2,045,932	1,896,415	2,437,358	2,500,618	3,228,617	**727,999**
Other Revenue	4,419	87,495	1,375	3,591	0	1,000	**1,000**
Total Revenue	(197,349)	2,133,427	1,897,790	2,440,949	2,500,618	3,229,617	**728,999**
Operating Transfers In	0	0	0	64,161	0	0	**0**
Total Sources	(197,349)	2,133,427	1,897,790	2,505,110	2,500,618	3,229,617	**728,999**
Net County Cost	5,974,008	2,440,307	2,869,246	3,504,884	5,977,822	5,102,232	**(875,590)**
				Budgeted Staffing	20	25	**5**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $2.6 million fund 25 budgeted positions, of which 4 are limited term positions.

Operating expenses of $6.0 million include $1.6 million for General Plan and Development Code Amendments and $1.0 million in litigation expenses for the Cadiz project. Other major expenses include consultants, project expenses reimbursable by applicants, and transfers of $1.7 million to Land Use Services – Administration budget unit for administrative support.

Sources of $3.2 million include $1.5 million in reimbursements from applicants for project expenses and $1.4 million in fees for current services.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are decreasing by $146,591 primarily due to the reduction of one-time discretionary general funding for the General Plan update offset by the addition of several positions to staff the Division's Mining Program. The current staffing for the Mining Program is inadequate to effectively and efficiently process mining applications and limit County liability. Properly staffing the Mining Program will ensure compliance with state and federal laws, all mines are inspected at least once annually, and County liability is properly mitigated through the quick processing of bonds. Other budget changes include a decrease in one time projects funded by district discretionary funds and an increase in litigation costs.

Sources are increasing by $728,999 primarily due to an increase of reimbursement for litigation expenses and revenues related to the increase in staffing of the Mining Program.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.6 million fund 25 budgeted positions of which 21 are regular positions and 4 are limited term positions. Staffing changes are primarily for the Mining Program, which include the addition of 1 Land Use Technician, 1 Supervising Planner, and 3 Public Service Employee positions. Additional changes include 1 Engineering Geologist added for Planning and offset by a transfer of 1 Secretary I to Land Use Administration.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Planning	18	1	19	10	8	1	19
Mining	3	3	6	1	0	5	6
Total	21	4	25	11	8	6	25

Planning

	Classification
1	Planning Director
1	Planning Director (Extra Help)
1	Planning Manager
2	Engineering Geologist
3	Supervising Planner
10	Planner III
1	Planner I
19	Total

Mining

	Classification
1	Land Use Technician
1	Supervising Planner
1	Planner III
3	Public Services Employee
6	Total

Building and Safety

DESCRIPTION OF MAJOR SERVICES

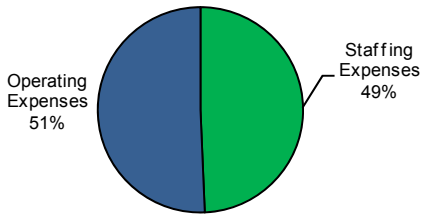
Building and Safety administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the County. The Division applies state law and County ordinances and inspects the construction, alteration, relocation, demolition, repair, occupancy, and use of buildings and structures to ensure compliance.

Budget at a Glance

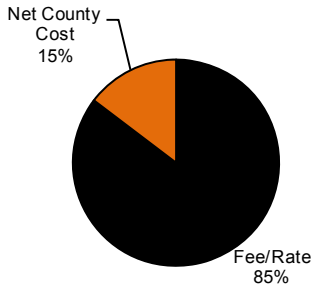
Total Requirements	$3,934,957
Total Sources	$3,357,750
Net County Cost	$577,207
Total Staff	21
Funded by Net County Cost	15%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

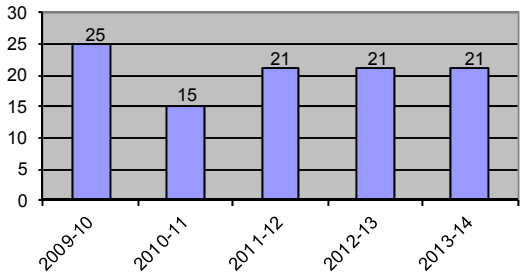


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	14	14	14	15
Limited Term	7	7	7	6
Total	21	21	21	21
Staffing Expenses	$1,620,153	$1,864,776	$1,864,776	$1,940,797

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	3,066,746	1,587,713	1,598,622	1,798,148	1,864,776	1,940,797	**76,021**
Operating Expenses	1,424,482	1,712,560	1,743,784	1,941,478	2,104,415	1,994,160	**(110,255)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,491,228	3,300,273	3,342,406	3,739,626	3,969,191	3,934,957	**(34,234)**
Reimbursements	(37,685)	(69,492)	0	0	0	0	**0**
Total Appropriation	4,453,543	3,230,781	3,342,406	3,739,626	3,969,191	3,934,957	**(34,234)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,453,543	3,230,781	3,342,406	3,739,626	3,969,191	3,934,957	**(34,234)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	695,508	2,903,488	4,699,011	3,349,050	3,392,074	3,349,000	**(43,074)**
Other Revenue	48,064	21,688	12,354	4,731	13,110	8,750	**(4,360)**
Total Revenue	743,572	2,925,176	4,711,365	3,353,781	3,405,184	3,357,750	**(47,434)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	743,572	2,925,176	4,711,365	3,353,781	3,405,184	3,357,750	**(47,434)**
Net County Cost	3,709,971	305,605	(1,368,959)	385,845	564,007	577,207	**13,200**
				Budgeted Staffing	21	21	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $1.9 million fund 21 budgeted positions of which 6 positions are limited term.

Operating expenses of $2.0 million are comprised primarily of transfers to Land Use Services – Administration budget unit for administrative support, vehicle services charges, COWCAP, and consultants.

Sources of $3.4 million primarily include revenue from fees charged for permit and plan reviews.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are decreasing by $34,324, primarily due to a reduction in consultant costs as a result of the vacancy of the Building Official position and extended leave for several staff in 2012-13. Other decreases are related to the transfer to Land Use Services – Administration budget unit for administrative support, and rent and leases for equipment.

Sources decreased by $47,434, primarily due to decrease in activity for Moly Corp as Phase I of their project is nearly complete.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.9 million fund 21 budgeted positions of which 15 are regular positions and 6 are limited term positions. Changes in budgeted staffing include the addition of 1 Building and Safety Engineer, the reclassification of 2 Building Inspector II positions to Building Inspector III, and the deletion of 1 Extra Help Building Inspector II position. The addition of the Building and Safety Engineer position will provide in-house expertise in complex building issues. The reclassification of the 2 Building Inspector II positions to Building Inspector III will ensure adequate staffing for plan reviews, improving thru-put times for plan review as the demand increases. Deleting 1 Extra Help Building Inspector II position was a result of declining activity for the Moly Corp project.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Building and Safety	15	6	21	18	2	1	21
Total	15	6	21	18	2	1	21

Building and Safety

	Classification
1	Building Official
1	Regional Building Inspector Supervisor
6	Building Inspector III
10	Building Inspector II
1	Contract Engineering Geologist
1	Contract Building Inspector
1	Building and Safety Engineer
21	Total

Code Enforcement

DESCRIPTION OF MAJOR SERVICES

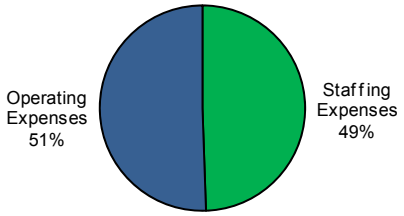
Code Enforcement administers programs designed to protect the public's safety, welfare, and property through enforcement of County ordinances and state laws related to housing and property.

Budget at a Glance

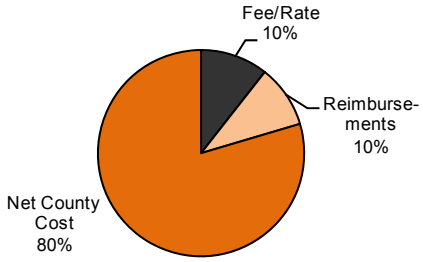
Total Requirements	$5,485,718
Total Sources	$643,756
Net County Cost	$4,841,962
Total Staff	28
Funded by Net County Cost	80%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

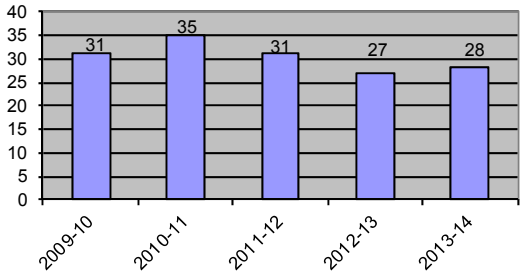


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	31	26	27	28
Limited Term	0	0	0	0
Total	31	26	27	28
Staffing Expenses	$2,940,166	$3,067,833	$2,884,565	$3,008,159

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	2,729,492	2,929,381	2,878,333	2,774,248	2,884,565	3,008,159	**123,594**
Operating Expenses	2,126,090	1,534,049	2,064,049	2,247,814	2,430,146	3,075,384	**645,238**
Capital Expenditures	28,643	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,884,225	4,463,430	4,942,382	5,022,062	5,314,711	6,083,543	**768,832**
Reimbursements	(847,871)	(676,997)	(403,423)	(519,770)	(683,321)	(597,825)	**85,496**
Total Appropriation	4,036,354	3,786,433	4,538,959	4,502,292	4,631,390	5,485,718	**854,328**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,036,354	3,786,433	4,538,959	4,502,292	4,631,390	5,485,718	**854,328**
Sources							
Taxes	376	25,356	2,608	2	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	30,158	0	0	0	0	0	**0**
Fee/Rate	296,853	668,949	466,158	473,960	408,955	643,756	**234,801**
Other Revenue	38,344	7,468	834	57	0	0	**0**
Total Revenue	365,731	701,773	469,600	474,019	408,955	643,756	**234,801**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	365,731	701,773	469,600	474,019	408,955	643,756	**234,801**
Net County Cost	3,670,623	3,084,660	4,069,359	4,028,273	4,222,435	4,841,962	**619,527**
				Budgeted Staffing	27	28	**1**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $3.0 million fund 28 regular positions.

Operating expenses of $3.1 million include $950,000 for the demolition of derelict properties. Other major expenditures include graffiti abatement contracts, vehicle service charges, litigation, and transfers in the amount of $1.3 million to Land Use Services – Administration budget unit for administrative support.

Sources of $643,756 are comprised of revenues from administrative citations and home rental permits.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are increasing by $854,328 primarily due to the increase in funding for the boarding up and demolition of derelict properties, and the addition of a Land Use Technician and Code Enforcement Officer II to properly staff the Short Term Rental Application program. Other increases are related to retirement costs, COWCAP, and transfers to Land Use Services – Administration budget unit for administrative support.

Sources increased by $234,801 primarily due to administrative citation collections and an increase in revenue for the rental permit program.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.0 million fund 28 budgeted regular positions. Changes to staffing include the addition of 1 Land Use Technician and 1 Code Enforcement Officer II to properly staff the Short Term Rental program in an effort to generate additional revenues. Other changes to staffing include the transfer of 1 Secretary I position to Land Use Services – Administration budget unit to cross-train and assign tasks as needed throughout the department.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Code Enforcement	28	0	28	26	0	2	28
Total	28	0	28	26	0	2	28

Code Enforcement

	Classification
1	Code Enforcement Chief
1	Program Manager
3	Code Enforcement Supervisor
12	Code Enforcement Officer II
7	Code Enforcement Officer III
3	Land Use Technician
1	Office Assistant III
28	Total

Fire Hazard Abatement

DESCRIPTION OF MAJOR SERVICES

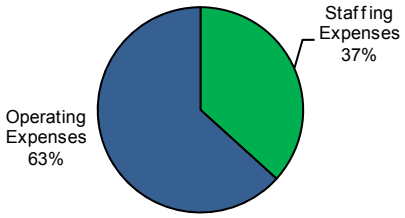
Fire Hazard Abatement enforces the Fire and Hazardous trees Ordinance in the unincorporated portions of the County and provides contract services to specified cities and fire districts within the County.

Budget at a Glance

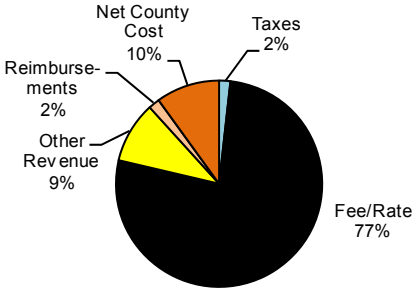
Total Requirements	$2,505,670
Total Sources	$2,251,250
Net County Cost	$254,420
Total Staff	15
Funded by Net County Cost	10%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

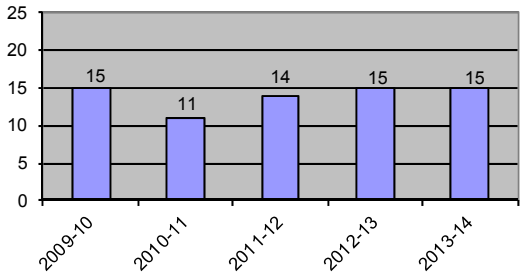


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	10	10	10	10
Limited Term	4	5	5	5
Total	14	15	15	15
Staffing Expenses	$774,040	$840,507	$840,507	$936,419

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA WAB
FUNCTION: Public Protection
ACTIVITY: Protective Inspection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	1,062,948	742,463	752,641	837,349	840,507	936,419	**95,912**
Operating Expenses	1,029,601	1,081,553	1,190,646	963,297	1,099,063	1,614,251	**515,188**
Capital Expenditures	0	0	15,605	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,092,549	1,824,016	1,958,892	1,800,646	1,939,570	2,550,670	**611,100**
Reimbursements	0	(26,808)	0	0	(45,000)	(45,000)	**0**
Total Appropriation	2,092,549	1,797,208	1,958,892	1,800,646	1,894,570	2,505,670	**611,100**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,092,549	1,797,208	1,958,892	1,800,646	1,894,570	2,505,670	**611,100**
Sources							
Taxes	46,040	47,160	54,346	43,450	35,000	45,000	**10,000**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	1,196,701	1,800,974	1,650,089	918,029	1,491,270	1,961,569	**470,299**
Other Revenue	6,165	176,117	204,092	146,190	100,000	244,681	**144,681**
Total Revenue	1,248,906	2,024,252	1,908,527	1,107,669	1,626,270	2,251,250	**624,980**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	1,248,906	2,024,252	1,908,527	1,107,669	1,626,270	2,251,250	**624,980**
Net County Cost	843,643	(227,044)	50,365	692,977	268,300	254,420	**(13,880)**
				Budgeted Staffing	15	15	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $936,419 fund 15 budgeted positions of which 5 are limited term.

Operating expenses of $1.6 million include $900,000 for contract weed abatement services and $90,000 for vehicle service charges. These expenses are necessary to identify and mitigate all fire hazard risks throughout the County. Transfers in the amount of $464,701 are also included in operating expenses.

Sources of $2.3 million are comprised primarily of revenues from contracts with cities and fire protection districts ($278,569), administrative citations ($110,000), and charges to property owners for abatement services ($1.1 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are increasing by $611,100, primarily due to the increase in weed abatement contracts to ensure all fire hazards identified throughout the County are abated in a timely manner. Other increases are related to retirement, the costs associated to the reclassification of five positions, and transfers to Land Use Services – Administration budget unit for administrative support.

Sources increased by $624,980, primarily due to a projected increase in customer receipts for weed abatement work as a direct result of the increase in contract abatement services. Other increases are related to the collections of lien release fees.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $936,419 fund 15 budgeted positions of which 10 are regular positions and 5 are limited term positions. Changes to staffing include the reclassification of 5 Code Enforcement Field Assistants to Code Enforcement Officer Is to reflect current duties.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Fire Hazard Abatement	10	5	15	10	5	0	15
Total	10	5	15	10	5	0	15

Fire Hazard Abatement

	Classification
1	Code Enforcement Supervisor
1	Code Enforcement Officer III
2	Code Enforcement Officer II
5	Code Enforcement officer I
1	Fiscal Specialist
5	Public Service Employee
15	Total

Land Development

DESCRIPTION OF MAJOR SERVICES

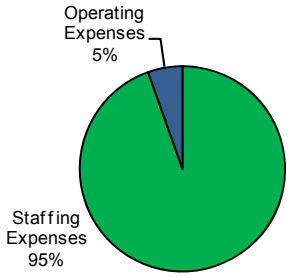
The Land Development Division is responsible for review of local area drainage, grading plans, tentative, and final maps, conditioning of new developments and reviewing and processing improvement plans for roads and drainage facilities associated with land development projects in accordance with the San Bernardino County Development Code and General Plan within the County area.

Budget at a Glance

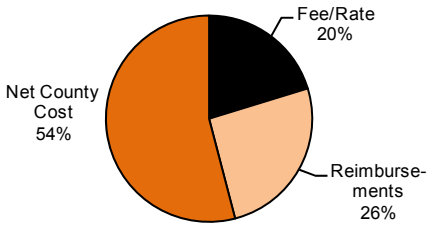
Total Requirements	$825,000
Total Sources	$225,000
Net County Cost	$600,000
Total Staff	9
Funded by Net County Cost	54%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

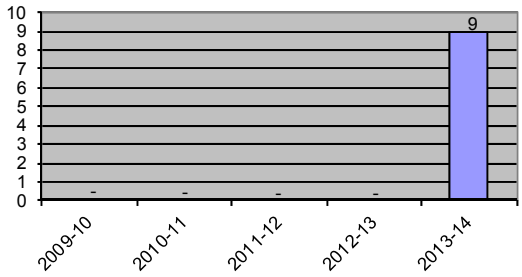


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	0	0	0	9
Limited Term	0	0	0	0
Total	0	0	0	9
Staffing Expenses	$0	$0	$0	$1,049,448

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	1,049,448	**1,049,448**
Operating Expenses	0	0	0	0	0	60,373	**60,373**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	1,109,821	**1,109,821**
Reimbursements	0	0	0	0	0	(284,821)	**(284,821)**
Total Appropriation	0	0	0	0	0	825,000	**825,000**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	825,000	**825,000**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	225,000	**225,000**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	225,000	**225,000**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	225,000	**225,000**
Net County Cost	0	0	0	0	0	600,000	**600,000**
				Budgeted Staffing	0	9	**9**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $1.0 million fund 9 budgeted regular positions. Operating expenses are comprised primarily of $32,918 for County Counsel services. Reimbursements of $284,821 are comprised of transfers from the Public Works Transportation Division for work performed. Sources of $225,000 represent fees for current services.

BUDGET CHANGES AND OPERATIONAL IMPACT

The Land Development Division will be a new addition to the Land Use Services Department. This addition will improve customer services and streamline current operations processes to the development community.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.0 million fund 9 budgeted regular positions.

2013-14 POSITION SUMMARY

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

Land Development

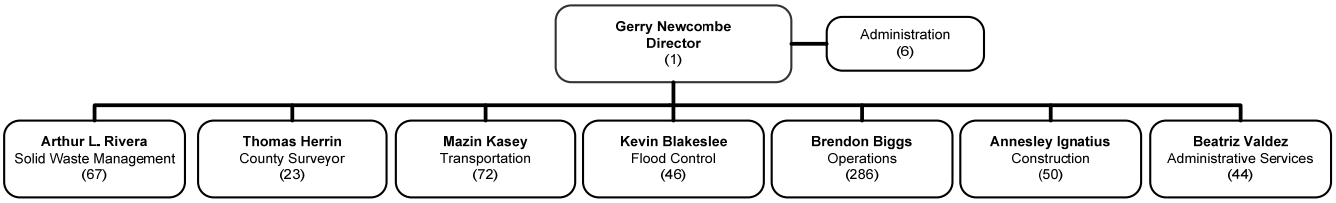
	Classification
1	Public Works Engineer IV
1	Public Works Engineer III
2	Public Works Engineer II
1	Engineering Technician V
3	Engineering Technician IV
1	Secretary I
9	Total

PUBLIC WORKS
Gerry Newcombe

DEPARTMENT MISSION STATEMENT

The Public Works Department provides a broad range of services and infrastructure to help ensure safe and desirable communities for the people of San Bernardino County. Areas of responsibility include roads, traffic, flood control, storm water quality, water conservation, solid waste services, and County surveyor functions.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Surveyor - Continued to expand services for Geographic Information Systems support, with projects performed for Public Works and other County departments. In addition, the Division transitioned its public website to offer free document downloads for survey records research, which provides both a benefit to the professional land surveying community and a net cost savings to the Division.
- Transportation – Completed $14.7 million in pavement improvement projects, which includes 9.8 miles of road repaving projects (4.3 miles of which were on Shay Road and Baldwin Lake Road), 12.7 miles of overlay projects, and 90.1 miles of roadway surface sealing protection projects. Additionally, the Division completed construction of a mile of new paved roadway on Caughlin Road; culvert replacement project to reopen Lenwood Road at the Mojave River; 3 sidewalk projects (on Roswell Avenue, Pipe Line Avenue and Eureka Street); 7 drainage projects; 2 bridge repair projects (one on Torrey Pines Road and one on National Trails Highway); widening project on Cherry Avenue; an intersection improvement; and a retaining wall. Of the 112.6 miles of repaving, overlay, and sealing/surface protection projects completed in 2012-13, 49.0 miles were funded with $5.0 million from the General Fund as a one-time contribution to assist the Division in maintaining the pavement condition of the County's Maintained Road System (CMRS).
- Solid Waste Management – Negotiated a long-term operations contract that will improve the day-to-day operations and maintenance of the County's Solid Waste Disposal System at a significant cost savings. Also, the Division completed the following capital improvement projects: 1) Heaps Peak Leachate Treatment System; and 2) major improvements to the landfill gas flare stations at Mid-Valley, Colton, Milliken and Victorville Sanitary Landfills and Yucaipa and Heaps Peak Disposal Sites. Furthermore, the Division received regulatory approval to double the daily permitted capacity of the San Timoteo Sanitary Landfill (STSL) which provides flexibility to divert waste to the STSL as needed due to weather or capacity related conditions encountered at other valley area disposal sites. In addition, for the unincorporated areas of the county, the Division achieved a 62.1% diversion rate for municipal waste, exceeding the State mandated 50% diversion rate, and it continued to reduce the number of exemptions to mandatory trash service, down 4% from 2011-12 and 12.2% since 2008-09.
- Flood Control District - Completed the following: construction on Sultana Cypress Storm Drain Phase II-C for an additional catch basin in the Ontario area; design and environmental activities and advertised Mountain View Acres Storm Drain Project for construction in early summer 2013 in the Victorville area; design and environmental activities, advertised and awarded a contract for the construction of Alabama at City Creek in the Highland/Redlands area; design and environmental activities and advertised Lytle Cajon Channel Invert Repair Project for construction in the Colton/San Bernardino area; design and environmental activities and advertised the Sheep Creek Grouted Rock Bank Protection project for construction in the Wrightwood area; Cactus Basin Supplemental Environmental Impact Report in Rialto; and removal of approximately 50,000 cubic yards of material in San Timoteo basins 13 to 15.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY**

Objective(s): • ***Continue to identify and implement short-term solutions to systemic problems.***

Department Strategy: • *Increase efficiency in use of labor, equipment and materials in delivery of roadway preservation projects.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Perform 25 to 28 miles of roadway preservation projects per $1.0 million.	21.6	24.6	25.0	25.5

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s):
- ***Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.***
- ***Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.***

Department Strategy:
- *Actively evaluate projects for eligibility and project readiness for grant funding; apply for state and federal grants as calls for projects are announced.*
- *Seek opportunities to secure additional revenue in order to become more financially stable while setting aside funds for future liabilities.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of grant applications that receive funding.	50%	50%	54%	50%
Percentage of revenue generated from out-of-county waste controlled by the new landfill operator set aside for future expansion, closure, and post-closure activities.	N/A	N/A	N/A	26%

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Manage existing funding sources in order to maintain and build the Flood Control System by prioritizing maintenance and construction activities.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of Flood Control basins cleaned out to full capacity.	N/A	N/A	96%	99%

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Surveyor	3,536,654	2,972,208	564,446			25
Total General Fund	3,536,654	2,972,208	564,446			25
Special Revenue Funds						
Survey Monument Preservation	105,541	62,000		43,541		0
Transportation Special Revenue Funds - Consolidated	148,328,751	102,232,209		46,096,542		343
Total Special Revenue Funds	148,434,292	102,294,209		46,140,083		343
Enterprise Funds						
Solid Waste Enterprise Funds - Consolidated	86,589,419	85,238,287			(1,351,132)	81
Total Enterprise Funds	86,589,419	85,238,287			(1,351,132)	81
Other Agencies *						
Flood Control Consolidated	137,090,870	68,205,595		68,885,275		146
Flood Control Equipment	2,061,000	2,930,000			869,000	0
Total Other Agencies	139,151,870	71,135,595		68,885,275	869,000	146
Total - All Funds	377,712,235	261,640,299	564,446	115,025,358	(482,132)	595

** Other Agencies are reported in a separate budget document.*

Below is a reconciliation of staffing per budget unit and the Department organizational chart on the previous page:

	Surveyor	Transportation - Road Operations	Solid Waste Management - Operations	Flood Control District	Total
Gerry Newcombe	0	5	0	2	7
Arthur L. Rivera	0	0	67	0	67
Thomas Herrin	23	0	0	0	23
Mazin Kasey	0	72	0	0	72
Kevin Blakeslee	0	0	0	46	46
Brendon Biggs	0	218	0	68	286
Annesley Ignatius	0	27	0	23	50
Beatriz Valdez	2	21	14	7	44
Total Budgeted Staffing	**25**	**343**	**81**	**146**	**595**

5-YEAR REQUIREMENTS TREND					
	2009-10	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Surveyor	3,569,567	3,552,346	3,543,358	3,585,492	3,536,654
Survey Monument Preservation	222,254	179,844	196,827	64,581	105,541
Transportation Consolidated	134,297,394	148,234,077	146,560,399	144,589,327	148,328,751
Solid Waste Enterprise Funds Consolidated	139,681,368	214,663,539	210,819,066	233,204,829	86,589,419
Flood Control Consolidated	117,721,245	129,491,826	125,626,420	126,374,541	137,090,870
Flood Control Equipment	2,609,001	5,094,468	7,916,830	6,726,093	2,061,000
Total	**398,100,829**	**501,216,100**	**494,662,900**	**514,544,863**	**377,712,235**

5-YEAR SOURCES TREND					
	2009-10	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Surveyor	3,355,472	3,304,229	3,303,955	3,305,589	2,972,208
Survey Monument Preservation	59,660	56,124	59,670	58,510	62,000
Transportation Consolidated	90,378,581	76,538,362	87,830,847	80,139,699	102,232,209
Solid Waste Enterprise Funds Consolidated	93,396,166	73,738,120	66,017,889	95,284,250	85,238,287
Flood Control Consolidated	73,587,941	76,194,625	70,303,083	74,081,020	68,205,595
Flood Control Equipment	2,935,000	3,052,541	3,063,700	3,075,000	2,930,000
Total	**263,712,820**	**232,884,001**	**230,579,144**	**255,944,068**	**261,640,299**

5-YEAR NET COUNTY COST TREND					
	2009-10	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Surveyor	214,095	248,117	239,403	279,903	564,446
Total	**214,095**	**248,117**	**239,403**	**279,903**	**564,446**

5-YEAR FUND BALANCE TREND					
	2009-10	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Survey Monument Preservation	162,594	123,720	137,157	6,071	43,541
Transportation Consolidated	43,918,813	71,695,715	58,729,552	64,449,628	46,096,542
Flood Control Consolidated	44,133,304	53,297,201	55,323,337	52,293,521	68,885,275
Total	**88,214,711**	**125,116,636**	**114,190,046**	**116,749,220**	**115,025,358**

5-YEAR NET BUDGET TREND					
	2009-10	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Solid Waste Enterprise Funds Consolidated	(46,285,202)	(140,925,419)	(144,801,177)	(137,920,579)	(1,351,132)
Flood Control Equipment	325,999	(2,041,927)	(4,853,130)	(3,651,093)	869,000
Total	**(45,959,203)**	**(142,967,346)**	**(149,654,307)**	**(141,571,672)**	**(482,132)**

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.

Surveyor

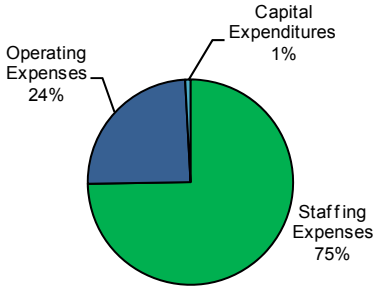
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$3,536,654
Total Sources	$2,972,208
Net County Cost	$564,446
Total Staff	25
Funded by Net County Cost	16%

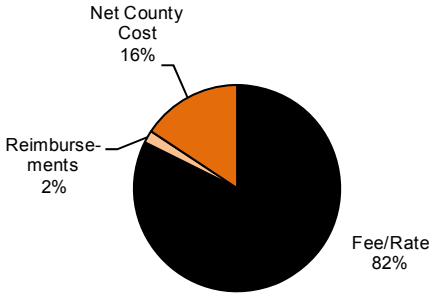
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used in the preparation of maps and plans for project development within the county. The County Surveyor ensures these maps and plans conform to conditions of approval, local ordinances, standards for development, and state laws. Field crews perform boundary and construction surveys for other County departments and are responsible for perpetuation of controlling survey monuments. The County Surveyor also maintains the integrity of the Countywide Geographic Information Services (GIS) Parcel Basemap.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

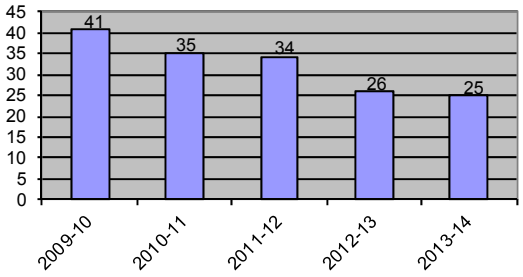


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	33	29	26	25
Limited Term	1	0	0	0
Total	34	29	26	25
Staffing Expenses	$3,124,857	$3,045,744	$2,822,830	$2,695,223

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Surveyor
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	3,137,690	3,053,515	3,123,951	2,766,829	2,822,830	2,695,223	**(127,607)**
Operating Expenses	492,489	567,041	493,051	635,138	774,022	880,855	**106,833**
Capital Expenditures	9,249	0	0	60,000	60,000	30,000	**(30,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,639,428	3,620,556	3,617,002	3,461,967	3,656,852	3,606,078	**(50,774)**
Reimbursements	(71,638)	(68,212)	(80,744)	(71,529)	(71,360)	(69,424)	**1,936**
Total Appropriation	3,567,790	3,552,344	3,536,258	3,390,438	3,585,492	3,536,654	**(48,838)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,567,790	3,552,344	3,536,258	3,390,438	3,585,492	3,536,654	**(48,838)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	3,326,474	3,271,455	3,268,897	3,100,439	3,278,589	2,960,183	**(318,406)**
Other Revenue	28,996	33,456	22,494	10,096	27,000	12,025	**(14,975)**
Total Revenue	3,355,470	3,304,911	3,291,391	3,110,535	3,305,589	2,972,208	**(333,381)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	3,355,470	3,304,911	3,291,391	3,110,535	3,305,589	2,972,208	**(333,381)**
Net County Cost	212,320	247,433	244,867	279,903	279,903	564,446	**284,543**
				Budgeted Staffing	26	25	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses represent the majority of requirements for 2013-14. In the event of unanticipated workload increases, $100,000 has been included in operating expenses for the services of private land surveying firms as needed. Capital expenditures of $30,000 represent the replacement of 3 data recorders needed to perform field surveys. All of these costs are necessary to provide the public with protection in matters that relate to sound surveying practices and to meet state mandated time frames. Sources of $3.0 million include fees charged to customers for: field surveys, review of subdivision maps, preparation of legal descriptions/maps, and taxable sales of microfiche prints, plotter prints, electronic map images and photocopies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Budget changes for the Surveyor include a net decrease in staffing expenses of $127,607 primarily due to the deletion of a Staff Analyst II position responsible for accounting and budget preparation. These functions are now being performed by other administrative staff within the Public Works Department. Accordingly, operating expenses are increased by a similar amount since the Surveyor is providing reimbursement for these services. A reduction in COWCAP, microfilm scanning services, and courier/mailing expenses helped to offset this increase. Sources have been decreased by $333,381 due to the continued slow development that has been occurring in this County. Net county cost has increased by $284,543 to provide additional funding for costs associated with processing corner records, a mandated service, and maintaining the integrity of the Countywide Geographic Information Services (GIS) Parcel Basemap.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.7 million fund 25 budgeted regular positions. As mentioned above, the Surveyor deleted a Staff Analyst II position responsible for accounting and budget preparation and is utilizing administrative personnel within the Public Works Department to accomplish these tasks.

The 2013-14 recommended budget also includes the following reclassifications:

- Engineering Technician V to Land Surveyor
- Engineering Technician IV to Land Surveyor

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Surveyor Administration	1	0	1	1	0	0	1
Field Section	13	0	13	13	0	0	13
Office Section	9	0	9	9	0	0	9
Administrative Services	2	0	2	2	0	0	2
Total	25	0	25	25	0	0	25

Surveyor Administration

	Classification
1	County Surveyor
1	Total

Field Section

	Classification
1	Supervising Land Surveyor
1	Land Surveyor
5	Survey Party Chief
1	Engineering Technician V
1	Engineering Technician IV
3	Engineering Technician III
1	Engineering Technician II
13	Total

Office Section

	Classification
1	Survey Division Chief
1	Supervising Land Surveyor
1	Land Surveyor
1	Engineering Technician V
3	Engineering Technician IV
1	Engineering Technician III
1	Secretary I
9	Total

Administrative Services

	Classification
1	Accounting Technician
1	Fiscal Assistant
2	Total

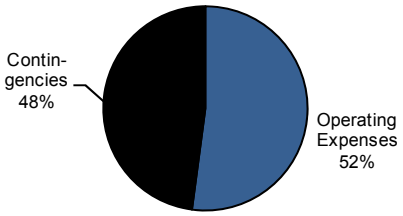
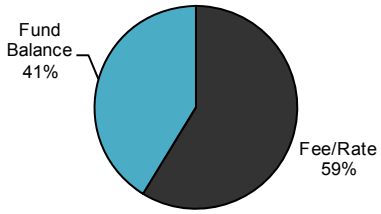
Survey Monument Preservation

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$105,541
Total Sources	$62,000
Fund Balance	$43,541
Use of Fund Balance	$0
Total Staff	0

The Survey Monument Preservation budget unit was established to account for expenses incurred related to the retracement or re-monument surveys of major historical land division lines, upon which later surveys are based. These include, but are not limited to, surveys of government section lines, rancho section lines, acreage subdivision lot lines, and subdivision boundary lines. The services related to this budget unit are funded by a $10 fee charged to the public for filing or recording specific types of grant deeds conveying real property.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	98,534	42,685	145,131	37,236	57,674	55,000	**(2,674)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	6,907	50,541	**43,634**
Total Exp Authority	98,534	42,685	145,131	37,236	64,581	105,541	**40,960**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	98,534	42,685	145,131	37,236	64,581	105,541	**40,960**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	98,534	42,685	145,131	37,236	64,581	105,541	**40,960**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	59,660	56,123	59,670	74,706	58,510	62,000	**3,490**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	59,660	56,123	59,670	74,706	58,510	62,000	**3,490**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	59,660	56,123	59,670	74,706	58,510	62,000	**3,490**
				Fund Balance	6,071	43,541	**37,470**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses and contingencies totaling $105,541 are for services specifically related to retracement or re-monument surveys. Sources of $62,000 are from fees charged to the public for filing or recording specific types of grant deeds conveying real property.

BUDGET CHANGES AND OPERATIONAL IMPACT

An increase in contingencies is a reflection of additional fund balance available for 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Transportation Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$148,328,751
Total Sources	$102,232,209
Fund Balance	$46,096,542
Use of Fund Balance	$14,855,030
Total Staff	343

Road Operations is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,769 miles of roadways. Additional activities include administration, planning, design, construction, environmental management, and traffic operations.

The Division's routine maintenance activities include patching and crack filling on approximately 7,500 lane-miles of asphalt pavement, grading of 533 miles of unpaved roads, shoulder maintenance, snowplowing of over 300 miles of mountain roads, traffic signal maintenance at 56 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance throughout the system, storm repairs and cleanup, maintenance of 380 bridges and thousands of concrete box and metal pipe culverts, as well as maintenance of drainage facilities such as inlets, ditches, dikes, and gutters. Maintenance functions are provided through 13 yard districts with regional facilities located to best serve the 20,000 square-mile area of the County.

Road activities are funded primarily from highway-users sources. Funding sources consist of state and federal fuel taxes (Highway Users' Tax or Gas Tax), voter-approved state transportation infrastructure bond (Proposition 1B – a one-time funding source), local transportation funds generated by sales tax revenues (Measure I), and development fees. The Department has eight established Local Area Transportation Facilities Development Plans and one Regional Development Mitigation Plan containing 16 subareas throughout the County to collect funds for the purpose of mitigating the impacts of new development. Construction of major improvements (such as new roads, bridges, or adding of lanes) is limited to a few projects per year based on available financing.

The County's goal, for the maintained roads Pavement Condition Index (PCI), is good or better rating. Currently the average rating is in the very good range with some roads below a PCI rating of "Fair". In prior years, the Division utilized Gas Tax to fund the local share of major infrastructure projects such as major arterials and grade separations instead of utilizing those funds to maintain or improve the County Maintained Road System (Road System). Over the last two years, the General Fund provided a total of $13.0 million to the Division to support the Pavement Management Program. With the focus of the Transportation Division being shifted to emphasize the maintenance of the Road System ahead of capital projects, the Division allocated its main funding sources to support maintenance and pavement preservation projects. Thus for 2013-14, the General Fund contribution for maintenance activities is only $0.4 million. With this allocation, routine maintenance and pavement preservation projects will still be funded at $23.0 million and $18.0 million respectively and other Departmental functions such as traffic safety and support will still be maintained at the same level. This fundamental shift, which is necessary to ensure that the pavement condition of the Road System does not deteriorate, will also have an impact on the ability to complete non-pavement preservation projects that have been programmed as Gas Tax is no longer available to pay for the local share. These projects will now be reflected as unfunded and will be completed at the discretion of the Board of Supervisors. Therefore, in 2013-14, the General Fund is contributing $0.9 million for the Yates Road realignment project and due to the slow growth in developer fees, the General Fund will also contribute $3.2 million to help fund the required development contribution of the Glen Helen Parkway grade separation project. Furthermore due to the end of Proposition 1B funding in 2013-14, it is expected that in the upcoming years, the Division will not be able to sustain an $18 million allocation to the Pavement Management Program and will require additional discretionary general funding to maintain the pavement condition of the Road System.

The Department's Land Development functions are being transferred to the Land Use Services Department effective July 1, 2013 in order to improve overall service to the development community.

Measure I is a Countywide one-half cent transaction use tax that was passed by the voters of San Bernardino County in November 1989 (1989 Measure), and extended by voters in 2004 (2004 Measure), to provide funding for transportation improvements until 2040. Measure I provides funding for roadway resurfacing, rehabilitation, and widening projects, as well as traffic signal projects throughout the County. The County is divided into six sub-

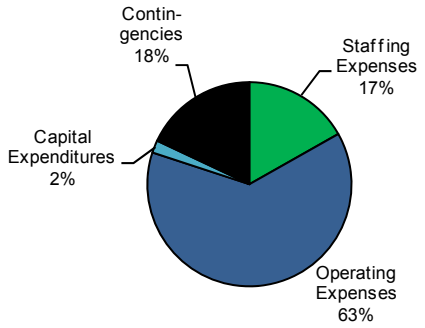
areas, and the Measure I funds received must be spent within the sub-area in which they were collected. The sub-areas are as follows: North Desert, Morongo Basin, San Bernardino Mountains, Colorado River, Victor Valley, and San Bernardino Valley.

Facilities Development Plans were established by County ordinance to collect development impact fees for new construction of roads within the boundaries of the established fee areas. Fee ordinances have been approved in the areas of Helendale/Oro Grande, High Desert (Phelan and Pinon Hills), Lucerne Valley, Oak Glen, Yucaipa, Oak Hills, Snowdrop Road, South and East Apple Valley, and Summit Valley. Interim fee plans in the areas of Big Bear and Joshua Tree have been approved to collect fees pending final approval from the residents. Yucaipa and Oak Glen were dissolved in 2007 due to annexation.

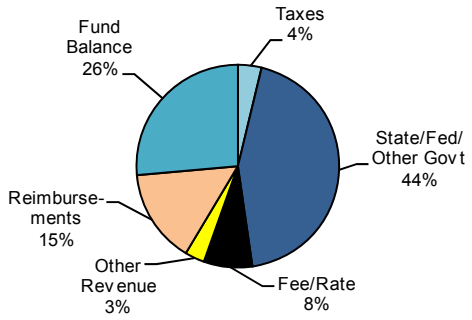
Regional Development Mitigation Plan was adopted by the Board of Supervisors in 2006 as a condition of the voter approved Measure I Ordinance to generate fair-share development contributions for regional transportation needs resulting from the impacts of new development, including freeway interchanges, regional arterials, and railroad grade separation projects. The County of San Bernardino's development contribution target shares were calculated for each of the unincorporated city spheres of influence in the San Bernardino Valley and Victor Valley as part of San Bernardino Associated Government's (SANBAG) Development Mitigation Nexus Study. Development impact fees are collected at the time of issuance of a building permit for all residential, commercial, and industrial development. When sufficient fees are collected to cover the development contribution fair-share amount of projects, applications are submitted to SANBAG for the regional Measure I and/or federal and state funds necessary to construct the regional arterial roads, freeway interchanges, and railroad grade separation projects listed in the Regional Development Mitigation Plan. The Regional Development Mitigation Plan was updated with the effective date of August 25, 2012.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

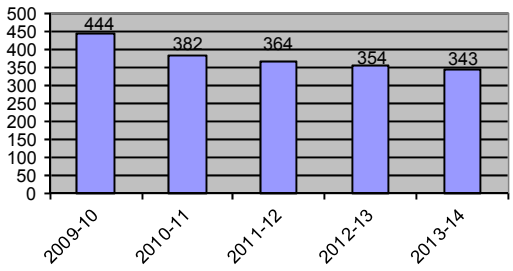


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	314	307	306	297
Limited Term	50	48	48	46
Total	364	355	354	343
Staffing Expenses	$27,447,204	$30,204,794	$30,171,344	$29,184,331

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	26,783,427	28,064,072	27,438,880	28,300,000	30,171,344	29,184,331	**(987,013)**
Operating Expenses	30,058,175	77,281,457	70,884,542	64,365,649	93,377,362	109,792,189	**16,414,827**
Capital Expenditures	2,570,520	6,556,695	6,854,687	6,353,515	7,267,807	3,442,000	**(3,825,807)**
Contingencies	0	0	0	0	32,143,980	31,241,512	**(902,468)**
Total Exp Authority	59,412,122	111,902,224	105,178,109	99,019,164	162,960,493	173,660,032	**10,699,539**
Reimbursements	(6,101,911)	(16,986,373)	(18,621,122)	(15,066,946)	(19,941,435)	(26,215,914)	**(6,274,479)**
Total Appropriation	53,310,211	94,915,851	86,556,987	83,952,218	143,019,058	147,444,118	**4,425,060**
Operating Transfers Out	11,318,805	214,098	5,119,090	5,771,254	1,570,269	884,633	**(685,636)**
Total Requirements	64,629,016	95,129,949	91,676,077	89,723,472	144,589,327	148,328,751	**3,739,424**
Sources							
Taxes	5,757,788	4,658,635	6,195,459	6,333,263	4,668,369	6,580,789	**1,912,420**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	70,482,121	56,212,604	60,477,497	49,401,049	60,319,211	76,699,807	**16,380,596**
Fee/Rate	1,941,752	5,038,763	5,274,361	2,926,281	7,005,472	13,509,200	**6,503,728**
Other Revenue	1,043,312	882,898	2,069,182	308,788	555,171	508,784	**(46,387)**
Total Revenue	79,224,973	66,792,900	74,016,499	58,969,381	72,548,223	97,298,580	**24,750,357**
Operating Transfers In	11,885,711	9,637,047	16,234,378	12,950,000	7,591,476	4,933,629	**(2,657,847)**
Total Sources	91,110,684	76,429,947	90,250,877	71,919,381	80,139,699	102,232,209	**22,092,510**
				Fund Balance	64,449,628	46,096,542	**(18,353,086)**
				Budgeted Staffing	354	343	**(11)**

DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Road Operations	111,488,953	90,385,556	21,103,397	343
Measure I	27,417,501	9,146,027	18,271,474	0
Facilities Development Plans	2,767,183	48,333	2,718,850	0
Regional Development Mitigation Plan	6,655,114	2,652,293	4,002,821	0
Total Special Revenue Funds	148,328,751	102,232,209	46,096,542	343

Road Operations has requirements of $111.5 million consisting of the following: $29.2 million for staffing costs of 343 positions; $80.9 million for operating expenses such as road maintenance, equipment/materials purchases, vehicle maintenance, County internal service and administrative expenses, insurance, professional services for road construction projects, and transfers for labor/equipment usage within all Department of Public Works divisions; $3.4 million for capital expenditures ($2.8 million to purchase land and right-of-way for planned road construction projects and $0.6 million to replace equipment needed for daily operations); $23.2 million in reimbursements from other Department of Public Works divisions for labor and equipment usage; $0.9 million in operating transfers out primarily for capital improvement projects managed by the Architecture and Engineering Department (primarily demolition work for the Glen Helen Parkway grade separation project and paving the parking lot for the Big Bear Yard); and $20.3 million is contingencies for future construction projects and a new accounting system.

Sources of $90.4 million includes $46.5 million in Gas Tax and $25.7 million in state, federal, and other government aid for construction projects, with some of the major contributions being as follows:

- $6.4 million from SANBAG for various projects
- $3.9 million from State Proposition 1B funds for share of the Glen Helen Grade separation project
- $3.6 million from Highway Bridge Program for various bridge repair and replacement projects
- $2.9 million from Federal Highway Administration for Alabama Street at City Creek culvert replacement
- $2.3 million from Union Pacific and Burlington Northern Santa Fee Railroads
- $1.1 million from Highway Safety Improvement Program for Valley Boulevard median installation project

Also included in sources are: $8.3 million from the San Bernardino Redevelopment Successor Agency for completion of the Cherry Avenue widening project and Cherry Avenue at Interstate 10 interchange improvement project; $3.5 million of Federal Highway Administration Surface Transportation Program funds for the Cedar Avenue at Interstate 10 interchange improvement project; $1.1 million from permit/inspection fees and other miscellaneous reimbursement for services to outside agencies; $4.9 million in operating transfers, including a General Fund contribution of $3.2 million for the local developer's share of the Glen Helen Parkway grade separation project; and $0.4 million in other sources (primarily interest earnings).

Over the years, Gas Tax and Measure I funding have declined while costs have increased. In 2012-13, the General Fund contributed $5.0 million in one-time funding to Transportation to assist in the maintenance of the County Maintained Road System. For 2013-14, the General Fund contribution decreased to $0.4 million.

Measure I has requirements of $27.4 million consisting of $25.3 million in operating expenses for road construction projects, routine maintenance, and snow removal; $4.9 million in anticipated contingencies set aside for future road construction projects; and $2.8 million in reimbursements from Road Operations to partially fund a portion of costs associated with Ranchero Road and Phelan Road. Sources of $9.1 million include $6.6 million in Measure I sales tax and $2.5 million in federal and other government aid for the following projects: Ranchero Road signal installation; Maple Lane drainage improvements; and Orange Blossom bike trail.

Facilities Development Plans has requirements of $2.8 million, which includes $0.9 million in operating expenses primarily for the design of Shadow Mountain Road in the Helendale/Oro Grande area and Rock Springs Road Widening and Bridge over the Mojave River in the Southeast Apple Valley area. These expenses are partially offset by a reimbursement of $138,368 from the Measure I fund for a share of the Shadow Mountain project. Additionally, $2.0 million has been allocated to contingencies for future construction projects. Sources of $48,333 consist of anticipated development fees and estimated interest earnings.

Regional Development Mitigation Plan has requirements of $6.7 million. This amount consists of $2.2 million to the Road Operations fund for SANBAG's public local share of Reche Canyon Road and Slover Avenue rehabilitation projects, Glen Helen Grade separation project, and Cherry Avenue at Interstate 10 interchange improvement project; $0.5 million to Measure I for developer's share of Ranchero Road; and $4.0 million allocated to contingencies for future road construction projects. Sources of $2.7 million include $2.1 million from SANBAG for various road rehabilitation projects and $0.6 million in development fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds are increasing total requirements by a net amount of $3.7 million as follows:

- $1.0 million decrease in staffing expenses primarily because of a net reduction of 11 budgeted positions.
- $25.3 million increase for new road construction projects that include Glen Helen Parkway grade separation, Maple Lane drainage improvements, Ranchero Road signal installation, Alabama Street at City Creek culvert construction, National Trails Highway bridge rehabilitation projects at Avon and Kalmia washes, and various sidewalk construction projects.
- $15.0 million decrease due to projects being completed during 2012-13 including Cherry Avenue widening, Lenwood Road culvert construction, Escondido Road drainage improvements, Sheep Creek Road rehabilitation, and Baldwin Lake Road rehabilitation.
- $6.1 million increase for transfers among funds due to contributions for various road improvement projects including Ranchero Road signal installation, Glen Helen Parkway grade separation, and Maple Lane drainage improvements.

- $3.8 million decrease in capital expenditures due to a $1.8 million reduction in anticipated right of way purchases for major construction projects and $2.0 million less for equipment and vehicle purchases.
- $0.9 million decrease in contingencies due to utilization of these funds for current projects.
- $6.3 million increase in reimbursements due to additional inter-fund contributions for joint participation projects including $4.5 million from Measure I for Yates Road realignment, North Bay Road rehabilitation, and Glen Helen Parkway grade separation, and $1.8 million from Flood Control District for Alabama Street at City Creek culvert replacement.
- $0.7 million decrease in operating transfers out, primarily to Architecture and Engineering Department for oversight of various capital improvement projects.

Total sources are increasing by a net $22.1 million primarily as a result of the following additional funds anticipated for 2013-14:

- $1.9 million of Measure I tax revenue.
- $6.7 million from SANBAG for Glen Helen Parkway grade separation project ($5.2 million) and Maple Lane drainage improvements ($1.5 million).
- $2.3 million from Southern Pacific and Union Pacific Burlington Northern Rail Roads for the Glen Helen Parkway grade separation project.
- $4.6 million from Federal Highway Administration for Alabama Street culvert construction ($2.9 million) and Glen Helen Parkway bridge construction ($1.7 million).
- $1.3 million from the Highway Bridge Program for Yermo Bridge reconstruction.
- $1.8 million from the Highway Safety Improvement Program for the Cedar Avenue and Valley Avenue median installation projects.
- $8.3 million from the San Bernardino Redevelopment Agency successor for the Cherry Avenue widening project and the Cherry Avenue at Interstate 10 interchange improvement project.

These increases are partially offset by the following sources reductions:

- $2.1 million less from other agencies that includes the City of Fontana for right of way portion of the Cherry Avenue at Interstate 10 interchange improvement project ($1.5 million) and SANBAG for Calabash Avenue improvements ($0.6 million).

- $2.7 million less is operating transfers from the General Fund for a cost accounting system ($2.0 million) and various road projects ($0.7 million).

The fund balance is projected to decrease by $18.4 million due to the planned completion of several Proposition 1B funded road construction projects in 2012-13.

PROGRAMMATIC INFORMATION

With the focus of the Transportation Division being the maintenance of the County's Maintained Road System, public safety, and infrastructure improvements, a variety of road related projects have been identified for 2013-14.

Project Type	Major Projects	Funding Sources
Major Rehabilitation and Overlay	Parker Dam Road, Rimrock Road, Almond Avenue	Measure I, Proposition 1B, Gas Tax
Surface and Chip Seal	El Paseo Street, Cedar Avenue, Grove Place	Measure I and Gas Tax
Major Infrastructure Improvements	Glen Helen Parkway grade separation, Lenwood Road grade separation, Yates Road reconstruction, Interstate 10 at Cherry Avenue interchange improvement.	Measure I, Gas Tax, Flood Control District, Federal grants, Developer Fees, and other local agencies
Public Safety	Medians on Cedar Avenue, crosswalk lights on Beach Avenue, and various sidewalk construction.	Measure I, Gas Tax, Federal and State grants
Bridge Repair and Replacement	Yermo Bridge, Garnet Street Bridge, and several bridge repairs on National Trails Highway.	Federal grants, Gas Tax, Federal Toll Credits

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $29.2 million fund 343 budgeted positions of which 297 are regular positions and 46 are limited term positions. The 2013-14 budget reflects a net decrease of 11 positions. Changes include the addition of the following new positions:

- 1 Business Applications Manager (BAM) to interact primarily with the Information Systems Department (ISD) on future system implementations and development of integral functions, policies and procedures. This addition will not have a budgetary impact since Public Works is currently paying ISD for the equivalent of a full time BAM.
- 1 Accountant III to help manage the complex reporting, auditing, and cost accounting requirements associated with the Department of Public Works.

The Transportation Division is also deleting 3 vacant positions (1 Public Works Engineer II; 1 Engineering Technician IV; 1 Engineering Technician V) without an impact to departmental operations and transferring 10 positions (1 Public Works Engineer IV; 1 Public Works Engineer III; 2 Public Works Engineer II; 1 Engineering Technician V; 3 Engineering Technician IV; 1 Secretary I; 1 Office Assistant III) to the Land Use Services Department in order to better serve the development community.

In addition, the 2013-14 budget includes the following recommended reclassifications:

- Automated Systems Analyst I to Automated Systems Analyst II
- Engineering Technician I to Engineering Technician II

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	5	0	5	5	0	0	5
Design	28	0	28	27	1	0	28
Planning	18	1	19	17	2	0	19
Traffic	25	0	25	23	2	0	25
Operations	144	42	186	160	26	0	186
Contracts/Inspections	25	2	27	25	2	0	27
Traffic Operations Services	24	1	25	24	1	0	25
Permits	7	0	7	7	0	0	7
Administrative Services	12	0	12	11	0	1	12
Budget/Revenue Claiming	5	0	5	5	0	0	5
Information Technology Services	4	0	4	3	0	1	4
Total	297	46	343	307	34	2	343

Administration

	Classification
1	Director of Public Works
1	Executive Secretary II
1	Secretary II
1	Staff Analyst II
1	Ofice Assistant III
5	Total

Design

	Classification
1	Public Works Engineer IV
3	Public Works Engineer III
6	Public Works Engineer II
1	Supervising Land Surveyor
5	Engineering Technician V
5	Engineering Technician IV
4	Engineering Technician III
1	Engineering Technician II
1	Secretary I
1	Office Assistant III
28	Total

Planning

	Classification
1	Chief Public Works Engineer
1	Public Works Engineer IV
2	Public Works Engineer III
2	Public Works Engineer II
1	Engineering Technician V
3	Engineering Technician IV
1	Engineering Technician III
1	Supervising Transportation Analyst
4	Transportation Analyst
1	Geographic Info Systems Tech III
1	Contract PSG Transportation Planner
1	Secretary I
19	Total

Traffic

	Classification
1	Public Works Engineer IV
3	Public Works Engineer III
2	Public Works Engineer II
1	Incident Reconstruction Specialist
1	Engineering Technician V
6	Engineering Technician IV
5	Engineering Technician III
3	Engineering Technician II
1	Secretary I
1	Office Assistant IV
1	Office Assistant II
25	Total

Operations

	Classification
1	Chief Public Works Engineer
2	Public Works Operations Supt
10	Public Works Operations Supv
13	Maintenance & Const Supv II
2	Maintenance & Const Supv I
16	Maintenance & Const Worker II
12	Maintenance & Const Worker I
23	Equipment Operator III
69	Equipment Operator II
34	Equipment Operator I
1	Equipment Parts Specialist I
1	Secretary II
1	Office Assistant III
1	Public Service Employee
186	Total

Contracts/Inspections

	Classification
1	Chief Public Works Engineer
1	Public Works Engineer IV
4	Public Works Engineer III
3	Public Works Engineer II
2	Contract Project Senior Inspector
4	Engineering Technician V
5	Engineering Technician IV
4	Engineering Technician III
1	Engineering Technician II
1	Secretary I
1	Office Assistant II
27	Total

Traffic Operations Services

	Classification
1	Public Works Operations Supv
2	Maintenance & Const Supv II
1	Maintenance & Const Supv I
14	Maintenance & Const Worker II
3	Maintenance & Const Worker I
1	Equipment Operator III
1	Equipment Operator II
2	Equipment Operator I
25	Total

Permits

	Classification
1	Public Works Engineer III
1	Public Works Engineer II
4	Engineering Technician IV
1	Office Assistant III
7	Total

Administrative Services

	Classification
1	Public Works Chief Financial Officer
1	Administrative Supervisor II
1	Supervising Accountant II
1	Accountant III
2	Accountant II
1	Supervising Accounting Technician
1	Accounting Technician
1	Reproduction Equipment Operator
1	Payroll Specialist
2	Fiscal Assistant
12	Total

Budget/Revenue Claiming

	Classification
1	Budget Officer
3	Staff Analyst II
1	Fiscal Assistant
5	Total

Information Technology Services

	Classification
1	Business Applications Manager
1	Business Systems Analyst II
1	Automated Systems Analyst II
1	Automated Systems Technician
4	Total

Solid Waste Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$86,589,419
Total Sources	$85,238,287
Net Budget	($1,351,132)
Estimated Unrestricted Net Assets	($62,308,127)
Use of Unrestricted Net Assets	$1,351,132
Total Staff	81

Operations Fund is responsible for the operation and management of the County's solid waste disposal system, which consists of six regional landfills, nine transfer stations, and thirty-three closed landfills or disposal sites. The Solid Waste Management Division also administers the County's solid waste franchise program which authorizes and regulates trash collection by private haulers in the County unincorporated area, and state mandated waste diversion and recycling programs. This is the only fund that has staffing associated with it.

While the Solid Waste Management Division has approximately $106.5 million in short-term assets such as cash that is used to support the operations of the system, the Division is estimating its Unrestricted Net Assets to be in deficit by $62.3 million at June 30, 2013 due to the inclusion of approximately $170.2 million of long term landfill liabilities for pollution remediation obligations, future closure construction, and post-closure maintenance. These liabilities do not come due within the current year budget and represent future costs that will be funded with future revenue. For 2013-14, the Division will be using approximately $1.4 million of its short term assets to balance the budget.

Site Closure and Maintenance Fund provides for the closure of landfills and for post-closure maintenance (e.g. fencing, storm damage, soil erosion, but excluding landfill gas and groundwater monitoring) required by Titles 14 and 27 of the California Code of Regulations. This budget unit accounts for the requirements and sources related to the planning, design, permitting, construction, and maintenance activities required for closure and post-closure maintenance of County landfills.

Site Enhancement, Expansion and Acquisition Fund provides for the construction of landfills and transfer stations, purchase of land, construction of ancillary facilities, and site enhancements, all of which are directly related to the increase of waste capacity. This budget unit accounts for the requirements and sources related to the planning, permitting, design, and construction activities required for the expansion and/or enhancement of County landfill and transfer station operations.

Environmental Fund provides environmental mitigation and monitoring activities (e.g., landfill gas systems operation, maintenance and monitoring, groundwater monitoring and remediation) at disposal sites and active and closed landfill sites for the health and safety of the public. This budget unit accounts for the requirements and sources related to these environmental mitigation and monitoring activities.

Environmental Mitigation Fund (EMF) was established to provide separate accountability of that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities. On July 10, 2001, the Board of Supervisors (Board) approved an Environmental Mitigation Fund Use Policy. In accordance with this policy, projects or programs must reduce, avoid, or otherwise mitigate impacts arising from the operations and management of a County owned landfill or transfer station to be eligible for use of EMF monies. Current programs funded through EMF monies are the Household Hazardous Waste Program in unincorporated County communities, ongoing since 1993; and the Host Cities Program. Sources collected in this fund are also used to make contractual payments to the seven host cities with a County landfill or transfer station within its boundary or sphere of influence. On March 30, 2004, the Board approved an amended EMF Use Policy that revised the eligibility criteria to include the County's portion of costs associated with debris cleanup in the aftermath of a locally declared disaster. Also, for 2008-09 and forward, all uncovered load fees will be transferred into this fund and used to finance the fund's activities.

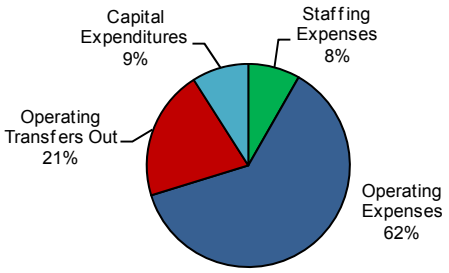
Closure and Post-Closure Maintenance Fund provides for the funding of landfill closure construction for those facilities that fall within the regulatory requirements of landfill facilities that were still actively receiving waste as of 1989. Deposits are made to this budget unit from the Solid Waste Operations budget unit, as needed, to provide proper funding, based upon the amount of waste deposited into the landfills each year. No expenditures are booked to this budget unit, only operating transfers out to the Site Closure and Maintenance budget unit and

contingencies to reflect total net assets available at year end. Operating transfers to the Site Closure and Maintenance budget unit can only be done when Solid Waste Management Division receives written approval from CalRecycle for the release of funds.

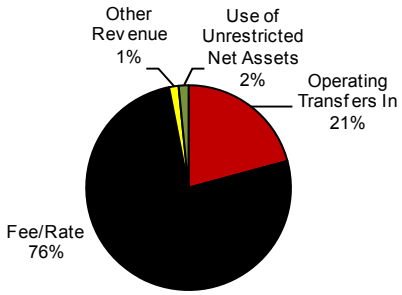
Solid Waste Management Earned Leave Fund provides for the funding of employee compensated absences which are the accumulated vacation, holiday benefits, sick pay, and compensatory time recorded as an expense and non-current liability as benefits are earned. In the event of retirement or termination,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

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

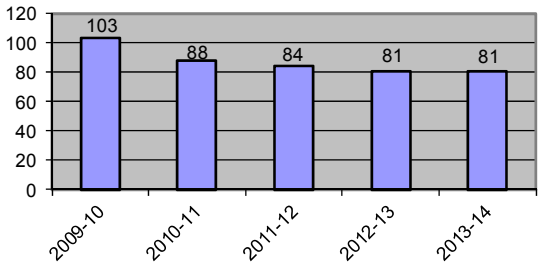


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	84	80	81	81
Limited Term	0	0	0	0
Total	84	80	81	81
Staffing Expenses	$6,802,718	$6,918,917	$6,987,666	$7,153,210

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Solid Waste Management
FUND: Solid Waste Enterprise Funds Consolidated

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Sanitation

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	7,339,483	6,973,106	6,779,486	6,463,274	6,987,666	7,153,210	**165,544**
Operating Expenses	54,942,707	54,488,633	49,429,697	87,619,812	94,410,755	53,678,289	**(40,732,466)**
Capital Expenditures	4,965,442	1,565,790	6,957,075	3,281,536	6,348,926	7,806,620	**1,457,694**
Contingencies	0	0	0	0	87,793,364	50,000	**(87,743,364)**
Total Exp Authority	67,247,632	63,027,529	63,166,258	97,364,622	195,540,711	68,688,119	**(126,852,592)**
Reimbursements	0	0	(1,822)	(47,350)	(8,000)	(48,700)	**(40,700)**
Total Appropriation	67,247,632	63,027,529	63,164,436	97,317,272	195,532,711	68,639,419	**(126,893,292)**
Operating Transfers Out	14,704,327	15,200,656	6,993,468	34,052,942	37,672,118	17,950,000	**(19,722,118)**
Total Requirements	81,951,959	78,228,185	70,157,904	131,370,214	233,204,829	86,589,419	**(146,615,410)**
Sources							
Taxes	182,046	171,276	187,231	229,101	180,000	230,000	**50,000**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	36,988	32,530	928,264	76,994	0	70,000	**70,000**
Fee/Rate	56,832,423	57,011,260	55,248,472	54,635,180	56,075,702	65,688,387	**9,612,685**
Other Revenue	2,383,333	1,666,896	1,270,846	2,286,759	1,356,430	1,299,900	**(56,530)**
Total Revenue	59,434,790	58,881,962	57,634,813	57,228,034	57,612,132	67,288,287	**9,676,155**
Operating Transfers In	15,118,590	15,200,656	6,794,391	34,053,142	37,672,118	17,950,000	**(19,722,118)**
Total Sources	74,553,380	74,082,618	64,429,204	91,281,176	95,284,250	85,238,287	**(10,045,963)**
Net Budget	(7,398,579)	(4,145,567)	(5,728,700)	(40,089,038)	(137,920,579)	(1,351,132)	**136,569,447**
				Budgeted Staffing	81	81	**0**

DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Net Budget	Staffing
Enterprise Fund Budget				
Operations Fund (Fund EAA)	55,511,773	62,255,866	6,744,093	81
Site Closure and Maintenance Fund (Fund EAB)	1,703,500	854,613	(848,887)	0
Site Enhancement, Expansion & Acquisition Fund (Fund EAC)	11,511,248	2,721,144	(8,790,104)	0
Environmental Fund (Fund EAL)	10,956,898	11,459,497	502,599	0
Environmental Mitigation Fund (Fund EWD)	6,856,000	7,897,167	1,041,167	0
Closure and Post-Closure Maintenance Fund (fund EAN)	0	0	0	0
Earned Leave Fund (Fund IDA)	50,000	50,000	0	0
Total Enterprise Funds	86,589,419	85,238,287	(1,351,132)	81

Operations Fund has requirements of $55.5 million for operation of the County's solid waste disposal system, which primarily includes $7.2 million for 81 budgeted positions, $32.0 million for the landfill operations contract and other professional services needed to maintain the County's disposal sites, $10.7 million in operating transfers to the Environmental Fund for operation, maintenance and monitoring of landfill environmental control systems, $2.3 million for payments to the Board of Equalization based on a per ton of landfill waste, $1.3 million set aside for potential legal settlements, and $0.9 million for payments to cities for their share of Article 19 Waste fees. Sources of $62.3 million includes funds generated from landfill gate fees, special land use assessments, solid waste franchise fees, royalty agreements, land leases, interest earned on fund balance, and a small state grant for beverage container recycling education and outreach program. Sources received in this budget unit also finance the activities of other solid waste budget units and is reflected as operating transfers out.

Site Closure and Maintenance Fund includes requirements of $1.7 million for partial final closure of the Mid-Valley Landfill's Unit 1's south and west slopes. Sources of $0.9 million include allocated special assessments, landfill gate fees that support closure activities, and interest earnings.

Site Enhancement, Expansion and Acquisition Fund includes requirements of $11.5 million, of which $4.0 million is for the Barstow Landfill – Borrow Area Phase 1 Liner project, $0.3 million for Landers Landfill - Lateral Expansion, and $7.2 million in operating transfers to the Environmental Fund for capital projects and annual maintenance/monitoring of existing landfill gas, air, and groundwater systems. Sources of $2.7 million are from allocated landfill gate fees that support expansion activities.

Environmental Fund includes requirements of $11.0 million for the following list of projects related to the construction, operation, maintenance, and monitoring (OM&M) of environmental control systems to protect groundwater, air, and soil per Title 5 and Title 27 regulations:

- Countywide - Landfill Gas Extraction System OM&M
- Countywide - Water Quality Response Program OM&M
- Big Bear Landfill - Landfill Gas Extraction System
- Heaps Peak Disposal Site - Leachate Treatment System OM&M
- Heaps Peak Disposal Site - East Slope Stabilization
- Landers Landfill - Landfill Gas Extraction System
- Mid-Valley Landfill - Broco Cleanup
- Mid-Valley Landfill - Perchlorate - State Dept. of Toxic Substances Control
- Milliken Landfill - Easement Agreements – Edison
- Yucaipa Disposal Site - Groundwater Treatment System

Sources of $11.5 million consist primarily of operating transfers from the Operations Fund ($10.7 million) and allocated landfill gate fees ($0.7 million).

Environmental Mitigation Fund includes requirements of $6.9 million for that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities as payments to seven host cities with a landfill or transfer station in their sphere of influence or within incorporated city limits. Sources of $7.9 million are from allocated special assessments and landfill gate fees.

Closure and Post-Closure Maintenance Fund is expected to not have any activity required for closure based on the estimated waste to be deposited for the Financial Assurance period covered within 2013-14.

Solid Waste Management - Earned Leave Fund has $50,000 in requirements (contingencies) and sources that represent operating transfers from the Operations Fund for approximately one-twentieth of the unfunded liability of employees' earned leave balances.

BUDGET CHANGES AND OPERATIONAL IMPACT

The Solid Waste Enterprise Funds are decreasing total requirements by a net $146.6 million. Due to a change in the presentation of the budget, the amount representing available net assets set aside for future use is no longer shown in requirements, resulting in an $87.8 million decrease in budgeted contingencies. Those net assets provide sufficient operating cash reserves in addition to the sources from current services to fund current budgeted activities. Other significant reductions in requirements include a $38.7 million decrease from the County's decision to prepay the outstanding balance of the 2008 Refunding Program Certificates of Participation (Solid Waste COPs) in 2012-13, and $19.7 million less in operating transfers out due to payoff of the Solid Waste COPs.

Total sources are decreasing by a net amount of $10.0 million resulting from the following: $19.7 million less in operating transfers in due to payoff of the Solid Waste COPs, partially offset by a $9.7 million increase from out-of-County imported waste coming in under the new disposal system operations contract.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $7.2 million fund 81 budgeted regular positions. Although the overall staffing total remains unchanged, the 2013-14 budget includes the following recommended actions:

- Public Works Operations Supervisor position is being restored to supervise the day-to-day operations of the Colton Sanitary Landfill and assist with managing the new disposal system operations contract.
- Vacant Media Specialist position is being deleted as duties have been reassigned within the division.
- Reclassification of Solid Waste Division Manager to Chief Public Works Engineer.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	6	0	6	6	0	0	6
Special Projects	5	0	5	5	0	0	5
Operations and Scales	37	0	37	35	1	1	37
Engineering	19	0	19	19	0	0	19
Administrative Services	12	0	12	11	1	0	12
Information Technology Services	2	0	2	2	0	0	2
Total	81	0	81	78	2	1	81

Administration

	Classification
1	Chief Public Works Engineer
1	Solid Waste Analyst
1	Staff Aide
1	Secretary II
2	Office Assistant III
6	Total

Special Projects

	Classification
1	Solid Waste Program Administrator
1	Staff Analyst II
1	Recycling Specialist
1	Secretary I
1	Office Assistant II
5	Total

Operations and Scales

	Classification
1	Public Works Operations Supt.
1	Public Works Operations Supvr.
1	Maintenance & Const. Supervisor I
4	Landfill Operations Inspector
1	Engineering Technician III
1	Scale Operations Supervisor II
2	Scale Operations Supervisor I
25	Scale Operator
1	Fiscal Assistant
37	Total

Engineering

	Classification
1	Public Works Engineer IV
3	Public Works Engineer III
4	Public Works Engineer II
1	Engineering Tech V
4	Engineering Tech IV
3	Engineering Tech III
1	Engineering Tech II
1	Staff Analyst I
1	Secretary I
19	Total

Administrative Services

	Classification
1	Administrative Supervisor II
1	Accountant III
2	Accountant II
1	Staff Analyst II
1	Staff Analyst I
1	Supervising Accounting Tech.
5	Fiscal Assistant
12	Total

Information Technology Services

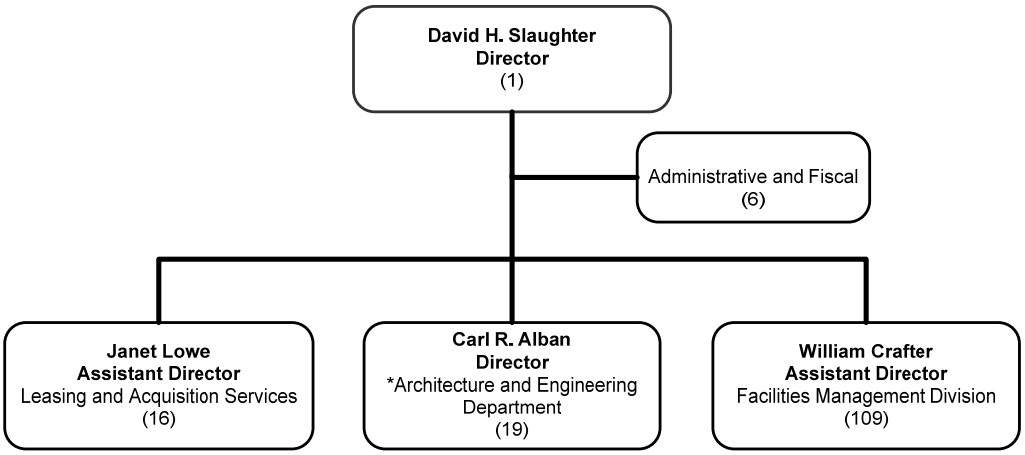
	Classification
1	Automated Systems Analyst I
1	Automated Systems Technician
2	Total

REAL ESTATE SERVICES
David H. Slaughter

DEPARTMENT MISSION STATEMENT

The Real Estate Services Department is committed to providing a broad spectrum of timely, professional and quality real estate related services including leasing, appraisal, acquisitions, surplus property sales, inventory of owned and leased buildings and land, maintenance, grounds and custodial services, and design and construction of projects included in the annual Capital Improvement Program.

ORGANIZATIONAL CHART



*The budget of Architecture and Engineering Department is shown under its own budget section.

2012-13 ACCOMPLISHMENTS

- The Leasing and Acquisition Division (LAD) purchased a 103,730 square foot, 4-story office building with 420 parking spaces and 4.3 acres of land for additional parking at 268 West Hospitality Lane in San Bernardino to provide additional space and accommodate consolidation of County departments as part of the Building Acquisitions and Retrofit Project.
- LAD secured leases of 139,830 square feet for Human Services to provide office space for staff and to improve the efficient delivery of services as a result of increasing caseloads:
    - Department of Public Health – 57,930 square feet in Ontario
    - Department of Children and Family Services – 37,000 square feet in Victorville
    - Transitional Assistance Department – 26,900 square feet in Redlands
    - Transitional Assistance Department - 18,000 square feet in Yucaipa
- The Land Plan Prop-70 Transformation for agricultural preservation in the Chino area was developed and approved by the State Parks Department and subsequently the Board for implementation.
- LAD completed the final cell tower and billboard relocations, and obtained an additional 33 Permits to Enter and Construct from property owners for sound wall construction for the Cherry Avenue at Interstate 10 Interchange Improvement Project.
- LAD assumed full responsibility for managing all the Franchise agreements with a variety of utility purveyors who operate facilities in County's road right-of-way.
- The Facilities Management Division (FMD) integrated 23 of the larger heating, ventilation and air conditioning (HVAC) systems to a web based system allowing remote control, diagnostic and system failure alerts.
- FMD Air Conditioning technicians obtained North American Technician Excellence (NATE) certifications.
- FMD met Air Quality Management District (AQMD) boiler emission requirements.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Renew leases or relocateCounty departments prior to the lease termination date.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of lease renewal processes initiated not later than 6 months prior to the termination date.	N/A	N/A	N/A	100%
Percentage of lease relocation processes initiated not later than 18 months prior to the termination date.	N/A	N/A	N/A	100%

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s): • ***Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.***

Department Strategy: • *Participate in Southern California Edison's (SCE) HVAC Optimization Program - a three-year planned HVAC maintenance program with financial incentives.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of HVAC units enrolled in the HVAC Optimization Program (563 total units).	N/A	N/A	N/A	149
Percentage of enrolled HVAC units repaired and serviced to minimum performance level (baseline).	N/A	N/A	N/A	100%

COUNTY GOAL: **PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

Objective(s): • ***Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.***

Department Strategy: • *Transfer County-owned parcels in the El Mirage Off Highway Vehicle (OHV) area to the Bureau of Land Management for recreation and conservation purposes.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Percentage of total parcels conveyed (1,250 total).	N/A	N/A	N/A	10%

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Increase number of preventative maintenance tasks for County equipment and building systems.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Increase number of preventative maintenance tasks completed.	5,432	7,216	7,216	8,298

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Real Estate Services Department	1,166,965	1,166,965	0			23
Rents and Leases	2,511,056	2,511,056	0			0
Courts Property Management	2,285,336	2,285,336	0			0
Architecture and Engineering	0	0	0			19
Facilities Management Division	13,258,458	12,905,399	353,059			109
Utilities	19,625,024	277,495	19,347,529			2
Total General Fund	38,846,839	19,146,251	19,700,588			153
Special Revenue Fund						
Chino Agricultural Preserve	9,684,797	547,236		9,137,561		0
Total Special Revenue Fund	9,684,797	547,236		9,137,561		0
Total - All Funds	48,531,636	19,693,487	19,700,588	9,137,561		153

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Real Estate Services Department	1,815,957	1,355,175	1,226,884	1,225,745	1,166,965
Rents and Leases	393,112	474,198	1,857,058	1,482,408	2,511,056
Courts Property Management	2,063,555	2,151,623	2,381,364	2,221,510	2,285,336
Chino Agricultural Preserve	9,031,705	9,639,822	10,037,703	9,471,919	9,684,797
Architecture and Engineering	62,972	(65,000)	(100,000)	0	0
Facilities Management Division	11,209,835	14,679,893	11,789,944	13,268,224	13,258,458
Utilities	15,806,215	18,915,207	17,276,736	19,618,237	19,625,024
Total	**40,383,351**	**47,150,918**	**44,469,689**	**47,288,043**	**48,531,636**

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Real Estate Services Department	1,324,370	1,505,595	1,226,884	1,225,745	1,166,965
Rents and Leases	434,247	480,854	1,857,058	1,482,408	2,511,056
Courts Property Management	2,029,779	2,167,395	2,381,364	2,221,510	2,285,336
Chino Agricultural Preserve	884,929	767,596	675,431	674,156	547,236
Architecture and Engineering	0	0	0	0	0
Facilities Management Division	3,399,736	14,641,479	12,226,748	13,268,224	12,905,399
Utilites	223,844	2,849,818	1,485,093	385,292	277,495
Total	**8,296,905**	**22,412,737**	**19,852,578**	**19,257,335**	**19,693,487**

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Real Estate Services Department	491,587	(150,420)	0	0	0
Rents and Leases	(41,135)	(6,656)	0	0	0
Courts Property Management	33,776	(15,772)	0	0	0
Architecture and Engineering	62,972	(65,000)	(100,000)	0	0
Facilities Management Division	7,810,099	38,414	(436,804)	0	353,059
Utilities	15,582,371	16,065,389	15,791,643	19,232,945	19,347,529
Total	**23,939,670**	**15,865,955**	**15,254,839**	**19,232,945**	**19,700,588**

5-YEAR FUND BALANCE TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Chino Agricultural Preserve	8,146,776	8,872,226	9,362,272	8,797,763	9,137,561
Total	**8,146,776**	**8,872,226**	**9,362,272**	**8,797,763**	**9,137,561**

Real Estate Services Department

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$1,166,965
Total Sources	$1,166,965
Net County Cost	$0
Total Staff	23
Funded by Net County Cost	0%

The Real Estate Services Department (RESD) consists of the Leasing and Acquisition Division, Administration and Fiscal section, Facilities Management Division, and the Architecture and Engineering Department (shown elsewhere in the County budget).

The Leasing and Acquisition Division negotiates and administers revenue and expenditure leases on behalf of County departments. Revenue leases allow for the use of County-owned facilities, generally at County parks and airports, and generate revenue to offset expenses incurred to provide such facilities to residents and users. Expenditure leases provide space in leased facilities throughout the County for departments and their employees to support the delivery of services in locations convenient to the residents served. In addition, the division is responsible for the property management of court facilities within the County and the County-owned land and dairy facilities in the Chino Agricultural Preserve.

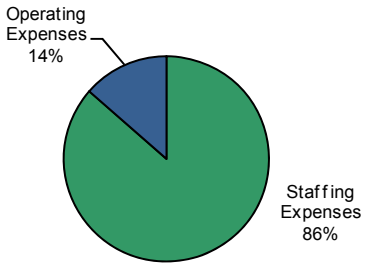
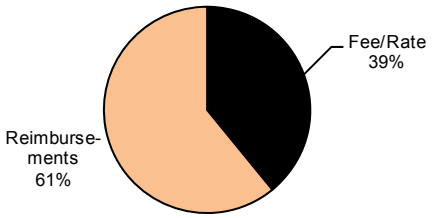
The Leasing and Acquisition Division also provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. Staff establishes values and acquires the necessary rights-of-way needed to complete public safety projects, including the construction and maintenance of transportation corridors and floodways. This Division also acquires land and facilities for various functions and disposes of property determined to be surplus to the County's needs.

The activities of the Leasing and Acquisition Division are conducted in accordance with, and in support of, the County goals to operate in a fiscally responsible and business-like manner, to maintain public safety, to provide for the health and social service needs of County residents, and to pursue County goals and objectives by working with governmental agencies.

The Administration and Fiscal section is responsible for maintaining an inventory of all County land and buildings, including leased facilities, and provides all support functions including budgeting, personnel administration and automation services.

The Facilities Management Division serves the public by providing quality custodial, grounds and maintenance services that enable County departments and staff to effectively meet the expectations of their customers.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

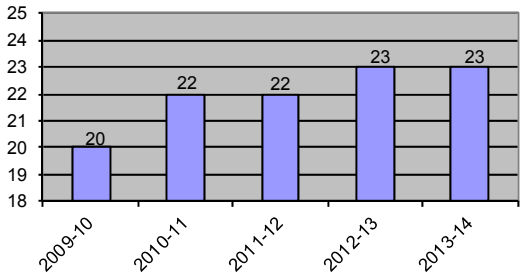
OPERATIONS & COMMUNITY SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	22	23	23	23
Limited Term	0	0	0	0
Total	22	23	23	23
Staffing Expenses	$2,449,370	$2,493,985	$2,493,985	$2,580,399

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	1,756,672	2,070,831	2,376,998	2,446,604	2,493,985	2,580,399	**86,414**
Operating Expenses	249,894	229,159	380,674	288,713	376,906	404,537	**27,631**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,006,566	2,299,990	2,757,672	2,735,317	2,870,891	2,984,936	**114,045**
Reimbursements	(190,612)	(959,396)	(1,639,941)	(1,594,243)	(1,645,146)	(1,817,971)	**(172,825)**
Total Appropriation	1,815,954	1,340,594	1,117,731	1,141,074	1,225,745	1,166,965	**(58,780)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,815,954	1,340,594	1,117,731	1,141,074	1,225,745	1,166,965	**(58,780)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	1,246,205	1,478,374	1,226,221	1,201,930	1,225,745	1,166,965	**(58,780)**
Other Revenue	28,164	26,655	50	1,582	0	0	**0**
Total Revenue	1,274,369	1,505,029	1,226,271	1,203,512	1,225,745	1,166,965	**(58,780)**
Operating Transfers In	50,000	0	0	0	0	0	**0**
Total Sources	1,324,369	1,505,029	1,226,271	1,203,512	1,225,745	1,166,965	**(58,780)**
Net County Cost	491,585	(164,435)	(108,540)	(62,438)	0	0	**0**
				Budgeted Staffing	23	23	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $2.6 million make up a majority of Real Estate Services Department's expenditures within this budget unit. Operating expenses of $404,537 fund services and supplies, central services, travel and transfers. Reimbursements of $1.8 million are for transfers from Architecture and Engineering Department (A&E) and the Facilities Management Division (FMD) for department overhead for shared administrative and fiscal staff, and from the Rents Budget for administration of expenditure leases (based on 3% of annual lease cost in excess of $36,000). Sources of $1.2 million is based on billable labor hours for leases with annual lease cost less than $36,000, and for acquisition and appraisal services billed at an hourly rate.

BUDGET CHANGES AND OPERATIONAL IMPACT

Department requirements and sources of $1.2 million decreased overall by $58,780. Staffing expenses increased $86,414 due primarily to increased retirement and employee group insurance costs. Operating expenses increased $27,631 related to information-technology services. Reimbursements increased $172,825 due to an increase in department overhead allocated to A&E and FMD. Sources decreased $58,780 due to a reduction of billable labor hours charged to departments associated with appraisal and acquisition activities. Since the overall budget change is minimal, there is no impact to operations.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.6 million fund 23 budgeted regular positions. There is no change in staffing proposed for 2013-14.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration and Fiscal	7	0	7	7	0	0	7
Leasing and Acquistion	16	0	16	16	0	0	16
Total	23	0	23	23	0	0	23

Administration and Fiscal

	Classification
1	Director
1	Administrative Supervisor II
1	Asset Management Analyst
2	Staff Analyst II
1	Fiscal Specialist
1	Payroll Specialist
7	Total

Leasing and Acquisition

	Classification
1	Assistant Director
2	Real Estate Services Manager
2	Real Property Agent III
9	Real Property Agent II
1	Executive Secretary II
1	Secretary II
16	Total

Rents and Leases

DESCRIPTION OF MAJOR SERVICES

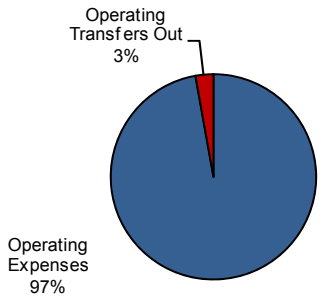
This budget unit pays rental payments for leased space utilized by County departments. These expense lease payments are reimbursed from various user departments. This budget unit also collects rental income for leases of County-owned property.

Budget at a Glance

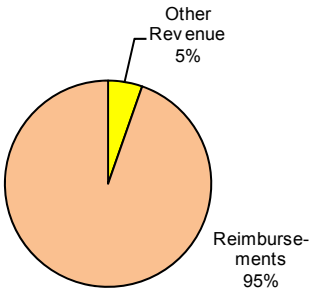
Total Requirements	$2,511,056
Total Sources	$2,511,056
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	38,297,971	40,089,418	41,694,408	42,938,265	44,464,565	45,548,117	**1,083,552**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	38,297,971	40,089,418	41,694,408	42,938,265	44,464,565	45,548,117	**1,083,552**
Reimbursements	(37,904,860)	(39,618,474)	(41,172,713)	(42,064,700)	(43,609,979)	(44,359,561)	**(749,582)**
Total Appropriation	393,111	470,944	521,695	873,565	854,586	1,188,556	**333,970**
Operating Transfers Out	0	3,250	1,315,730	627,822	627,822	1,322,500	**694,678**
Total Requirements	393,111	474,194	1,837,425	1,501,387	1,482,408	2,511,056	**1,028,648**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	75	0	0	**0**
Other Revenue	434,247	480,864	1,910,190	1,792,640	1,482,408	2,511,056	**1,028,648**
Total Revenue	434,247	480,864	1,910,190	1,792,715	1,482,408	2,511,056	**1,028,648**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	434,247	480,864	1,910,190	1,792,715	1,482,408	2,511,056	**1,028,648**
Net County Cost	(41,136)	(6,670)	(72,765)	(291,328)	0	0	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

The major expenditures for this budget unit primarily include lease payments of $43.0 million paid to landlords. In addition, expenditures include transfers of $1.0 million to Facilities Management for operating expenses of non-billable vacant or tenant space in County-owned property, $1.3 million to the Real Estate Services Department for property lease management, $170,000 to the Sheriff/Coroner/Public Administrator for the 303 Building security costs, and $106,340 for miscellaneous operations and maintenance costs. Reimbursements of $44.4 million represent payments from County departments for lease payments and property lease management fees of $44.3 million and $97,286 from the Public Health Department in-lieu of rent for the Haven Office Building in Rancho Cucamonga. Sources of $2.5 million are primarily from the lease of space in the 303 Building to the Courts, as well as lease payments received from tenants in the newly acquired 268 Hospitality building. Also included in sources is $271,785 for lease revenue previously directed to the Information Services Department (ISD).

BUDGET CHANGES AND OPERATIONAL IMPACT

Total requirements are increasing by $1.0 million, which includes an increase in operating expenses of $1.1 million primarily due to an increase in lease payments paid to landlords and an increase in transfers to Facilities Management for operations and maintenance costs of County-owned vacant and tenant space. Reimbursements increased by $749,582 for lease costs and administrative fees paid to the Real Estate Services Department by various County departments. Operating transfers out of $1.3 million increased by $694,678 from new revenue leases resulting in excess revenue anticipated to be transferred to the general fund. Sources increased by $1.0 million which includes lease revenue from 268 Hospitality and revenue now redirected from ISD.

STAFFING CHANGES AND OPERATIONAL IMPACT

There are no staffing costs associated with this budget unit.

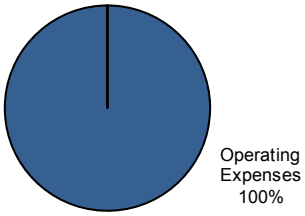
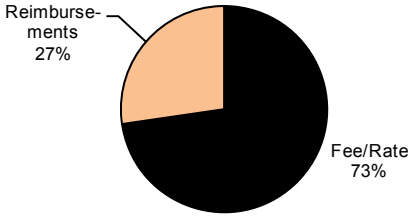
Courts Property Management

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$2,285,336
Total Sources	$2,285,336
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, Administrative Office of the Courts (AOC). In addition, as each transfer occurred, the County and the AOC entered into an agreement that defined whether the County or the AOC manages the operations and maintenance of the building. This budget unit is used to manage and account for reimbursements from the AOC for maintenance, utilities, insurance, overhead expenditures, and work order 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 AOC for costs associated with the space occupied by County departments in AOC-managed facilities.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,307,098	2,894,813	3,552,861	3,180,680	3,247,430	3,143,999	**(103,431)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,307,098	2,894,813	3,552,861	3,180,680	3,247,430	3,143,999	**(103,431)**
Reimbursements	(1,243,545)	(743,199)	(1,178,626)	(894,259)	(1,025,920)	(858,663)	**167,257**
Total Appropriation	2,063,553	2,151,614	2,374,235	2,286,421	2,221,510	2,285,336	**63,826**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,063,553	2,151,614	2,374,235	2,286,421	2,221,510	2,285,336	**63,826**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	2,029,779	2,167,395	2,374,236	2,286,421	2,221,510	2,285,336	**63,826**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	2,029,779	2,167,395	2,374,236	2,286,421	2,221,510	2,285,336	**63,826**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,029,779	2,167,395	2,374,236	2,286,421	2,221,510	2,285,336	**63,826**
Net County Cost	33,774	(15,781)	(1)	0	0	0	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

This budget unit acts as a clearinghouse between County departments and the AOC for management of court facilities. Operating expenses of $3.1 million include payments of $858,663 to the AOC for operations, maintenance and utility costs for space occupied by County departments in AOC-managed court facilities, $340,746 to Risk Management for property insurance, and transfers of $1.9 million to Facilities Management Division (FMD), Utilities (UTL), and Real Estate Services (RPR) for reimbursement of the AOC's share of operations, maintenance, utility and administrative costs in County-managed court facilities. Reimbursements of $858,663 from FMD and UTL budgets are for AOC-managed court facilities, and sources of $2.3 million represents the AOC's share of operations, maintenance, utility, administrative and insurance costs for County-managed court facilities.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements of $2.3 million include an increase of $63,826, offset by an increase in sources of the same amount. Operating expenses have a net decrease of $103,431 due to a decrease of $163,717 in services and supplies as a result of a decrease in estimated expenses for AOC-managed court facilities and an increase in transfers of $60,286 for increased costs charged to the AOC and transferred to FMD, UTL and RPR for County-managed court facilities. Reimbursements include a decrease of $167,257 reimbursed from FMD, UTL and RPR.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

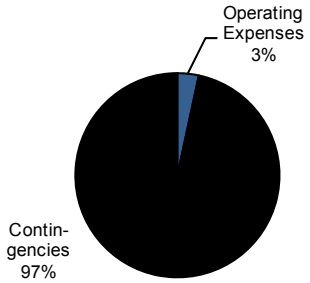
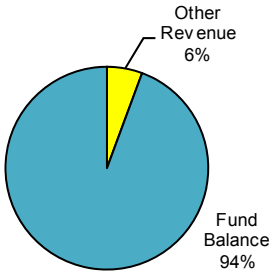
Chino Agricultural Preserve

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$9,684,797
Total Sources	$547,236
Fund Balance	$9,137,561
Use of Fund Balance	$0
Total Staff	0

The Real Estate Services Department administers a special revenue fund to continue the Agricultural Land Acquisition and Preservation Program under the California Wildlife, Coastal and Parkland Conservation Act (Proposition 70). The Department is responsible for negotiating and managing leases for the properties acquired, and developing recommendations for the ultimate use/disposition of these properties. Property management activities include arranging for all ordinary and emergency repairs and improvements necessary to preserve and maintain the properties in their present condition and improve operating efficiency, or altering them to enhance lease potential and/or comply with lease requirements. Expenditures are fully funded through revenues received from the lease of acquired properties.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	160,175	296,529	208,743	268,711	344,664	325,946	**(18,718)**
Capital Expenditures	0	0	0	9,800	9,800	0	**(9,800)**
Contingencies	0	0	0	0	9,117,455	9,358,851	**241,396**
Total Exp Authority	160,175	296,529	208,743	278,511	9,471,919	9,684,797	**212,878**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	160,175	296,529	208,743	278,511	9,471,919	9,684,797	**212,878**
Operating Transfers Out	0	0	1,035,906	0	0	0	**0**
Total Requirements	160,175	296,529	1,244,649	278,511	9,471,919	9,684,797	**212,878**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	884,928	786,574	662,889	618,309	674,156	547,236	**(126,920)**
Total Revenue	884,928	786,574	662,889	618,309	674,156	547,236	**(126,920)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	884,928	786,574	662,889	618,309	674,156	547,236	**(126,920)**
				Fund Balance	8,797,763	9,137,561	**339,798**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses of $325,946 represent the costs to maintain County dairies, such as utility costs associated with vacant properties, property management charges, County Counsel fees, professional services, and maintenance charges. Sources of $547,236 include revenue anticipated from the leasing of dairy properties and interest revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements of $9.7 million include an increase of $212,878 primarily due to a Fund Balance adjustment resulting in increased contingencies. Sources of $547,236 includes a decrease of $126,920 primarily due to the termination of two dairy leases and a decrease in anticipated interest revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Facilities Management Division

DESCRIPTION OF MAJOR SERVICES

The Facilities Management Division (FMD) provides routine maintenance, grounds and custodial services to ensure County facilities are well maintained, including 24 hours per day – 7 days per week emergency building maintenance. Services also include repairing building structures, equipment, and fixtures.

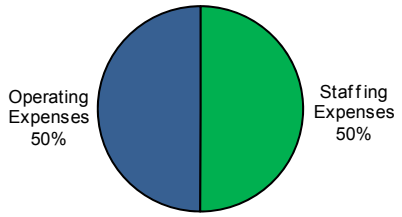
Budget at a Glance

Total Requirements	$13,258,458
Total Sources	$12,905,399
Net County Cost	$353,059
Total Staff	109
Funded by Net County Cost	2%

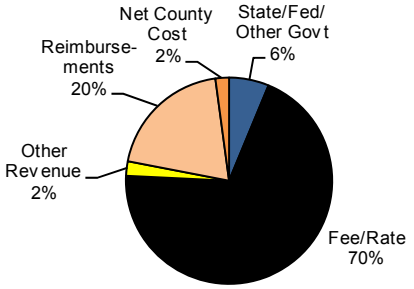
FMD's focus is on asset protection. Using data and support systems, it maintains the County's valuable facilities and equipment, preserves a high level of functionality, supports sustainability projects, and promotes responsible and efficient use of resources.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

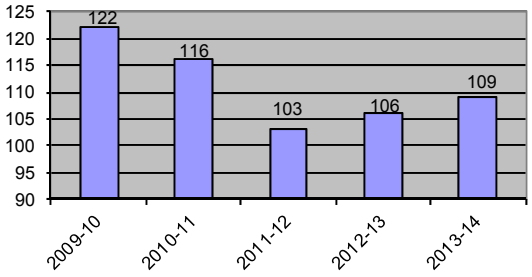


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	103	105	106	109
Limited Term	0	0	0	0
Total	103	105	106	109
Staffing Expenses	$7,484,348	$7,991,530	$7,991,530	$8,276,778

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	7,924,141	7,833,413	7,483,123	7,823,229	7,991,530	8,276,778	**285,248**
Operating Expenses	6,852,257	9,993,926	7,068,796	8,129,517	8,408,176	8,261,705	**(146,471)**
Capital Expenditures	35,618	20,562	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	14,812,016	17,847,901	14,551,919	15,952,746	16,399,706	16,538,483	**138,777**
Reimbursements	(3,621,389)	(3,170,178)	(2,766,254)	(2,988,649)	(3,131,482)	(3,280,025)	**(148,543)**
Total Appropriation	11,190,627	14,677,723	11,785,665	12,964,097	13,268,224	13,258,458	**(9,766)**
Operating Transfers Out	0	0	0	4,095	0	0	**0**
Total Requirements	11,190,627	14,677,723	11,785,665	12,968,192	13,268,224	13,258,458	**(9,766)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	22,564	621,004	1,150,694	1,079,483	1,034,433	**(45,050)**
Fee/Rate	3,369,583	14,599,529	11,637,129	11,210,286	11,243,489	11,495,966	**252,477**
Other Revenue	20	6,517	8,421	985,763	945,252	375,000	**(570,252)**
Total Revenue	3,369,603	14,628,610	12,266,554	13,346,743	13,268,224	12,905,399	**(362,825)**
Operating Transfers In	0	10,471	(10,471)	0	0	0	**0**
Total Sources	3,369,603	14,639,081	12,256,083	13,346,743	13,268,224	12,905,399	**(362,825)**
Net County Cost	7,821,024	38,642	(470,418)	(378,551)	0	353,059	**353,059**
				Budgeted Staffing	106	109	**3**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $8.3 million constitute approximately one-half of FMD's expenditures. Operating expenses of $8.3 million constitute the other one half and fund contracts for grounds, maintenance and custodial services; materials for repairs and maintenance of county facilities and equipment; and vehicles, tools, supplies, systems development charges, overhead and administrative costs. Reimbursements of $3.3 million and sources of $12.9 million offset these costs by billing County departments, the Administrative Office of the Courts, and local courts for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

An increase of $285,248 in staffing expense for 2013-14 is due primarily to the addition of three full-time positions to maintain additional office building space added during 2012-13. While some costs for maintenance services have increased as a result of contracting out additional services for boilers, and heating, ventilation and air conditioning (HVAC) controls, there is an overall decrease in services and supplies of $146,471 attributed to anticipated decline in requisition work for County departments. Reimbursements increased $148,543 as a result of the overall increase in allocation of administrative overhead.

Sources are decreasing $362,825 primarily due to County departments not requesting work outside of basic services from Facilities Management.

In 2013-14, discretionary general funding (net county cost) of $353,059 is budgeted to mitigate Information Services Department (ISD) charges for the creation, maintenance and support of a new financial billing system. The costs for the billing system are reflected in an increase to Central Services.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $8.3 million fund 109 positions including the addition of 3 full-time positions: 1 Facilities Management Dispatcher, 1 Air Conditioning Mechanic, and 1 General Maintenance Mechanic for maintenance services to address increased workload.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	9	0	9	8	1	0	9
Maintenance	57	0	57	52	2	3	57
Custodial	39	0	39	39	0	0	39
Grounds	4	0	4	4	0	0	4
Total	109	0	109	103	3	3	109

Administration

	Classification
1	Assistant Director
2	Staff Analyst II
1	Secretary II
2	Parts Specialist
2	Fiscal Specialist
1	Office Assistant II
9	Total

Maintenance

	Classification
1	Building Services Superintendent
5	Maintenance Supervisor
8	Air Conditioning Mechanic
8	Building Plant Operator
1	Facilities Mgmt Project Scheduler
5	Electrician
3	Plumber
18	General Maintenance Mechanic
1	Locksmith
2	Facilities Management Dispatcher
3	General Maintenance Worker
2	General Services Worker II
57	Total

Custodial

	Classification
1	Custodial Services Chief
4	Supervising Custodian
1	Custodian II
32	Custodain I
1	General Services Worker II
39	Total

Grounds

	Classification
1	Grounds Services Superintendent
1	Supervising Grounds Caretaker
1	Sprinkler System Worker
1	General Maintenance Worker
4	Total

Utilities

DESCRIPTION OF MAJOR SERVICES

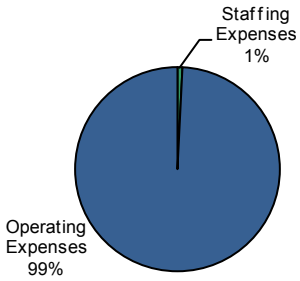
The County's utility budget unit funds the cost of electricity, natural and propane gas, water, sewerage, refuse disposal and other related costs for County-owned and various leased facilities

Budget at a Glance

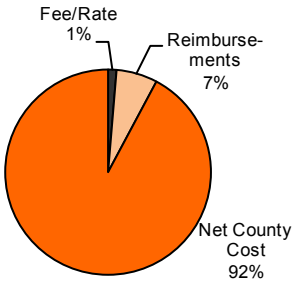
Total Requirements	$19,625,024
Total Sources	$277,495
Net County Cost	$19,347,529
Total Staff	2
Funded by Net County Cost	92%

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

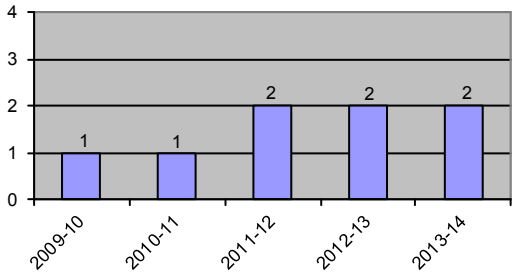


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	1	2	2	2
Limited Term	1	0	0	0
Total	2	2	2	2
Staffing Expenses	$121,948	$176,651	$165,278	$162,891

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	90,381	95,928	116,285	157,179	165,278	162,891	**(2,387)**
Operating Expenses	16,839,356	17,379,188	17,120,450	19,204,379	20,599,389	20,818,516	**219,127**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	16,929,737	17,475,116	17,236,735	19,361,558	20,764,667	20,981,407	**216,740**
Reimbursements	(1,233,697)	(953,696)	(1,233,232)	(1,280,508)	(1,280,508)	(1,356,383)	**(75,875)**
Total Appropriation	15,696,040	16,521,420	16,003,503	18,081,050	19,484,159	19,625,024	**140,865**
Operating Transfers Out	0	2,393,788	1,210,658	125,542	134,078	0	**(134,078)**
Total Requirements	15,696,040	18,915,208	17,214,161	18,206,592	19,618,237	19,625,024	**6,787**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	12,000	2,622,147	1,291,109	125,542	134,079	0	**(134,079)**
Fee/Rate	148,717	234,775	181,467	251,213	251,213	277,495	**26,282**
Other Revenue	63,127	0	38,067	57,000	0	0	**0**
Total Revenue	223,844	2,856,922	1,510,643	433,755	385,292	277,495	**(107,797)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	223,844	2,856,922	1,510,643	433,755	385,292	277,495	**(107,797)**
Net County Cost	15,472,196	16,058,286	15,703,518	17,772,837	19,232,945	19,347,529	**114,584**
				Budgeted Staffing	2	2	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

This budget unit's requirements are $19,625,024 and primarily funds utility costs for County facilities. Sources of $277,495 represent utility costs passed on to customers and third parties that occupy County-owned space.

BUDGET CHANGES AND OPERATIONAL IMPACT

For 2013-14, staffing expenses of $162,891 fund 2 positions and decreased a nominal $2,387. Operating expenses of $20.8 million increased $219,127 due to rate increases anticipated for various utilities and the addition of new facilities. Reimbursements of $1.4 million include an increase of $75,875 for anticipated increased utility costs for the Superintendent of Schools and the Administrative Office of the Courts for courthouses, and the addition of reimbursements from the Probation Department for the West Valley Juvenile Detention and Assessment Center funded through AB109.

This budget unit also realized a reduction of $134,078 for operating transfers out to the capital program and a reduction of $134,079 in Federal Aid as the American Recovery and Reinvestment Act (ARRA) federal energy efficiency grant that funded various energy efficiency capital projects was fully received in 2012-13.

Sources of $277,495 for utility costs passed on to customers and third parties that occupy County-owned space decreased $107,797 due to the completion of the remaining project funded through the energy efficiency grant. Discretionary general funding (net county cost) increased $114,584.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $162,891 fund 2 budgeted regular positions. There is no change in staffing for 2013-14.

2013-14 POSITION SUMMARY

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

Utilities

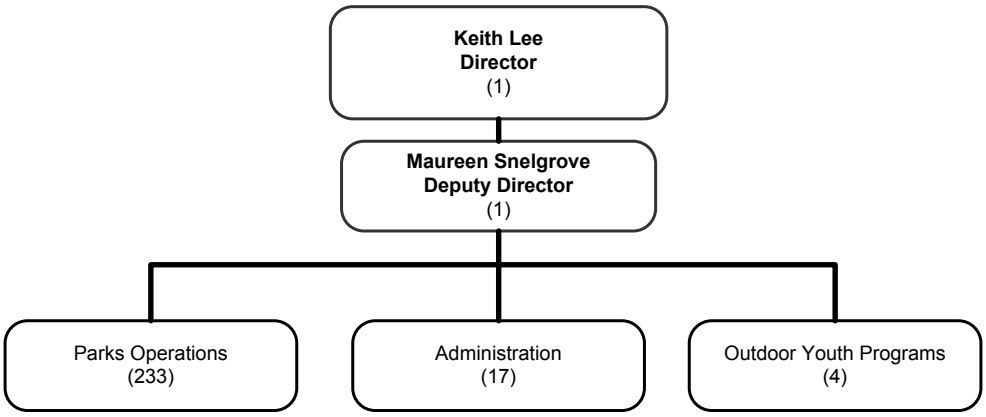
	Classification
1	Staff Analyst II
1	Fiscal Assistant
2	Total

REGIONAL PARKS
Keith Lee

DEPARTMENT MISSION STATEMENT

Regional Parks Department ensures diversified recreational opportunities for the enrichment of County residents and visitors while protecting the County's natural, cultural, historical and land resources.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Opened the Calico Mining Museum and renovated the Lucy Lane House Museum at Calico Ghost Town.
- Completed the renovation and re-construction of Mojave Narrows Regional Park Horseshoe Lake and Levee.
- Reduced the electrical, water and sewer utility usage at Prado and Cucamonga-Guasti Regional Parks by initiating energy efficient repairs.
- Completed the replacement of the Calico Ghost Town Campground "O" Restrooms and the Calico Bunkhouse.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s):
- ***Review and revise fees, processes and decision-making to ensure a business friendly environment.***
- ***Utilize County programs and resources to maximize job creation.***

Department Strategy:
- *Promote youth entry into workforce/workplace environment through summer youth employment.*
- *Reserve a minimum of 50% of PSE summer positions as a means of supporting youths looking for part-time jobs.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of seasonal part-time employees hired.	N/A	N/A	140	155

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s):
- ***Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.***

Department Strategy:
- *Reduce reliance on the County General Fund by continuing to address infrastructure repairs and thereby reducing utility costs.*
- *Enhance and develop new amenities that will enhance the park experience for patrons, which generate additional revenues hence less reliance on the County General Fund.*
- *Continue to streamline park operations and identify supply cost inefficiencies using preventive maintenance measures to reduce ongoing repair costs.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Develop and/or implement plans to reduce funding support from the County General Fund (general fund amount provided).	$3,557,302	$2,763,271	$2,763,271	$1,763,271

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s):
- ***Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.***

Department Strategy:
- *Increase awareness of Calico Ghost Town through the completion of Campground 'O' .*
- *Complete RV campground at Glen HelenRegional Park, thereby creating more ongoing revenue.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of completed projects increasing visitors experience at the Regional Parks.	N/A	N/A	3	4

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Regional Parks	10,420,719	7,863,567	2,557,152			252
Total General Fund	10,420,719	7,863,567	2,557,152			252
Special Revenue Funds						
Special Revenue Funds - Consolidated	7,837,514	3,331,326		4,506,188		0
Total Special Revenue Funds	7,837,514	3,331,326		4,506,188		0
Enterprise Funds						
Snack Bars	12,342	0			(12,342)	0
Active Outdoors	57,877	47,108			(10,769)	4
Total Enterprise Funds	70,219	47,108			(23,111)	4
Total - All Funds	18,328,452	11,242,001	2,557,152	4,506,188	(23,111)	256

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Regional Parks	9,245,313	8,318,434	11,277,405	10,610,675	10,420,719
County Trails System	209,671	828,150	1,179,119	5,324,297	1,572,940
Proposition 40 Projects	235,593	1,741,254	552,590	5,403	286
San Manuel Amphitheater	2,029,391	2,223,840	2,739,057	2,780,921	1,513,879
Amphitheater Improvements at Glen Helen	404,069	458,759	513,031	563,563	581,317
Park Maintenance/Development	1,403,642	2,317,353	2,592,257	2,576,449	1,320,518
Calico Ghost Town Marketing Services	543,707	664,302	716,537	749,405	581,399
Off-Highway Vehicle License Fee	1,354,831	1,693,021	1,985,403	2,116,974	2,267,175
Regional Parks Snack Bars	92,306	36,358	53,413	35,642	12,342
Active Outdoors	170,862	119,922	58,892	63,456	57,877
Total	**15,689,385**	**18,401,393**	**21,667,704**	**24,826,785**	**18,328,452**

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Regional Parks	7,653,190	7,082,004	7,713,325	7,847,404	7,863,567
County Trails System	377,493	628,461	717,545	4,579,940	883,940
Proposition 40 Projects	290,805	1,659,952	0	0	0
San Manuel Amphitheater	1,737,763	1,500,838	1,591,000	1,459,585	1,403,000
Amphitheater Improvements at Glen Helen	29,564	28,511	30,000	28,000	28,000
Park Maintenance/Development	648,508	763,635	1,156,912	360,000	321,386
Calico Ghost Town Marketing Services	482,126	482,941	469,600	394,800	385,000
Off-Highway Vehicle License Fee	357,331	336,932	311,000	308,000	310,000
Regional Parks Snack Bars	103,000	37,229	11,000	35,000	0
Active Outdoors	171,470	98,462	45,000	50,000	47,108
Total	**11,851,250**	**12,618,965**	**12,045,382**	**15,062,729**	**11,242,001**

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Regional Parks	1,592,123	1,236,430	3,564,080	2,763,271	2,557,152
Total	**1,592,123**	**1,236,430**	**3,564,080**	**2,763,271**	**2,557,152**

5-YEAR FUND BALANCE TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
County Trails System	(167,822)	199,689	461,574	744,357	689,000
Proposition 40 Projects	(55,212)	81,302	552,590	5,403	286
San Manuel Amphitheater	291,628	723,002	1,148,057	1,321,336	110,879
Amphitheater Improvements at Glen Helen	374,505	430,248	483,031	535,563	553,317
Park Maintenance/Development	755,134	1,553,718	1,435,345	2,216,449	999,132
Calico Ghost Town Marketing Services	61,581	181,361	246,937	354,605	196,399
Off-Highway Vehicle License Fee	997,500	1,356,089	1,674,403	1,808,974	1,957,175
Total	**2,257,314**	**4,525,409**	**6,001,937**	**6,986,687**	**4,506,188**

5-YEAR NET BUDGET TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Regional Parks Snack Bars	10,694	871	(42,413)	(642)	(12,342)
Active Outdoors	608	(21,460)	(13,892)	(13,456)	(10,769)
Total	**11,302**	**(20,589)**	**(56,305)**	**(14,098)**	**(23,111)**

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.

Regional Parks

DESCRIPTION OF MAJOR SERVICES

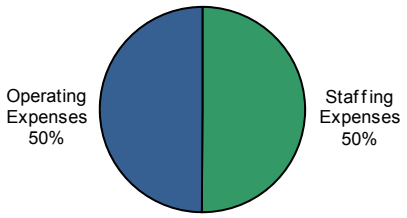
Budget at a Glance	
Total Requirements	$10,420,719
Total Sources	$7,863,567
Net County Cost	$2,557,152
Total Staff	252
Funded by Net County Cost	23%

The Regional Parks Department is responsible for the operation and maintenance of nine regional parks located throughout the County. These parks, which encompass 8,668 acres, are as follows: Prado (Chino), Cucamonga-Guasti (Ontario), Glen Helen (San Bernardino), Mojave River Forks (Summit Valley), Mojave Narrows (Victorville), Moabi (Needles), Lake Gregory (Crestline), Yucaipa, and Calico Ghost Town (Yermo). Visitors to the County parks enjoy open space, walking trails, camping, swimming, fishing, picnicking, equestrian activities and other recreational opportunities. The Department hosts cultural, educational and special events through the use of park resources and contractual agreements with private and non-profit organizations. Park special events include Civil War Days at Calico Ghost Town, Huck Finn Jubilee at Cucamonga-Guasti, and Dragon Boat Races at Lake Gregory. Educational programs are the Environmental Science Day Camp at Yucaipa, and a Junior Fishing Workshop at multiple parks.

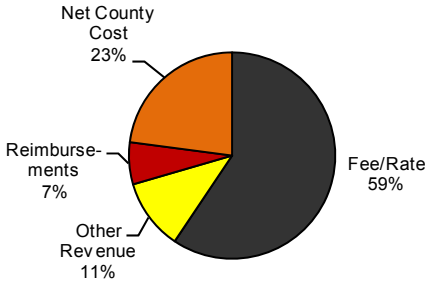
The Department is also responsible for maintaining 17.8 miles of open, accessible and usable trails through the County Trails Program. Additionally, the Department oversees operation of the Morongo Wildlife Preserve in Morongo Valley, administers leases with the operators of the San Manuel Amphitheater, Park Moabi and concession contracts that offer amenities to park users.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

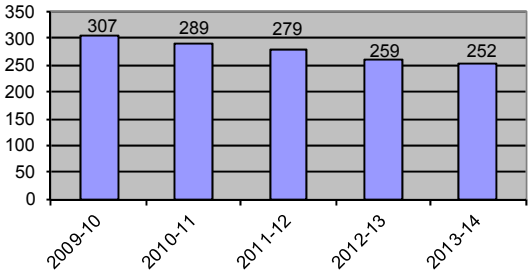


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	114	95	94	90
Limited Term	165	165	165	162
Total	279	260	259	252
Staffing Expenses	$5,422,973	$5,616,032	$5,616,032	$5,589,117

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: General

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	6,731,442	6,726,964	5,420,195	5,401,726	5,616,032	5,589,117	**(26,915)**
Operating Expenses	2,555,962	2,031,511	6,173,142	5,901,767	5,866,984	5,567,002	**(299,982)**
Capital Expenditures	0	0	23,845	0	7,600	0	**(7,600)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	9,287,404	8,758,475	11,617,182	11,303,493	11,490,616	11,156,119	**(334,497)**
Reimbursements	(42,090)	(440,045)	(661,551)	(904,461)	(879,941)	(735,400)	**144,541**
Total Appropriation	9,245,314	8,318,430	10,955,631	10,399,032	10,610,675	10,420,719	**(189,956)**
Operating Transfers Out	0	0	315,000	0	0	0	**0**
Total Requirements	9,245,314	8,318,430	11,270,631	10,399,032	10,610,675	10,420,719	**(189,956)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	6,370,910	6,016,066	6,423,227	6,542,518	6,672,304	6,625,492	**(46,812)**
Other Revenue	1,282,280	1,065,939	1,290,102	1,093,243	1,175,100	1,238,075	**62,975**
Total Revenue	7,653,190	7,082,005	7,713,329	7,635,761	7,847,404	7,863,567	**16,163**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	7,653,190	7,082,005	7,713,329	7,635,761	7,847,404	7,863,567	**16,163**
Net County Cost	1,592,124	1,236,425	3,557,302	2,763,271	2,763,271	2,557,152	**(206,119)**
				Budgeted Staffing	259	252	**(7)**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of $5.6 million fund 252 budgeted positions (67 full-time, 23 part-time, and 162 seasonal/extra help employees) to oversee administration, operations and maintenance for the nine regional parks, the County Trails System, and various special events/programs. Operating expenses of $5.6 million include stocking fish at park lakes, turf maintenance contracts (Prado, Cucamonga-Guasti, Yucaipa, and Glen Helen Regional Parks), supplies for general maintenance and special projects, aquatic facility supplies, office supplies, computer hardware and software replacement/upgrades, credit card use fee charges, advertising park events/amenities, restroom supplies, insurance, and COWCAP ($3.1 million with a corresponding net county cost allocation less $500,000 departmental reduction). Sources of $7.9 million represent fees from camping, fishing, park entrance, swimming, facility use, special events, and concessionaire and/or partnership agreements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Due to projected budgetary constraints for 2013-14, the Department has continued reorganization to address program priorities and the provision of park services with a lower level of staffing resources and by a reconfiguration of position classifications. Staffing expenses include adjustments for retirement and health insurance cost increases and a budgeted staffing level of 252 positions for 2013-14, which reflects an overall net decrease of 7 positions that is the result of this continued reorganization (a reduction of 11 positions that is offset by an increase of 4 positions). Operating expenses are decreasing by approximately $300,000 primarily due to a reduction in COWCAP charges, and reimbursements are decreasing primarily from a reduced amount of transfers out from other park funds. Sources are increasing in other revenue (primarily taxable sale items to the public) that affects many of the nine parks in the Regional Parks system. Net county cost support from the County general fund was reduced by $206,119, a decrease related to a corresponding reduction in COWCAP charges.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $5.6 million fund 252 budgeted positions of which 90 are regular positions and 162 are limited term positions.

Staffing changes include a decrease of 11 budgeted positions (11 vacant; 0 filled) and an increase of 4 positions, for an overall net decrease of 7 budgeted positions. Under the continued departmental reorganization, added positions include: 1 Fiscal Specialist position to provide for the full-year cost of an employee sharing a position on a dual-fill basis, 2 General Services Worker II positions to provide funding for positions that are filled but had no funding budgeted in 2012-13, and 1 General Services Worker II position funded on a part-time basis. Deletions include: 1 Elections Analyst position, 6 General Services Worker II positions, 1 Park Ranger II position, and 3 Public Service Employee positions. A reclassification of an Office Assistant III position is also included. Some of the related duties/responsibilities for deleted positions will be streamlined and spread amongst full-time General Service Worker positions. The Department is committed to managing park activities with this reduction in staffing.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	19	0	19	17	1	1	19
Park Operations	71	162	233	74	156	3	233
Total	90	162	252	91	157	4	252

Administration

	Classification
1	Deputy Executive Officer (Director)
1	Deputy Director
1	Administrative Analyst III
1	Administrative Supervisor
1	Planner III
1	Executive Secretary
1	Youth Services Coordinator
2	Staff Analyst II
1	Revenue and Development Manager
1	Automated System Technician
3	Fiscal Specialist
1	Staff Aide
3	Fiscal Assistant
1	Office Assistant II
19	Total

Park Operations

	Classification
3	Park Superintendent
5	Assistant Park Superintendent
3	Ofice Assistant III
3	Ranger III
15	Ranger II
42	General Service Worker II
162	Public Service Employee
233	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$7,837,514
Total Sources	$3,331,326
Fund Balance	$4,506,188
Use of Fund Balance	$2,149,848
Total Staff	0

County Trails System was established by the Board of Supervisors and the Regional Parks Department was assigned as the steward of the County's Regional Trail Program charged with the development, operation and maintenance of regional and diversified trails throughout the County. This budget unit was established to follow compliance requirements for federal and state grant funding used in the development and construction of the trail system. Currently the Department has built seven miles of the Santa Ana River Trail. This section makes the link to Riverside County, offering users over 22 miles of contiguous trail along the Santa Ana River.

San Manuel Amphitheater was established to account for lease payments received annually from the operators of the San Manuel amphitheater at Glen Helen Regional Park. Each year, the bulk of this revenue is transferred to the County general fund to fund the cost of the amphitheater's debt service payment.

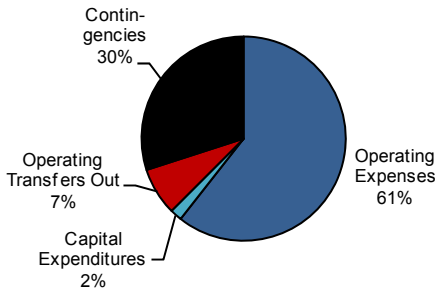
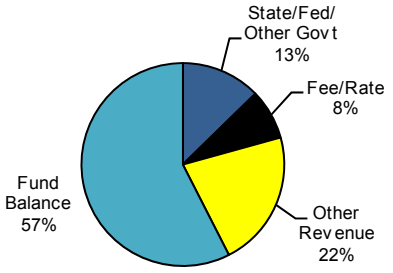
Amphitheater Improvements at Glen Helen was established to provide for improvements to the San Manuel Amphitheater at Glen Helen Regional Park. These improvements are designed to maintain the amphitheater and its facilities in their current condition in order to preserve a quality entertainment experience for its visitors. This budget unit is funded jointly by deposits from the County and the operators of the amphitheater.

Park Maintenance/Development was established to provide for the maintenance, development and emergency repairs at all regional parks. The costs associated with this budget unit are funded through an allocation of park admission fees.

Calico Ghost Town Marketing Services was established to provide separate accountability and operations of marketing services for Calico Ghost Town Regional Park. A portion of revenues from Calico Ghost Town concessionaire operations and park admission fees are used to advertise and market several special events including Calico Days, Calico Ghost Haunt, Civil War, Bluegrass in the Spring and Wild West Days.

Off-Highway Vehicle License Fee was established by Off-Highway Vehicle (OHV) "in-lieu of taxes." Fees are provided from the California State Controller's Office based on the amount of OHV recreation in the County. The state collects these fees for each OHV identification plate sold by the Department of Motor Vehicles.

2013-14 RECOMMENDED BUDGET

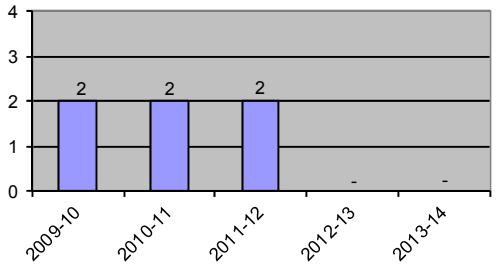
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	0	0	0	0
Limited Term	2	0	0	0
Total	2	0	0	0
Staffing Expenses	$1,820	$0	$0	$0

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	71,010	80,626	1,758	0	0	0	**0**
Operating Expenses	1,953,720	2,889,358	2,785,782	2,285,885	6,119,083	4,763,680	**(1,355,403)**
Capital Expenditures	76,130	351,814	6,717	6,380	4,154,655	150,100	**(4,004,555)**
Contingencies	0	0	0	0	413,871	2,356,340	**1,942,469**
Total Exp Authority	2,100,860	3,321,798	2,794,257	2,292,265	10,687,609	7,270,120	**(3,417,489)**
Reimbursements	(300,000)	(25,000)	(135,600)	(185,000)	(175,000)	(25,000)	**150,000**
Total Appropriation	1,800,860	3,296,798	2,658,657	2,107,265	10,512,609	7,245,120	**(3,267,489)**
Operating Transfers Out	73,071	793,393	549,655	3,047,304	3,604,403	592,394	**(3,012,009)**
Total Requirements	1,873,931	4,090,191	3,208,312	5,154,569	14,117,012	7,837,514	**(6,279,498)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	998,522	2,612,227	918,473	431,028	4,879,940	993,940	**(3,886,000)**
Fee/Rate	777,167	944,320	778,528	547,650	680,000	630,000	**(50,000)**
Other Revenue	2,161,692	1,676,569	1,726,511	1,689,989	1,570,385	1,707,386	**137,001**
Total Revenue	3,937,381	5,233,116	3,423,512	2,668,667	7,130,325	3,331,326	**(3,798,999)**
Operating Transfers In	0	0	791,612	5,403	0	0	**0**
Total Sources	3,937,381	5,233,116	4,215,124	2,674,070	7,130,325	3,331,326	**(3,798,999)**
				Fund Balance	6,986,687	4,506,188	**(2,480,499)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
County Trails System (Fund RTS)	1,572,940	883,940	689,000	0
Proposition 40 Projects (Fund RKM)	286	0	286	0
San Manuel Amphitheater (Fund SGH)	1,513,879	1,403,000	110,879	0
Amphitheater Improvements at Glen Helen (Fund SGR)	581,317	28,000	553,317	0
Park Maintenance/Development (Fund SPR)	1,320,518	321,386	999,132	0
Calico Ghost Town Marketing Services (Fund SPS)	581,399	385,000	196,399	0
Off-Highway Vehicle License Fee (Fund SBY)	2,267,175	310,000	1,957,175	0
Total Special Revenue Funds	7,837,514	3,331,326	4,506,188	0

County Trails System includes operating expenses of $1.2 million for the anticipated costs for finalizing design, environmental and acquiring trail right-of-way for Phase III (Waterman Avenue to California) and Reach "A" of Phase IV of the Santa Ana River Trail (California Street to Orange Street, Redlands; 3.5 miles). Also included is the construction of the pocket park along the Santa Ana River Trail (funded by HUD Grant of $99,000). Sources of $883,940 include $559,940 in State Local Transportation Funds (SANBAG) for Phase III of the Santa Ana River Trail. State revenue of $100,000 represents an allocation of Prop 84 grant funds from the Coastal Conservancy for the Santa Ana River Trail (Phase IV initial funding) and $24,000 HUD Grant #L09AP15533 revenue. Grant revenue reimbursements will be contingent upon incurring project expenses first, which will create cash flow challenges for this budget unit. The Department will work with the County Administrative Office for financial assistance prior to grant contracts or construction contracts being presented to the Board of Supervisors for approval. Contingencies of $296,606 are set aside for unanticipated expenses.

San Manuel Amphitheater includes operating expenses of $1.5 million for payments to the County general fund for the cost of the annual debt service payment for the amphitheater ($1.0 million), other payments of $475,000 for payment to the Regional Parks general fund budget unit for the upkeep and management of the amphitheater ($450,000) and to the Amphitheater Improvements at Glen Helen budget unit ($25,000) as required per the lease agreement with the operators of the amphitheater. Contingencies of $33,837 are budgeted as a precaution against unforeseen necessities involving the amphitheater. Sources of $1.4 million include use of money/property as rent from the operators of the amphitheater and interest earnings. Naming rights revenues are still under negotiation with Live Nation.

Amphitheater Improvements at Glen Helen includes operating expenses of $288,563 which represent a provision for maintaining the amphitheater to preserve quality entertainment experiences for its visitors. Contingencies of $317,754 are set aside for unanticipated expenses. Reimbursements of $25,000 represent the County's contribution towards improvements at the amphitheater per provisions of the lease. Sources of $28,000 include a $25,000 matching contribution from the operators for the amphitheater per the lease agreement.

Park Maintenance/Development includes operating expenses of $670,418 to be used in part for ongoing upgrades and implementation of a new Point of Sale component to the camping reservation system. The balance of the requirements authority is available for emergency repairs and development for the current fiscal year as well as held for repairs and development for future years. Capital expenditures for park equipment are budgeted at $150,100, which include a new HVAC system, CAT backhoe, John Deere gator, and a portable Boom. Replacement of heavy-equipment is part of the department's plan to rotate out all non-repairable or outdated equipment with high repair costs. Contingencies of $457,892 are set aside for unanticipated expenses. Sources are anticipated at $321,386 for current services representing a portion of gate entrance fees collected throughout all Regional Parks.

Calico Ghost Town Marketing Services includes requirements of $581,399 for the costs of producing special events at the Park, advertising of Calico Ghost Town, travel, and transfers. Travel of $14,100 is expected for participation in the annual POW-WOW International Trade Show, a crucial event in promoting Calico Ghost Town and its specialized events. Approximately 60% of the attendance at Calico Ghost Town is a result of the tours booked at this trade show. Transfers of $30,000 to the Regional Parks general fund budget unit represent the labor cost of park staff time (outside of regular duties) to produce and assist with the set up for the special events. Sources of $385,000 include all special event gate revenue and, as stipulated in the concession contracts, the Department also contributes a percentage of the regular day fees collected throughout the year. Use of money and property revenue of $51,000 represents rent payments from Calico concessions, and interest earned on the fund balance.

Off-Highway Vehicle License Fee includes operating expenses of $516,924 for enforcement, safety, trail signage, maintenance and administration of the Off-Highway Vehicle Fund (OHV) throughout the County, at Moabi Regional Park, and Calico Ghost Town. Operating transfers out of $500,000 are programmed for Calico Ghost Town Off Highway Vehicle campground hook-ups. Contingencies of $1,250,251 are budgeted for unforeseen future projects. Sources consist of $310,000 that is received from the state, which is derived from vehicle registrations/licensing for use of off-highway operations in the County. The California Public Resources Code 5090.50 specifies that these funds may be used for '…planning, acquisition, development, maintenance, administration, operation, enforcement, restoration, and conservation of trails, trailheads, areas and other facilities associated with the use of off-highway motor vehicles, and programs involving off-highway motor vehicle safety or education.'

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds are decreasing overall requirements by approximately $6.3 million, and sources have decreased by approximately $3.8 million. Decreases to requirements relate to capital expenditures planned for the construction of Phase III of the Santa Ana River Trail (Waterman Avenue, San Bernardino to California Street, Redlands; 3.6 miles) that were not initiated during 2012-13 as planned due to environmental delays and were re-budgeted at a lower level for 2013-14. Decreases to sources are primarily related to the lower federal revenues intended to fund the cost of the revised Phase III for the Santa Ana River Trail.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

Enterprise Funds - Consolidated

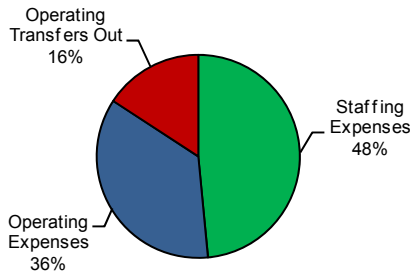
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$70,219
Total Sources	$47,108
Net Budget	($23,111)
Estimated Unrestricted Net Assets	$0
Use of Unrestricted Net Assets	$23,111
Total Staff	4

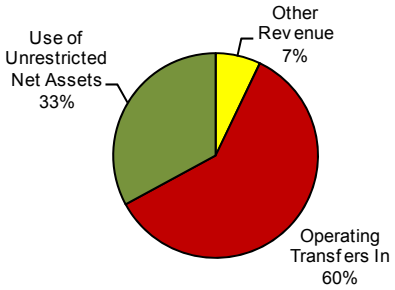
The Active Outdoors program was created to provide programs that promote a healthy outdoors lifestyle. All programs under 'Active Outdoors' are grant funded or created through partnerships with local and/or state agencies. The Environmental Science Day Camp (ESDC) is a part of the program and is offered at Yucaipa. ESDC takes place during the traditional school year, Wednesday through Friday, and follows the California State 4th and 5th grade science curriculum for wildlife, botany and geology. Each student attends the program with their class for a full day of learning, exploration, and hiking. Other programs in addition to the Environmental Science Day Camp include the Junior Fishing Workshops and Derby, and Doggie Palooza.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

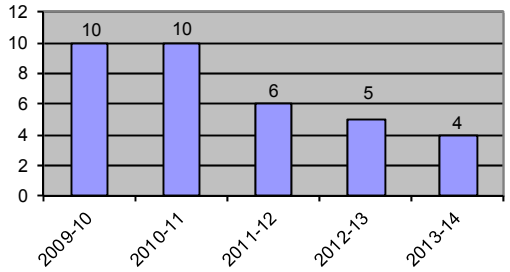


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	0	0	0	0
Limited Term	6	5	5	4
Total	6	5	5	4
Staffing Expenses	$22,445	$42,899	$42,899	$34,039

5-YEAR STAFFING TREND



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: Enterprise Funds - Consolidated

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	69,481	59,561	22,253	24,945	42,899	34,039	**(8,860)**
Operating Expenses	190,631	74,681	28,794	28,214	51,199	25,080	**(26,119)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	5,000	0	**(5,000)**
Total Exp Authority	260,112	134,242	51,047	53,159	99,098	59,119	**(39,979)**
Reimbursements	0	(191)	0	0	0	0	**0**
Total Appropriation	260,112	134,051	51,047	53,159	99,098	59,119	**(39,979)**
Operating Transfers Out	0	0	0	0	0	11,100	**11,100**
Total Requirements	260,112	134,051	51,047	53,159	99,098	70,219	**(28,879)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	176,288	134,291	51,978	12,336	40,000	5,000	**(35,000)**
Total Revenue	176,288	134,291	51,978	12,336	40,000	5,000	**(35,000)**
Operating Transfers In	0	0	0	45,000	45,000	42,108	**(2,892)**
Total Sources	176,288	134,291	51,978	57,336	85,000	47,108	**(37,892)**
Net Budget	(83,824)	240	931	4,177	(14,098)	(23,111)	**(9,013)**
				Budgeted Staffing	5	4	**(1)**

DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Net Budget	Staffing
Enterprise Funds				
Snack Bars (Fund EMT)	12,342	0	(12,342)	0
Active Outdoors (Fund EME)	57,877	47,108	(10,769)	4
Total Special Revenue Funds	70,219	47,108	(23,111)	4

Snack Bars include requirements of $12,342 that are primarily budgeted as an operating transfer out to close out residual funds within this budget unit. Previously, this budget unit included staffing expenses that funded 1 budgeted position (Public Service Employee) to operate the Boathouse snack bar at Lake Gregory Regional Park, and the related operating expenses that represented the cost of pre-packaged food/snack items sold at the snack bar. During 2012-13, the Department outsourced this function to a Board-approved private contractor, which is consistent with snack bar operations at other regional parks.

Active Outdoors includes staffing expenses of $34,039 which funds 4 budgeted Public Service Employee positions that will operate the Environmental Science Day Camp and other programs such as Junior Fishing Workshop, and Doggie Palooza. Operating expenses of $23,838 will primarily fund services and supplies for use in the Environmental Science Day Camp program, as well as fishing poles, equipment and supplies for the Junior Fishing Workshop. Expenses also include costs of supplies, awards, and printing materials for all programs within Active Outdoors. Sources of $47,108 are anticipated through an Operating Transfer In from the Department's Park Maintenance and Development budget unit in the amount of $42,108, as well as anticipated vendor fees and other participation costs collected for program events associated with the Junior Fishing Workshop and Doggie Palooza in the amount of $5,000.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $28,879 and reflect the discontinuance of the Department-operated snack bar at Lake Gregory Regional Park and reduced operating expenses for the Active Outdoors program. Sources are decreasing by $37,892 which reflects receipts for the Active Outdoors program only.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $34,039 fund 4 budgeted positions which are all limited term positions for the Active Outdoors budget unit. The budget reflects a decrease of 1 Public Service Employee due to the outsourcing of snack bar operations to a private contractor.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Active Outdoors	0	4	4	4	0	0	4
Total	0	4	4	4	0	0	4

Active Outdoors

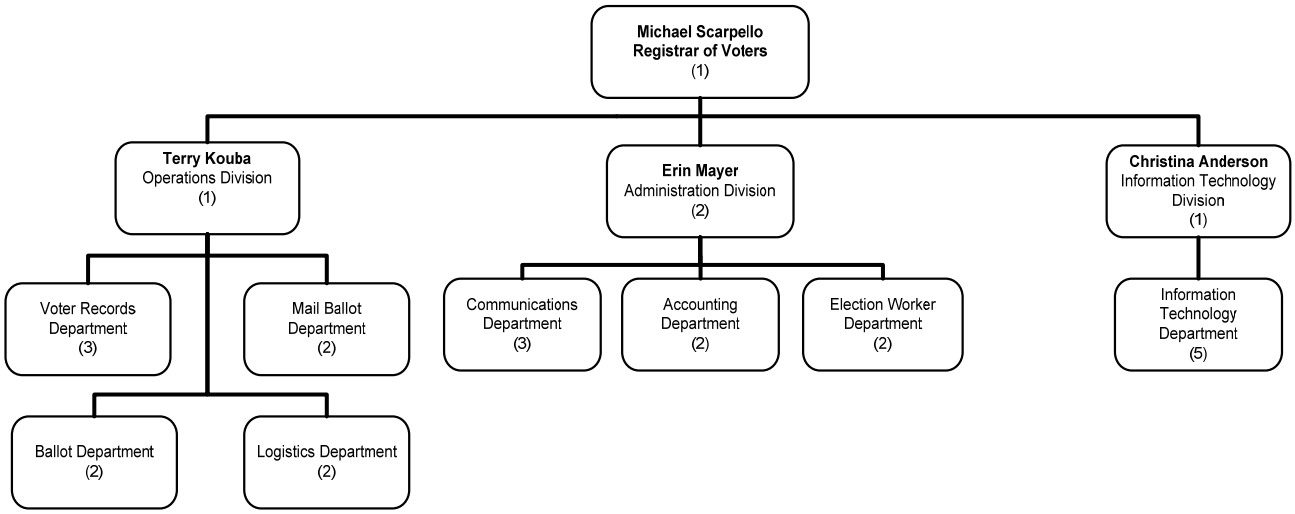
	Classification
4	Public Service Employees
4	Total

REGISTRAR OF VOTERS
Michael Scarpello

DEPARTMENT MISSION STATEMENT

The Registrar of Voters Office upholds the integrity of the electoral process by consistently conducting fair and open elections that are accessible to all and that accurately reflects the intent of the electorate, promotes public confidence, increased voter participation, and strengthens democracy while providing the highest quality of customer service.

ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Conducted the 2012 Presidential Primary and General Elections with no major issues or long lines at the polls.
- Reorganized the Elections Office staffing in order to be more effective.
- Rebuilt the Elections Office website, www.sbcountyelections.com, and implemented a new online polling place look-up tool to better serve the public.
- Redesigned the Voter Information Guide, Sample Ballot, and Official Ballot for better readability and fewer voter errors.
- Added an Early Voting site in the High Desert, added more than 50 mail ballot drop-off sites, and introduced drive-through mail ballot drop-off sites in three locations.
- Re-engineered polling place procedures and ballot counting procedures that allowed the Elections Office to count ballots 40 percent faster in the 2012 Presidential General Election than in the 2008 Presidential General Election.
- Consolidated underutilized polling places from 551 in the 2008 Presidential General Election to 444 for the 2012 Presidential General Election, resulting in cost savings.
- Consolidated the Elections Office computer network with the County's network resulting in considerable savings.
- Obtained a $134,000 grant from the Department of Defense to provide online ballot delivery to our overseas and military voters.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

Objective(s):
- ***Create clear lines of authority and clarify roles, responsibilities and governance of all County departments and programs.***

Department Strategy:
- *Expand the Elections Office Election Deadline, Assignment, and Task Engine (EDATE) system to maximize effectiveness and efficiency of election operations.*
- *Review, revise, and document Elections Office processes and procedures.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of new or modified tasks populated in EDATE (% of cummulative completion).	10%	N/A	40%	60%
Number of processes and procedures reviewed.	N/A	N/A	24	15

COUNTY GOAL: **OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

Objective(s):
- ***Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.***
- ***Implement information management best-practices that would unify technology platforms and move toward a standardized enterprise approach.***

Department Strategy:
- *Expand the availability of voting opportunities by increasing the number of registered permanent mail ballot voters.*
- *Create cost savings by decreasing the number of polling places used in major elections by eliminating under-utilized polling places.*
- *Create cost savings by increasing the number of voters who receive their Voter Information Guide electronically.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of permanent mail ballot voters.	328,552	N/A	385,279	404,543
Percentage of reduction in the number of polling places used in major elections.	(70%)	N/A	(19%)	(5%)
Number of voters who signed up to receive their Voter Information Guide electronically.	N/A	N/A	1,383	2,000

SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Registrar of Voters	8,620,303	2,498,240	6,122,063			26
Total General Fund	8,620,303	2,498,240	6,122,063			26

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Registrar of Voters	5,875,261	6,911,479	7,979,388	10,451,671	8,620,303
Total	**5,875,261**	**6,911,479**	**7,979,388**	**10,451,671**	**8,620,303**

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Registrar of Voters	3,480,505	3,544,044	2,843,000	2,914,734	2,498,240
Total	**3,480,505**	**3,544,044**	**2,843,000**	**2,914,734**	**2,498,240**

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Registrar of Voters	2,394,756	3,367,435	5,136,388	7,536,937	6,122,063
Total	**2,394,756**	**3,367,435**	**5,136,388**	**7,536,937**	**6,122,063**

Registrar of Voters

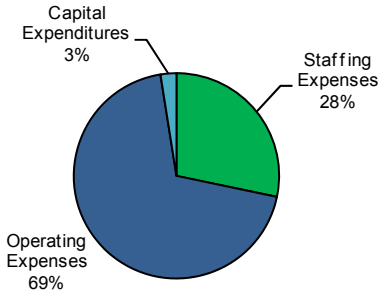
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements	$8,620,303
Total Sources	$2,498,240
Net County Cost	$6,122,063
Total Staff	26
Funded by Net County Cost	71%

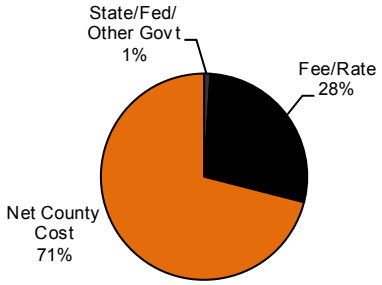
The Elections Office of the Registrar of Voters is responsible for conducting efficient and impartial elections, and to provide the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and Federal and California Election Codes. To support this function, the Department is organized into three divisions and eight sections. The Department's organizational structure has been adjusted to be in alignment with the County's goals of improving County Government operations and operating in a fiscally-responsible and business-like manner.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

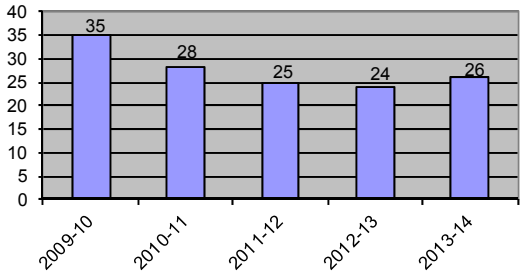


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended
Regular	25	24	24	26
Limited Term	0	0	0	0
Total	25	24	24	26
Staffing Expenses	$2,183,476	$2,216,111	$2,388,911	$2,438,403

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Registrar of Voters
FUND: General

BUDGET UNIT: AAA ROV
FUNCTION: General
ACTIVITY: Elections

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	2,415,530	2,284,039	2,171,716	2,564,016	2,388,911	2,438,403	**49,492**
Operating Expenses	3,459,731	4,230,511	5,644,907	7,866,247	8,009,780	5,966,900	**(2,042,880)**
Capital Expenditures	0	396,516	47,420	20,480	52,980	215,000	**162,020**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	5,875,261	6,911,066	7,864,043	10,450,743	10,451,671	8,620,303	**(1,831,368)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,875,261	6,911,066	7,864,043	10,450,743	10,451,671	8,620,303	**(1,831,368)**
Operating Transfers Out	0	0	9,785	0	0	0	**0**
Total Requirements	5,875,261	6,911,066	7,873,828	10,450,743	10,451,671	8,620,303	**(1,831,368)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	671,798	1,453,232	18,768	145,559	159,000	85,000	**(74,000)**
Fee/Rate	2,616,266	1,928,535	2,666,300	2,992,089	2,725,234	2,401,240	**(323,994)**
Other Revenue	22,248	162,278	145,216	18,688	30,500	12,000	**(18,500)**
Total Revenue	3,310,312	3,544,045	2,830,284	3,156,336	2,914,734	2,498,240	**(416,494)**
Operating Transfers In	275,000	0	0	0	0	0	**0**
Total Sources	3,585,312	3,544,045	2,830,284	3,156,336	2,914,734	2,498,240	**(416,494)**
Net County Cost	2,289,949	3,367,021	5,043,544	7,294,407	7,536,937	6,122,063	**(1,414,874)**
				Budgeted Staffing	24	26	**2**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Requirements of $8.6 million to conduct two minor elections (July 2013 and August 2013) and two major elections (November 2013 and June 2014) includes staffing expenses of $2.4 million for 26 budgeted positions, operating expenses of $6.0 million and capital expenditures of $215,000. Operating expenses primarily consist of services and supplies of $5.5 million for routine operations and election-related expenses (such as temporary labor, ballots, postage, poll workers and other professional services). Operating expenses also include central service charges for Facilities Management and Information Services as well as travel costs. Capital expenditures of $215,000 include the purchase of two high speed ballot counters to supplement aging counters and speed up election results ($75,000 each; $150,000 total) and ballot printing equipment funded by a portion of the Federal Voting Assistance Program Grant ($65,000). Sources of $2.5 million are derived from a variety of sources. These sources include: Secretary of State quarterly postage reimbursement ($20,000), Federal Voting Assistance Program Grant ($65,000); sale of services and products including maps, voter files and certified documents ($12,240); and election services for participation jurisdictions ($2.4 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and related sources will fluctuate based on a 4-year election cycle with the Presidential Election being the most costly of the major elections. The Department is transitioning from a 1 major election (Presidential Election) cycle in 2012-13 to a 2 major election cycle in 2013-14. The 2013-14 budget includes provisions for 2 minor and 2 major elections as follows: July 16, 2013, for the Fontana Unified School District Election (minor); August 27, 2013, for a General District Mail Ballot Election (minor); November 5, 2013, for a Consolidated General Election (major); and June 3, 2014, for a Gubernatorial Primary Election (major). The first three elections are 100% reimbursable; however, the Gubernatorial Primary Election is only 2% reimbursable, which requires significant net county cost financing. In addition, the Department has implemented numerous cost savings measures which has resulted in reduced requirements.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.4 million fund 26 budgeted regular positions. Following the 2012 Presidential Election, the Elections Office analyzed its strengths and weaknesses and re-aligned its organizational structure to increase its effectiveness, lower temporary labor expenses, and to provide appropriate backup for existing employees. In doing so, 4 existing positions (3 – vacant, 1 – filled) were deleted and 6 new positions were added; for an overall net increase of 2 positions. Position deletions include 1 Business Applications Manager position (vacant), a Geographic Information Systems Technician I position (filled), and two Office Assistant III positions (vacant). Position additions include 1 Fiscal Specialist position, 2 Elections Technician positions, 1 Elections Services Assistant position, 1 Applications Specialist position, and 1 Automated Systems Technician position.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration Division	10	0	10	7	1	2	10
Operations Division	10	0	10	8	0	2	10
Information Technology Division	6	0	6	4	0	2	6
Total	26	0	26	19	1	6	26

Administration Division

	Classification
1	Registrar of Voters
1	Chief Deputy Registrar of Voters
1	Executive Secretary II
1	Staff Analyst II
1	Elections Specialist
1	Media Specialist I
2	Elections Technician
1	Office Assistant IV
1	Fiscal Specialist
10	Total

Operations Division

	Classification
1	Chief Deputy Registrar of Voters
4	Elections Technician
2	Elections Services Assistant
1	Office Assistant IV
2	Office Assistant III
10	Total

Information Technology Division

	Classification
1	Business Systems Analyst III
1	Programmer Analyst II
2	Applications Specialist
1	Automated Systems Technician
1	Geographic Info Sys Tech II
6	Total

Fish and Game Commission

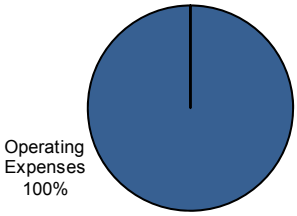
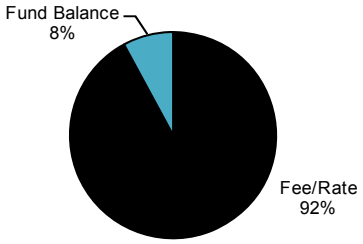
DESCRIPTION OF MAJOR SERVICES

The Fish and Game Commission (Commission) is administered by the Special Districts Department, and its primary function is to act as the liaison between the State Department of Fish and Game, the County Board of Supervisors (Board), and the public. The Commission makes recommendations to the Board on matters pertaining to wildlife in San Bernardino County.

Budget at a Glance	
Total Requirements	$4,633
Total Sources	$4,267
Fund Balance	$366
Use of Fund Balance	$0
Total Staff	0

The Fish and Game Commission budget unit receives funding from fines imposed on hunting, fishing, and environmental infractions and from the sale of hunting maps. These funds are used by the Commission to assist qualified organizations with projects that assist in enhancing wildlife and its propagation in San Bernardino County.

2013-14 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Special Districts
FUND: Fish and Game Commission

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	28,233	10,444	10,718	7,886	12,618	4,633	**(7,985)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	1,367	0	**(1,367)**
Total Exp Authority	28,233	10,444	10,718	7,886	13,985	4,633	**(9,352)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	28,233	10,444	10,718	7,886	13,985	4,633	**(9,352)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	28,233	10,444	10,718	7,886	13,985	4,633	**(9,352)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	6,852	11,118	8,156	4,267	10,000	4,267	**(5,733)**
Other Revenue	0	0	71	0	0	0	**0**
Total Revenue	6,852	11,118	8,227	4,267	10,000	4,267	**(5,733)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	6,852	11,118	8,227	4,267	10,000	4,267	**(5,733)**
Fund Balance					3,985	366	**(3,619)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses of $4,633 include costs for various projects, including administrative costs, as approved by the Commission.

Sources of $4,267 primarily represent fines imposed on hunting, fishing, and environmental infractions and from sales of hunting maps.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $9,352 as a result of decreased operating expenses primarily due to the completion of the wildlife drinking station project in 2012-13.

Contingencies have decreased by $1,367 based on less available fund balance due to the use of fund balance in 2012-13 to fund the installations of the wildlife drinking stations.

Sources are decreasing by $5,733 due to lower expected collection of fines and reduced sales of hunting maps.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

THIS PAGE LEFT INTENTIONALLY BLANK

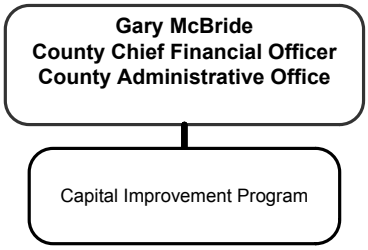
PROJECTS ADMINISTERED BY	Page #	Discretionary General Funding	Other Funding	Total
ARCHITECTURE AND ENGINEERING DEPARTMENT (A&E)	468			
NEW PROJECTS		56,850,000	7,991,194	64,841,194
CARRYOVER BALANCES		93,564,841	31,609,078	125,173,919
TOTAL PROJECTS ADMINISTERED BY (A&E)		150,414,841	39,600,272	190,015,113
DEPT. OF PUBLIC WORKS (DPW) PROJECTS				
TRANSPORTATION	488			
NEW PROJECTS		4,109,813	13,864,968	17,974,781
CARRYOVER BALANCES		7,817,000	55,343,298	63,160,298
TOTAL PROJECTS ADMINISTERED BY DPW-TRANSPORTATION		11,926,813	69,208,266	81,135,079
SOLID WASTE MANAGEMENT	494			
NEW PROJECTS		0	12,034,941	12,034,941
CARRYOVER PROJECTS		0	5,276,506	5,276,506
TOTAL PROJECTS ADMINISTERED BY DPW-SOLID WASTE MANAGEMENT		0	17,311,447	17,311,447
TOTAL PROJECTS DPW		11,926,813	86,519,713	98,446,526
PROJECTS ADMINISTERED BY OTHERS	496			
NEW PROJECTS		0	871,009	871,009
CARRYOVER BALANCES		0	559,940	559,940
TOTAL PROJECTS ADMINISTERED BY OTHERS		0	1,430,949	1,430,949
TOTAL 2013-14 CAPITAL IMPROVEMENT PROJECT BUDGET		**162,341,654**	**127,550,934**	**289,892,588**

CAPITAL IMPROVEMENT PROGRAM
Gary McBride

MISSION STATEMENT

The Capital Improvement Program receives and evaluates capital expenditure requests, recommends priorities for the acquisition or improvement of land, facilities and infrastructure, oversees and monitors major capital projects, and guides growth and change of County facilities and infrastructure by anticipating future needs.

ORGANIZATIONAL CHART



SUMMARY OF BUDGET UNITS

Funding for capital projects is included in the Architecture and Engineering Department (A&E) Capital Improvement Program (CIP) funds, and specific Arrowhead Regional Medical Center (ARMC), Airports, Regional Parks, Transportation, and Solid Waste Management CIP funds.

DESCRIPTION OF MAJOR SERVICES

The Capital Improvement Program (CIP) is an internal planning tool administered by the County Administrative Office (CAO) to provide the Board of Supervisors (Board) with information to assist in the decision-making process for the allocation of limited resources to capital projects. The CIP provides for the acquisition, construction, reconstruction, initial fixtures and equipment, renovation, rehabilitation or replacement of facilities or equipment with a life expectancy of at least five years and capital costs in excess of $5,000. The program:

- Receives and evaluates requests to lease or expand leased space or to vacate, occupy, alter, remodel or construct County-owned space, land, or facilities
- Recommends priorities for capital projects based on criteria in the Capital Budget Policy for government facilities, regional parks, airports, transportation, and solid waste facilities
- Prepares the annual CIP budget, monitors and directs implementation of approved projects through the Architecture and Engineering (A&E), Real Estate Services, Airports, Regional Parks and Public Works departments
- Provides direct oversight for major capital projects
- Develops and implements facility standards and maintains land and building inventories
- Performs long-range planning to:
    - Link department capital and operational budget plans to Countywide strategic plans
    - Conduct physical condition assessments through periodic surveys of facilities to identify major, large-scale projects to repair and rehabilitate County assets
    - Identify opportunities for energy efficiencies, life-cycle increases, and maintenance operating cost reductions
    - Identify future space and infrastructure needs of the County
    - Develop formal estimates of costs and seek adequate project funding, and
    - Identify opportunities for public-private partnerships for the development of County facilities.

BUDGET HISTORY

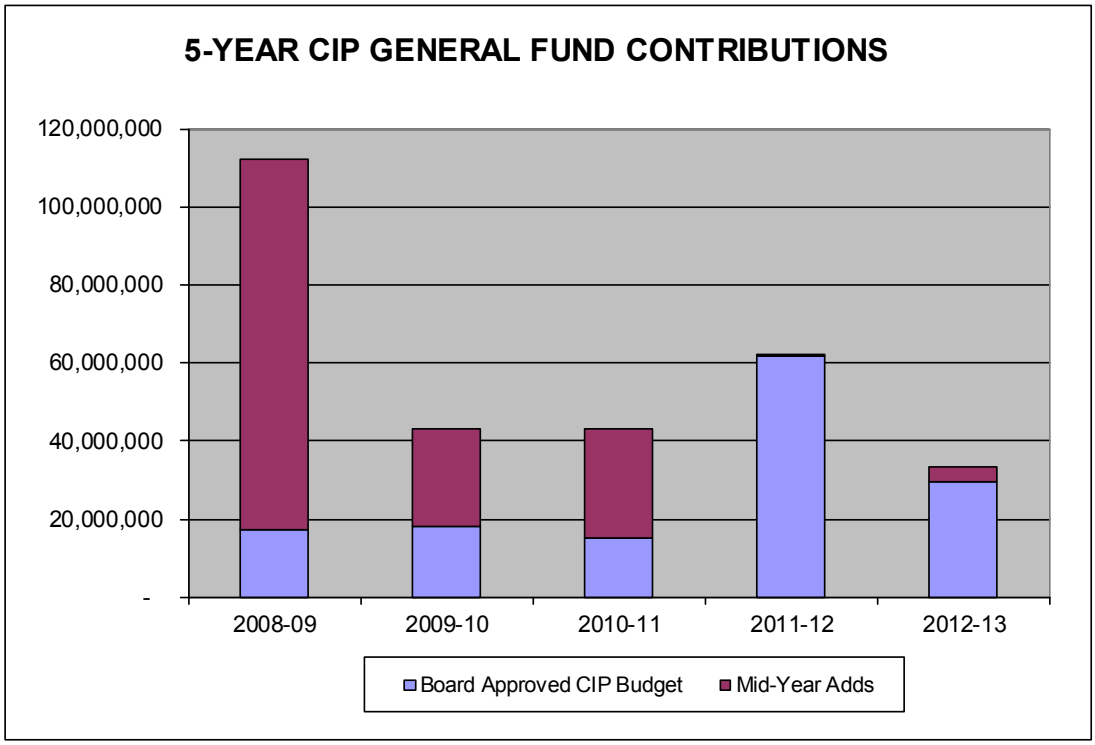
The CIP is funded by a number of sources, including the County general fund and various other funding sources:

- Discretionary General Funding: Funded from County general fund discretionary dollars provided to CIP for general fund projects.
- Other Funding: The underlying funding source is from a general fund department or from a funding source over which the Board has discretion (such as realignment, Fines and Forfeitures, special revenue, or internal service funds such as Risk Management and Fleet Management), or is from a dedicated source for a specified purpose (such as grants, Inmate Welfare Fund, enterprise funds, Courts, Library, fees, dedicated gas and sales tax, and state and federal aid).

The County's CIP includes construction, rehabilitation, and repair projects for numerous facilities and structures. Solid Waste Management and Transportation Division (road) projects are administered by the Department of Public Works (DPW). A&E administers projects for all others, including Arrowhead Regional Medical Center (ARMC), Airports, Regional Parks, general fund departments, and Community Development and Housing (CDH).

CIP funds are budgeted in various capital budget units and expended in various capital asset object codes for County-owned facilities: 4005-Land, 4010-Improvements to Land, 4030-Structures and Improvements to Structures, 4040-Equipment and 5010/5012-Transfers. The CIP budget also includes funding for non-owned facilities: 3305-Contributions to Other Agencies (for various city or community sponsored deferred maintenance/infrastructure capital projects that provide benefits to County residents), and 3310-Contributions to Non-Owned Projects (generally Community Development and Block Grant funded projects also administered by A&E).

The amount of discretionary general funding (net county cost) funding for CIP varies annually based on available one-time funding. The following chart demonstrates the Board's commitment in recent years to address the backlog of deferred maintenance projects for County buildings and infrastructure. General fund contributions to CIP over the past five years total **$293.6 million**. Contributions have averaged approximately $58.7 million per year.



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

On December 20, 2012, County departments were requested to submit CIP requests for discretionary general funding for 2013-14. The CAO received 93 requests from 15 departments with an estimated total project cost of $205.4 million. Departments submitting more than one CIP request prioritized their requests. CIP requests were also submitted by A&E, Facilities Management and Regional Parks for general projects.

The base budget allocation for CIP for 2012-13 was $12.0 million. For 2013-14, the CAO is recommending that the base budget allocation for CIP remain the same. This recommended funding level will allow the County to continue to invest in County building assets at an acceptable level.

2013-14 RECOMMENDED BUDGET

The following are recommended to be funded from the base budget allocation of **$12.0 million** for 2013-14:

- **Deferred Maintenance** **$3.4 million**
  - Minor CIP Program – This program will address minor deferred or unscheduled maintenance projects for County facilities in the total amount of $2,057,210. Projects are identified and implemented as they occur during the year.
  - Regional Parks Improvement Program – This program will address various deferred maintenance or infrastructure improvement projects at Regional Park facilities in the total amount of $1,000,000. Six projects are proposed at Prado, Cucamonga-Guasti, Glen Helen, Yucaipa and Mojave Narrows Regional Parks for 2013-14.

- Exterior Renovation Program - This program will make various improvements to renovate building exteriors in the amount of $282,000. Four projects are currently planned: County Government Center (CGC) in San Bernardino ($100,000) and three projects at the County Museum in Redlands (Association Buildings Exterior Renovation-$50,000, Entry and Patio Deck Resurfacing-$49,500 and Paint and Seal of the Dome-$82,500).
- Joshua Tree Courthouse – This project will replace ceiling tiles in the Joshua Tree Courthouse. The funding sources are discretionary general funding of $60,000 and the Administrative Office of the Courts (AOC) ($62,431) for the Court's share of capital costs.
- Rancho Courthouse – This project will replace sprinkler heads in the Rancho Courthouse. The funding sources are discretionary general funding of $10,000 and the AOC ($31,754) for the Court's share of capital costs.

- **Heating, Ventilation and Air Conditioning (HVAC) $2.8 million**
  - HVAC Program - Eight HVAC projects in the total amount of $2,760,000 are planned for 2013-14: Adelanto Detention Center HVAC ($1,600,000), Countywide Hardware and HVAC Controls Upgrade ($450,000), West Valley Detention Center (WVDC) HVAC Commissioning Implementation-Phase II ($395,000), Twin Peaks Office Building Chiller Replacement ($200,000), Barstow Public Health Building Air Handler ($50,000), CGC HVAC Study ($40,000), and Facilities Management Building HVAC Package Units Replacement ($25,000).

- **Infrastructure $1.5 million**
  - Site Infrastructure Program - Nine projects in the total amount of $1,497,500 will improve site infrastructure: WVDC Perimeter Security Enhancements ($950,000), Redlands Museum Flooding Resolution ($140,000), Gilbert Street Oil Switches Replacement ($215,000), 172 W. 3rd Street Oil Switch Replacements ($48,000), 316 Mt. View Air Switches Replacement ($42,000), Gilbert Street Switchgear Preventive Maintenance ($40,000), 351 Mt. View Oil Switch Replacement ($24,000), 364 Mt. View Oil Switch Replacement ($24,000), and Cucamonga Guasti Regional Park Reclaimed Water final payment ($14,500).

- **Interior Renovations/Remodels $1.2 million**
  - Interior Renovation Program – Eight projects in the total amount of $1,225,000 will renovate interior spaces in County buildings: WVDC Inmate Shower Renovation (3 year funding) (Year 1 - $600,000), District Attorney Remodel of Sheriff Court Services Space in the Victorville Courthouse ($220,000), Countywide Conference Room Upgrades ($150,000), CGC Land Use Services Wall ($80,000) and Break Room ($40,000), Redlands Museum 2nd Floor Flooring Replacement ($66,000) and Mammal Hall Flooring Replacement ($44,000), and Glen Helen Rehabilitation Center (GHRC) Work Release Offices Carpet Replacement ($25,000).

- **Building System Improvements $1.0 million**
  - Elevator Modernization Program – One project in the total amount of $450,000 will modernize two elevators at 268 Hospitality Lane in San Bernardino.
  - Boiler Replacement Program – Three projects in the total amount of $350,000 will replace boilers at 316 Mt. View ($120,000), 268 Hospitality Lane ($120,000), and Regional Youth Education Facility (RYEF) ($110,000).
  - Big Bear Courthouse Elevator Modernization – This project will modernize the elevator in the Big Bear Courthouse. The funding sources are discretional general funding of $118,290 and the AOC ($31,710) for the Court's share of capital costs.
  - Generator Replacements Program – One project in the total amount of $60,000 will remove the generator and install temporary connections for the RYEF on Gilbert Street in San Bernardino.

- **Roofing $0.9 million**
  - Roofing Repairs/Replacement Program – Four projects in the total amount of $940,000 are proposed for 2013-14: Adelanto Detention Center Roofing Replacement ($340,000), Sheriff GHRC Facilities Roof ($270,000), Probation Day Reporting Center Roof ($220,000), and Barstow Probation Roofing Replacement ($110,000).

- **Paving** **$0.9 million**
  - Pavement Management Program - Three paving projects in the total amount of $820,000 are planned to be funded from the Pavement Management Program for 2013-14: General Services Building (GSB) Patch and Slurry Seal ($360,000), CGC Complex Paving Rehabilitation ($240,000), and Facilities Management Parking Lot and Driveway Rehabilitation ($220,000).
  - Joshua Tree Courthouse – This project in the total amount of $240,000 will rehabilitate the parking lot at the Joshua Tree Courthouse. The funding source is discretionary general funding of $120,000 and the AOC ($120,000) for the Court's share of capital costs.

- **Health/Safety/Americans with Disabilities Act (ADA)** **$0.3 million**
  - Fire/Life Safety Program – One project in the total amount of $250,000 is proposed for 2013-14 to upgrade the fire alarm system at 268 Hospitality Lane in San Bernardino.

The 2013-14 recommended new projects will extend the useful life of facilities, remove potential hazards and reduce liability, and decrease operating expenses in some cases.

In addition to the base budget above of $12.0 million funded from ongoing discretionary general funding, additional ongoing discretionary general funding of $20.0 million for the 800 Megahertz (MHz) Upgrade Project and additional one-time discretionary general funding of $24.8 million is proposed for the following projects:

- **Construction** **$44.8 million**
  - 800 MHz Upgrade Project – This project will begin to address the upgrade of the aging 800 MHz digital radio system. The Board previously approved redirecting an annual allocation from the Future Space Needs Reserve to fund this project. The total estimated project cost is $175.0 million with a project duration in excess of seven years. $24.0 million was funded in 2010-11, $20.0 million in 2011-12, and $20.0 million is proposed for funding in 2013-14.

  - Sheriff's Crime Lab – In 2012-13, the Board approved $1.3 million for design to expand and remodel the existing Sheriff's Crime Lab located at 200 S. Lena Road in San Bernardino. The total estimated project cost is $17.0 million to expand the existing facility approximately 20,000 square feet. $15.7 million is proposed for funding in 2013-14 for the estimated cost of construction for this project.

  - Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport – This project will relocate the Sheriff's Aviation Division from Rialto Airport located at 1776 Miro Way to San Bernardino International Airport (SBIA) and will consolidate space currently leased at SBIA into a new facility. The County will construct approximately 55,000 square feet of maintenance and hangar space and approximately 10,000 square feet of office space on approximately 8 acres of land at SBIA. The total estimated cost is $9.6 million and will be funded with $4.1 million from the City of Rialto for relocation, $1.0 million from the Sheriff's Asset Seizure Fund, and $4.5 million from one-time discretionary general funding. It is anticipated the County will enter into a 25-year lease with six, five-year options to extend the term with SBIA for the land at an estimated annual cost of $62,000 increasing 3% every five years. The estimated operating expenses are $170,800 annually for a total ongoing cost of $242,800. This cost will be offset from savings of existing lease cost in other buildings leased by the Sheriff.

  - County Buildings Acquisition and Retrofit Project – Funding of $4.5 million is proposed to be added to the County Buildings Acquisition and Retrofit Project to acquire existing office space near the Victorville Courthouse to locate general funded departments currently in leased space. This budget will acquire and remodel space for the District Attorney and Public Defender.

  - Sheriff's Resident Deputy Housing Improvements – This project will make various improvements in the total amount of $150,000 to the Resident Deputy Housing at various locations throughout the County. Improvements will include carpet, paint, plumbing, electrical, roofing and heating, ventilation and air conditioning upgrades as required to address deferred maintenance at remote sites.

In addition to the discretionary general funding projects identified above in the total amount of **$56.8 million,** other new projects will be funded from other sources in the total amount of **$8.0 million** including department funded projects, and projects at the Arrowhead Regional Medical Center (ARMC) and County Airports for a total of **$64.8 million** in new projects administered by A&E. The Department of Public Works (DPW) will administer various Transportation new projects in the amount of **$18.0 million** funded with $4.1 million in discretionary general funding and $13.9 million funded by various other sources, and Solid Waste Management new projects in the amount of **$12.0 million** utilizing other funding sources. In addition, various departments will manage smaller CIP projects with total departmental funding of **$0.9 million** with oversight and inspection provided by A&E as needed. In 2013-14, the total budget for new CIP projects is **$95.7 million.**

The following chart demonstrates the allocation of funding sources for all new projects recommended in CIP for 2013-14:

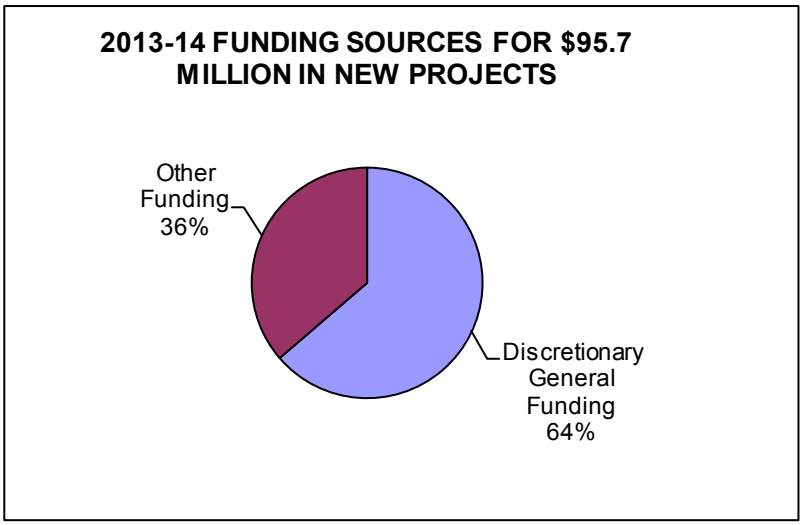


Table 1 provides a summary of all new CIP projects for 2013-14.

Table 1

SUMMARY OF 2013-14 NEW CIP PROJECTS	Discretionary General Funding	Other Funding	Total New Projects
NEW PROJECTS ADMINISTERED BY A&E:			
A&E Capital Fund (Fund CJP)	56,850,000	7,276,341	64,126,341
ARMC Capital Fund (Fund CJE)	-	714,853	714,853
Total New Projects Administered by A&E	**56,850,000**	**7,991,194**	**64,841,194**
NEW PROJECTS ADMINISTERED BY DPW:			
Transportation New Projects (Various Funds)	4,109,813	13,864,968	17,974,781
Solid Waste Management New Projects (Various Funds)	-	12,034,941	12,034,941
Total New Projects Administered by DPW	**4,109,813**	**25,899,909**	**30,009,722**
NEW PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:			
Various Departments (Various Funds)	**-**	**871,009**	**871,009**
TOTAL NEW CIP PROJECTS	**60,959,813**	**34,762,112**	**95,721,925**

REVIEW OF CARRYOVER PROJECTS

Large capital projects often span more than one fiscal year and project balances are carried over annually until project completion. Carryover projects administered by A&E have projected carryover balances of approximately $125.2 million. Carryover projects administered by Department of Public Works have carryover balances of $68.4 million. Table 2 provides a summary of all Carryover Projects.

Table 2

SUMMARY OF 2013-14 CARRYOVER BALANCES			
	Discretionary General Funding	Other Funding	Carryover Balance
CARRYOVER PROJECTS ADMINISTERED BY A&E:			
A&E Capital Fund (Fund CJP)	92,226,583	16,555,586	108,782,169
A&E Capital Fund (Fund CJV)	1,338,258	12,165,750	13,504,008
ARMC Capital Funds (Fund CJE)	-	2,887,742	2,887,742
Total A&E Carryover Projects	**93,564,841**	**31,609,078**	**125,173,919**
CARRYOVER PROJECTS ADMINISTERED BY DPW:			
Transportation Carryover Projects (Various Funds)	7,817,000	55,343,298	63,160,298
Solid Waste Mgmt Carryover Projects (Various Funds)	-	5,276,506	5,276,506
Total DPW Carryover Projects	**7,817,000**	**60,619,804**	**68,436,804**
TOTAL CARRYOVER PROJECTS	**101,381,841**	**92,228,882**	**193,610,723**

Following is a status of the large carryover construction projects administered by A&E:

Project	Total Project Cost	Carryover Balance
800 MHz Upgrade Project As part of the adoption of the CIP budget for 2011-12, the Board approved redirecting the ongoing set aside for Future Space Needs to fund an 800 MHz digital radio system upgrade for public safety. The total estimated project cost is $175.0 million. $44.0 million has been funded to date and an additional $20.0 million is proposed for new funding in 2013-14. During 2012-13, $4.75 million of the $44.0 million was redirected to the High Desert Government Center (HDGC) Public Safety Operations Center (PSOC) project for infrastructure to support the 800 MHz upgrade and a consultant contract was issued in the amount of $250,000 to Motorola to assist in the planning and implementation of the system upgrade. The scope of the project will include acquisition/lease of microwave sites, tower construction and upgrades, and equipment. The assessment by Motorola is expected to be completed by August 2013. Other actions will be presented to the Board for implementation of the project in 2013-14.	**$175.0 million**	**$39.0 million**

Project	Total Project Cost	Carryover Balance
Adelanto Detention Center Expansion In December 2010, the Board approved the project budget of $120.0 million and awarded a construction contract for the 1,368 bed expansion of the Adelanto Detention Center located in Adelanto. On February 26, 2013, (Item No. 11), the Board approved an increase in the project budget of $6.0 million. In addition, the Sheriff anticipates transition planning costs of $1.5 million bringing the total project cost to $127.5 million. The project is funded with a combination of a grant from the State of California under the Public Safety and Offender Rehabilitation Services Act of 2007 (AB900) and by the County from the Future Space Needs Reserve. The current estimate of the State's share of the project cost is $88.0 million. The County's total share of the projected cost is $39.5 million. Construction commenced in January 2011 and is estimated to be completed December 2013. Estimated annual staffing costs and operating costs are $37.5 million when fully operational. It is anticipated the full operation of this facility will be phased in over a period of time depending on availability of funding and will be included within the Sheriff Department's budget allocation.	**$127.5 million**	**$11.0 million**
County buildings Acquisition and Retrofit Project As part of the adoption of the CIP budget for 2011-12, the Board allocated one-time discretionary general funding of $30.0 million to acquire and complete tenant improvements to existing buildings and to complete the seismic retrofit and modernization of certain existing buildings in San Bernardino. Additional funding of $10.0 million was added in 2012-13 to meet the anticipated need to acquire additional square footage and to include furniture, fixtures and equipment in the budget which were previously planned to be funded by department occupants. Approximately $1.7 million was also transferred from existing CIP projects into the County Buildings Acquisition and Retrofit Project bringing the total to $41.7 million funded to date. The 2013-14 recommended budget includes the addition of $4.5 million to acquire additional office space near the Victorville Courthouse to locate general funded departments currently in leased space. The estimated total cost of the project is $49.8 million for San Bernardino and $4.5 million for Victorville for a total of $54.3 million. The amount that is not currently funded is approximately $8.1 million. It is anticipated that $4.1 million will be funded from the annual base allocation for the CIP over the next three to four years (the project duration in San Bernardino) and $4.0 million has been set-aside in the County's general fund contingencies. Activities during 2012-13 included the acquisition of a 106,000 square foot existing office building and 4.3 acres of land for additional parking at 268 W. Hospitality Lane in San Bernardino. Space programs and restacking plans were also completed for 13 departments in approximately 500,000 square feet of existing space, and planning for County Government Center campus improvements, building exteriors and seismic retrofits, and parking studies are currently underway. Additional acquisition of space is under consideration for the project in 2013-14. The estimated operations and maintenance cost for approximately 150,000 square feet of additional space is $1,080,000 annually. *Budgets of $41,525,018 were distributed to individual building remodel projects. Current carryover balances for those building projects are $33,330,781.	**$54.3 million**	**$4.65 million***

A summary of new projects and previously approved CIP projects still in progress is provided in:

- Exhibit A – 2013-14 Capital Improvement Program Projects Administered by Architecture and Engineering Department
- Exhibit B – 2013-14 Capital Improvement Program Projects Administered by Department of Public Works-Transportation
- Exhibit C – 2013-14 Capital Improvement Program Projects Administered by Department of Public Works-Solid Waste Management
- Exhibit D – 2013-14 Capital Improvement Program Projects Administered by Other Departments

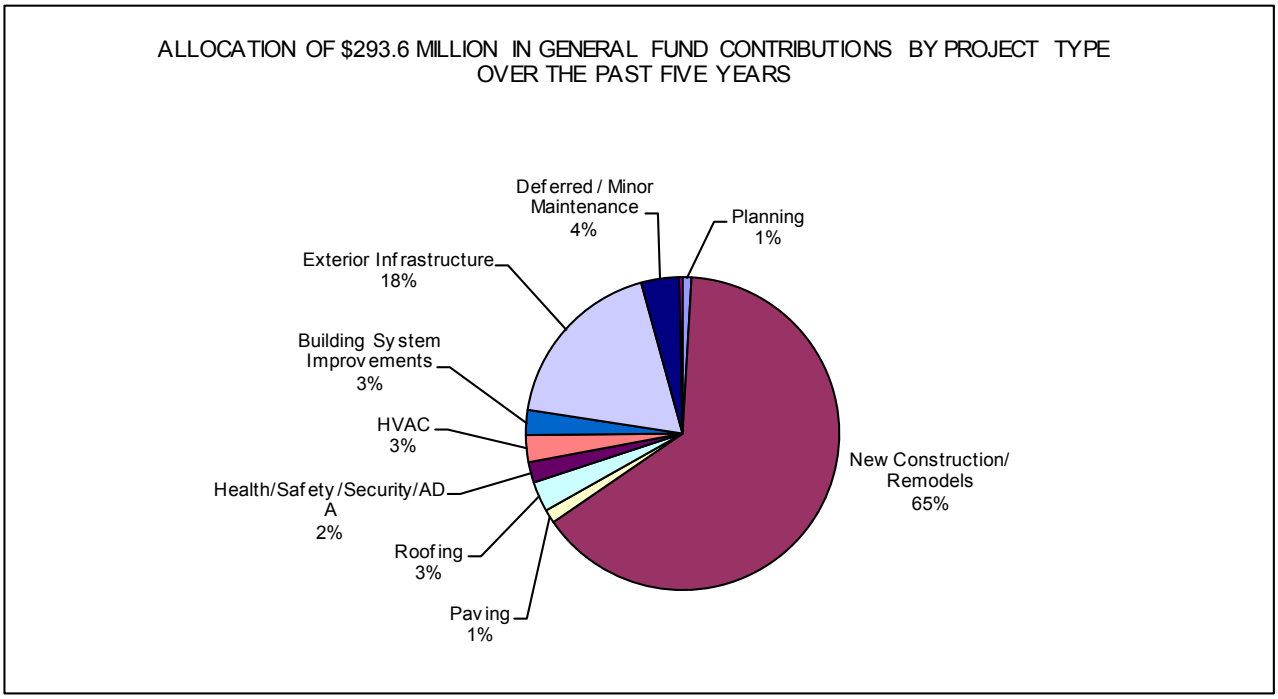
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN

The Five-Year CIP is reviewed annually and revised based on current circumstances and opportunities and considers historic requirements and expenditures for capital projects. While the Five-Year CIP does not appropriate funds, it does serve as a budgeting tool to set priorities, identify needed capital projects, estimate capital requirements, and coordinate financing and timing. It identifies projects for annual funding, focuses resources in program areas, and supports the County Goals and Objectives. It also identifies project impacts on future operating budgets, including additional staffing, maintenance, and other recurring operational expenditures that require ongoing funding and must be considered in the planning and approval of new projects.

The current general fund annual allocation for CIP projects is $12.0 million and the focus is on maintenance. That funding has been programmed over the next five years and is summarized on Exhibit E – 2013-14 through 2017-18 Five-Year Capital Improvement Program and includes capital expenditures of $60.0 million.

THE LAST FIVE YEARS

Over the past five years, the Board of Supervisors has allocated $293.6 million in general fund contributions for the CIP. The following chart indicates how those resources have been allocated by project type:



CIP NEEDS ADDRESSED IN THIS PROGRAM

The Five-Year CIP addresses the following needs:

- **Departmental Requirements**
  - Carpet/paint
  - Minor remodels
  - Restroom upgrades/ADA improvements

- **Building Systems**
  - Backlog of deferred maintenance
  - Moving towards emphasis on Preventative Maintenance
  - Emphasis on energy efficiency projects

- **Building Exterior/Interior Renovations**

- **Site Infrastructure**
  - Landscaping, irrigation and lighting
  - Increases parking and provides pavement management

- **New Projects**
  - Allocates from $0.8 to $3.2 million per year to unprogrammed new projects

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
1	Adelanto-9428 Commerce Way	Architecture and Engineering (A&E)	Adelanto Detention Center (ADC) Roof Replacement	12-067	CJP	2X00
2	Adelanto-9428 Commerce Way	A&E	Adelanto Detention Center Heating, Ventilation and Air Conditioning (HVAC) project	12-093	CJP	2X60
3	Adelanto-9428 Commerce Way	Sheriff/ Coroner	Adelanto Detention Center Jail Expansion funded by General Fund and AB900 state grant	07-305	CJV	7700
4	Angeles Oaks-5766 Frontage Rd.	County Fire	Angeles Oaks Fire Station	09-007	CJP	9Y15
5	Apple Valley-14901 Dale Evans Pkwy	A&E	Apple Valley Library Paint and Carpet	13-108	CJP	3X53
6	Apple Valley-21101 Dale Evans Pkwy	Probation	High Desert Juvenile Detention and Assessment Center (HDJDAC) Outdoor Visitor Enclosure funded with Excess Prop 172 funds	13-212	CJP	3P10
7	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Employee Parking Expansion	13-214	CJP	3P15
8	Apple Valley-21101 Dale Evans Pkwy	A&E	HDJDAC Secondary Water Source funded by General Fund and State Department of Corrections and Rehabilitation (CDCR)	NA	CJP	7705
9	Apple Valley-21101 Dale Evans Pkwy	A&E	HDJDAC Facility Sewer Reimbursement funded from utility	On-going	CJP	AVWD
10	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Card Access System funded by Probation Department budget	11-185	CJP	1P04
11	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport T-Hangar Improvement funded by County Service Area 60 (CSA 60) CIP Fund RAI	14-002	CJP	4J05
12	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport Fuel Facility Replacement funded by CSA60	12-194	CJP	2J05
13	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport Electrical Service Separation for Law Enforcement Hangar funded by CSA60	13-143	CJP	3J05
14	Baker-56778 Park Rd.	Sheriff/ Coroner	Baker Sheriff's Residences funded by general fund and State Asset Forfeiture funding	11-101 11-102	CJP	1Z10
15	Barstow-200 E. Buena Vista	Sheriff/ Coroner	Barstow Sheriff Search and Rescue Evaporative Cooler	NA	CJP	017A
16	Barstow-225 E. Mtn. View	A&E	Barstow Jail Air Handler Unit Replacement Project	11-212	CJP	1W05
17	Barstow-235 E. Mtn. View	A&E	Barstow Courthouse Americans with Disabilities Act (ADA) Site Improvements funded by Community Development Block Grant (CDBG) funding	NA	CJP	2A01
18	Barstow-235 E. Mtn. View	A&E	Barstow Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A11
19	Barstow-235 E. Mtn. View	A&E	Barstow Courthouse Upper Parking Lot Rehab funded $210,000 by the general fund and $20,000 by the AOC	13-114	CJP	3X10
20	Barstow-301 E. Mtn. View	Assessor-Recorder-County Clerk	Barstow Assessor Office Remodel funded from the department budget	13-002	CJP	3K40
21	Barstow-304 E. Buena Vista	A&E	Barstow Library Pavement Rehab	13-105	CJP	3X46
22	Barstow-304 E. Buena Vista	County Library	Barstow Library ADA Access Improvements	NA	CJP	3X68
23	Big Bear-41930 Garstin Dr.	A&E	Big Bear Library Roof Replacement	13-104	CJP	3X42
24	Big Bear-42090 N. Shore Dr.	Public Works-Transportation	Big Bear Yard Parking Lot Paving Project funded by Gas Tax	13-079	CJP	3K32
25	Big Bear-477 Summit Blvd.	Assessor-Recorder-County Clerk	Big Bear Assessor Paint and Carpet funded $45,000 by department budget and $10,000 by the general fund	13-003	CJP	3X25
26	Big Bear-477 Summit Blvd.	A&E	Big Bear Courthouse ADA Site Improvements funded by CDBG	NA	CJP	2A03
27	Big Bear-477 Summit Blvd.	A&E	Big Bear Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A04
28	Big Bear-477 Summit Blvd.	A&$	Big Bear Courthouse Elevator Modernization (1)-Funded Court Share 21.14% ($31,710), County Share 78.86% ($118,290)	14-093	CJP	4X01
29	Blue Jay-26830 Hwy 189	Public Works-Transportation	Blue Jay Yard Roofing funded by Gas Tax	14-057	CJP	4K01
30	Chino-13260 Central Ave.	A&E	Chino Courthouse ADA Site Improvements funded by CDBG	NA	CJP	2A05
31	Chino-13260 Central Ave.	A&E	Chino Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A12

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances	2013-14 Recommended Requirements	Proj.
500,000			-	434,135		434,135	434,135	1
735,000			-	672,475		672,475	672,475	2
127,451,910			-		11,031,768	11,031,768	11,031,768	3
2,275,000			-		281,017	281,017	281,017	4
145,000			-	144,072		144,072	144,072	5
240,000			-		240,000	240,000	240,000	6
300,000			-		300,000	300,000	300,000	7
1,400,000			-	1,063,560	336,440	1,400,000	1,400,000	8
91,317			-		91,317	91,317	91,317	9
250,003			-		212,048	212,048	212,048	10
250,000		250,000	250,000			-	250,000	11
3,360,000			-		610,289	610,289	610,289	12
75,000			-	75,000		75,000	75,000	13
400,000			-	5,946		5,946	5,946	14
50,000			-	50,000		50,000	50,000	15
243,000			-	6,620		6,620	6,620	16
198,000			-		101,152	101,152	101,152	17
84,000			-		744	744	744	18
230,000			-	3,674		3,674	3,674	19
8,000			-		4,701	4,701	4,701	20
120,000			-	105,802		105,802	105,802	21
30,000			-	30,000		30,000	30,000	22
200,000			-	200,000		200,000	200,000	23
96,000			-		96,000	96,000	96,000	24
55,000			-		10,484	10,484	10,484	25
75,000			-		1,185	1,185	1,185	26
183,000			-		1,515	1,515	1,515	27
150,000	118,290	31,710	150,000			-	150,000	28
50,000		50,000	50,000			-	50,000	29
73,000			-		8,590	8,590	8,590	30
55,000			-		1,125	1,125	1,125	31

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
32	Chino-16700 S. Euclid Ave.	Regional Parks	Prado Regional Park Electrical Upgrades	13-132	CJP	3R01
33	Chino-16700 E. Euclid Ave.	Airports	Chino Airport Groundwater Assessment Phase III funded by the general fund and Airports Capital Improvement Fund (RAA APT)	10-160	CJP	2J04
34	Chino-7000 E. Merrill Ave.	Airports	Chino Airport Retention and Storm Water Conveyance Phase II funded by the department budget	09-170	CJP	2J03
35	Chino-7000 E. Merrill Ave.	Airports	Chino Airport Runway Safety - Fire Suppression Removal funded 10% CIP fund RAA and 90% Federal Aviation Administration (FAA) funds	14-009	CJP	4J10
36	Colton-400 N. Pepper Ave.	Arrowhead Regional Medical Center (ARMC)	IV Room Retrofit funded by ARMC Enterprise Capital Funds	11-120	CJE	1G05
37	Colton-400 N. Pepper Ave.	ARMC	Angio/Cath Lab Suite funded by ARMC Enterprise Capital Funds	11-181	CJE	1G20
38	Colton-400 N. Pepper Ave.	ARMC	Medical Imaging Floor Room 2 - CT Unit funded by ARMC Enterprise Capital Funds	12-046	CJE	2G03
39	Colton-400 N. Pepper Ave.	ARMC	Medical Imaging Floor Room 2 - GE Unit funded from ARMC Enterprise Capital Funds	12-080	CJE	2G12
40	Colton-400 N. Pepper Ave.	ARMC	Cath Lab Suite Replacement funded from ARMC Enterprise Capital Funds	12-116	CJE	2G15
41	Colton-400 N. Pepper Ave.	ARMC	Patient Lifts Project funded from ARMC Enterprise Capital Funds	13-048	CJE	3G05
42	Colton-400 N. Pepper Ave.	ARMC	Centralized Electronic Surveillance for BH funded from ARMC Enterprise Capital Funds	13-049	CJE	3G10
43	Colton-400 N. Pepper Ave.	ARMC	Behavioral Health Security Fencing funded from ARMC Enterprise Capital Funds	13-050	CJE	3G15
44	Colton-400 N. Pepper Ave.	ARMC	Ambulance Bay Parking Alterations funded from ARMC Enterprise Capital Funds	13-052	CJE	3G25
45	Colton-400 N. Pepper Ave.	ARMC	Conversion to Hot/Cold Fresh Food Tray Line funded from ARMC Enterprise Capital Funds	13-056	CJE	3G45
46	Colton-400 N. Pepper Ave.	ARMC	HIM Reception Remodel funded by ARMC Enterprise Capital Funds	13-232	CJE	3G50
47	Colton-400 N. Pepper Ave.	ARMC	HIM Coding Remodel funded by ARMC Enterprise Capital Funds	13-233	CJE	3G55
48	Colton-400 N. Pepper Ave.	ARMC	Data Center Cooling and Electrical Upgrade funded by ARMC Enterprise Capital Funds	13-237	CJE	3G60
49	Colton-400 N. Pepper Ave.	ARMC	Fetal Monitors Replacement (30 units). The total cost is $570,179. ARMC will budget the equipment portion of the project in the amount of $540,179. This budget is for the construction portion of the project and is funded by ARMC Enterprise Capital Funds.	14-048	CJE	4G05
50	Colton-400 N. Pepper Ave.	ARMC	Ceiling Mounted Patient Lift Install. Total project cost is $375,000 for 2013-14. ARMC will budget the equipment portion of the project in the amount of $150,000. This budget is the construction portion and is funded by ARMC Enterprise Capital Funds.	14-052	CJE	4G25
51	Colton-400 N. Pepper Ave.	ARMC	Parking Lot Upgrade for Americans with Disabilities Act (ADA) Improvements funded by ARMC Enterprise Capital Funds	14-055	CJE	4G40
52	Countywide-Various	Information Services Department (ISD)	800 MHz Replacement Project	Various	CJP	2V03
53	Countywide-Various	Public Health	Public Health Clinic Design Oversight Project funded from department budget	13-129	CJP	3U05
54	Countywide-Various	A&E	Countywide HVAC Control System Upgrade	13-100	CJP	3X20
55	Countywide-Various	Sheriff/ Coroner	Resident Deputy Housing Improvements	14-098	CJP	4X06
56	Countywide-Various	A&E	ADA Program	Program	CJP	ADA
57	Countywide-Various	A&E	ADA Management	Program	CJP	ADAM

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances	2013-14 Recommended Requirements	Proj.
250,000			-	50,043		50,043	50,043	32
352,552			-	102,479		102,479	102,479	33
332,570			-		332,570	332,570	332,570	34
1,000,000		1,000,000	1,000,000			-	1,000,000	35
262,000			-		84,005	84,005	84,005	36
444,144			-		105,829	105,829	105,829	37
2,043,625			-		65,639	65,639	65,639	38
407,622			-		44,398	44,398	44,398	39
1,688,451			-		372,643	372,643	372,643	40
400,000			-		400,000	400,000	400,000	41
685,419			-		685,419	685,419	685,419	42
121,300			-		121,491	121,491	121,491	43
73,500			-		73,500	73,500	73,500	44
213,718			-		213,718	213,718	213,718	45
50,000			-		50,000	50,000	50,000	46
80,000			-		80,000	80,000	80,000	47
591,100			-		591,100	591,100	591,100	48
570,179		30,000	30,000			-	30,000	49
375,000		225,000	225,000			-	225,000	50
459,853		459,853	459,853			-	459,853	51
175,000,000	20,000,000		20,000,000	39,000,000		39,000,000	59,000,000	52
80,000			-		6,198	6,198	6,198	53
250,000			-	40,976		40,976	40,976	54
150,000	150,000		150,000			-	150,000	55
NA			-	428,494		428,494	428,494	56
13,974			-	13,544		13,544	13,544	57

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
58	Countywide-Various	A&E	Countywide Boiler Replacements Program-New Projects: -Regional Youth Educational Facility (RYEF) Boiler-$110,000 -316 Mountain View Boiler-$120,000 -268 Hospitality Boiler-$120,000	12-054	CJP	BOIL
59	Countywide-Various	A&E	Minor CIP Administration	Program	CJP	CIPA
60	Countywide-Various	A&E	Capital Improvement Program Residual	Program	CJP	CJPR
61	Countywide-Various	A&E	Court Buildings Capital Projects Program	12-083	CJP	CRTB
62	Countywide-Various	A&E	Elevator Modernization Program-New Projects: -268 Hospitality Elevator Modernization (2)-$450,000	14-083	CJP	ELEV
63	Countywide-Various	A&E	Energy Projects Program (Rebates)	Program	CJP	ENGR
64	Countywide-Various	A&E	Energy Efficiency Projects, General Fund	Program	CJP	ENGX
65	Countywide-Various	A&E	Countywide Exterior Renovation Program-New Projects: -County Government Center (CGC) Exterior Renovation-$100,000 -Redlands Museum Association Buildings Exterior Renovation-$50,000 -Redlands Museum Entry and Patio Deck Resurfacing-$49,500 (CIP #14-069) -Redlands Museum Paint and Seal Dome-$82,500 (CIP #14-070)	Program	CJP	EXTR
66	Countywide-Various	A&E	Countywide Generator Replacements Program-New Projects: -RYEF Generator Removal/Temporary Connections-$60,000	Program	CJP	GENR
67	Countywide-Various	A&E	HVAC Upgrades/Maintenance/Replacement Program-New Projects: -Countywide Hardware and HVAC Controls Upgrade-$450,000 -CGC HVAC Study-$40,000 -WVDC HVAC Commissioning Implementation-Phase II-$395,000 -FM HVAC Package Units (2)-$25,000 -Barstow Public Health Air Handler-$50,000 -Twin Peaks Chiller-$200,000 -Adelanto Detention Center HVAC-$1,600,000	14-079	CJP	HVAC
68	Countywide-Various	A&E	Countywide Interior Renovation Program-New Projects: -Glen Helen Rehabilitation Center (GHRC) Work Release Offices Carpet Replacement-$25,000 -West Valley Detention Center (WVDC) Inmate Shower Renovation (3 Year Funding)-$600,000 -Countywide Conference Room Upgrade-$150,000 -CGC Land Use Services Wall-$80,000 (CIP #14-024) -CGC Land Use Services Break room-$40,000 (CIP #14-025) -District Attorney into Victorville Sheriff's Court Services space-$220,000 (CIP #14-064) -Redlands Museum 2nd Floor Flooring Replacement-$66,000 (CIP #14-067) -Redlands Museum Mammal Hall Flooring Replacement-$44,000 (CIP #14-068)	Program	CJP	INTR
69	Countywide-Various	A&E	Minor CIP Projects	Program	CJP	MCIP

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances	2013-14 Recommended Requirements	Proj.
NA	350,000		350,000	77,198		77,198	427,198	58
NA			-	22,414		22,414	22,414	59
NA			-	728,795		728,795	728,795	60
200,000			-	200,000		200,000	200,000	61
NA	450,000		450,000			-	450,000	62
NA			-	304,889		304,889	304,889	63
NA			-	259,427		259,427	259,427	64
NA	282,000		282,000	22,442		22,442	304,442	65
NA	60,000		60,000	142,832		142,832	202,832	66
NA	2,760,000		2,760,000			-	2,760,000	67
NA	1,225,000		1,225,000	13,484		13,484	1,238,484	68
NA	2,057,210		2,057,210	794,884		794,884	2,852,094	69

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
70	Countywide-Various	A&E	Countywide Pavement Program-New Projects: -Facilities Management Parking Lot and Driveway Rehab-$220,000 -General Services Building (GSB) Patch and Slurry-$360,000 -CGC Complex Paving Rehab-$240,000	Program	CJP	PAVE
71	Countywide-Various	Regional Parks	Regional Parks Improvement Program-New Projects: -Prado Regional Park Electrical Upgrade-$150,000 -GHRP Sewer Main Extension-$250,000 -Mojave Narrows Water Service Improvements-$150,000 -Yucaipa Regional Park Restroom Rehab.-$100,000 -GHRP Island Bridge Replacement-$150,000 -Cucamonga-Guasti Electrical Service.-$200,000	Program 14-073 14-074 14-075 14-076 14-077 14-073	CJP	REGP
72	Countywide-Various	A&E	Roofing Repair/Replacement Program-New Projects: -Probation Day Reporting Center Roof-$220,000 -Sheriff GHRC Facilities Roof-$270,000 -Adelanto Detention Center Roofing Replacement-$340,000 -Barstow Probation Roofing Replacement-$110,000 (CIP #14-015)	14-084	CJP	ROOF
73	Countywide-Various	A&E	Fire/Life Safety Program-New Project: -268 Hospitality Fire Alarm Upgrade	14-089	CJP	SAFE
74	Countywide-Various	A&E	Site Infrastructure Program-New Projects: -172 W. 3rd Replace Oil Switches (2)-$48,000 -Gilbert Street Replace Oil Switches (9)-$215,000 -351 Mt. View Replace Oil Switch-$24,000 -364 Mt. View Replace Oil Switch-$24,000 -316 Mt. View Air Switches (2)-$42,000 -Redlands Museum Flooding-$140,000 -Cucamonga Guasti Regional Park Reclaimed Water-$14,500 -Gilbert Street Preventive Maintenance on Switchgear-$40,000 -WVDC Perimeter Security Enhancement-$950,000 (CIP #14-017)	14-088	CJP	SITE
75	Crestline-24171 Lake Dr.	Regional Parks	Lake Gregory Dam Outlet Valve		CJV	1470
76	Crestline-24171 Lake Dr.	Regional Parks	Lake Gregory Parking Gate Arms and Iron Rangers funded by Regional Parks Maintenance Program	12-200	CJP	2R30
77	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Range Training Classroom Renovation funded by Sheriff's budget	11-147	CJP	1S30
78	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Training Center Expansion funded by State Asset Forfeiture and Law and Justice Funds	12-009	CJP	2S00
79	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Training Center Parking funded by State Asset Forfeiture Funds	12-011	CJP	2S03
80	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Glen Helen Rehabilitation Center (GHRC) Roofing	12-091	CJP	2X63
81	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Glen Helen Rehabilitation Center Security Improvements	13-041 13-162	CJP	3S08
82	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Remodel Range Restroom funded from the department budget	13-039	CJP	3S02
83	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Academy Scenario Village - Phase I funded from Federal Asset Forfeiture funds (SCK SHR)	13-153	CJP	3S13
84	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Training Academy Range Lead Traps funded from general fund and Sheriff's Asset Forfeiture Funding	13-115	CJP	3X14
85	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff GHRC Female Unit Duct Cleaning	13-100	CJP	3X35

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances	2013-14 Recommended Requirements	Proj.
NA	820,000		820,000	159,344		159,344	979,344	70
NA	1,000,000		1,000,000	111		111	1,000,111	71
NA	940,000		940,000			-	940,000	72
NA	250,000		250,000			-	250,000	73
NA	1,497,500		1,497,500			-	1,497,500	74
603,000			-	223,079		223,079	223,079	75
40,000			-	39,649		39,649	39,649	76
110,000			-		1,598	1,598	1,598	77
1,785,000			-		1,728,997	1,728,997	1,728,997	78
485,000			-		5,639	5,639	5,639	79
450,000			-	361,880		361,880	361,880	80
3,000,000			-	1,215,328		1,215,328	1,215,328	81
18,000			-		17,746	17,746	17,746	82
300,000			-		298,984	298,984	298,984	83
1,125,000			-	317,217	750,000	1,067,217	1,067,217	84
100,000			-	8,088		8,088	8,088	85

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
86	Devore-18000 Institution Rd.	A&E	Sheriff GHRC Southern California Gas Study Implementation	13-106	CJP	3X48
87	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Regional Training Center Design funded by the general fund and $800,000 from Federal Asset Forfeiture funds (SHR SCK)	08-207	CJV	8X84
88	Devore-18958 Institution Rd.	Sheriff/ Coroner	Sheriff Emergency Vehicle Operations Center (EVOC) Roadway/Track Pavement Management funded from Sheriff's budget	13-145	CJP	3S09
89	Devore-19777 Shelter Way	Public Health	Devore Animal Control Improvements	13-221	CJP	3X75
90	Devore-2555 Glen Helen Parkway	Regional Parks	Glen Helen Regional Park Campground Improvements funded by Regional Parks Maintenance Program	12-202	CJP	2R40
91	Devore-2555 Glen Helen Parkway	Regional Parks	San Manuel Amphitheater Exterior Weatherization Project	13-104	CJP	3X41
92	Devore-Glen Helen Parkway between Cajon Blvd. and Cajon Wash	Public Works-Transportation	Glen Helen Parkway Demolition funded by the department budget	13-174	CJP	3K42
93	Fontana-17780 Arrow Blvd.	A&E	Fontana Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A13
94	Fontana-17830 Arrow Boulevard	District Attorney	District Attorney Fontana Chief's Office Remodel	13-238	CJP	3K48
95	Hesperia-15900 Smoketree Rd.	A&E	High Desert Government Center (HDGC) Public Safety Operations Center (PSOC)	12-099	CJP	2X62
96	Hesperia-4691 Summit Valley Rd.	County Fire	County Fire Station 48 Exterior Paint funded from County Fire budget (FNR 590)	13-031	CJP	3K08
97	Hesperia-4691 Summit Valley Rd.	County Fire	County Fire Station 48 Underskirt funded from County Fire budget (FNR 590)	13-032	CJP	3K09
98	Hesperia-9650 7th Ave.	County Library	Hesperia Library Restroom Repairs funded by the department budget	13-236	CJP	3L10
99	High Desert-To Be Determined (TBD)	Public Health	High Desert Animal Shelter	10-109	CJP	0X80
100	Joshua Tree-63665 29P Hwy	A&E	Joshua Tree County Office Building	09-172	CJV	9Y20
101	Joshua Tree-6527 Whitefeather Rd.	District Attorney/ Public Defender	Joshua Tree Courthouse - District Attorney/Sheriff Court Services Remodel	07-269	CJP	7575
102	Joshua Tree-6527 Whitefeather Rd.	A&E	Joshua Tree Courthouse ADA Site Improvements funded by CDBG	NA	CJP	2A06
103	Joshua Tree-6527 Whitefeather Rd.	A&E	Joshua Tree Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A14
104	Joshua Tree-6527 Whitefeather Rd.	Sheriff/ Coroner	Sheriff Morongo Property Room Expansion funded from the department budget.	13-040	CJP	3S03
105	Joshua Tree-6527 Whitefeather Rd.	A&/E	Joshua Tree Complex Pavement Rehabilitation-Court Share 50% ($120,000), County Share 50% ($120,000)	14-090	CJP	4X02
106	Joshua Tree-6527 Whitefeather Rd.	A&/E	Joshua Tree Courthouse Ceiling Tile Replacement-Court Share 33.83% ($30,677), County Share 66.17% ($60,000).	14-091	CJP	4X03
107	Lake Arrowhead-301 S. State Hwy 173	County Fire	County Fire Station 91 Admin Window Replacement funded from County Fire/Division 4 budget (FMR 600)	13-016	CJP	3K01
108	Lake Arrowhead-301 S. State Hwy 173	County Fire	County Fire Station 91 Admin Window Replacement	13-228	CJP	3K47
109	Lake Arrowhead-301 S. State Hwy 173	County Fire	County Fire Station 91 Concrete Project funded by Reserves (FMR 600 4000)	14-041	CJP	4K04
110	Lake Arrowhead-981 N. State Hwy 173	County Fire	County Fire Station 92 Parking Structure funded by Reserves (FMR 600 4000)	14-042	CJP	4K05
111	Lake Havasu-Havasu Landing	Sheriff/ Coroner	Sheriff Havasu Landing Fuel Generator Replacement	NA	CJP	3X74
112	Lucerne Valley-33269 Old Woman Springs Rd.	County Fire	County Fire Station 8 Hose Stage Room	13-030	CJP	3K11
113	Mentone-1300 Crafton Ave.	County Fire	County Fire Station Paint Interior and Apparatus Bay funded by County Fire budget	13-020	CJP	3K15
114	Mt. Baldy-APN 0353-151-12-0000	Public Works-Transportation	Design of a 1,500 square foot cinder building for the Mt. Baldy Yard on US Forest Service land funded by Gas Tax	14-062	CJP	4K02

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances	2013-14 Recommended Requirements	Proj.
100,000			-	2,918		2,918	2,918	86
1,300,000			-	309,448	800,000	1,109,448	1,109,448	87
164,450			-		164,102	164,102	164,102	88
250,000			-		250,000	250,000	250,000	89
829,089			-	523,749		523,749	523,749	90
200,000			-	79,293		79,293	79,293	91
450,000			-		278,418	278,418	278,418	92
49,000			-		1,105	1,105	1,105	93
62,000			-		62,000	62,000	62,000	94
16,750,000			-	262,526		262,526	262,526	95
5,000			-		5,000	5,000	5,000	96
8,500			-		8,500	8,500	8,500	97
30,000			-		30,000	30,000	30,000	98
1,485,000			-	1,235,000		1,235,000	1,235,000	99
7,078,439			-	133,133		133,133	133,133	100
250,000			-	83,966		83,966	83,966	101
133,000			-		403	403	403	102
50,000			-		1,263	1,263	1,263	103
37,385			-		33,771	33,771	33,771	104
240,000	120,000	120,000	240,000			-	240,000	105
90,677	60,000	30,677	90,677			-	90,677	106
150,000			-		150,000	150,000	150,000	107
133,000			-		133,000	133,000	133,000	108
200,000		200,000	200,000			-	200,000	109
100,000		100,000	100,000			-	100,000	110
60,000			-	60,000		60,000	60,000	111
15,000			-		15,000	15,000	15,000	112
7,980			-		7,980	7,980	7,980	113
20,000		20,000	20,000			-	20,000	114

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
115	Muscoy-2818 Macy St.	A&E	Baker Family Learning Center Furniture, Fixtures and Equipment (FF&E) Project funded by Board Discretionary Funding	12-135	CJP	2Y15
116	Muscoy-2818 Macy St.	Board of Supervisors-Fifth District	Baker Family Learning Center funded by CDBG	06-180 07-274 07-291	CJV	8Y35
117	Muscoy-2818 Macy St.	A&E	Baker Family Learning Center Solar Project funded by Americans Recovery and Reinvestment Act (ARRA)	12-134	CJV	ARA7
118	Needles-100 Park Moabi Rd.	Regional Parks	Moabi Regional Park Off Highway Vehicle (OHV) Area funded by the OHV fund (SBY AMS)	13-163	CJP	3R05
119	Needles-1111 E. Bailey Ave.	A&E	Needles Courthouse ADA Site Improvements funded by CDBG	NA	CJP	2A07
120	Needles-1111 E. Bailey Ave.	A&E	Needles Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A15
121	Needles-1111 E. Bailey Ave.	A&E	Needles Complex Roof Replacement funded by general fund and AOC	13-111	CJP	3X12
122	Needles-1111 E. Bailey Ave.	A&E	Needles Complex Pavement Rehab funded by general fund and AOC	13-112	CJP	3X13
123	Needles-TBD	County Fire	Needles Fire Station	12-137 13-095	CJP	2Y30
124	Ontario-555 W. Maple Ave.	Preschool Services Department (PSD)	Replace HVAC and electrical funded by PSD	13-234	CJP	3K45
125	Ontario-800 N. Archibald Ave.	Regional Parks	Cucamonga/Guasti Reclaimed Water Project	12-052	CJP	2X18
126	Parker Dam-1790 Parker Dam Rd.	Sheriff/ Coroner	Sheriff Parker Dam Safety Facility funded by general fund, Southwest Border Prosecution Initiative and Asset Forfeiture funding	06-001 11-102	CJV	6060
127	Parker Dam-1790 Parker Dam Rd.	Sheriff/ Coroner	Sheriff Parker Dam Resident Housing Garages funded from the Sheriff's Special Revenue Fund (SCT SHR)	13-191	CJP	3S15
128	Pinon Hills-10433 Mountain Rd.	County Fire	County Fire Station 13 Exterior Paint	13-028	CJP	3K12
129	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Base Isolation Testing	07-180	CJP	7200
130	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Roofing Replacement funded by General Fund (23.95%) and Administrative Office of the Courts (AOC) (76.05%).	11-043	CJP	1X40
131	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A08
132	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Sidewalk Replacement funded by the AOC (76.05%) and general fund (23.95%)	12-066	CJP	2X06
133	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Sprinkler Head Replacement -Court Share 76.05% ($31,754), County Share 23.95% ($10,000)	14-092	CJP	4X04
134	Rancho Cucamonga-9500 Etiwanda	A&E	WVDC Boiler Replacement	12-124	CJP	2X80
135	Rancho Cucamonga-9500 Etiwanda	Sheriff/ Coroner	WVDC Retrocommission	12-182	CJP	2Y20
136	Rancho Cucamonga-9500 Etiwanda	Sheriff/ Coroner	WVDC Revocation Hearing Rooms Remodel funded from Federal Asset Forfeiture funds (SCK SHR)	13-146	CJP	3S10
137	Rancho Cucamonga-9500 Etiwanda	Sheriff/ Coroner	WVDC Recreation Yard Improvement Project funded from Inmate Welfare Fund	13-149	CJP	3S11
138	Rancho Cucamonga-9500 Etiwanda	Sheriff-Coroner	WVDC ADA improvements funded from the department budget	13-222	CJP	3S16
139	Rancho Cucamonga-9500 Etiwanda	A&E	WVDC Patch and Slurry Seal	13-105	CJP	3X45
140	Rancho Cucamonga-9500 Etiwanda	A&E	WVDC Generators Replacement	13-102	CJP	3X60
141	Rancho Cucamonga-9500 Etiwanda	Sheriff/ Coroner	WVDC Steam Boiler Feed water Pump		CJP	3X62
142	Rancho Cucamonga-9500 Etiwanda	Sheriff/ Coroner	WVDC Cooling Tower Pumps	NA	CJP	3X71
143	Rancho Cucamonga-9500 Etiwanda	A&E	WVDC Commissioning Study Implementation	13-106	CJP	3Y15
144	Rancho Cucamonga-9500 Etiwanda	Sheriff/ Coroner	WVDC Roofing	11-041	CJV	8X33
145	Redlands-2024 Orange Tree Ln.	Museum	Museum Patch and Slurry Seal	13-105	CJP	3X44
146	Redlands-2024 Orange Tree Ln.	A&E	Museum Flooding Mitigation	13-109	CJP	3X54

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances	2013-14 Recommended Requirements	Proj.
567,257			-		23,351	23,351	23,351	115
4,110,000			-		238,116	238,116	238,116	116
106,311			-		77,362	77,362	77,362	117
293,280			-		293,280	293,280	293,280	118
46,000			-		9,703	9,703	9,703	119
104,000			-		1,045	1,045	1,045	120
250,000			-	198,349	50,000	248,349	248,349	121
220,000			-	167,841	50,000	217,841	217,841	122
2,542,791			-	2,526,905		2,526,905	2,526,905	123
195,000			-		195,000	195,000	195,000	124
141,611			-	37,611		37,611	37,611	125
1,199,491			-		10,000	10,000	10,000	126
175,000			-		175,000	175,000	175,000	127
7,049			-		7,049	7,049	7,049	128
80,000			-	80,000		80,000	80,000	129
550,000			-		140,040	140,040	140,040	130
215,000			-		13,037	13,037	13,037	131
522,000			-		60,202	60,202	60,202	132
41,754	10,000	31,754	41,754			-	41,754	133
1,320,000			-	5,950		5,950	5,950	134
86,000			-	8,017		8,017	8,017	135
250,000			-		249,652	249,652	249,652	136
120,000			-		118,730	118,730	118,730	137
2,000,000			-		2,000,000	2,000,000	2,000,000	138
120,000			-	110,478		110,478	110,478	139
1,300,000			-	1,300,000		1,300,000	1,300,000	140
40,000			-	38,442		38,442	38,442	141
160,000			-	160,000		160,000	160,000	142
430,000			-	219,595		219,595	219,595	143
2,683,110			-	92,182		92,182	92,182	144
100,000			-	5,361		5,361	5,361	145
160,000			-	138,522		138,522	138,522	146

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
147	Redlands-2024 Orange Tree Ln.	Museum	Museum Hall of Geological Wonders Exhibit Fabrication funded by CCHE Grant/ IMLS Grant/ Museum budget	08-206	CJV	8X78
148	Redlands-222 W. Brookside	A&E	Redlands Public Guardian Roof Replacement	13-104	CJP	3X40
149	Rialto-1743 Miro Way	ISD	ISD Fire Protection System Upgrade funded by ISD	11-007	CJP	1V10
150	Rialto-1743 Miro Way	County Fire	Office of Emergency Services Rialto Generator Replacement	NA	CJP	3X72
151	Rialto-1743 Miro Way	Sheriff/ Coroner	Sheriff Dispatch Generator Replacement	NA	CJP	3X73
152	Running Springs-1896 Wilderness Rd.	Public Works	Running Springs Equipment Storage funded by Transportation Gas Tax	11-197	CJP	1Z72
153	San Bernardino-104 W. 4th St.	Probation	Probation Remodel for AB109 Space funded by AB109	12-147	CJP	2Y12
154	San Bernardino-104 W. 4th St.	RESD/A&E	104 Building Exterior Improvements	12-102	CJP	3D05
155	San Bernardino-104 W. 4th St.	Probation	Probation Day Reporting Center Elevator Modernization	13-103	CJP	3X36
156	San Bernardino-104 W. 4th St.	A&E	Probation Day Report Center Exterior Painting	13-107	CJP	3X37
157	San Bernardino-104 W. 4th St.	Probation	Probation Day Reporting Center HVAC	13-100	CJP	3X61
158	San Bernardino-1499 S. Tippecanoe Ave.	Preschool Services	Butler Building Improvements funded from the department budget	13-044	CJP	3K04
159	San Bernardino-1499 S. Tippecanoe Ave.	Children's Assessment Center	Children's Assessment Center Remodel funded by Minor CIP/insurance reimbursement	12-183	CJP	2Y25
160	San Bernardino-157-175 W. 5th St.	RESD/A&E	157-175 Building Seismic Retrofit and Improvements	12-102	CJP	3D06
161	San Bernardino-172 W. 3rd St.	RESD/A&E	172 Building Seismic Retrofit and Improvements	12-102	CJP	3D07
162	San Bernardino-172 W. 3rd St.	A&E	Old Hall of Records Pavement Rehab	NA	CJP	3X26
163	San Bernardino-172 W. 3rd St.	A&E	Old Hall of Records Pavement Rehab-North side	13-105	CJP	3X30
164	San Bernardino-175 S. Lena Rd.	Sheriff-Coroner	Coroner Building Perimeter Fencing funded from Sheriff budget (SCT SHR SHR)	14-020	CJP	4S05
165	San Bernardino-175 W. 5th St.	Probation	Probation Crime Intelligence Unit Remodel funded by AB109	13-119	CJP	3P05
166	San Bernardino-200 S. Lena Rd.	Sheriff-Coroner	Sheriff Crime Lab Server Room Relocation funded 50% with Biometric Identification Network funds and 50% from the Sheriff's Special Revenue fund	13-215	CJP	3S17
167	San Bernardino-200 S. Lena Rd.	Sheriff/ Coroner	Sheriff Crime Lab Expansion	07-293	CJP	2Y65
168	San Bernardino-200 S. Lena Rd.	Sheriff/ Coroner	Sheriff Crime Lab Design	07-293	CJV	7600
169	San Bernardino-210 N. Lena Rd.	Fleet Management	Fleet Management Facility Upgrades Project funded from the transfer of funding from two cancelled projects and the Fleet budget (ICB VHS)	13-186	CJP	3F03
170	San Bernardino-222 W. Hospitality Ln.	A&E	Hall of Records Elevator Modernization	12-058	CJP	2X30
171	San Bernardino-222 W. Hospitality Ln.	A&E	Hall of Records Fire Alarm Replacement	12-060	CJP	2X36
172	San Bernardino-222 W. Hospitality Ln.	A&E	Hall of Records Sign Project funded by SANBAG	12-133	CJP	2X88
173	San Bernardino-222 W. Hospitality Ln.	RESD/A&E	222 Building Remodel	12-102	CJP	3D04
174	San Bernardino-268 W. Hospitality Ln.	RESD/A&E	268 Building Acquisition and Improvements	12-102	CJP	3D02
175	San Bernardino-303 Vanderbilt Way	RESD/A&E	Behavioral Health Move to IEHP	12-102	CJP	3D14
176	San Bernardino-303 W. 3rd St.	A&E	Central Civil Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A18
177	San Bernardino-303 W. 3rd St.	A&E	303 Building Elevator Upgrade	12-073	CJP	2X39
178	San Bernardino-303 W. 3rd St.	District Attorney	6th Floor Conference room expansion funded by department budget	13-216	CJP	3K46
179	San Bernardino-351 N. Arrowhead Ave.	A&E	Central Courthouse ADA Site Improvements funded by CDBG	NA	CJP	2A09
180	San Bernardino-351 N. Arrowhead Ave.	A&E	Central Courthouse Annex ADA Building Improvements funded by CDBG	NA	CJP	2A16
181	San Bernardino-351 N. Arrowhead Ave.	A&E	Central Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A17
182	San Bernardino-351 N. Arrowhead Ave.	A&E	Superblock Central Plant Boiler Replacement funded by General Fund and AOC	12-125	CJP	2X82
183	San Bernardino-351 N. Mtn. View Ave.	RESD/A&E	351 Building Remodel	12-102	CJP	3D08
184	San Bernardino-385 N. Arrowhead Ave.	A&E	County Government Center (CGC) Fire Alarm Upgrade	12-071	CJP	2X42
185	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC Pavement Rehab	13-105	CJP	3X28

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances	2013-14 Recommended Requirements	Proj.
3,150,730			-		8,504	8,504	8,504	147
80,000			-	42,778		42,778	42,778	148
150,000			-		8,891	8,891	8,891	149
70,000			-	70,000		70,000	70,000	150
65,000			-	65,000		65,000	65,000	151
893,000			-		32,715	32,715	32,715	152
700,000			-		358,476	358,476	358,476	153
500,000			-	500,000		500,000	500,000	154
150,000			-	37,006		37,006	37,006	155
50,000			-	50,000		50,000	50,000	156
500,000			-	6,297		6,297	6,297	157
46,100			-		42,015	42,015	42,015	158
87,000			-		83,472	83,472	83,472	159
13,000,000			-	12,963,868		12,963,868	12,963,868	160
6,500,000			-	6,500,000		6,500,000	6,500,000	161
100,000			-	44,705		44,705	44,705	162
650,000			-	645,682		645,682	645,682	163
34,700		34,700	34,700			-	34,700	164
296,000			-		296,000	296,000	296,000	165
50,000			-		50,000	50,000	50,000	166
17,000,000	15,700,000		15,700,000	1,290,377		1,290,377	16,990,377	167
414,631			-	1,325	-	1,325	1,325	168
550,000			-	237,099		237,099	237,099	169
400,000			-	55,390		55,390	55,390	170
280,000			-	95,991		95,991	95,991	171
5,000			-		5,000	5,000	5,000	172
1,000,000			-	1,000,000		1,000,000	1,000,000	173
14,900,000			-	2,588,684		2,588,684	2,588,684	174
100,000			-	71,175		71,175	71,175	175
110,000			-		735	735	735	176
780,000			-	90,905		90,905	90,905	177
9,500			-		9,500	9,500	9,500	178
167,000			-		1,037	1,037	1,037	179
118,500			-		865	865	865	180
42,000			-		430	430	430	181
400,000			-		76,854	76,854	76,854	182
2,000,000			-	2,000,000		2,000,000	2,000,000	183
445,000			-	86,604		86,604	86,604	184
500,000			-	428,609		428,609	428,609	185

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
186	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC ADA Parking Renovation	13-098	CJP	3X63
187	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC Exterior Lighting Repair	NA	CJP	3X65
188	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC Board of Supervisors Offices Sound Attenuation	NA	CJP	3X66
189	San Bernardino-401 N. Arrowhead Ave.	RESD/A&E	401 Building Remodel	12-102	CJP	3D12
190	San Bernardino-630 E. Rialto Ave.	A&E	Sheriff Central Detention Center (CDC) Domestic Hot Water Boiler Design	12-189	CJP	2Y60
191	San Bernardino-630 E. Rialto Ave.	Sheriff/ Coroner	Sheriff CDC Recreation Yard Fencing funded by Inmate Welfare Fund	13-037	CJP	3S07
192	San Bernardino-630 E. Rialto Ave.	A&E	Sheriff CDC Elevator Modernization	13-103	CJP	3X39
193	San Bernardino-630 E. Rialto Ave.	A&E	Sheriff CDC Southern California Gas Study Implementation	13-106	CJP	3X47
194	San Bernardino-670 E. Gilbert St.	ISD	ISD Data Center Uninterrupted Power Source (UPS) Upgrade funded by ISD budget	11-003 12-086	CJP	1V20
195	San Bernardino-670 E.Gilbert St.	ISD	Elevator Modernization (2) funded by ISD budget	14-072	CJP	4V05
196	San Bernardino-700 E. Gilbert St.	Children's Assessment Center	Children's Assessment Center Relocation/Remodel funded by the Minor CIP Program budget	13-123	CJP	3X16
197	San Bernardino-777 E. Rialto Ave.	A&E	General Services Building (GSB) HVAC Replacement Phase III	12-061	CJP	2X48
198	San Bernardino-777 E. Rialto Ave.	A&E	GSB Roof Replacement	12-062	CJP	2X51
199	San Bernardino-777 E. Rialto Ave.	Various	Probation/Airports/Regional Parks Remodel for AB109 Space	12-147	CJP	2Y11
200	San Bernardino-777 E. Rialto Ave.	Information Services Department (ISD)	Air Powered Tool System for Mobile Radio Shop funded by ISD budget	12-157	CJP	3V05
201	San Bernardino-777 E. Rialto Ave.	A&E	GSB Parking Lot Lighting	13-109	CJP	3X55
202	San Bernardino-777 E. Rialto Ave.	Purchasing	Break room Relocation funded by CIP Residual Funding	13-218	CJP	3X69
203	San Bernardino-780 E. Gilbert St.	A&E	Gilbert Street Warehouse Exterior Painting	13-107	CJP	3X51
204	San Bernardino-825 E. 3rd St., Building 6B	Public Works-Transportation	Contracts Ventilation and Ducting funded by Gas Tax	14-063	CJP	4K03
205	San Bernardino-825 E. 3rd St.	A&E	Public Works Roofing Replacement	11-084	CJP	1X90
206	San Bernardino-825 E. 3rd St.	RESD/A&E	825 Building Remodel	12-102	CJP	3D13
207	San Bernardino-860 E. Gilbert St.	A&E	Central Juvenile Dependency Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A19
208	San Bernardino-860 E. Gilbert St.	Children and Family Services	Children and Family Services Dependency Court Improvements funded 90% federal/state and 10% local share	13-066	CJP	3K07
209	San Bernardino-900 E. Gilbert St.	A&E	Central Juvenile Hall Building Demolition	12-079	CJP	2X54
210	San Bernardino-900 E. Gilbert St.	A&E	Probation Regional Youth Educational Facility Roof Replacement	13-104	CJP	3X43
211	San Bernardino-900 E. Gilbert St.	A&E	Demo Gilbert Street Covered Parking Structures	13-109	CJP	3X56
212	San Bernardino-900 E. Gilbert St.	Courts/ Probation	Juvenile Delinquency Court Upgrade Project	13-183	CJP	3X58
213	San Bernardino-900 E. Gilbert St.	Courts	Juvenile Delinquency Court Cooling Tower	NA	CJP	3X70
214	San Bernardino-Hospitality Lane Campus	RESD/A&E	Hospitality Lane Additional Parking Acquisition and Improvements	12-102	CJP	3D03
215	San Bernardino-San Bernardino International Airport	Sheriff-Coroner	Sheriff Aviation Relocation from Rialto Airport to San Bernardino International Airport. Funding sources $4.5 million discretionary general funding, $4.1 million City of Rialto and $1.0 million Sheriff's federal asset forfeiture.	14-095	CJP	4X05
216	San Bernardino-Santa Ana River/San Timoteo Creek	Regional Parks	Construction of Confluence Park and Rest Area funded by a Housing and Urban Development Grant	13-226	CJP	3R13

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances	2013-14 Recommended Requirements	Proj.
100,000			-	93,148		93,148	93,148	186
65,000			-	61,984		61,984	61,984	187
47,000			-	43,120		43,120	43,120	188
394,607				394,607		394,607	394,607	189
250,000			-	223,178	-	223,178	223,178	190
59,640			-		16	16	16	191
450,000			-	449,534		449,534	449,534	192
100,000			-	100,000		100,000	100,000	193
4,729,705			-		4,164,125	4,164,125	4,164,125	194
300,000		300,000	300,000			-	300,000	195
596,629			-		296,619	296,619	296,619	196
591,769			-	3,379		3,379	3,379	197
950,000			-	879,390		879,390	879,390	198
475,000			-	5,339		5,339	5,339	199
16,000			-		15,987	15,987	15,987	200
100,000			-	99,743		99,743	99,743	201
28,000			-		28,000	28,000	28,000	202
75,000			-	74,049		74,049	74,049	203
7,500		7,500	7,500			-	7,500	204
302,500			-	4,854		4,854	4,854	205
1,130,411				1,130,411		1,130,411	1,130,411	206
37,500			-		756	756	756	207
95,000			-		95,000	95,000	95,000	208
1,190,623			-	1,190,623		1,190,623	1,190,623	209
200,000			-	189,776		189,776	189,776	210
80,000			-	15,568		15,568	15,568	211
125,000			-	114,981		114,981	114,981	212
40,000			-	40,000		40,000	40,000	213
900,000			-	520,230		520,230	520,230	214
9,600,000	4,500,000	5,100,000	9,600,000			-	9,600,000	215
99,000			-		99,000	99,000	99,000	216

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
217	San Bernardino-Various	A&E	County Buildings Acquisition and Retrofit Project- $41,675,544 was previously funded. In 2012-13, $41,525,018 was moved to individual building projects as noted below. $4.5 million is proposed to be added in 2013-14 to acquire existing buildings in Victorville near the courthouse to locate general funded departments currently in leased space: -Downtown Building Project Master Planning Budget-$250,000 (Org 3D00) -County Government Center Campus Improvements-$850,000 (Org 3D01) -268 Building Acquisition and Improvements-$14,900,000 (Org 3D02) -Hospitality Lane Additional Parking Acquisition and Improvements-$900,000 (Org 3D03) -222 Building Remodel-$1,000,000 (Org 3D04) -104 Building Exterior Improvements-$500,000 (Org 3D05) -157-175 Building Seismic Retrofit and Improvements-$13,000,000 (Org 3D06) -172 Building Seismic Retrofit and Improvements-$6,500,000 (Org 3D07) -351 Building Remodel-$2,000,000 (Org 3D08) -303 Building Remodel-Phase I-$0 (Org 3D09) -303 Building Remodel-Phase II-$0 (Org 3D10) -316 Building Remodel-$0 (Org 3D11) -401 Building Remodel-$394,607 (Org 3D12) -825 Building Remodel-$1,130,411 (Org 3D13) -Behavioral Health Move to IEHP-$100,000 (Org 3D14)	12-102	CJP	2X64
218	San Bernardino-Various	RESD/A&E	Downtown Building Project Master Planning Budget	12-102	CJP	3D00
219	San Bernardino-Various	RESD/A&E	County Government Center Campus Improvements	12-102	CJP	3D01
220	San Bernardino-Various	A&E	Superblock Steam Piping Replacement	13-109	CJP	3X57
221	Trona-13202 Market St.	Sheriff/ Coroner	Sheriff Substation Gate Operator Replacement	NA	CJP	3X64
222	Trona-13209 Market St.	Transitional Assistance Department (TAD)	Trona TAD Improvements funded by the department	13-057	CJP	3K05
223	Trona-83732 Trona Rd.	Sheriff/ Coroner	Sheriff Substation Generator Replacement	NA	CJP	3X67
224	Twentynine Palms-73663 Manana	Fleet Management	Twentynine Palms Transportation Yard Swamp Cooler Replacement funded from the department budget	13-189	CJP	3K44
225	Twin Peaks-26010 Hwy 189	A&E	Twin Peaks County Building Exterior Rehabilitation	12-092	CJP	2X24
226	Twin Peaks-26010 Hwy 189	A&E	Twin Peaks County Building Re-Roof	08-180	CJV	8X38
227	Victorville-11855 E St.	County Fire	County Fire Station 16 Exterior Paint funded by County Fire budget (FNR 590)	13-029	CJP	3K13
228	Victorville-14455 Civic Dr.	A&E	Victorville Courthouse ADA Site Improvements funded by CDBG	NA	CJP	2A10
229	Victorville-14455 Civic Dr.	A&E	Victorville Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A20
230	Victorville-14455 Civic Dr.	Sheriff/ Coroner	Sheriff Victorville Station Remodel funded from the Sheriff's Special Revenue Fund (SCT SHR)	13-190	CJP	3S14
231	Victorville-14455 Civic Dr.	Courts	Victorville Courthouse HVAC Upgrade funded by general fund and AOC	13-127	CJP	3X18
232	Victorville-18000 Yates Rd.	Regional Parks	Mojave Narrows Regional Park Levee Project	12-101	CJP	2R15
233	Victorville-18000 Yates Rd.	Regional Parks	Mojave Narrows Regional Park Pedestrian Bridge Replacement funded by the department budget	13-184	CJP	3R07
234	Victorville-Tamarisk and Huerta Rd.	County Fire	Spring Valley Lake Fire Station	12-138	CJP	2Y07
235	Wrightwood-5980 Elm St.	County Fire	County Fire Station 14 Roof Replacement funded by County Fire budget (FNR 590)	13-026	CJP	3K16
236	Wrightwood-5980 Elm St.	County Fire	County Fire Station 14 Fascia Replacement funded by County Fire budget (FNR 590)	13-027	CJP	3K17

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances	2013-14 Recommended Requirements	Proj.
54,300,000	4,500,000		4,500,000	150,526		150,526	4,650,526	217
250,000			-	161,280		161,280	161,280	218
850,000			-	850,000		850,000	850,000	219
375,000			-	373,095		373,095	373,095	220
15,000			-	1,000		1,000	1,000	221
85,000			-		85,000	85,000	85,000	222
55,000			-	55,000		55,000	55,000	223
12,000			-		12,000	12,000	12,000	224
215,000			-	1,107		1,107	1,107	225
904,000			-	3,206		3,206	3,206	226
8,000			-		8,000	8,000	8,000	227
109,000			-		989	989	989	228
220,000			-		11,176	11,176	11,176	229
155,000			-		153,413	153,413	153,413	230
31,445			-	731		731	731	231
2,520,000			-	1,231,854		1,231,854	1,231,854	232
50,000			-		16,903	16,903	16,903	233
3,150,000			-	533,245		533,245	533,245	234
32,500			-		32,500	32,500	32,500	235
8,500			-		8,500	8,500	8,500	236

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
237	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town Restroom O Replacement funded by Off Highway Vehicle (OHV) fund	12-038	CJP	2R00
238	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town Mini and Large Bunkhouse Improvements	12-201	CJP	2R35
239	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town Off Highway Vehicle (OHV) campground hook-ups funded by the Regional Parks OHV Infrastructure Fund.	13-227	CJP	3R14
240	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town Water Quality Improvements	09-047	CJV	9X20
	TOTAL PROJECTS ADMINISTERED BY A&E					

EXHIBIT A
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances	2013-14 Recommended Requirements	Proj.
830,000			-		96,642	96,642	96,642	237
100,000			-	25,336		25,336	25,336	238
500,000			-		500,000	500,000	500,000	239
800,000			-	575,885		575,885	575,885	240
538,873,901	**56,850,000**	**7,991,194**	**64,841,194**	**93,564,841**	**31,609,078**	**125,173,919**	**190,015,113**	

EXHIBIT B
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION

Proj.	Location/ Address	Department	Project Name-Description	Fund
1	Apple Valley	Transportation	Rock Springs Road Bridge 54-C670 @ Mojave River - Design Bridge Replacement. Fee Plan (construction not funded)	SXP
2	Apple Valley	Transportation	Tiama Rd & Others - Repave/Surface Seal - PCI. Gas Tax	SAA
3	Arrowhead Farms	Transportation	E Street, Fortieth St N/Forty-Eighth St - Repave - PCI. Gas Tax	SAA
4	Baker	Transportation	Baker Boulevard Bridge 54-C127, 0.25M W of SH 127 - Feasibility Study for Bridge Replacement. HBP 88.53%, Gas Tax match	SAA
5	Barstow Heights	Transportation	H Street, Rimrock Rd N/08m N,Armory Rd - Repave - PCI (City Lead). Measure I	SXC
6	Barstow Heights	Transportation	Rimrock Road, O St E/Agarita Ave - Repave - PCI (City Lead). Measure I	SXC
7	Big River	Transportation	Deerpath Road, .05m NW,Modoc NLY/Alamo Rd - Surface Seal - PCI. Gas Tax	SAA
8	Big River	Transportation	El Paseo Street, Deerpath Rd ELY/Rio Mesa Dr - Surface Seal - PCI. Gas Tax	SAA
9	Big River	Transportation	Modoc Trail, .06m S,Fox Tr NLY/Rio Mesa Drive - Surface Seal - PCI. Gas Tax	SAA
10	Big River	Transportation	Modoc Trail, Bannock Tr NELY/.01M NE,Modoc Ln - Surface Seal - PCI. Gas Tax	SAA
11	Bloomington	Transportation	Cedar Avenue @ I-10 - Interchange (construction not funded). 2013/14 Design phase, STP	SAA
12	Bloomington	Transportation	Cedar Avenue Riverside County Line N to Slover Ave - Surface Seal - PCI (w/median project) Gas Tax. Gas Tax	SAA
13	Bloomington	Transportation	Cedar Avenue, Bloomington Ave to Randall Ave - Install Medians. HSIP 90%, Gas Tax match	SAA
14	Bloomington	Transportation	Cedar Avenue, El Rivino to Slover Ave - Install Medians. HSIP 90%, Prop 1B match	SAA
15	Bloomington	Transportation	Cedar Avenue, Riverside Co Line to Slover Ave - Slurry Seal (with median project). Gas Tax	SAA
16	Bloomington	Transportation	Grove Pl & Others - Surface Seal - PCI. Gas Tax	SAA
17	Bloomington	Transportation	Locust Avenue, 7th St to 11th St - Repave. Gas Tax (City Lead)	SAA
18	Bloomington	Transportation	Seventh St, .25 E,Locust Ave E/.01m W,Elm St - Repave - PCI. Measure I	SXE
19	Bloomington	Transportation	Seventh St, 0001m W,Elm St E/Cedar Ave - Repave - PCI. Measure I	SXE
20	Bloomington	Transportation	Seventh St, Locust Ave E/.25 E,Locust Ave - Repave - PCI. Measure I	SXE
21	Cajon	Transportation	Wagon Train Road, End NE/SH138 - Repave - PCI. Gas Tax	SAA
22	Calico	Transportation	Ghost Town Rd, Calico Rd N/Entrance - 1-Way(NB) - Surface Seal - PCI. Gas Tax	SAA
23	Calico	Transportation	Ghost Town Rd, Ghost Town Rd N/Entrance-1 Way (SB) - Surface Seal - PCI. Gas Tax	SAA
24	Chino	Transportation	Roswell Avenue, Philadelphia to Francis Ave - Sidewalk Construction. General Fund (transferred previously), City of Chino	SAA
25	Countywide	Transportation	Various Locations, Countywide, to be determined - Surface Seals - PCI. Gas Tax	SAA
26	Crestline	Transportation	San Moritz Way @ San Moritz Drive, Drainage Improvements. Gas Tax	SAA
27	Del Rosa	Transportation	Sterling Avenue, Date Pl N/0009m N,Date St (Sbo Cl) - Surface Seal - PCI. Gas Tax	SAA
28	Del Rosa	Transportation	Sterling Avenue, Marshall Blvd N/Foothill Dr - Surface Seal - PCI. Gas Tax	SAA
29	Fontana	Transportation	Almond Avenue, Upas Ct to .12M S of Foothill Blvd - Sidewalk Construction. SR2S	SAA
30	Fontana	Transportation	Almond Avenue, Whittram Ave N/.12m S,Foothill Blvd - Repave - PCI. Gas Tax	SAA
31	Fontana	Transportation	Banana and Santa Ana, Various locations - Drainage Improvements. MOU with General Fund, City of Fontana sewer fees	SAA
32	Fontana	Transportation	Beech Avenue @ Pine Street - Install Crosswalk Lights. HSIP 90%, Gas Tax match	SAA
33	Fontana	Transportation	Beech Avenue, Arrow Route N/Sh66 - Repave - PCI. Measure I	SXE
34	Fontana	Transportation	Beech Avenue, Randall Ave N/Arrow Rte - Repave - PCI. Measure I	SXE
35	Fontana	Transportation	Cherry Avenue @ I-10 - Improve interchange. SANBAG, Regional Fee Plan, City of Fontana, RDA	SAA
36	Fontana	Transportation	Randall Ave, Alder to Maple - Repave. Gas Tax (City Lead)	SAA

EXHIBIT B
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION

	NEW PROJECTS			CARRYOVER				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Carryover Balances	2013-14 Recommended Requirements	Proj.
1,850,000			-		721,260	721,260	721,260	1
375,000		375,000	375,000			-	375,000	2
302,069		302,069	302,069			-	302,069	3
2,900,000			-		35,000	35,000	35,000	4
472,000		472,000	472,000			-	472,000	5
785,000		785,000	785,000			-	785,000	6
39,378		39,378	39,378			-	39,378	7
24,916		24,916	24,916			-	24,916	8
22,400		22,400	22,400			-	22,400	9
105,938		105,938	105,938			-	105,938	10
53,000,000			-		4,000,000	4,000,000	4,000,000	11
56,300		56,300	56,300			-	56,300	12
915,500			-		830,500	830,500	830,500	13
2,040,000			-		1,800,000	1,800,000	1,800,000	14
147,488			-		128,250	128,250	128,250	15
100,000		100,000	100,000			-	100,000	16
110,500			-		110,500	110,500	110,500	17
65,000		65,000	65,000			-	65,000	18
300,000		300,000	300,000			-	300,000	19
120,000		120,000	120,000			-	120,000	20
299,700		299,700	299,700			-	299,700	21
4,000		4,000	4,000			-	4,000	22
4,000		4,000	4,000			-	4,000	23
650,000			-	345,000	-	345,000	345,000	24
2,200,000		2,200,000	2,200,000			-	2,200,000	25
160,000			-		90,314	90,314	90,314	26
19,923		19,923	19,923			-	19,923	27
49,293		49,293	49,293			-	49,293	28
240,000			-		187,777	187,777	187,777	29
447,100		447,100	447,100			-	447,100	30
810,000			-	700,000	-	700,000	700,000	31
76,000			-		58,080	58,080	58,080	32
450,000		450,000	450,000			-	450,000	33
900,000		900,000	900,000			-	900,000	34
76,000,000			-		6,165,000	6,165,000	6,165,000	35
187,600			-		187,600	187,600	187,600	36

EXHIBIT B
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION

Proj.	Location/ Address	Department	Project Name-Description	Fund
37	Fontana	Transportation	San Bernardino Avenue, Alder Ave E/Laurel Ave - Repave - PCI. Gas Tax & Measure I	SAA
38	Fontana	Transportation	San Bernardino Avenue, Calabash Ave E to Fontana Ave - Widen Roadway. Measure I, Prop 1B (w/PCI Component)	SWW
39	Fontana	Transportation	Slover Ave Ph 1, Alder to Linden - Widening. Prop 1B, Measure I, Gas Tax (loan for Regional Fees), SANBAG, City of Fontana (w/PCI Component)	SAA
40	Fontana	Transportation	Slover Ave Ph 2, Tamarind to Alder and Linden to Cedar - Widening. Gas Tax (loan for Regional Fees), SANBAG (w/PCI Component)	SAA
41	Fontana	Transportation	Valley Blvd, Locust to Spruce - Install Medians. HSIP 90%, Gas Tax match	SAA
42	Fontana	Transportation	Valley Boulevard @ Banana Ave - Signal Installation. General Fund (transferred previously)	SAA
43	Helendale	Transportation	Shadow Mountain Rd, .16m W, Rivers Edge E/Jade Ln - Repave - PCI. Measure I	SXC
44	Helendale	Transportation	Shadow Mountain Rd, Jade Ln E/0001m E,Helendale Rd - Repave - PCI. Measure I	SXC
45	Helendale	Transportation	Shadow Mountain Road, Helendale Road to National Trails Highway - Design road, grade separation & bridge. Measure I, Local Fee Plan (construction not funded)	SWD
46	Hesperia	Transportation	Summit Valley Road, SH138 N to Hesperia City Limits - Design to widen and realign road. PLH (construction not funded)	SAA
47	Hinkley	Transportation	Hinkley Road @ Mojave River, Repair Bridge. Gas Tax (possible FHWA disaster reimbursement)	SAA
48	Lake Arrowhead	Transportation	Grandview Road, Sawmill Rd to Walnut Hills Dr - Sidewalk Construction. SR2S, Gas Tax	SAA
49	Lake Arrowhead	Transportation	North Bay Rd, SH189/Peninsula - Surface Seal - PCI. Gas Tax	SAA
50	Lake Arrowhead	Transportation	Pine Drive, 85' E of Hook Creek Rd - Retaining Wall Replace/Retrofit. Gas Tax	SAA
51	Lenwood	Transportation	Lenwood Road, Lenwood Rd north to Main St - Design Grade Separation. Measure I, SANBAG, City of Barstow	RWR
52	Ludlow	Transportation	Dola Ditch Bridge on Nat Trls Hwy, Br No 54C 285, 2.08M E of Kelbaker - Design Bridge replacement. HBP 88.53%, Gas Tax match	SAA
53	Ludlow	Transportation	Lanzit Ditch Bridge on Nat Trls Hwy, Br No 54C 286, 2.77M E of Kelbaker - Design Bridge replacement. HBP 88.53%, Gas Tax match	SAA
54	Ludlow	Transportation	National Trails Hwy Bridge @ Avon Wash Bridge #54C-239 (9.48M E, Crucero Rd) - Bridge Repair. HBP 88.53%, Gas Tax match	SAA
55	Ludlow	Transportation	National Trails Hwy Bridge @ Kalmia Ditch Bridge #54C-242 (11.8M E, Crucero Rd) - Bridge Repair. HBP 88.53%, Gas Tax match	SAA
56	Lytle Creek	Transportation	Glen Helen Pkwy @ Cajon Wash - Bridge Replacement. HBP 88.53%, Measure I match	SAA
57	Lytle Creek	Transportation	Glen Helen Pkwy @ UPRR-BNSF Crossing - Grade Separation. Gas Tax loan for Regional Development Fees, SANBAG, TCIF, Measure I, Railroads	SAA
58	Mentone	Transportation	Orange Blossom Trail, Wabash Ave NELY/SH 38 - Design Bike Trail. TDA Art 3 90%, Measure I match	SXE
59	Moonridge	Transportation	Hatchery Drive, Glencove Dr N to State Lane - Pave dirt road. Prop 1B	SAA
60	Moonridge	Transportation	Maple Lane, Barton Lane N to SH 38 - Slope Protection. Prop 1B (design), Measure I $1.3M, SLPP $1.3 (construction)	SXD
61	Morongo Area	Transportation	Yard 10 (Joshua Tree, Twentynine Palms, Morongo, Yucca Valley Areas) - Chip Seals / Surface Seals - PCI. Gas Tax & Measure I	SAA
62	Muscoy	Transportation	Adams Street, Macy St E/California St - Repave - PCI. Gas Tax	SAA
63	Muscoy	Transportation	Darby Street, June St E/Calif St - Surface Seal - PCI. Gas Tax	SAA
64	Needles	Transportation	Needles Highway N Street N&E to State Line - Design Passing Lanes. STP, PLH (construction not funded)	SAA
65	Oak Hills	Transportation	Ranchero Road .30M E of Mariposa E to 1.00M E of Escondido Ave - Design Roadway widening. Measure I (construction not funded)	RWV
66	Oak Hills	Transportation	Ranchero Road @ Escondido Ave - Install signal. Measure I, Regional Fee Plan, SANBAG, Prop 1B (w/PCI Component)	RWV
67	Phelan	Transportation	Phelan Road @ Lilac - Realign intersection. Prop 1B	SAA
68	Phelan	Transportation	Phelan Road, Beekley Rd E to Los Banos Ave - Drainage improvements. Measure I, Prop 1B	SWV

EXHIBIT B
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION

	NEW PROJECTS			CARRYOVER				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Carryover Balances	2013-14 Recommended Requirements	Proj.
270,398		270,398	270,398			-	270,398	37
2,331,000			-		1,635,829	1,635,829	1,635,829	38
4,500,000			-		2,881,000	2,881,000	2,881,000	39
3,577,000			-		952,000	952,000	952,000	40
1,520,000			-		1,250,461	1,250,461	1,250,461	41
331,000			-	272,000	-	272,000	272,000	42
270,000		270,000	270,000			-	270,000	43
620,000		620,000	620,000			-	620,000	44
3,140,000			-		180,000	180,000	180,000	45
2,500,000			-		1,187,680	1,187,680	1,187,680	46
325,000			-		200,000	200,000	200,000	47
190,000			-		115,352	115,352	115,352	48
68,400		68,400	68,400			-	68,400	49
670,000			-		313,668	313,668	313,668	50
31,500,000			-		20,000	20,000	20,000	51
750,000			-		532,843	532,843	532,843	52
1,000,000			-		832,039	832,039	832,039	53
307,000			-		250,000	250,000	250,000	54
307,000			-		250,000	250,000	250,000	55
18,848,000			-		2,668,501	2,668,501	2,668,501	56
32,500,000	3,201,270		3,201,270		10,026,528	10,026,528	13,227,798	57
70,000			-		20,000	20,000	20,000	58
1,000,000			-		712,024	712,024	712,024	59
2,917,000			-		2,600,000	2,600,000	2,600,000	60
400,000		400,000	400,000			-	400,000	61
259,613		259,613	259,613			-	259,613	62
58,400		58,400	58,400			-	58,400	63
12,701,000			-		900,000	900,000	900,000	64
11,300,000			-		70,198	70,198	70,198	65
2,500,000			-		2,111,423	2,111,423	2,111,423	66
536,162			-		302,000	302,000	302,000	67
1,650,000			-		1,371,000	1,371,000	1,371,000	68

EXHIBIT B
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION

Proj.	Location/ Address	Department	Project Name-Description	Fund
69	Phelan	Transportation	Sheep Crk Rd & Phelan Rd, .14m N, SH 138 N/Duncan Rd & Malpaso E/Johnson - Repave. Prop 1B	SAA
70	Redlands	Transportation	Garnet Street, Mill Creek Br No. 54C 420 - Bridge replacement. Design-HBP 80%, Gas Tax match 20%, Construction-HBP 100%	SAA
71	Rialto	Transportation	Lilac Ave, .12m S,Lurelane W leg N/Tahoe St - Repave - PCI (City Lead). Gas Tax	SAA
72	Running Springs	Transportation	Running Springs School Road, .15m S,Snow Cactus Ct N/Sh 18 - Repave - PCI. Gas Tax	SAA
73	San Bernardino	Transportation	Pacific St, ADA Ramp & Flashing Lighted Crosswalk. SR2S	SAA
74	Silver Lakes	Transportation	Helendale Road, Shadow Mtn Rd Nly/Vista Rd - Repave - PCI. Measure I	SXC
75	Silver Lakes	Transportation	Vista Road, Helendale Rd W/Lakeview Dr - Repave - PCI. Measure I	SXC
76	Spring Valley Lake	Transportation	Country Club Drive, Spg Valley Pky Ely/Riverview Dr - Repave - PCI. Measure I	SXF
77	Spring Valley Lake	Transportation	Kalin Ranch Drive, Spg Valley Pky NE/Arrowhead Tr - Repave - PCI. Measure I	SXF
78	Spring Valley Lake	Transportation	Makai Court, Country Club Dr N/End - Repave - PCI. Measure I	SXF
79	Spring Valley Lake	Transportation	Niagara Drive, .25M NW,Pyramid Dr S&E/Driftwood Dr - Repave - PCI. Measure I	SXF
80	Spring Valley Lake	Transportation	Ridge Crest Road & Pahute Ave - Sidewalk Construction. SRTS	SAA
81	Spring Valley Lake	Transportation	Whispering Springs Road, Sunburst Rd N&E/Rain Shadow Rd - Repave - PCI. Measure I	SXF
82	Spring Valley Lake	Transportation	Yates Road, .24M N of Chinquapin Dr E & S to .02M S of Fortuna, Signal at Ridge Crest & Chinquapin - Widen, repave (City lead, County share only). Measure I, Prop 1B, Regional Fee Plan (w/PCI Component)	SAA
83	Verdemont	Transportation	Institution Rd, .20M W of Verdemont Rch Rd east .40M - Repave. General Fund (transferred previously)	SAA
84	Yermo	Transportation	Yermo Road at Manix Wash - Design bridge replacement. HBP 88.53%, Gas Tax match	SAA
	TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION			

Acronyms/Symbols:

HBP	Federal Highway Bridge Program
HSIP	Highway Safety Improvement Program
PLH	Public Lands Highway Program
Prop 1B	Proposition 1B Bond Act
SLPP	State-Local Partnership Program
SR2S	State Safe Routes to School Program
SRTS	Federal Safe Routes to School Program
STP	Federal Surface Transportation Program
TCIF	Trade Corridor Improvement Fund (under Prop 1B)
TDA Art 3	Transportation Development Act, Bicycle & Pedestrian Funds
PCI	Project Protects/Improves the Pavement Condition

EXHIBIT B
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION

	NEW PROJECTS			CARRYOVER				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Carryover Balances	2013-14 Recommended Requirements	Proj.
`			-		5,553,850	5,553,850	5,553,850	69
6,500,000			-		344,059	344,059	344,059	70
237,000		237,000	237,000			-	237,000	71
500,000		500,000	500,000			-	500,000	72
407,900			-		332,500	332,500	332,500	73
929,000		929,000	929,000			-	929,000	74
825,000		825,000	825,000			-	825,000	75
1,000,000		1,000,000	1,000,000			-	1,000,000	76
725,000		725,000	725,000			-	725,000	77
61,098		61,098	61,098			-	61,098	78
291,038		291,038	291,038			-	291,038	79
262,508			-		192,508	192,508	192,508	80
208,004		208,004	208,004			-	208,004	81
2,870,000	908,543		908,543		1,460,457	1,460,457	2,369,000	82
7,000,000			-	6,500,000	-	6,500,000	6,500,000	83
1,867,231			-		1,763,097	1,763,097	1,763,097	84
308,829,857	**4,109,813**	**13,864,968**	**17,974,781**	**7,817,000**	**55,343,298**	**63,160,298**	**81,135,079**	

EXHIBIT C
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-SOLID WASTE MANAGEMENT

Proj.	Location/ Address	Department	Project Name-Description	Fund
1	Barstow 32553 Barstow Road, Barstow	Solid Waste	Borrow Area Phase 1 Liner	EAC
2	Big Bear 38550 Holcomb Valley Road, Big Bear	Solid Waste	Landfill Gas Extraction System	EAL
3	Countywide-Various	Solid Waste	Landfill Gas Extraction System Operations, Maintenance & Monitoring (OM&M)	EAL
4	Countywide-Various	Solid Waste	Water Quality Management & Reporting Program OM&M	EAL
5	Heaps Peak 29898 Hwy 18, Running Springs	Solid Waste	Entrance/Facility Pavement - Design	EAA
6	Heaps Peak 29898 Hwy 18, Running Springs	Solid Waste	Install Modular Scale House	EAA
7	Heaps Peak 29898 Hwy 18, Running Springs	Solid Waste	Leachate Treatment System OM&M	EAL
8	Heaps Peak 29898 Hwy 18, Running Springs	Solid Waste	East Slope Stabilization	EAL
9	Landers 59200 Winters Road, Landers	Solid Waste	Install Modular Scale House	EAA
10	Landers 59200 Winters Road, Landers	Solid Waste	Lateral Expansion	EAC
11	Landers 59200 Winters Road, Landers	Solid Waste	Landfill Gas Extraction System	EAL
12	Mid-Valley 2390 N. Alder Avenue, Rialto	Solid Waste	Lane 24 Radio Frequency Indentification (RFID) Improvement Project	EAA
13	Mid-Valley 2390 N. Alder Avenue, Rialto	Solid Waste	Unit 1 South & West Slopes Partial Final Closure	EAB
14	Mid-Valley 2390 N. Alder Avenue, Rialto	Solid Waste	Broco Cleanup	EAL
15	Mid-Valley 2390 N. Alder Avenue, Rialto	Solid Waste	Perchlorate - State Dept. of Toxic Substances Control (DTSC) Reimbursement	EAL
16	Milliken 2050 South Milliken Ave., Ontario	Solid Waste	Easement Agreements - Edison	EAL
17	San Timoteo 31 Refuse Road, Redlands	Solid Waste	Entrance/Access Road Construction - Design	EAA
18	Victorville 18600 Stoddard Wells Road, Victorville	Solid Waste	Chip Seal Entrance Road	EAA
19	Yucaipa 33900 Oak Glen Road, Yucaipa	Solid Waste	Ground Water Treatment System	EAL
	TOTAL PROJECTS ADMINISTERED BY PUBLIC WORKS-SOLID WASTE MANAGEMENT			

EXHIBIT C
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-SOLID WASTE MANAGEMENT

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Carryover Balances	2013-14 Recommended Requirements	Proj.
3,964,468		2,110,934	2,110,934		1,853,534	1,853,534	3,964,468	1
1,430,113		1,430,113	1,430,113			-	1,430,113	2
4,174,637		4,174,637	4,174,637			-	4,174,637	3
2,275,334		2,275,334	2,275,334			-	2,275,334	4
100,000		100,000	100,000			-	100,000	5
100,000		50,000	50,000		50,000	50,000	100,000	6
250,000		250,000	250,000			-	250,000	7
1,222,692			-		1,222,692	1,222,692	1,222,692	8
100,000			-		100,000	100,000	100,000	9
346,780			-		346,780	346,780	346,780	10
250,000		250,000	250,000			-	250,000	11
130,000		130,000	130,000			-	130,000	12
1,703,500			-		1,703,500	1,703,500	1,703,500	13
500,000		500,000	500,000			-	500,000	14
163,618		163,618	163,618			-	163,618	15
5,305		5,305	5,305			-	5,305	16
100,000		100,000	100,000			-	100,000	17
45,000		45,000	45,000			-	45,000	18
450,000		450,000	450,000			-	450,000	19
17,311,447	**-**	**12,034,941**	**12,034,941**	**-**	**5,276,506**	**5,276,506**	**17,311,447**	

EXHIBIT D
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS ADMINISTERED BY OTHER DEPARTMENTS

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj #
1	Apple Valley-21600 Corwin Dr.	Airports	Apple Valley Airport Runway Rehabilitation - Phase I. Phase 2 - $90,000 in 2014-15 and Phase 3 - $975,000 in 2015-16 funded 10% CIP Fund RAI and 90% FAA funds.	14-004	RAI	
2	Apple Valley-21600 Corwin Dr.	Airports	Apple Valley Airport Comprehensive Land Use Plan (CLUP) Update funded by CSA 60 CIP fund	14-006	RAI	
3	Bloomington-10174 Magnolia	County Fire	Station 76 Kitchen Remodel funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-028	FVR	
4	Bloomington-10174 Magnolia	County Fire	Station 76 Exterior Stucco and Paint funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-032	FVR	
5	Chino-7000 Merrill Ave.	Airports	Chino Airport Northwest Apron Rehabiitation - Phase I. Phase 2 - $80,000 in 2014-15 and Phase 3 - $340,000 in 2015-16 funded 10% CP Fund RAA and 90% FAA funds.	14-001	RAA	
6	Chino-7000 Merrill Ave.	Airports	Chino Airport Pavement Maintenance Plan Update funded 10% CIP fund RAA and 90% FAA funds	14-007	RAA	
7	Chino-7000 Merrill Ave.	Airports	Chino Airport CLUP Update funded by CIP fund RAA.	14-008	RAA	
8	Countywide-Various	Fleet Management	Modify/replace existing unleaded fuel tanks to comply with California Air Resources (CARB) Executive Order 401 by April 1, 2014. Funded by Fleet Management Internal Service funds.	14-011		
9	Daggett-39500 National Trails Hwy	Airports	Barstow-Daggett Airport Apron Rehabilitation - Phase I. Phase 2 - $310,000 in 2014-15 and Phase 3 - $6,345,000 in 2015-16. Funded 10% CIP Fund RAI and 90% FAA funds	14-003	RAI	
10	Devore-1511 Devore Rd.	County Fire	Station 2 Kitchen and Dining Remodel funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-027	FVR	
11	Helendale-27089 Helendale Rd.	County Fire	Station 4 Exterior Paint funded by Fire Station 4 Budget (FNZ 590 3004)	14-038	FNZ	
12	Hesperia-4691 Summit Valley Rd.	County Fire	Station 48 Painting Exterior Project funded by Reserves (FMR 590 5000)	14-036	FMR	
13	Hesperia-4691 Summit Valley Rd.	County Fire	Station 48 Underskirking Project funded by Reserves (FMR 590 5000)	14-037	FMR	
14	Lake Arrowhead-27470 N. Bay Rd.	County Fire	Station 94 Apparatus Bay Doors funded by Reserves (FMR 600 4000)	14-043	FMR	
15	Mentone-1300 Crafton Ave.	County Fire	Station 9 Kitchen Bathroom Remodels funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-029	FVR	
16	Mentone-1300 Crafton Ave.	County Fire	Station 9 Asbestos Abatement funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-030	FVR	
17	Mountain View Acres-13782 El Evado Rd.	County Fire	Station 37 Security Gate Opener funded by Fire Station 37 Budget (FNZ 590 4037)	14-039	FNZ	
18	Muscoy-12852 Macy Ave.	County Fire	Station 75 Zero Scape Landscaping funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-033	FVR	
19	S.B./Redlands-Santa Ana River Trail	Regional Parks	Construct hiking/biking/equestrian trail - Phase 3 funded by Sanbag		RTS	PT0142
20	San Bernardino/ Redlands Santa Ana River Trail	Regional Parks	Construct hiking/biking/equestrian trail - Phase 4 funded by the California State Coastal Conservancy (Prop 84)		RTS	PT0094
21	San Bernardino-210 N. Lena Rd.	Fleet Management	Parts Room Upgrade funded brom Fleet Management Internal Service Funds.	14-012		
22	Trona-83732 Trona Rd.	County Fire	Station 57 Roof Replacement funded by Fire Station Budget (FNZ 590 3057)	14-040	FNZ	
23	Upland-2413 N. Euclid Ave.	County Fire	Station 12 Re-surface Asphalt funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-031	FVR	
24	Wrightwood-5980 Elm St.	County Fire	Station 14 Roof Replacement funded by Reserves (FMR 590 5000)	14-034	FMR	
25	Wrightwood-5980 Elm St.	County Fire	Station 14 Facia Boards Replacement funded by Reserves (FMR 590 5000)	14-035	FMR	
26	Yucca Valley-57201 29 Palms Hwy	County Fire	Station 41 Roof Repair funded by Station 41 Operating Budget (FSZ 610 3041)	14-044	FSZ	
	TOTAL PROJECTS ADMINISTERED BY OTHER DEPARTMENTS					

EXHIBIT D
2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS ADMINISTERED BY OTHER DEPARTMENTS

	NEW PROJECTS			CARRYOVER				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Carryover Balances	2013-14 Recommended Requirements	Proj.
60,000		60,000	60,000			-	60,000	1
50,000		50,000	50,000			-	50,000	2
19,950		19,950	19,950			-	19,950	3
26,600		26,600	26,600			-	26,600	4
50,000		50,000	50,000			-	50,000	5
60,000		60,000	60,000			-	60,000	6
50,000		50,000	50,000			-	50,000	7
100,000		100,000	100,000			-	100,000	8
65,000		65,000	65,000			-	65,000	9
26,600		26,600	26,600			-	26,600	10
20,000		20,000	20,000			-	20,000	11
7,667		7,667	7,667			-	7,667	12
13,034		13,034	13,034			-	13,034	13
40,000		40,000	40,000			-	40,000	14
19,950		19,950	19,950			-	19,950	15
19,950		19,950	19,950			-	19,950	16
8,000		8,000	8,000			-	8,000	17
19,950		19,950	19,950			-	19,950	18
4,159,940			-		559,940	559,940	559,940	19
3,500,000	-	100,000	100,000			-	100,000	20
10,000		10,000	10,000			-	10,000	21
25,334		25,334	25,334			-	25,334	22
13,300		13,300	13,300			-	13,300	23
42,000		42,000	42,000			-	42,000	24
13,034		13,034	13,034			-	13,034	25
10,640		10,640	10,640			-	10,640	26
8,430,949	**-**	**871,009**	**871,009**	**-**	**559,940**	**559,940**	**1,430,949**	

EXHIBIT E
2013-14 THROUGH 2017-18
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
By Project Type

Description	Recommended Year 1 (2013-14)	Proposed Year 2 (2014-15)
Minor Capital Improvement Program	2,057,210	2,000,000
ADA Improvements Program	-	200,000
Regional Parks Improvements Program	1,000,000	1,000,000
HVAC Upgrades/Maintenance/Replacement:	2,760,000	2,400,000
Countywide Hardware and HVAC Controls Upgrade-$450,000		300,000
CGC HVAC Study-$40,000		
WVDC HVAC Commissioning Implementation-Phase II-$395,000		
FM HVAC Package Units (2) - $25,000		
Barstow Public Health Air Handler - $50,000		
Twin Peaks Chiller - $200,000		
Adelanto Detention Center HVAC - $1,600,000		
Boiler Replacements:	350,000	250,000
RYEF Boiler-$110,000		
316 Mountain View Boiler-$120,000		
268 Hospitality Boiler-$120,000		
Emergency Generators:	60,000	600,000
RYEF Generator Removal/Temporary Connections		
Elevator Modernization:	568,290	350,000
268 Building (2)-$450,000		
Big Bear Courthouse (1)-$118,290		
Fire/Life Safety Program:	260,000	250,000
268 Hospitality Fire Alarm Upgrade-$250,000		
Rancho Courthouse Sprinkler Head Replacement-$10,000		
Security Control Systems		
Roofing Repair/Replacement Program:	940,000	600,000
Probation Day Reporting Center Roof-$220,000		
Sheriff GHRC Facilities Roof-$270,000		
Adelanto Detention Center Roofing Replacement-$340,000		250,000
Barstow Probation Roofing Replacxement-$110,000		
Pavement Management Program:	940,000	1,000,000
Facilities Mgmt Parking Lot and Driveway Rehab-$220,000		
General Services Building Patch and Slurry-$360,000		
CGC Complex Paving Rehab-$240,000		
Joshua Tree Complex Pavement Rehabilitation-$120,000		
Energy Efficiency Program	-	250,000
Exterior Renovation Program:	282,000	400,000
CGC Exterior Renovation-$100,000		
Redlands Museum Assoc. Buildings-$50,000		
Redlands Museum Entry and Patio Deck Resurfacing-$49,500		
Redlands Museum Paint and Seal Dome-$82,500		
Interior Renovation Program:	1,285,000	500,000
GHRC Work Release Offices Carpet Replacement-$25,000		
WVDC Inmate Shower Renovation (3 Year Funding)-$600,000		
Countywide Conference Room Upgrade-$150,000		150,000
CGC Land Use Services Wall-$80,000		
CGC Land Use Services Breakroom-$40,000		
District Attorney into Victorville Sheriff's Court Svcs-$220,000		
Redlands Museum 2nd Floor Flooring Replacement-$66,000		
Redlands Museum Mammal Hall Flooring Replacement-$44,000		
Joshua Tree Courthouse Ceiling Tile Replacement-$60,000		

EXHIBIT E
2013-14 THROUGH 2017-18
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
By Project Type

Proposed Year 3 (2015-16)	Proposed Year 4 (2016-17)	Proposed Year 5 (2017-18)	Total One-Time Capital Cost
2,000,000	2,000,000	2,000,000	10,057,210
200,000	200,000	200,000	800,000
1,000,000			3,000,000
1,700,000	1,500,000	1,000,000	9,360,000
300,000	300,000		900,000
250,000	200,000	150,000	1,200,000
600,000	600,000	600,000	2,460,000
350,000	350,000	350,000	1,968,290
250,000	250,000	250,000	1,260,000
400,000	400,000		800,000
500,000	400,000	400,000	2,840,000
			250,000
750,000	500,000	500,000	3,690,000
250,000	250,000	250,000	1,000,000
450,000	500,000	600,000	2,232,000
500,000	500,000	500,000	3,285,000
150,000			300,000

EXHIBIT E
2013-14 THROUGH 2017-18
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
By Project Type

Description	Recommended Year 1 (2013-14)	Proposed Year 2 (2014-15)
Site Infrastructure Program:	1,497,500	600,000
172 W. 3rd Replace Oil Switches (2)-$48,000		
Gilbert Street Replace Oil Switches (9)-$215,000		
351 Mt View Replacew Oil Switch-$24,000		
364 Mt. View Replace Oil Switch-$24,000		
316 Mt. View Air Switches (2)-$42,000		
Redlands Museum Flooding-$140,000		
Cucamonga Guasti Regional Park Reclaimed Water-$14,500		
Gilbert Street Preventative Maintenance on Switchgear-$40,000		
WVDC Perimeter Security Enhancement-$950,000		
County Buildings Acquisition and Retrofit Project		900,000
Unprogrammed	-	-
TOTAL BUDGET	**12,000,000**	**12,000,000**

EXHIBIT E
2013-14 THROUGH 2017-18
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
By Project Type

Proposed Year 3 (2015-16)	Proposed Year 4 (2016-17)	Proposed Year 5 (2017-18)	Total One-Time Capital Cost
600,000	700,000	800,000	4,197,500
1,000,000	1,000,000	1,200,000	4,100,000
750,000	2,350,000	3,200,000	6,300,000
12,000,000	**12,000,000**	**12,000,000**	**60,000,000**

THIS PAGE LEFT INTENTIONALLY BLANK

General Fund

Aging and Adult Services - Aging Programs	AAF OOA
Aging and Adult Services - Public Guardian-Conservator	AAA PGD
Agriculture/Weights and Measures	AAA AWM
Airports	AAA APT
Architecture and Engineering	AAA ANE
Assessor/Recorder/County Clerk	AAA ASR
Auditor-Controller/Treasurer/Tax Collector	AAA ATX
Behavioral Health	AAA MLH
Board of Supervisors	AAA BDF
Board of Supervisors - Board Discretionary Fund	AAA CNA
Child Support Services	AAA DCS
Clerk of the Board	AAA CBD
County Administrative Office	AAA CAO
County Administrative Office - Earned Leave	ACA CAO
County Administrative Office - Litigation	AAA LIT
County Counsel	AAA CCL
County Museum	AAA CCM
County Schools	AAA SCL
County Trial Courts - Court Facilities Payments	AAA CFP
County Trial Courts - Court Facilities/Judicial Benefits	AAA CTN
County Trial Courts - Drug Court Programs	AAA FLP
County Trial Courts - Grand Jury	AAA GJY
County Trial Courts - Indigent Defense Program	AAA IDC
County Trial Courts - Trial Court Funding - Maintenance of Effort	AAA TRC
District Attorney - Criminal Prosecution	AAA DAT
Economic Development	AAA EDF
Finance and Administration	AAA FAB
Finance and Administration - Capital Facilities Leases	AAA JPL
Health Administration	AAA HCC
Human Resources	AAA HRD
Human Resources - The Center for Employee Health and Wellness	AAA OCH
Human Resources - Unemployment Insurance	AAA UNI
Human Services - Administrative Claim	AAA DPA
Human Services - AFDC - Foster Care	AAB BHI
Human Services - Aid to Adoptive Children	AAB ATC
Human Services - Aid to Indigents (General Relief)	AAA ATI
Human Services - CalWORKs - 2 Parent Families	AAB UPP
Human Services - CalWORKs - All Other Families	AAB FGR
Human Services - Cash Assistance for Immigrants	AAB CAS
Human Services - Domestic Violence / Child Abuse Services	AAA DVC
Human Services - Entitlement Payments (Child Care)	AAA ETP
Human Services - Kinship Guardianship Assistance Program	AAB KIN
Human Services - Out-of-Home Child Care	AAA OCC
Human Services - Refugee Cash Assistance	AAB CAP
Information Services - Application Development	AAA ISD
Land Use Services - Administration	AAA LUS
Land Use Services - Building and Safety	AAA BNS
Land Use Services - Code Enforcement	AAA CEN
Land Use Services - Fire Hazard Abatement	AAA WAB
Land Use Services - Land Development	AAA LND
Land Use Services - Planning	AAA PLN
Law and Justice Group Administration	AAA LNJ

General Fund	
Local Agency Formation Commission	AAA LAF
Probation - Administration, Corrections and Detention	AAA PRB
Probation - Court-Ordered Placements	AAA PYA
Probation - Juvenile Justice Grant Program	AAA PRG
Public Defender	AAA PBD
Public Health	AAA PHL
Public Health - California Children's Services	AAA CCS
Public Health - Indigent Ambulance	AAA EMC
Public Works - Surveyor	AAA SVR
Purchasing	AAA PUR
Real Estate Services	AAA RPR
Real Estate Services - Courts Property Management	AAA CRT
Real Estate Services - Facilities Management Division	AAA FMD
Real Estate Services - Rents and Leases	AAA RNT
Real Estate Services - Utilities	AAA UTL
Regional Parks	AAA CCP
Registrar of Voters	AAA ROV
Sheriff/Coroner/Public Administrator	AAA SHR
Sheriff/Coroner/Public Administrator - Detentions	AAA SHD
Sheriff/Coroner/Public Administrator - Law Enforcement Contracts	AAA SHC
Veterans Affairs	AAA VAF

Restricted General Funds	
Automated Systems Development	AAP CAO
Prop 172 - District Attorney	AAG DAT
Prop 172 - Probation	AAG PRB
Prop 172 - Sheriff	AAG SHR
1991 Realignment - Behavioral Health	AAC HCC
1991 Realignment - Health Services	AAE HCC
1991 Realignment - Social Services	AAD HCC
2011 Realignment	AAI CAO
2011 Realignment	AAJ CAO

Special Revenue Funds	
Agriculture/Weights and Measures - California Grazing	SCD ARE
Airports - Capital Improvement Program	RAA APT
Airports - Capital Improvement Program	RAW APT
Airports - Capital Improvement Program	RCD APT
Airports - Chino Airport Commercial Hangars	RCI APT
Airports - Chino Airport Incentive Fund	RCO APT
Assessor/Recorder/County Clerk - Electronic Recording	SIW REC
Assessor/Recorder/County Clerk - Recorder Records	SIX REC
Assessor/Recorder/County Clerk - Social Security Number Truncation	SST REC
Assessor/Recorder/County Clerk - Systems Development	SDW REC
Assessor/Recorder/County Clerk - Vital Records	SDX REC
Auditor-Controller/Treasurer/Tax Collector - Redemption Restitution Maintenance	SDQ TTX
Behavioral Health - Block Grant Carryover Program	SDH MLH
Behavioral Health - Court Alcohol and Drug Program	SDI MLH
Behavioral Health - Driving Under the Influence Programs	SDC MLH

Special Revenue Funds

Behavioral Health - Mental Health Services Act	RCT MLH
Community Development and Housing	SAR ECD
Community Development and Housing	SAS ECD
Community Development and Housing	SAT ECD
Community Development and Housing	SAU ECD
Community Development and Housing	SAV ECD
Community Development and Housing	SBA ECD
Community Development and Housing	SBC ECD
Community Development and Housing	SBD ECD
Community Development and Housing	SBE ECD
Community Development and Housing	SBQ ECD
Community Development and Housing	SBR ECD
Community Development and Housing	SBT ECD
Community Development and Housing	SBW ECD
Community Development and Housing	SBZ ECD
Community Development and Housing	SCS ECD
Community Development and Housing	SDJ ECD
Community Development and Housing	SDK ECD
Community Development and Housing	SDR ECD
Community Development and Housing	SEI ECD
Community Development and Housing	SIH ECD
Community Development and Housing	SIL ECD
Community Development and Housing	SIO ECD
Community Development and Housing	SIR ECD
County Library	SAP CLB
County Trial Courts - Alternate Dispute Resolution	SEF CAO
County Trial Courts - Courthouse Seismic Surcharge	RSE CAO
County Trial Courts - Registration Fees	RMX IDC
District Attorney - Auto Insurance Fraud Prosecution	RIP DAT
District Attorney - Federal Asset Forfeitures	SDN DAT
District Attorney - Real Estate Fraud Prosecution	REB DAT
District Attorney - Specialized Prosecutions	SBI DAT
District Attorney - State Asset Forfeitures	SBH DAT
District Attorney - Vehicle Fees - Auto Theft	SDM DAT
District Attorney - Workers' Compensation Insurance Fraud Prosecution	ROB DAT
Economic Development - Housing Successor	MPW 644
Economic Development - Housing Successor	SPE RDA
Economic Development - Housing Successor	SPH RDA
Economic Development - Housing Successor	SPL CED
Economic Development - Housing Successor	SPM MIS
Economic Development - San Bernardino Valley Enterprise Zone	SYZ EDF
Finance and Administration - Disaster Recovery Fund	SFH CAO
Health Administration - Master Settlement Agreement	RSM MSA
Human Resources - Commuter Services	SDF HRD
Human Resources - Employee Benefits and Services	SDG HRD
Human Services - Wraparound Reinvestment Fund	SIN BHI
Law and Justice Group - 2012 Justice Assistance Grant	SDZ LNJ
Law and Justice Group - 2011 Justice Assistance Grant	SDO LNJ
Law and Justice Group - 2010 Justice Assistance Grant	SIQ LNJ
Law and Justice Group - 2009 Justice Assistance Grant	SDT LNJ
Law and Justice Group - 2009 Recovery Act Justice Assistance Grant (JAG)	SIT LNJ
Law and Justice Group - Southwest Border Prosecution Initiative	SWI LNJ

Special Revenue Funds

Preschool Services	RSC HPS
Probation - Asset Forfeiture 15%	SYM PRB
Probation - Criminal Recidivism (SB 678)	SJB PRB
Probation - Juvenile Justice Crime Prevention Act	SIG PRG
Probation - Juvenile Re-Entry Program (AB 1628)	SIU PRB
Probation - State Seized Assets	SYN PRB
Public Health - Bio-Terrorism Preparedness	RPL PHL
Public Health - H1N1 Preparedness	RPM PHL
Public Health - Tobacco Use Reduction Now	RSP PHL
Public Health - Vector Control Assessments	SNR PHL
Public Health - Vital Statistics State Fees	SCI PHL
Public Works - Surveyor - Survey Monument Preservation	SBS SVR
Public Works - Transportation - Developer Fees	SVC TRA
Public Works - Transportation - Facilities Development Plans	SWB TRA
Public Works - Transportation - Facilities Development Plans	SWD TRA
Public Works - Transportation - Facilities Development Plans	SWG TRA
Public Works - Transportation - Facilities Development Plans	SWJ TRA
Public Works - Transportation - Facilities Development Plans	SWN TRA
Public Works - Transportation - Facilities Development Plans	SWO TRA
Public Works - Transportation - Facilities Development Plans	SWQ TRA
Public Works - Transportation - Facilities Development Plans	SWX TRA
Public Works - Transportation - Facilities Development Plans	SXP TRA
Public Works - Transportation - Facilities Development Plans	SXQ TRA
Public Works - Transportation - Measure I Program	RRR TRA
Public Works - Transportation - Measure I Program	RRS TRA
Public Works - Transportation - Measure I Program	RRT TRA
Public Works - Transportation - Measure I Program	RRU TRA
Public Works - Transportation - Measure I Program	RRV TRA
Public Works - Transportation - Measure I Program	RWR TRA
Public Works - Transportation - Measure I Program	RWS TRA
Public Works - Transportation - Measure I Program	RWT TRA
Public Works - Transportation - Measure I Program	RWU TRA
Public Works - Transportation - Measure I Program	RWV TRA
Public Works - Transportation - Measure I Program	SWR TRA
Public Works - Transportation - Measure I Program	SWS TRA
Public Works - Transportation - Measure I Program	SWT TRA
Public Works - Transportation - Measure I Program	SWU TRA
Public Works - Transportation - Measure I Program	SWV TRA
Public Works - Transportation - Measure I Program	SWW TRA
Public Works - Transportation - Measure I Program	SXA TRA
Public Works - Transportation - Measure I Program	SXB TRA
Public Works - Transportation - Measure I Program	SXC TRA
Public Works - Transportation - Measure I Program	SXD TRA
Public Works - Transportation - Measure I Program	SXE TRA
Public Works - Transportation - Measure I Program	SXF TRA
Public Works - Transportation - Measure I Program	SXG TRA
Public Works - Transportation - Measure I Program	SXO TRA
Public Works - Transportation - Measure I Program	SXU TRA
Public Works - Transportation - Measure I Program	SXV TRA
Public Works - Transportation - Measure I Program	SXW TRA
Public Works - Transportation - Measure I Program	SXY TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEA TRA

Special Revenue Funds

Public Works - Transportation - Regional Development Mitigation Plan	SEH TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEJ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEM TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SER TRA
Public Works - Transportation - Regional Development Mitigation Plan	SES TRA
Public Works - Transportation - Regional Development Mitigation Plan	SET TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEV TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEZ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFJ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFR TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFT TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGB TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGC TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGL TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGT TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGV TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHB TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHC TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHF TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHH TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHI TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHL TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHQ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHR TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHX TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHY TRA
Public Works - Transportation - Regional Development Mitigation Plan	SIA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SID TRA
Public Works - Transportation - Road Operations	SAA TRA
Public Works - Transportation - Road Operations	SVF TRA
Public Works - Transportation - Road Operations	SVK TRA
Public Works - Transportation - Road Operations	SVL TRA
Public Works - Transportation - Road Operations	SVM TRA
Public Works - Transportation - Road Operations	SXI TRA
Real Estate Services - Chino Agricultural Preserve	SIF INQ

Special Revenue Funds	
Regional Parks - Calico Ghost Town Marketing Services	SPS CCR
Regional Parks - County Trails System	RTS CCP
Regional Parks - San Manuel Amphitheater	SGH CAO
Regional Parks - Off-Highway Vehicle License Fee	SBY AMS
Regional Parks - Park Maintenance/Development	SPR CCR
Regional Parks - Amphitheater Improvements at Glen Helen	SGR RGP
Regional Parks - Proposition 40 Projects	RKM RGP
Sheriff/Coroner/Public Administrator- Aviation	SCE SHR
Sheriff/Coroner/Public Administrator - CAL-ID Program	SDA SHR
Sheriff/Coroner/Public Administrator - Capital Projects Fund	SQA SHR
Sheriff/Coroner/Public Administrator - Contract Training	SCB SHR
Sheriff/Coroner/Public Administrator- Court Services Auto	SQR SHR
Sheriff/Coroner/Public Administrator - Court Services Tech	SQT SHR
Sheriff/Coroner/Public Administrator - Federal Seized Assets (DOJ)	SCK SHR
Sheriff/Coroner/Public Administrator - Federal Seized Assets (Treasury)	SCO SHR
Sheriff/Coroner/Public Administrator - IRNET Federal	SCF SHR
Sheriff/Coroner/Public Administrator - IRNET State	SCX SHR
Sheriff/Coroner/Public Administrator - Local Detention Facility Revenue	SRL SHR
Sheriff/Coroner/Public Administrator - Public Gatherings	SCC SHR
Sheriff/Coroner/Public Administrator - Search and Rescue	SCW SHR
Sheriff/Coroner/Public Administrator - State Seized Assets	SCT SHR
Sheriff/Coroner/Public Administrator - Auto Theft Task Force	SCL SHR
Special Districts - Fish and Game Commission	SBV CAO
Workforce Development	SAC JOB

Capital Improvement Funds	
Architecture and Engineering - Capital Improvements and Maintenance	CJP CIP
Architecture and Engineering - Capital Improvements and Maintenance	CJV CIP
Architecture and Engineering - Courthouse Capital Improvement Program	CJY CIP
Architecture and Engineering - Capital Improvements and Maintenance	CMV CIP
Arrowhead Regional Medical Center - Capital Improvements	CJE CIP
Arrowhead Regional Medical Center - Capital Improvements	CJZ CIP

Enterprise Funds	
Airports - Apple Valley Airport - Operations (CSA 60)	EBJ 400
Airports - Apple Valley Airport - Capital Improvement (CSA 60)	RAI 400
Arrowhead Regional Medical Center (ARMC)	EAD MCR
Arrowhead Regional Medical Center - Earned Leave	IDB MCR
Arrowhead Regional Medical Center - Medical Center Lease Payments	EMD JPL
County Museum - Museum Store	EMM CCR
Public Works - Solid Waste Management - Earned Leave	IDA SWM
Public Works - Solid Waste Management - Environmental Fund	EAL SWM
Public Works - Solid Waste Management - Environmental Mitigation Fund	EWD SWM
Public Works - Solid Waste Management - Operations	EAA SWM
Public Works - Solid Waste Management - Site Closure and Maintenance	EAB SWM
Public Works - Solid Waste Management - Site Enhancement, Expansion, and Acquisition	EAC SWM
Public Works - Solid Waste Management - Closure and Post Closure Maintenance	EAN SWM
Public Works - Solid Waste Management - Earned leave Fund	IDA SWM
Regional Parks - Active Outdoors	EME CCP
Regional Parks - Snack Bars	EMO CCR
Regional Parks - Snack Bars	EMP CCR
Regional Parks - Snack Bars	EMT CCR

Internal Service Funds

Finance and Administration - Computer Operations - Earned Leave	IBT ISD
Fleet Management - Garage	ICB VHS
Fleet Management - Garage - Earned Leave	IDJ VHS
Fleet Management - Motor Pool	IBA VHS
Fleet Management - Motor Pool - Earned Leave	IDH VHS
Information Services - 800 Mhz Rebanding Project	IBT ISD
Information Services - Computer Operations	IAJ ISD
Information Services - Computer Operations - Earned Leave	IDD ISD
Information Services - Telecommunication Services	IAM ISD
Information Services - Telecommunication Services - Earned Leave	IDE ISD
Purchasing - Mail/Courier Services	IAY PUR
Purchasing - Mail/Courier Services - Earned Leave	IDG PUR
Purchasing - Printing Services	IAG PUR
Purchasing - Printing Services - Earned Leave	IDC PUR
Purchasing - Surplus Property and Storage Operations	IAV PUR
Purchasing - Surplus Property and Storage Operations- Earned Leave	IDF PUR
Risk Management - Earned Leave	IDI RMG
Risk Management - Insurance Programs	IAA RMG
Risk Management - Insurance Programs	IAB RMG
Risk Management - Insurance Programs	IAD RMG
Risk Management - Insurance Programs	IAE RMG
Risk Management - Insurance Programs	IAF RMG
Risk Management - Insurance Programs	IAH RMG
Risk Management - Insurance Programs	IAI RMG
Risk Management - Insurance Programs	IAL RMG
Risk Management - Insurance Programs	IAN RMG
Risk Management - Insurance Programs	IAO RMG
Risk Management - Insurance Programs	IAQ RMG
Risk Management - Insurance Programs	IAR RMG
Risk Management - Insurance Programs	IAT RMG
Risk Management - Insurance Programs	IAU RMG
Risk Management - Insurance Programs	IAW RMG
Risk Management - Insurance Programs	IBR RMG
Risk Management - Insurance Programs	IBS RMG
Risk Management - Insurance Programs	IMM RMG
Risk Management - Insurance Programs	ISB RMG
Risk Management - Operations	IBP RMG

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 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.

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.

Amortization: The process of gradually extinguishing an asset on the books.

Appropriation: An appropriation is the amount of authority to spend less reimbursements. It represents the authorization for the County to make expenditures/incur obligations for a specified purpose and period of time.

ARRA: ARRA is an acronym used for American Recovery and Reinvestment Act of 2009, also known as Economic Stimulus Funds. The three immediate goals of ARRA are to create new jobs and save existing ones, spur economic activity and invest in long-term growth, and foster unprecedented levels of accountability and transparency in government spending.

Balanced Budget: Total sources, including carry-over fund balances, equals the total requirements and reserves.

Budgeted Staffing: The number of positions (headcount) funded in a budget unit.

Budget Unit: An organizational component which is represented by the combination of a fund and department into one unit for purposes of budgeting.

Capital Expenditures: An asset of a long-term character such as land, buildings, furniture, and other equipment costing $5,000 or more and having a useful life of one year or more. Additionally, computer software is capitalized if the value is $100,000 or greater.

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

Central Services: The Central Services expense category, replaces Central Computer and was set up beginning fiscal year 2010-11 to allocate both the Information Services and Facilities Management Departments' associated charges.

- Information Services Department computer charges are Countywide costs for computer infrastructure such as email, wide area network, payroll processing, and software/hardware staff support. Each department's Central Computer budget amount is estimated at the beginning of the fiscal year by the Information Services Department and is billed based on that estimate.

- Facilities Management Department charges are for basic services provided to departments including grounds, custodial, and maintenance. Each department's budget amount for grounds, custodial, and maintenance is based on an annual average cost per square foot.

Contingencies: An amount set aside within a budget for unforeseen expenditure requirements. Board action must be taken to spend contingency funds and a 4/5 vote is required for approval.

COWCAP: COWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect support costs for services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller/Treasurer/Tax Collector in accordance with 2 Code of Federal Regulations (CFR) Part 225, which is the guideline for state and federal reimbursements for indirect costs.

Department: An organizational unit used by County management to group programs of a like nature. In terms of financial structure, departments may have multiple funding sources, i.e. general fund, special revenue fund, etc. that are based on specified uses. The combinations of the various funds are consolidated at the department level.

Depreciation: The recording of expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

Deficit: Insufficient sources to fully fund expenditures and other disbursements during a fiscal year.

Discretionary General Funding: Describes the overall process of administering net county cost, which is the amount contributed by the County general fund from its discretionary revenue sources to fund the activities of a department.

Discretionary Revenue: Revenue not legally designated for a specific purpose or program that can be appropriated at the discretion of the Board of Supervisors.

Employee Health and Productivity Program (EHaP): A modified duty/return to work program that utilizes specialized nurses to obtain effective and timely treatment for injured or ill employees. Overall goals are to return the employee to the workplace as soon as possible and to increase the health and productivity of employees through health promotion and risk reduction programs.

Encumbrance: An encumbrance is not an expenditure or a liability but merely a reserve of appropriation in a given fiscal year for a specific expenditure.

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

Expenditure: Decreases in net financial resources. An expenditure includes current operating expenses that require the present or future use of resources.

Final Budget: A budget unit's adopted spending plan and financing, including all mid-year adjustments through the fourth quarter.

Fiscal Year: The County's twelve-month accounting period (July 1 through the following June 30), which varies from the calendar year and the federal fiscal year.

Function: A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. This designation is specified by the State Controller. For example: "Public Protection" is the function of the Sheriff/Coroner/Public Administrator Department.

Fund: A legal unit that provides for the segregation of moneys or other resources in the County treasury for specific activities or obligations in accordance with specific restrictions or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and fund balance, as well as its income and expenditures. The assets of a fund may also be placed into separate accounts to provide for limitations on specific fund income or expenditures.

Fund Balance: An amount comprised of accumulated excess or deficiency of revenues less expenditures of a fund, including the cancellation of prior year encumbrances. This is measured at the end of each fiscal year. Fund balance may be used in the budget unit for the upcoming year as a funding source for one-time projects or services.

Fund Balance Classifications: Beginning in 2010-11, GASB 54 requires that financial statements for governmental funds classify fund balance in one of the following five components:

- Nonspendable fund balance – assets that will never convert to cash, or will not convert soon enough to affect the current period, or resources that must be maintained intact pursuant to legal or contractual requirements;
- Restricted fund balance – resources that are subject to externally enforceable limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, constitutional provision, or enabling legislation;
- Committed fund balance – resources that are constrained by self-imposed limitations set in place prior to the end of the period by the highest level of decision making, and remain binding unless removed in the same manner;
- Assigned fund balance – resources that are limited resulting from an intended use established by either the highest level of decision making, or the official or body designated for that purpose;
- Unassigned fund balance – residual net resources that cannot be classified in one of the other four categories.

GASB 34: Governmental Accounting Standards Board (GASB), Statement 34 establishes requirements for the annual financial reports of state and local governments. The goal is to make annual reports easier to understand and more useful to people who use governmental financial information to make decisions. There are many components of GASB 34, but as it relates to the budget, it is primarily composed of how services provided between County budget units are accounted for. GASB 34 specifies how payments for services should be accounted for (either as reimbursements or as departmental revenues). All transactions between departments within the same fund (i.e. general fund) are budgeted as reimbursements. While the net impact is zero, reclassifications between these two categories cause inconsistencies when comparing year-to-year budgets by specific expense or revenue categories.

GASB 51: Governmental Accounting Standards Board (GASB), Statement 51 establishes requirements for the annual financial reports of state and local governments. The objective of this statement is to enhance the comparability of the accounting and financial reporting of intangible assets among state and local governments, and requires that all intangible assets not specifically excluded by its scope provisions be classified as capital assets.

GASB 54: Governmental Accounting Standards Board (GASB), Statement 54 establishes requirements for the annual financial reports of state and local governments to be implemented for periods beginning after June 15, 2010. The objective of this statement is to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. The main components of GASB 54 and how they relate to budget primarily consists of replacing existing fund balance classifications (reserved and unreserved) with new classifications (nonspendable, restricted, committed, assigned, and unassigned) that observe the constraints imposed upon the

use of the resources reported in governmental funds. In addition, special revenue fund type was clarified and affects the activities required to be reported in that fund type.

General Fund: The General Fund is the predominate fund for funding County programs.

Geographic Information System (GIS): A geographic information system integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.

Governmental Funds: Governmental funds consist of the general fund, special revenue funds, capital projects funds and debt service funds.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Headcount: Actual number of individuals carried in a budget unit's payroll, as opposed to the equivalent number computed from wages budgeted.

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

Limited Term: A position designation for non-regular positions, consisting of contract, extra-help, or recurrent position types.

Mandate: A program that meets constitutional, statutory or court-ordered requirements from either federal or state entities.

Memorandum of Understanding (MOU): For budget purposes, the MOU refers to a negotiated and approved labor agreement between the County and an employee labor organization or group that details the salary, benefits, and other conditions of employment.

Mid-Year Adjustments: Board approved budget changes subsequent to adoption.

Mission: A clear, concise statement of purpose for the entire department. The mission focuses on the broad, yet distinct, results the department will achieve for its customers.

Modified Budget: A budget unit's adopted spending plan and financing, including any mid-year adjustments through the second quarter.

Net Budget: Represents the total change in a proprietary fund's net assets excluding depreciation in a given fiscal year.

Net County Cost: Net county cost (or discretionary general funding) is the amount contributed to County general fund departments from discretionary revenue sources to fund the activities of a department.

Operating Expenses: A category of expenditures within a budget unit for all standard costs of daily operations, including such items as office supplies, training, contractual services, and travel.

Operating Transfers In/Out: A method of providing financing from one budget unit to another for the implementation of a project or program.

Performance Measure: An ongoing, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate to objectives and allow for measurement of the same thing over time.

Position: A specific employment, whether occupied or vacant, involving duties requiring the services of one person. A position whether full or part-time is reflected as 1 in budgeted staffing amounts.

Proposition 172 (Prop 172): A permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety.
Proprietary Funds: Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Service Employee (PSE): PSEs are employees assigned to entry-level positions in a variety of fields and occupations for a limited duration. They are not full-time, regular County employees. PSEs are subject to an expedited recruiting process to accommodate additional workload or to manage one-time special projects. They do not receive the full range of benefits or have the civil service status of regular County employees.

Recommended Budget: A recommended budget is the working document of the fiscal year under discussion.

Redevelopment Agency: In 1951 the California Redevelopment Law (CRL) was enacted, which gave California cities and counties the authority to create redevelopment agencies. The CRL provided the local redevelopment agencies powerful local tools to eliminate urban decay, apply for grants, create jobs, build community facilities and infrastructure and attract economic reinvestment. Eventually, the CRL was expanded to assist in the creation of low and moderate income housing. A redevelopment agency, a separate legal entity, was responsible for the implementation of the CRL for the local communities. A redevelopment agency had the ability to create project areas, to purchase and assemble development sites, build infrastructure, construct deed-restricted affordable housing, and issue debt. An agency paid for these improvements through the utilization of tax increment financing. Redevelopment agencies and tax increment financing were eliminated by the state effective February 1, 2012.

Reimbursements: Amount received as payment of the cost of work, or service performed, or of other expenditures made, for or on behalf of another governmental unit or department. Reimbursements represent the recovery of expenditures and are considered a source.

Requirements: A department's appropriation or authority to spend plus department's budgeted operating transfers out.

Restricted Funds: Restricted funds consist of two restricted funding sources – Prop 172, 1991 Realignment and 2011 Realignment. Prop 172 revenue assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. 1991 Realignment assists in funding mental health, social services, and health programs within the County. 2011 Realignment assists in funding public safety, mental health, social services, and health programs within the County.

Revenue: The addition of cash or other current assets to governmental funds (receipts) which do not increase any liability or reserve and do not represent the recovery of an expenditure, i.e., reimbursements. Generally, revenue is derived from taxes, licenses and fees, or investment earnings. Revenues are deposited in a budget unit for future appropriation.

Retirement Incentive Program (RIP): A program offered to County employees in 2008-09 to obtain personnel cost savings in a manner that minimized the financial impact to the County. County employees retiring by June 30, 2009 were made eligible to receive $250 for each completed quarter of continuous County service, payable annually over five years. As part of the RIP, it was expected that the resulting vacated positions would not be filled for a period of five years (although some exceptions applied) and that payment would be suspended if the participating employee returned to work for the County in any capacity.

SB 90 State-Mandated Local Program: State reimbursements to local governments for the cost of activities required by State legislative and executive acts.
Set-Aside Contingency: A contingency made up from available balances materializing throughout one or more fiscal years which are not required to support disbursements of a legal or emergency nature and are held (set-aside) for future funding requirements.

Sources: Amount of funding available to departments such as revenue, reimbursements, operating transfers in, fund balance and reserves.

Special Revenue Funds: Special Revenue Funds are used to account for the proceeds of specific sources of revenue whereby the use of such revenue is restricted by law for particular functions or activities of government. State Government Code Section 29009 requires that the entire unreserved fund balance must be appropriated each year. The amount not expended is carried over to the subsequent year's budget.

Staffing Expenses: A category of expenditures within a budget unit for all costs related to employees including salary, retirement, employee benefits and workers compensation insurance.

Step Increases: An employee, based upon the completion of the required service hours in their classification, satisfactory work performance, and appointing authority recommendation, may receive step advancements. Step advancements within the base salary range shall be based on one (1) or two (2) step increments depending on hire date and bargaining unit. Each increment is 2.5%.

Structurally Balanced Budget: The annual operating budget will be structurally balanced upon adoption of the Board of Supervisors. One-time sources will not be spent on ongoing expenditures.

Successor Agency: A separate public entity from the public agency that had formed the former redevelopment agency. Its purpose is to expeditiously wind down the affairs of the former redevelopment agency pursuant to ABx1 26 and AB 1484 and in accordance with the direction of the oversight board. The primary task of the Agency is to continue to make payments due from its enforceable obligations.

Total Expenditure Authority: The authorized expenditure limit for a budget unit for the current fiscal year.

Transfers: The movement of resources from one budget unit to another usually for payment of services received.

Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same.

Unrestricted Net Assets: That portion of net assets that is neither restricted nor invested in capital assets (net of related debt).

A&E: Architecture and Engineering Department
AAA: Area Agency of Aging
AABs: Assessment Appeals Boards
AB: Assembly Bill
ACF: Administration for Children and Families
ACIP: Airport Capital Improvement Program
ACS: American College of Surgeons
ACT: Animal Cruelty Task
ADA: Americans with Disabilities Act
ADC: Adelanto Detention Center
ADP: State Department of Alcohol and Drug Programs
ADS: Alcohol and Drug Services
AFDC: Aid to Families with Dependent Children
AFIS: Automated Fingerprint Identification System
AMS: Agenda Management System
AOC: Administrative Office of the Courts
AOPA: Aircraft Owners and Pilots Association
APS: Adult Protective Services
AQMD: Air Quality Management District
ARMC: Arrowhead Regional Medical Center
ARRA: American Recovery and Reinvestment Act
ASB: Administrative Services Bureau
ATC: Aid to Adoptive Children
ATC: Auditor-Controller/Treasurer/Tax Collector
BAM: Business Applications Manager
BCCs: Boards, Commissions, and Committees
BH: Behavioral Health
BLM: Bureau of Land Management
BMI: Body Mass Index
BOS: Board of Supervisors
BRT: Business Resource Team
CAEZ: California Enterprise Zone Association
CAFM: Computer Aided Facilities Management
Cal EMA: California Emergency Management Agency
CAL ID: California Identification System
CAL MMET: California Multi-Jurisdictional Methamphetamine Enforcement Team
CALTRANS: California Department of Transportation
CalWORKs: California Work Opportunities and Responsibilities to Kids
CAD: Computer Aided Design
CAFR: Comprehensive Annual Financial Report
CAO: County Administrative Office
CA-PREP: California Personal Resonsibility Education Program
CARE: Coordinated Asthma Referral Education
CAS: Cash Assistance for Immigrants
CASE: Coalition Against Sexual Exploitation
CBO: Community Based Organization
CBP: Customs and Border Protection
CCB: Community Corrections Bureau
CCH: Cardiac Care Hospitals
CCS: California Children's Services
CDA: California Department of Aging
CDBG: Community Development Block Grant
CDBG–R: Community Development Block Grant, Economic Stimulus Funds (also ARRA)
CDC: Centers for Disease Control
CDC: Central Detention Center
CDCR: California Department of Corrections and Rehabilitation
CDH: Community Development and Housing
CDPH: California Department of Public Health
CEC: California Emergency Commission
Cedar Glen: Cedar Glen Disaster Recovery Project Area
CEHW: Center for Employee Health and Wellness
CEO: Chief Executive Officer
CEQA: California Environmental Quality Act
CeRTNA: California e-Recording Transaction Network Authority Network Authority
CFCO: Community First Choice Options
CFS: Children and Family Services
CGC: County Government Center
CGRP: Cucamonga-Guasti Regional Park
CHCF: California Healthcare Foundation
CIP: Capital Improvement Program
CLUP: Comprehensive Land Use Plan
CMAC: California Medical Assistance Commission
CMP: Congestion Management Program
CMRS: County's Maintained Road System
CMS: Center for Medicare and Medicaid Services
CMSP: County Medical Services Program
CNET: Children's Network
CNI: California Necessities Index
COB: Clerk of the Board
CoIDA: San Bernardino County Industrial Development Authority
COLA: Cost of Living Adjustment
COP: Certificates of Participation
COPPS: Community Oriented Policing and Problem Solving
COPS: Citizens' Option for Public Safety
CoRDA: County of San Bernardino Redevelopment Agency
COWCAP: Countywide Cost Allocation Plan
CPR: Cardiopulmonary resusication
CRI: Cities Readiness Initiative
CRM: Community Relationship Management
CSA: County Service Area

CSAC: California State Association of Counties
CSC: Customer Service Center
CSU: Customer Service Unit
CTC: Contract Transaction Charge
CWS: Child Welfare Services
DA: District Attorney
DAAS: Department of Aging and Adult Services
DBH: Department of Behavioral Health
DCB: Detention Corrections Bureau
DCSS: Department of Child Support Services
DHCS: State Department of Health Care Services
DJJ: Department of Juvenile Justice
DMH: State Department of Mental Health
DMV: Department of Motor Vehicles
DNA: Deoxyribonucleic Acid
DOJ: Department of Justice
DOL: Department of Labor
DPH: Department of Public Health
DPW: Department of Public Works
DRC: Day Reporting Center
DRDP-PS: Desired Results Developmental Profile Preschool
DRDP-R: Desired Results Developmental Profile-Revised
DRM: Department of Risk Management
DSH: Disproportionate Share Hospital
DSRIP: Delivery System Reform Incentive Plan
DUI: Driving Under the Influence
DUILA: Drug Use is Life Abuse
DVD: Digital Video Discs
EAP: Employee Assistance Program
ECD: Economic and Community Development
ED: Department of Economic Development
EDA: Economic Development Agency
EDD: California Employment Development Department
EEO: Equal Employment Office
EFC: Extended Foster Care
EFT: Electronic Funds Transfer
EHaP: Employee Health and Productivity Program
EIR: Environmental Impact Report
EMACS: Employee Management and Compensation System
EMF: Environmental Mitigation Fund
EMS: Emergency Medical Services
EMSA: Emergency Medical Services Authority
EOC: Emergency Operations Center
EPSDT: Early and Periodic Screening, Diagnosis and Treatment
ERAF: Educational Revenue Augmentation Fund
ERC: Employment Resource Center
ERRP: Early Retiree Reimbursement Program
ESDC: Environmental Science Day Camp
ESG: Emergency Solutions Grant
EVOC: Emergency Vehicle Operations Center
F2F: Family-to-Family
FAA: Federal Aviation Administration
FAS: Financial Accounting System
FCC: Federal Communications Commission
FCSP: Family Caregiver Support Program
FEMA: Federal Emergency Management Agency
FGR: Cash Aid for All other Families
FLJC: Foothill Law and Justice Center
FMD: Facilities Management Division
FMAP: Federal Medical Assistance Percentage
FMIS: Fleet Management Information System
FMLA: Family Medical Leave Act
FNS: Food and Nutrition Services
FPACT: Family Planning, Access, Care, and Treatment
FRA: Frequency Reconfiguration Agreement
FSP: Food Stamp Participation
GASB: Governmental Accounting Standards Board
GED: General Equivalency Diploma
GFOA: Government Finance Officers Association
GHRC: Glen Helen Regional Center
GHRP: Glen Helen Regional Park
GIS: Geographic Information System
GPS: Global Positioning System
GR: General Relief
GREAT: Gang Resistance Education and Training
GRIP: Gang Reduction Intervention Program
GSA: General Services Administration
GSB: General Services Building
GWTS: Groundwater Treatment System
HAVA: Help America Vote Act of 2002
HBP: Highway Bridge Program
HDGC: High Desert Government Center
HDJDAC: High Desert Juvenile Detention and Assessment Center
HFAP: Health Care Facilities Accreditation Program
HHW: Household Hazardous Waste
HICAP: Health Insurance Counseling and Advocacy Program
HIDTA: High Intensity Drug Trafficking Area
HPRP: Housing Preservation and Rapid Re-housing Program

HRP: Home Rehabilitation Program
HS: Human Services
HSS: Human Services System
HUD: Housing and Urban Development
HVAC: Heating, Ventilation, and Air Conditioning
ICE: Immigration and Customs Enforcement
ICEMA: Inland Counties Emergency Medical Agency
IEP: Individualized Education Program
IEUW: Inland Empire United Way
IGT: Intergovernmental Transfers
IHSS: In-Home Supportive Services
IHSSPA: In Home Supportive Services Public Authority
ILP: Independent Living Program
IMLS: Institute of Museum and Library Services
IP: Internet Protocol
IRNET: Inland Regional Narcotics Enforcement Team
ISD: Information Services Department
ISF: Internal Service Fund
IT: Information Technology
ITSD: Information Technology and Support Division
IVDA: Inland Valley Development Agency
JDAC: Juvenile Detention and Assessment Center
JIMS: Jail Informaiton Management System
JJCPA: Juvenile Justice Crime Prevention Act
JOCS: Job Order Contract System
JPA: Joint Powers Agreement
JPA: Joint Powers Authority
JPF: Juvenile Probation Funding
JTGC: Joshua Tree Government Center
Kin-Gap: Kinship Guardianship Assistance Program
LAD: Leasing and Acquisition Division
LAFCO: Local Agency Formation Commission
LEED: Leadership in Energy and Environmental Design
LEINC: Law Enforcement Intelligence Network Center
LET: Let's End Truancy
LFGES: Landfill Gas Extraction System
LGRP: Lake Gregory Regional Park
LIFT: Low-Income First-Time Mothers
LIHP: Low Income Health Plan
LLUMC: Loma Linda University Medical Center
MAA: Medi-Cal Administrative Activities
MCAC: Major Crimes Against Children
MCLE: Minimum Continuing Legal Education
MDAQMD: Mojave Desert Air Quality Management District
MDCs: Mobile Data Computers
MDT: Multi-Disciplinary Team
MHM!: My Health Matters!
MHSA: Mental Health Services Act
MHz: Megahertz
MIPPA: Medicare Improvements for Patients and Providers Act
MOE: Maintenance of Effort
MOU: Memorandum of Understanding
MRI: Magnetic Resonance Imaging
MSA: Master Settlement Agreement
MSSP: Multipurpose Senior Services Program
N/A: Not Applicable
NACCHO: National Association of County and City Health Officials
NACo: National Association of Counties
NATE: North American Techncian Excellence
NBAA: National Business Aviation Association
NEPA: National Environmental Policy Act
NHoR: New Hall of Records
NIP: Neighborhood Initiative Program
NISG: Neighborhood Initiative Special Grant
NPDES: National Pollutant
NPM: Non-Participating Manufacturers
NSP: Neighborhood Stabilization Program
OAA: Older Americans Act
OCE: Office of Compliance and Ethics
OHV: Off-Highway Vehicle
OMB: Ombudsman
OM&M: Operations Maintenance and Monitoring
OPF: Official Personnel File
OSHA: Occupational Safety and Health Administration
PA: Public Authority
PACE: Pro Active Code Enforcement Program
PACE: Process Approach to Case Excellence
PAS: Performance Assessment System
PATH: Project for Assistance in Transition from Homelessness
PBX: Private Branch Exchange
PC: Penal Code
PCE: Perchloroethylene
PCI: Pavement Condition Index
PCO: Probation Corrections Officer
PD: Public Defender
PEI/TREP: Prevention and Early Intervention/ Transportation Reimbursement Escort Program
PEPRA: Public Employee's Pension Reform Act
PERC: Performance, Education and Resource Center
PFA: Planning Funding Agreement
PG: Programmed Maintenance
PH: Public Health

PHER: Public Health Emergency Response
PID: Program Integrity Division
PIMS: Property Information Management System
PIN: Personal Identification Number
PLF: State Public Library Fund
PLH: Public Lands Highway
PM: Programmed Maintenance
PO: Probation Officer
POS: Point of Sale
POST: Peace Officers Standards of Training
Prop: Proposition
PSART: Perinatal Screening, Assessment, Referral and Treatment
PSD: Preschool Services Department
PSE: Public Service Employee
PSIC: Public Safety Interoperable Communications
PSOC: Public Safety Operations Center
PSSF: Promoting Safe and Stable Families
QSS: Quality Supportive Services
RDA: Redevelopment Agency
RECPG: Renewable Energy and Conservation Element for the County Federal Plan
RESD: Real Estate Services Department
RFP: Request for Proposal
RIAC: Range Improvement Advisory Committee
RIP: Retirement Incentive Program
ROPS: Recognized Obligation Payment Schedules
ROV: Registrar of Voters
RPR: Real Estate Services
RPTTF: Redevelopment Property Tax Trust Fund
SAMHSA: Substance Abuse and Mental Health Services Administration
SANBAG: San Bernardino Associated Governments
SANCATT: San Bernardino County Auto Theft Task Force
SAPT: Substance Abuse Prevention and Treatment
SART: Screening, Assessment, Referral, and Treatment
SAUSA: Special Assistant United States Attorney
SB: Senate Bill
SBCL: San Bernardino County Library
SBCM: San Bernardino County Museum
SBPEA: San Bernardino Public Employees' Association
SBVEZ: San Bernardino Valley Enterprise Zone
SCAAP: State Criminal Alien and Assistance Program
SCAG: Southern California Association of Governments
SCAQMD: South Coast Air Quality Management District
SCBA: Self-Contained Breathing Apparatus
SCE: Southern California Edison
SCSEP: Senior Community Service Employment Program
SED: Seriously Emotionally Disturbed
SHPO: State Historic Preservation Office
SIA: Senior Information and Assistance
SMARA: Surface Mining and Reclamation Act
SRZS: Safe Routes to Schools
SSI: Social Security Income
SSI/SSP: Supplemental Security Income/State Supplementary Payment
SSN: Social Security Number
STC: Standards for Training and Corrections
STEP: Subsidized Training and Employment Program
STOP: Support and Therapeutic Options Program
STORM: Storage Technology Optical Records Management
STP: Surface Transportation Program
STSL: San Timoteo Sanitary Landfill
SWAT: Special Weapons and Tactics
SWBPI: Southwest Border Prosecution Initiative
SWMD: Solid Waste Management Division
TA: Transition Authority
TAD: Transitional Assistance Department
TAY: Transitional Age Youth
TBD: To Be Determined
TC: Transitional Conferences
TCE: Trichloroethylene
TDM: Team Decision Making
TENS: Telephone Emergency Notification Section
TFS: Team Foundation Services
THPP: Transitional Housing Program-Plus
TOP: Training Online Program
TOT: Transient Occupancy Tax
TRANs: Tax Revenue Anticipation Notes
TURN: Tobacco Use Reduction Now
UDEL: Uniform District Election Law
ULEV: Ultra Low Emission Vehicle
UPP: Cash Aid for 2 Parent Families
UPS: Uninterruptible Power Supply
USDA: US Department of Agriculture
U.S. Postal: United States Postal
USPS: United States Postal Services
UTL: Utilities
VA: Veterans Affairs
VEAP: Veteran Employment Assistance Program
VITA: Volunteer Income Tax Assistance
VLF: Vehicle License Fee
VOIP: Voice Over Internet Protocol

VSS: Visual Source Safe
VVEDA: Victor Valley Economic Development Authority
WAN: Wide Area Network
WDD: Department of Workforce Development
WECA: West End Communications Authority
WEX: Work Experience
WIA: Workforce Investment Act
WIB: Workforce Investment Board
WIC: Welfare and Institutions Code
WIC: Women, Infant, and Children
WPR: Work Participation Rate
WRIB: Western Region Item Bank
WTW: Welfare to Work
WVDC: West Valley Detention Center
WVJDAC: West Valley Juvenile Detention and Assessment Center

SEIZE THE ADVANTAGE

www.SBCountyAdvantage.com

SAN BERNARDINO COUNTYWIDE VISION

IT'S UP TO US!

Janice Rutherford, Chair, Second District Supervisor | Gary Ovitt, Vice Chair, Fourth District Supervisor

Robert A. Lovingood, First District Supervisor | James C. Ramos, Third District Supervisor | Josie Gonzales, Fifth District Supervisor

Gregory C. Devereaux, Chief Executive Officer

www.sbcounty.gov