

**OPERATIONS AND COMMUNITY SERVICES  
SUMMARY**

<b>GENERAL FUND</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Net County Cost</b>	<b>Staffing</b>
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
<b>TOTAL GENERAL FUND</b>		<b>96,474,797</b>	<b>51,511,388</b>	<b>44,963,409</b>	<b>694</b>
<b>SPECIAL REVENUE FUNDS</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Fund Balance</b>	<b>Staffing</b>
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
<b>TOTAL SPECIAL REVENUE FUNDS</b>		<b>188,653,763</b>	<b>122,494,166</b>	<b>66,159,597</b>	<b>622</b>
<b>ENTERPRISE FUNDS</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Revenue Over (Under) Exp</b>	<b>Staffing</b>
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
<b>TOTAL ENTERPRISE FUNDS</b>		<b>86,726,812</b>	<b>85,340,395</b>	<b>(1,386,417)</b>	<b>86</b>



# AGRICULTURE/WEIGHTS AND MEASURES

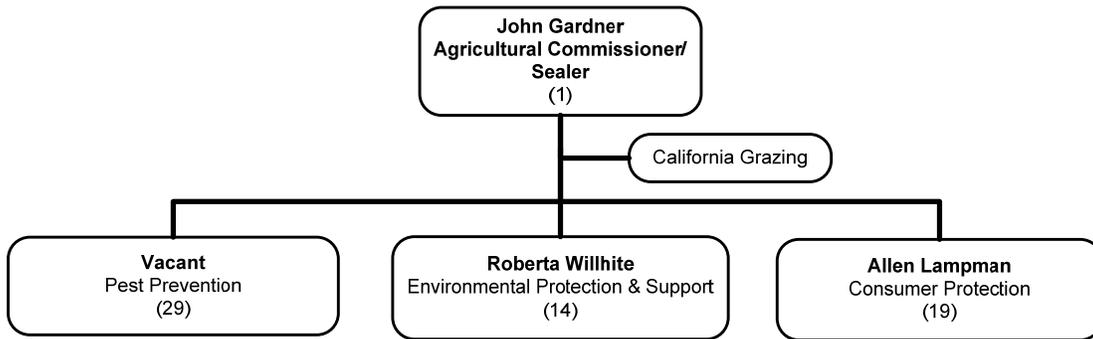
## John Gardner

### 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
<b>General Fund</b>						
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
<b>Special Revenue Fund</b>						
California Grazing	143,417	3,000		140,417		0
Total Special Revenue Fund	143,417	3,000		140,417		0
<b>Total - All Funds</b>	<b>6,940,497</b>	<b>5,440,850</b>	<b>1,359,230</b>	<b>140,417</b>		<b>63</b>

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
<b>Total</b>	<b>6,205,873</b>	<b>6,127,573</b>	<b>6,514,483</b>	<b>6,892,347</b>	<b>6,940,497</b>

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
<b>Total</b>	<b>4,821,133</b>	<b>5,389,562</b>	<b>5,315,970</b>	<b>5,455,365</b>	<b>5,440,850</b>

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
<b>Total</b>	<b>1,248,135</b>	<b>595,092</b>	<b>1,051,476</b>	<b>1,296,446</b>	<b>1,359,230</b>

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
<b>Total</b>	<b>136,605</b>	<b>142,919</b>	<b>147,037</b>	<b>140,536</b>	<b>140,417</b>



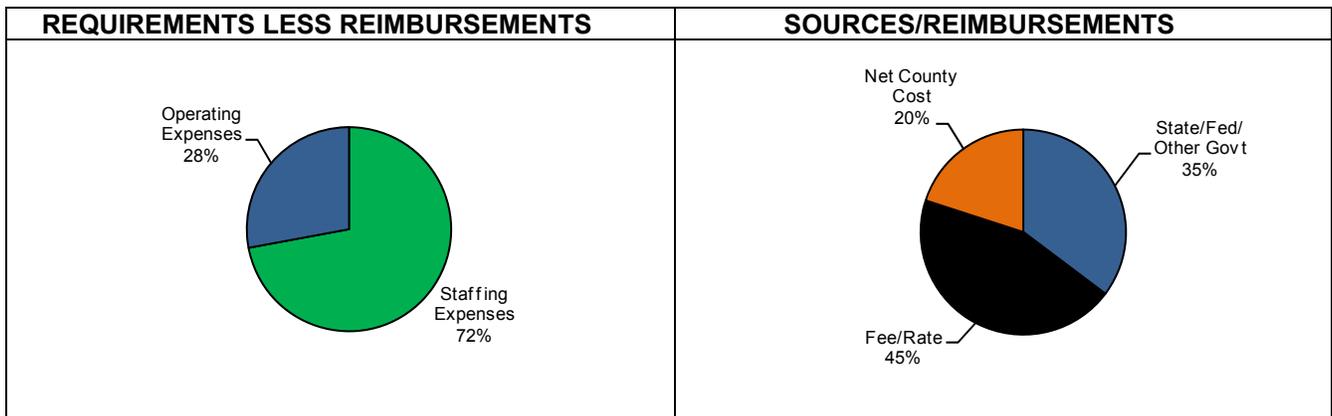
## Agriculture/Weights and Measures

### DESCRIPTION OF MAJOR SERVICES

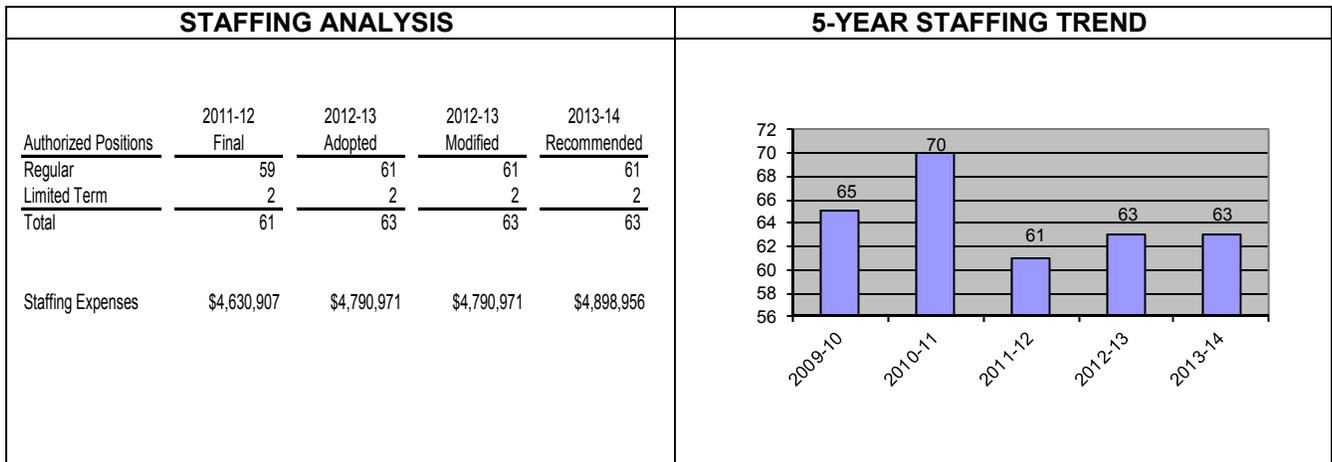
The Department of Agriculture/Weights and Measures (Department) protects the environment, public health, worker safety and the welfare of the public by enforcing state and local agricultural and consumer protection laws. The Department enforces plant quarantines, detects and eradicates unwanted foreign 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.

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%

### 2013-14 RECOMMENDED BUDGET



### BUDGETED STAFFING



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
<b>Requirements</b>							
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
<b>Sources</b>							
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
<b>Total</b>	<b>61</b>	<b>2</b>	<b>63</b>	<b>57</b>	<b>2</b>	<b>4</b>	<b>63</b>

Consumer Protection		Environmental Protection		Pest Prevention	
Classification		Classification		Classification	
1 Deputy Agricultural Commissioner		1 Agricultural Commissioner/Sealer		1 Deputy Agricultural Commissioner	
1 Supervising Agricultural/Stand. Officer		1 Assistant Ag. Commissioner/Sealer		2 Supervising Agricultural/Stand. Officer	
16 Agricultural/Standards Officer		1 Executive Secretary II		6 Agricultural/Standards Officer	
1 Office Assistant III		1 Fiscal Assistant		1 Office Assistant III	
<b>19 Total</b>		1 Supervising Agricultural/Stand. Officer		15 Agricultural Field Aide I	
		6 Agricultural/Standards Officer		1 Agricultural Field Aide II	
		3 Agricultural/Standards Technician		1 Ag. Pest Exclusion Officer	
		1 Office Assistant III		2 Contract Canine Assistant	
		<b>15 Total</b>		<b>29 Total</b>	



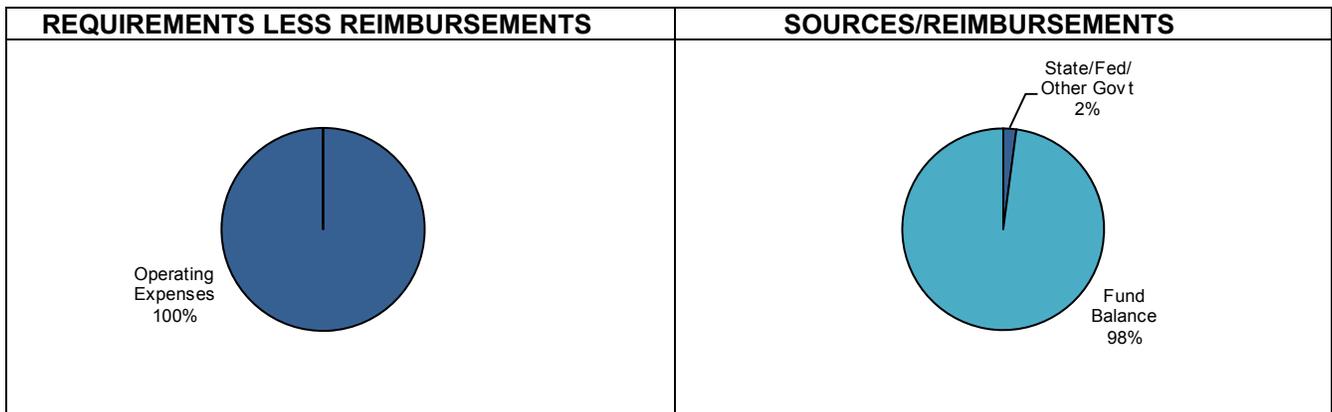
## California Grazing

### DESCRIPTION OF MAJOR SERVICES

The California Grazing budget unit funds a variety of range improvement projects such as cattle guards, fencing, pipelines, tanks and other water dispensing facilities 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.

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

### 2013-14 RECOMMENDED BUDGET



**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
<b>Requirements</b>							
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)
<b>Sources</b>							
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

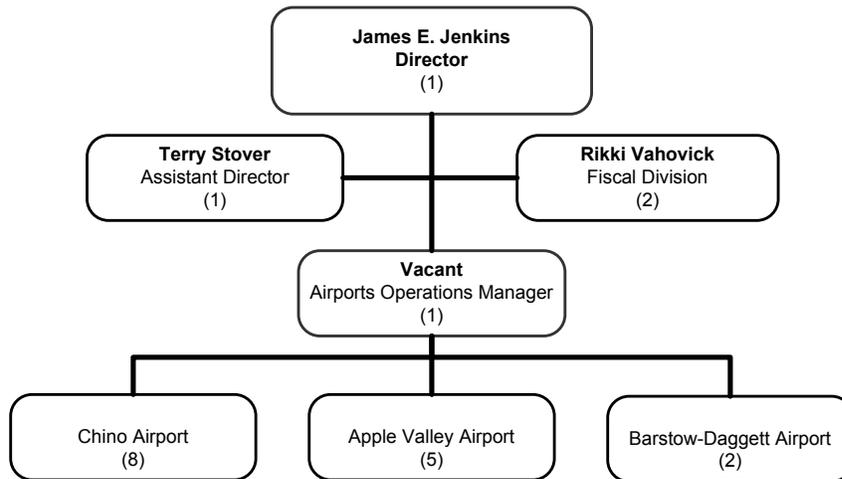
## James E. Jenkins

### 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 infrastructure 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 entities thus informing prospective businesses of real estate opportunities at various County airports.*  
 • *Continue to closely monitor existing airport businesses to ensure continued success; assist by providing clearinghouse guidance to available related resources 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
<b>General Fund</b>						
Airports	2,910,893	2,910,893	0			20
Total General Fund	2,910,893	2,910,893	0			20
<b>Special Revenue Funds</b>						
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
<b>Enterprise Funds</b>						
*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
<b>Total - All Funds</b>	<b>18,014,740</b>	<b>7,705,128</b>	<b>0</b>	<b>2,917,219</b>	<b>(7,392,393)</b>	<b>20</b>

\*These budget units are located in the County Special Districts budget book under Special Districts (CSA 60).



<b>5-YEAR REQUIREMENTS TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>Total</b>	<b>20,809,122</b>	<b>23,069,878</b>	<b>20,442,505</b>	<b>19,247,421</b>	<b>18,014,740</b>

<b>5-YEAR SOURCES TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>Total</b>	<b>10,125,754</b>	<b>11,489,265</b>	<b>7,537,471</b>	<b>10,171,648</b>	<b>7,705,128</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Airports	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>5-YEAR FUND BALANCE TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>Total</b>	<b>6,378,663</b>	<b>4,366,852</b>	<b>4,789,314</b>	<b>1,745,690</b>	<b>2,917,219</b>

<b>5-YEAR NET BUDGET TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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)
<b>Total</b>	<b>(4,304,705)</b>	<b>(7,213,761)</b>	<b>(8,115,720)</b>	<b>(7,330,083)</b>	<b>(7,392,393)</b>

*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

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.

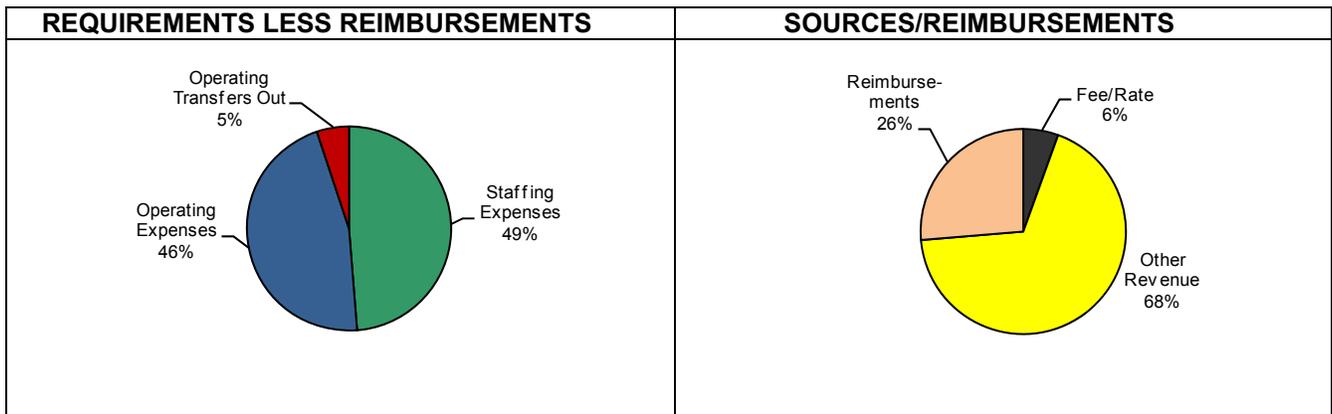
Budget at a Glance	
Total Requirements	\$2,910,893
Total Sources	\$2,910,893
Net County Cost	\$0
Total Staff	20
Funded by Net County Cost	0%

The 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



### BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2011-12	2012-13	2012-13	2013-14					
Authorized Positions	Final	Adopted	Modified	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					

### 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	2010-11	2011-12	2012-13	2012-13	2013-14	Change From
	Actual	Actual	Actual	Estimate	Modified Budget	Recommended Budget	2012-13 Modified Budget
<b>Requirements</b>							
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
<b>Sources</b>							
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	2,813,466	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
<b>Total</b>	<b>20</b>	<b>0</b>	<b>20</b>	<b>19</b>	<b>0</b>	<b>1</b>	<b>20</b>

Administration	Apple Valley Airport	Barstow-Daggett Airport
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Airports Director	1 Airport Maintenance Supervisor	2 Airport Maintenance Worker I
1 Airports Assistant Director	2 Airport Maintenance Worker I	2 Total
1 Airports Operations Manager	1 Airport Maintenance Worker II	
1 Fiscal Assistant	1 Secretary I	
1 Staff Analyst II	5 Total	
5 Total		
<b>Chino Airport</b>		
<u>Classification</u>		
1 Airport Maintenance Supervisor		
5 Airport Maintenance Worker I		
1 Fiscal Assistant		
1 Secretary I		
8 Total		



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

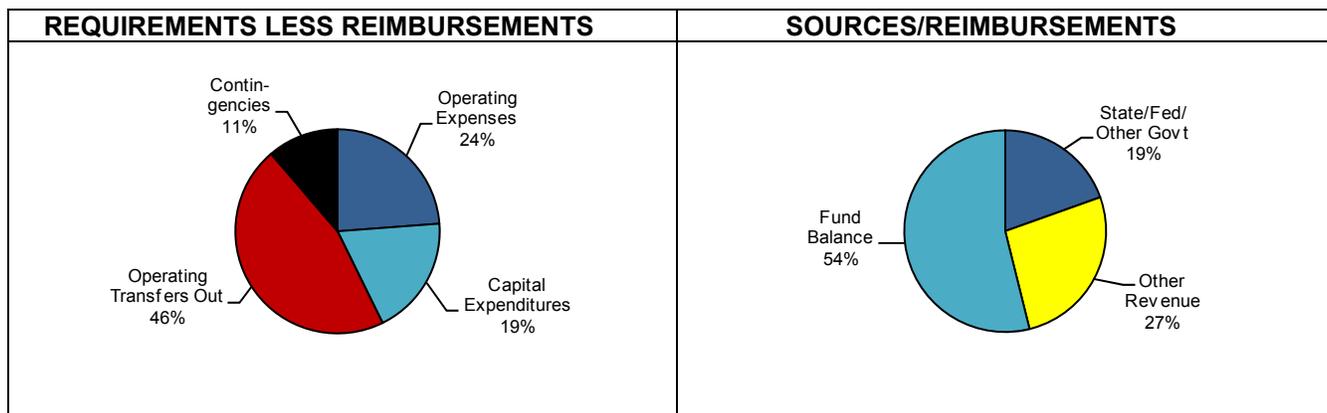
**Chino Airport Commercial Hangars** complex is managed, maintained, and operated by the Department of Airports. The Commercial Hangars at Chino Airport were constructed in 1987 with proceeds from a 30-year bond issue. In addition to maintenance expenses, requirements are budgeted annually for insurance 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.

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

**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



**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
<b>Requirements</b>							
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
<b>Sources</b>							
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
<b>Special Revenue Funds</b>				
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

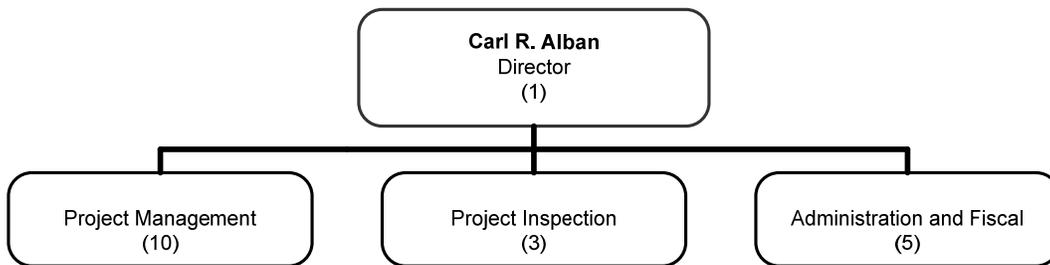
### Carl R. Alban

#### 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
<b>General Fund</b>						
Architecture and Engineering	0	0	0			19
Total General Fund	0	0	0			19

<b>5-YEAR REQUIREMENTS TREND</b>					
	2009-10	2010-11	2011-12	2012-13	2013-14
Architecture and Engineering	62,972	(65,000)	(100,000)	0	0
<b>Total</b>	<b>62,972</b>	<b>(65,000)</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>

<b>5-YEAR SOURCES TREND</b>					
	2009-10	2010-11	2011-12	2012-13	2013-14
Architecture and Engineering	(3,618)	0	0	0	0
<b>Total</b>	<b>(3,618)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	2009-10	2010-11	2011-12	2012-13	2013-14
Architecture and Engineering	66,590	(65,000)	(100,000)	0	0
<b>Total</b>	<b>66,590</b>	<b>(65,000)</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>



## Architecture and Engineering

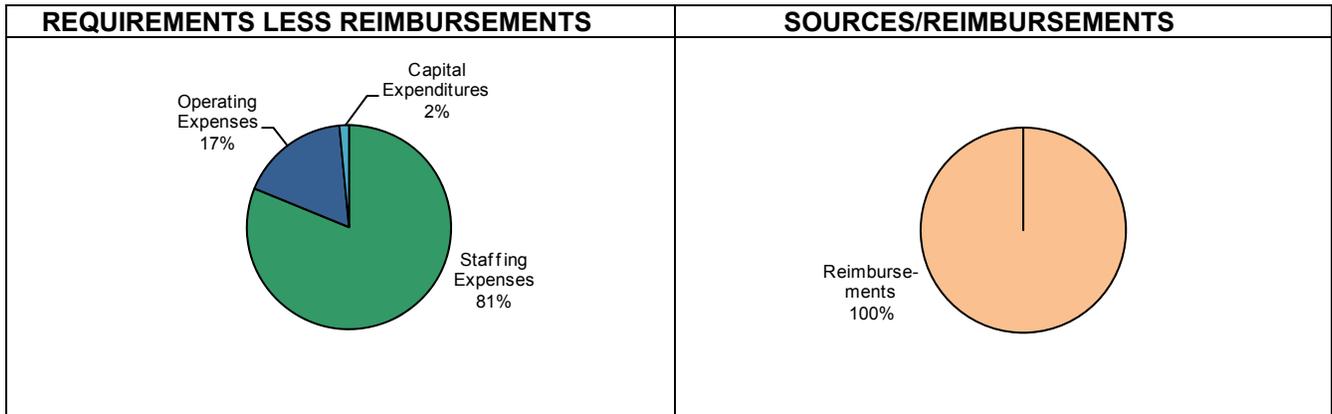
### DESCRIPTION OF MAJOR SERVICES

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.

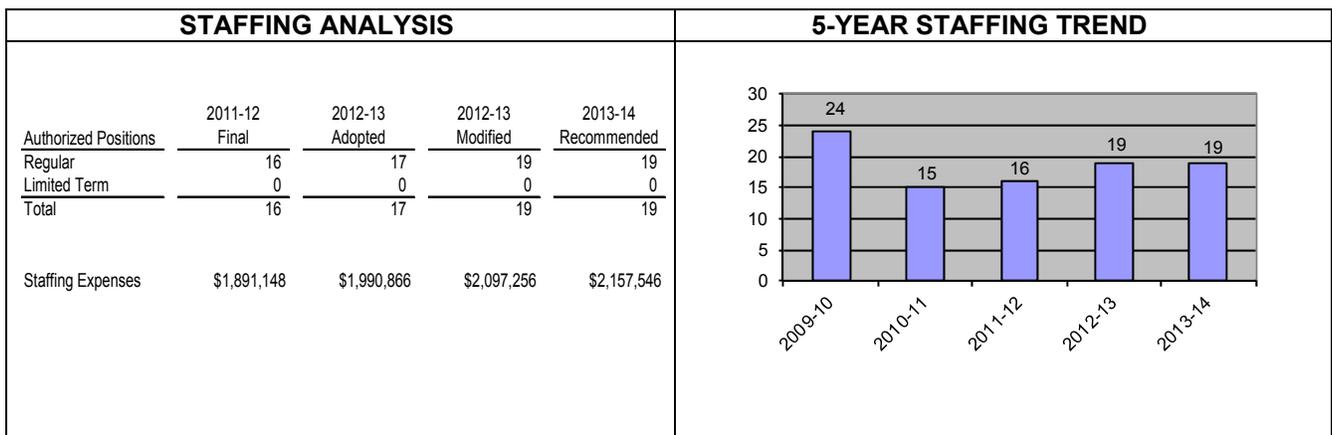
Budget at a Glance	
Total Requirements	\$0
Total Sources	\$0
Net County Cost	\$0
Total Staff	19
Funded by Net County Cost	0%

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



### BUDGETED STAFFING



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
<b>Requirements</b>							
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
<b>Sources</b>							
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
<b>Total</b>	<b>19</b>	<b>0</b>	<b>19</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>19</b>

Administration and Fiscal		Project Management		Project Inspection	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Director	1	Supervising Project Manager	3	Building Construction Inspector
1	Office Assistant III	3	A/E Project Manager III	3	Total
1	Accountant III	3	A/E Project Manager II		
1	Accounting Technician	2	A/E Project Manager I		
1	Fiscal Specialist	1	A/E Project Development Analyst		
1	Secretary II	10	Total		
6	Total				



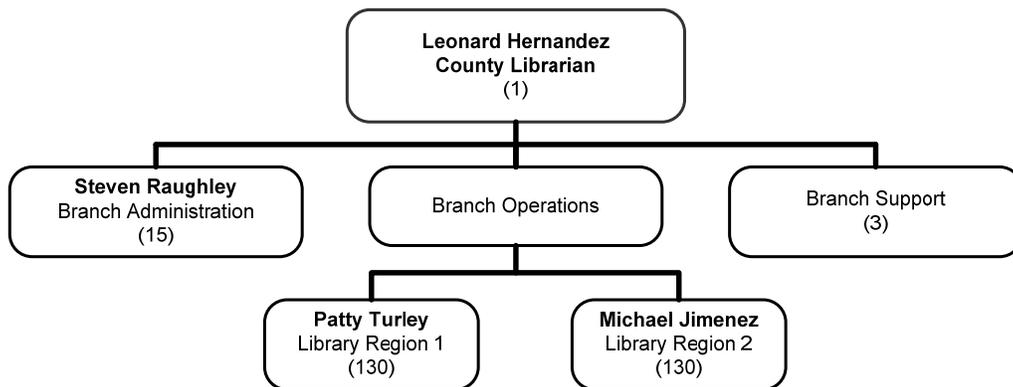
## COUNTY LIBRARY Leonard X. Hernandez

### 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
<b>Special Revenue Fund</b>						
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
<b>Total</b>	<b>16,913,569</b>	<b>15,981,597</b>	<b>13,938,172</b>	<b>14,590,172</b>	<b>17,135,845</b>

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
<b>Total</b>	<b>16,909,820</b>	<b>15,828,469</b>	<b>13,388,182</b>	<b>13,476,714</b>	<b>13,818,082</b>

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
<b>Total</b>	<b>3,749</b>	<b>153,128</b>	<b>549,990</b>	<b>1,113,458</b>	<b>3,317,763</b>



## County Library

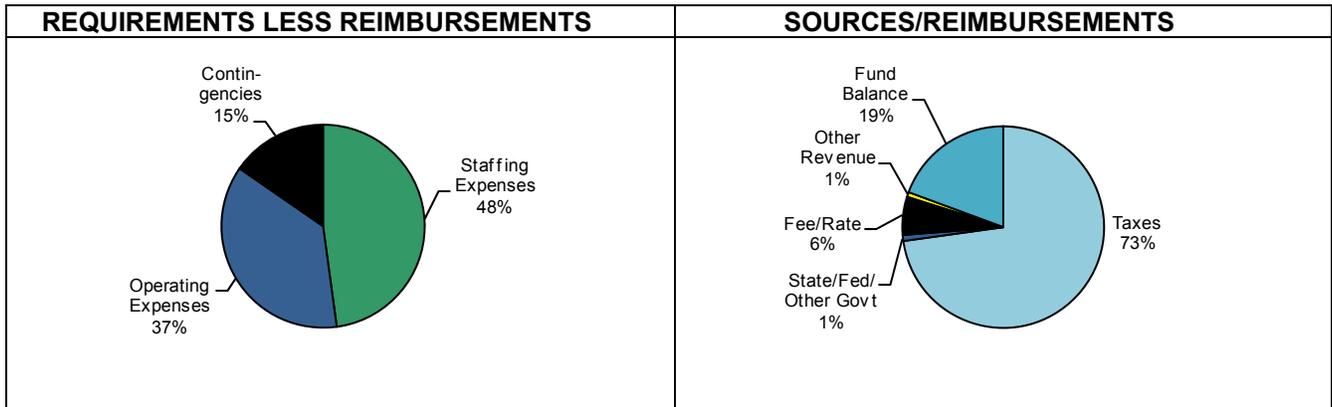
### DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Library (Library) provides public library services through a network of thirty two branches in the unincorporated areas and seventeen cities within the County. The Library provides 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.

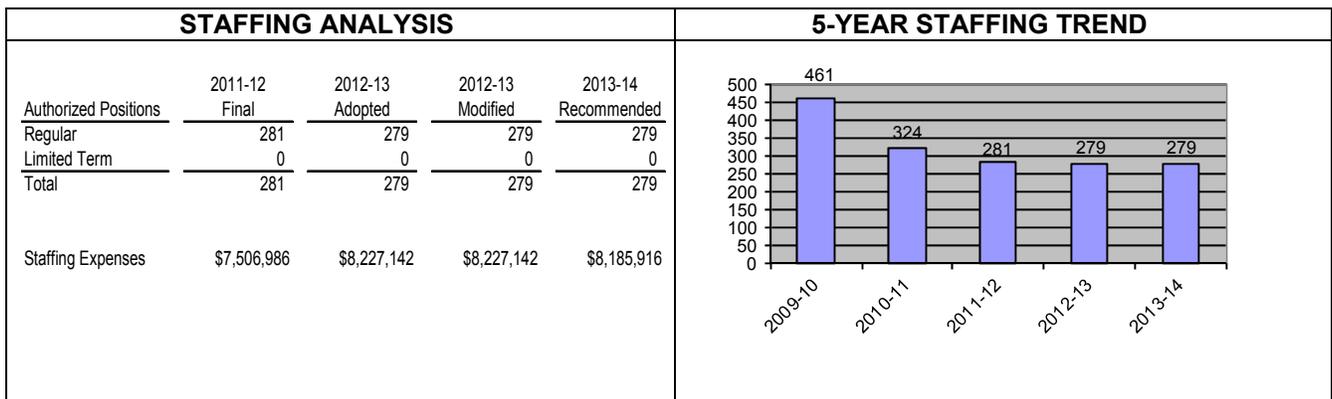
Budget at a Glance	
Total Requirements	\$17,135,845
Total Sources	\$13,818,082
Fund Balance	\$3,317,763
Use of Fund Balance	\$687,880
Total Staff	279

The 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



### BUDGETED STAFFING



OPERATIONS & COMMUNITY SERVICES



## 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
<b>Requirements</b>							
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
<b>Sources</b>							
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
<b>Total</b>	<b>279</b>	<b>0</b>	<b>279</b>	<b>227</b>	<b>52</b>	<b>0</b>	<b>279</b>

Library Administration	Library Region 1	Library Region 2
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 County Librarian	1 Library Regional Manager	1 Library Regional Manager
1 Library Services Manager	2 Librarian II	4 Librarian II
1 Fiscal Specialist	10 Librarian I	10 Librarian I
1 Payroll Specialist	70 Library Assistant	62 Library Assistant
1 Automated Systems Analyst I	47 Library Page	53 Library Page
5 Automated Systems Technician	<u>130 Total</u>	<u>130 Total</u>
4 Library Assistant		
1 Library Assistant II		
1 Office Assistant I		
1 Office Assistant II		
1 Graphic Designer		
1 Library Regional Manager		
<u>19 Total</u>		



# COUNTY MUSEUM

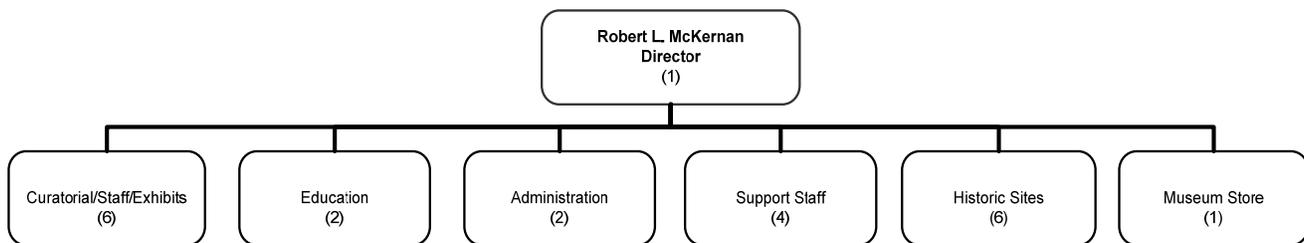
## Robert L. McKernan

### 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 programmatic 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
<b>General Fund</b>						
County Museum	3,091,973	975,006	2,116,967			21
Total General Fund	3,091,973	975,006	2,116,967			21
<b>Enterprise Fund</b>						
Museum Store	67,174	55,000			(12,174)	1
Total Enterprise Fund	67,174	55,000			(12,174)	1
<b>Total - All Funds</b>	<b>3,159,147</b>	<b>1,030,006</b>	<b>2,116,967</b>		<b>(12,174)</b>	<b>22</b>

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
<b>Total</b>	<b>3,218,760</b>	<b>3,189,113</b>	<b>3,519,098</b>	<b>3,696,189</b>	<b>3,159,147</b>

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
<b>Total</b>	<b>1,639,021</b>	<b>1,686,347</b>	<b>1,657,195</b>	<b>1,800,766</b>	<b>1,030,006</b>

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
<b>Total</b>	<b>1,575,890</b>	<b>1,501,918</b>	<b>1,860,548</b>	<b>1,876,016</b>	<b>2,116,967</b>

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)
<b>Total</b>	<b>(3,849)</b>	<b>(848)</b>	<b>(1,355)</b>	<b>(19,407)</b>	<b>(12,174)</b>

*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

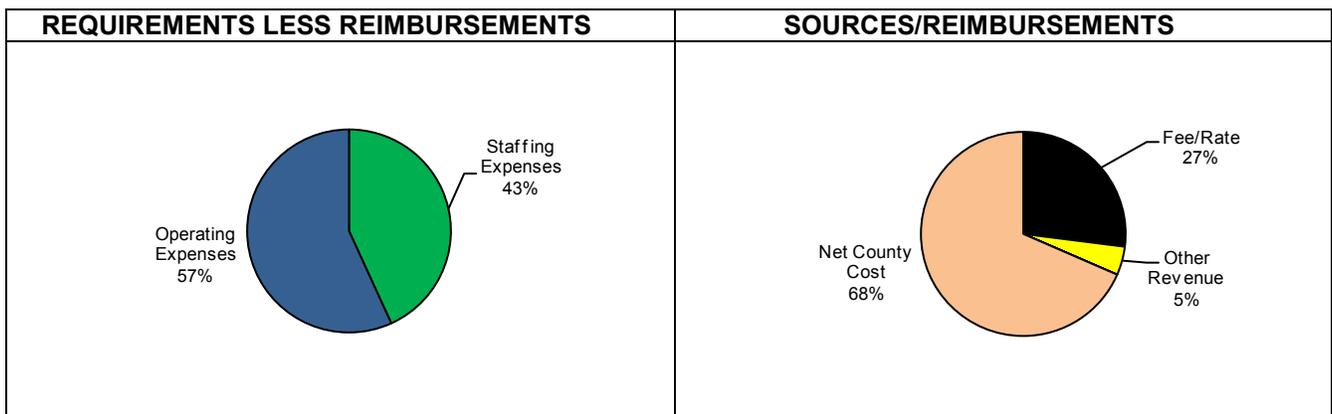
The County Museum ranks among the top accredited regional museums in California and provides enhanced “Quality of Life” for County and regional residents. It contains an encyclopedic collection of cultural and natural heritage in public trust from the greater Southwest region. The Museum is comprised 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.

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%

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



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND																
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended	<table border="1"> <caption>5-Year Staffing Trend Data</caption> <thead> <tr> <th>Year</th> <th>Staffing Count</th> </tr> </thead> <tbody> <tr> <td>2009-10</td> <td>55</td> </tr> <tr> <td>2010-11</td> <td>44</td> </tr> <tr> <td>2011-12</td> <td>32</td> </tr> <tr> <td>2012-13</td> <td>30</td> </tr> <tr> <td>2013-14</td> <td>21</td> </tr> </tbody> </table>					Year	Staffing Count	2009-10	55	2010-11	44	2011-12	32	2012-13	30	2013-14	21
Year	Staffing Count																				
2009-10	55																				
2010-11	44																				
2011-12	32																				
2012-13	30																				
2013-14	21																				
Regular	22	22	22	15																	
Limited Term	8	8	8	6																	
<b>Total</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>21</b>																	
Staffing Expenses	\$1,829,837	\$1,765,067	\$1,765,067	\$1,335,302																	

**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
<b>Requirements</b>							
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)
<b>Sources</b>							
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.

OPERATIONS & COMMUNITY SERVICES



## 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 programming. 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
<b>Total</b>	<b>15</b>	<b>6</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>21</b>

<b>Administration</b>		<b>Curatorial/Exhibit</b>		<b>Education</b>	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Director	1	Senior Curator	1	Museum Curator
1	Accounting Technician	3	Museum Curator	1	Museum Educator
1	Fiscal Assistant	1	Associate Curator	<u>2</u>	<u>Total</u>
<u>3</u>	<u>Total</u>	1	Museum Excavation Technician		
		<u>6</u>	<u>Total</u>		
<b>Support Staff</b>		<b>Historic Sites</b>			
<u>Classification</u>		<u>Classification</u>			
1	Registrar (GSWII)	6	Contract Site Manager		
1	Museum Preparator	<u>6</u>	<u>Total</u>		
1	Media Specialist				
1	General Maintenance Worker				
<u>4</u>	<u>Total</u>				



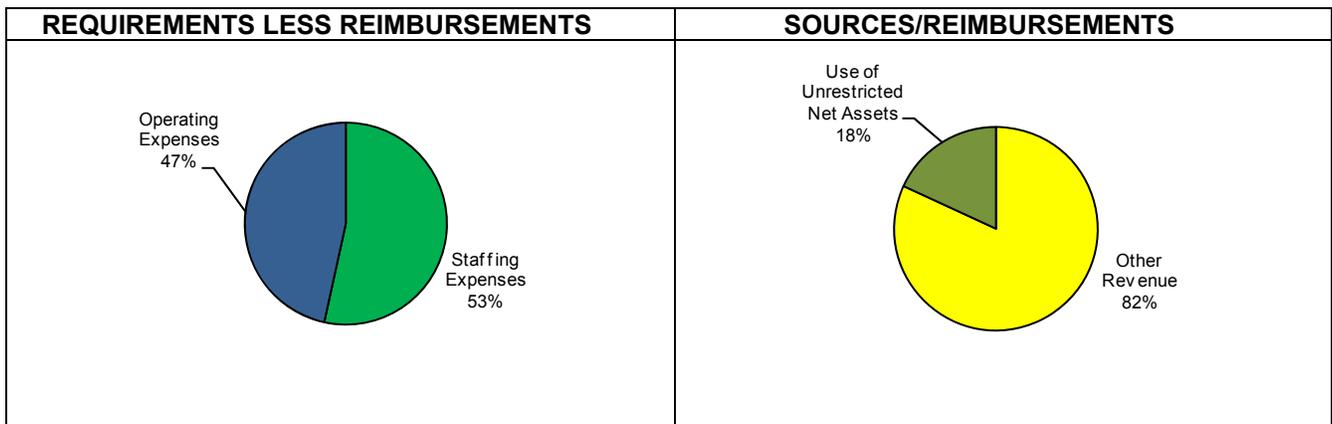
## Museum Store

### DESCRIPTION OF MAJOR SERVICES

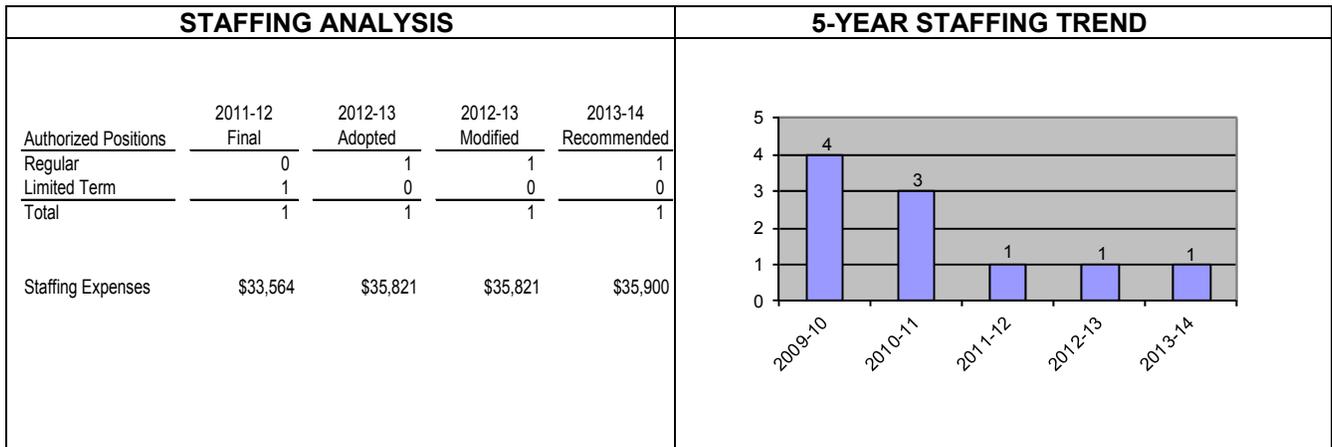
The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The Store is considered a critical part of the K through 12 visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty 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.

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

### 2013-14 RECOMMENDED BUDGET



### BUDGETED STAFFING



**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 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
<b>Requirements</b>							
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)
<b>Sources</b>							
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

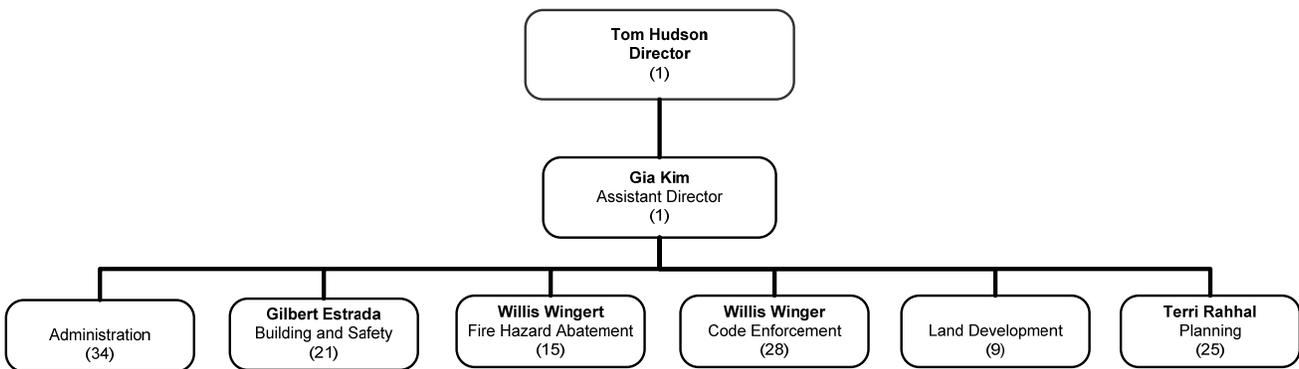
### Tom Hudson

#### 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
<b>General Fund</b>						
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

<b>5-YEAR REQUIREMENTS TREND</b>					
	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
<b>Total</b>	<b>16,696,830</b>	<b>13,729,605</b>	<b>15,314,114</b>	<b>19,673,591</b>	<b>22,250,336</b>

<b>5-YEAR SOURCES TREND</b>					
	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
<b>Total</b>	<b>2,173,125</b>	<b>7,920,868</b>	<b>8,844,504</b>	<b>7,941,027</b>	<b>9,707,373</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	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
<b>Total</b>	<b>14,523,705</b>	<b>5,808,737</b>	<b>6,469,610</b>	<b>11,732,564</b>	<b>12,542,963</b>



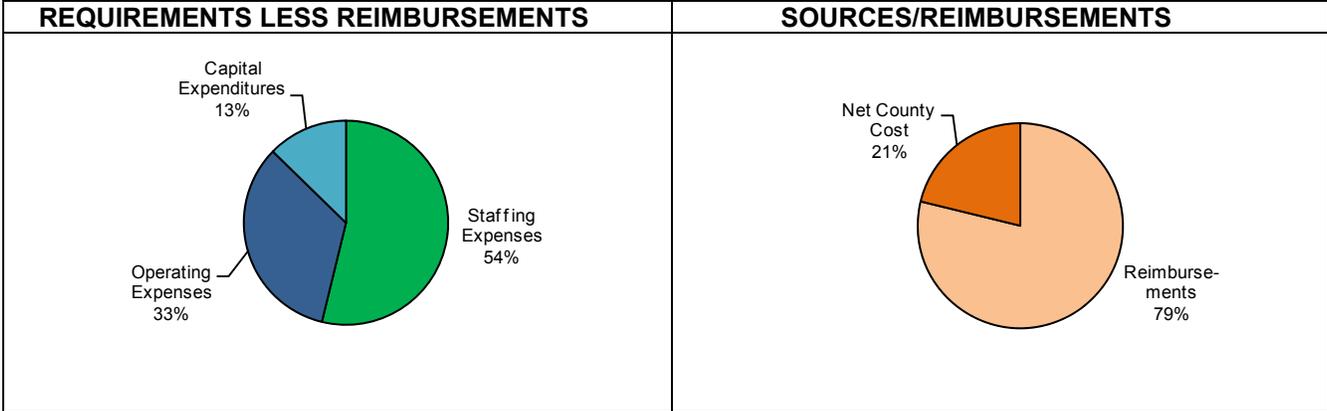
## Administration

### DESCRIPTION OF MAJOR SERVICES

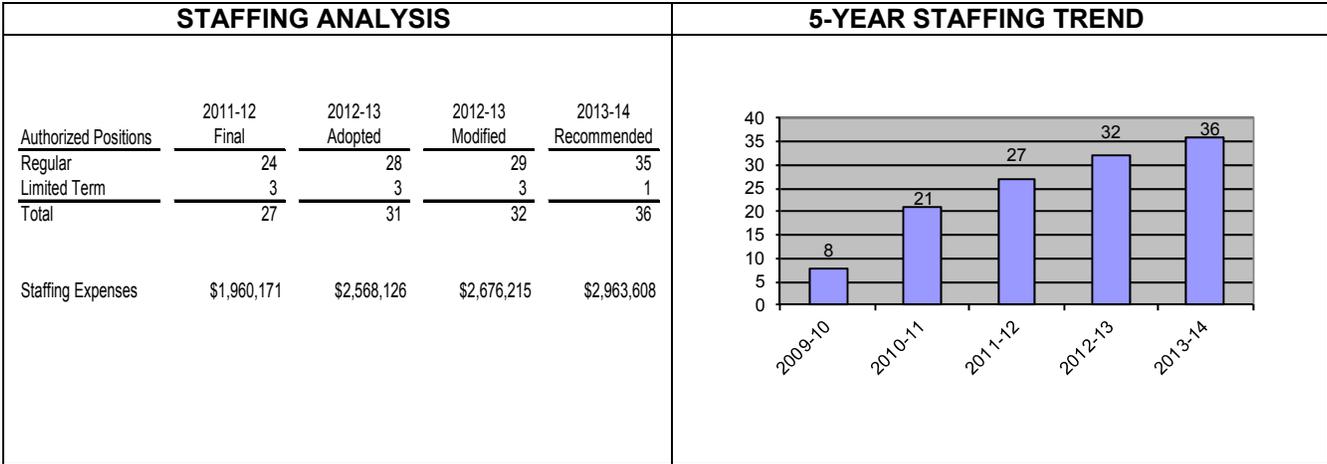
The Administration Division provides centralized fiscal services, personnel, and customer service support to all divisions and offices throughout Land Use Services.

<b>Budget at a Glance</b>	
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



### BUDGETED STAFFING



**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
<b>Requirements</b>							
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
<b>Sources</b>							
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

<b>Administration</b>	
<u>Classification</u>	
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



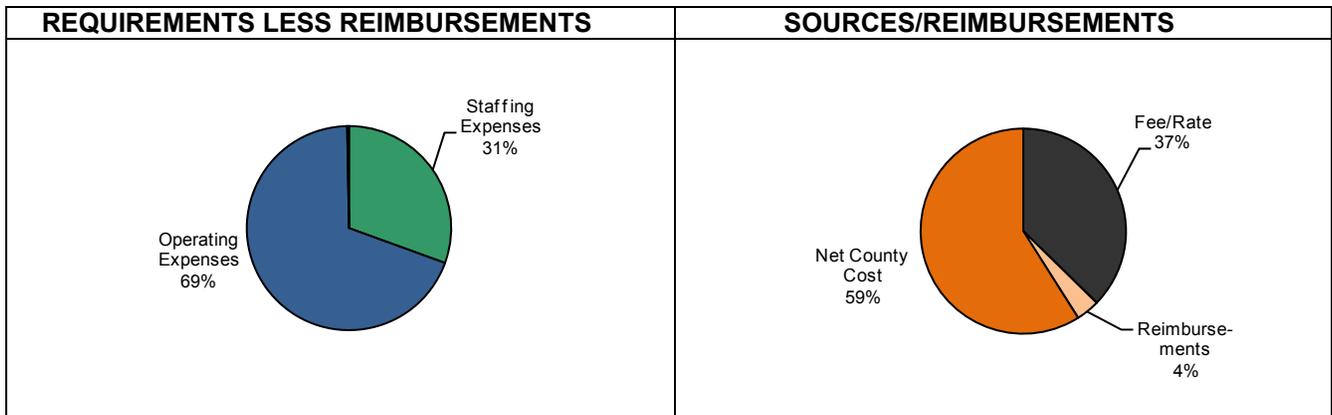
## Planning

### DESCRIPTION OF MAJOR SERVICES

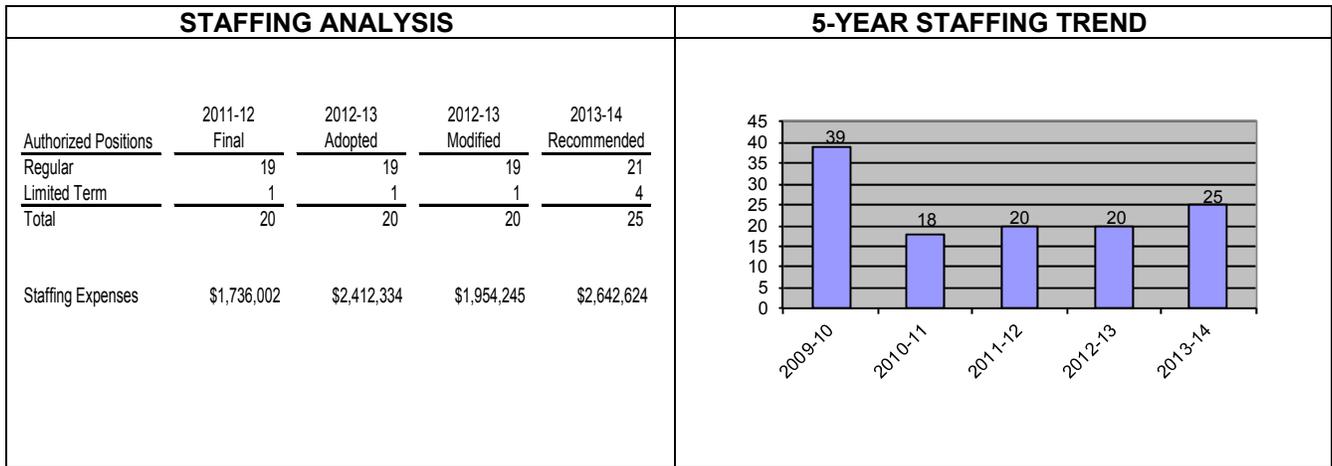
The Planning Division oversees land use, housing, and community design. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law; maintains, updates, and interprets the Development Code; serves as the County lead for California Environmental Quality Act (CEQA) compliance, oversees the preparation of environmental reports for private and capital improvement projects; reviews and processes mining and reclamation plans in compliance with Surface Mining and Reclamation Act (SMARA); and conducts annual mine inspections to ensure adequate reclamation financial assurances for mining operations.

Budget at a Glance	
Total Requirements	\$8,331,849
Total Sources	\$3,229,617
Net County Cost	\$5,102,232
Total Staff	25
Funded by Net County Cost	59%

### 2013-14 RECOMMENDED BUDGET



### BUDGETED STAFFING



**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
<b>Requirements</b>							
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)
<b>Sources</b>							
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		Mining	
<u>Classification</u>		<u>Classification</u>	
1	Planning Director	1	Land Use Technician
1	Planning Director (Extra Help)	1	Supervising Planner
1	Planning Manager	1	Planner III
2	Engineering Geologist	3	Public Services Employee
3	Supervising Planner	6	Total
10	Planner III		
1	Planner I		
19	Total		



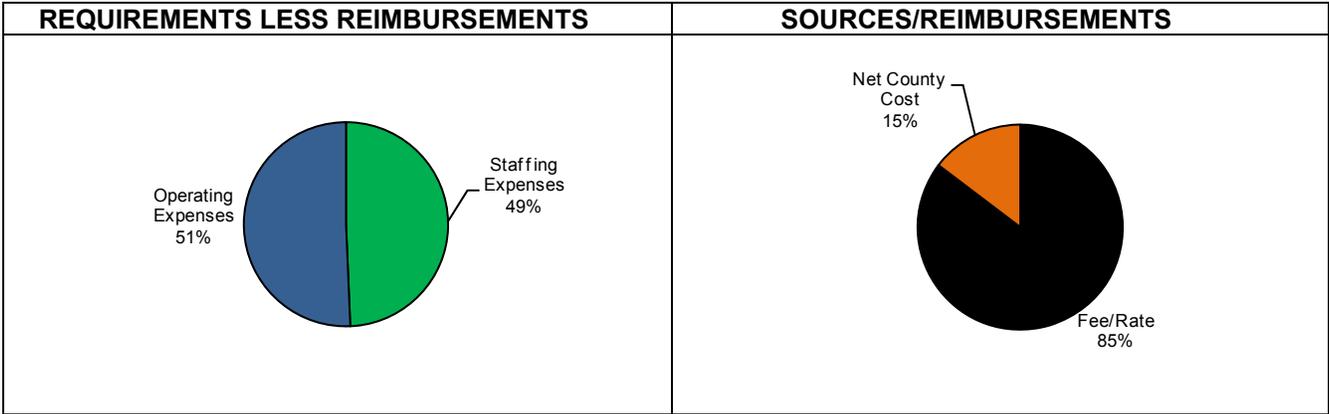
## Building and Safety

### DESCRIPTION OF MAJOR SERVICES

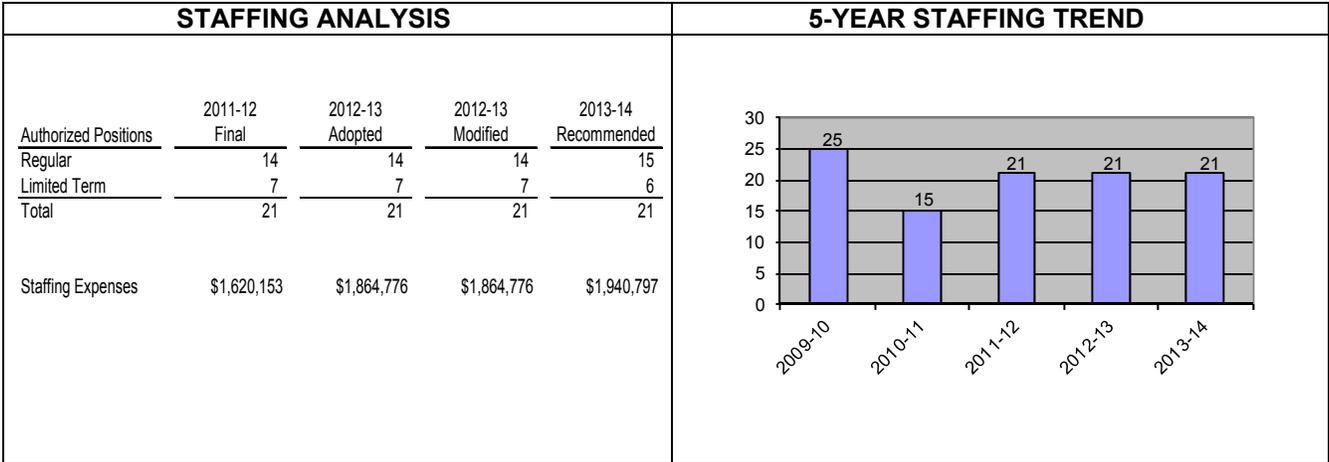
Building and Safety administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the County. The Division applies state law and County ordinances and inspects the construction, alteration, relocation, demolition, repair, occupancy, and use of 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



### BUDGETED STAFFING



**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
<b>Requirements</b>							
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)
<b>Sources</b>							
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

<b>Building and Safety</b>	
<u>Classification</u>	
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

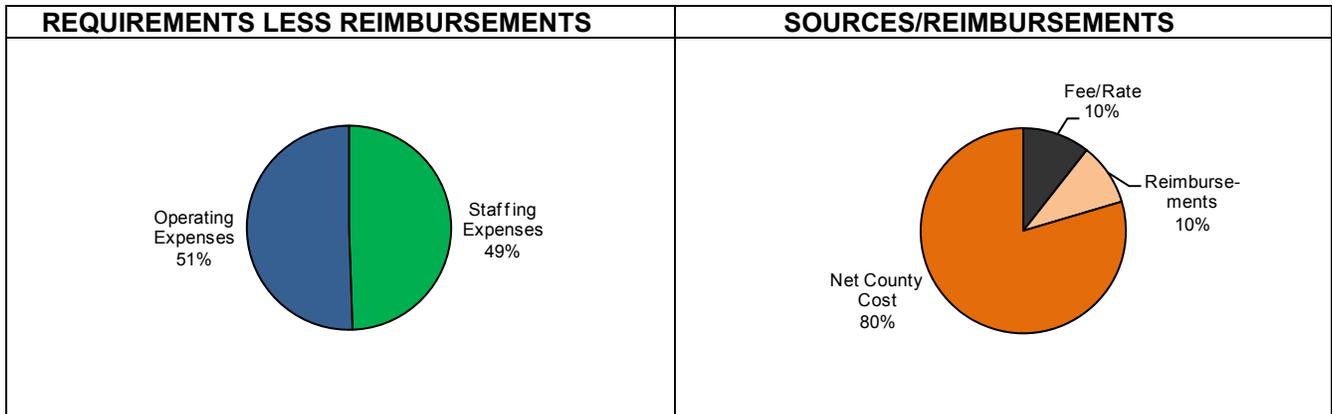
### DESCRIPTION OF MAJOR SERVICES

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.

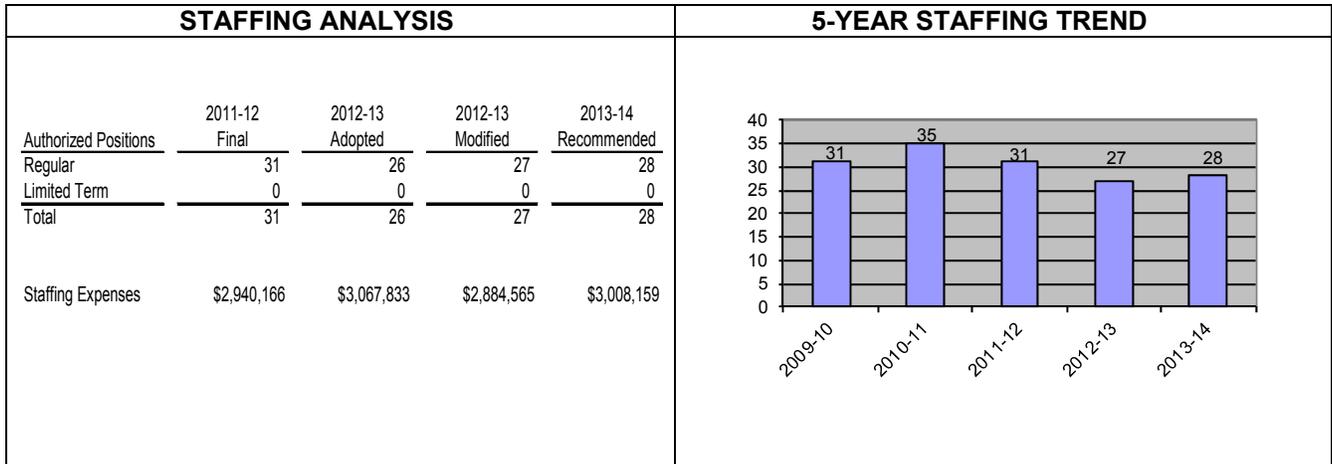
#### Budget at a Glance

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



### BUDGETED STAFFING



**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
<b>Requirements</b>							
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
<b>Sources</b>							
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



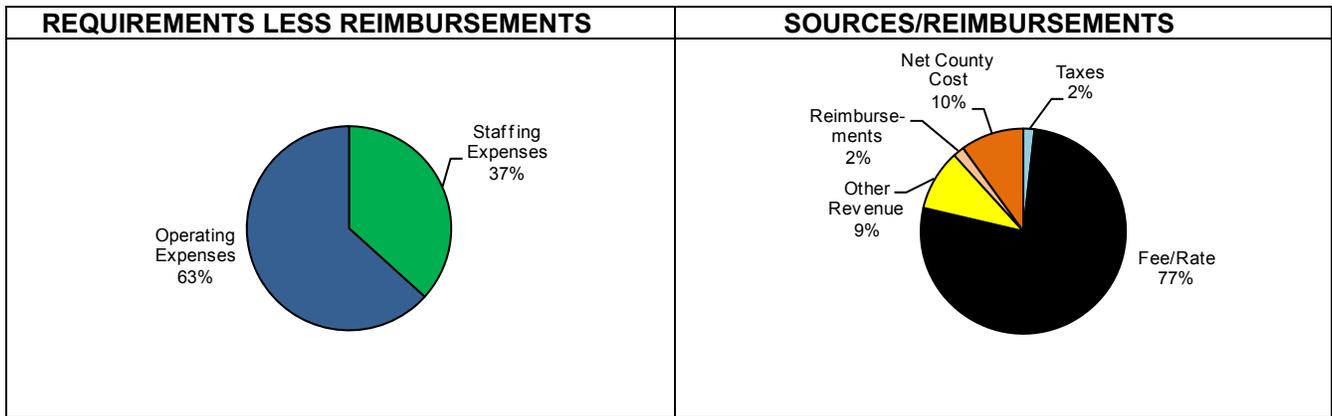
## Fire Hazard Abatement

### DESCRIPTION OF MAJOR SERVICES

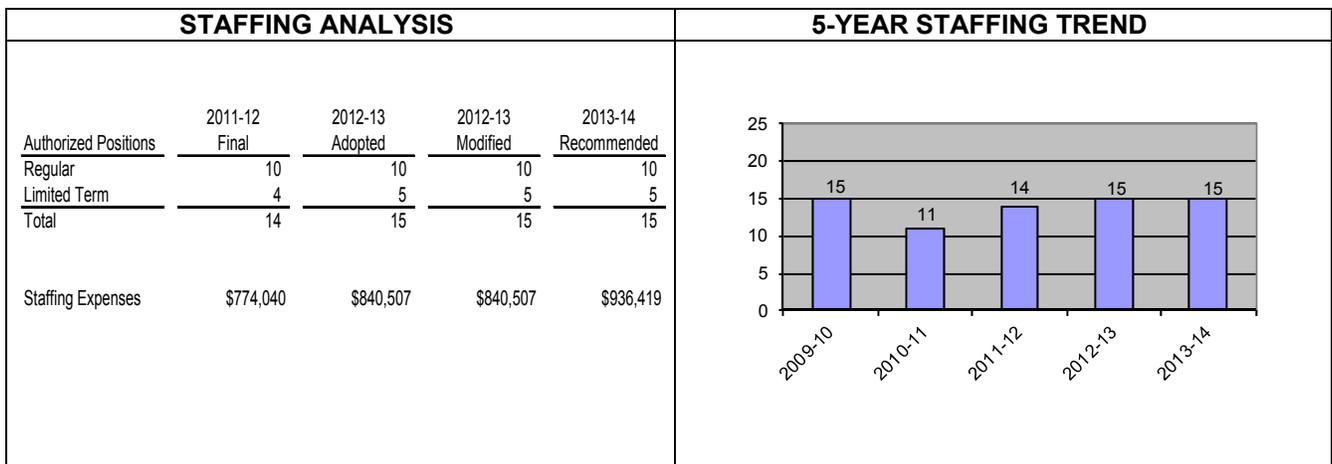
Fire Hazard Abatement enforces the Fire and Hazardous trees Ordinance in the unincorporated portions of the County and provides contract services to specified cities and fire districts within the County.

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



### BUDGETED STAFFING



**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
<b>Requirements</b>							
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
<b>Sources</b>							
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



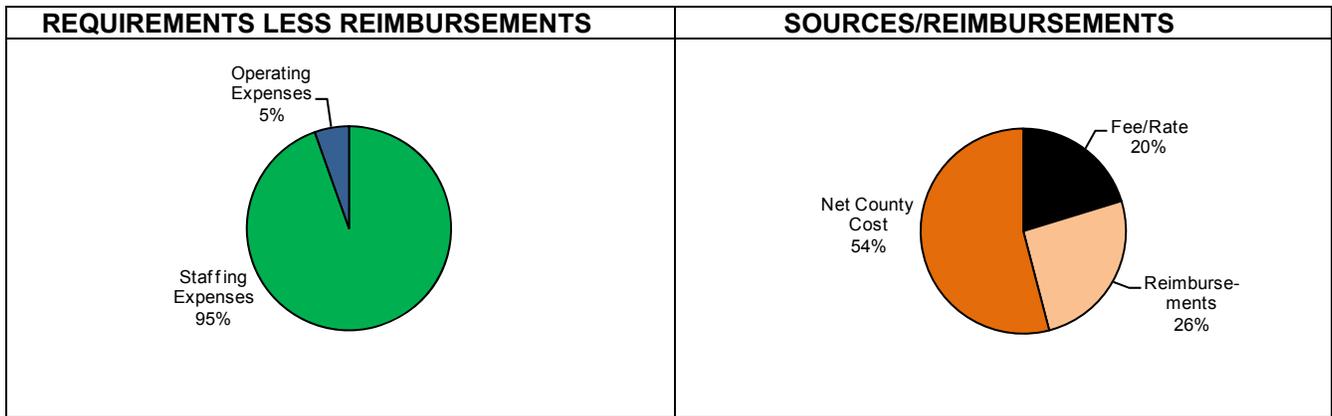
## Land Development

### DESCRIPTION OF MAJOR SERVICES

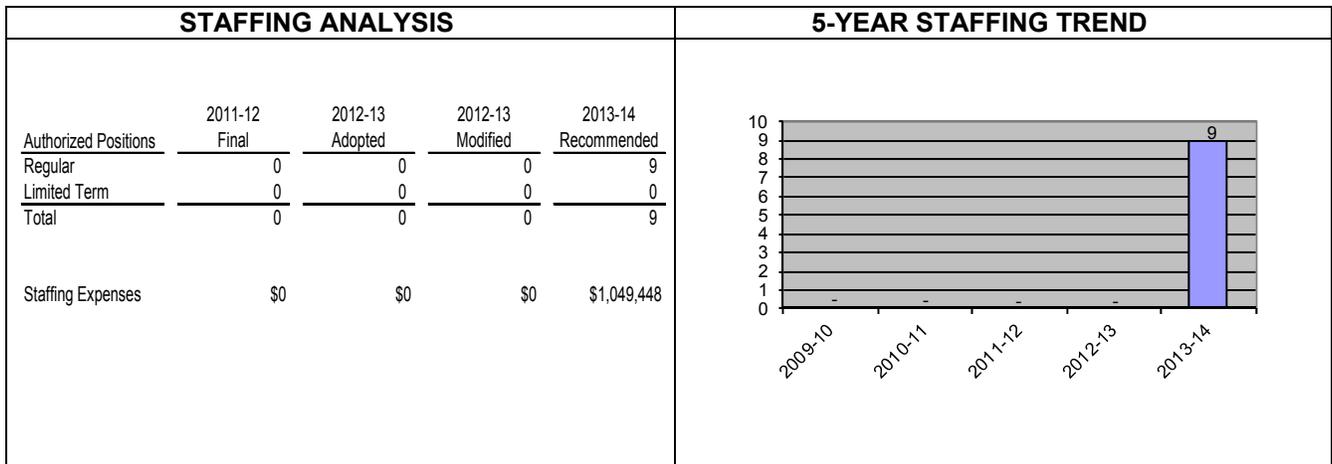
The Land Development Division is responsible for review of local area drainage, grading plans, tentative, and final maps, conditioning of new developments and reviewing and processing improvement plans for roads and drainage facilities associated with land development projects in accordance with the 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



### BUDGETED STAFFING



### 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
<b>Requirements</b>							
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
<b>Sources</b>							
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



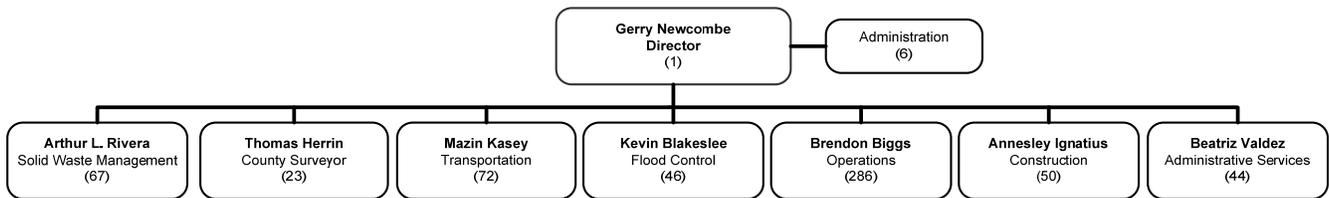
## PUBLIC WORKS Gerry Newcombe

### 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.

OPERATIONS & COMMUNITY SERVICES



**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.*

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

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

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Estimate	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
<b>General Fund</b>						
Surveyor	3,536,654	2,972,208	564,446			25
Total General Fund	3,536,654	2,972,208	564,446			25
<b>Special Revenue Funds</b>						
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
<b>Enterprise Funds</b>						
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
<b>Other Agencies *</b>						
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
<b>Total - All Funds</b>	<b>377,712,235</b>	<b>261,640,299</b>	<b>564,446</b>	<b>115,025,358</b>	<b>(482,132)</b>	<b>595</b>

\* 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
<b>Total Budgeted Staffing</b>	<b>25</b>	<b>343</b>	<b>81</b>	<b>146</b>	<b>595</b>



<b>5-YEAR REQUIREMENTS TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>Total</b>	<b>398,100,829</b>	<b>501,216,100</b>	<b>494,662,900</b>	<b>514,544,863</b>	<b>377,712,235</b>

<b>5-YEAR SOURCES TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>Total</b>	<b>263,712,820</b>	<b>232,884,001</b>	<b>230,579,144</b>	<b>255,944,068</b>	<b>261,640,299</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Surveyor	214,095	248,117	239,403	279,903	564,446
<b>Total</b>	<b>214,095</b>	<b>248,117</b>	<b>239,403</b>	<b>279,903</b>	<b>564,446</b>

<b>5-YEAR FUND BALANCE TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>Total</b>	<b>88,214,711</b>	<b>125,116,636</b>	<b>114,190,046</b>	<b>116,749,220</b>	<b>115,025,358</b>

<b>5-YEAR NET BUDGET TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>Total</b>	<b>(45,959,203)</b>	<b>(142,967,346)</b>	<b>(149,654,307)</b>	<b>(141,571,672)</b>	<b>(482,132)</b>

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.



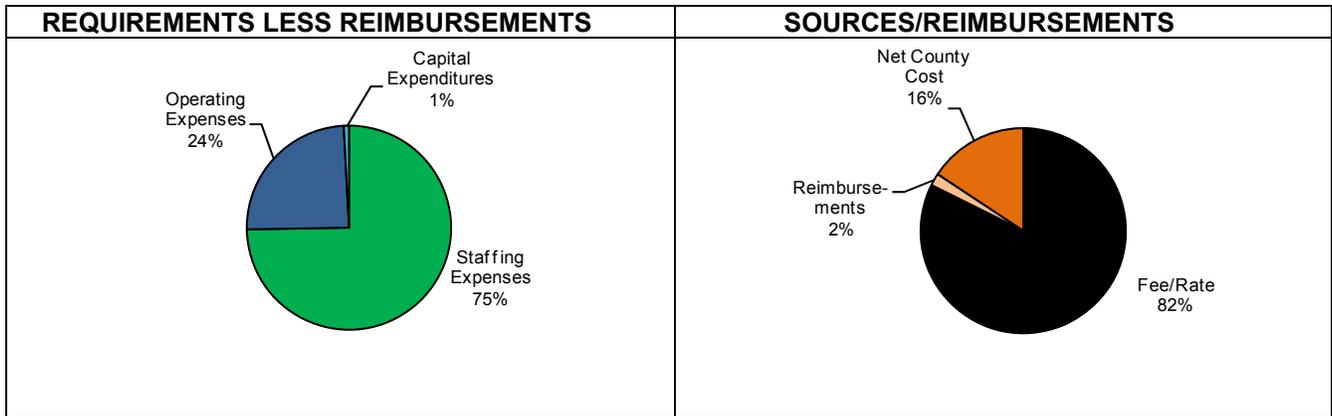
## Surveyor

### DESCRIPTION OF MAJOR SERVICES

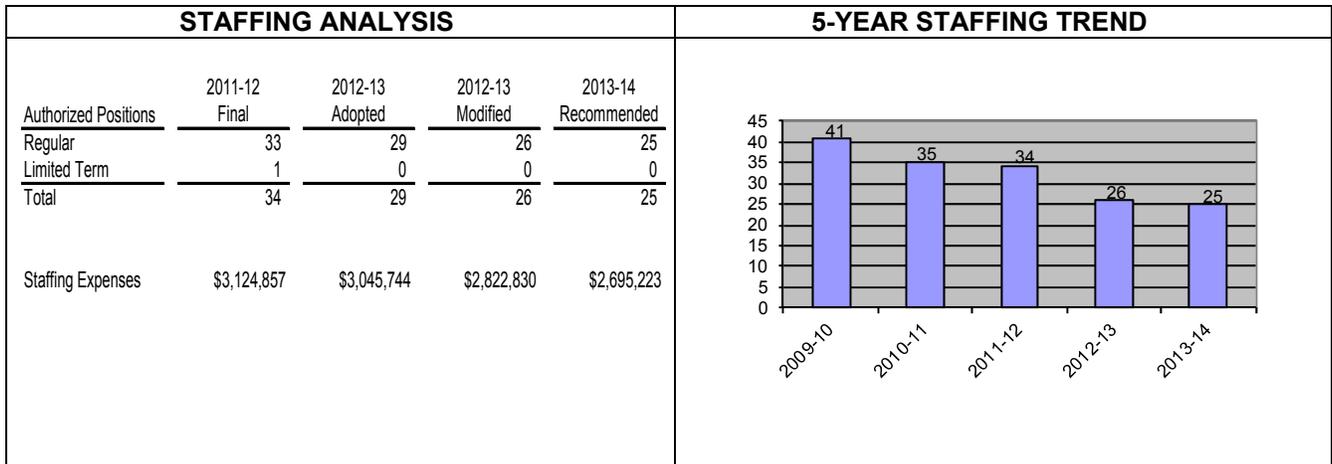
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used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

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%

### 2013-14 RECOMMENDED BUDGET



### BUDGETED STAFFING



## 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
<b>Requirements</b>							
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)
<b>Sources</b>							
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
<b>Total</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>25</b>

<b>Surveyor Administration</b>	<b>Field Section</b>	<b>Office Section</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 County Surveyor	1 Supervising Land Surveyor	1 Survey Division Chief
1 Total	1 Land Surveyor	1 Supervising Land Surveyor
	5 Survey Party Chief	1 Land Surveyor
	1 Engineering Technician V	1 Engineering Technician V
	1 Engineering Technician IV	3 Engineering Technician IV
	3 Engineering Technician III	1 Engineering Technician III
	1 Engineering Technician II	1 Secretary I
	<b>13 Total</b>	<b>9 Total</b>
<b>Administrative Services</b>		
<u>Classification</u>		
1 Accounting Technician		
1 Fiscal Assistant		
<b>2 Total</b>		



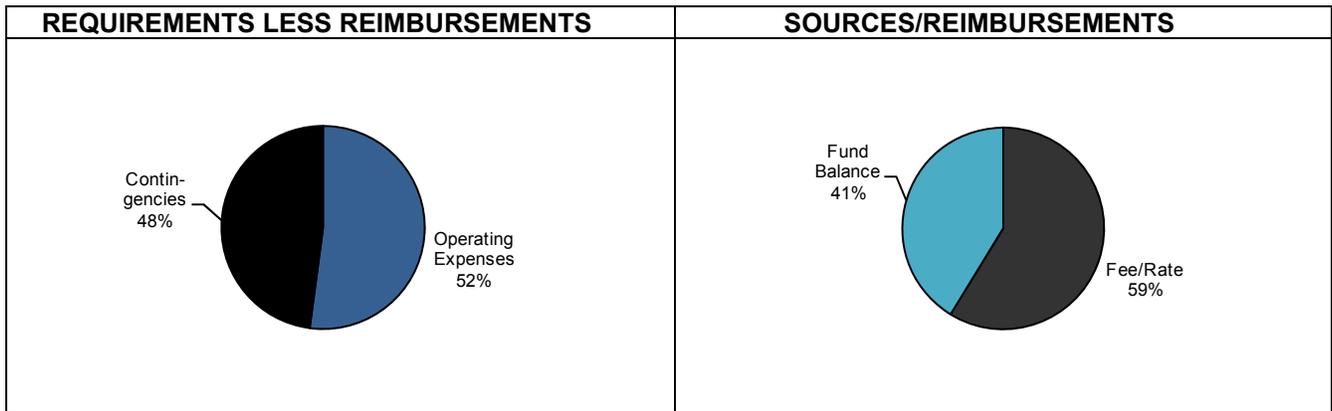
## Survey Monument Preservation

### DESCRIPTION OF MAJOR SERVICES

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.

Budget at a Glance	
Total Requirements	\$105,541
Total Sources	\$62,000
Fund Balance	\$43,541
Use of Fund Balance	\$0
Total Staff	0

### 2013-14 RECOMMENDED BUDGET



## 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
<b>Requirements</b>							
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
<b>Sources</b>							
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

**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.

#### 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

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-

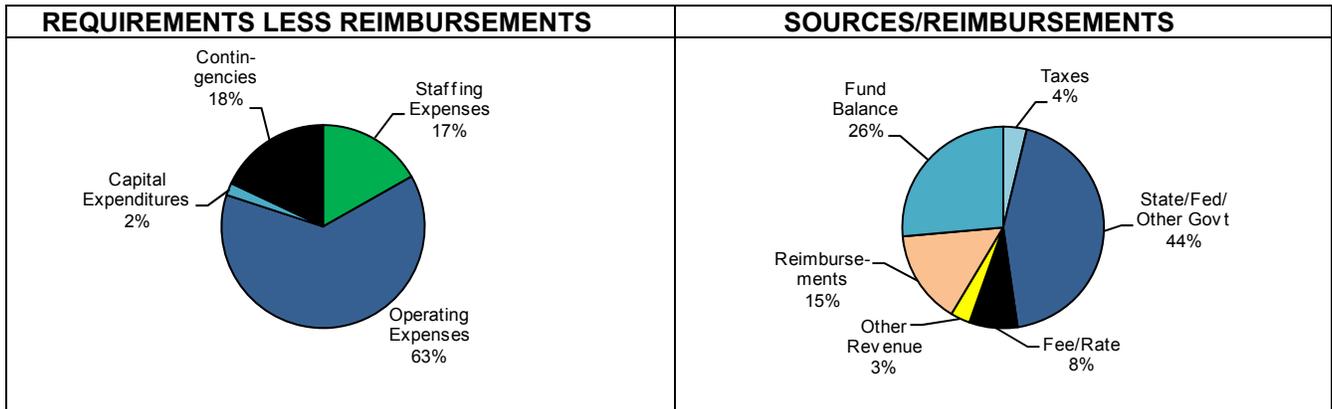


areas, and the Measure I funds received must be spent within the sub-area in which they were collected. The sub-areas are as follows: North Desert, Morongo Basin, San Bernardino Mountains, Colorado River, Victor Valley, and San Bernardino Valley.

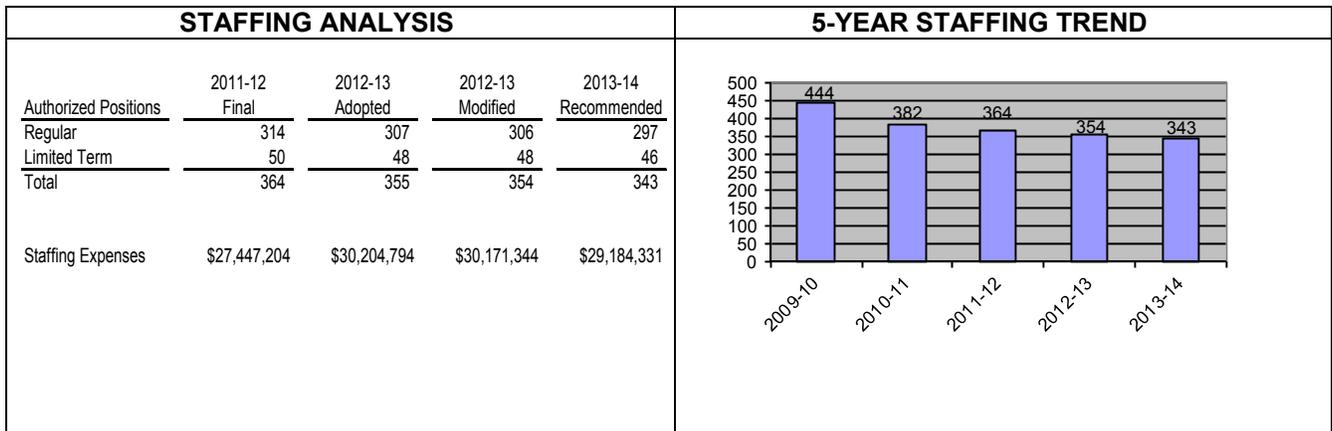
**Facilities Development Plans** were established by County ordinance to collect development impact fees for new construction of roads within the boundaries of the established fee areas. Fee ordinances have been approved in the areas of Helendale/Oro Grande, High Desert (Phelan and Pinon Hills), Lucerne 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**



**BUDGETED STAFFING**



## 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
<b>Requirements</b>							
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
<b>Sources</b>							
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
<b>Special Revenue Funds</b>				
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 Ranchoero 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: Ranchoero 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 Ranchoero 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, Ranchoero 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 Ranchoero 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
<b>Total</b>	<b>297</b>	<b>46</b>	<b>343</b>	<b>307</b>	<b>34</b>	<b>2</b>	<b>343</b>



<b>Administration</b>	<b>Design</b>	<b>Planning</b>
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Director of Public Works</li> <li>1 Executive Secretary II</li> <li>1 Secretary II</li> <li>1 Staff Analyst II</li> <li>1 Office Assistant III</li> <li><hr/>5 Total</li> </ul>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Public Works Engineer IV</li> <li>3 Public Works Engineer III</li> <li>6 Public Works Engineer II</li> <li>1 Supervising Land Surveyor</li> <li>5 Engineering Technician V</li> <li>5 Engineering Technician IV</li> <li>4 Engineering Technician III</li> <li>1 Engineering Technician II</li> <li>1 Secretary I</li> <li>1 Office Assistant III</li> <li><hr/>28 Total</li> </ul>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Chief Public Works Engineer</li> <li>1 Public Works Engineer IV</li> <li>2 Public Works Engineer III</li> <li>2 Public Works Engineer II</li> <li>1 Engineering Technician V</li> <li>3 Engineering Technician IV</li> <li>1 Engineering Technician III</li> <li>1 Supervising Transportation Analyst</li> <li>4 Transportation Analyst</li> <li>1 Geographic Info Systems Tech III</li> <li>1 Contract PSG Transportation Planner</li> <li>1 Secretary I</li> <li><hr/>19 Total</li> </ul>
<b>Traffic</b>	<b>Operations</b>	<b>Contracts/Inspections</b>
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Public Works Engineer IV</li> <li>3 Public Works Engineer III</li> <li>2 Public Works Engineer II</li> <li>1 Incident Reconstruction Specialist</li> <li>1 Engineering Technician V</li> <li>6 Engineering Technician IV</li> <li>5 Engineering Technician III</li> <li>3 Engineering Technician II</li> <li>1 Secretary I</li> <li>1 Office Assistant IV</li> <li>1 Office Assistant II</li> <li><hr/>25 Total</li> </ul>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Chief Public Works Engineer</li> <li>2 Public Works Operations Supt</li> <li>10 Public Works Operations Supv</li> <li>13 Maintenance &amp; Const Supv II</li> <li>2 Maintenance &amp; Const Supv I</li> <li>16 Maintenance &amp; Const Worker II</li> <li>12 Maintenance &amp; Const Worker I</li> <li>23 Equipment Operator III</li> <li>69 Equipment Operator II</li> <li>34 Equipment Operator I</li> <li>1 Equipment Parts Specialist I</li> <li>1 Secretary II</li> <li>1 Office Assistant III</li> <li>1 Public Service Employee</li> <li><hr/>186 Total</li> </ul>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Chief Public Works Engineer</li> <li>1 Public Works Engineer IV</li> <li>4 Public Works Engineer III</li> <li>3 Public Works Engineer II</li> <li>2 Contract Project Senior Inspector</li> <li>4 Engineering Technician V</li> <li>5 Engineering Technician IV</li> <li>4 Engineering Technician III</li> <li>1 Engineering Technician II</li> <li>1 Secretary I</li> <li>1 Office Assistant II</li> <li><hr/>27 Total</li> </ul>
<b>Traffic Operations Services</b>	<b>Permits</b>	<b>Administrative Services</b>
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Public Works Operations Supv</li> <li>2 Maintenance &amp; Const Supv II</li> <li>1 Maintenance &amp; Const Supv I</li> <li>14 Maintenance &amp; Const Worker II</li> <li>3 Maintenance &amp; Const Worker I</li> <li>1 Equipment Operator III</li> <li>1 Equipment Operator II</li> <li>2 Equipment Operator I</li> <li><hr/>25 Total</li> </ul>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Public Works Engineer III</li> <li>1 Public Works Engineer II</li> <li>4 Engineering Technician V</li> <li>1 Office Assistant III</li> <li><hr/>7 Total</li> </ul>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Public Works Chief Financial Officer</li> <li>1 Administrative Supervisor II</li> <li>1 Supervising Accountant II</li> <li>1 Accountant III</li> <li>2 Accountant II</li> <li>1 Supervising Accounting Technician</li> <li>1 Accounting Technician</li> <li>1 Reproduction Equipment Operator</li> <li>1 Payroll Specialist</li> <li>2 Fiscal Assistant</li> <li><hr/>12 Total</li> </ul>
<b>Budget/Revenue Claiming</b>	<b>Information Technology Services</b>	
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Budget Officer</li> <li>3 Staff Analyst II</li> <li>1 Fiscal Assistant</li> <li><hr/>5 Total</li> </ul>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Business Applications Manager</li> <li>1 Business Systems Analyst II</li> <li>1 Automated Systems Analyst II</li> <li>1 Automated Systems Technician</li> <li><hr/>4 Total</li> </ul>	



## Solid Waste Enterprise Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**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.

#### 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

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.

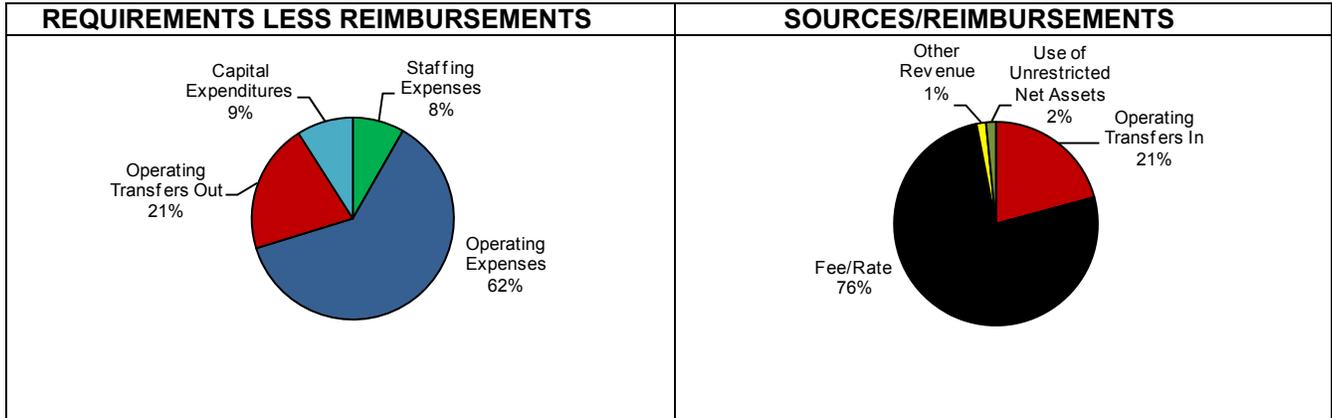
**Closure and Post-Closure Maintenance Fund** provides for the funding of landfill closure construction for those facilities that fall within the regulatory requirements of landfill facilities that were still actively receiving waste as of 1989. Deposits are made to this budget unit from the Solid Waste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



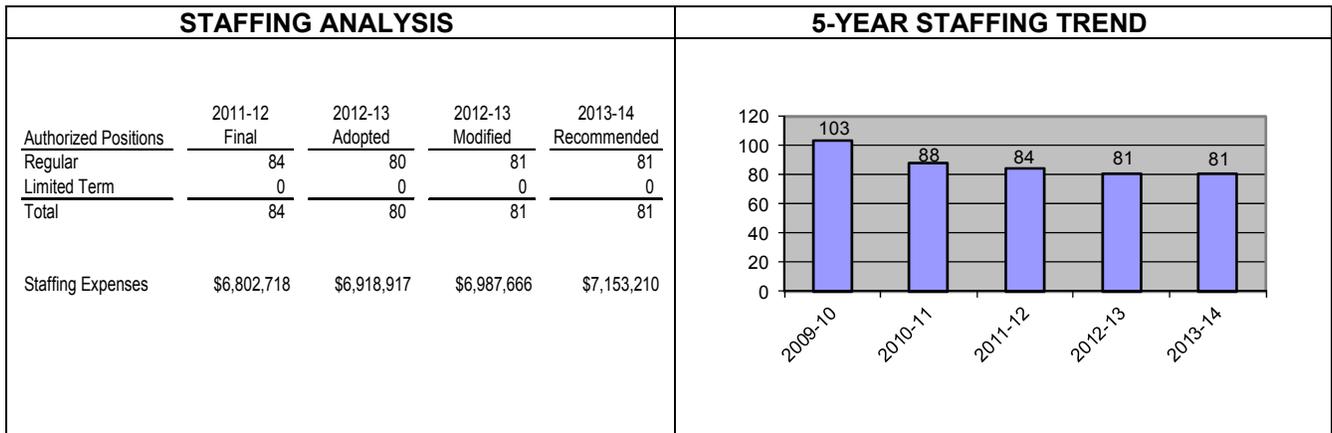
contingencies to reflect total net assets available at year end. Operating transfers to the Site Closure and Maintenance budget unit can only be done when Solid Waste Management Division receives written approval from CalRecycle for the release of funds.

**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**



**BUDGETED STAFFING**



**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
<b>Requirements</b>							
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)
<b>Sources</b>							
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
<b>Enterprise Fund Budget</b>				
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
<b>Total</b>	<b>81</b>	<b>0</b>	<b>81</b>	<b>78</b>	<b>2</b>	<b>1</b>	<b>81</b>

Administration		Special Projects		Operations and Scales	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Chief Public Works Engineer	1	Solid Waste Program Administrator	1	Public Works Operations Supt.
1	Solid Waste Analyst	1	Staff Analyst II	1	Public Works Operations Supvr.
1	Staff Aide	1	Recycling Specialist	1	Maintenance & Const. Supervisor I
1	Secretary II	1	Secretary I	4	Landfill Operations Inspector
2	Office Assistant III	1	Office Assistant II	1	Engineering Technician III
6	<b>Total</b>	5	<b>Total</b>	1	Scale Operations Supervisor II
				2	Scale Operations Supervisor I
				25	Scale Operator
				1	Fiscal Assistant
				37	<b>Total</b>
Engineering		Administrative Services		Information Technology Services	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Public Works Engineer IV	1	Administrative Supervisor II	1	Automated Systems Analyst I
3	Public Works Engineer III	1	Accountant III	1	Automated Systems Technician
4	Public Works Engineer II	2	Accountant II	2	<b>Total</b>
1	Engineering Tech V	1	Staff Analyst II		
4	Engineering Tech IV	1	Staff Analyst I		
3	Engineering Tech III	1	Supervising Accounting Tech.		
1	Engineering Tech II	5	Fiscal Assistant		
1	Staff Analyst I	12	<b>Total</b>		
1	Secretary I				
19	<b>Total</b>				



# REAL ESTATE SERVICES

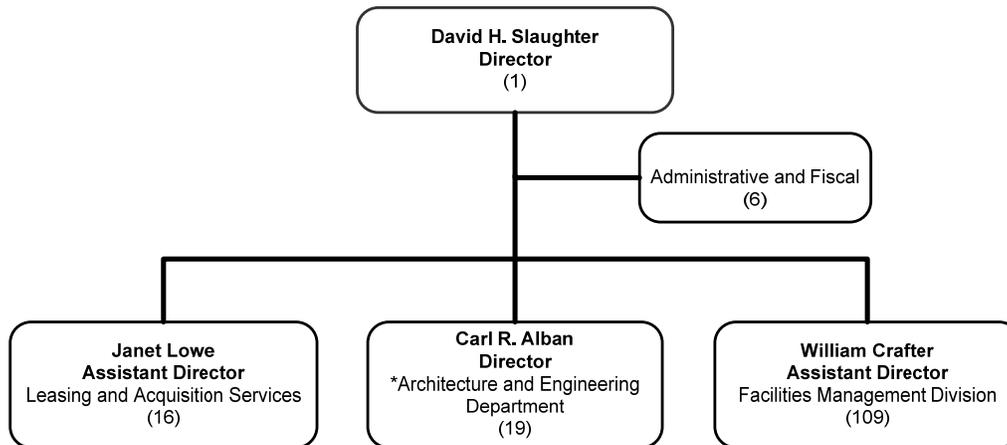
## David H. Slaughter

### 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 relocate County 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
<b>General Fund</b>						
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
<b>Total General Fund</b>	<b>38,846,839</b>	<b>19,146,251</b>	<b>19,700,588</b>			<b>153</b>
<b>Special Revenue Fund</b>						
Chino Agricultural Preserve	9,684,797	547,236		9,137,561		0
<b>Total Special Revenue Fund</b>	<b>9,684,797</b>	<b>547,236</b>		<b>9,137,561</b>		<b>0</b>
<b>Total - All Funds</b>	<b>48,531,636</b>	<b>19,693,487</b>	<b>19,700,588</b>	<b>9,137,561</b>		<b>153</b>



<b>5-YEAR REQUIREMENTS TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>Total</b>	<b>40,383,351</b>	<b>47,150,918</b>	<b>44,469,689</b>	<b>47,288,043</b>	<b>48,531,636</b>

<b>5-YEAR SOURCES TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
Utilities	223,844	2,849,818	1,485,093	385,292	277,495
<b>Total</b>	<b>8,296,905</b>	<b>22,412,737</b>	<b>19,852,578</b>	<b>19,257,335</b>	<b>19,693,487</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>Total</b>	<b>23,939,670</b>	<b>15,865,955</b>	<b>15,254,839</b>	<b>19,232,945</b>	<b>19,700,588</b>

<b>5-YEAR FUND BALANCE TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Chino Agricultural Preserve	8,146,776	8,872,226	9,362,272	8,797,763	9,137,561
<b>Total</b>	<b>8,146,776</b>	<b>8,872,226</b>	<b>9,362,272</b>	<b>8,797,763</b>	<b>9,137,561</b>



## Real Estate Services Department

### DESCRIPTION OF MAJOR SERVICES

The Real Estate Services Department (RES D) 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).

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 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.

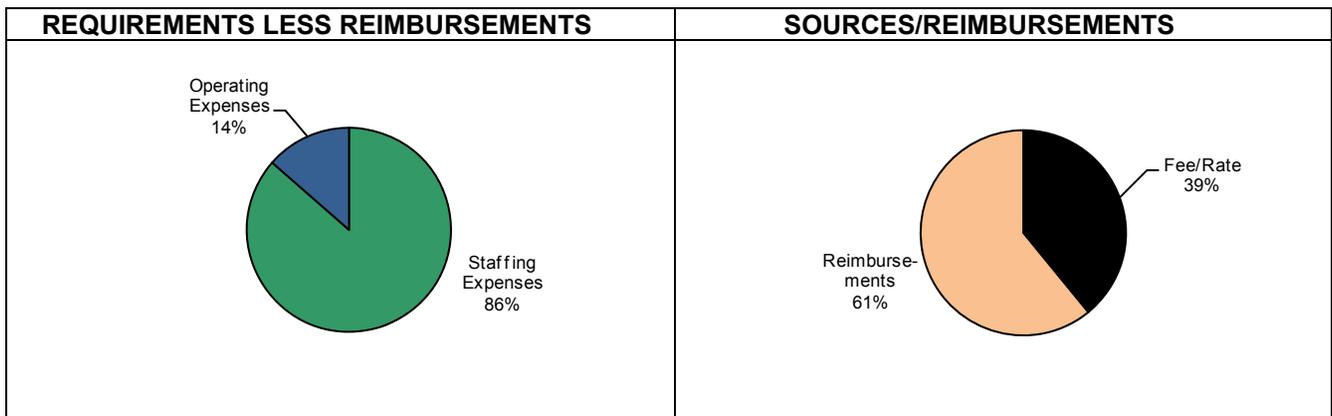
The Leasing and Acquisition Division also provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. Staff establishes values and acquires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



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
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					

**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
<b>Requirements</b>							
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)
<b>Sources</b>							
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.

OPERATIONS & COMMUNITY SERVICES



**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 Acquisition	16	0	16	16	0	0	16
<b>Total</b>	<b>23</b>	<b>0</b>	<b>23</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>23</b>

Administration and Fiscal		Leasing and Acquisition	
Classification		Classification	
1 Director		1 Assistant Director	
1 Administrative Supervisor II		2 Real Estate Services Manager	
1 Asset Management Analyst		2 Real Property Agent III	
2 Staff Analyst II		9 Real Property Agent II	
1 Fiscal Specialist		1 Executive Secretary II	
1 Payroll Specialist		1 Secretary II	
<b>7 Total</b>		<b>16 Total</b>	



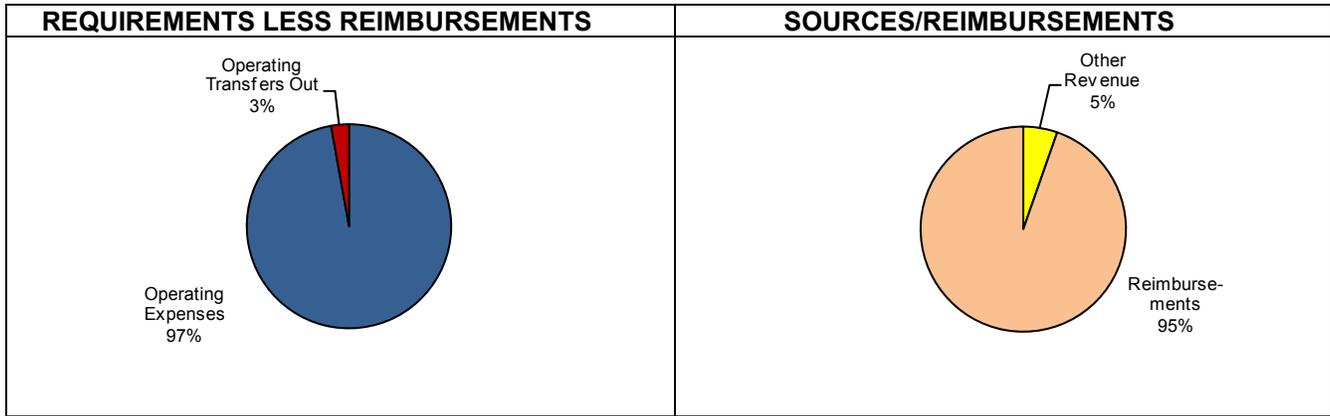
## Rents and Leases

### 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



**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
<b>Requirements</b>							
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
<b>Sources</b>							
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.

OPERATIONS & COMMUNITY SERVICES



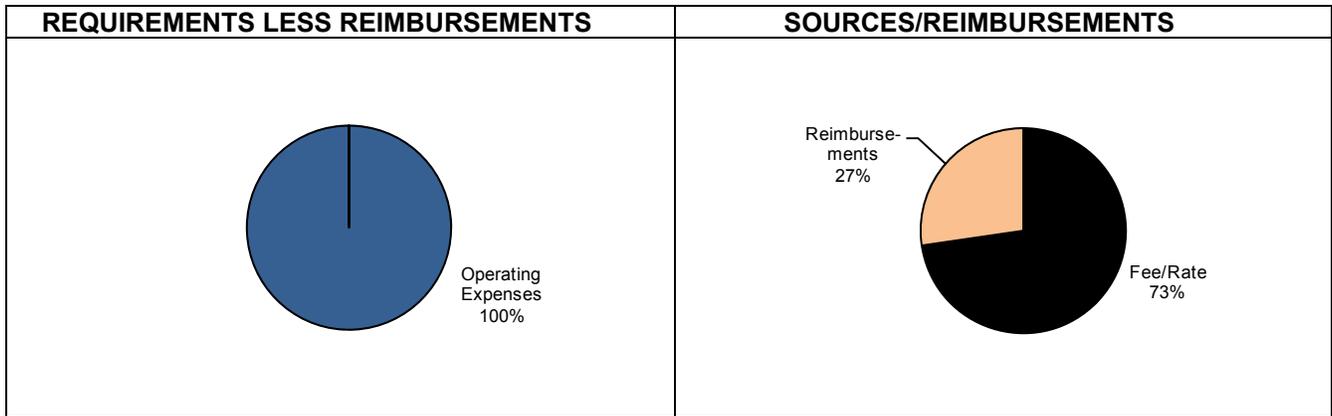
## Courts Property Management

### DESCRIPTION OF MAJOR SERVICES

The Trial Court Facilities Act of 2002, SB 1732, required the transfer of responsibility for funding and operation of trial court facilities from all counties to the State of California on behalf of the Judicial Council of California, 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.

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%

### 2013-14 RECOMMENDED BUDGET



**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
<b>Requirements</b>							
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
<b>Sources</b>							
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.



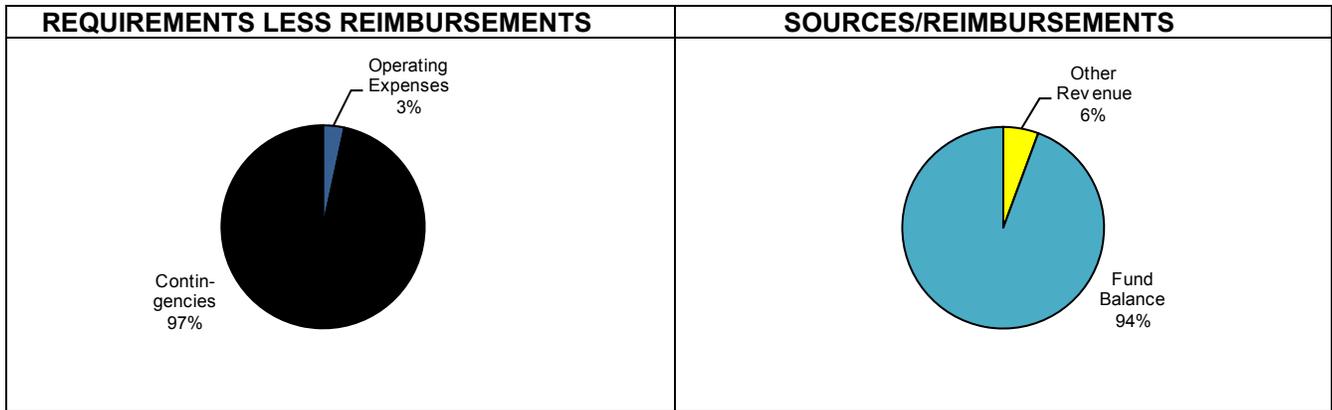
## Chino Agricultural Preserve

### DESCRIPTION OF MAJOR SERVICES

The Real Estate Services Department administers a special revenue fund to continue the Agricultural Land Acquisition and Preservation Program under the California Wildlife, Coastal and Parkland Conservation Act (Proposition 70). The Department is responsible for negotiating and managing leases for the properties acquired, and developing recommendations for the ultimate use/disposition of these properties. Property management activities include arranging for all ordinary and emergency repairs and improvements necessary to preserve and maintain the properties in their present condition and improve operating efficiency, or altering them to enhance lease potential and/or comply with lease requirements. Expenditures are fully funded through revenues received from the lease of acquired properties.

Budget at a Glance	
Total Requirements	\$9,684,797
Total Sources	\$547,236
Fund Balance	\$9,137,561
Use of Fund Balance	\$0
Total Staff	0

### 2013-14 RECOMMENDED BUDGET



**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
<b>Requirements</b>							
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
<b>Sources</b>							
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

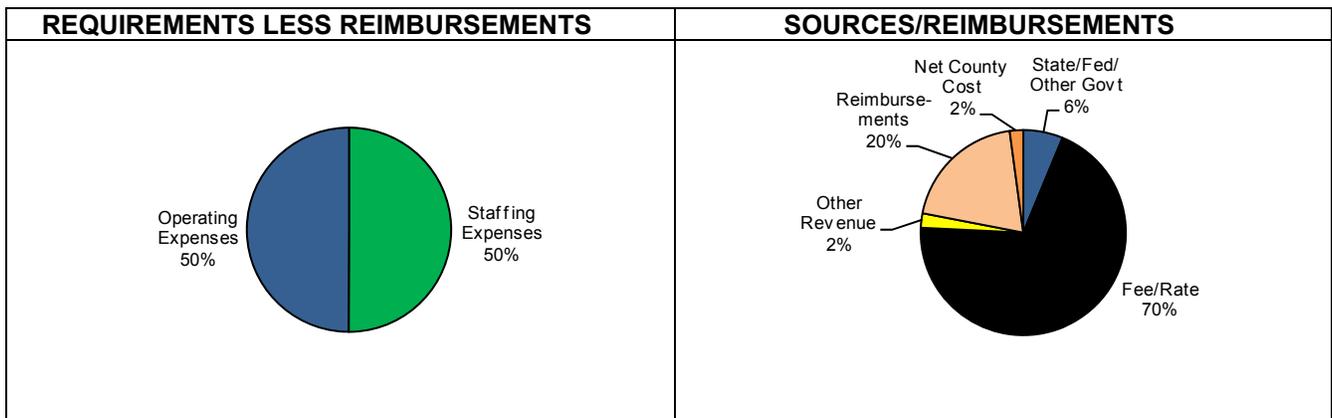
The Facilities Management Division (FMD) provides routine maintenance, grounds and custodial services to ensure County facilities are well maintained, including 24 hours per day – 7 days per week emergency building maintenance. Services also include repairing building structures, equipment, and fixtures.

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.

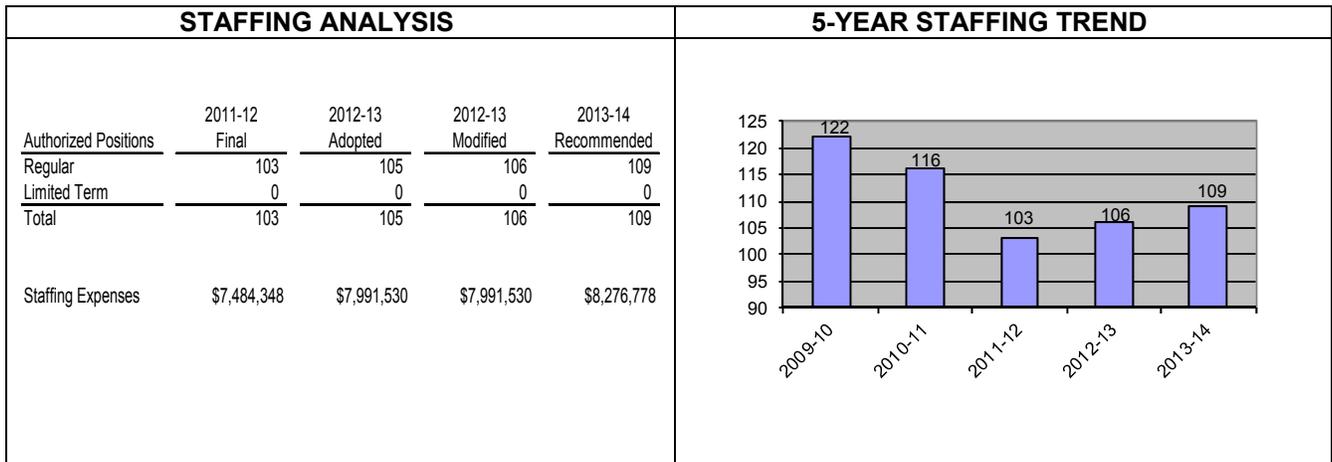
#### Budget at a Glance

Total Requirements	\$13,258,458
Total Sources	\$12,905,399
Net County Cost	\$353,059
Total Staff	109
Funded by Net County Cost	2%

### 2013-14 RECOMMENDED BUDGET



### BUDGETED STAFFING



**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
<b>Requirements</b>							
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)
<b>Sources</b>							
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.

OPERATIONS & COMMUNITY SERVICES



**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
<b>Total</b>	<b>109</b>	<b>0</b>	<b>109</b>	<b>103</b>	<b>3</b>	<b>3</b>	<b>109</b>

<b>Administration</b>	<b>Maintenance</b>	<b>Custodial</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant Director	1 Building Services Superintendent	1 Custodial Services Chief
2 Staff Analyst II	5 Maintenance Supervisor	4 Supervising Custodian
1 Secretary II	8 Air Conditioning Mechanic	1 Custodian II
2 Parts Specialist	8 Building Plant Operator	32 Custodian I
2 Fiscal Specialist	1 Facilities Mgmt Project Scheduler	1 General Services Worker II
1 Office Assistant II	5 Electrician	<u>39 Total</u>
<u>9 Total</u>	3 Plumber	
	18 General Maintenance Mechanic	
	1 Locksmith	
	2 Facilities Management Dispatcher	
	3 General Maintenance Worker	
	2 General Services Worker II	
	<u>57 Total</u>	
<b>Grounds</b>		
<u>Classification</u>		
1 Grounds Services Superintendent		
1 Supervising Grounds Caretaker		
1 Sprinkler System Worker		
1 General Maintenance Worker		
<u>4 Total</u>		



## Utilities

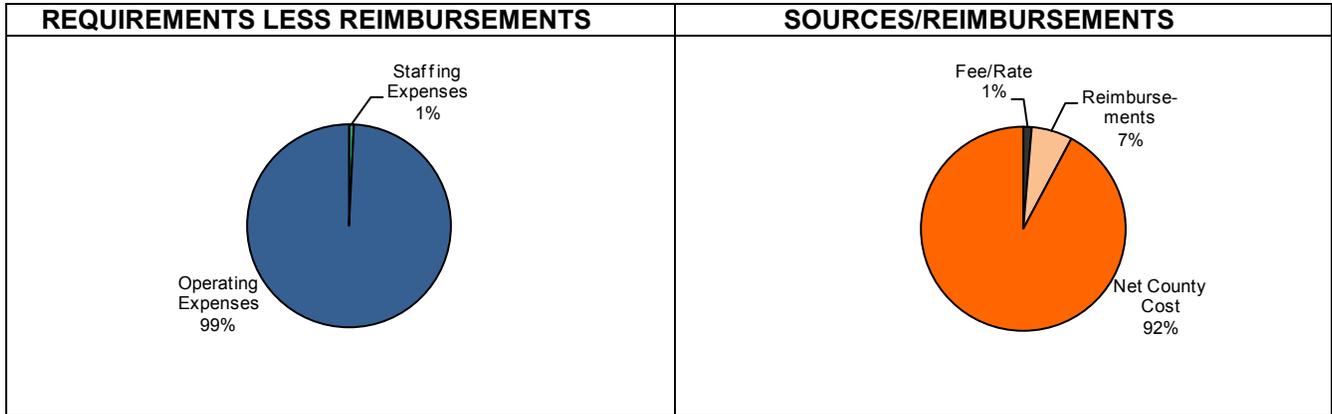
### DESCRIPTION OF MAJOR SERVICES

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

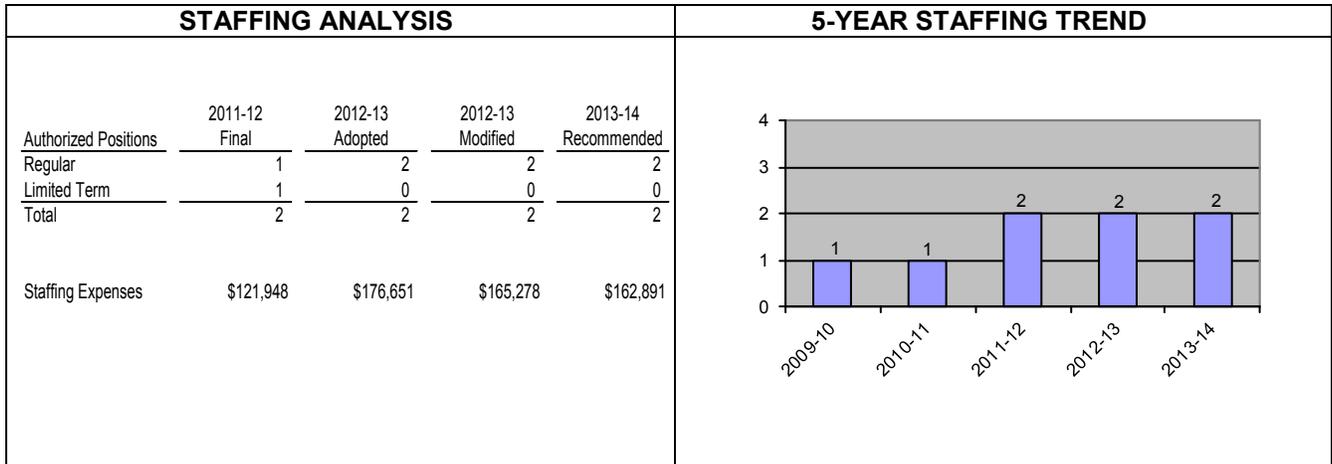
#### Budget at a Glance

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



### BUDGETED STAFFING



**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
<b>Requirements</b>							
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
<b>Sources</b>							
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



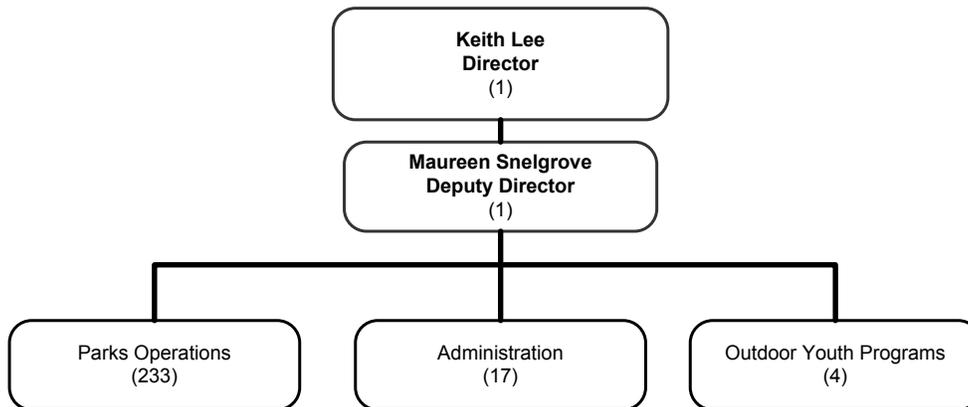
## REGIONAL PARKS Keith Lee

### 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 Helen Regional 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
<b>General Fund</b>						
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
<b>Special Revenue Funds</b>						
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
<b>Enterprise Funds</b>						
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
<b>Total - All Funds</b>	<b>18,328,452</b>	<b>11,242,001</b>	<b>2,557,152</b>	<b>4,506,188</b>	<b>(23,111)</b>	<b>256</b>



<b>5-YEAR REQUIREMENTS TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>Total</b>	<b>15,689,385</b>	<b>18,401,393</b>	<b>21,667,704</b>	<b>24,826,785</b>	<b>18,328,452</b>

<b>5-YEAR SOURCES TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>Total</b>	<b>11,851,250</b>	<b>12,618,965</b>	<b>12,045,382</b>	<b>15,062,729</b>	<b>11,242,001</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Regional Parks	1,592,123	1,236,430	3,564,080	2,763,271	2,557,152
<b>Total</b>	<b>1,592,123</b>	<b>1,236,430</b>	<b>3,564,080</b>	<b>2,763,271</b>	<b>2,557,152</b>

<b>5-YEAR FUND BALANCE TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
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
<b>Total</b>	<b>2,257,314</b>	<b>4,525,409</b>	<b>6,001,937</b>	<b>6,986,687</b>	<b>4,506,188</b>

<b>5-YEAR NET BUDGET TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Regional Parks Snack Bars	10,694	871	(42,413)	(642)	(12,342)
Active Outdoors	608	(21,460)	(13,892)	(13,456)	(10,769)
<b>Total</b>	<b>11,302</b>	<b>(20,589)</b>	<b>(56,305)</b>	<b>(14,098)</b>	<b>(23,111)</b>

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

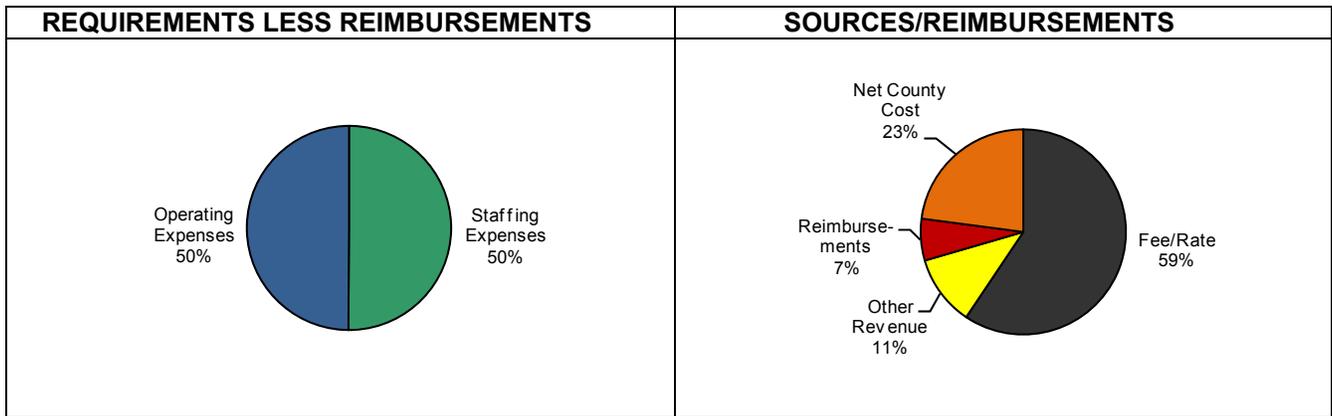
### DESCRIPTION OF MAJOR SERVICES

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.

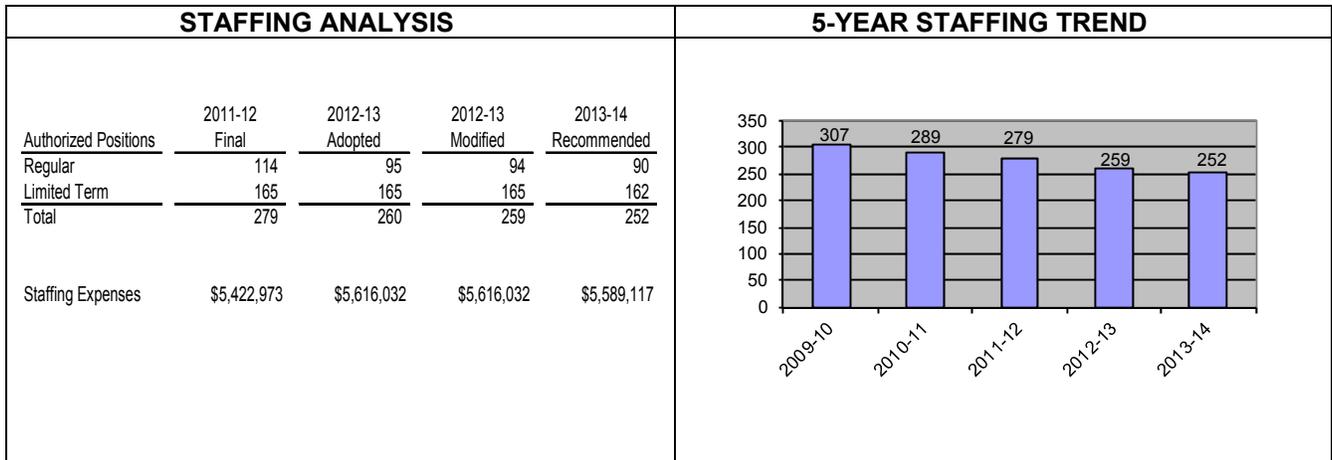
Budget at a Glance	
Total Requirements	\$10,420,719
Total Sources	\$7,863,567
Net County Cost	\$2,557,152
Total Staff	252
Funded by Net County Cost	23%

The 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



### BUDGETED STAFFING



## 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
<b>Requirements</b>							
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)
<b>Sources</b>							
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	Park Operations
<u>Classification</u>	<u>Classification</u>
1 Deputy Executive Officer (Director)	3 Park Superintendent
1 Deputy Director	5 Assistant Park Superintendent
1 Administrative Analyst III	3 Office Assistant III
1 Administrative Supervisor	3 Ranger III
1 Planner III	15 Ranger II
1 Executive Secretary	42 General Service Worker II
1 Youth Services Coordinator	162 Public Service Employee
2 Staff Analyst II	233 Total
1 Revenue and Development Manager	
1 Automated System Technician	
3 Fiscal Specialist	
1 Staff Aide	
3 Fiscal Assistant	
1 Office Assistant II	
19 Total	



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**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.

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

**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.

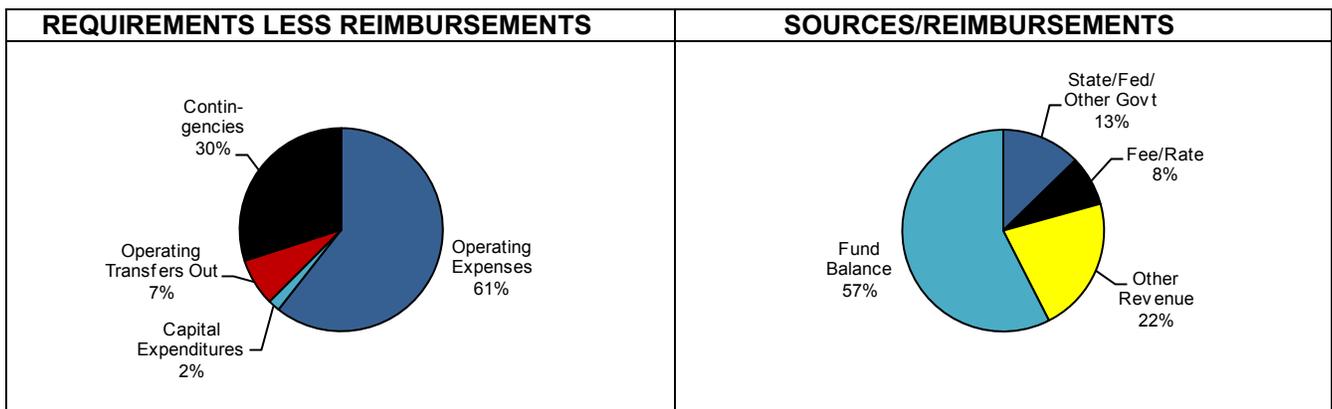
**Amphitheater Improvements at Glen Helen** was established to provide for improvements to the San Manuel Amphitheater at Glen Helen Regional Park. These improvements are designed to maintain the amphitheater and its facilities in their current condition in order to preserve a quality entertainment experience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



OPERATIONS & COMMUNITY SERVICES



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
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					

**ANALYSIS OF 2013-14 RECOMMENDED BUDGET**

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

BUDGET UNIT: Various  
 FUNCTION: Receptions 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
<b>Requirements</b>							
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)
<b>Sources</b>							
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

OPERATIONS & COMMUNITY SERVICES



## DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
<b>Special Revenue Funds</b>				
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.



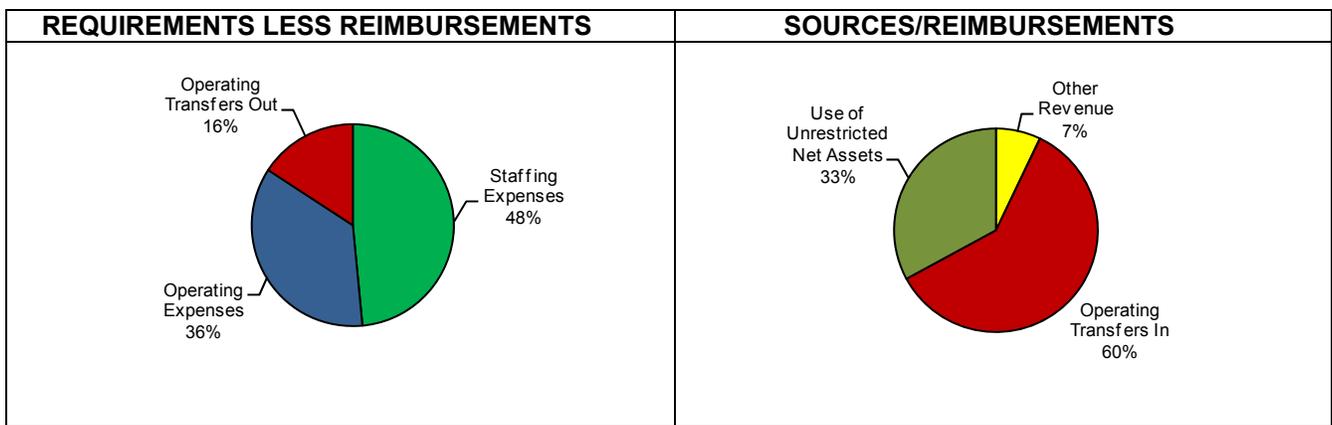
## Enterprise Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

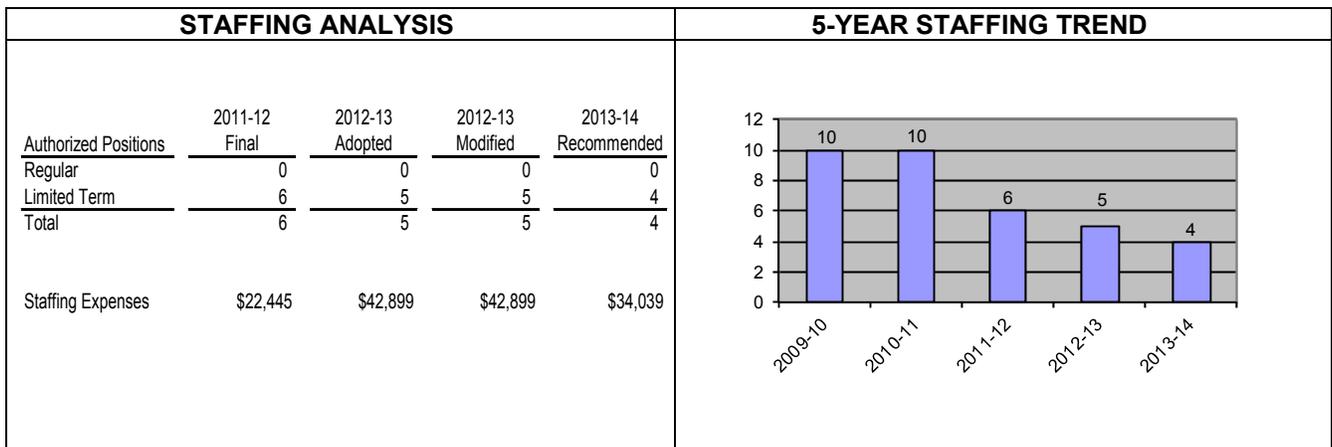
The Active Outdoors program was created to provide programs that promote a healthy outdoors lifestyle. All programs under 'Active Outdoors' are grant funded or created through partnerships with local and/or state agencies. The Environmental Science Day Camp (ESDC) is a part of the program and is offered at Yucaipa. ESDC takes place during the traditional school year, Wednesday through Friday, and follows the California State 4<sup>th</sup> and 5<sup>th</sup> 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.

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

### 2013-14 RECOMMENDED BUDGET



### BUDGETED STAFFING



OPERATIONS & COMMUNITY SERVICES



**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
<b>Requirements</b>							
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)
<b>Sources</b>							
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	0	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
<b>Enterprise Funds</b>				
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**

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Active Outdoors	0	4	4	4	0	0	4
Total	0	4	4	4	0	0	4

<b>Active Outdoors</b>	
<u>Classification</u>	
4	Public Service Employees
4	Total



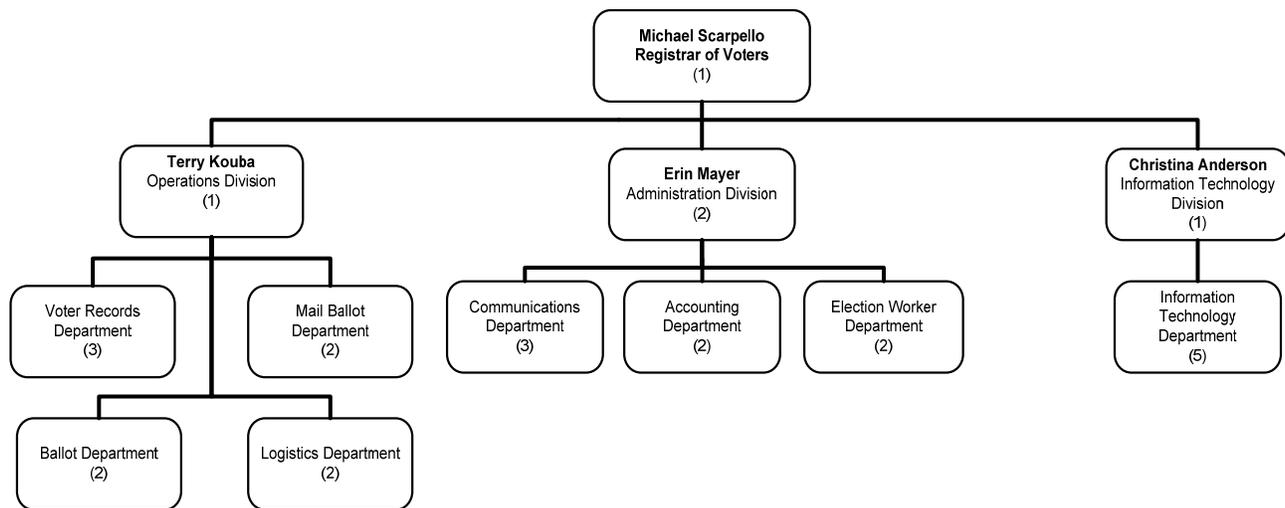
## REGISTRAR OF VOTERS Michael Scarpello

### 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](http://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 cumulative 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
<b>General Fund</b>						
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

<b>5-YEAR REQUIREMENTS TREND</b>					
	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
<b>Total</b>	<b>5,875,261</b>	<b>6,911,479</b>	<b>7,979,388</b>	<b>10,451,671</b>	<b>8,620,303</b>

<b>5-YEAR SOURCES TREND</b>					
	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
<b>Total</b>	<b>3,480,505</b>	<b>3,544,044</b>	<b>2,843,000</b>	<b>2,914,734</b>	<b>2,498,240</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	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
<b>Total</b>	<b>2,394,756</b>	<b>3,367,435</b>	<b>5,136,388</b>	<b>7,536,937</b>	<b>6,122,063</b>



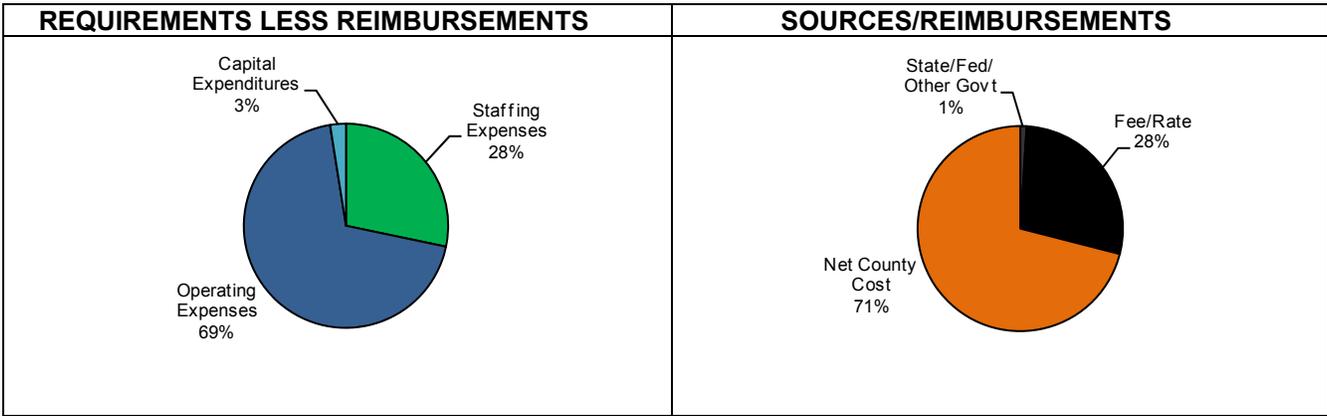
# Registrar of Voters

## DESCRIPTION OF MAJOR SERVICES

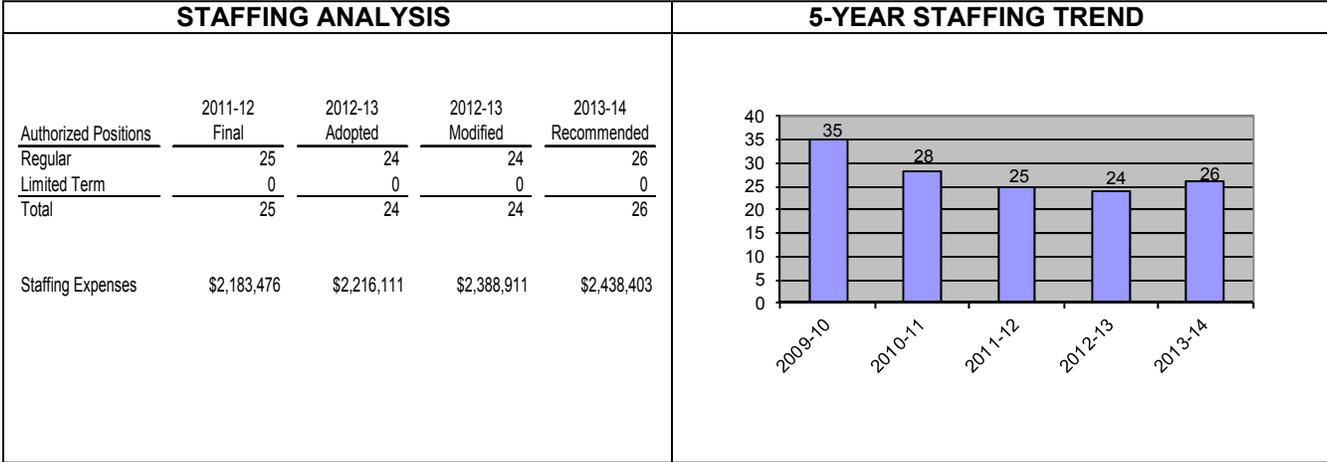
The Elections Office of the Registrar of Voters is responsible for conducting efficient and impartial elections, and to provide the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and Federal and California Election Codes. To support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

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%

## 2013-14 RECOMMENDED BUDGET



## BUDGETED STAFFING



## 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
<b>Requirements</b>							
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)
<b>Sources</b>							
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**

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
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
<b>Total</b>	<b>26</b>	<b>0</b>	<b>26</b>	<b>19</b>	<b>1</b>	<b>6</b>	<b>26</b>

<b>Administration Division</b>	<b>Operations Division</b>	<b>Information Technology Division</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Registrar of Voters	1 Chief Deputy Registrar of Voters	1 Business Systems Analyst III
1 Chief Deputy Registrar of Voters	4 Elections Technician	1 Programmer Analyst II
1 Executive Secretary II	2 Elections Services Assistant	2 Applications Specialist
1 Staff Analyst II	1 Office Assistant IV	1 Automated Systems Technician
1 Elections Specialist	2 Office Assistant III	1 Geographic Info Sys Tech II
1 Media Specialist I	10 Total	6 Total
2 Elections Technician		
1 Office Assistant IV		
1 Fiscal Specialist		
10 Total		



## Fish and Game Commission

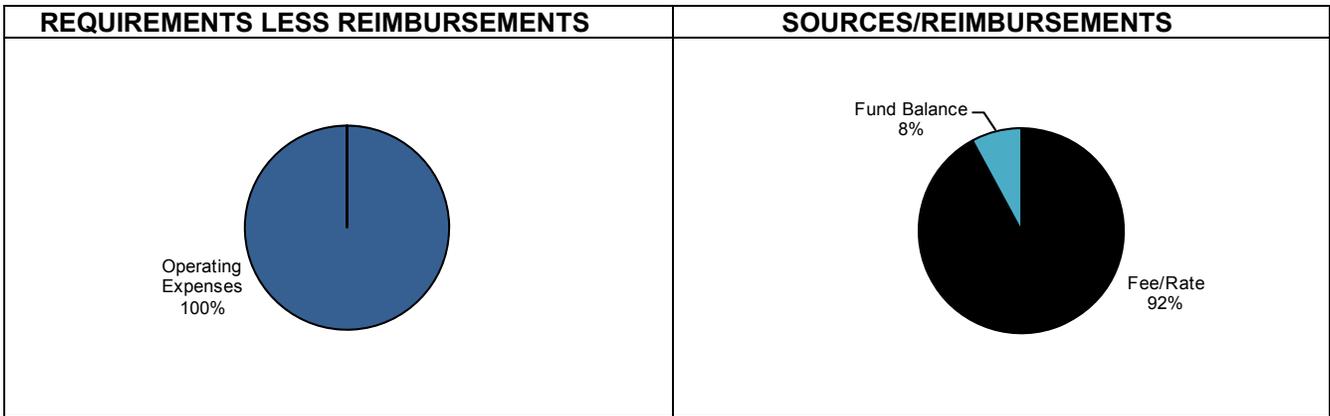
### DESCRIPTION OF MAJOR SERVICES

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



## 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
<b>Requirements</b>							
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)
<b>Sources</b>							
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.



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