

**ADMINISTRATION
SUMMARY**

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
<u>GENERAL FUND</u>					
BOARD OF SUPERVISORS	118				
BOARD OF SUPERVISORS	119	7,190,670	0	7,190,670	48
BOARD DISCRETIONARY FUND	123	4,206,259	0	4,206,259	0
CLERK OF THE BOARD	125	2,258,163	248,293	2,009,870	14
COUNTY ADMINISTRATIVE OFFICE	130				
COUNTY ADMINISTRATIVE OFFICE	133	4,511,139	0	4,511,139	17
LITIGATION	136	392,599	0	392,599	0
COUNTY COUNSEL	138	8,817,154	5,713,350	3,103,804	86
FINANCE AND ADMINISTRATION	144				
FINANCE AND ADMINISTRATION	147	2,889,619	0	2,889,619	18
HUMAN RESOURCES	161				
HUMAN RESOURCES	165	7,456,955	675,623	6,781,332	79
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	168	2,152,634	2,152,634	0	12
UNEMPLOYMENT INSURANCE	171	4,000,500	0	4,000,500	0
INFORMATION SERVICES	179				
GIS AND MULTI-MEDIA SERVICES	182	2,264,212	216,872	2,047,340	13
PURCHASING	196				
PURCHASING	200	2,117,341	590,504	1,526,837	22
LOCAL AGENCY FORMATION COMMISSION	221	288,274	0	288,274	0
COUNTY SCHOOLS	223	3,270,620	0	3,270,620	0
TOTAL GENERAL FUND		<u>51,816,139</u>	<u>9,597,276</u>	<u>42,218,863</u>	<u>309</u>
CAPITAL FACILITIES LEASES	150	<u>13,016,519</u>	<u>0</u>	<u>13,016,519</u>	<u>0</u>

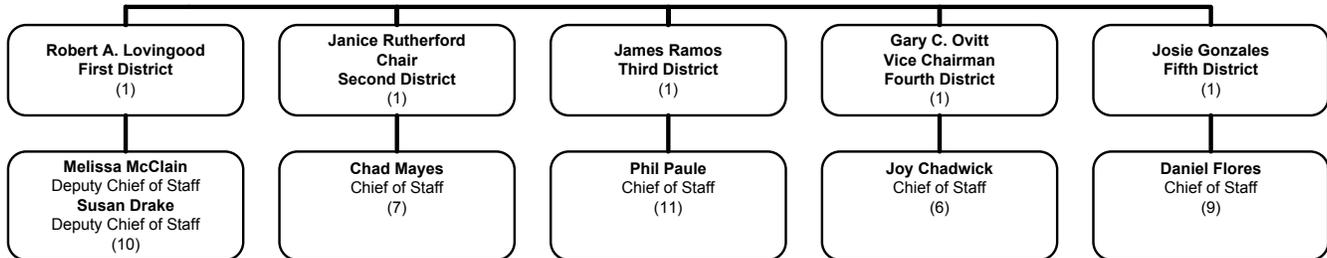
	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Fund Balances</u>	<u>Staffing</u>
<u>SPECIAL REVENUE FUNDS</u>					
FINANCE AND ADMINISTRATION: DISASTER RECOVERY FUND	152	28,843	6,556	22,287	0
HUMAN RESOURCES: COMMUTER SERVICES	173	1,572,591	722,450	850,141	3
EMPLOYEE BENEFITS AND SERVICES	176	4,240,736	3,350,235	890,501	31
TOTAL SPECIAL REVENUE FUNDS		<u>5,842,170</u>	<u>4,079,241</u>	<u>1,762,929</u>	<u>34</u>

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net Budget</u>	<u>Staffing</u>
<u>INTERNAL SERVICES FUNDS</u>					
FLEET MANAGEMENT	154	36,529,788	33,841,500	(2,688,288)	86
INFORMATION SERVICES: COMPUTER OPERATIONS	185	26,714,144	21,973,042	(4,741,102)	120
TELECOMMUNICATION SERVICES	189	29,849,833	28,622,266	(1,227,567)	98
APPLICATION DEVELOPMENT	193	13,606,958	13,606,958	0	87
PURCHASING: PRINTING SERVICES	203	4,610,503	3,265,988	(1,344,515)	15
SURPLUS PROPERTY AND STORAGE OPERATIONS	206	598,004	555,876	(42,128)	3
MAIL/COURIER SERVICES	209	7,397,775	6,971,188	(426,587)	25
RISK MANAGEMENT: OPERATIONS	212				
OPERATIONS	216	5,905,344	5,905,344	0	57
INSURANCE PROGRAMS	219	96,845,889	89,389,185	(7,456,704)	0
TOTAL INTERNAL SERVICE FUNDS		<u>222,058,238</u>	<u>204,131,347</u>	<u>(17,926,891)</u>	<u>491</u>



BOARD OF SUPERVISORS Janice Rutherford, Chair

ORGANIZATIONAL CHART



SUMMARY OF BUDGET UNITS

2014-15						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Board of Supervisors	7,190,670		7,190,670			48
Board Discretionary Fund	4,206,259		4,206,259			0
Total General Fund	11,396,929		11,396,929			48
Total - All Funds	11,396,929		11,396,929			48

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Board of Supervisors	8,869,044	7,903,032	7,647,052	7,142,316	7,190,670
Board Discretionary Fund	1,382,855	2,938,843	10,261,366	5,852,564	4,206,259
Total	10,251,899	10,841,875	17,908,418	12,994,880	11,396,929

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Board of Supervisors	0	0	0	0	0
Board Discretionary Fund	196,888	0	103,476	0	0
Total	196,888	0	103,476	0	0

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Board of Supervisors	8,869,044	7,903,032	7,647,052	7,142,316	7,190,670
Board Discretionary Fund	1,185,967	2,938,843	10,157,890	5,852,564	4,206,259
Total	10,055,011	10,841,875	17,804,942	12,994,880	11,396,929



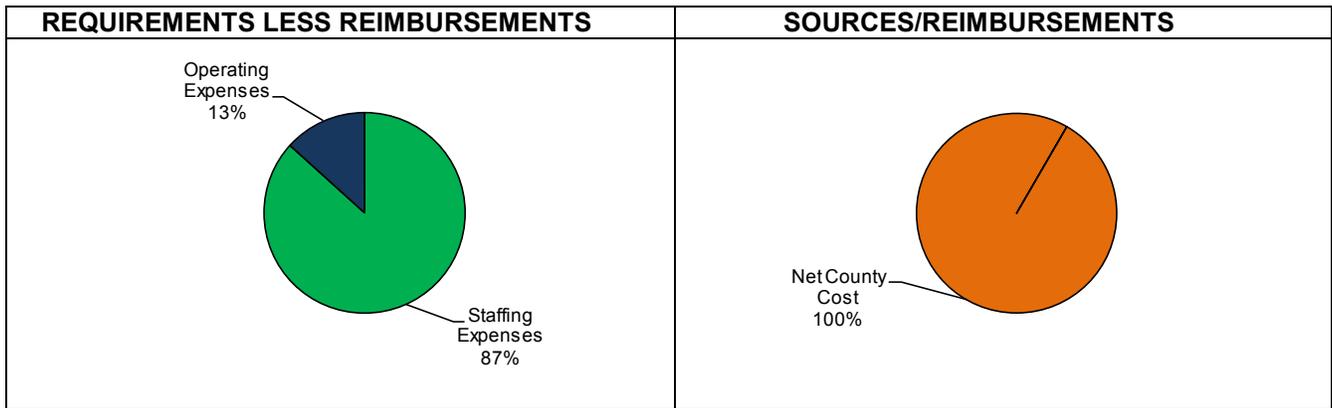
Board of Supervisors

DESCRIPTION OF MAJOR SERVICES

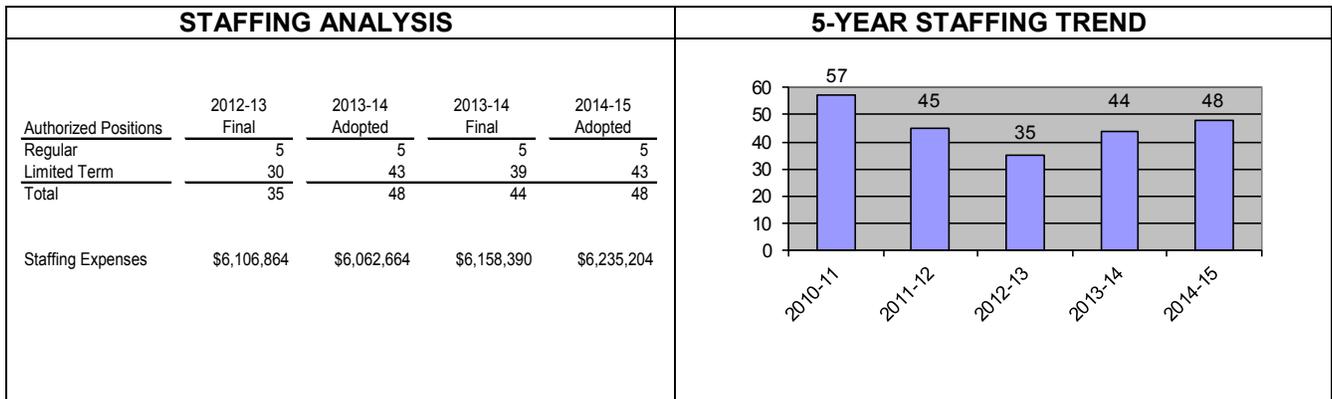
The Board of Supervisors is the governing body of the County government and Board-governed special districts. The Board of Supervisors establishes policy and exercises supervision over the official conduct of all County officers, Board-governed districts and special commissions. The Board of Supervisors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

Budget at a Glance	
Requirements Less Reimbursements*	\$7,190,670
Sources/Reimbursements	\$0
Net County Cost	\$7,190,670
Total Staff	48
Funded by Net County Cost	100%
<small>*Includes Contingencies</small>	

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: Board of Supervisors
 FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	7,694,504	6,196,638	5,799,414	5,637,447	6,158,390	6,235,204	76,814
Operating Expenses	1,488,376	1,898,471	1,519,482	844,180	983,926	955,466	(28,460)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	9,182,880	8,095,109	7,318,896	6,481,627	7,142,316	7,190,670	48,354
Reimbursements	(313,836)	(276,982)	(95,110)	0	0	0	0
Total Appropriation	8,869,044	7,818,127	7,223,786	6,481,627	7,142,316	7,190,670	48,354
Operating Transfers Out	0	0	13,504	0	0	0	0
Total Requirements	8,869,044	7,818,127	7,237,290	6,481,627	7,142,316	7,190,670	48,354
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	8,869,044	7,818,127	7,237,290	6,481,627	7,142,316	7,190,670	48,354
				Budgeted Staffing	44	48	4

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of \$6.2 million make up the majority of the Board of Supervisor's (Board) expenditures within this budget unit. Operating expenses of \$1.0 million includes COWCAP, phone services, office expenses, courier and printing charges, facilities management basic services, and travel related expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Board include an increase in staffing expenses of \$76,814, which is primarily caused by increased retirement costs. This increase is offset by a reduction in operating expenses of \$28,460, primarily due to reductions in COWCAP (\$10,065) charges and general office expense (\$17,170).

For 2014-15 each district will receive an equal allocation of \$1.39 million in Net County Cost, totaling \$6.95 million across all five districts. In addition to this amount, each district will receive a share of augmentation funding based on the Board's augmentation plan which was adopted as part of the 2012-13 Budget Hearing and directed that \$214,257 be allocated among each district budget based on the percentage of unincorporated population. The 2014-15 budget allocates the augmentation funding under the same methodology as in 2013-14 and is as follows:

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



STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$6.2 million fund 48 budgeted positions of which 5 are regular positions and 43 are limited term positions.

There is a net increase of 4 budgeted positions in this budget unit. Supervisorial Districts make staffing adjustments to limited term positions through separate board agenda items; however, it is through the annual budget process that these positions are added into the budget. This increase represents the net change resulting from staff added by separate board agenda items throughout 2013-14 and the deletion of positions which have become vacant throughout the year. Limited term positions within this budget unit are deleted upon becoming vacant.

Staffing changes are as follows and include a total of 7 deletions and 11 additions, for a net increase of 4 budgeted positions, including 2 new positions which are anticipated to be filled by the start of the new budget year (affected district noted in parenthesis):

Deletions (7 total)

- 1 Executive Aide (First District)
- 1 Community Service Liaison (Third District)
- 1 Intern Staff Assistant (Third District)
- 1 Policy Advisor (Third District)
- 1 District Director (Fourth District)
- 1 Chief of Staff (Fourth District)
- 1 Intern Staff Assistant (Fifth District)

Additions (11 total)

- 1 Deputy Chief of Staff (First District)
- 1 Intern Staff Assistant (First District)
- 1 Community Services Liaison (First District)
- 1 Field Representative I (Third District)
- 1 Communications Advisor (Third District)
- 1 Chief of Staff (Fourth District)
- 1 Policy Advisor (Fourth District)
- 1 Community Services Liaison (Fifth District)
- 1 Homeless Policy Advisor (Fifth District)
- 1 Special Projects Coordinator (Fifth District)
- 1 Communications Advisor (Fifth District)

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
First District	1	10	11	11	0	0	11
Second District	1	7	8	8	0	0	8
Third District	1	11	12	11	0	1	12
Fourth District	1	6	7	7	0	0	7
Fifth District	1	9	10	9	0	1	10
Total	5	43	48	46	0	2	48



First District	Second District	Third District
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Elected Supervisor	1 Elected Supervisor	1 Elected Supervisor
2 Deputy Chief of Staff	1 Chief of Staff	1 Chief of Staff
1 Field Representative II	1 Deputy Chief of Staff	1 Deputy Chief of Staff
2 Field Representative I	2 Field Representative	1 BOS Administrative Analyst
1 Special Assistant	1 Policy Advisor	1 Executive Secretary
3 Community Service Liaison	1 Executive Aide	1 Communications Advisor
1 Intern Staff Assistant	1 District Representative	1 Communications Assistant
<hr/> 11 Total	<hr/> 8 Total	1 Executive Aide
		1 Field Representative
		<hr/> 3 Community Service Liaisons
		12 Total
Fourth District	Fifth District	
<u>Classification</u>	<u>Classification</u>	
1 Elected Supervisor	1 Elected Supervisor	
1 Chief of Staff	1 Chief of Staff	
1 Deputy Chief of Staff	1 BOS Administrative Analyst	
1 Policy Advisor	1 Special Projects Coordinator	
1 District Representative	1 Executive Secretary	
1 Field Representative	1 Field Representative	
1 Executive Secretary	1 Communications Advisor	
<hr/> 7 Total	1 Constituent Services Representative	
	1 Homeless Policy Advisor	
	1 Community Services Liaison	
	<hr/> 10 Total	



Board Discretionary Fund

DESCRIPTION OF MAJOR SERVICES

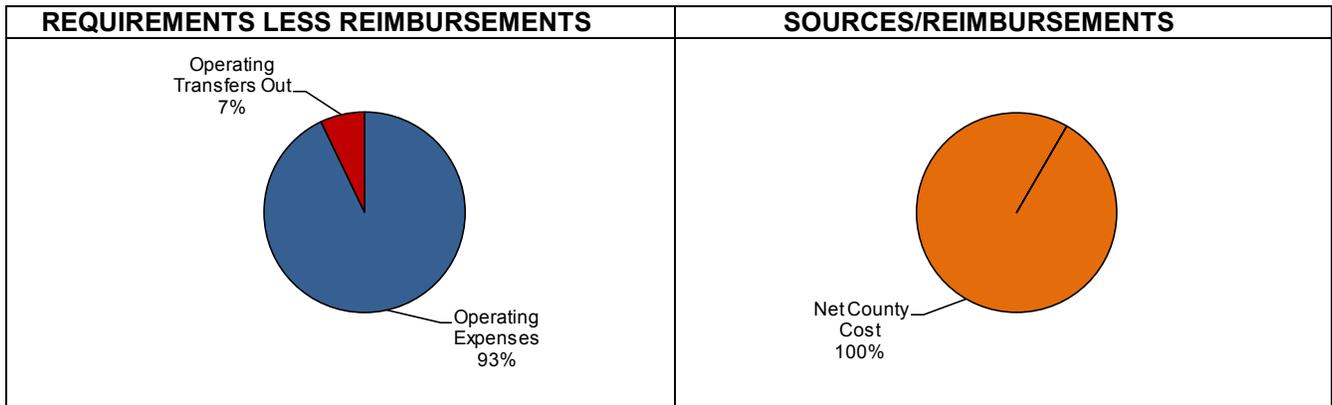
Beginning in 1999-00, \$1.0 million was allocated evenly between the five supervisorial districts as board discretionary funding for priority policy needs that may be identified during the fiscal year. In 2005-06, the annual allocation was increased to \$2.0 million, and in 2006-07 it was increased to \$2.5 million. During 2008-09, the annual allocation was increased to \$3.75 million, which was maintained for 2009-10.

The annual funding for 2010-11 was decreased to \$2.25 million and was subsequently transferred into the Board of Supervisors (Board) operating budget as part of the County's First Quarter Budget Report, which was approved by the Board on November 2, 2010. In 2011-12, the Board began obligating the remaining balance of funds via the County quarterly budget reports. Once approved, allocations are to be expensed within twelve months and existing allocations not spent within a fiscal year are carried over to the subsequent fiscal year by district. There is currently no ongoing funding included in this budget unit. County Policy 05-10 (formerly 02-18) provides that these funds are to be exhausted by the end of Fiscal Year 2015-16, and any remaining unspent funds are to be returned to the County general fund.

Budget at a Glance	
Requirements Less Reimbursements*	\$4,206,259
Sources/Reimbursements	\$0
Net County Cost	\$4,206,259
Total Staff	0
Funded by Net County Cost	100%
<small>*Includes Contingencies</small>	

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

2014-15 ADOPTED BUDGET



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: Board Discretionary Fund
 FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,160,675	2,289,173	4,128,360	1,766,730	5,502,564	3,906,259	(1,596,305)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,160,675	2,289,173	4,128,360	1,766,730	5,502,564	3,906,259	(1,596,305)
Reimbursements	(1,036,042)	0	(17,795)	0	0	0	0
Total Appropriation	1,124,633	2,289,173	4,110,565	1,766,730	5,502,564	3,906,259	(1,596,305)
Operating Transfers Out	57,358	550,890	298,750	33,500	350,000	300,000	(50,000)
Total Requirements	1,181,991	2,840,063	4,409,315	1,800,230	5,852,564	4,206,259	(1,646,305)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	45,000	153,925	0	0	0
Total Revenue	0	0	45,000	153,925	0	0	0
Operating Transfers In	196,889	0	58,989	0	0	0	0
Total Sources	196,889	0	103,989	153,925	0	0	0
Net County Cost	985,102	2,840,063	4,305,326	1,646,305	5,852,564	4,206,259	(1,646,305)
				Budgeted Staffing	0	0	0

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of \$4.2 million represent funds carried over from prior fiscal years to support various community programs and projects that promote the health, safety, well-being, and quality of life for County residents. Operating expenses make up the majority of expenditures within this budget unit and includes allocations made directly to local agencies and non-profits as well as allocations to County departments to support various public works and community improvement projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

These funds are utilized by Supervisorial Districts to support community programs and projects. In accordance with County Policy 05-10, these funds are allocated at the sole discretion of the Supervisor within his or her own Supervisorial District. On February 7, 2012, the Board adopted an amendment to County Policy 02-18 (now County Policy 05-10) which revised the policy related to the administration of these funds. In addition to new procedures regarding the administration of these funds, the amended policy also provides that these funds are to be exhausted by the end of Fiscal Year 2015-16, and any remaining unspent funds are to be returned to the County general fund.

The budget includes a reduction of \$1.6 million in requirements and represents payments made to support community programs and projects during the 2013-14 fiscal year. As of the Third Quarter Budget Report on May 6, 2014, funds remaining to be obligated by the Districts total approximately \$3.2 million. There is currently no ongoing funding included in this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



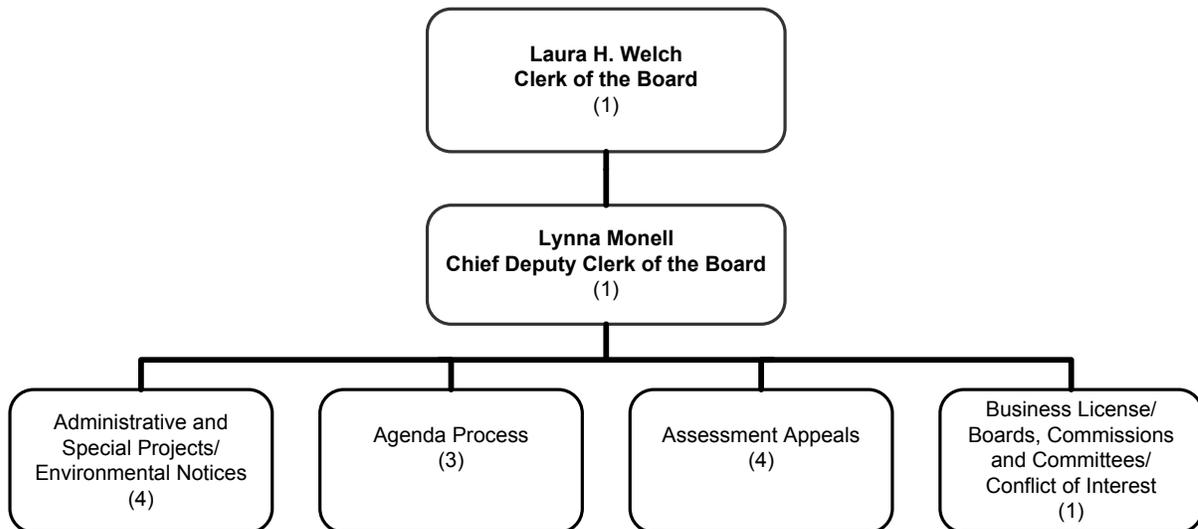
CLERK OF THE BOARD Laura H. Welch

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Reached disposition or two-year waiver filed for all 7,158 2011-12 Assessment Appeal applications, which met the November 30, 2013, statutory deadline.
- Obtained electronic filing certification for paperless filing from the Fair Political Practices Commission for the Form 700 filing system.
- Implemented enhancements to the video-streaming services providing the ability to stream live to mobile devices, a service not previously offered to County employees and the public.
- Provided Clerk of the Board staffing at the beginning of each Board of Supervisor's meeting to assist the public with questions and speaker slips, ensuring proper communication with the meeting attendees.
- Provided personalized Municipal Advisory Council (MAC) handbooks for District Offices to assist members in understanding their roles and responsibilities.
- Transitioned the videoconferencing program from the Victorville Transitional Assistance Department location to the High Desert Government Center.



COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

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

- Department Strategy:**
- Increase electronic submissions of Assessment Appeal applications to continue to provide accurate, timely and efficient processing of applications.
 - Implement business practice changes related to the approval process for applications to improve turnaround time for issuance of new business licenses.
 - Implement business practice changes related to the approval process for applications to improve turnaround time for issuance of renewal business licenses.

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of electronic submission of Assessment Appeal applications.	34%	40%	32.15%	40%
Turnaround time for processing of new business licenses.	47 days	20 days	19 days	18 days
Turnaround time for processing of renewal business licenses.	31 days	20 days	10.58 days	10 days

SUMMARY OF BUDGET UNITS

2014-15

	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Clerk of the Board	2,258,163	248,293	2,009,870			14
Total General Fund	2,258,163	248,293	2,009,870			14

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Clerk of the Board	2,013,815	1,840,615	1,871,377	2,372,524	2,258,163
Total	2,013,815	1,840,615	1,871,377	2,372,524	2,258,163

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Clerk of the Board	335,155	396,566	371,138	313,578	248,293
Total	335,155	396,566	371,138	313,578	248,293

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Clerk of the Board	1,678,660	1,444,049	1,500,239	2,058,946	2,009,870
Total	1,678,660	1,444,049	1,500,239	2,058,946	2,009,870



Clerk of the Board

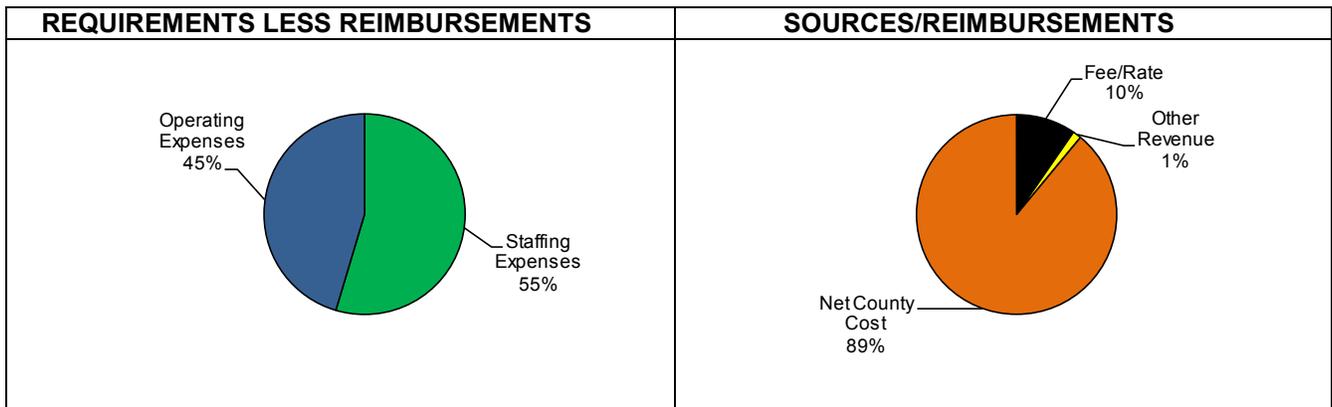
DESCRIPTION OF MAJOR SERVICES

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

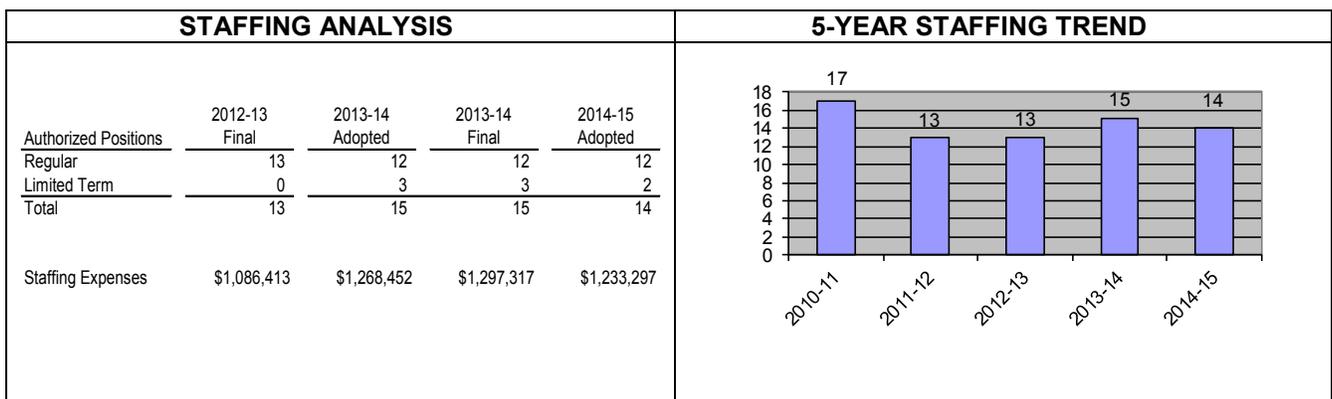
Budget at a Glance	
Requirements Less Reimbursements*	\$2,258,163
Sources/Reimbursements	\$248,293
Net County Cost	\$2,009,870
Total Staff	14
Funded by Net County Cost	89%
*Includes Contingencies	

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

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,270,932	1,095,469	994,418	1,202,434	1,297,317	1,233,297	(64,020)
Operating Expenses	730,064	745,127	750,228	1,019,625	1,075,207	1,024,866	(50,341)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,000,996	1,840,596	1,744,646	2,222,058	2,372,524	2,258,163	(114,361)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,000,996	1,840,596	1,744,646	2,222,058	2,372,524	2,258,163	(114,361)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,000,996	1,840,596	1,744,646	2,222,058	2,372,524	2,258,163	(114,361)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	294,306	352,329	285,397	229,638	279,453	216,868	(62,585)
Other Revenue	40,848	44,218	35,934	35,563	34,125	31,425	(2,700)
Total Revenue	335,154	396,547	321,331	265,201	313,578	248,293	(65,285)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	335,154	396,547	321,331	265,201	313,578	248,293	(65,285)
Net County Cost	1,665,842	1,444,049	1,423,315	1,956,857	2,058,946	2,009,870	(49,076)
				Budgeted Staffing	15	14	(1)

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of \$1.2 million fund 14 positions which support functions of the Board of Supervisors and Assessment Appeals processing. Operating expenses of \$1.0 million include costs related to office expenses, vendor service contracts, application development maintenance and support costs, transfers, and assessment appeals costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$114,361 which includes a reduction of \$64,020 in staffing expenses due to the elimination of 1 limited term position and salary and MOU adjustments. Operating expenses are decreasing by \$50,341 primarily due to a reduction in COWCAP and Information Services Department charges. There are no anticipated capital expenditures for 2014-15. Sources are decreasing by \$65,285 primarily due to an anticipated reduction in the number of Assessment Appeals applications and fewer environmental notice filings, which will result in a decrease in fee revenue collected for these services.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.2 million fund 14 budgeted positions of which 12 are regular positions and 2 are limited term positions. Staffing changes include the deletion of 1 vacant Contract Assessment Appeals Processor position due to the reduction in the number of Assessment Appeals applications that the COB received in 2013-14. Operations will not be affected by the reduction as work duties will be assumed by the remaining program staff.



2014-15 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/Special Projects/ Environmental Notices	6	0	6	6	0	0	6
Agenda Process	3	0	3	3	0	0	3
Assessment Appeals	2	2	4	3	1	0	4
Business License/Board Commissions and Committees/Conflict of Interest	1	0	1	1	0	0	1
Total	12	2	14	13	1	0	14

Administration/Special Projects/ Environmental Notices	Agenda Process	Assessment Appeals
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Clerk of the Board of Supervisors	2 Senior Board Services Specialist	1 Board Services Technician
1 Chief Deputy Clerk of the Board	1 Board Services Specialist	1 Board Services Specialist
1 Board Services Supervisor	<u>3 Total</u>	<u>2 Assessment Appeals Processor</u>
1 Staff Analyst II		<u>4 Total</u>
1 Executive Secretary III		
<u>1 Board Services Specialist</u>		
<u>6 Total</u>		
Business License/Boards Commissions and Committees/Conflict of Interest		
<u>Classification</u>		
<u>1 Board Services Specialist</u>		
<u>1 Total</u>		



COUNTY ADMINISTRATIVE OFFICE

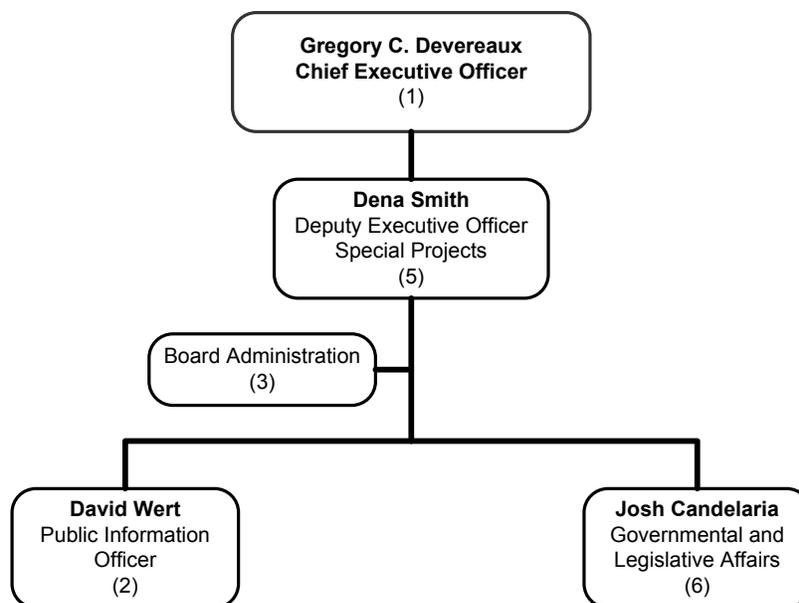
Gregory C. Devereaux

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Coordinated Vision Project activities including Element group meetings and SANBAG Council of Government presentations.
- Launched VisionWire, a 'blog' format communications platform for sharing information about the Countywide Vision.
- Conducted a survey of County employees to assess familiarity with the Countywide Vision and the County Job and Paradigm. The survey had a participation rate of more than 60% and more than 6,000 employees exercised an option to describe how the work they do contributes to the Vision, Job and Paradigm.
- Implemented a system for development, review and reporting of department performance measures, tied to the Board-adopted County Goals & Objectives, as part of the annual and quarterly budget review process.
- Established Policy Review and Oversight Committees to oversee updates to the County Policy Manual. The Policy Manual has been reorganized and the online manual has been updated to improve search and print functions.
- Coordinated preparation of the fifth annual San Bernardino County Community Indicators Report.
- Participated in the statewide working group for AB 109.
- Initiated a project to establish a County logo and establish standards for its use.
- Launched updated CAO website as a resource for staff and the public.

- Oversaw development of a tracking tool to assist departments with contract monitoring. Most departments use Excel spreadsheets to track contract timelines and costs and this system includes a 'dashboard' that allows departments to continuously monitor contract status. It also provides an e-mail alert when a contract falls below established dollar and/or time limits.
- Sponsored legislation (SB 328) that allows the Board of Supervisors to approve use of construction manager at-risk construction contracts for buildings owned or leased by the County.
- Developed a procedures manual for the preparation of Board Agenda Items and conducted training for more than 600 County staff.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION

- Objective(s):**
- *Continue the County role of convening conversations on community collaboration and collective action.*
 - *Continue to support operation of the Countywide Vision Element Groups as they pursue activities to advance the adopted Regional Goals.*

- Department Strategy:*
- *Continue to oversee the Countywide Vision Project in partnership with SANBAG and facilitate activities of the Countywide Vision Element groups in support of the Regional Implementation Goals.*
 - *Continue to assess employee understanding of the Vision, Job and Paradigm and how our work supports them.*

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

- Objective(s):**
- *Ensure that employees know that they and their work are valued.*

- Department Strategy:*
- *Launch 'Employee Showcase' as a forum for County employees to present innovative ideas in support of the County Goals to senior managers and the Chief Executive Officer.*

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

- Objective(s):**
- *Live within our means, funding the maintenance of infrastructure and facilities; the provision of state-of-the-art basic operating systems, liabilities, and reserves; while forming capital to strategically invest in the future.*
 - *Invest County resources in ways which create more ongoing revenue to invest in maintaining and improving services.*

- Department Strategy:*
- *Present a proposal for establishment of development impact fees as a mechanism for funding infrastructure facilities in County unincorporated areas.*
 - *Provide County departments with technical assistance in the pursuit of public or private grant funds that can help reduce General Fund obligations*



SUMMARY OF BUDGET UNITS

2014-15

	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
County Administrative Office	4,511,139		4,511,139			17
Litigation	392,599		392,599			0
Total General Fund	4,903,738		4,903,738			17

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Administrative Office	5,796,162	3,406,336	4,091,958	5,044,435	4,511,139
Litigation	270,081	392,708	589,938	589,763	392,599
Total	6,066,243	3,799,044	4,681,896	5,634,198	4,903,738

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Administrative Office	0	0	0	0	0
Litigation	48,510	0	0	0	0
Total	48,510	0	0	0	0

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Administrative Office	5,796,162	3,406,336	4,091,958	5,044,435	4,511,139
Litigation	221,571	392,708	589,938	589,763	392,599
Total	6,017,733	3,799,044	4,681,896	5,634,198	4,903,738



County Administrative Office

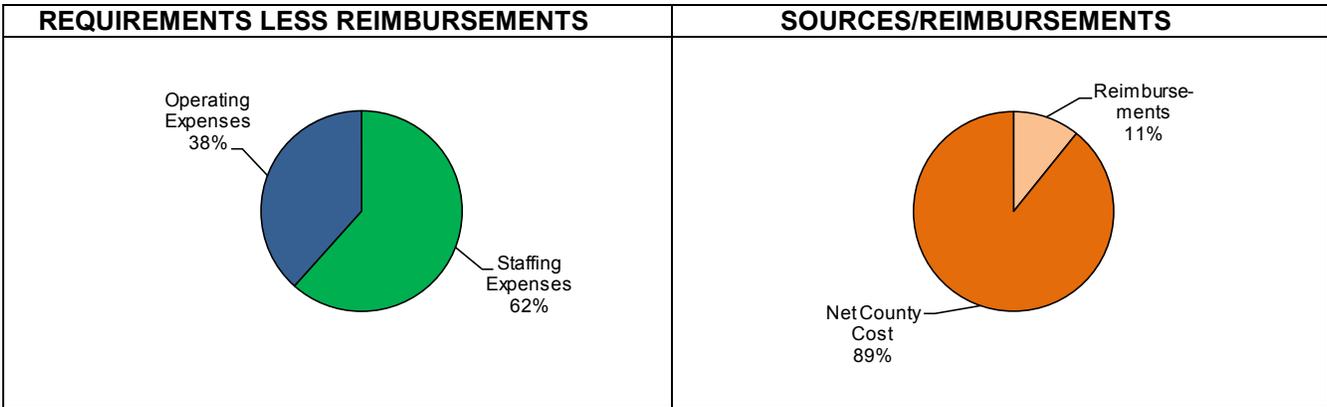
DESCRIPTION OF MAJOR SERVICES

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

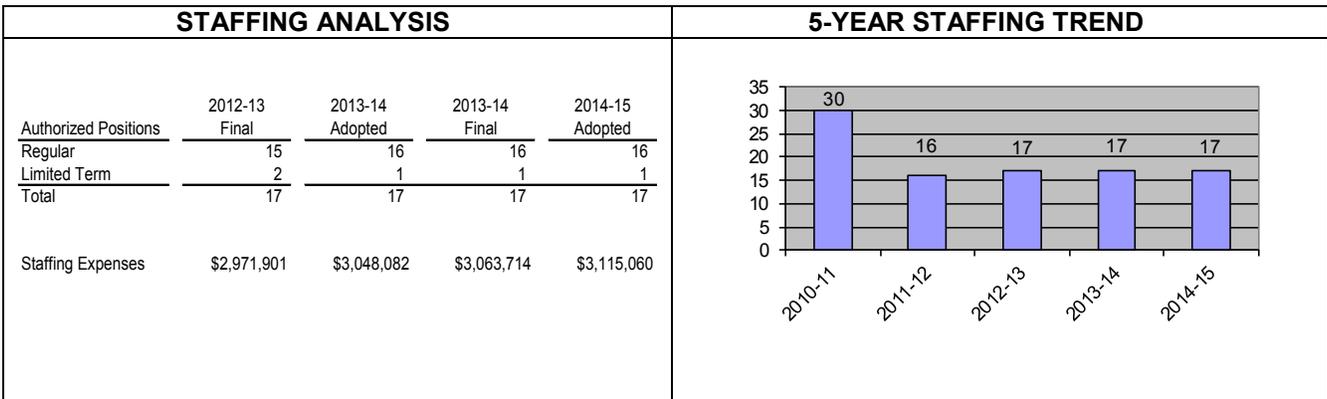
Budget at a Glance	
Requirements Less Reimbursements*	\$5,055,836
Sources/Reimbursements	\$544,697
Net County Cost	\$4,511,139
Total Staff	17
Funded by Net County Cost	89%
<small>*Includes Contingencies</small>	

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

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	5,547,597	2,465,488	2,774,729	2,880,499	3,063,714	3,115,060	51,346
Operating Expenses	1,121,556	1,279,342	1,499,448	1,989,142	2,475,778	1,940,776	(535,002)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	6,669,153	3,744,830	4,274,177	4,869,641	5,539,492	5,055,836	(483,656)
Reimbursements	(873,013)	(441,218)	(469,501)	(467,713)	(495,057)	(544,697)	(49,640)
Total Appropriation	5,796,140	3,303,612	3,804,676	4,401,928	5,044,435	4,511,139	(533,296)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,796,140	3,303,612	3,804,676	4,401,928	5,044,435	4,511,139	(533,296)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	44,335	0	0	0	0
Total Revenue	0	0	44,335	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	44,335	0	0	0	0
Net County Cost	5,796,140	3,303,612	3,760,341	4,401,928	5,044,435	4,511,139	(533,296)
				Budgeted Staffing	17	17	0

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of \$3.1 million represent the majority of expenditures in this department and fund 17 budgeted positions. Operating expenses of \$1.9 million include the Fair Political Practices Commission contract and the federal and state lobbyist contracts. Reimbursements of \$544,697 fund a portion of staffing expenses (\$236,697) and operating expenses (\$308,000) and are received from other departments for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$533,296 due primarily to the elimination of one-time funding included in the 2013-14 budget for the Direct Giving Campaign, and the Grants Development and Non-Profit Capacity Building Initiatives.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.1 million fund 17 budgeted positions of which 16 are regular positions and 1 is a limited term position. There are no changes to budgeted staffing.



2014-15 POSITION SUMMARY

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

County Administrative Office		Board Administration		Special Projects	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Chief Executive Officer	1	Executive Secretary III	1	Deputy Executive Officer
1	Total	2	Executive Secretary II	2	Principal Management Analyst
		3	Total	1	Administrative Aide
				1	Executive Secretary III
				5	Total
Public Information Office		Governmental & Legislative Affairs			
<u>Classification</u>		<u>Classification</u>			
1	Public Information Officer	1	Director of Gov't/Legislative Affairs		
1	Deputy Public Information Officer	1	Dep. Dir. of Gov't/Legislative Affairs		
2	Total	2	Legislative Analyst II		
		1	Executive Secretary III		
		1	Contract Special Projects Coordinator		
		6	Total		



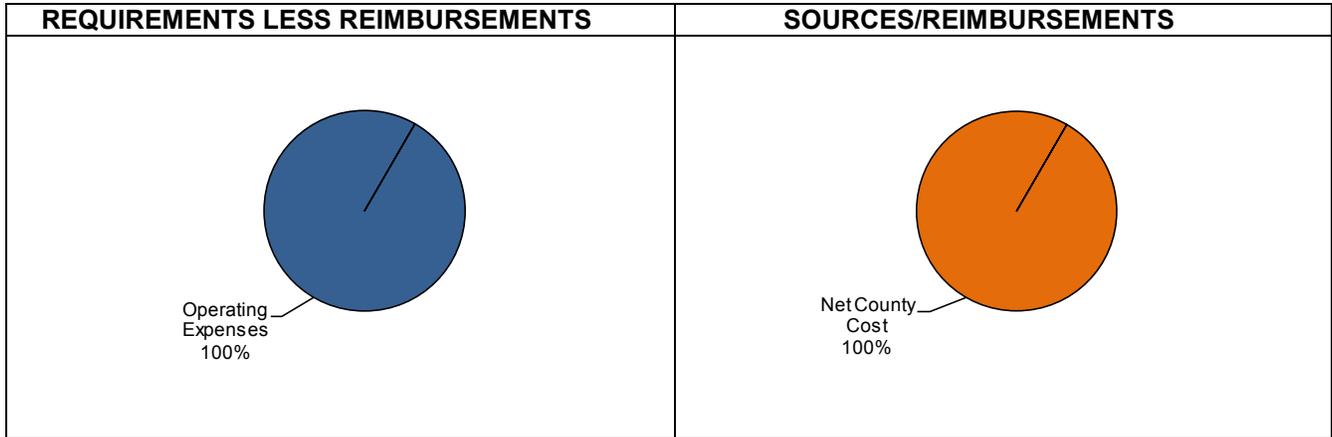
Litigation

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Requirements Less Reimbursements*	\$392,599
Sources/Reimbursements	\$0
Net County Cost	\$392,599
Total Staff	0
Funded by Net County Cost	100%
<small>*Includes Contingencies</small>	

2014-15 ADOPTED BUDGET



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	270,070	376,222	395,986	436,481	589,763	392,599	(197,164)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	270,070	376,222	395,986	436,481	589,763	392,599	(197,164)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	270,070	376,222	395,986	436,481	589,763	392,599	(197,164)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	270,070	376,222	395,986	436,481	589,763	392,599	(197,164)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	48,510	1,200	800	0	0	0	0
Total Revenue	48,510	1,200	800	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	48,510	1,200	800	0	0	0	0
Net County Cost	221,560	375,022	395,186	436,481	589,763	392,599	(197,164)
Budgeted Staffing					0	0	0



MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of \$392,599 represent costs for outside legal counsel and other litigation related expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

The \$197,164 decrease in requirements represents an anticipated reduction in the need for outside legal counsel during 2014-15.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



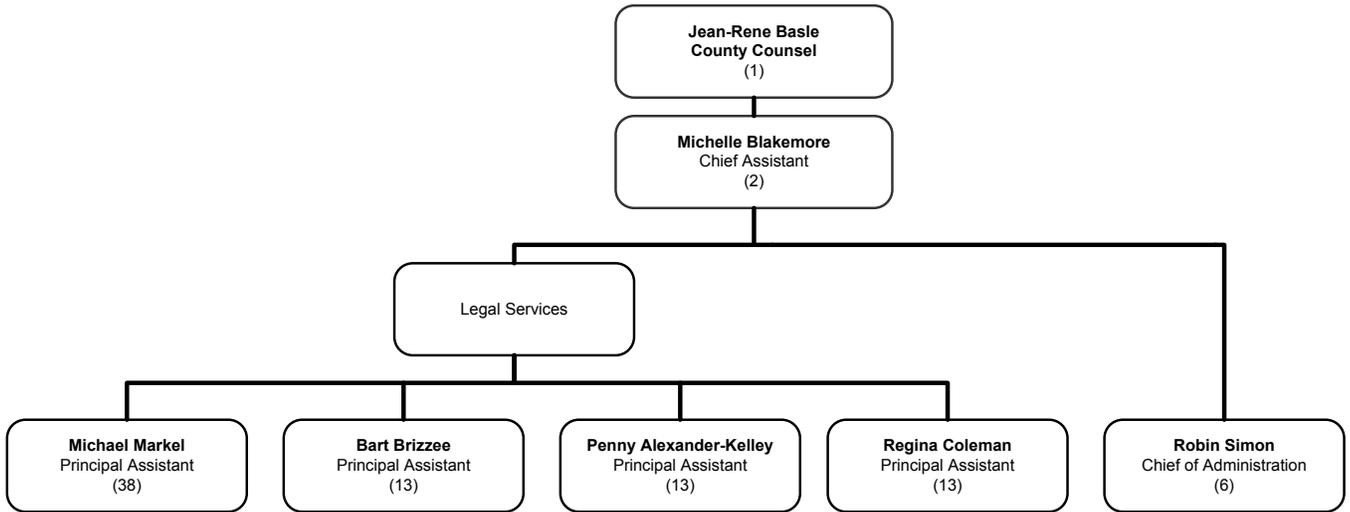
COUNTY COUNSEL Jean-Rene Basle

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Prepared Ordinances on a variety of issues including:
 - Commercial Solar Energy Generation Facilities
 - Adult Business Regulatory Permits
 - Campaign Finance Reform
- Successfully resolved a number of civil cases through law and motion, jury trial and appellate decisions, including 3 favorable decisions from the Ninth Circuit Court of Appeals.
- Prepared draft for Charter Modernization.
- Opened 863 juvenile dependency cases and 221 appeals.
- Opened 72 new Public Guardian cases.
- Assisted the Clerk of the Board in revising the Assessment Appeals Board rules.
- Advised Homeowner Protection Program Joint Powers Authority.
- Received a Recognition Award from the County Counsel's Association for work related to:
 - Obtaining positive results for counties in the Privacy and Security Agreement negotiations with the State
 - Representing counties on a panel at the Information Sharing and Interoperability Symposium to discuss privacy and security issues with State and Federal representatives



COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

- Objective(s):**
- *Ensure that employees know that they and their work are valued.*
 - *Develop consistent messaging for the organization.*
 - *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

- Department Strategy:**
- *Draft policies and ordinances pursuant to Board of Supervisors direction within requested timelines.*
 - *Conduct an annual customer service survey which will allow clients to provide feedback on the service they receive from County Counsel.*
 - *Increase training to County departments to reduce potential exposure.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of policies and ordinances drafted within Board directed or requested timelines.	100%	100%	100%	100%
Percentage of clients who ranked service from County Counsel as satisfactory or above.	98%	98%	98%	99%
Total number of training hours provided to County staff.	N/A	N/A	N/A	50



SUMMARY OF BUDGET UNITS

2014-15						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
County Counsel	8,817,154	5,713,350	3,103,804			86
Total General Fund	8,817,154	5,713,350	3,103,804			86

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Counsel	9,111,036	8,476,960	8,732,006	8,783,536	8,817,154
Total	9,111,036	8,476,960	8,732,006	8,783,536	8,817,154

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Counsel	5,850,483	6,154,250	5,644,400	5,683,270	5,713,350
Total	5,850,483	6,154,250	5,644,400	5,683,270	5,713,350

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Counsel	3,260,553	2,322,710	3,087,606	3,100,266	3,103,804
Total	3,260,553	2,322,710	3,087,606	3,100,266	3,103,804



County Counsel

DESCRIPTION OF MAJOR SERVICES

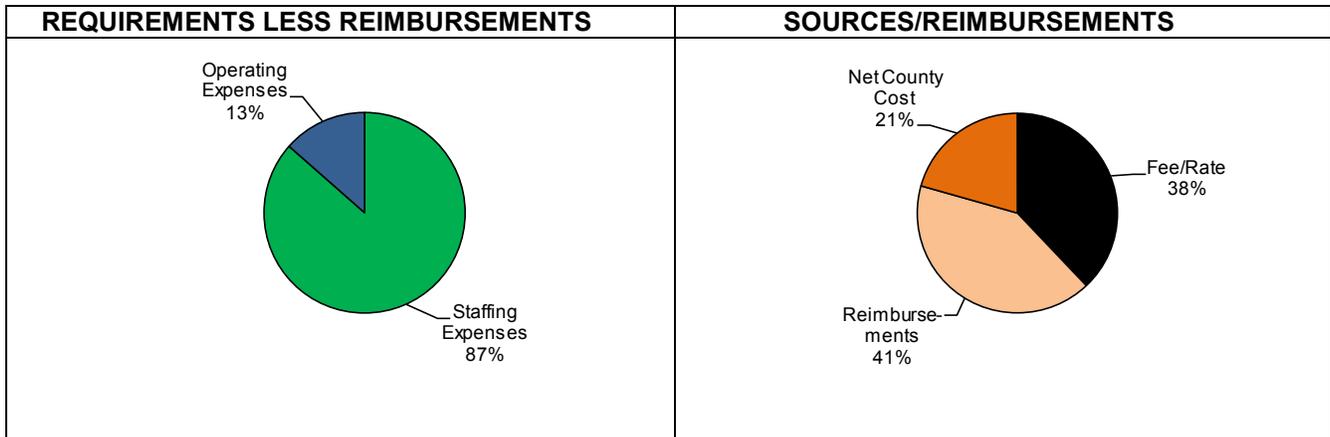
County Counsel provides civil legal services to the Board of Supervisors, the County Administrative Office, County departments, commissions, special districts, and school districts. County Counsel also provides legal services to various joint powers authorities and represents the courts and judges on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

Budget at a Glance

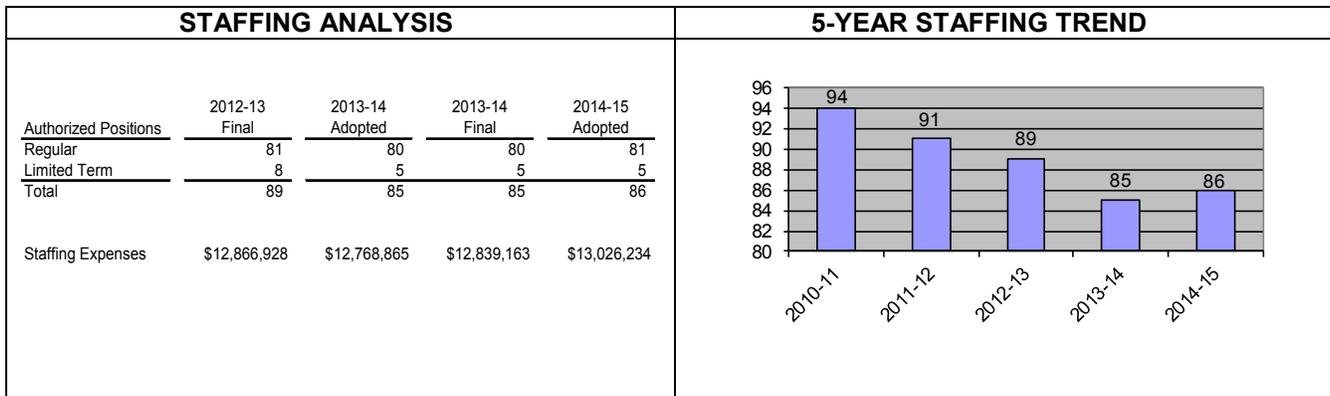
Requirements Less Reimbursements*	\$15,057,475
Sources/Reimbursements	\$11,953,671
Net County Cost	\$3,103,804
Total Staff	86
Funded by Net County Cost	21%

*Includes Contingencies

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

DEPARTMENT: Administration
DEPARTMENT: County Counsel
FUND: General

BUDGET UNIT: AAA CCL
FUNCTION: General
ACTIVITY: Counsel

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	13,356,526	12,219,215	12,129,008	12,090,815	12,839,163	13,026,234	187,071
Operating Expenses	847,720	1,656,726	1,227,256	1,878,836	1,911,523	2,031,241	119,718
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	14,204,246	13,875,941	13,356,264	13,969,652	14,750,686	15,057,475	306,789
Reimbursements	(5,095,035)	(5,409,375)	(5,900,009)	(6,191,577)	(5,967,150)	(6,240,321)	(273,171)
Total Appropriation	9,109,211	8,466,566	7,456,255	7,778,075	8,783,536	8,817,154	33,618
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	9,109,211	8,466,566	7,456,255	7,778,075	8,783,536	8,817,154	33,618
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	5,849,925	6,145,211	5,567,865	5,510,257	5,682,520	5,712,600	30,080
Other Revenue	606	9,653	122,492	1,595	750	750	0
Total Revenue	5,850,531	6,154,864	5,690,357	5,511,852	5,683,270	5,713,350	30,080
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	5,850,531	6,154,864	5,690,357	5,511,852	5,683,270	5,713,350	30,080
Net County Cost	3,258,680	2,311,702	1,765,898	2,266,223	3,100,266	3,103,804	3,538
				Budgeted Staffing	85	86	1

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses represent a large majority of the department's requirements. Other significant expenses include expert witnesses, professional services, publications, travel/training, computer charges, and facility costs. These expenses are primarily offset through reimbursements and revenue received from clients for providing services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$33,618 due to retirement cost increases and additional charges for Risk Management and Information Services departments' services, as well as increases in legal advertising and professional services. The increase in reimbursements offsets the majority of the additional staffing and operating expenses.

Sources are increasing by \$30,080 due to increased revenue for legal services.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$13.0 million fund 86 budgeted positions of which 81 are regular positions and 5 are limited term positions. Budgeted staffing changes reflect the following:

- Addition of an Office Assistant III to help with workload issues in the Human Services Appeals unit.
- Addition of an extra help County Counsel Paralegal to assist the department with document management.
- Deletion of a vacant, extra help position (Principal Assistant County Counsel).

In addition, the budget includes the following 2 reclassifications to more accurately reflect the duties and responsibilities of the positions:

- Executive Secretary III to County Counsel Executive Assistant.
- Fiscal Assistant to Accounting Technician.



2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration/Fiscal	8	1	9	8	1	0	9
Legal Services	73	4	77	69	6	2	77
Total	81	5	86	77	7	2	86

Administration/Fiscal		Legal Services	
Classification		Classification	
1	County Counsel	4	Principal Assistant County Counsel
1	Chief Assistant County Counsel	1	Extra Help Principal Assistant Co Counsel
1	Chief of County Counsel Administration	37	Deputy County Counsel
1	County Counsel Executive Assistant	2	Extra Help Deputy County Counsel
1	Extra Help Executive Secretary II	1	Research Attorney II
1	Executive Secretary I	8	County Counsel Paralegal
2	Accounting Technician	1	Extra Help County Counsel Paralegal
1	Office Assistant III	2	Lead Secretary
9	Total	15	Executive Secretary II
		1	Office Assistant IV
		5	Office Assistant III
		77	Total



FINANCE AND ADMINISTRATION

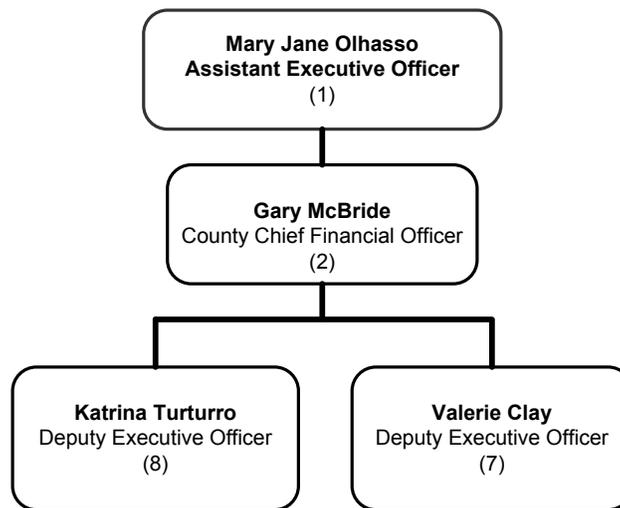
Mary Jane Olhasso

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the eighth consecutive year.
- Created a comprehensive Countywide fee analysis and reporting system.
- Consolidated the Quarterly Report to the Board of Supervisors to include County Fire, Special Districts, Flood Control and Other Agencies.
- Developed a Countywide asset replacement inventory and monitoring system.
- Consolidated the Recommended Budget Book to include County Fire, Special Districts, Flood Control and Other Agencies.
- Increased General Purpose Reserve target of locally funded requirements from 12.7% to 13.5%.
- Developed a multi-year plan to address the projected shortfalls in the County's budget.
- Developed a budget for the coming fiscal year that brings the County into fiscal balance and addresses the most pressing Countywide needs.
- Developed a long-term budget plan which brings the County into operational and programmatic balance.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

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

Department Strategy:

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

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Received Distinguished Budget Presentation Award from the Government Finance Officers Association.	Yes	Yes	Yes	Yes
Number of days recommended budget documents were provided in advance of the Board meeting.	N/A	14	14	14
Number of days fee ordinance documents were provided in advance of the Board meeting.	N/A	14	14	14



SUMMARY OF BUDGET UNITS

2014-15						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Finance and Administration	2,889,619	0	2,889,619			18
Capital Facilities Leases	13,016,519	0	13,016,519			0
Total General Fund	15,906,138	0	15,906,138			18
Special Revenue Fund						
Disaster Recovery Fund	28,843	6,556		22,287		0
Total Special Revenue Fund	28,843	6,556		22,287		0
Total - All Funds	15,934,981	6,556	15,906,138	22,287	0	18

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Finance and Administration	0	1,972,535	2,640,486	2,861,586	2,889,619
Capital Facilities Leases	54,640,359	16,108,391	13,052,882	13,013,014	13,016,519
Disaster Recovery Fund	173,135	209,310	18,868	24,315	28,843
Total	54,813,494	18,290,236	15,712,236	15,898,915	15,934,981

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Finance and Administration	0	0	0	0	0
Capital Facilities Leases	38,000,000	1,107,389	0	0	0
Disaster Recovery Fund	20,547	30,000	15,000	10,000	6,556
Total	38,020,547	1,137,389	15,000	10,000	6,556

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Finance and Administration	0	1,972,535	2,640,486	2,861,586	2,889,619
Capital Facilities Leases	16,640,359	15,001,002	13,052,882	13,013,014	13,016,519
Total	16,640,359	16,973,537	15,693,368	15,874,600	15,906,138

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Disaster Recovery Fund	152,588	179,310	3,868	14,315	22,287
Total	152,588	179,310	3,868	14,315	22,287



Finance and Administration

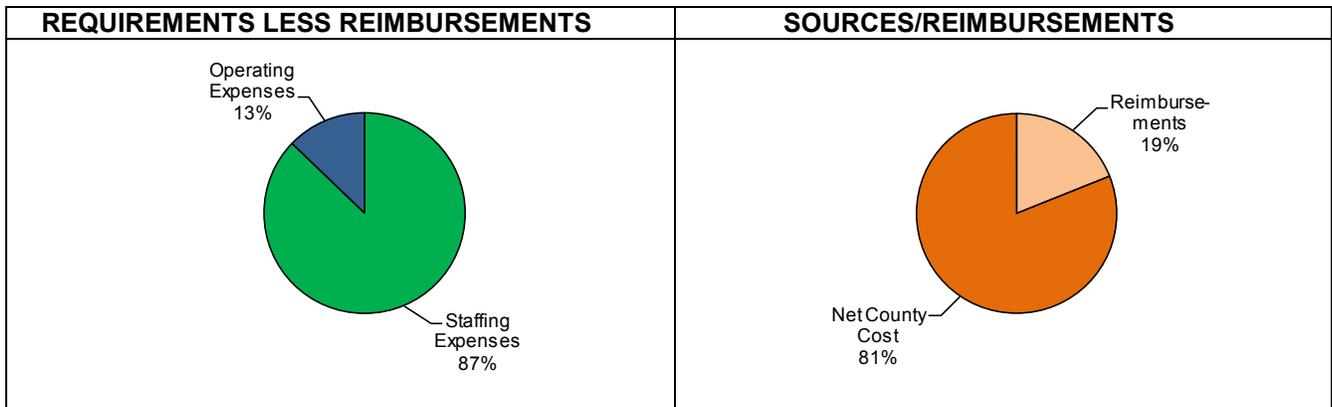
DESCRIPTION OF MAJOR SERVICES

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

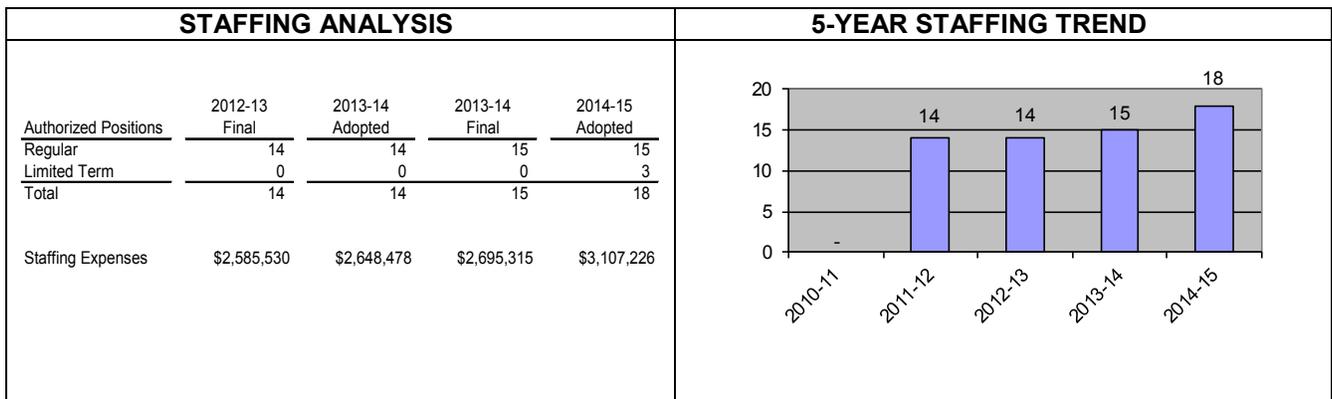
Budget at a Glance	
Requirements Less Reimbursements*	\$3,563,661
Sources/Reimbursements	\$674,042
Net County Cost	\$2,889,619
Total Staff	18
Funded by Net County Cost	81%
*Includes Contingencies	

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

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Finance and Administration
FUND: General

BUDGET UNIT: AAA FAB
FUNCTION: General
ACTIVITY: Finance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	2,095,407	1,840,406	2,462,736	2,695,315	3,107,226	411,911
Operating Expenses	0	222,862	165,254	479,745	545,218	456,435	(88,783)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	2,318,269	2,005,660	2,942,481	3,240,533	3,563,661	323,128
Reimbursements	0	(369,985)	(364,311)	(373,277)	(378,947)	(674,042)	(295,095)
Total Appropriation	0	1,948,284	1,641,349	2,569,204	2,861,586	2,889,619	28,033
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	1,948,284	1,641,349	2,569,204	2,861,586	2,889,619	28,033
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	4,883	0	0	0
Total Revenue	0	0	0	4,883	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	4,883	0	0	0
Net County Cost	0	1,948,284	1,641,349	2,564,321	2,861,586	2,889,619	28,033
				Budgeted Staffing	15	18	3

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of \$3.1 million fund 18 budgeted positions. The majority of reimbursements are from Health Administration, County Fire, and Indigent Defense for administrative oversight.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are increasing, partially offset by an increase in reimbursements, to fund 2 contract positions for Indigent Defense administration and for increased reimbursement for Finance and Administration staff time dedicated to Health Care Administration. Requirements are increasing \$28,033 primarily due to increased retirement costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.1 million fund 18 budgeted positions of which 15 are regular positions and 3 are limited term positions. The budget includes an increase of 3 positions. An Administrative Analyst III position is being added to the budget that previously resided in Health Administration. Two contract positions, an Indigent Defense Analyst and Indigent Defense Clerk, are being added to administer Indigent Defense Conflict Panel contracts and non-contract court appointed defense services as a result of the County assuming this responsibility from the Courts. These 2 positions are fully reimbursed by the Indigent Defense budget unit. Additionally, the budget includes a reclassification of a vacant Administrative Analyst III to a new Chief Administrative Analyst classification. This position will provide analysis and oversight of the County's Law and Justice Departments' programs and budget.



2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Finance and Administration	15	3	18	15	0	3	18
Total	15	3	18	15	0	3	18

Finance and Administration	
<u>Classification</u>	
1	Assistant Executive Officer - Finance and Administration
1	County Chief Financial Officer
2	Deputy Executive Officer
1	Chief Administrative Analyst
2	Principal Administrative Analyst
6	Administrative Analyst III
1	Administrative Analyst I
1	Contract Indigent Defense Analyst
1	Contract Indigent Defense Clerk
1	Executive Secretary III
1	Public Service Employee
18	Total



Capital Facilities Leases

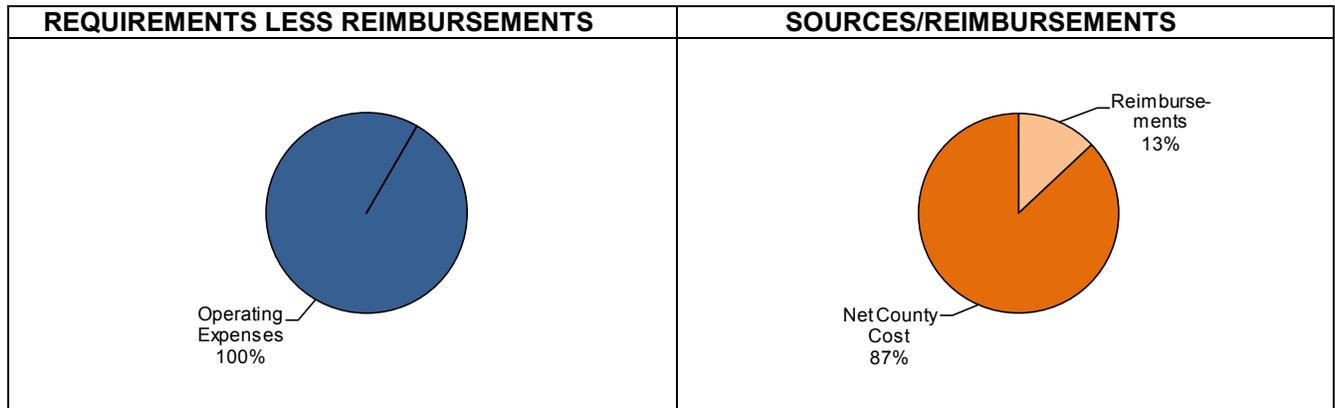
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Requirements Less Reimbursements*	\$14,960,588
Sources/Reimbursements	\$1,944,069
Net County Cost	\$13,016,519
Total Staff	0
Funded by Net County Cost	87%
<small>*Includes Contingencies</small>	

2014-15 ADOPTED BUDGET



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	54,214,260	17,993,260	14,876,470	14,665,377	14,954,748	14,960,588	5,840
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	54,214,260	17,993,260	14,876,470	14,665,377	14,954,748	14,960,588	5,840
Reimbursements	(2,037,795)	(1,943,662)	(1,945,536)	(1,941,734)	(1,941,734)	(1,944,069)	(2,335)
Total Appropriation	52,176,465	16,049,598	12,930,934	12,723,643	13,013,014	13,016,519	3,505
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	52,176,465	16,049,598	12,930,934	12,723,643	13,013,014	13,016,519	3,505
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	38,004,413	1,107,389	10,700	146	0	0	0
Total Revenue	38,004,413	1,107,389	10,700	146	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	38,004,413	1,107,389	10,700	146	0	0	0
Net County Cost	14,172,052	14,942,209	12,920,234	12,723,497	13,013,014	13,016,519	3,505
				Budgeted Staffing	0	0	0

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

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

Lease Payments:

Justice Center/Chino Airport Improvements	\$6,557,750
West Valley Detention Center	8,088,159
Subtotal	14,645,909

Other Expenditures:

Debt Administration (including Trustee Fees, Audit and Arbitrage)	238,970
COWCAP	75,709
Subtotal	14,960,588
Reimbursements	(1,944,069)
Total	\$13,016,519

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses reflect a minor increase in Countywide Cost Allocation Plan (COWCAP) charges.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



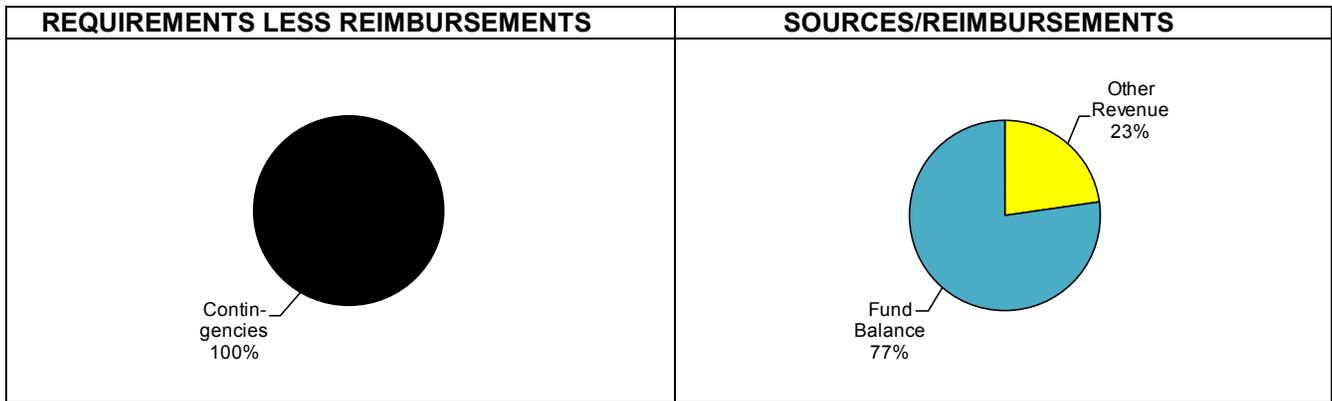
Disaster Recovery Fund

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Requirements Less Reimbursements*	\$28,843
Sources/Reimbursements	\$6,556
Fund Balance	\$22,287
Contribution to Fund Balance	\$6,556
Total Staff	0
<small>*Includes Contingencies</small>	

2014-15 ADOPTED BUDGET



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	24,315	28,843	4,528
Total Exp Authority	0	0	0	0	24,315	28,843	4,528
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	24,315	28,843	4,528
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	24,315	28,843	4,528
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	19,161	20,548	10,446	7,973	10,000	6,556	(3,444)
Total Revenue	19,161	20,548	10,446	7,973	10,000	6,556	(3,444)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	19,161	20,548	10,446	7,973	10,000	6,556	(3,444)
				Fund Balance	14,315	22,287	7,972
				Budgeted Staffing	0	0	0



MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Other revenue of \$6,556 represents anticipated interest earnings on the cash balance in the fund, which includes amounts due to other agencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

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

STAFFING CHANGES AND OPERATIONAL IMPACT

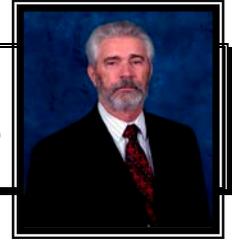
There is no staffing associated with this budget unit.



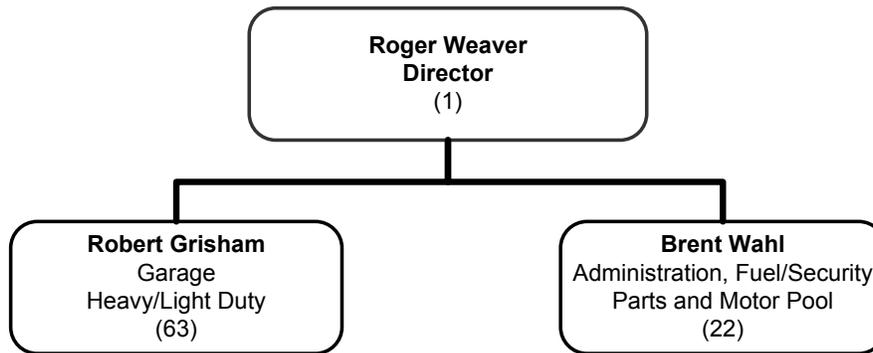
FLEET MANAGEMENT Roger Weaver

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Consolidated Garage and Motor Pool into one operating fund. This consolidation will provide greater flexibility in eliminating department silos and centralizing administrative functions.
- Collaborated with Workforce Development Department and the Career Institute to develop a training program for youth, ages 18-21, for automotive technician careers.
- Drafted Standard Practices for Disaster Fuel Supply, establishing a five day fuel supply plan for the County, and Emergency Generator Operations.
- Standardized revenue contract with outside public agencies for fueling services.
- Upgraded existing Fleet Management Information System (FMIS) to a web-based version providing for more flexible department and customer use. Obtained a \$240,000 discount by accepting a flexible implementation schedule during the upgrade process.



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: • *Preserve operations efficiency by maintaining the current level of down-time for vehicles being serviced and repaired.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Average number of days to complete repairs and services on light duty vehicles at Fleet facilities. (Excludes accidents).	N/A	N/A	N/A	1.40
Average uptime (readiness rate) for Motor Pool vehicles (all customers).	N/A	N/A	N/A	97%
Number of Motor Pool vehicles maintained.	N/A	N/A	N/A	1,809

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 and improving services.*
 • *Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.*
 • *Implement information management best-practices that will unify technology platforms and move toward a standardized enterprise approach.*

Department Strategy: • *Conserve County resources by monitoring automotive parts inventory management functions.*
 • *Identify and eliminate excess/underutilized County managed fuel tanks.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Value of parts inventory.	\$1,250,000	\$937,500	\$1,037,500	\$900,000
Percentage of excess/underutilized fuel tanks taken out of service.	N/A	80%	66%	100%



SUMMARY OF BUDGET UNITS

2014-15						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Internal Service Funds						
Fleet Management	36,529,788	33,841,500			(2,688,288)	86
Total Internal Service Funds	36,529,788	33,841,500			(2,688,288)	86

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Fleet Management	23,769,091	26,621,083	32,101,132	34,398,745	36,529,788
Total	23,769,091	26,621,083	32,101,132	34,398,745	36,529,788

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Fleet Management	23,540,033	26,712,665	29,022,731	33,978,034	33,841,500
Total	23,540,033	26,712,665	29,022,731	33,978,034	33,841,500

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Fleet Management	(229,058)	91,582	(3,078,401)	(420,711)	(2,688,288)
Total	(229,058)	91,582	(3,078,401)	(420,711)	(2,688,288)

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.



Fleet Management

DESCRIPTION OF MAJOR SERVICES

Fleet Management’s Garage Division provides fuel, maintenance, repair, fabrication, generator, and emergency field services for the majority of the County’s fleet of vehicles and heavy equipment.

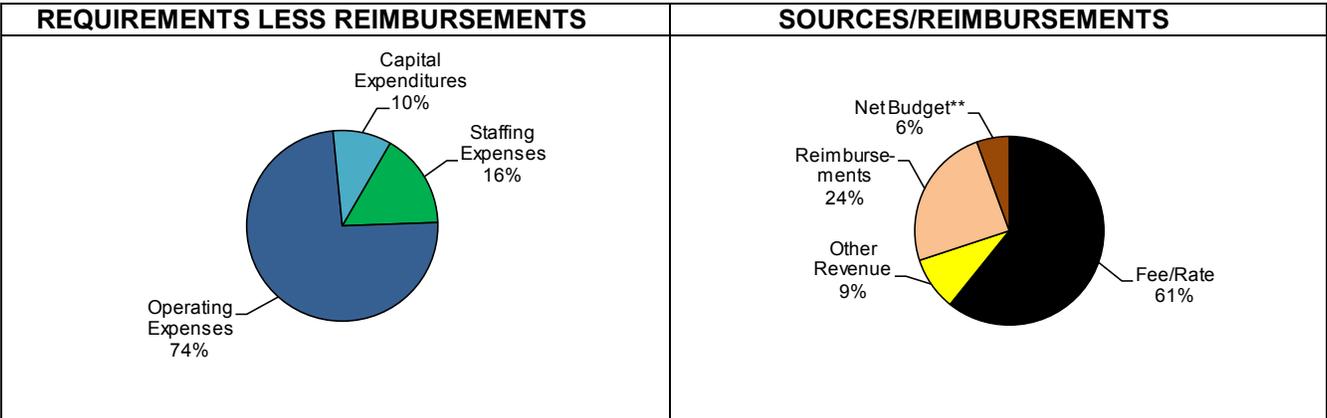
Fleet Management’s Motor Pool Division has ownership and/or maintenance responsibility for approximately 1,820 automobiles, vans, pickup trucks and various specialty vehicles/equipment assigned to County departments. The Motor Pool coordinates collection and distribution of vehicle replacement funds, fuel, maintenance, insurance, overhead and other operational costs of fleet vehicles.

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

Also included in this budget unit is the department’s Earned Leave Fund. This Fund was established to set aside an amount for paid time off earned by employees but not yet taken. The department’s Earned Leave Fund is projected to have a cash balance of approximately \$211,000 by the end of 2014-15.

Budget at a Glance	
Requirements Less Reimbursements*	\$48,367,439
Sources/Reimbursements	\$45,679,151
Net Budget**	(\$2,688,288)
Estimated Unrestricted Net Assets	\$11,542,500
Use of Unrestricted Net Assets	\$2,612,488
Total Staff	86
*Includes Contingencies	

2014-15 ADOPTED BUDGET



**Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2012-13	2013-14	2013-14	2014-15					
Authorized Positions	Final	Adopted	Final	Adopted					
Regular	84	87	87	86					
Limited Term	0	0	0	0					
Total	84	87	87	86					
Staffing Expenses	\$7,272,009	\$7,561,850	\$7,561,850	\$7,774,334					

Fiscal Year	Staffing Level
2010-11	89
2011-12	86
2012-13	84
2013-14	87
2014-15	86

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: Fleet Management
 FUND: Fleet Management

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

	2010-11	2011-12	2012-13	2013-14	2013-14	2014-15	Change From
	Actual	Actual	Actual	Actual	Final Budget	Adopted Budget	2013-14 Final Budget
Requirements							
Staffing Expenses	6,543,250	6,496,998	6,692,924	7,539,366	7,561,850	7,774,334	212,484
Operating Expenses	22,839,881	25,041,948	28,432,799	31,938,578	32,603,240	35,681,505	3,078,265
Capital Expenditures	2,402,530	3,420,591	5,876,289	4,570,533	5,151,000	4,760,000	(391,000)
Contingencies	0	0	0	0	71,300	75,800	4,500
Total Exp Authority	31,785,661	34,959,537	41,002,012	44,048,477	45,387,390	48,291,639	2,904,249
Reimbursements	(8,525,117)	(9,373,177)	(10,829,975)	(11,508,108)	(11,308,201)	(11,837,651)	(529,450)
Total Appropriation	23,260,544	25,586,360	30,172,037	32,540,369	34,079,189	36,453,988	2,374,799
Operating Transfers Out	408,106	729,169	639,207	71,300	319,556	75,800	(243,756)
Total Requirements	23,668,650	26,315,529	30,811,244	32,611,670	34,398,745	36,529,788	2,131,043
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	49,770	0	0	0	0	0
Fee/Rate	20,955,670	21,717,560	23,786,148	28,661,548	29,056,000	29,344,700	288,700
Other Revenue	2,539,689	4,084,111	5,437,861	4,828,625	4,850,734	4,421,000	(429,734)
Total Revenue	23,495,359	25,851,441	29,224,009	33,490,173	33,906,734	33,765,700	(141,034)
Operating Transfers In	1,378	386,565	0	71,300	71,300	75,800	4,500
Total Sources	23,496,737	26,238,006	29,224,009	33,561,473	33,978,034	33,841,500	(136,534)
Net Budget*	(171,913)	(77,523)	(1,587,235)	949,804	(420,711)	(2,688,288)	(2,267,577)
				Budgeted Staffing	87	86	(1)

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of \$35.7 million are budgeted for 2014-15. The more significant of these expenses include costs for fuel purchases (\$9.7 million), automotive parts and sublet services (\$5.9 million), transfers to the Architecture and Engineering Department for several capital improvement projects (\$2.7 million), County Fire-Vehicle Services Division staff due to consolidation of fleet operations (\$2.7 million), auto liability insurance (\$1.2 million), various County support charges (\$1.0 million), and Global Positioning System (GPS) services (\$465,100). Also included is \$10.8 million of intra-fund transfers between the Garage and Motor Pool divisions for vehicle usage costs and administrative overhead.



Capital expenditures of \$4.8 million include purchases for the following new vehicles and equipment: trucks/sport utility vehicles (\$1.7 million), vans (\$1.4 million), sedans (\$1.2 million), and various other fixed assets (\$443,400).

Sources of \$33.8 million include, but are not limited to, the following: \$19.6 million from other County departments and outside agencies for fuel supplied and vehicle maintenance/repair services, \$13.2 million from other County departments for vehicle lease and usage charges, and \$700,000 from sale of fixed assets at auction.

The negative net budget of \$2.7 million is primarily the result of an above average number of capital projects planned for 2014-15. These projects include repaving at the Lena Road complex (\$1.5 million), fuel tank infrastructure improvements (\$809,000), Barstow Service Center expansion (\$250,000), and other smaller projects totaling \$200,000. Although these projects are funded in 2014-15 from a portion of the department's unrestricted net assets, the project costs will eventually be recovered through the rate structure over the lifetime of the assets.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$2.1 million which includes additional appropriation for transfers to the Capital Improvement Fund for various capital improvement projects (\$2.7 million), purchase of automotive parts and sublet repair services (\$930,000), and auto liability insurance (\$106,125). These increases are partially offset by decreases in budgeted vehicles (\$471,000), purchases of fuel (\$396,600), and COWCAP charges (\$130,682).

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$7.8 million fund 86 budgeted regular positions. Budgeted staffing contains the addition of a Motor Fleet Maintenance Superintendent. This new position is needed to support the redistribution of workload associated with additional oversight of the County Fire-Vehicle Services Division, pending structural changes within the department, and new projects. The cost of this position is included in the Department's 2014-15 rate structure. Budgeted staffing also includes the deletion of 2 vacant positions (1 Fuel and Security Supervisor and 1 Storekeeper). The duties and responsibilities of these 2 deleted positions will be distributed to existing staff.

In addition, this budget includes the reclassification of a Motor Fleet Mechanic I to Motor Fleet Mechanic II to more accurately reflect the duties and responsibilities of the position.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	12	0	12	9	2	1	12
Heavy Duty	24	0	24	19	5	0	24
Light Duty	39	0	39	33	6	0	39
Motor Pool	1	0	1	1	0	0	1
Parts	6	0	6	5	1	0	6
Fuel/Security	4	0	4	4	0	0	4
Total	86	0	86	71	14	1	86



Administration	Heavy Duty	Light Duty
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Fleet Management	1 Motor Fleet Maint Superintendent	1 Motor Fleet Maint Superintendent
1 Executive Secretary II	1 Motor Fleet Shop Supervisor	3 Motor Fleet Shop Supervisor
1 Motor Fleet Maint Superintendent	2 Motor Fleet Mechanic II	7 Motor Fleet Mechanic II
2 Staff Analyst II	18 Motor Fleet Mechanic I	12 Motor Fleet Mechanic I
1 Accounting Technician	2 Mechanics Assistant	1 Garage Service Writer
1 Fiscal Specialist	24 Total	6 Mechanics Assistant
1 Payroll Specialist		4 Equipment Svcs Specialist I
1 Office Assistant III		4 Motor Pool Assistant
2 Fiscal Assistant		1 Custodian I
1 Motor Pool Assistant		39 Total
12 Total		
Motor Pool	Parts	Fuel/Security
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Fleet Specialist	1 Equipment Parts Supervisor	2 Equipment Svcs Specialist II
1 Total	3 Equipment Parts Specialist I	2 Equipment Svcs Specialist I
	2 Stores Specialist	4 Total
	6 Total	



HUMAN RESOURCES

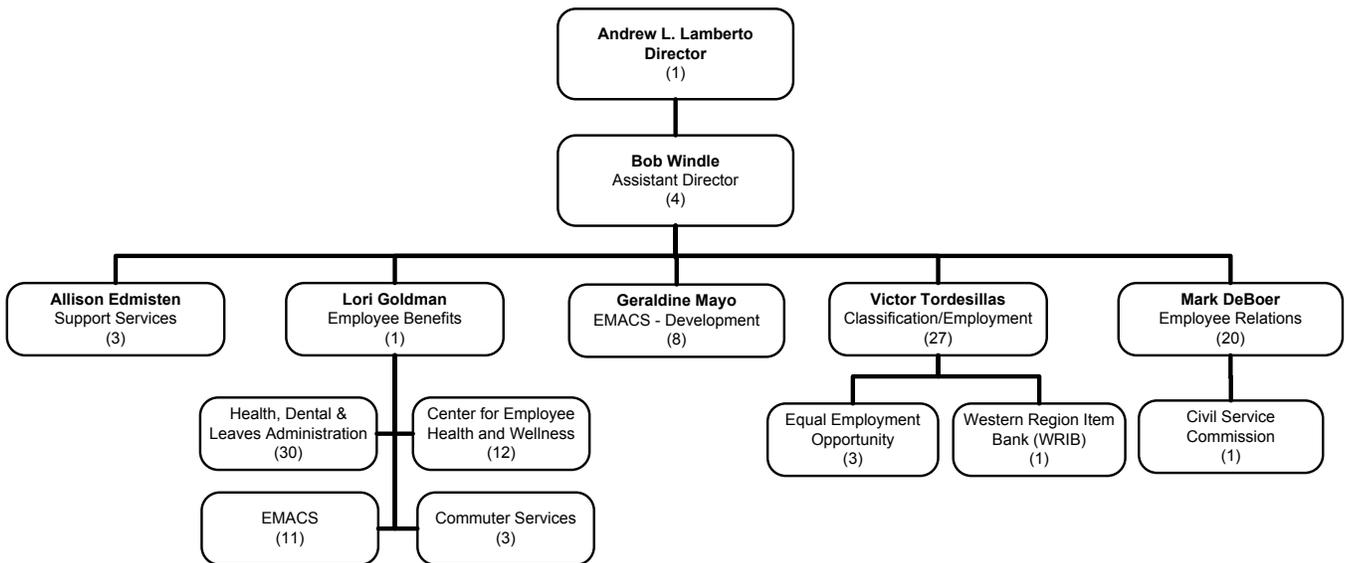
Andrew Lamberto

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Countywide Master Student Internship Agreements – continued efforts to secure master internship agreements to allow departments to offer unpaid interns hands-on work experience in their field of study while fulfilling an academic training requirement.
- 457(b) Deferred Compensation Plan Roth Option – introduced the Roth after-tax option for its 457(b) Deferred Compensation Plan. This option, offered alongside the County’s traditional 457(b) pre-tax plan, allows employees greater flexibility in determining when plan contributions will be subject to federal income tax.
- Retirement Savings Awareness Campaign – In July 2013, HR launched an intensive educational/promotional campaign to educate employees about the benefits of saving for retirement. The theme of, “The Wonderful Wizard of Retirement Savings” was used as it has relatable and recognizable appeal to the County’s multigenerational employee base. The campaign generated an estimated annual increase of \$637,000 in employee deferrals for their future retirement. The success of the campaign garnered the County a coveted First Place win for the 2014 Pension & Investment “Eddy” award.
- The Equal Employment Commission hosted its 3rd annual EOC Diversity Forum, “Navigating a Diverse Workforce,” in October of 2013. In keeping with the County’s Vision, the Forum emphasized the value of diversity, the County’s commitment to EEO, and each department’s integral role in outreach, recruitment, and succession planning.
- Conducted an audit of EMACS County payroll and benefit processes. A committee meets weekly to analyze, discuss, and interpret the economic provisions in the 13 MOU’s and 3 compensation plans to ensure accurate implementation and programming of compensation and benefit provisions.



- Health Net One Way Risk Sharing Agreement – In December 2011, the County and Health Net entered into a one-way risk sharing financial arrangement. Under this arrangement, if the total amount of premiums Health Net received during Plan Year 2011-12 for the Elect Open Access Plan for active employees exceeded the County's incurred health care costs plus retention, then the excess revenue, up to \$1.5 million, would be returned to the County to be used for further benefit considerations to County employees. This agreement posed no risk to the County. In June, 2012, Health Net conducted a reconciliation of all health care and administration expenses paid by the Groups and determined that a surplus of \$1.5 million was due to the County.
- Health Plan Contract Performance Guarantees – the County's health plans are held accountable for meeting reasonable service targets by including performance guarantees in all health plan contracts. These guarantees typically establish a certain percentage of premium at risk should the health plan fail to annually meet certain metrics. As a result of having these performance guarantees in place, in January 2014 the County received \$218,289 from Blue Shield of California.
- Partnered with the Department of Public Health, which provided support to the Healthy San Bernardino Coalition's Downtown San Bernardino Farmshare Market. This collaborative effort with the City of San Bernardino provided increased opportunities for County employees to purchase locally grown produce. County employees accounted for 22% of participation in this program during the Fall 2013 campaign.
- Interagency "Biggest Loser" Competition – In collaboration with Los Angeles County, Riverside County, and our County's health insurance providers, Human Resources co-sponsored the first ever interagency "Biggest Loser" competition. This program is intended to help reduce obesity rates and prevalence of associated chronic diseases among County employees. Improving the health of the County's workforce will help reduce the health plans' utilization and ultimately the health premium costs for the County and its employees.



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:

- *To ensure compliance and avoid Affordable Care Act penalties, follow the current action plan to ensure all aspects of administration and reporting are addressed.*
- *On an annual basis, audit specified components of the EMACS system in order to ensure compliance with Federal, State and MOU requirements and overall accuracy of the payroll and recordkeeping function. For 2014-15 this activity will include review of overtime/Fair Labor Standards Act (FLSA) provisions.*
- *In accordance with the Countywide Vision, implement a strategy to increase department awareness and support for outreach, educational and training activities focused on ensuring a County workforce that reflects the diversity of our community. This strategy will include the establishment of approximately 4 departmental committees/year that will work in collaboration with HR to plan and implement department-specific strategies for diversity including recruitment, mentoring and outreach activities.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Meet the legislative requirement of the ACA by offering coverage to >95% of full time employees.	98%	99%	99.3%	99%
Complete the current year EMACS audit.	N/A	N/A	N/A	100%
Number of diversity outreach, training, and education activities per participating department.	N/A	N/A	N/A	4



SUMMARY OF BUDGET UNITS

2014-15						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Human Resources	7,456,955	675,623	6,781,332			79
The Center for Employee Health and Wellness	2,152,634	2,152,634	0			12
Unemployment Insurance	4,000,500	0	4,000,500			0
Total General Fund	13,610,089	2,828,257	10,781,832			91
Special Revenue Funds						
Commuter Services	1,572,591	722,450		850,141		3
Employee Benefits and Services	4,240,736	3,350,235		890,501		31
Total Special Revenue Funds	5,813,327	4,072,685		1,740,642		34
Total - All Funds	19,423,416	6,900,942	10,781,832	1,740,642	0	125

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Human Resources	5,005,730	4,509,105	5,852,852	7,332,362	7,456,955
The Center for Employee Health and Wellness	437,707	1,034,048	1,979,584	2,080,388	2,152,634
Unemployment Insurance	4,010,028	4,503,268	4,000,500	4,000,500	4,000,500
Commuter Services	1,304,147	1,411,216	1,488,392	1,516,036	1,572,591
Employee Benefits and Services	3,902,200	3,722,134	3,596,366	3,543,453	4,240,736
Total	14,659,812	15,179,771	16,917,694	18,472,739	19,423,416

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Human Resources	278,392	293,300	538,084	669,917	675,623
The Center for Employee Health and Wellness	953,156	1,034,048	1,979,584	2,069,041	2,152,634
Unemployment Insurance	0	0	0	0	0
Commuter Services	677,725	593,031	669,466	693,050	722,450
Employee Benefits and Services	2,704,050	2,799,954	3,040,635	2,953,135	3,350,235
Total	4,613,323	4,720,333	6,227,769	6,385,143	6,900,942

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Human Resources	4,727,338	4,215,805	5,314,768	6,662,445	6,781,332
The Center for Employee Health and Wellness	(515,449)	0	0	11,347	0
Unemployment Insurance	4,010,028	4,503,268	4,000,500	4,000,500	4,000,500
Total	8,221,917	8,719,073	9,315,268	10,674,292	10,781,832

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Commuter Services	626,422	818,185	818,926	822,986	850,141
Employee Benefits and Services	1,198,150	922,180	555,731	590,318	890,501
Total	1,824,572	1,740,365	1,374,657	1,413,304	1,740,642



Human Resources

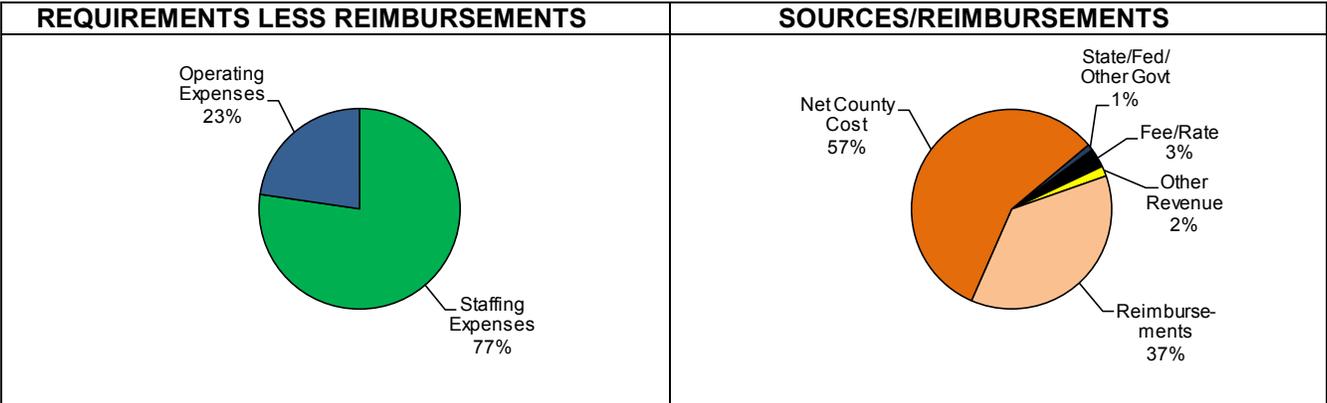
DESCRIPTION OF MAJOR SERVICES

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

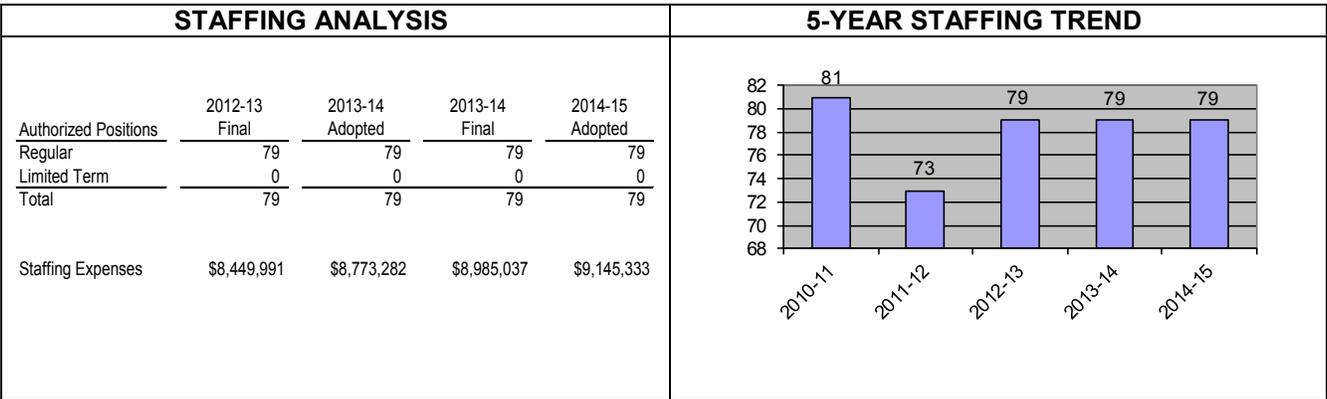
Budget at a Glance	
Requirements Less Reimbursements*	\$11,828,162
Sources/Reimbursements	\$5,046,830
Net County Cost	\$6,781,332
Total Staff	79
Funded by Net County Cost	57%
*Includes Contingencies	

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

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ADMINISTRATION ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: General

BUDGET UNIT: AAA HRD
FUNCTION: General
ACTIVITY: Personnel

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	7,965,434	7,519,526	8,157,472	8,764,815	8,985,037	9,145,333	160,296
Operating Expenses	682,278	1,079,047	1,355,455	2,388,339	2,543,854	2,682,829	138,975
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	8,647,712	8,598,573	9,512,927	11,153,154	11,528,891	11,828,162	299,271
Reimbursements	(3,641,984)	(4,149,170)	(4,026,135)	(4,197,186)	(4,196,529)	(4,371,207)	(174,678)
Total Appropriation	5,005,728	4,449,403	5,486,792	6,955,968	7,332,362	7,456,955	124,593
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,005,728	4,449,403	5,486,792	6,955,968	7,332,362	7,456,955	124,593
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	114,677	126,409	131,242	118,382	(12,860)
Fee/Rate	250,470	236,010	304,024	225,513	369,675	363,241	(6,434)
Other Revenue	27,922	57,218	185,123	123,015	169,000	194,000	25,000
Total Revenue	278,392	293,228	603,824	474,937	669,917	675,623	5,706
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	278,392	293,228	603,824	474,937	669,917	675,623	5,706
Net County Cost	4,727,336	4,156,175	4,882,968	6,481,031	6,662,445	6,781,332	118,887
				Budgeted Staffing	79	79	0

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses make up the majority of the department's expenditures within this budget unit. These expenses are necessary to provide human resources services to the County's approximately 20,000 employees. Sources primarily represent revenue from WRIB memberships and reimbursements from other departments for administrative services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$124,593 primarily as a result of increased staffing costs. These costs are rising due to retirement cost increases and multiple upcoming retirements for long term employees which has resulted in an increase in termination benefits. These increases are offset by an increase in reimbursements for staffing costs charged to departments for services provided. In addition, operating expenses are increasing due to the ISD development costs for the new software application for WRIB.

The Net County Cost for the department is primarily increasing as a result of a one-time allocation of \$150,000 for the development of the new software application mentioned above for WRIB.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$9.1 million fund 79 budgeted regular positions. The budget includes the reclassification of a Personnel Technician to an Office Specialist for the WRIB section of the Employment Division.



2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	8	0	8	8	0	0	8
Classification/Employment	27	0	27	26	1	0	27
Equal Employment Opportunity	3	0	3	3	0	0	3
Western Region Item Bank	1	0	1	1	0	0	1
Employee Relations	20	0	20	19	1	0	20
Civil Service Commission	1	0	1	1	0	0	1
EMACS	19	0	19	18	1	0	19
Total	79	0	79	76	3	0	79

Administration	Classification/Employment	Equal Employment Opportunity
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Human Resources	1 Human Resources Division Chief	1 Human Resources Analyst II
1 Asst Director of Human Resources	1 Executive Secretary I	1 Human Resources Analyst I
1 Human Resources Analyst II	2 Human Resources Analyst II	1 Personnel Technician
1 Administrative Analyst III	1 Testing & Certification Supervisor	<u>3 Total</u>
1 Accountant II	12 Human Resources Analyst I	
1 Labor Relations Financial Analyst	2 Personnel Technician	
1 Fiscal Specialist	1 Office Assistant IV	
1 Executive Secretary II	7 Office Assistant III	
<u>8 Total</u>	<u>27 Total</u>	
Western Region Item Bank	Employee Relations	Civil Service Commission
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Office Specialist	1 Human Resources Division Chief	1 Secretary, Civil Service Commission
<u>1 Total</u>	1 Executive Secretary I	<u>1 Total</u>
	15 Human Resources Officer II	
	3 Human Resources Officer I	
	<u>20 Total</u>	
EMACS		
<u>Classification</u>		
1 EMACS Manager		
1 EMACS-HR Supervisor		
1 Human Resources Analyst II		
1 Systems Procedures Analyst II		
4 Systems Procedures Analyst I		
1 Staff Analyst I		
9 Office Specialist		
1 Office Assistant III		
<u>19 Total</u>		



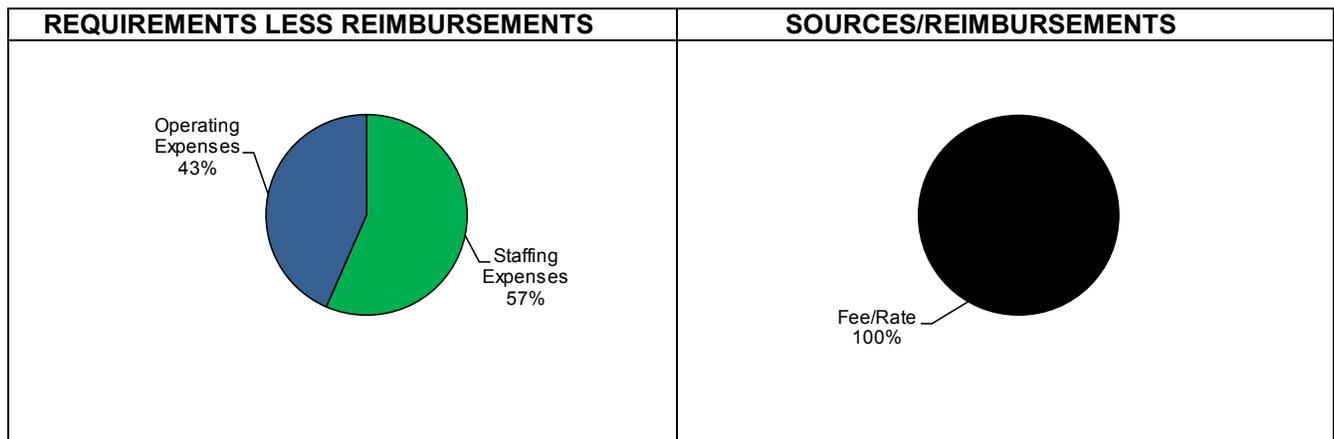
The Center for Employee Health and Wellness

DESCRIPTION OF MAJOR SERVICES

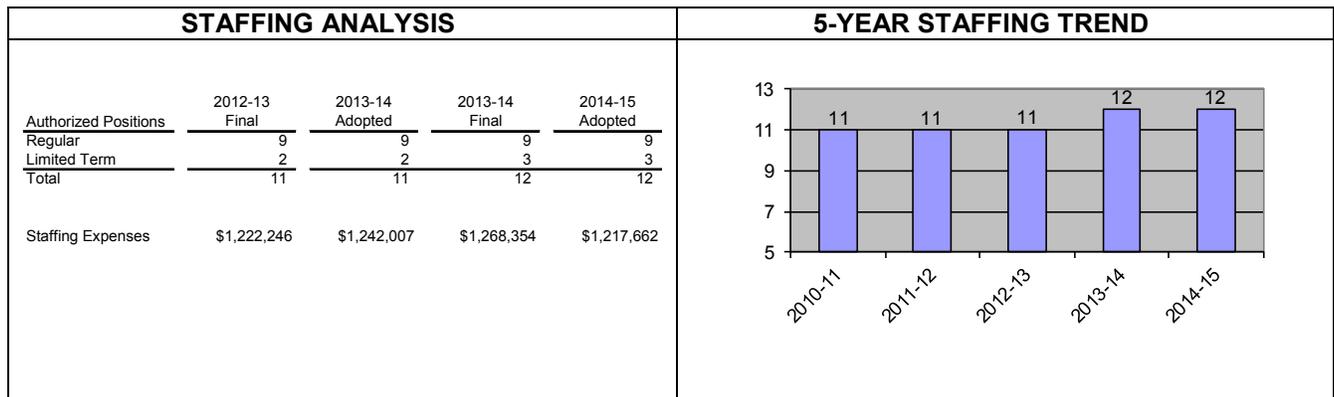
The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. The CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the County in hearings before the Civil Service Commission regarding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

Budget at a Glance	
Requirements Less Reimbursements*	\$2,152,634
Sources/Reimbursements	\$2,152,634
Net County Cost	\$0
Total Staff	12
Funded by Net County Cost	0%
<small>*Includes Contingencies</small>	

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: General

BUDGET UNIT: AAA OCH
FUNCTION: General
ACTIVITY: Personnel

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,142,098	1,115,968	1,174,789	1,185,077	1,268,354	1,217,662	(50,692)
Operating Expenses	665,121	617,536	565,561	567,618	812,034	934,972	122,938
Capital Expenditures	0	0	6,075	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,807,219	1,733,504	1,746,425	1,752,695	2,080,388	2,152,634	72,246
Reimbursements	(1,369,513)	(780,189)	0	0	0	0	0
Total Appropriation	437,706	953,315	1,746,425	1,752,695	2,080,388	2,152,634	72,246
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	437,706	953,315	1,746,425	1,752,695	2,080,388	2,152,634	72,246
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	953,156	1,046,222	1,803,606	1,763,542	2,069,041	2,152,634	83,593
Other Revenue	0	0	32	0	0	0	0
Total Revenue	953,156	1,046,222	1,803,638	1,763,542	2,069,041	2,152,634	83,593
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	953,156	1,046,222	1,803,638	1,763,542	2,069,041	2,152,634	83,593
Net County Cost	(515,450)	(92,907)	(57,213)	(10,847)	11,347	0	(11,347)
				Budgeted Staffing	12	12	0

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses make up the majority of the department's expenditures in this budget unit for 2014-15. These expenses are necessary in order to provide employee and applicant pre-placement and in-service medical examinations to the County's approximately 20,000 employees, as well as employees of various external agencies. Revenue is collected for various pre-placement and in-service medical examinations, through fees charged in accordance with the County's fee ordinance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$72,246 and revenue is increasing by \$83,593 primarily as a result of increased fees for services provided. The CEHW is completely fee based and departments will be billed based on a fee for service.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.2 million fund 12 budgeted positions of which 9 are regular positions and 3 are limited term positions. There have been no staffing changes in this budget unit.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
CEHW	9	3	12	12	0	0	12
Total	9	3	12	12	0	0	12

CEHW

Classification

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



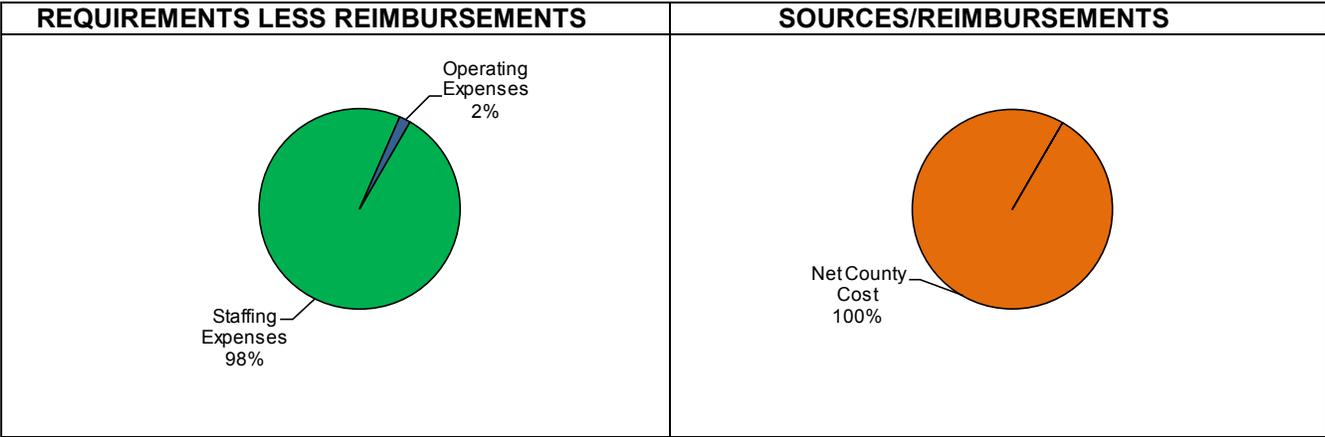
Unemployment Insurance

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Requirements Less Reimbursements*	\$4,000,500
Sources/Reimbursements	\$0
Net County Cost	\$4,000,500
Total Staff	0
Funded by Net County Cost	100%
*Includes Contingencies	

2014-15 ADOPTED BUDGET



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

BUDGET UNIT: AAA UNI
 FUNCTION: General
 ACTIVITY: Personnel

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	3,968,036	4,453,787	2,733,810	2,606,973	3,935,785	3,928,714	(7,071)
Operating Expenses	41,991	49,477	46,253	42,403	64,715	71,786	7,071
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,010,027	4,503,264	2,780,063	2,649,376	4,000,500	4,000,500	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,010,027	4,503,264	2,780,063	2,649,376	4,000,500	4,000,500	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,010,027	4,503,264	2,780,063	2,649,376	4,000,500	4,000,500	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	4,010,027	4,503,264	2,780,063	2,649,376	4,000,500	4,000,500	0
				Budgeted Staffing	0	0	0

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of \$3.9 million represent the amount budgeted for unemployment claims to be paid during 2014-15. Operating expenses of \$71,786 represent the quarterly payment for administration of the unemployment insurance claims, as well as transfers for internal staffing expenses for administration of the program.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are minimal changes to this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

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



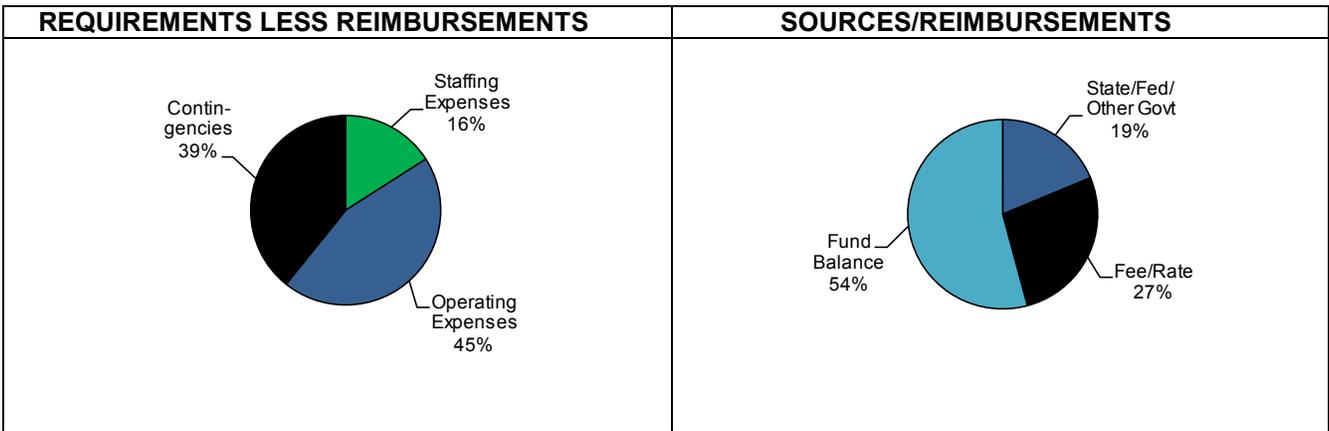
Commuter Services

DESCRIPTION OF MAJOR SERVICES

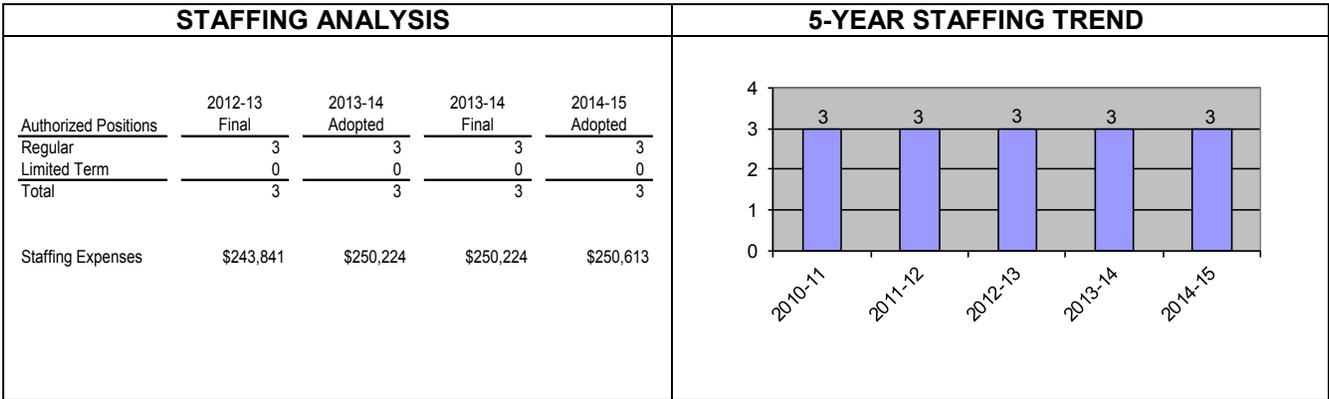
The Commuter Services budget unit was established to account for funds received under AB 2766 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department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

Budget at a Glance	
Requirements Less Reimbursements*	\$1,572,591
Sources/Reimbursements	\$722,450
Fund Balance	\$850,141
Use of Fund Balance	\$233,370
Total Staff	3
*Includes Contingencies	

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: Commuter Services

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	245,771	181,024	206,185	246,455	250,224	250,613	389
Operating Expenses	240,190	474,017	487,889	397,331	694,037	705,207	11,170
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	571,775	616,771	44,996
Total Exp Authority	485,961	655,041	694,074	643,786	1,516,036	1,572,591	56,555
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	485,961	655,041	694,074	643,786	1,516,036	1,572,591	56,555
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	485,961	655,041	694,074	643,786	1,516,036	1,572,591	56,555
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	288,632	275,958	306,639	371,537	289,300	293,700	4,400
Fee/Rate	263,806	374,672	386,066	297,028	400,000	425,000	25,000
Other Revenue	125,286	5,151	5,429	2,378	3,750	3,750	0
Total Revenue	677,724	655,781	698,134	670,943	693,050	722,450	29,400
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	677,724	655,781	698,134	670,943	693,050	722,450	29,400
				Fund Balance	822,986	850,141	27,155
				Budgeted Staffing	3	3	0

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are rising slightly as a result of escalating rideshare costs due to anticipated increased participation. These costs are offset by employee payroll deductions which accounts for the increase in sources for this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$250,613 fund 3 budgeted regular positions. There have been no staffing changes in this budget unit.



2014-15 POSITION SUMMARY

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

Commuter Services	
<u>Classification</u>	
1	Human Resources Analyst I
1	Office Specialist
1	Office Assistant III
3	Total



Employee Benefits and Services

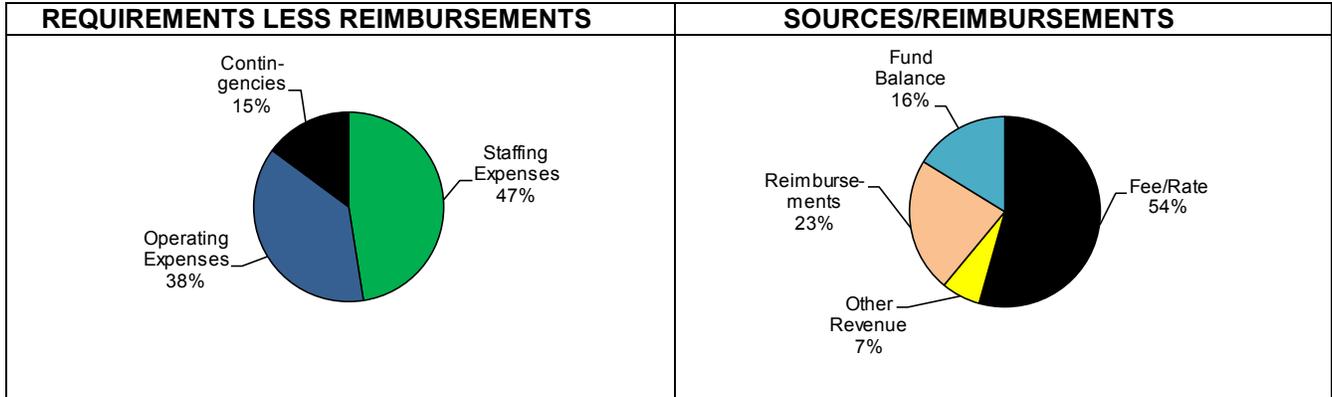
DESCRIPTION OF MAJOR SERVICES

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

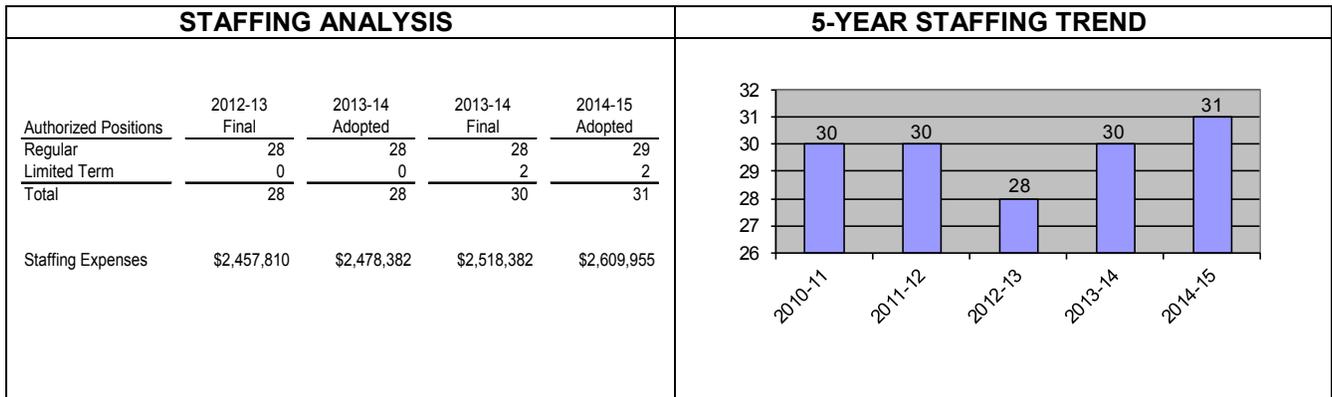
Budget at a Glance

Requirements Less Reimbursements*	\$5,493,449
Sources/Reimbursements	\$4,602,948
Fund Balance	\$890,501
Use of Fund Balance	\$74,604
Total Staff	31
*Includes Contingencies	

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	2,490,428	2,419,254	2,375,534	2,505,545	2,518,382	2,609,955	91,573
Operating Expenses	1,714,059	1,743,437	1,516,799	1,556,527	1,653,602	2,067,597	413,995
Capital Expenditures	29,299	0	0	0	0	0	0
Contingencies	0	0	0	0	641,354	815,897	174,543
Total Exp Authority	4,233,786	4,162,691	3,892,333	4,062,072	4,813,338	5,493,449	680,111
Reimbursements	(1,251,795)	(1,192,760)	(1,262,986)	(1,269,285)	(1,269,885)	(1,252,713)	17,172
Total Appropriation	2,981,991	2,969,931	2,629,347	2,792,787	3,543,453	4,240,736	697,283
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,981,991	2,969,931	2,629,347	2,792,787	3,543,453	4,240,736	697,283
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	13,654	14,419	15,145	17,597	0	0	0
Fee/Rate	2,679,292	2,587,225	2,581,807	3,065,639	2,950,135	2,987,135	37,000
Other Revenue	11,104	1,024	66,983	(8,266)	3,000	363,100	360,100
Total Revenue	2,704,050	2,602,668	2,663,935	3,074,970	2,953,135	3,350,235	397,100
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,704,050	2,602,668	2,663,935	3,074,970	2,953,135	3,350,235	397,100
				Fund Balance	590,318	890,501	300,183
				Budgeted Staffing	30	31	1

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses make up the majority of the department's requirements within this budget unit. These expenses are necessary to manage the County employee health, dental, vision, life insurance and integrated leave plan benefits. Sources of \$3.4 million primarily represent revenue from administrative fees for managing the employee benefit programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$697,283 as a result of an additional position, and increased costs for computer replacement, desktop support, and data processing. This increase in expenses is offset with additional revenue collected for Family Medical Leave (FML) administration fees and the use of a portion of fund balance. During 2014-15 the administrative charges that are collected from employees participating in benefit plans and programs will be reviewed as these charges are meant to offset increases in operating costs. Contingencies have increased due to an increase in available fund balance for future one-time costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.6 million fund 31 budgeted positions of which 29 are regular positions and 2 are limited term positions. The department is adding a Fiscal Specialist position to assist with the accounts receivable and accounts payable for health and dental premiums.



2014-15 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>
Employee Benefits and Services	29	2	31	30	0	1	31
Total	29	2	31	30	0	1	31

Employee Benefits and Services

Classification

- 1 Human Resources Division Chief
- 2 Human Resources Analyst II
- 5 Human Resources Analyst I
- 3 Staff Analyst II
- 1 Accounting Technician
- 1 Fiscal Specialist
- 2 Supervising Office Specialist
- 11 Office Specialist
- 1 Executive Secretary I
- 2 Office Assistant III
- 2 Public Service Employee
- 31 Total



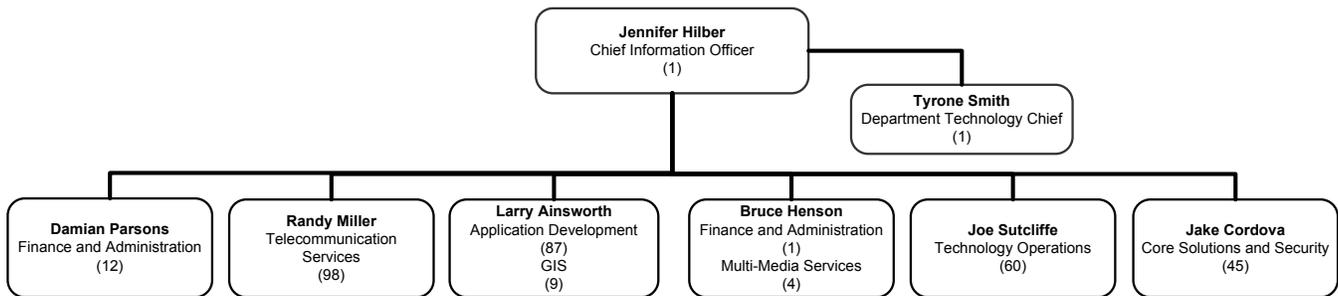
INFORMATION SERVICES DEPARTMENT Jennifer Hilber

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Deployed a new enterprise Help Desk solution to facilitate problem resolutions and new service requests.
- Improved performance by 50% by completing an upgrade of the County's mainframe (enterprise server) and successfully tested its disaster recovery capabilities.
- Continuous implementation of server virtualization technologies as well as integrating enterprise level network storage solutions that reduces costs and waste, while improving productivity.
- Implemented an enterprise mobile device management solution that allows the management of County data on County-owned and personal mobile devices.
- Consolidated disparate systems that support telecommunication and radio services to provide service request tracking, billing capabilities, work order processing, equipment programming and inventory and asset tracking.
- Obtained Board approval to upgrade the County's public safety radio and microwave network systems to digital capable over the next seven years.



COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

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

Department Strategy:

- *Unify the County's enterprise telecommunication services by improving telecommunication functionality and supportability. For 2014-15 convert 14% (2,899) of all County telephones to Voice Over Internet Protocol (VOIP) technology. The total project will take approximately seven years to complete.*
- *To provide a high availability data center infrastructure to house critical equipment that supports the County's mission.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Complete the current year's task for migration to VOIP technology.	100%	100%	75%	100%
Maintain a 99% scheduled uptime availability.	N/A	N/A	100%	100%

COUNTY GOAL: MAINTAIN PUBLIC SAFETY

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

Department Strategy:

- *To improve public safety by upgrading the County's 800 MHz Public Safety radio system to digitally capable over the next seven years. The workplan for 2014-15 is to upgrade the County's microwave network and prepare subscriber radio fleets to operate digitally.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Complete the current year's task for the 800 MHz system upgrade.	N/A	N/A	N/A	100%



SUMMARY OF BUDGET UNITS

2014-15						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
GIS & Multi-Media Services	2,264,212	216,872	2,047,340			13
Total General Fund	2,264,212	216,872	2,047,340			13
Internal Service Funds						
Application Development	13,606,958	13,606,958			0	87
Computer Operations	26,714,144	21,973,042			(4,741,102)	120
Telecommunication Services	29,849,833	28,622,266			(1,227,567)	98
Total Internal Service Funds	70,170,935	64,202,266			(5,968,669)	305
Total - All Funds	72,435,147	64,419,138	2,047,340	0	(5,968,669)	318

5-YEAR REQUIREMENTS TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
GIS & Multi-Media Services*	14,885,831	15,177,361	15,330,964	15,862,805	2,264,212
Application Development	0	0	0	0	13,606,958
Computer Operations	22,238,931	25,124,719	26,613,632	25,715,711	26,714,144
Telecommunication Services	23,004,788	26,175,241	32,342,199	34,539,530	29,849,833
Total	60,129,550	66,477,321	74,286,795	76,118,046	72,435,147

5-YEAR SOURCES TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
GIS & Multi-Media Services*	7,582,885	8,043,518	7,938,173	13,720,515	216,872
Application Development	0	0	0	0	13,606,958
Computer Operations	21,363,918	19,729,981	22,189,460	24,408,080	21,973,042
Telecommunication Services	26,516,865	21,444,923	28,834,645	31,633,450	28,622,266
Total	55,463,668	49,218,422	58,962,278	69,762,045	64,419,138

5-YEAR NET COUNTY COST TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
GIS & Multi-Media Services*	7,302,946	7,133,843	7,392,791	2,142,290	2,047,340
Total	7,302,946	7,133,843	7,392,791	2,142,290	2,047,340

5-YEAR NET BUDGET TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Application Development		0	0	0	0
Computer Operations	(875,013)	(5,394,738)	(4,424,172)	(1,307,631)	(4,741,102)
Telecommunication Services	3,512,077	(4,730,318)	(3,507,554)	(2,906,080)	(1,227,567)
Total	2,637,064	(10,125,056)	(7,931,726)	(4,213,711)	(5,968,669)

*In prior years the name of the General Fund budget unit was Application Development. This budget unit has been renamed to reflect the creation of an Internal Service Fund to account for Application Development costs beginning in 2014-15.

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.



GIS and Multi-Media Services

DESCRIPTION OF MAJOR SERVICES

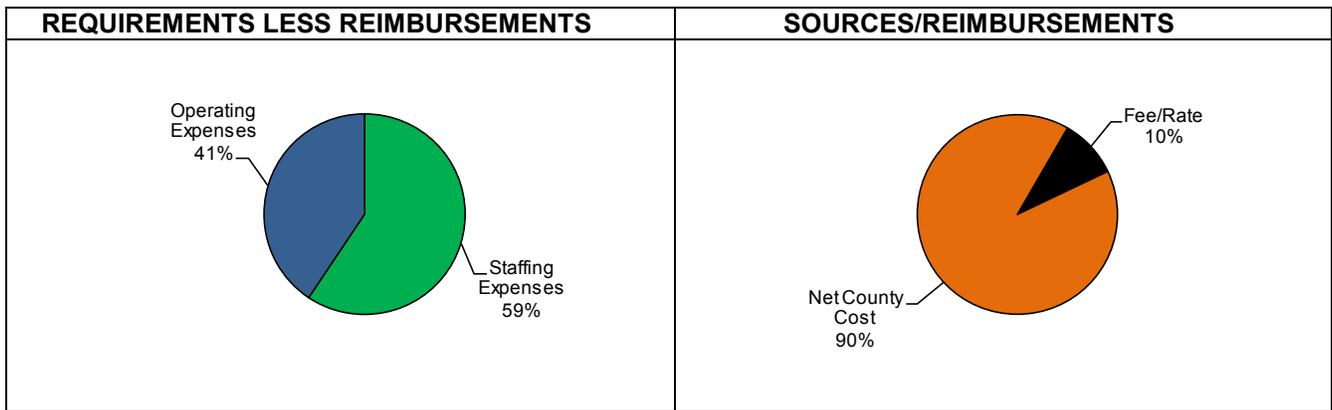
ISD's Geographical Information System team (GIS) provides products and services to all GIS stakeholders including County Departments and other regional government entities. The County frequently uses GIS aerial imagery to readily respond with accurate information to daily requests and emergency situations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

Budget at a Glance	
Requirements Less Reimbursements*	\$2,264,212
Sources/Reimbursements	\$216,872
Net County Cost	\$2,047,340
Total Staff	13
Funded by Net County Cost	90%
<small>*Includes Contingencies</small>	

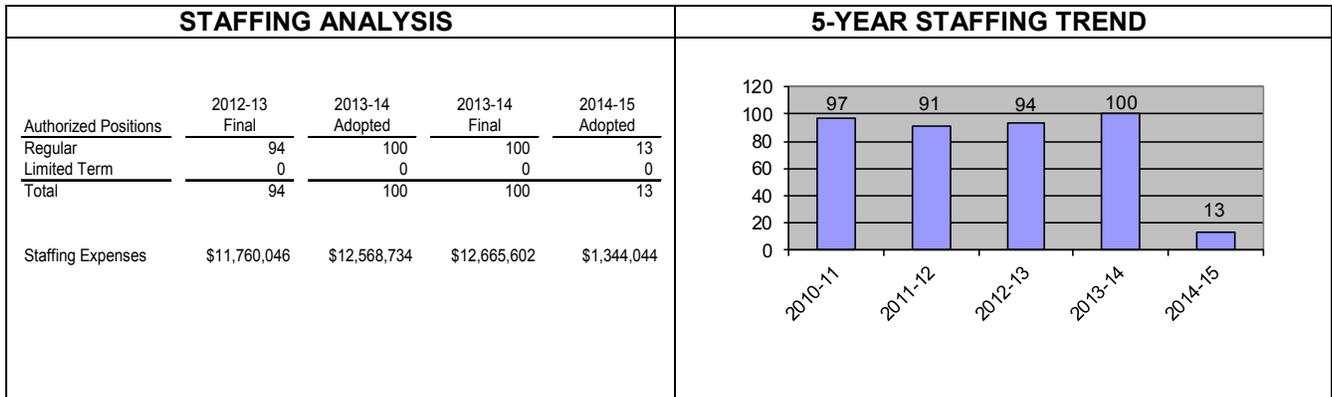
ISD's Multi Media Services (MMA) provides support to the Clerk of the Board for Board of Supervisor meetings that typically occur on a bi-weekly basis. The division also supports other types of meetings including, but not limited to, Assessment Appeal Hearings, Planning Commission, Board Committee Meetings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

This budget unit formerly included the Application Development Division, which provides maintenance, support and enhancement services for County computer systems. This division is budgeted in a new internal service fund in 2014-15 as the services provided by this group primarily support County departments and recover all costs via a billable hourly programming rate.

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	10,808,719	10,761,155	11,342,860	11,854,023	12,665,602	1,344,044	(11,321,558)
Operating Expenses	2,146,621	2,391,989	3,347,472	3,015,090	3,435,459	920,168	(2,515,291)
Capital Expenditures	6,856	17,679	16,141	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	12,962,196	13,170,823	14,706,473	14,869,113	16,101,061	2,264,212	(13,836,849)
Reimbursements	(108,758)	(98,395)	(24,960)	(24,998)	(238,256)	0	238,256
Total Appropriation	12,853,438	13,072,428	14,681,513	14,844,115	15,862,805	2,264,212	(13,598,593)
Operating Transfers Out	2,032,392	2,032,392	0	0	0	0	0
Total Requirements	14,885,830	15,104,820	14,681,513	14,844,115	15,862,805	2,264,212	(13,598,593)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	7,568,019	7,977,209	7,059,395	12,873,763	13,720,515	216,872	(13,503,643)
Other Revenue	0	0	125,528	0	0	0	0
Total Revenue	7,568,019	7,977,209	7,184,923	12,873,763	13,720,515	216,872	(13,503,643)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	7,568,019	7,977,209	7,184,923	12,873,763	13,720,515	216,872	(13,503,643)
Net County Cost	7,317,811	7,127,611	7,496,590	1,970,352	2,142,290	2,047,340	(94,950)
Budgeted Staffing					100	13	(87)

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses account for the majority of requirements in this budget. Computer software and hardware expenditures are also critical for the support of all GIS and MMA work. Internal overhead expenditures support all administrative functions provided to these service units.

GIS revenue consists of fee-based revenue for maps and aerial imagery. These services are provided both for other County departments as well as outside customers. MMA does not receive any outside revenue as this service unit is fully supported by Net County Cost.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by \$13.5 million as a result of the Application Development division being accounted for in an internal service fund. In prior years, the Application Development division resided in the general fund with GIS and MMA. This results in the transfer of 87 positions to the new internal service fund and a decrease of \$11.3 million in staffing expenses in this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.3 million fund 13 budgeted regular positions. The decrease of 87 positions is a result of the Application Development division being accounted for in an internal service fund beginning in 2014-15.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Geographic Information Services	9	0	9	7	2	0	9
Multi Media Services	4	0	4	4	0	0	4
Total	13	0	13	11	2	0	13



Geographic Information Services	Multi Media Services
<u>Classification</u>	<u>Classification</u>
1 Office Assistant II	3 Multimedia Coordinator
1 Geographic Info Systems Tech	1 Multimedia Supervisor
2 Geographic Info Systems Tech II	<u>4</u> Total
1 GIMS Manager	
1 Geographic Info Systems Tech III	
1 Programmer III	
1 Programmer Analyst III	
1 Systems Development Team Leader	
<u>9</u> Total	



Computer Operations

DESCRIPTION OF MAJOR SERVICES

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

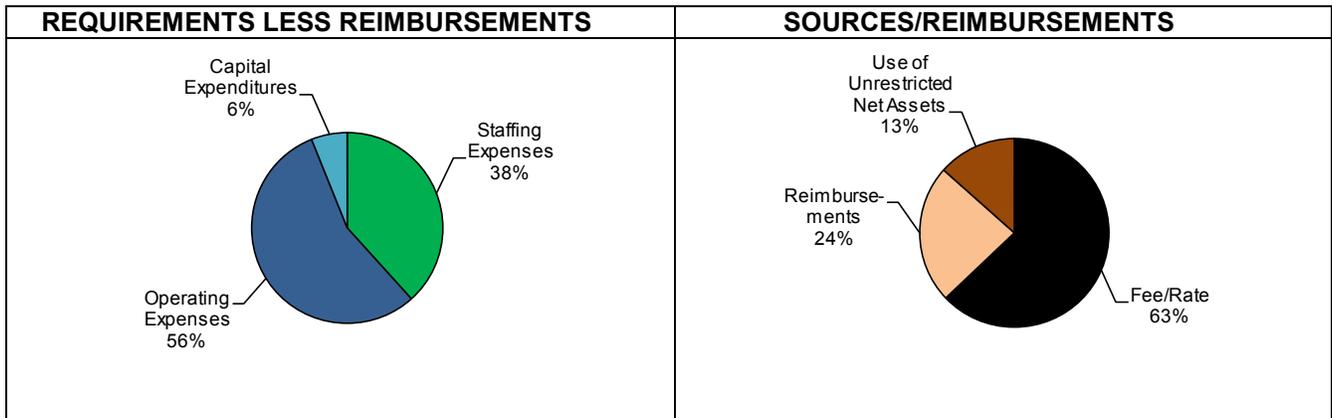
Budget at a Glance	
Requirements Less Reimbursements*	\$34,991,767
Sources/Reimbursements	\$30,250,665
Net Budget	(\$4,741,102)
Estimated Unrestricted Net Assets	\$4,754,434
Use of Unrestricted Net Assets	\$4,741,102
Total Staff	120
<small>*Includes Contingencies</small>	

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

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

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

2014-15 ADOPTED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted					
Regular	122	116	117	120					
Limited Term	0	0	0	0					
Total	122	116	117	120					
Staffing Expenses	\$13,144,566	\$12,622,716	\$13,131,887	\$13,386,443					

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Computer Operations

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Staffing Expenses							
Requirements							
Staffing Expenses	12,505,093	12,902,333	12,575,414	13,131,887	13,131,887	13,386,443	254,556
Operating Expenses	12,950,863	16,935,909	15,754,173	15,093,589	19,926,578	19,481,324	(445,254)
Capital Expenditures	2,611,459	2,881,538	1,992,759	2,280,292	2,685,987	2,124,000	(561,987)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	28,067,415	32,719,780	30,322,346	30,505,768	35,744,452	34,991,767	(752,685)
Reimbursements	(7,884,019)	(9,355,319)	(9,906,552)	(7,885,881)	(10,028,741)	(8,277,623)	1,751,118
Total Appropriation	20,183,396	23,364,461	20,415,794	22,619,887	25,715,711	26,714,144	998,433
Operating Transfers Out	506,471	1,017,913	584,079	(214,539)	0	0	0
Total Requirements	20,689,867	24,382,374	20,999,873	22,405,348	25,715,711	26,714,144	998,433
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	21,363,918	20,701,019	19,077,053	21,401,742	22,256,172	21,973,042	(283,130)
Other Revenue	0	0	82,711	30,753	1,651,908	0	(1,651,908)
Total Revenue	21,363,918	20,701,019	19,159,764	21,432,495	23,908,080	21,973,042	(1,935,038)
Operating Transfers In	0	0	133,300	0	500,000	0	(500,000)
Total Sources	21,363,918	20,701,019	19,293,064	21,432,495	24,408,080	21,973,042	(2,435,038)
Net Budget*	674,051	(3,681,355)	(1,706,809)	(972,853)	(1,307,631)	(4,741,102)	(3,433,471)
Budgeted Staffing					117	120	3

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of \$13.4 million is a main component of the expenditures in this budget unit. These expenses are necessary in order to provide support for the County's mainframe and servers, and technical services that support County departments' communications services.

Operating expenses of \$19.5 million include but are not limited to, computer software costs, application development support and maintenance charges, and equipment maintenance.

Capital expenditures of \$2.1 million include equipment and software purchases. Equipment purchases of \$2.0 million represent \$1.0 million for regular equipment replacement, \$600,000 for the additional CPU memory



required as a result of moving the FileNet system for document management to the enterprise server, and \$400,000 for emergency purchases.

Reimbursements of \$8.3 million represent internal administrative allocations, intra-fund revenues, and reimbursements from Risk Management to fund 2 positions.

Sources of \$22.0 million are comprised of central computer revenues and other information technology services revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.0 million primarily due to a decrease in reimbursements of \$1.8 million as the result of a reduction in COWCAP charges allocated to all ISD budget units, the elimination of storage growth reimbursement from County departments, and the internal administrative services and supplies cost allocation.

Sources are decreasing by \$2.4 million due to the elimination of \$1.7 million in budgeted revenue attributable to prior years that funded Capital Improvement Projects to repair and maintain the data center infrastructure and elevator refurbishment. Other reductions include decreased revenues for desktop support and hourly support services due to a lower demand for services. SharePoint and Virtual desktop service offerings and associated revenues are now being provided as part of Infrastructure services and revenues have been shifted accordingly.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$13.4 million fund 120 budgeted regular positions and are increasing by \$254,556 as a result of the transfer in of 2 positions from Risk Management to Computer Operations as part of the overall effort to consolidate information technology services and the internal transfer of 2 positions from the Telecommunication Services due to a shift in workload. In addition, retirement costs have increased. These increases are being offset by the deletion of 1 Automated Systems Technician position due to the decreased demand for service for this classification.



2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Enterprise Processing	21	0	21	20	0	1	21
Central Imaging	11	0	11	11	0	0	11
Finance and Administration	15	0	15	15	0	0	15
EMACS Support	1	0	1	1	0	0	1
Enterprise Printing	7	0	7	7	0	0	7
Server Management	20	0	20	18	0	2	20
Core Solutions and Security	45	0	45	44	0	1	45
Total	120	0	120	116	0	4	120

Enterprise Processing	Central Imaging	Finance and Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Automated Systems Analyst	1 Microfilm Technician III	1 Accounting Technician
1 Computer Facilities Specialist	3 Office Assistant II	1 Administrative Supervisor
3 Computer Operations Specialist	1 Office Assistant IV	1 Chief Information Officer
1 Computer Operations Supervisor	1 Photographic Laboratory Technician	1 Department Technology Chief
5 Computer Operator III	2 Programmer Analyst III	1 Executive Secretary
1 Office Asst II	1 Systems Development Team Leader	2 Fiscal Assistant
1 Office Asst III	2 Systems Support Analyst III	1 Fiscal Specialist
2 Production Control Supervisor	11 Total	1 Info Services Finance Officer
5 Systems Support Analyst III		1 Officer Assistant II
1 Systems Support Division Chief		1 Secretary I
21 Total		2 Staff Analyst II
		1 Supervising Accountant
		1 Systems Development Division Chief
		15 Total
EMACS Support	Enterprise Printing	Server Management
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Systems Support Analyst III	1 Computer Operations Specialist	2 Computer Operations Specialist
1 Total	1 Computer Operator II	1 IT Technical Assistant II
	3 Computer Operator III	15 Systems Support Analyst III
	1 Office Assistant II	2 Systems Support Supervisor
	1 Office Assistant III	20 Total
	7 Total	
Core Solutions and Security		
<u>Classification</u>		
3 Applications Specialist		
9 Automated Systems Analyst I		
2 Automated Systems Analyst II		
3 Automated Systems Technician		
2 Business Application Manager		
1 Business Systems Analyst II		
1 Business Systems Analyst III		
1 Fiscal Specialist		
5 Help Desk Technician II		
1 Information Services Division Chief		
1 Information Services Security Officer		
1 Office Assistant III		
1 Product Management Supervisor		
2 Product Specialist		
1 Supervising Auto Systems Analyst II		
3 Systems Support Analyst II		
5 Systems Support Analyst III		
1 Systems Support Supervisor		
1 Technology Helpdesk Supervisor		
1 Teleprocessing Specialist		
45 Total		



Telecommunication Services

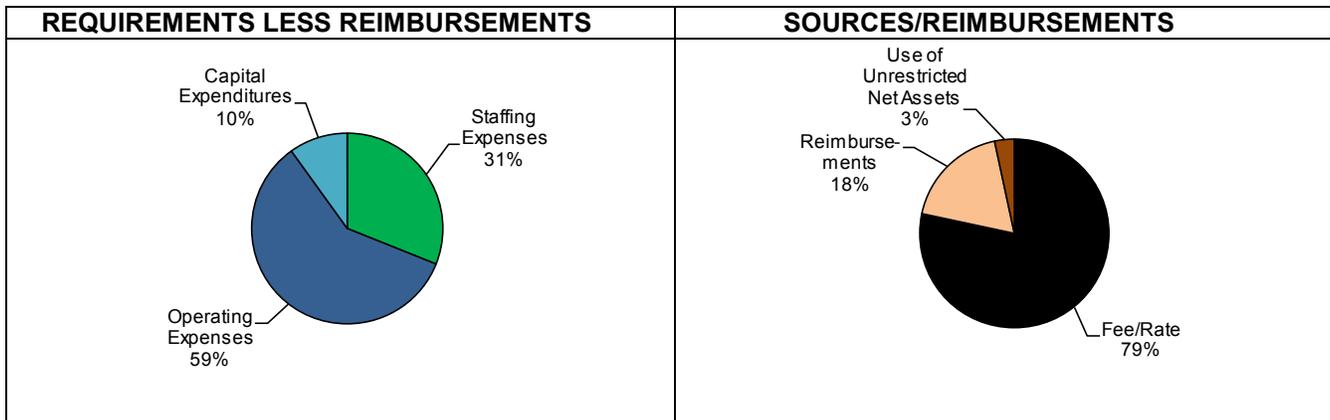
DESCRIPTION OF MAJOR SERVICES

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

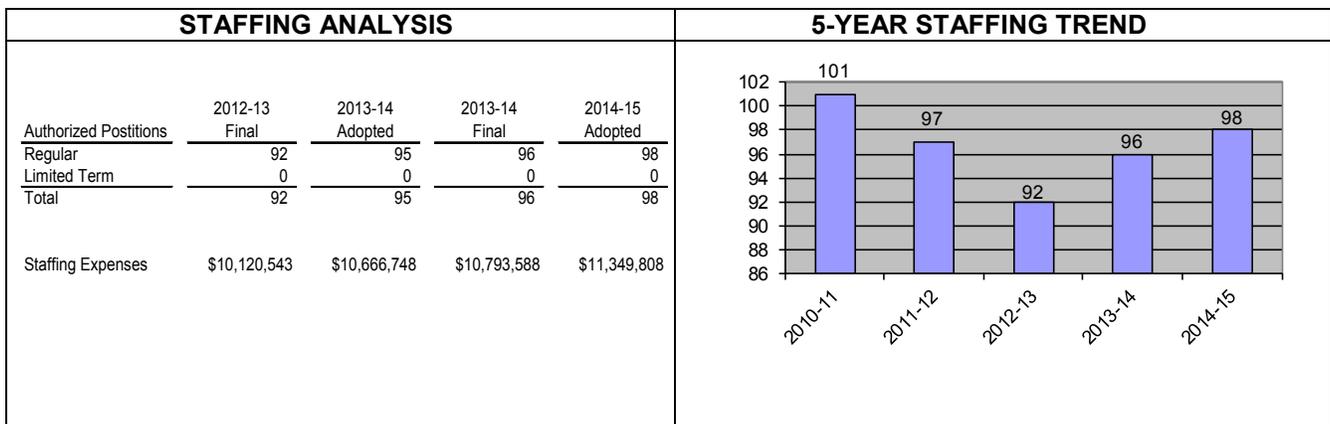
Budget at a Glance	
Requirements Less Reimbursements*	\$36,524,809
Sources/Reimbursements	\$35,297,242
Net Budget	(\$1,227,567)
Estimated Unrestricted Net Assets	\$14,715,719
Use of Unrestricted Net Assets	\$1,227,567
Total Staff	98
<small>*Includes Contingencies</small>	

The County's Regional Public Safety Radio System is in the process of being upgraded. Ongoing discretionary general funding of \$20.0 million continues to be allocated for the 800 MHz Upgrade Project to address the aging public safety radio system. The revised estimated cost of the project is \$158.2 million. \$64.0 million has been funded to date and an additional \$20.0 million is funded in 2014-15. Approximately \$5.0 million has been expended, including infrastructure to support the upgrade at the High Desert Government Center Public Safety Operations Center and a consultant contract with Motorola to assist in the planning and implementation of the system upgrade.

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: Information Services
 FUND: Telecommunication Services

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	9,029,473	9,359,269	9,566,422	9,783,573	10,793,588	11,349,808	556,220
Operating Expenses	16,156,961	17,628,456	18,582,267	21,593,329	24,046,562	21,550,001	(2,496,561)
Capital Expenditures	1,490,297	3,458,037	3,778,000	2,716,351	6,113,500	3,625,000	(2,488,500)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	26,676,731	30,445,762	31,926,689	34,093,253	40,953,650	36,524,809	(4,428,841)
Reimbursements	(4,887,323)	(5,417,235)	(5,813,558)	(5,877,488)	(6,414,120)	(6,674,976)	(260,856)
Total Appropriation	21,789,408	25,028,527	26,113,131	28,215,765	34,539,530	29,849,833	(4,689,697)
Operating Transfers Out	45,327	1,028,498	205,948	0	0	0	0
Total Requirements	21,834,735	26,057,025	26,319,079	28,215,765	34,539,530	29,849,833	(4,689,697)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	(1)	196,774	0	0	0	0	0
Fee/Rate	24,433,912	22,978,092	25,699,407	25,919,917	28,540,708	28,622,266	81,558
Other Revenue	62,627	(17,628)	351,500	94,531	3,092,742	0	(3,092,742)
Total Revenue	24,496,538	23,157,238	26,050,907	26,014,448	31,633,450	28,622,266	(3,011,184)
Operating Transfers In	2,032,392	2,032,392	0	0	0	0	0
Total Sources	26,528,930	25,189,630	26,050,907	26,014,448	31,633,450	28,622,266	(3,011,184)
Net Budget*	4,694,195	(867,395)	(268,172)	(2,201,317)	(2,906,080)	(1,227,567)	1,678,513
				Budgeted Staffing	96	98	2

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of \$11.3 million fund positions that are responsible for the maintenance and administration of the County's phone network, radio system, paging system, the Wide Area Network and the Countywide microwave system. Operating expenses of \$21.6 million fund telephone, and radio systems, WAN, and other communications related costs.

Capital expenditures of \$3.6 million fund the following:

- \$600,000 for radio system upgrades and enhancements,
- \$400,000 for Voice Over Internet Protocol (VOIP) hardware,
- \$200,000 for Pinnacle software modules,
- \$100,000 for microwave test equipment,
- \$300,000 for additional disaster recovery site equipment, and
- \$2.0 million for hardware replacement and upgrades

Sources of \$28.6 million include the revenue from the many services the department provides. Two primary services are the telephone and radio systems, which support a multitude of internal and external customers. This revenue funds mission critical services to public safety in pursuit of the County's overall goals and objectives. In 2014-15, revenue will be used to fund infrastructure enhancements and upgrades to the telephone system, and maintenance and support of the existing radio system as well as software to administer these respective systems to ensure efficient operations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$4.7 million due to the purchase of three years of SMARTnet wide area network maintenance and support for ISD and other County departments in 2013-14 and due to the transfer of the radio system coverage project to the Capital Improvement Program budget. Purchasing three years of SMARTnet services allowed the County to receive a significant discount from the vendor.



Sources are decreasing by \$3.0 million primarily as a result of a reduction in the use of revenue attributable to prior years that was budgeted in 2013-14 to purchase three years of SMARTnet services wide area network maintenance and support for ISD and other County departments. Other decreases in sources include a reduction in radio service related revenues due to corrections in billable units for County departments. These decreases are offset by increases for telephone services and data and cabling revenues due to increases in service demand.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$11.3 million fund 98 budgeted regular positions. In 2014-15 the department added 4 positions as a result of workload requirements: 1 Communications Technician III, 1 Business Systems Analyst III, 1 IT Technical Assistant II, and 1 Office Assistant III. The Business Systems Analyst III will manage the new operational support systems for telephone and radio services and the Communication Technician III will function as a lead on large projects for County departments.

These additions are offset by 2 positions transferred out of the Telecommunication Services division to other ISD funds as the result of new assignments: 1 Office Assistant II and 1 Product Specialist.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Data and Cabling	15	0	15	13	1	1	15
Management Services	6	0	6	5	0	1	6
Transport Operations	8	0	8	7	1	0	8
Radio Access	18	0	18	16	0	2	18
Radio Subscriber Maintenance	4	0	4	4	0	0	4
Time and Materials	4	0	4	3	1	0	4
Telephone Operations	29	0	29	27	2	0	29
Wide Area Network	8	0	8	7	1	0	8
Warehouse Operations	6	0	6	6	0	0	6
Total	98	0	98	88	6	4	98



<p>Data and Cabling</p> <p><u>Classification</u></p> <ul style="list-style-type: none"> 1 Supv Communication Technician 3 Communication Technician III 2 Communication Technician II 4 Communication Technician I 5 Communication Installer <hr/> <p>15 Total</p>	<p>Management Services</p> <p><u>Classification</u></p> <ul style="list-style-type: none"> 1 Network Services Division Chief 2 Deputy Chief of Network Services 1 Staff Analyst II 1 IT Technical Assistant II 1 Business Systems Analyst III <hr/> <p>6 Total</p>	<p>Transport Operations</p> <p><u>Classification</u></p> <ul style="list-style-type: none"> 1 Network Services Supervisor 2 Network Analyst 1 Supv Communication Technician 2 Communication Technician III 2 Communication Technician II <hr/> <p>8 Total</p>
<p>Radio Access</p> <p><u>Classification</u></p> <ul style="list-style-type: none"> 2 Special Projects Leader 6 800 Megahertz Analyst 1 Network Analyst 1 Telecommunications Engineer II 1 Communication Technician III 1 Communication Technician II 1 Communication Technician I 1 Communication Installer 1 Supvg Comm Technician 1 IT Technical Assistant II 2 Office Assistant III <hr/> <p>18 Total</p>	<p>Radio Subscriber Maintenance</p> <p><u>Classification</u></p> <ul style="list-style-type: none"> 1 Network Services Supervisor 1 800 Megahertz Analyst 1 Communication Technician III 1 Communication Technician II <hr/> <p>4 Total</p>	<p>Time and Materials</p> <p><u>Classification</u></p> <ul style="list-style-type: none"> 3 Communication Technician I 1 Communication Installer <hr/> <p>4 Total</p>
<p>Telephone Operations</p> <p><u>Classification</u></p> <ul style="list-style-type: none"> 1 Network Services Supervisor 2 Special Projects Leader 3 Network Analyst 2 Supv Communication Technician 2 Telecommunications Engineer 4 Communication Technician III 2 Communication Technician II 6 Telephone Service Specialist 1 System Support Analyst III 1 Supervising Office Assistant 4 Office Assitant II 1 Communication Technician I <hr/> <p>29 Total</p>	<p>Wide Area Network</p> <p><u>Classification</u></p> <ul style="list-style-type: none"> 1 Network Services Supervisor 6 System Support Analyst III 1 Business Systems Analyst II <hr/> <p>8 Total</p>	<p>Warehouse Operations</p> <p><u>Classification</u></p> <ul style="list-style-type: none"> 1 Equipment Parts Specialist I 2 Equipment Parts Specialist II 1 Equipment Parts Supervisor 2 Storekeeper <hr/> <p>6 Total</p>



Application Development

DESCRIPTION OF MAJOR SERVICES

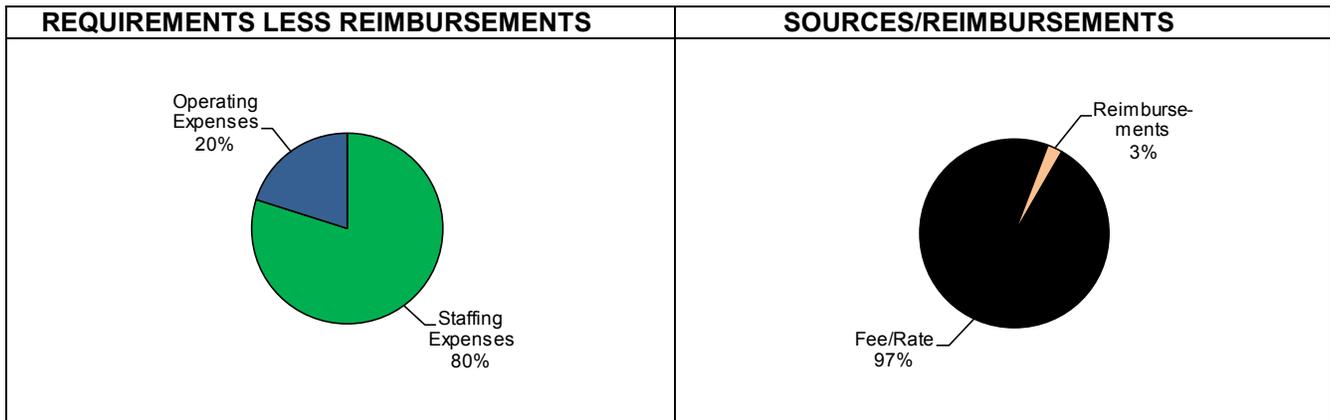
The Application Development division provides support for County departments as they develop, enhance and maintain business applications on a variety of hardware and software platforms. These applications include the County's enterprise accounting, payroll, budget, personnel, document imaging, public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

Budget at a Glance

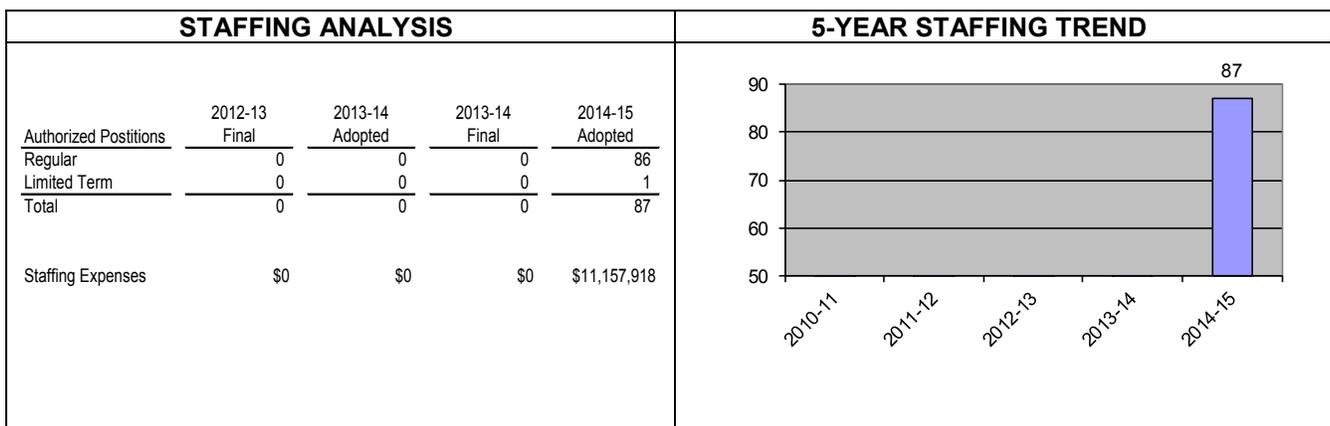
Requirements Less Reimbursements*	\$13,962,204
Sources/Reimbursements	\$13,962,204
Net Budget	\$0
Estimated Unrestricted Net Assets	\$0
Use of Unrestricted Net Assets	\$0
Total Staff	87
*Includes Contingencies	

This budget unit (previously AAA ISD ADD) was traditionally funded by Net County Cost. In 2013-14 the Net County Cost allocation was replaced with revenue from charges for Application Development maintenance and support. This division is budgeted in a new internal service fund in 2014-15 as this group primarily provides services to County departments and recovers all costs via a billable hourly programming rate.

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Application Development

BUDGET UNIT: IPD ISD
FUNCTION: General
ACTIVITY: Application Development/Support

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	11,157,918	11,157,918
Operating Expenses	0	0	0	0	0	2,804,286	2,804,286
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	13,962,204	13,962,204
Reimbursements	0	0	0	0	0	(355,246)	(355,246)
Total Appropriation	0	0	0	0	0	13,606,958	13,606,958
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	0	13,606,958	13,606,958
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	13,606,958	13,606,958
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	13,606,958	13,606,958
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	13,606,958	13,606,958
Net Budget*	0	0	0	0	0	0	0
				Budgeted Staffing	0	87	87

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of \$11.2 million account for the majority of requirements in this budget unit. The staff supports business systems and applications. Computer software and hardware expenditures are essential for the provision of application development services. Internal overhead expenditures are necessary for the support of all administrative functions provided to these divisions.

Application Development revenue is received for maintenance and enhancement of computer applications and systems for County departments and external customers.

BUDGET CHANGES AND OPERATIONAL IMPACT

The Application Development division was previously part of ISD's general fund budget unit (AAA ISD ADD). In 2014-15, Application Development will be moved to an internal service fund (ISF) (IPD ISD ADD). Beginning in 2013-14, the Net County Cost that funded the application development services was allocated to the budgets of locally funded County departments who were then billed by ISD for application development services rendered. As a result, this division is being transitioned to an internal service fund. The department is requesting approval to loan the new internal service fund an amount not to exceed \$2.3 million from the retained earnings of the ISD Telecommunication Services fund (IAM ISD) to cover operating expenses. This amount represents two months of operating expenses and is to be repaid in full including interest in three years, by June 30, 2017, through any budgetary savings or revenues realized that exceed budget.

Staffing expenses for the ISF are increasing by \$11.2 million primarily as a result of the application development services being accounted for in this new fund as mentioned above and for salary step advancements and retirement increases for existing staff. These increases are offset by a decrease of \$162,304 due to a reduction in MOU costs as well as indemnification costs. The 87 positions from the Application Development general fund (AAA ISD ADD) have been transferred to the new internal service fund (IPD ISD ADD).



Operating expenses are increasing by \$2.8 million as a result of expenses moving to the new internal service fund. Of this increase, \$64,980 is due to an increase in central services costs, mainly in computer operations costs, as well as an increase in travel for technical training. These increases are offset by reductions in services and supplies, as well as a decrease in transfers for internal overhead cost allocations.

Reimbursements reflect an increase of \$355,246 as a result of the new fund. Of this increase, \$116,990 is due to internal cost allocations for division overhead expenses. The reimbursement from Behavioral Health to fund 2 programmer positions remains unchanged.

Sources reflect an increase of \$13.6 million as a result of the new fund. This includes an increase of \$103,315 due to an increase in the hourly labor rate.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$11.2 million fund 87 budgeted positions of which 86 are regular positions and 1 is a limited term position for EMACS support. There are no new positions for 2014-15.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Application Development	86	1	87	77	10	0	87
Total	86	1	87	77	10	0	87

Application Development	
Classification	
4 Business Systems Analyst	
1 Office Assistant II	
1 Programmer II	
19 Programmer III	
49 Programmer Analyst III	
1 Secretary I	
7 Systems Development Team Leader	
1 Systems Development Division Chief	
3 IT Technical Assistant II	
1 Contract Systems Development Team Leader	
87 Total	



PURCHASING DEPARTMENT

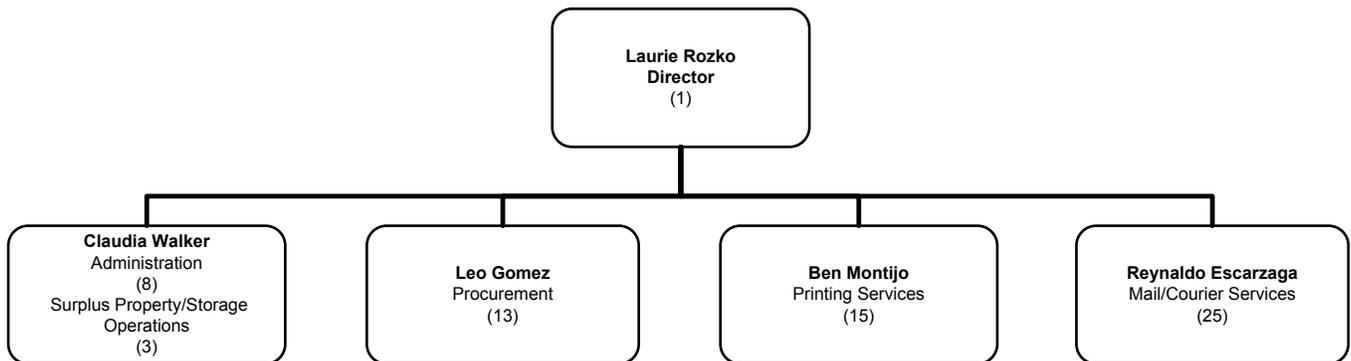
Laurie Rozko

DEPARTMENT MISSION STATEMENT

The Purchasing Department supports the local economy by ensuring a business friendly environment, while creating operational efficiencies and cost savings in the acquisition of goods and services. We offer exceptional customer service, employ innovative processes and technology, and apply industry best practices.



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Reduced purchase order cycle time from requisition to issuance by more than 55% since inception of the electronic procurement (ePro) network.
- Completed the first annual internal controls assessment of ePro, focused on separation of duties for ordering, approving, receiving, and payment.
- Implemented a major upgrade to the electronic procurement system, improving system controls and security, business intelligence, and procurement functionality for bids and purchase orders.
- Received the 18th Annual Award for Excellence in Procurement from the National Procurement Institute, with improved scores in staff professional development.
- Identified new Countywide contracts for fire sprinkler repair and inspection, generators, and emergency kits, to aggregate volume and reduce cost.
- Hosted a successful vendor show with representation by more than 180 local, regional, and national firms, and attended by hundreds of County staff and representatives from other local public agencies.
- Achieved an 88% vendor satisfaction rate for customer service, training, and bidding practices, with more than 800 vendors surveyed.
- Developed a buyer support model that dedicates buyer time with large, complex departments – initially the Medical Center and Sheriff's Department.



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 support the local economy and maximize job creation.

- Department Strategy:*
- Maintain a high level vendor satisfaction with service and responsiveness, access to information, training opportunities, supplier events, and bidding opportunities.
 - Host regular vendor shows to connect suppliers with County departments and other public agencies and special districts in the region.
 - Participate in vendor activities that correlate to business success and economic development.

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Average supplier satisfaction on 100% scale	87%	80%	88%	85%
Number of vendor scheduled vendor meetings and events	373	600	636	400

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

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

- Department Strategy:*
- Invest County resources in ways that create more ongoing revenue to reinvest in maintaining and improving services.
 - Provide online travel portal to reduce travel and booking arrangement costs.

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of departments with access to the portal	N/A	N/A	N/A	75%
Percentage of applicable annual county travel spend managed through online travel portal	N/A	N/A	N/A	20%



COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

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

Department Strategy: • *Create operational efficiencies and cost savings through countywide purchases and programs.*
 • *Improve cycle time from the receipt of requisition to issuance of purchase order or contract.*

Measurement	2012-13	2013-14	2013-14	2014-15
	Actual	Target	Actual	Target
Number of new bids that aggregate countywide demand to achieve better pricing	3	5	3	5
Average purchasing cycle time for Open market Purchase Orders up to \$100,000.	N/A	N/A	12.2	12.5



SUMMARY OF BUDGET UNITS

2014-15						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Purchasing	2,117,341	590,504	1,526,837			22
Total General Fund	2,117,341	590,504	1,526,837			22
Internal Service Funds						
Printing Services	4,610,503	3,265,988			(1,344,515)	15
Surplus Property and Storage Operations	598,004	555,876			(42,128)	3
Mail/Courier Services	7,397,775	6,971,188			(426,587)	25
Total Internal Service Funds	12,606,282	10,793,052			(1,813,230)	43
Total - All Funds	14,723,623	11,383,556	1,526,837	0	(1,813,230)	65

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Purchasing	1,301,517	1,308,823	2,091,145	2,254,214	2,117,341
Printing Services	4,220,738	3,837,528	3,804,878	3,925,471	4,610,503
Surplus Property and Storage Operations	403,885	363,796	373,942	372,081	598,004
Mail/Courier Services	6,321,743	6,646,394	6,921,187	6,951,787	7,397,775
Total	12,247,883	12,156,541	13,191,152	13,503,553	14,723,623

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Purchasing	413,692	500,198	928,168	557,076	590,504
Printing Services	4,451,662	3,756,976	3,720,329	4,022,640	3,265,988
Surplus Property and Storage Operations	360,819	271,856	269,266	376,500	555,876
Mail/Courier Services	6,302,495	6,495,026	6,772,587	6,709,583	6,971,188
Total	11,528,668	11,024,056	11,690,350	11,665,799	11,383,556

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Purchasing	887,825	808,625	1,162,977	1,697,138	1,526,837
Total	887,825	808,625	1,162,977	1,697,138	1,526,837

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Printing Services	230,924	(80,552)	(84,549)	97,169	(1,344,515)
Surplus Property and Storage Operations	(43,066)	(91,940)	(104,676)	4,419	(42,128)
Mail/Courier Services	(19,248)	(151,368)	(148,600)	(242,204)	(426,587)
Total	168,610	(323,860)	(337,825)	(140,616)	(1,813,230)

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



Purchasing

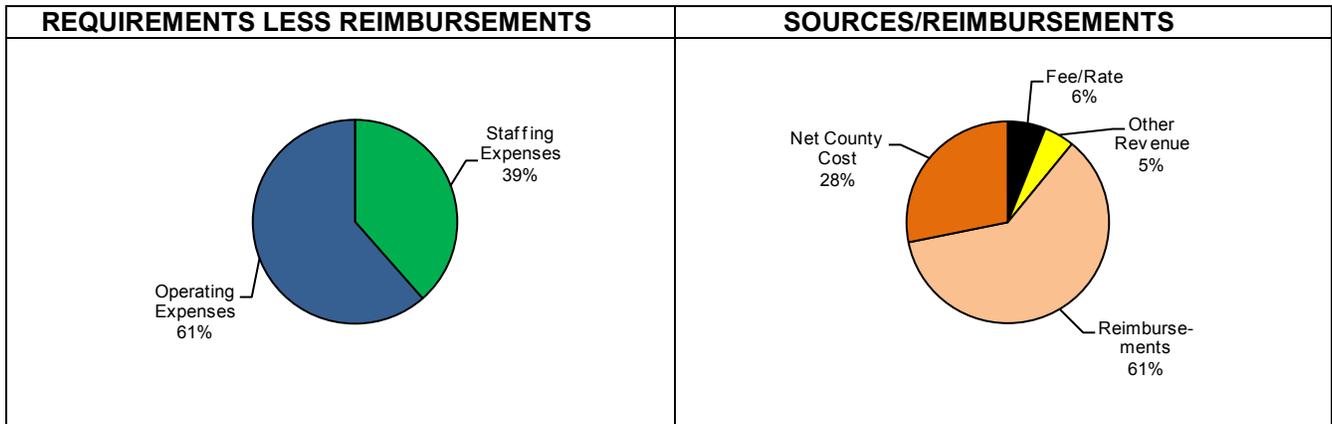
DESCRIPTION OF MAJOR SERVICES

The Purchasing Department emphasizes customer service by supporting departments in the procurement of goods and services and also by managing vendor relationships. Buyers facilitate the procurement process for equipment, services, and supplies, administer contracts and the CAL-Card program, and promote cost-saving initiatives throughout the County. In addition, the department provides in-house printing, mail, surplus property disposition, and storage services which are accounted for in the department's three internal service funds.

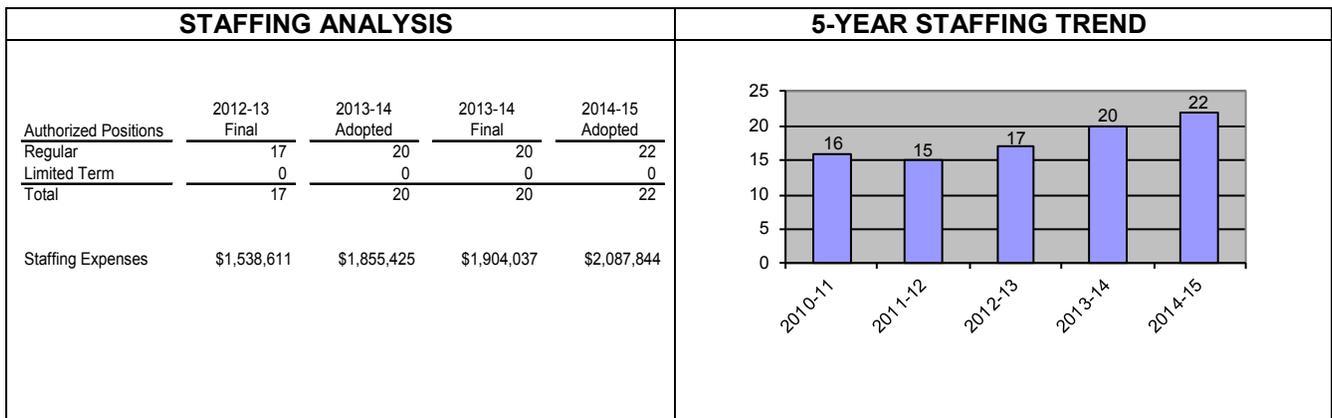
Budget at a Glance	
Requirements Less Reimbursements*	\$5,419,480
Sources/Reimbursements	\$3,892,643
Net County Cost	\$1,526,837
Total Staff	22
Funded by Net County Cost	28%
<small>*Includes Contingencies</small>	

The Purchasing Department; values integrity, and strives to source quality products with reasonable prices and efficient delivery; offers progressive services and information management through the efficient use of technology and an enterprise procurement system; gives all willing vendors the opportunity to provide their products and services in a fair, open, and competitive environment; and treats each department, employee, and vendor with respect and understanding. By meeting these objectives, the department fulfills its purchasing obligations and the legal requirements of San Bernardino County.

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: Purchasing
 FUND: General Fund

BUDGET UNIT: AAA PUR
 FUNCTION: General
 ACTIVITY: Finance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,497,695	1,415,613	1,536,384	1,770,986	1,904,037	2,087,844	183,807
Operating Expenses	2,635,556	2,768,865	3,342,386	2,998,479	3,162,524	3,331,636	169,112
Capital Expenditures	216,937	162,829	56,775	110,000	110,000	0	(110,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,350,188	4,347,307	4,935,545	4,879,465	5,176,561	5,419,480	242,919
Reimbursements	(3,048,672)	(3,074,099)	(2,896,068)	(2,906,352)	(2,922,347)	(3,302,139)	(379,792)
Total Appropriation	1,301,516	1,273,208	2,039,477	1,973,113	2,254,214	2,117,341	(136,873)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,301,516	1,273,208	2,039,477	1,973,113	2,254,214	2,117,341	(136,873)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	255	0	0	0	0	0	0
Fee/Rate	293,606	305,248	339,995	358,301	292,492	327,504	35,012
Other Revenue	119,827	181,799	664,862	(68,635)	264,584	263,000	(1,584)
Total Revenue	413,688	487,047	1,004,857	289,666	557,076	590,504	33,428
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	413,688	487,047	1,004,857	289,666	557,076	590,504	33,428
Net County Cost	887,828	786,161	1,034,620	1,683,447	1,697,138	1,526,837	(170,301)
				Budgeted Staffing	20	22	2

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses make up the majority of the department's expenditures within this budget unit. These expenses include \$2.7 million for County office supplies, which are reimbursed by user departments, and \$362,224 in ongoing expenses for ePro.

Sources of \$590,504 includes \$327,504 from the service charge for administering the County office supply program and consolidated billing, as well as \$263,000 from various rebate agreements associated with Countywide procurement programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$136,873 and include increases in staffing and operating expenses, reductions in capital expenditures, and increases in reimbursements associated with the office supply program. The increase in reimbursements totaling \$379,792 includes reimbursement for increased Countywide office supply expenses, reimbursement for a dedicated Buyer II for Fleet Management, and reimbursements from internal service funds for administrative services and overhead. Sources are increasing by \$33,428 related to increased Countywide office supply usage and a projected increase in the rebate earned from the CAL-Card program.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.1 million fund 22 budgeted regular positions. The budget includes the addition of the following 2 new positions:

- 1 Buyer II position to be assigned to and funded by Fleet Management to enhance service delivery related to Fleet procurement processes.
- 1 Supervising Office Assistant to supervise support staff within the department, as well as oversee the consolidated billing process.



2014-15 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>
Director	1	0	1	1	0	0	1
Administration	8	0	8	7	0	1	8
Procurement	13	0	13	12	0	1	13
Total	22	0	22	20	0	2	22

Director	Administration	Procurement
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Purchasing	1 Executive Secretary II	1 Supervising Buyer
1 Total	1 Administrative Supervisor I	3 Buyer III
	1 Systems Procedures Analyst II	7 Buyer II
	1 Staff Analyst II	1 Staff Analyst I
	1 Accounting Technician	1 Office Specialist
	1 Fiscal Assistant	13 Total
	1 Office Assistant	
	1 Supervising Office Assistant	
	8 Total	



Printing Services

DESCRIPTION OF MAJOR SERVICES

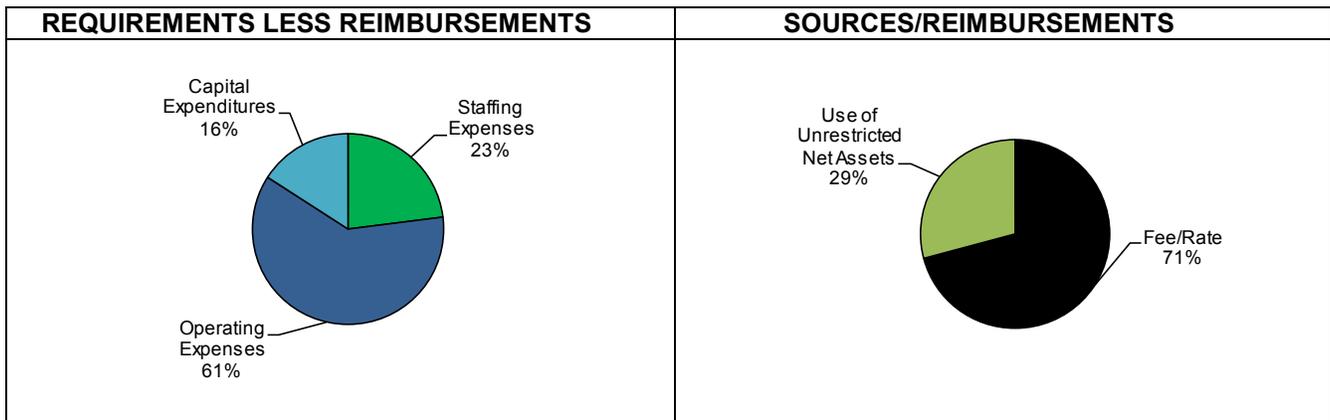
Printing Services designs, prints, and finishes high quality print production materials using the latest technology, and operates three locations for Quick Copy services.

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

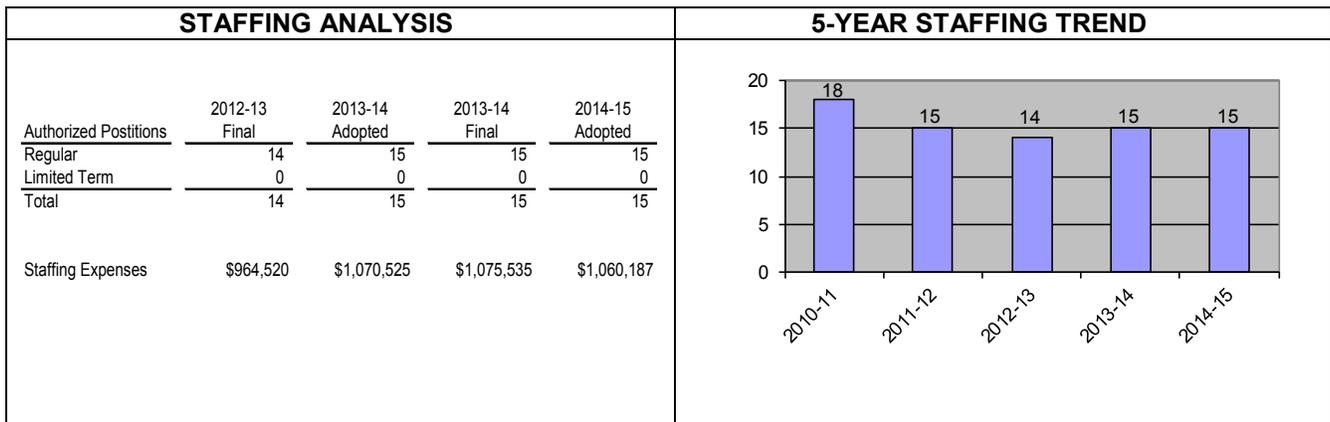
Budget at a Glance

Requirements Less Reimbursements*	\$4,610,503
Sources/Reimbursements	\$3,265,988
Net Budget	(\$1,344,515)
Estimated Unrestricted Net Assets	\$2,537,170
Use of Unrestricted Net Assets	\$1,344,515
Total Staff	15
*Includes Contingencies	

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Printing Services

BUDGET UNIT: IAG PUR
FUNCTION: General
ACTIVITY: Printing Services

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,070,388	983,869	960,732	1,019,064	1,075,535	1,060,187	(15,348)
Operating Expenses	3,081,818	2,677,276	2,771,795	2,739,449	2,754,936	2,818,016	63,080
Capital Expenditures	67,632	19,997	52,501	94,994	95,000	732,300	637,300
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,219,838	3,681,142	3,785,028	3,853,506	3,925,471	4,610,503	685,032
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,219,838	3,681,142	3,785,028	3,853,506	3,925,471	4,610,503	685,032
Operating Transfers Out	0	27,000	0	0	0	0	0
Total Requirements	4,219,838	3,708,142	3,785,028	3,853,506	3,925,471	4,610,503	685,032
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	4,451,608	4,187,887	4,232,557	4,295,771	3,966,640	3,261,768	(704,872)
Other Revenue	0	0	10,419	7,958	0	4,220	4,220
Total Revenue	4,451,608	4,187,887	4,242,976	4,303,729	3,966,640	3,265,988	(700,652)
Operating Transfers In	0	0	(628,347)	0	56,000	0	(56,000)
Total Sources	4,451,608	4,187,887	3,614,629	4,303,729	4,022,640	3,265,988	(756,652)
Net Budget*	231,770	479,745	(170,399)	450,223	97,169	(1,344,515)	(1,441,684)
				Budgeted Staffing	15	15	0

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of \$2.8 million fund the costs of materials, outside printing services, production copiers and equipment maintenance. Capital expenditures of \$732,300 fund the purchase of capital assets including a printing press, a hand lift, and envelope feeder.

Expenses are charged to County departments and outside agencies through the rates that the department develops annually. After conducting a rate study, the department adjusted rates for each service that the department provides. These increases and decreases will result in a net decrease in revenue but will align revenues with expenses within each service cost center and also allow the department to continue to draw down excess retained earnings in order to comply with Federal OMB 2 CFR 225 working capital guidelines.

Sources of \$3.3 million represents projected revenue from rates charged for black and white copies, color copies, graphic design services and outside printing services.

This fund is showing a negative net budget of \$1.3 million primarily due to one-time capital expenditures which are funded by retained earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$685,032 primarily due to an increase in capital expenditures of \$637,300. Staffing expenses are decreasing slightly due to staff attrition, which has resulted in lower hourly staff costs. These costs are offset by increases in services and supplies, as well as transfers out for increased administrative support from the Purchasing General Fund budget unit.

Sources are decreasing by \$756,652 as result of new rates that reduce revenue from black and white copies and graphic design to draw down excess retained earnings in order to comply with Federal OMB 2 CFR 225 working capital guidelines.



STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.1 million fund 15 budgeted regular positions. There are no staffing changes for the Printing Services Division. The current staffing levels are able to manage the workload with careful planning for staff absences.

2014-15 POSITION SUMMARY

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

Printing Services Manager		Graphic Arts		Quick Copy and Print Shop	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Printing Services Manager	3	Graphic Designer I	8	Reproduction Equipment Operator I
1	Total	1	Graphic Designer II	2	Reproduction Equipment Operator II
		4	Total	10	Total



Surplus Property and Storage Operations

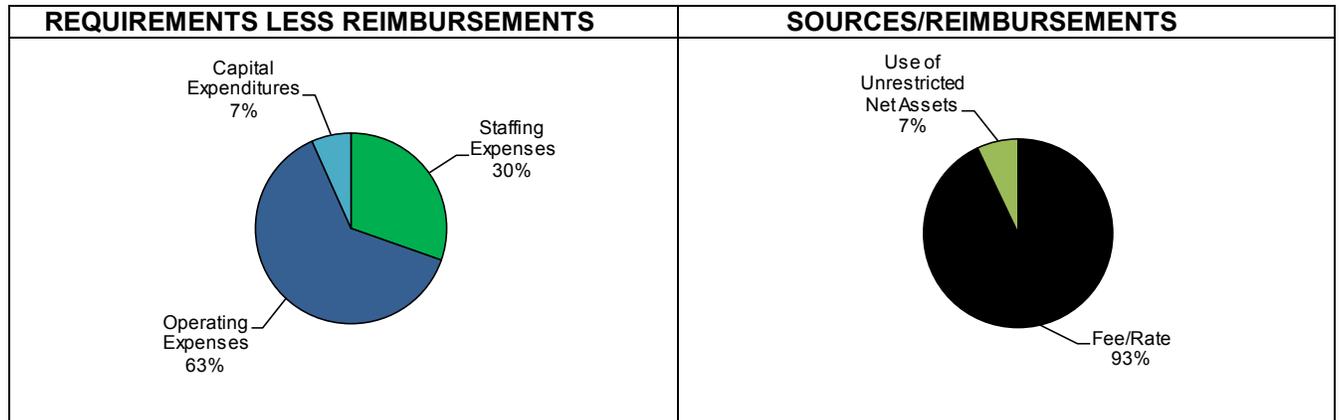
DESCRIPTION OF MAJOR SERVICES

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

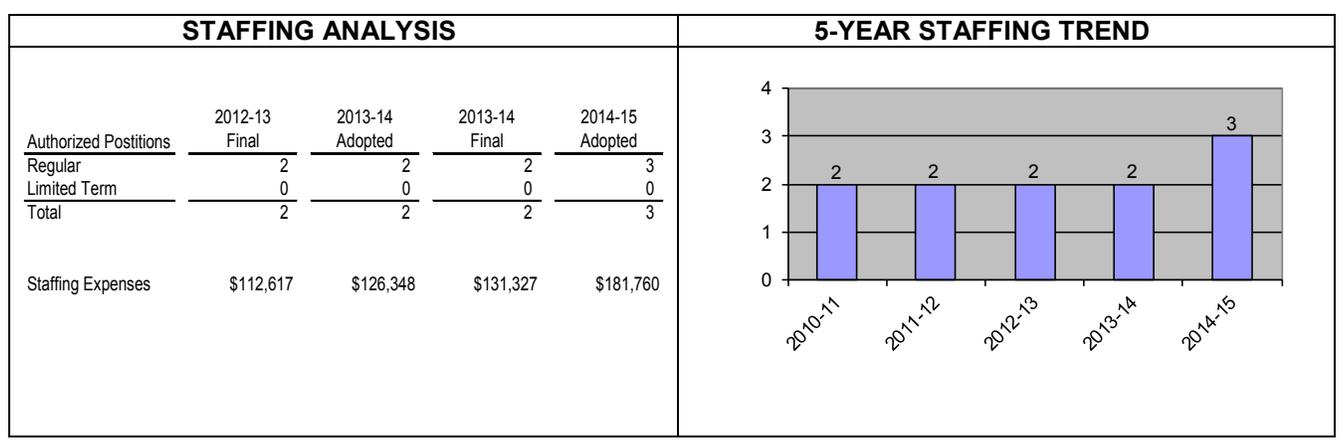
Budget at a Glance	
Requirements Less Reimbursements*	\$598,004
Sources/Reimbursements	\$555,876
Net Budget	(\$42,128)
Estimated Unrestricted Net Assets	\$220,605
Use of Unrestricted Net Assets	\$42,128
Total Staff	3
<small>*Includes Contingencies</small>	

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through a 0.75% rate assessed on purchases of furniture and equipment frequently received at Surplus Property and by user rates for Storage Operations. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage is incorporated into the rate structure for the following fiscal year.

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

BUDGET UNIT: IAV-PUR
 FUNCTION: General
 ACTIVITY: Surplus

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	102,719	107,184	111,814	127,702	131,327	181,760	50,433
Operating Expenses	301,165	244,293	242,209	230,052	240,754	376,244	135,490
Capital Expenditures	0	0	0	0	0	40,000	40,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	403,884	351,477	354,023	357,754	372,081	598,004	225,923
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	403,884	351,477	354,023	357,754	372,081	598,004	225,923
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	403,884	351,477	354,023	357,754	372,081	598,004	225,923
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	360,903	332,147	352,031	483,032	375,000	555,630	180,630
Other Revenue	0	0	15,120	396	1,500	246	(1,254)
Total Revenue	360,903	332,147	367,151	483,429	376,500	555,876	179,376
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	360,903	332,147	367,151	483,429	376,500	555,876	179,376
Net Budget*	(42,981)	(19,330)	13,128	125,675	4,419	(42,128)	(46,547)
				Budgeted Staffing	2	3	1

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of \$598,004 consists primarily of operating expenses which include COWCAP, insurance charges, facilities charges, professional services, and transfers out to fund administrative support provided by staff in the Purchasing Department's general fund budget unit.

Sources of \$555,876 include auction revenue; revenue from the storage and surplus handling rates; proceeds from recycling with outside vendors and revenue from Human Services for the participation of Community Based Organizations in the Surplus Property Program.

This budget unit is showing a negative net budget of \$42,128 which is primarily due to one-time capital expenditures which are funded by assets carried over from the prior year.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$225,923 which includes increases in staffing expenses due to the addition of a new Storekeeper position, increased operating expenses including funding for enhanced auction services, and increased capital expenditures to allow for the replacement of a forklift which has exceeded its useful life.

Sources are increasing by \$179,376 due to an increase in the handling rate from 0.5% to 0.75%, which is assessed on purchase orders for commodities which are most frequently received at the Surplus Division for processing. This increase will allow the department to fund an additional position to address increased workload as well as enhance disposition activities at the surplus warehouse.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$181,760 fund 3 budgeted regular positions. This includes the addition of 1 Storekeeper position due to a 50% increase in the volume of surplus property since 2009-10 and the increased workload to



recycle and reuse a larger percentage of surplus items in adherence to the Green County San Bernardino initiative.

2014-15 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>
Surplus Property and Storage	3	0	3	2	0	1	3
Total	3	0	3	2	0	1	3

Surplus Property and Storage	
<u>Classification</u>	
1	Stores Supervisor I
2	Storekeeper
3	Total



Mail/Courier Services

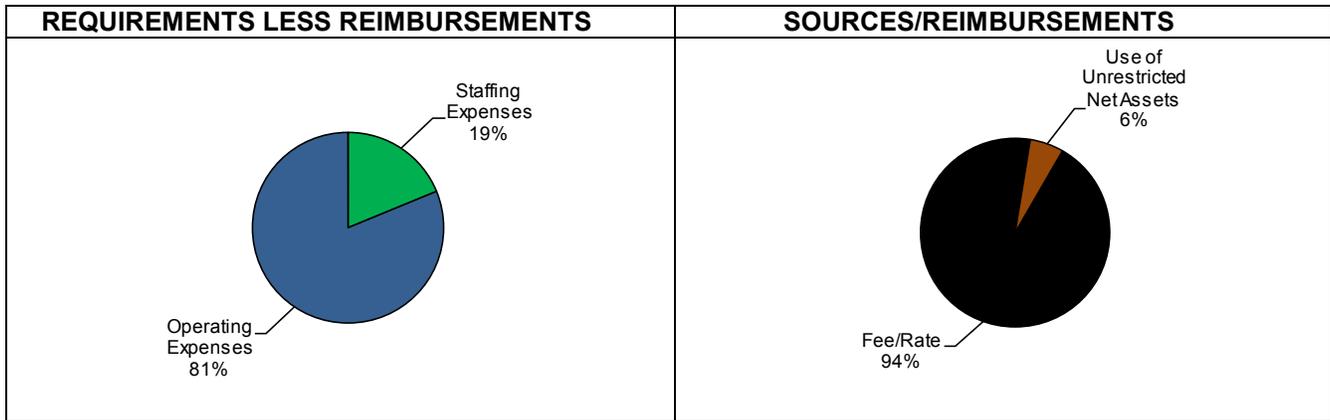
DESCRIPTION OF MAJOR SERVICES

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

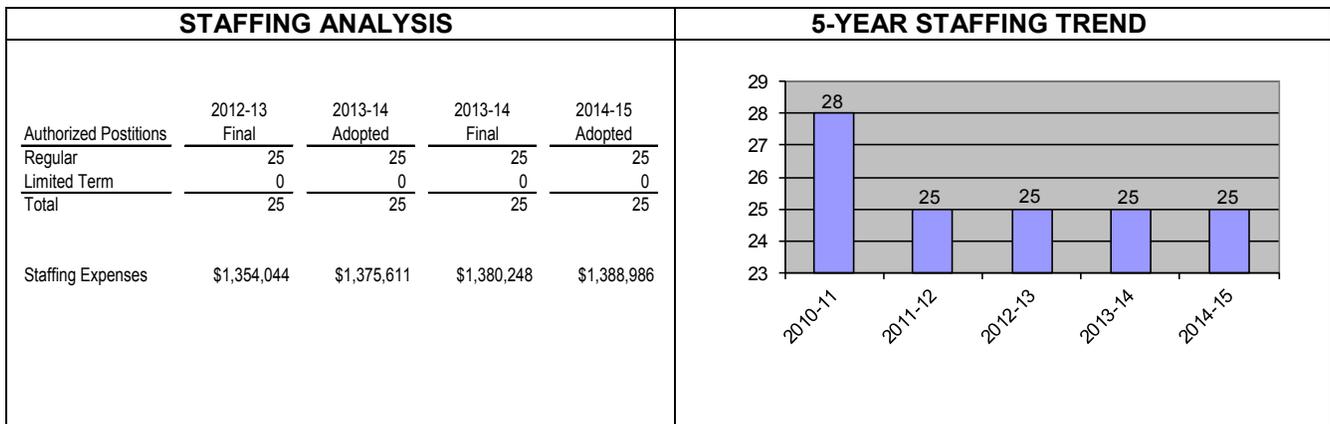
Budget at a Glance	
Requirements Less Reimbursements*	\$7,397,775
Sources/Reimbursements	\$6,971,188
Net Budget	(\$426,587)
Estimated Unrestricted Net Assets	\$1,178,391
Use of Unrestricted Net Assets	\$426,587
Total Staff	25
*Includes Contingencies	

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement.

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

BUDGET UNIT: IAY PUR
FUNCTION: General
ACTIVITY: Mail & Courier Services

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,317,875	1,223,699	1,233,422	1,249,648	1,380,248	1,388,986	8,738
Operating Expenses	4,951,421	5,132,730	5,286,485	5,069,392	5,571,539	6,008,789	437,250
Capital Expenditures	10,727	0	63,586	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	6,280,023	6,356,429	6,583,493	6,319,039	6,951,787	7,397,775	445,988
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,280,023	6,356,429	6,583,493	6,319,039	6,951,787	7,397,775	445,988
Operating Transfers Out	40,000	0	0	0	0	0	0
Total Requirements	6,320,023	6,356,429	6,583,493	6,319,039	6,951,787	7,397,775	445,988
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	176	0	0	0
Fee/Rate	6,279,024	6,323,760	6,340,040	6,194,706	6,705,583	6,971,188	265,605
Other Revenue	0	0	19,448	2,285	4,000	0	(4,000)
Total Revenue	6,279,024	6,323,760	6,359,488	6,197,166	6,709,583	6,971,188	261,605
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	6,279,024	6,323,760	6,359,488	6,197,166	6,709,583	6,971,188	261,605
Net Budget*	(40,999)	(32,669)	(224,005)	(121,873)	(242,204)	(426,587)	(184,383)
				Budgeted Staffing	25	25	0

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses represent the majority of this budget unit's expenditures totaling approximately \$6.0 million. This includes direct postage expense (\$5.0 million), equipment leases and maintenance, postal software upgrades, application development for the web-based billing project not completed in the prior year, and other related services and supplies.

Sources of \$7.0 million represent payments from departments for mail handling, mail delivery and direct postage costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Increases in requirements include increases in postage costs totaling \$481,586 from the USPS, and is offset by slight decreases in professional services, resulting in a net increase of \$445,988.

The Board of Supervisors approved increasing the rate charged to County departments for courier services in 2014-15 by 2.5% to comply with Federal OMB 2 CFR working capital guidelines and to cover increasing fuel costs. Sources are increasing by \$261,605 due to the increasing postage costs from the USPS that are reimbursed by departments.

This budget unit is showing expenditures exceeding projected revenue by \$426,587 in 2014-15. The department will closely monitor the expense and revenue within this budget unit during the year to ensure that working capital is managed at the appropriate level while also providing the necessary cash flow to deliver services. The department will continue to review various rate strategies within mail to ensure this budget unit is adequately funded and return to the Board to recommend a mid-year rate adjustment if necessary.



STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.4 million fund 25 budgeted regular positions. There are no staffing changes. The current staffing levels are able to manage the workload with careful planning for staff absences.

2014-15 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>
Mail Services Manager	1	0	1	1	0	0	1
Mail/Courier	20	0	20	20	0	0	20
Automated Mail	4	0	4	4	0	0	4
Total	25	0	25	25	0	0	25

Mail Services Manager	Mail/Courier	Automated Mail
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Mail Services Manager	1 Mail Services Supervisor	1 Mail Services Supervisor
1 Total	2 Mail Processor III	1 Mail Processor III
	17 Mail Processor II	2 Mail Processor II
	<u>20 Total</u>	<u>4 Total</u>

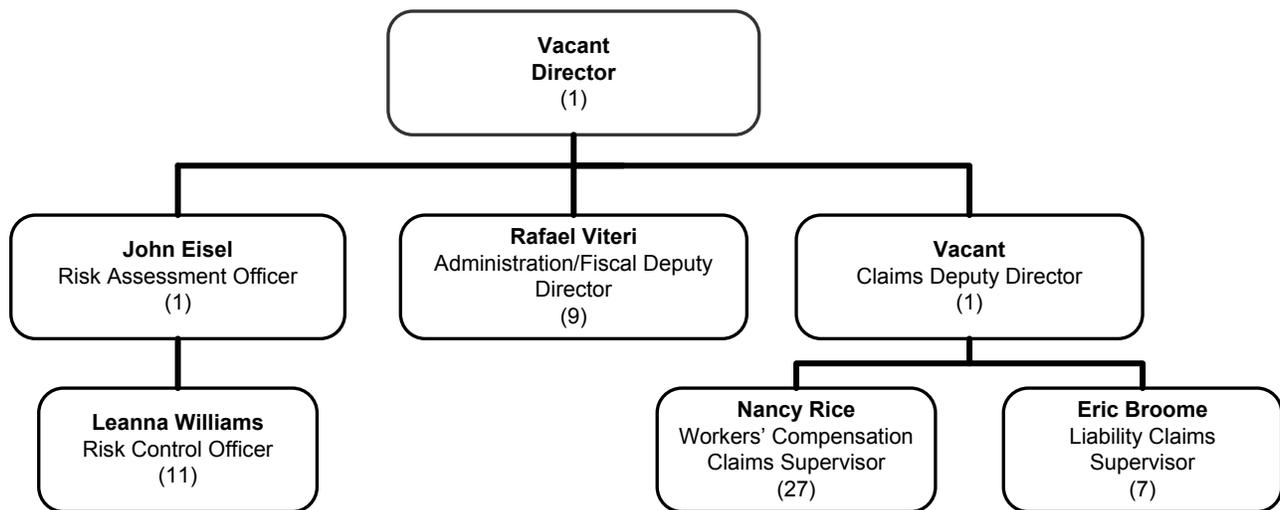


RISK MANAGEMENT

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- In an effort to continue to look for best insurance options and hold down premium increases, Risk Management contacted CSAC-EIA (California State Association of Counties – Excess Insurance Authority) for possible membership consideration and was approved by the Executive Committee in January 2014. Risk Management successfully negotiated the renewal of the property coverage through CSAC-EIA for substantially broader coverage, lower sub-limits, fewer exclusions, and less coverage restrictions for a premium of approximately \$4 million with net savings of \$1.1 million over the current policy.
- Conducted a training seminar with Human Services, Department of Children and Family Services (CFS), on Civil Liability in Child Welfare Cases. The discussions at this seminar resulted in CFS, Risk Management, and County Counsel agreeing to review and modify contracts and hold harmless agreements between the County and Foster Family Agencies that do business with the County.
- Negotiated Medical Malpractice coverage for the policy period of October 2013 through July 2014 with BETA Risk Management Authority for an annual premium decrease for 2013-14 of approximately 9.24% or \$134,444 over the 2012-13 premiums.
- Completed the State of California performance audit of the County Workers' Compensation Program, which resulted in no payment of administrative penalties.
- Provided experienced Workers' Comp claims adjusters to County departments to assist with department specific training at no cost to the departments.
- Provided the ability for departments to submit County-involved incidents electronically. It is a simple, user-friendly process. Over 50% of County departments will be trained by July 2014.



- Conducted quarterly meetings with ARMC to review their higher exposure claims. Worked closely with ARMC and implemented new procedures for the handling of medical malpractice claims. This has resulted in Risk Management handling medical malpractice claims more proactively than in the past.
- Utilized community resources to assist with the state-mandated Workers' Comp claims adjuster training necessary to maintain the high level of skill needed to provide prompt and professional service to injured County employees, while mitigating exposure to penalties, interest and unnecessary costs and expenses. This is a savings of approximately \$400 per required annual training class per adjuster.

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 the maintenance of infrastructure and facilities, the provision of state-of-the-art basic operating systems, liabilities, and reserves; while forming capital to strategically invest in the future.*

Department Strategy: • *Minimize the total cost of risk, through the optimization of insurance vs. risk retention.*

	2012-13	2013-14	2013-14	2014-15
Measurement	Actual	Target	Actual	Target
Cost of risk as a percent of County budget.	1.75%	<2%	1.83%	<2%

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS
Objective(s): • *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

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

	2012-13	2013-14	2013-14	2014-15
Measurement	Actual	Target	Actual	Target
Number of people who are trained.	2,168	2,710	3,837	6,307



COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

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

Department Strategy: • *Ensure injured employees receive timely explanation of benefits by decreasing the time it takes to mail the acceptance letter or delay notice (initial correspondence).*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of days from date of receipt of claim form to mailing of initial correspondence.	N/A	N/A	N/A	14

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

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

Department Strategy: • *Reduce the number of catastrophic/high exposure cases resulting in lawsuits by resolving these claims pre-litigation.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of catastrophic cases referred for pre-litigation handling.	N/A	N/A	N/A	5%



SUMMARY OF BUDGET UNITS

2014-15						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Internal Service Funds						
Operations	5,905,344	5,905,344			0	57
Insurance Funds	96,845,889	89,389,185			(7,456,704)	0
Total Internal Service Funds	102,751,233	95,294,529			(7,456,704)	57

5-YEAR REQUIREMENTS TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Operations	5,869,647	5,847,272	6,382,955	6,362,438	5,905,344
Insurance Programs	67,582,150	73,666,148	93,526,031	99,316,796	96,845,889
Total	73,451,797	79,513,420	99,908,986	105,679,234	102,751,233

5-YEAR SOURCES TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Operations	6,351,588	5,794,537	6,357,955	6,362,438	5,905,344
Insurance Programs	62,912,172	67,269,962	68,436,912	70,988,422	89,389,185
Total	69,263,760	73,064,499	74,794,867	77,350,860	95,294,529

5-YEAR NET BUDGET TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Operations	481,941	(52,735)	(25,000)	0	0
Insurance Programs	(4,669,978)	(6,396,186)	(25,089,119)	(28,328,374)	(7,456,704)
Total	(4,188,037)	(6,448,921)	(25,114,119)	(28,328,374)	(7,456,704)

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



Operations

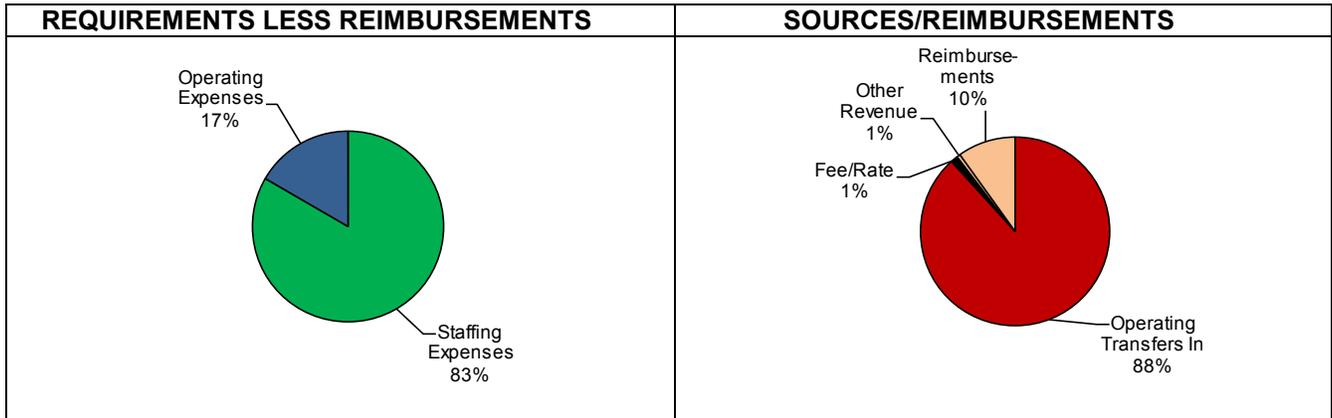
DESCRIPTION OF MAJOR SERVICES

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

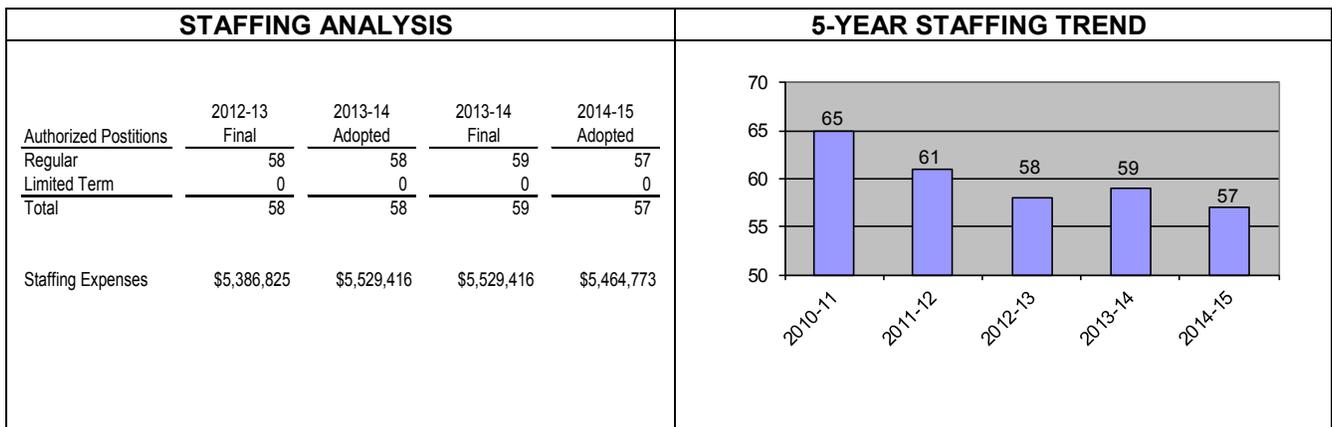
Budget at a Glance	
Requirements Less Reimbursements*	\$6,554,426
Sources/Reimbursements	\$6,554,426
Net Budget	\$0
Estimated Unrestricted Net Assets	\$204,964
Use of Unrestricted Net Assets	\$0
Total Staff	57
*Includes Contingencies	

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

2014-15 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	5,243,193	5,118,796	5,078,130	5,228,966	5,529,416	5,464,773	(64,643)
Operating Expenses	1,160,681	1,323,224	1,547,328	1,347,222	1,461,645	1,089,653	(371,992)
Capital Expenditures	35,822	52,735	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	6,439,696	6,494,755	6,625,458	6,576,188	6,991,061	6,554,426	(436,635)
Reimbursements	(570,052)	(634,025)	(621,566)	(628,623)	(628,623)	(649,082)	(20,459)
Total Appropriation	5,869,644	5,860,730	6,003,892	5,947,565	6,362,438	5,905,344	(457,094)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,869,644	5,860,730	6,003,892	5,947,565	6,362,438	5,905,344	(457,094)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	125,214	106,155	106,961	93,387	110,000	90,000	(20,000)
Other Revenue	(12,133)	(197,608)	(477,354)	(626,690)	25,000	30,000	5,000
Total Revenue	113,081	(91,453)	(370,393)	(533,303)	135,000	120,000	(15,000)
Operating Transfers In	6,238,507	5,920,689	6,183,948	6,227,438	6,227,438	5,785,344	(442,094)
Total Sources	6,351,588	5,829,236	5,813,555	5,694,135	6,362,438	5,905,344	(457,094)
Net Budget*	481,944	(31,494)	(190,337)	(253,430)	0	0	0
				Budgeted Staffing	59	57	(2)

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of \$5.5 million comprise the majority of expenditures in this budget unit for 2014-15. These expenses fund 57 budgeted positions and are necessary to administer the County's insurance programs.

Sources of \$5.9 million are primarily operating transfers in from the insurance funds to cover the cost of department staff and operating expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$457,094 due to a decrease in COWCAP expense.

Sources are decreasing by the same amount, primarily due to lower operating transfers in from the insurance funds. This also includes lower projected administrative fee revenue from the Emergency Medical Services Program and an expected increase in interest revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$5.5 million fund 57 budgeted regular positions. The department staffing will be reduced due to the transfer of 2 Application Specialists to ISD as part of the overall effort to consolidate information technology services.



2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	11	0	11	10	1	0	11
Liability Claims	7	0	7	7	0	0	7
Risk Control	12	0	12	11	1	0	12
Worker's Compensation Claims	27	0	27	27	0	0	27
Total	57	0	57	55	2	0	57

Administration	Liability Claims	Risk Control
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Accountant II	1 Liability Claims Representative I	5 Dept. Risk Control Specialist
1 Accounting Technician	1 Liability Claims Representative III	1 Office Assistant III
2 Deputy Director of Risk Mgmt	3 Liability Claims Representative	1 Risk Control Officer
1 Director of Risk Management	1 Office Assistant III	1 Risk Assessment Officer
1 Executive Secretary II	1 Supvg Liability Claims Rep	3 Risk Control Specialist
2 Fiscal Assistant	7 Total	1 Staff Analyst II
1 Office Assistant II		12 Total
1 Staff Analyst I		
1 Staff Analyst II		
11 Total		
Worker's Compensation Claims		
<u>Classification</u>		
7 Claims Assistant		
1 Fiscal Assistant		
1 Medical Only Claims Adjuster		
2 Office Assistant II		
1 Office Assistant III		
1 Supv Workers Comp Adjuster		
13 Workers Comp Adjuster II		
1 Workers Comp Adjuster III		
27 Total		



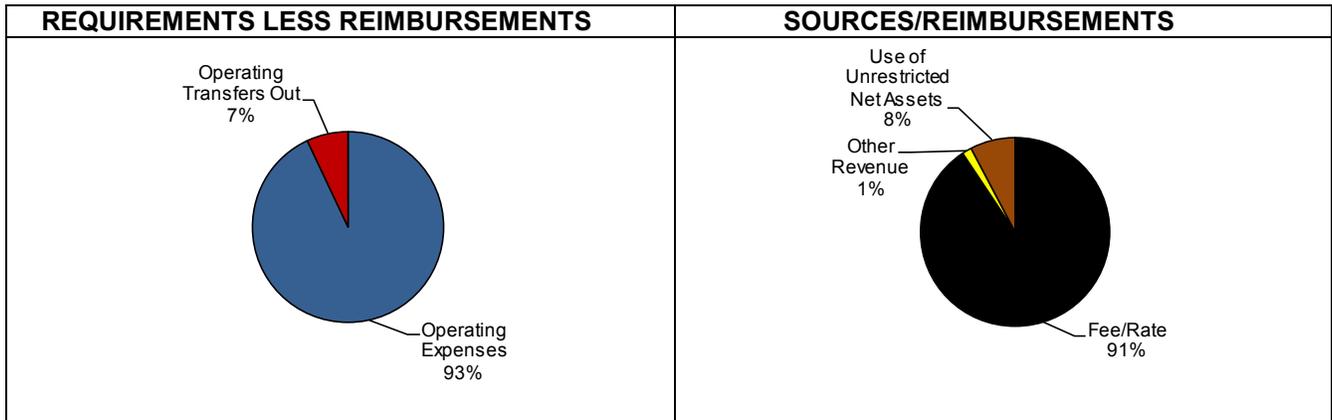
Insurance Programs

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Requirements Less Reimbursements*	\$96,845,889
Sources/Reimbursements	\$89,389,185
Net Budget	(\$7,456,704)
Estimated Unrestricted Net Assets	\$10,747,053
Use of Unrestricted Net Assets	\$7,456,704
Total Staff	0
<small>*Includes Contingencies</small>	

2014-15 ADOPTED BUDGET



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Risk Management
FUND: Insurance Programs

BUDGET UNIT: VARIOUS
FUNCTION: General
ACTIVITY: Insurance Programs

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	60,568,396	67,173,901	62,512,745	68,403,173	92,088,831	90,060,545	(2,028,286)
Capital Expenditures	0	9,110	7,457	0	527	0	(527)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	60,568,396	67,183,011	62,520,202	68,403,173	92,089,358	90,060,545	(2,028,813)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	60,568,396	67,183,011	62,520,202	68,403,173	92,089,358	90,060,545	(2,028,813)
Operating Transfers Out	6,558,844	6,235,825	7,059,078	6,262,212	7,227,438	6,785,344	(442,094)
Total Requirements	67,127,240	73,418,836	69,579,280	74,665,385	99,316,796	96,845,889	(2,470,907)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	58,486,072	67,268,843	68,078,017	84,186,876	63,796,500	87,805,500	24,009,000
Other Revenue	3,415,163	2,334,747	3,075,228	3,786,298	7,191,922	1,583,685	(5,608,237)
Total Revenue	61,901,235	69,603,590	71,153,245	87,973,174	70,988,422	89,389,185	18,400,763
Operating Transfers In	0	0	(60,720,621)	0	0	0	0
Total Sources	61,901,235	69,603,590	10,432,624	87,973,174	70,988,422	89,389,185	18,400,763
Net Budget*	(5,226,005)	(3,815,246)	(59,146,656)	13,307,789	(28,328,374)	(7,456,704)	20,871,670
				Budgeted Staffing	0	0	0

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of \$90.1 million include judgment and settlement costs, medical treatment and expenses, temporary disability and loss earnings, property insurance, and legal defense services.

Operating transfers out of \$6.8 million include \$5.8 million in funding to the Operations budget unit and \$1.0 million in anticipated reimbursements to departments for claims costs.

Sources of \$89.4 million include \$87.8 million in insurance premiums collected from user departments.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2.5 million as a result of lower operating expenses due to an anticipated decrease in settlements as well as decreased operating transfers out representing lower program administration expenses.

Sources are increasing by \$18.4 million primarily due to additional premium allocations to the Workers' Compensation, General Liability, Law Enforcement Liability, and Auto Liability Programs that will help them reach the 80% confidence level of funding. It also includes a slight increase in anticipated interest revenue and insurance recoveries.

The use of \$7.5 million in unrestricted net assets is to pay additional catastrophic claims expected to be resolved in 2014-15.

STAFFING CHANGES AND OPERATIONAL IMPACT

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



LOCAL AGENCY FORMATION COMMISSION Kathleen Rollings-McDonald

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Local Agency Formation Commission	288,274	0	288,274			0
Total General Fund	288,274	0	288,274			0
Total - All Funds	288,274	0	288,274	0	0	0

5-YEAR REQUIREMENTS TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Local Agency Formation Commission	344,637	311,213	301,000	288,274	288,274
Total	344,637	311,213	301,000	288,274	288,274

5-YEAR SOURCES TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Local Agency Formation Commission	0	0	0	0	0
Total	0	0	0	0	0

5-YEAR NET COUNTY COST TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Local Agency Formation Commission	344,637	311,213	301,000	288,274	288,274
Total	344,637	311,213	301,000	288,274	288,274

DESCRIPTION OF MAJOR SERVICES

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

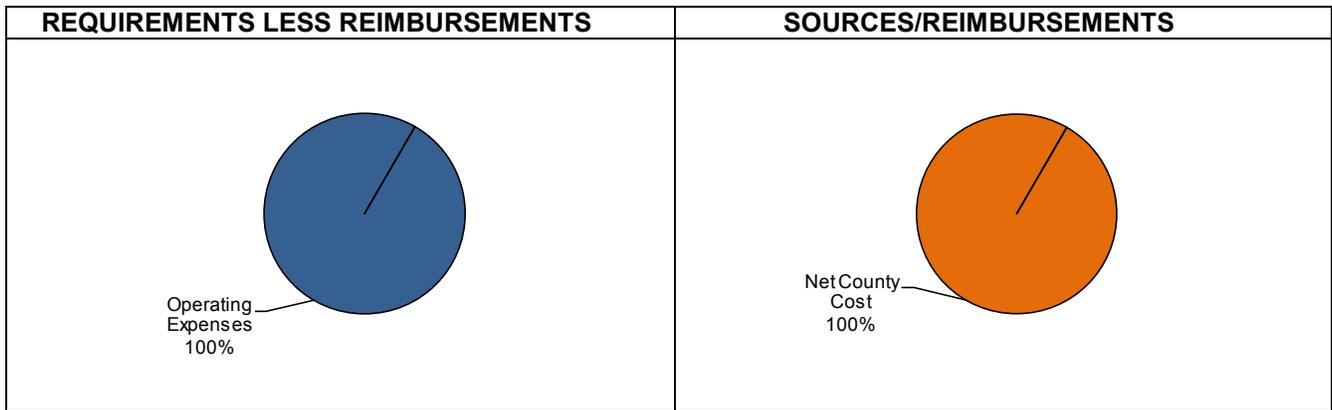
Budget at a Glance	
Requirements Less Reimbursements*	\$288,274
Sources/Reimbursements	\$0
Net County Cost	\$288,274
Total Staff	0
Funded by Net County Cost	100%
<small>*Includes Contingencies</small>	

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

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



2014-15 ADOPTED BUDGET



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	344,637	311,213	301,000	288,274	288,274	288,274	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	344,637	311,213	301,000	288,274	288,274	288,274	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	344,637	311,213	301,000	288,274	288,274	288,274	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	344,637	311,213	301,000	288,274	288,274	288,274	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	344,637	311,213	301,000	288,274	288,274	288,274	0
Budgeted Staffing					0	0	0

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

The County's mandated contribution for 2014-15 is \$288,274, which is the same contribution as the prior year.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



COUNTY SCHOOLS Gary Thomas

SUMMARY OF BUDGET UNITS

	2014-15					Staffing
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	
General Fund						
County Schools	3,270,620	0	3,270,620			0
Total General Fund	3,270,620	0	3,270,620			0
Total - All Funds	3,270,620	0	3,270,620	0	0	0

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Schools	2,897,138	3,176,324	3,085,995	3,159,104	3,270,620
Total	2,897,138	3,176,324	3,085,995	3,159,104	3,270,620

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Schools	0	0	0	0	0
Total	0	0	0	0	0

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Schools	2,897,138	3,176,324	3,085,995	3,159,104	3,270,620
Total	2,897,138	3,176,324	3,085,995	3,159,104	3,270,620



County Schools

DESCRIPTION OF MAJOR SERVICES

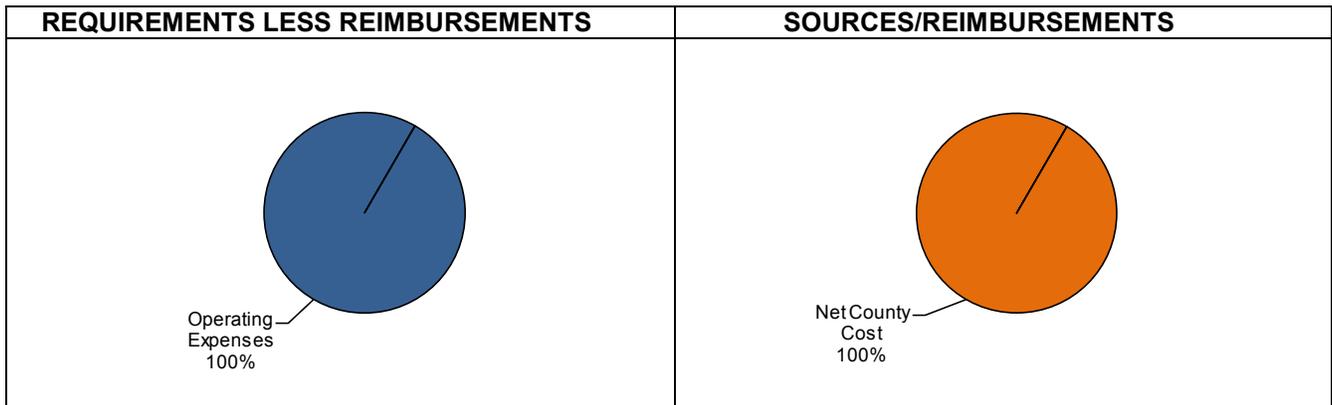
This budget unit represents the County's total legal and contractual obligations to contribute to the costs of the Superintendent of Schools and District Financial Services, known collectively as the San Bernardino County Superintendent of Schools. San Bernardino County Superintendent of Schools is one of the last three dependent County offices of education in the State.

Budget at a Glance	
Requirements Less Reimbursements*	\$3,270,620
Sources/Reimbursements	\$0
Net County Cost	\$3,270,620
Total Staff	0
Funded by Net County Cost	100%
<small>*Includes Contingencies</small>	

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

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

2014-15 ADOPTED BUDGET



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: County Schools
 FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,897,138	3,086,460	2,814,938	3,090,950	3,159,104	3,270,620	111,516
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,897,138	3,086,460	2,814,938	3,090,950	3,159,104	3,270,620	111,516
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,897,138	3,086,460	2,814,938	3,090,950	3,159,104	3,270,620	111,516
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,897,138	3,086,460	2,814,938	3,090,950	3,159,104	3,270,620	111,516
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	2,897,138	3,086,460	2,814,938	3,090,950	3,159,104	3,270,620	111,516
				Budgeted Staffing	0	0	0

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Major expenditures include payments to the Superintendent of Schools for housing costs of \$520,183, data processing of \$755,146, communications of \$450,278, COWCAP charges of \$189,385, utilities of \$270,897 and a reimbursement for staffing of \$927,776. These payments are mandated responsibilities of the County by Title I of the California Education Code.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$111,516 primarily due to anticipated increases in mandated payments based on contractual escalation provisions.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



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