OPERATIONS AND COMMUNITY SERVICES
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
AGRICULTURE/WEIGHTS AND MEASURES	477				
AGRICULTURE/WEIGHTS AND MEASURES	480	6,888,815	5,533,750	1,355,065	64
AIRPORTS	485				
AIRPORTS	489	2,810,030	2,810,030	0	20
ARCHITECTURE AND ENGINEERING	499	0	0	0	22
COUNTY MUSEUM	511				
COUNTY MUSEUM	514	3,191,462	457,050	2,734,412	21
LAND USE SERVICES	520				
ADMINISTRATION	524	467,142	0	467,142	36
PLANNING	527	7,962,234	3,687,107	4,275,127	31
BUILDING AND SAFETY	530	5,055,324	4,561,075	494,249	22
CODE ENFORCEMENT	533	5,430,663	858,000	4,572,663	30
FIRE HAZARD ABATEMENT	536	2,542,266	2,303,869	238,397	17
LAND DEVELOPMENT	539	1,151,667	548,398	603,269	8
PUBLIC WORKS	542				
SURVEYOR	547	3,405,098	2,840,652	564,446	25
REAL ESTATE SERVICES	573				
REAL ESTATE SERVICES	577	1,164,639	1,164,639	0	23
RENTS AND LEASES	580	1,008,033	1,008,033	0	0
COURTS PROPERTY MANAGEMENT	582	2,292,520	2,292,520	0	0
FACILITIES MANAGEMENT DIVISION	586	14,249,231	13,636,172	613,059	102
UTILITIES	589	20,372,124	283,329	20,088,795	2
REGIONAL PARKS	592				
REGIONAL PARKS	596	11,319,706	7,856,571	3,463,135	232
REGISTRAR OF VOTERS	606	8,482,909	1,869,240	6,613,669	37
TOTAL GENERAL FUND		97,793,863	51,710,435	46,083,428	692

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	483	145,635	2,500	143,135	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	492	6,156,238	3,036,030	3,120,208	0
COUNTY LIBRARY	505	20,215,880	13,975,283	6,240,597	291
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
MONUMENT PRESERVATION	550	175,401	62,000	113,401	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	552	143,222,083	76,050,425	67,171,658	338
FLOOD CONTROL DISTRICT					
SPECIAL REVENUE FUNDS - CONSOLIDATED	565	153,917,933	68,238,367	85,679,566	155
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	584	16,264,466	587,617	15,676,849	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	600	6,838,018	3,044,440	3,793,578	0
SPECIAL DISTRICTS:					
FISH AND GAME COMMISSION	612	7,868	4,700	3,168	0
TOTAL SPECIAL REVENUE FUNDS		346,943,522	165,001,362	181,942,160	629

ENTERPRISE FUNDS	Page #	Requirements	Sources	Net Budget	Staffing
AIRPORTS:					
CSA 60 APPLE VALLEY AIRPORT	495	6,450,318	2,172,644	(4,277,674)	0
CSA 60 APPLE VALLEY AIRPORT-CIP	497	3,108,798	275,000	(2,833,798)	0
COUNTY MUSEUM:					
MUSEUM STORE	517	69,131	55,000	(14,131)	2
PUBLIC WORKS DEPARTMENT:					
SOLID WASTE MANAGEMENT ENTERPRISE FUNDS - CONSOLIDATED	560	89,626,923	81,233,776	(8,393,147)	82
REGIONAL PARKS:					
ACTIVE OUTDOORS	603	63,586	62,500	(1,086)	4
TOTAL ENTERPRISE FUNDS		99,318,756	83,798,920	(15,519,836)	88

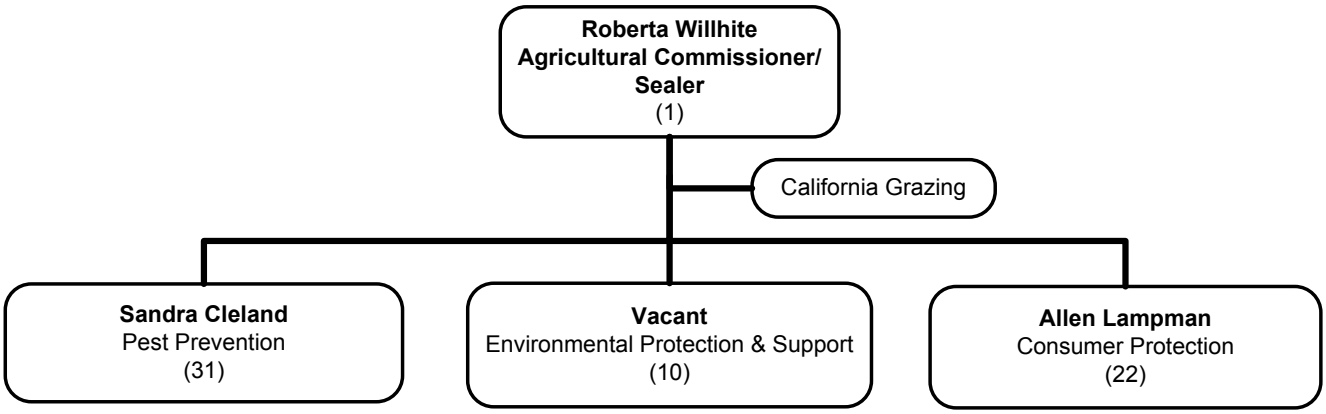
INTERNAL SERVICE FUND	Page #	Requirements	Sources	Net Budget	Staffing
SAN BERNARDINO COUNTY FLOOD CONTROL DISTRICT:					
FLOOD CONTROL EQUIPMENT	571	3,074,000	2,030,000	(1,044,000)	0
TOTAL INTERNAL SERVICES FUND		3,074,000	2,030,000	(1,044,000)	0

AGRICULTURE/WEIGHTS AND MEASURES
Roberta Willhite

DEPARTMENT MISSION STATEMENT

The Department of Agriculture/Weights and Measures protects the environment, agricultural industry, businesses and consumers of this state and county through regulation and satisfies its customers by providing services that promote the health, safety, well-being, and quality of life of its residents according to the County Charter, general laws, and the will of the customers it serves.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Performed 2,450 site visits to shipping terminals, inspected over 11,500 plant shipments, rejected 61 shipments for various violations and intercepted 18 foreign pest species.
- Visited 4,015 businesses requiring a Weights and Measures inspection, inspected 30,100 devices and issued 1,240 Notices of Violation.
- Checked the price accuracy on 24,650 items in an effort to achieve an overall price overage error rate of less than 2%. The measured error rate achieved was 1.8%.
- Serviced an average of 13,825 traps per month in an effort to detect unwanted foreign pests.
- Lobbied the California Department of Food and Agriculture and Cooperative Ag Support Services for the Asian Citrus Psyllid treatment coordinator position to assist citrus growers.
- Developed commercial citrus treatment zones for the Asian Citrus Psyllid.

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:
- *Perform device inspections on a monthly basis, shifting resources as necessary, to enable the inspection of a minimum of 75% of the devices (i.e. scales, gas pumps) annually.*
- *Service insect traps on a monthly basis, shifting resources as necessary to enable completion of the contracted servicing levels.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of registered devices inspected.	N/A	N/A	N/A	75%
Average number of monthly trap servicings.	N/A	N/A	N/A	10,823

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

Objective(s): ***• Utilize County programs and resources to support the local economy and maximize job creation.***

Department Strategy:
- *Perform training sessions on the safe and legal use of pesticides, targeting individuals seeking employment with a structural pest control company.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of attendees at training sessions offered on the safe and legal use of pesticides (annual count).	N/A	N/A	N/A	180

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Agriculture/Weights and Measures	6,888,815	5,533,750	1,355,065			64
Total General Fund	6,888,815	5,533,750	1,355,065			64
Special Revenue Fund						
California Grazing	145,635	2,500		143,135		0
Total Special Revenue Fund	145,635	2,500		143,135		0
Total - All Funds	7,034,450	5,536,250	1,355,065	143,135	0	64

5-YEAR REQUIREMENTS TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Agriculture/Weights and Measures	5,980,537	6,363,146	6,967,436	6,906,365	6,888,815
California Grazing	147,036	151,337	144,536	143,417	145,635
Total	**6,127,573**	**6,514,483**	**7,111,972**	**7,049,782**	**7,034,450**

5-YEAR SOURCES TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Agriculture/Weights and Measures	5,385,445	5,311,670	5,672,365	5,437,850	5,533,750
California Grazing	4,117	4,300	4,000	3,000	2,500
Total	**5,389,562**	**5,315,970**	**5,676,365**	**5,440,850**	**5,536,250**

5-YEAR NET COUNTY COST TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Agriculture/Weights and Measures	595,092	1,051,476	1,295,071	1,468,515	1,355,065
Total	**595,092**	**1,051,476**	**1,295,071**	**1,468,515**	**1,355,065**

5-YEAR FUND BALANCE TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
California Grazing	142,919	147,037	140,536	140,417	143,135
Total	**142,919**	**147,037**	**140,536**	**140,417**	**143,135**

Agriculture/Weights and Measures

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

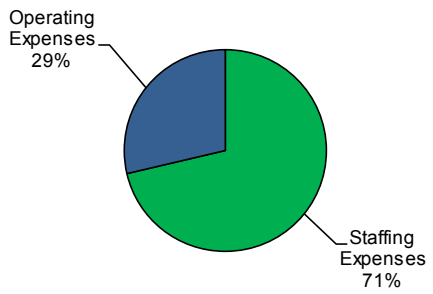
Requirements Less Reimbursements*	$6,888,815
Sources/Reimbursements	$5,533,750
Net County Cost	$1,355,065
Total Staff	64
Funded by Net County Cost	20%

*Includes Contingencies

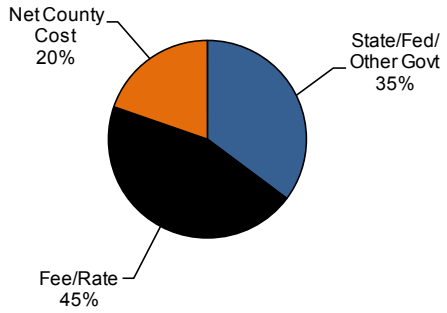
The Department of Agriculture/Weights and Measures protects the environment, public health, worker safety and the welfare of the public by helping residents and businesses comply with state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates unwanted foreign pests, regulates pesticide use, verifies pricing accuracy of goods, and regulates all business transactions based on units of measures such as weight or volume. Additional duties include inspecting eggs, produce and nursery stock, certifying plant shipments for export, controlling vegetation along state and County right-of-ways and flood control channels, and other miscellaneous services provided to businesses and the general public. The department has two canine inspection teams that are utilized with great success to detect plant materials from within unmarked agricultural parcels found at industrial shipping terminals. The department works closely with the California Department of Food and Agriculture (CDFA) and has several revenue contract agreements with CDFA that provide funding for related state mandated programs.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

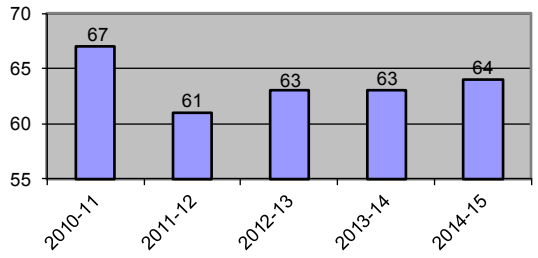


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	61	61	61	63
Limited Term	2	2	2	1
Total	63	63	63	64
Staffing Expenses	$4,790,971	$4,898,956	$5,008,241	$4,902,159

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Agriculture/Weights & Measures
FUND: General

BUDGET UNIT: AAA AWM
FUNCTION: Public Protection
ACTIVITY: Protective Inspection

	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	4,377,781	4,630,485	4,427,088	4,768,868	5,008,241	4,902,159	**(106,082)**
Operating Expenses	1,602,738	1,679,644	2,061,544	1,868,823	1,890,216	1,970,706	**80,490**
Capital Expenditures	0	0	8,870	(6,788)	0	15,950	**15,950**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	5,980,519	6,310,129	6,497,502	6,630,903	6,898,457	6,888,815	**(9,642)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,980,519	6,310,129	6,497,502	6,630,903	6,898,457	6,888,815	**(9,642)**
Operating Transfers Out	0	0	48,000	7,907	7,908	0	**(7,908)**
Total Requirements	5,980,519	6,310,129	6,545,502	6,638,810	6,906,365	6,888,815	**(17,550)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	3,141,599	2,413,131	3,104,929	2,405,236	2,397,350	2,425,550	**28,200**
Fee/Rate	2,236,684	2,831,351	3,068,429	3,063,184	3,039,000	3,107,000	**68,000**
Other Revenue	7,163	31,849	(257)	(2,436)	1,500	1,200	**(300)**
Total Revenue	5,385,446	5,276,331	6,173,101	5,465,984	5,437,850	5,533,750	**95,900**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	5,385,446	5,276,331	6,173,101	5,465,984	5,437,850	5,533,750	**95,900**
Net County Cost	595,073	1,033,798	372,401	1,172,826	1,468,515	1,355,065	**(113,450)**
				Budgeted Staffing	63	64	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses make up the majority of expenditures within this budget unit. These expenses are necessary in order to provide mandated inspection services in the field for agriculture and weights and measures. Herbicide purchases, vehicle and equipment maintenance charges comprise the majority of the department's operating expenses. Sources of $5.5 million are derived primarily from license and permit fees, reimbursement via State Contracts, County's portion of Unclaimed Gas Tax, and reimbursement for weed control services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $17,550 primarily due to staffing expenses being reduced based on new employees budgeted at lower step levels. Requirements also include a new lease purchase (2 months funding) for a vehicle equipped with computerized spray equipment. Keeping the department fleet and equipment updated will enhance operations and improve efficiency by reducing down time from equipment needing repairs.

Sources are increasing by $95,900 primarily due to an increase in Fee/Rate revenue.

Funding of $65,000 for the Cooperative Extension Program was eliminated and Net County Cost was reduced by a corresponding amount as part of the Recommended Budget; however, the funding was restored by the Board at the budget hearing on June 17, 2014.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $4.9 million fund 64 budgeted positions of which 63 are regular positions and 1 is a limited term position. There is a net increase in budgeted staffing of 1 position. This budget includes adding 1 Public Service Employee position, restoring 2 regular positions that were eliminated five years ago due to the Retirement Incentive Program (RIP), and deleting 2 Contract Canine Assistant positions. The restoration of 1 Supervising Agricultural/Standards Officer and 1 Office Assistant III position will enable the department to work more efficiently and meet existing workload requirements in the Consumer Protection Division. The deletion of 2

Contract Canine Assistant positions and replacement with the newly added Public Service Employee position will provide temporary support while the department searches for a suitable replacement contract employee.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Consumer Protection	22	0	22	19	1	2	22
Environmental Protection & Support	11	0	11	11	0	0	11
Pest Prevention	30	1	31	30	0	1	31
Total	63	1	64	60	1	3	64

Consumer Protection

	Classification
1	Deputy. Ag. Commissioner/Sealer
2	Supervising Ag/Standards Officer
17	Agricultural/Standards Officer
2	Office Assistant III
22	Total

Pest Prevention

	Classification
1	Deputy Ag. Commissioner/Sealer
2	Supervising Ag/Standards Officer
6	Agricultural Standards/Officer
1	Agricultural Pest Exclusion Officer
3	Agricultural/Standards Technician
1	Agricultural Field Aide II
15	Agricultural Field Aide I
1	Office Assistant III
1	Public Service Employee
31	Total

Environmental Protection & Support

	Classification
1	Agricultural Commissioner/Sealer
1	Asst. Ag Commissioner/Sealer
1	Supervising Ag/Standards Officer
5	Agricultural Standards/Officer
1	Office Assistant III
1	Executive Secretary
1	Fiscal Assistant
11	Total

California Grazing

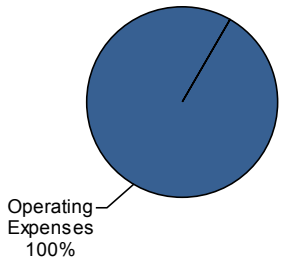
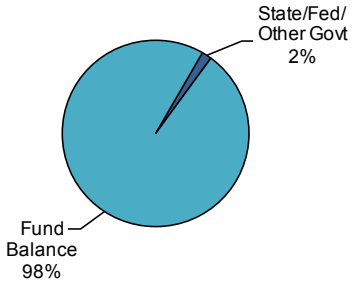
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$145,635
Sources/Reimbursements	$2,500
Fund Balance	$143,135
Use of Fund Balance	$143,135
Total Staff	0

*Includes Contingencies

The California Grazing budget unit funds a variety of range improvement projects such as cattle guards, fencing, pipelines, tanks and other water dispensing facilities adopted by the County's Range Improvement Advisory Committee (RIAC). RIAC is comprised of five lessees of federal grazing land and one wildlife representative, and are appointed by the Board of Supervisors. RIAC recommends various grazing improvement projects for funding to the Board of Supervisors. The Bureau of Land Management (BLM), the federal agency responsible for leasing the grazing allotments to the ranchers, reviews the environmental impact of projects. Funding for these projects comes from fees paid to the federal government for grazing rights by ranchers under the provisions of the federal Taylor Grazing Act of 1934. A portion of the grazing fees is distributed back to the County to finance improvements on federal lands. The County acts in a trustee capacity for theses funds.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Agriculture/Weights and Measures
FUND: California Grazing

BUDGET UNIT: SCD ARE
FUNCTION: Public Protection
ACTIVITY: Other Protection

	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	10,804	2,995	0	143,417	145,635	**2,218**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	10,804	2,995	0	143,417	145,635	**2,218**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	10,804	2,995	0	143,417	145,635	**2,218**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	10,804	2,995	0	143,417	145,635	**2,218**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	4,118	4,303	2,876	2,718	3,000	2,500	**(500)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	4,118	4,303	2,876	2,718	3,000	2,500	**(500)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	4,118	4,303	2,876	2,718	3,000	2,500	**(500)**
				Fund Balance	140,417	143,135	**2,718**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $145,635 provide for a variety of grazing/range improvement projects on federal lands, and these improvement projects are approved by the Board of Supervisors through recommendations from the RIAC. Sources are derived from the federal government as a pass through based on a portion of fees paid by the ranchers directly to the federal government for grazing rights.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no major budget changes from prior year.

STAFFING CHANGES AND OPERATIONAL IMPACT

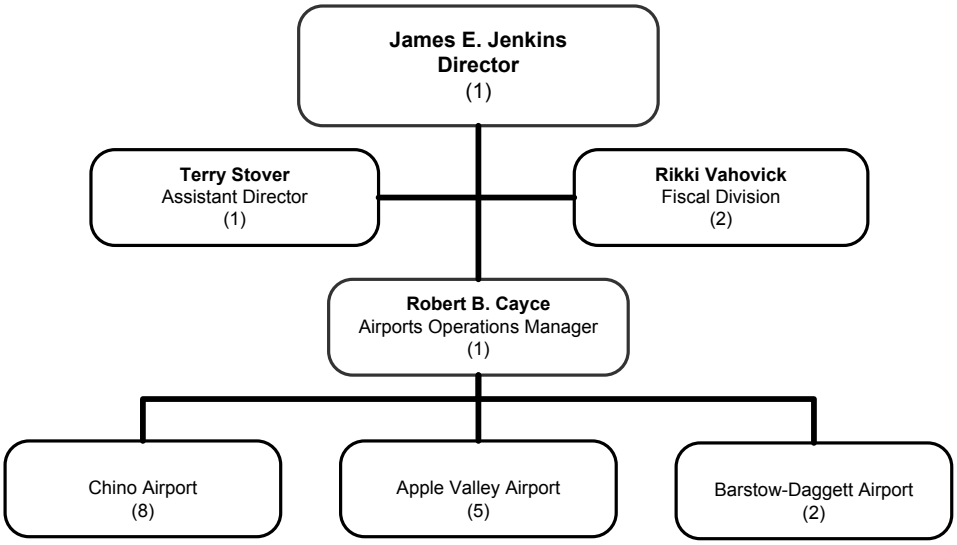
There is no staffing associated with this budget unit.

AIRPORTS
James E. Jenkins

DEPARTMENT MISSION STATEMENT

San Bernardino County Department of Airports plans, organizes and directs the County's airport and aviation system to provide high-quality aviation facilities and services in a safe and efficient manner, optimizing the benefit to the communities and citizens of the County.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Apple Valley Airport - Completed construction and dedication of fuel storage facility - $3.1 million capital investment; project completed $200,000 under construction budget.
- Chino Airport - Negotiated sub-tenancy agreement with aircraft manufacturing company Soaring America, a subsidiary entity to the Mooney Aircraft Company, to locate new research and development division to San Bernardino County, which brings hi-tech jobs to the region.
- Twentynine Palms Airport - Erected new aircraft storage facility for use by airport tenants.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

Objective(s): ***• Work with Federal, State and regional governments and organizations to ensure San Bernardino County receives its fair share of resources and to help shape legislation and regulations which affect the County.***

Department Strategy:

- *Improve and maintain Airport infrastructure, such as runways and drainage systems by maximizing utilization of Federal Aviation Administration and Cal Trans Aeronautics funding.*
- *Continue to develop and maintain focus on structured and preventative maintenance programs to address infrastructure deficiencies.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of pavement rehabilitation completed (minimum 10% annually).	2%	15%	20%	15%

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.***

Department Strategy:

- *Leverage ground use at Chino Airport to produce new revenue streams to subsidize ongoing airport operational costs.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
New ground use revenue generated.	N/A	N/A	N/A	$60,000

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

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

Department Strategy:

- *Maximize structured outreach activities to private sector business entities thus informing prospective businesses of real estate opportunities at various County airports.*
- *Continue to closely monitor existing airport businesses to ensure continued success; assist by providing clearinghouse guidance to available related resources.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of businesses operating on airport properties (commercial leases).	75	85	84	88

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Airports	2,810,030	2,810,030				20
Total General Fund	2,810,030	2,810,030				20
Special Revenue Fund						
Airports Special Revenue Fund-Consolidated	6,156,238	3,036,030		3,120,208		0
Total Special Revenue Funds	6,156,238	3,036,030		3,120,208		0
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	6,450,318	2,172,644			(4,277,674)	0
CSA 60 - Apple Valley Airport - Cap Improv	3,108,798	275,000			(2,833,798)	0
Total Enterprise Funds	9,559,116	2,447,644			(7,111,472)	0
Total - All Funds	18,525,384	8,293,704	0	3,120,208	(7,111,472)	20

5-YEAR REQUIREMENTS TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Airports	3,088,478	2,886,349	2,879,545	2,996,893	2,810,030
Chino Airport Commercial Hangars	1,863,863	1,569,987	1,258,469	1,339,915	1,147,804
Chino Airport Incentive Fund	142,142	172,415	106,633	71,260	26,933
Airports Capital Improvement Program	8,063,335	4,886,535	3,935,486	5,461,792	4,981,501
CSA 60 - Apple Valley Airport - Operations	3,347,296	5,566,790	6,144,933	5,572,889	6,450,318
CSA 60 - Apple Valley Airport - Cap. Improv	6,564,764	5,360,429	4,922,355	4,117,693	3,108,798
Total	**23,069,878**	**20,442,505**	**19,247,421**	**19,560,442**	**18,525,384**

5-YEAR SOURCES TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Airports	3,088,478	2,886,349	2,879,545	2,996,893	2,810,030
Chino Airport Commercial Hangars	837,630	914,248	1,249,101	1,162,131	1,137,030
Chino Airport Incentive Fund	58,662	0	105,026	43,929	0
Airports Capital Improvement Program	4,806,196	925,375	2,200,771	2,280,103	1,899,000
CSA 60 - Apple Valley Airport - Operations	2,652,261	3,716,654	3,117,287	2,234,189	2,172,644
CSA 60 - Apple Valley Airport - Cap. Improv	46,038	(905,155)	619,918	64,000	275,000
Total	**11,489,265**	**7,537,471**	**10,171,648**	**8,781,245**	**8,293,704**

5-YEAR NET COUNTY COST TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Airports	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

5-YEAR FUND BALANCE TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Chino Airport Commercial Hangars	1,026,233	655,739	9,368	177,784	10,774
Chino Airport Incentive Fund	83,480	172,415	1,607	27,331	26,933
Airports Capital Improvement Program	3,257,139	3,961,160	1,734,715	3,181,689	3,082,501
Total	**4,366,852**	**4,789,314**	**1,745,690**	**3,386,804**	**3,120,208**

5-YEAR NET BUDGET TREND	2010-11	2011-12	2012-13	2013-14	2014-15
CSA 60 - Apple Valley Airport - Operations	(695,035)	(1,850,136)	(3,027,646)	(3,338,700)	(4,277,674)
CSA 60 - Apple Valley Airport - Cap. Improv	(6,518,726)	(6,265,584)	(4,302,437)	(4,053,693)	(2,833,798)
Total	**(7,213,761)**	**(8,115,720)**	**(7,330,083)**	**(7,392,393)**	**(7,111,472)**

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

Airports

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$3,807,116
Sources/Reimbursements	$3,807,116
Net County Cost	$0
Total Staff	20
Funded by Net County Cost	0%
*Includes Contingencies	

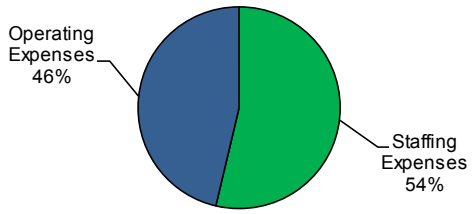
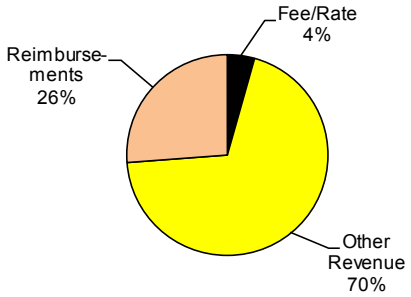
The Department of Airports provides for the management, development, maintenance and operation of six airports. The department assures that County airports are maintained and operated in compliance with state and federal regulations. The department works cooperatively with other airports located within the County regarding state and federal aviation programs, issues and requirements. The department participates and provides input to aviation industry support organizations, as necessary, to develop local, national and state aviation policy.

The County's six airports include:

1. Apple Valley Airport, a County Service Area (CSA-60) with a significant sport aviation base;
2. Baker Airport, located adjacent to the Town of Baker and supports 1-40 between Barstow and Las Vegas;
3. Barstow-Daggett Airport, which features significant military activity and the Fort Irwin Helicopter Maintenance Base, both of which support the Fort Irwin National Training Center;
4. Chino Airport, a Federal Aviation Administration (FAA) designated reliever to John Wayne Airport and one of the largest general aviation airports in the country with approximately 650 based aircraft;
5. Needles Airport, a critical transportation link along the Colorado River; and
6. Twentynine Palms Airport, a center for soaring activity serving the surrounding community, including the United Sates Marine Corps Air-Ground Combat Center.

The County's airports produce revenue to operate and maintain the airport system. Revenues are generated from facility rents, concession and user fees, and, in the case of Apple Valley Airport, property taxes dedicated to the support of CSA-60. State and federal grants are significant sources for funds to construct, improve and maintain airport infrastructure.

2014-15 ADOPTED BUDGET

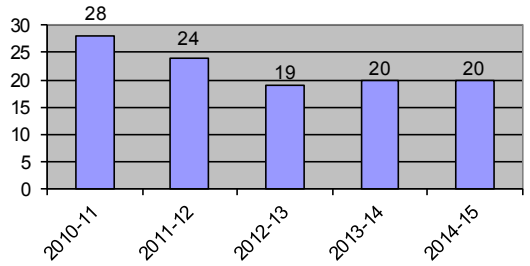
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	19	20	20	20
Limited Term	0	0	0	0
Total	19	20	20	20
Staffing Expenses	$1,814,396	$1,925,294	$1,925,294	$2,038,764

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: General

BUDGET UNIT: AAA APT
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation Terminals

	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	2,233,507	2,091,771	1,632,659	1,855,067	1,925,294	2,038,764	**113,470**
Operating Expenses	1,325,493	2,004,137	1,867,509	1,855,126	1,895,778	1,758,352	**(137,426)**
Capital Expenditures	0	0	0	7,895	21,050	10,000	**(11,050)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,559,000	4,095,908	3,500,168	3,718,088	3,842,122	3,807,116	**(35,006)**
Reimbursements	(859,932)	(1,227,613)	(886,813)	(936,848)	(1,039,925)	(997,086)	**42,839**
Total Appropriation	2,699,068	2,868,295	2,613,355	2,781,240	2,802,197	2,810,030	**7,833**
Operating Transfers Out	335,210	19,000	424,000	194,696	194,696	0	**(194,696)**
Total Requirements	3,034,278	2,887,295	3,037,355	2,975,936	2,996,893	2,810,030	**(186,863)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	80,000	58,519	45,616	40,000	0	0	**0**
Fee/Rate	160,214	176,850	156,865	189,008	217,563	165,878	**(51,685)**
Other Revenue	2,849,265	2,649,144	2,821,029	2,744,516	2,730,330	2,595,996	**(134,334)**
Total Revenue	3,089,479	2,884,513	3,023,510	2,973,524	2,947,893	2,761,874	**(186,019)**
Operating Transfers In	0	0	25,000	23,502	49,000	48,156	**(844)**
Total Sources	3,089,479	2,884,513	3,048,510	2,997,026	2,996,893	2,810,030	**(186,863)**
Net County Cost	(55,201)	2,782	(11,155)	(21,090)	0	0	**0**
				Budgeted Staffing	20	20	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.0 million fund 20 budgeted regular positions that provide support for 6 County-operated airports. Operating expenses of $1.8 million include Countywide Services (COWCAP), property insurance, utilities, other professional services and general maintenance. Reimbursements of $997,086 are from Airport's special revenue and enterprise funds and are primarily for staffing costs and services/supplies expenses that are incurred by the Airport's general fund budget unit for personnel that are assigned to support the Apple Valley Airport and Chino Airport Commercial Hangar complex. Sources of $2.8 million primarily represent Rents and Concession receipts at the various airports.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $186,863 which includes an increase of $113,470 in staffing expenses due to anticipated retirements (leave cash outs), step increases, and an increase to general member retirement costs and a decrease in operating expenses primarily attributed to a reduction of utility charges at Chino Airport. Capital expenditures are decreasing slightly from the prior year, and consist of purchasing a mower in 2014-15 to maintain the grounds at Chino Airport. Operating transfers out are eliminated as this budget unit will not be transferring funds to the Capital Improvement Program budget in 2014-15. Sources are decreasing by $186,863 to reflect anticipated rents and concessions collection levels.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.0 million fund 20 budgeted regular positions. A minor restructuring of the department's fiscal function has resulted in the reclassification of 1 position: Fiscal Assistant to Fiscal Specialist. Reclassifying this position will align the position classification with the new scope of job duties.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	5	0	5	5	0	0	5
Apple Valley Airport	5	0	5	5	0	0	5
Barstow-Daggett Airport	2	0	2	2	0	0	2
Chino Airport	8	0	8	7	1	0	8
Total	20	0	20	19	1	0	20

Administration

	Classification
1	Airports Director
1	Airports Assistant Director
1	Airports Operations Manager
1	Fiscal Specialist
1	Staff Analyst II
5	Total

Apple Valley Airport

	Classification
1	Airport Maintenance Supervisor
2	Airport Maintenance Worker I
1	Airport Maintenance Worker II
1	Secretary I
5	Total

Barstow-Daggett Airport

	Classification
2	Airport Maintenance Worker I
2	Total

Chino Airport

	Classification
1	Airport Maintenance Supervisor
5	Airport Maintenance Worker I
1	Fiscal Assistant
1	Secretary I
8	Total

Airports Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

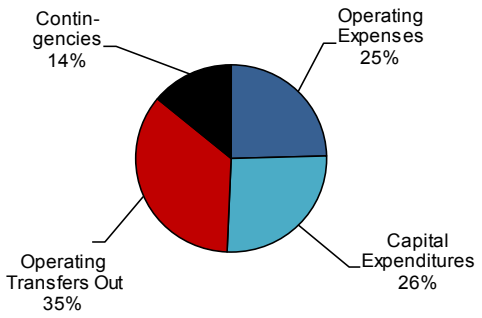
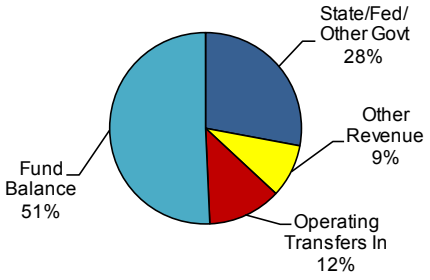
Budget at a Glance	
Requirements Less Reimbursements*	$6,156,238
Sources/Reimbursements	$3,036,030
Fund Balance	$3,120,208
Use of Fund Balance	$2,256,763
Total Staff	0
*Includes Contingencies	

Chino Airport Commercial Hangars complex is managed, maintained, and operated by the Department of Airports. The Commercial Hangars at Chino Airport were constructed in 1987 with proceeds from a 30-year bond issue. In addition to maintenance expenses, requirements are budgeted annually for insurance costs and bond repayment. Requirements for this budget unit are funded from rental revenues and available fund balance. There is no staffing associated with this budget unit. However, this budget unit reimburses the Airport's general fund budget unit for the cost of staffing incurred to support the Commercial Hangar complex.

The Chino Airport Incentive Fund was established mid-year in 2007-08 to provide separate accountability for all costs and revenues related to the objective of attracting and retaining businesses at Chino Airport. There is no staffing associated with this budget unit

Airports Capital Improvement Program is a Capital Improvement Program (CIP) that is managed by the Department of Airports and includes projects for Baker Airport, Barstow-Daggett Airport, Chino Airport, Needles Airport, and Twentynine Palms Airport. Projects funded in this budget unit include utility, storm water, and fire suppression plans, Airport Master Plans, Airport Layout Plans, construction and rehabilitation for numerous runways, taxiways, water systems, airport facilities, annual pavement maintenance, infrastructure and rehabilitation of reverted buildings. The capital projects for Apple Valley Airport (County Service Area 60) are budgeted in a separate budget unit. All Capital Improvement Projects for all six airports that are administered by the Department, or by Architecture and Engineering on behalf of the Department, are reported in the Capital Improvement Program section of this budget book. There is no staffing associated with this budget unit

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Plant Acquisition

	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	1,700,659	1,416,177	1,094,597	1,214,034	1,387,826	1,512,895	**125,069**
Capital Expenditures	3,536,343	2,925,116	539,298	914,532	2,009,566	1,607,209	**(402,357)**
Contingencies	0	0	0	0	696,497	863,445	**166,948**
Total Exp Authority	5,237,002	4,341,293	1,633,895	2,128,566	4,093,889	3,983,549	**(110,340)**
Reimbursements	0	0	(200,000)	0	0	0	**0**
Total Appropriation	5,237,002	4,341,293	1,433,895	2,128,566	4,093,889	3,983,549	**(110,340)**
Operating Transfers Out	234,000	442,100	1,057,764	583,255	2,779,078	2,172,689	**(606,389)**
Total Requirements	5,471,002	4,783,393	2,491,659	2,711,821	6,872,967	6,156,238	**(716,729)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	4,201,216	909,730	1,975,371	0	1,057,500	1,719,000	**661,500**
Fee/Rate	4,536	0	184	7,428	0	3,856	**3,856**
Other Revenue	937,734	587,260	926,599	1,677,979	1,243,183	552,964	**(690,219)**
Total Revenue	5,143,486	1,496,990	2,902,154	1,685,407	2,300,683	2,275,820	**(24,863)**
Operating Transfers In	596,210	221,100	1,111,129	758,816	1,185,480	760,210	**(425,270)**
Total Sources	5,739,696	1,718,090	4,013,283	2,444,223	3,486,163	3,036,030	**(450,133)**
				Fund Balance	3,386,804	3,120,208	**(266,596)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Chino Airport Commercial Hangars (Fund RCI)	1,147,804	1,137,030	10,774	0
Chino Airport Incentive Fund (Fund RCO)	26,933	0	26,933	0
Airports Capital Improvement Program (Fund RAA,RCD)	4,981,501	1,899,000	3,082,501	0
Total Special Revenue Funds	6,156,238	3,036,030	3,120,208	0

Chino Airport Commercial Hangars has approximately $1.1 million in requirements for operating expenses, which includes transfers of $856,394 for the bond payment and $138,264 in services and supplies for operations. Sources of approximately $1.1 million are generated from rents and concessions receipts from commercial tenants in the amount of $547,964 and an operating transfer in from the Airports Capital Improvement Program budget unit in the amount of $585,210 to fund current services. The Chino Airport Commercial Hangars, if fully occupied at the current market lease rate, will not generate adequate revenues to fully fund the operations, maintenance, and bond obligation expenses through the bond payment period.

Chino Airport Incentive Fund has $26,933 in requirements for operating expenses for services and supplies, which is primarily for the completion of the Chino Airport Master plan, and is supported by the current fund balance of $26,933.

Airports Capital Improvement Program has $5.0 million in requirements which includes $1.6 million in capital expenditures, primarily for: the ground water assessment associated with the groundwater plume at Chino Airport for $200,000; the Chino Airport pavement and maintenance projects for $390,746; and an on-call engineering contract for various projects for $200,000. Operating transfers out of $2.2 million primarily consists of transfers to Architecture and Engineering (A&E) for management of various CIP's, including: $1.1 million for

the Chino Runway Safety and Fire Suppression project and $240,000 for the Kimball Avenue Storm Water Conveyance project, both at the Chino airport; and $585,210 to the Chino Airport Commercial Hangars to fund current services. Sources of $1.9 million are primarily from Federal grants for various CIP's including the Chino Fire Suppression Removal project.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net $716,729 primarily to reflect a decrease of $606,389 in operating transfers out due to fewer A&E managed projects in 2014-15. Sources are decreasing by a net $450,133 primarily attributed to the elimination of an operating transfer in from the Airport general fund budget to the Airport Capital Improvement Program budget due to financial constraints in the Airport general fund budget.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

CSA 60 – Apple Valley Airport – Operations

DESCRIPTION OF MAJOR SERVICES

County Service Area 60 (CSA 60) funds the operation, capital projects and maintenance of Apple Valley Airport, which is administered and staffed by the County of San Bernardino Department of Airports. Apple Valley Airport, which was built in 1970, is a public use airport providing general aviation services to the High Desert region. CSA 60 is primarily funded by local property tax and revenue generated from airport leasing activities.

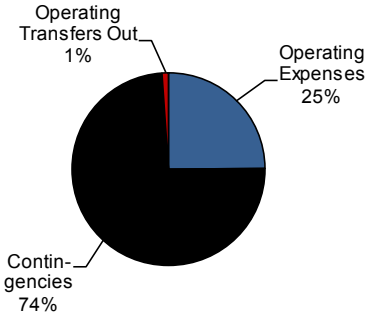
Budget at a Glance

Requirements Less Reimbursements*	$6,450,318
Sources/Reimbursements	$2,172,644
Net Budget**	($4,277,674)
Estimated Unrestricted Net Assets	$6,359,944
Use of Unrestricted Net Assets	$0
Total Staff	0

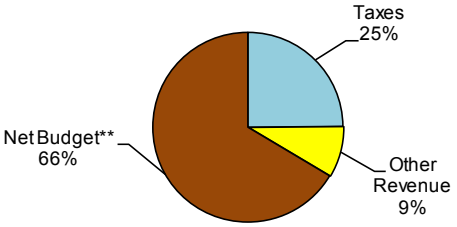
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: CSA 60 - Apple Valley Airport

BUDGET UNIT: EBJ 400
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation

	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	1,365,828	1,431,095	1,465,115	1,394,940	2,029,536	1,599,978	**(429,558)**
Capital Expenditures	0	167,687	0	5,184	0	22,000	**22,000**
Contingencies	0	0	0	0	3,473,353	4,758,340	**1,284,987**
Total Exp Authority	1,365,828	1,598,782	1,465,115	1,400,124	5,502,889	6,380,318	**877,429**
Reimbursements	0	0	(182)	0	0	0	**0**
Total Appropriation	1,365,828	1,598,782	1,464,933	1,400,124	5,502,889	6,380,318	**877,429**
Operating Transfers Out	0	0	563,000	0	70,000	70,000	**0**
Total Requirements	1,365,828	1,598,782	2,027,933	1,400,124	5,572,889	6,450,318	**877,429**
Sources							
Taxes	1,792,854	1,888,385	1,921,496	2,033,265	1,667,539	1,600,000	**(67,539)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	42,315	31,951	27,566	29,892	0	0	**0**
Fee/Rate	(6,255)	(13,158)	(12,738)	3,764	3,600	12,594	**8,994**
Other Revenue	823,345	650,292	638,094	722,234	563,050	560,050	**(3,000)**
Total Revenue	2,652,259	2,557,470	2,574,418	2,789,155	2,234,189	2,172,644	**(61,545)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,652,259	2,557,470	2,574,418	2,789,155	2,234,189	2,172,644	**(61,545)**
Net Budget**	1,286,431	958,688	546,485	1,389,031	(3,338,700)	(4,277,674)	**(938,974)**
				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 $1.6 million include $859,117 in transfers to reimburse the Airport's general fund budget for staffing costs, services and supplies costs for personnel assigned to support the Apple Valley Airport, and general airport operating expenses including utilities. Contingencies of $4.8 million are set aside for future capital projects and major unanticipated expenses. Sources of $2.2 million primarily consist of $1.6 million from property tax revenue receipts and $530,050 for leasing related activity revenues.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $877,429 primarily due to a $1.3 million increase in contingencies set aside for future capital projects and major unanticipated expenses. This increase is offset by a decrease in operating expenses based on a reduction of depreciation expense of $460,006.

Sources are decreasing by $61,545 primarily due to a reduction of revenue at a realistic level for 2014-15.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. However, this budget unit reimburses the Airport's general fund budget unit for staffing costs incurred in connection with service to the Apple Valley Airport.

CSA 60 – Apple Valley Airport – Capital Improvement Program

DESCRIPTION OF MAJOR SERVICES

County Service Area 60 (CSA 60), through the Department of Airports, manages the Capital Improvement Program (CIP) for Apple Valley Airport. Projects include utility, storm water, fire suppression plans, Airport Master Plan and construction/rehabilitation of numerous runways, taxiways, and airport facilities. Projects are funded with proceeds from CSA 60 – Apple Valley Airport Operations budget and when available, Federal Aviation Administration and Cal Trans Aeronautics grants.

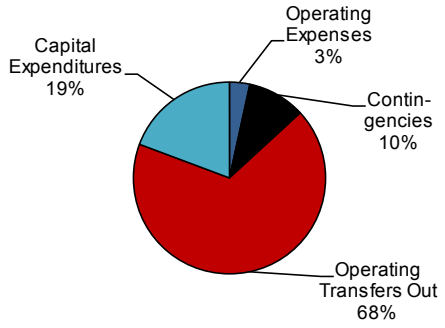
Budget at a Glance

Requirements Less Reimbursements*	$3,108,798
Sources/Reimbursements	$275,000
Net Budget**	($2,833,798)
Estimated Unrestricted Net Assets	$2,833,798
Use of Unrestricted Net Assets	$2,530,837
Total Staff	0

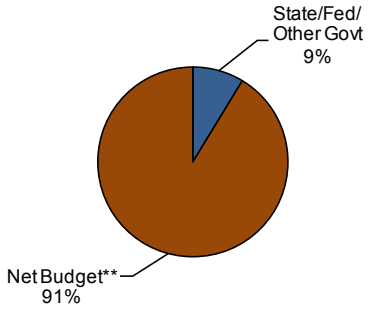
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



**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.

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: CSA - Apple Valley Airport Capital Improvement Program

BUDGET UNIT: RAI 400
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation

	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	20,834	761,633	351,499	83,608	90,000	105,837	**15,837**
Capital Expenditures	2,711	17,627	216,857	54,535	310,000	600,000	**290,000**
Contingencies	0	0	0	0	1,702,880	302,961	**(1,399,919)**
Total Exp Authority	23,545	779,260	568,356	138,143	2,102,880	1,008,798	**(1,094,082)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	23,545	779,260	568,356	138,143	2,102,880	1,008,798	**(1,094,082)**
Operating Transfers Out	0	185,772	1,672,518	1,139,066	2,014,813	2,100,000	**85,187**
Total Requirements	23,545	965,032	2,240,874	1,277,209	4,117,693	3,108,798	**(1,008,895)**
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	54,000	270,000	**216,000**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	56,935	25,955	19,928	8,324	10,000	5,000	**(5,000)**
Total Revenue	56,935	25,955	19,928	8,324	64,000	275,000	**211,000**
Operating Transfers In	0	0	500,000	0	0	0	**0**
Total Sources	56,935	25,955	519,928	8,324	64,000	275,000	**211,000**
Net Budget*	33,390	(939,077)	(1,720,946)	(1,268,885)	(4,053,693)	(2,833,798)	**1,219,895**
				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

Requirements of $3.1 million consist primarily of operating transfers out of $2.1 million to Architecture and Engineering (A&E) for the management of capital improvement projects, including $1.2 million for the airport perimeter road project, $650,000 for a taxiway and parking lot reconstruction projects and $250,000 for a hangar facility door upgrade project at Apple Valley Airport. Capital expenditures of $600,000 represent three projects including $300,000 for runway pavement project, $200,000 for fog sealing and striping, $50,000 land use planning study and $50,000 on call engineering services agreement at Apple Valley Airport. Contingencies of $302,961 are set aside for future projects and/or unanticipated expenses. Sources of $275,000 consist primarily of funding from the Federal Aviation Administration (FAA) for a runway rehabilitation project.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.0 million primarily due to a decrease in direct construction related services and supplies expenses, and a decrease in contingencies due to use of funding for planned projects.

Sources are increasing by $211,000 primarily due to FAA grant funding for a runway rehabilitation project.

STAFFING CHANGES AND OPERATIONAL IMPACT

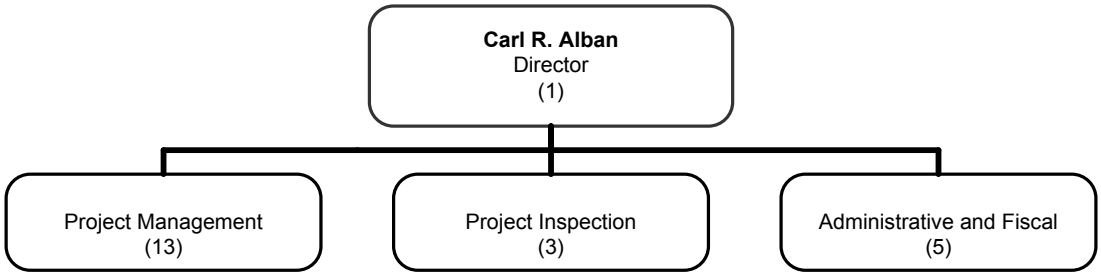
There is no staffing associated with this budget unit.

ARCHITECTURE AND ENGINEERING
Carl R. Alban

DEPARTMENT MISSION STATEMENT

The Architecture and Engineering Department is committed to the timely and cost effective design and construction of projects included in the County's annual Capital Improvement Program, providing quality improvements to ensure accessible and safe environments for County departments and the public they serve.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Completed 130 projects of varying size and locations to maximize job creation, with a total value of $180 million. These projects are funded by Discretionary General Funding, bond funds, or County departments, and have generated approximately $80 million in construction payroll and another $20 million in consultant and management fees.
- Completed 6 projects with an estimated annual savings of 815,000 kilowatt hours (kWh) and 20,000 therms, resulting in an estimated ongoing utility savings of $120,000 per year. The incentives received from the utility companies of approximately $180,000 will be utilized in continuing on-going energy efficiency projects
- Completed approximately 50 projects that have replaced or repaired mechanical systems, roofing, pavement and utility infrastructure, thereby extending their useful life and significantly reducing the number of maintenance and service calls.
- Completed 7 projects specifically related to improving public safety services, including the expansion of the High Desert Detention Center, security improvements at the Glen Helen Rehabilitation Center and the Coroner's facility; the remodel of the former Victorville station to house multiple divisions; the construction of new fire stations at Angelus Oaks and Spring Valley Lake; and the construction of the Probation Central Day Reporting Center.
- Constructed a new location for the Children's Assessment Center, expanding their ability to better serve the public. A&E also continued its efforts to improve facility accessibility with the completion of parking lot projects at the Barstow Courthouse, Barstow Library, Arrowhead Regional Medical Center, the County Government Center, and the installation of automatic doors at the Veterans Affairs Office in Rancho Cucamonga.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

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

Department Strategy: • *Continue to implement and build upon strategies developed under the County's energy efficiency partnership with SCE.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Reduction in electricity usage (kilowatt hours - kWh).	400,000	830,000	794,695	830,000
Reduction in ongoing electricity costs.	$100,000	$115,000	$109,667	$115,000
Incentives received from energy savings measures.	$85,000	$175,000	$176,762	$175,000

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Complete capital projects on schedule.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of projects completed within one year of budget approval.	N/A	90%	79.5%	90%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Architecture and Engineering	0	0	0			22
Total General Fund	0	0	0			22

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Architecture and Engineering	(65,000)	(100,000)	0	32,465	0
Total	**(65,000)**	**(100,000)**	**0**	**32,465**	**0**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Architecture and Engineering	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
Architecture and Engineering	(65,000)	(100,000)	0	32,465	0
Total	**(65,000)**	**(100,000)**	**0**	**32,465**	**0**

Architecture and Engineering

DESCRIPTION OF MAJOR SERVICES

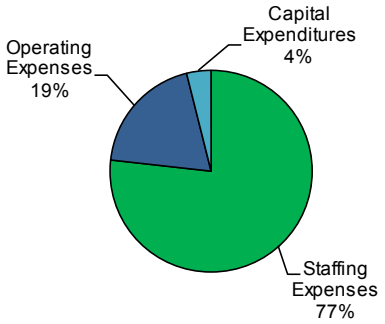
Budget at a Glance	
Requirements Less Reimbursements*	$3,254,680
Sources/Reimbursements	$3,254,680
Net County Cost	$0
Total Staff	22
Funded by Net County Cost	0%
*Includes Contingencies	

The Architecture and Engineering Department (A&E) is responsible for planning and implementing the design and construction of projects for Arrowhead Regional Medical Center, Airports, Regional Parks, Community Development and Housing and other County departments. These projects are approved as part of the annual Capital Improvement Program (CIP), or added during the year as organizational needs and priorities change. A&E collaborates with County departments and County Finance and Administration to develop the scope, schedule and budget for these projects. Following approval of the project elements, A&E administers the projects from conceptual design through construction to completion and close-out.

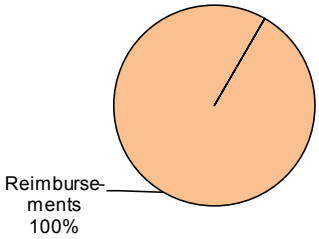
As a competitive public service organization, A&E takes pride in its ability to respond quickly to changing organizational needs and priorities, while continuing to complete quality projects in a timely and cost effective manner for the benefit of County departments and the public they serve

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

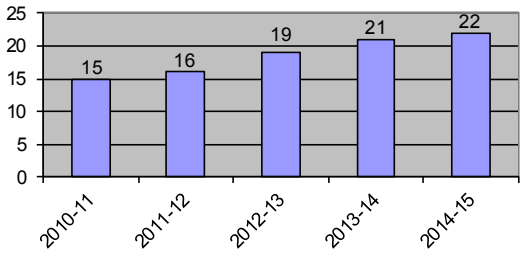


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	19	19	21	22
Limited Term	0	0	0	0
Total	19	19	21	22
Staffing Expenses	$2,077,256	$2,157,546	$2,190,011	$2,498,911

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Architecture & Engineering
FUND: General

BUDGET UNIT: AAA ANE
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	1,787,709	1,848,263	2,003,957	2,106,223	2,190,011	2,498,911	**308,900**
Operating Expenses	353,986	324,355	378,562	243,895	445,037	628,769	**183,732**
Capital Expenditures	98,819	99,389	53,000	38,574	55,000	127,000	**72,000**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,240,514	2,272,007	2,435,519	2,388,692	2,690,048	3,254,680	**564,632**
Reimbursements	(2,313,595)	(2,452,433)	(2,470,129)	(2,357,756)	(2,657,583)	(3,254,680)	**(597,097)**
Total Appropriation	(73,081)	(180,426)	(34,610)	30,936	32,465	0	**(32,465)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	(73,081)	(180,426)	(34,610)	30,936	32,465	0	**(32,465)**
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	1,185	0	0	0	**0**
Other Revenue	0	0	56,103	0	0	0	**0**
Total Revenue	0	0	57,288	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	57,288	0	0	0	**0**
Net County Cost	(73,081)	(180,426)	(91,898)	30,936	32,465	0	**(32,465)**
				Budgeted Staffing	21	22	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.5 million make up a majority of A&E's expenditures within this budget unit. Operating expenses of $628,769 fund services and supplies, central services, travel and transfers to Information Services Department for support and Real Estate Services Department for overhead. Capital expenditures of $127,000 are for continued improvements to A&E's automated Project Tracking System and the purchase of one vehicle. Reimbursements of $3.3 million are for project management and inspection services provided by A&E staff on capital projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $32,465. Staffing expenses are increasing by $308,900 due to Worker's Compensation Insurance cost increase and the addition of 2 Project Manager II positions in 2013-14 that did not require a budget adjustment at the time and the addition of 1 Supervising Project Manager position in 2014-15. Additionally, operating expenses are increasing by $183,732 primarily due to an increase in Information Services Department (ISD) charges for electronic equipment maintenance and ISD direct labor. Capital expenditures of $127,000 include an increase of $72,000 ($45,000 for software development costs and $27,000 for the purchase of one vehicle). Reimbursements of $3.3 million include an increase of $597,097. The total departmental expenditure authority is fully reimbursed from services provided to the Capital Improvement Program.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.5 million fund 22 budgeted regular positions. For 2014-15, a Supervising Project Manager position is added due to the increase in Project Managers supervised and workload requirements, and a Project Development Analyst position is reclassified to a Project Manager I position to be more consistent with the work being performed, increasing the number of budgeted staffing from 21 to 22 regular positions. Three positions in the Administrative and Fiscal section of Real Estate Services are budgeted in this department.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administrative and Fiscal-Real Estate Services	3	0	3	3	0	0	3
A&E Administration	3	0	3	3	0	0	3
Project Management	13	0	13	8	4	1	13
Project Inspection	3	0	3	3	0	0	3
Total	22	0	22	17	4	1	22

Administrative and Fiscal Real Estate Services

	Classification
1	Director
1	Office Assistant III
1	Secretary II
3	Total

A&E Administration

	Classification
1	Accountant III
1	Accounting Technician
1	Fiscal Specialist
3	Total

Project Management

	Classification
2	Supervising Project Manager
3	A/E Project Manager III
5	A/E Project Manager II
3	A/E Project Manager I
13	Total

Project Inspection

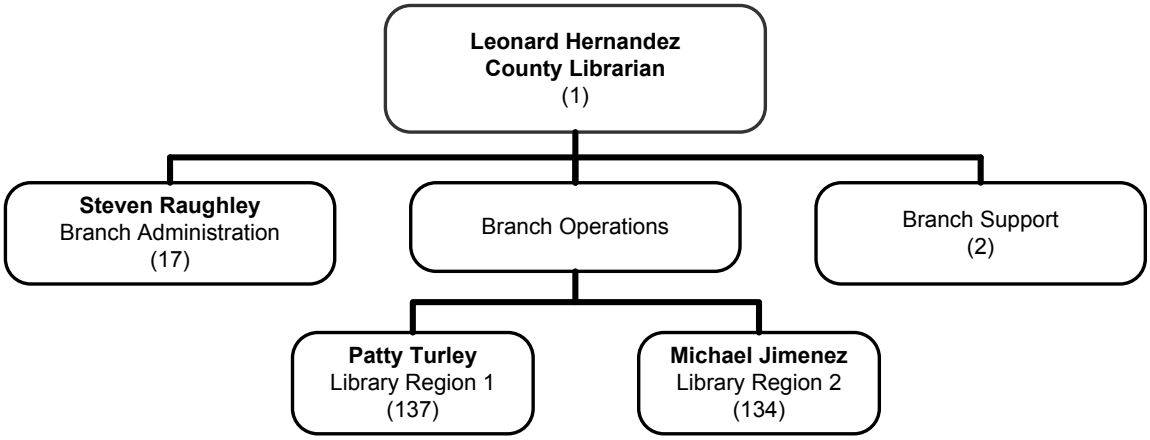
	Classification
3	Building Construction Inspector
3	Total

COUNTY LIBRARY
Leonard X. Hernandez

DEPARTMENT MISSION STATEMENT

The San Bernardino County Library System (SBCL) is a dynamic network of 32 branches that serves a diverse population over a vast geographic area. SBCL strives to provide equal access to information, technology, programs, and services for all the people who call San Bernardino County home.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Implemented the Federal E-Rate program, which allowed for library branches to offer faster internet access and the addition of Wi-Fi.
- Refreshed both public and staff computers at the Trona, Adelanto, Apple Valley, Fontana, Wrightwood, Joshua Tree, Chino, Grand Terrace, Needles, and Twentynine Palms library branches.
- Added over $1.0 million in new library materials and digital eContent.
- Remodeled the Apple Valley Library which included the addition of a computer lab, repainting and recarpeting, and a more efficient layout.
- Partnered with First 5 for the first combined Reading Railroad program, which drew over 3,500 participants at the Hesperia and Fontana Lewis Library locations.
- Served 408 adults through the Adult Learning Program.
- Reviewed and revised staffing schedules at various branch locations to ensure better coverage during peak demand periods.

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:

- *Maintain a replacement cycle for computer hardware between 4 - 6 years to ensure that public access computers are available for use and fully functional with reliable hardware and software*
- *Continue to replace outdated materials and purchase new materials to give library customers access to the latest information and new personal enrichment resources*
- *Offer programs for multiple age groups to promote the Countywide Vision of cradle-to-career education, fostering personal and professional development and enrichment*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Average age of public use computers (years)	N/A	N/A	N/A	5
Number of attendees at branch Library programs	N/A	N/A	30,000	35,000

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:

- *Continue to enhance digital eBook/audiobook offerings for easy anytime access to materials across a multitude of digital devices to aid in job enrichment.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of Digital Materials checked out.	N/A	25,000	54,273	47,000

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Fund						
County Library	20,215,880	13,975,283		6,240,597		291
Total Special Revenue Fund	20,215,880	13,975,283		6,240,597		291
Total - All Fund	20,215,880	13,975,283	0	6,240,597	0	291

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Library	15,981,597	13,938,172	14,977,128	18,867,212	20,215,880
Total	**15,981,597**	**13,938,172**	**14,977,128**	**18,867,212**	**20,215,880**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Library	15,828,469	13,388,182	13,863,670	14,200,732	13,975,283
Total	**15,828,469**	**13,388,182**	**13,863,670**	**14,200,732**	**13,975,283**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Library	153,128	549,990	1,113,458	4,666,480	6,240,597
Total	**153,128**	**549,990**	**1,113,458**	**4,666,480**	**6,240,597**

County Library

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Requirements Less Reimbursements*	$20,318,624
Sources/Reimbursements	$14,078,027
Fund Balance	$6,240,597
Use of Fund Balance	$2,714,900
Total Staff	291

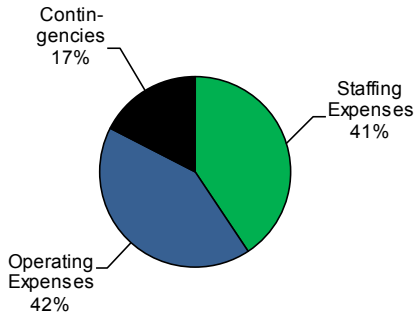
*Includes Contingencies

The San Bernardino County Library (Library) provides public library services through a network of thirty two branches in the unincorporated areas and seventeen cities within the County. The Library provides access to information through its materials collection and offers more than 1,000 Internet accessible public computers. These public computers also provide access to a number of online databases and other electronic resources. Electronic access to the County Library's collection of materials is available through the Internet, and daily delivery services provide for materials to be shared among the various branches. The Library's online catalog provides access to over 1 million items. The system allows for patrons at any of the 32 library branches to directly request materials held at other branches and have those items delivered to their local branch for pick up. In addition, the Library's OverDrive system allows online access for library patrons to thousands of eBooks, Audiobooks, music, and video through their personal device or web browser.

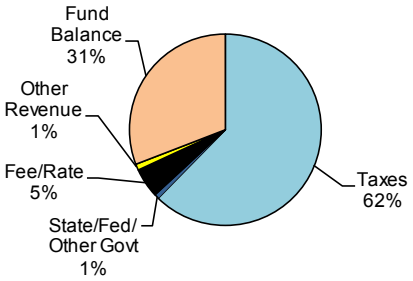
The Library is continuing to complete a major improvement to its computer communications infrastructure for the coming year. This will be accomplished by greatly increasing available bandwidth at 29 branch locations. This will not only allow faster Internet access, it will also allow the Library to add wireless service to most branches currently without wireless connectivity. The annual costs for the upgrade will actually be less than the Library is currently paying for those services – primarily due to significant federal and state discounts.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

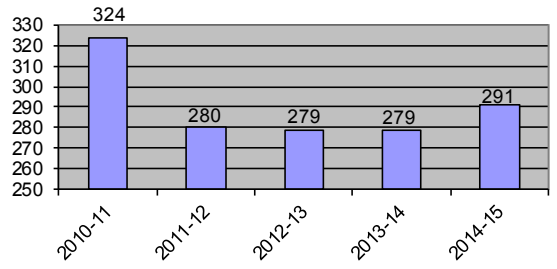


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	279	279	279	279
Limited Term	0	0	0	12
Total	279	279	279	291
Staffing Expenses	$7,752,142	$8,185,916	$7,671,416	$8,226,153

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Library
FUND: County Library

BUDGET UNIT: SAP CLB
FUNCTION: Education
ACTIVITY: Library

	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	9,897,502	7,407,588	6,847,673	7,101,062	7,671,416	8,226,153	**554,737**
Operating Expenses	5,700,577	5,658,055	6,071,809	7,619,788	7,658,905	8,484,983	**826,078**
Capital Expenditures	48,093	16,256	0	24,268	30,000	20,000	**(10,000)**
Contingencies	0	0	0	0	3,468,600	3,525,697	**57,097**
Total Exp Authority	15,646,172	13,081,899	12,919,482	14,745,118	18,828,921	20,256,833	**1,427,912**
Reimbursements	(266,999)	(45,924)	(73,177)	(105,384)	(61,000)	(102,744)	**(41,744)**
Total Appropriation	15,379,173	13,035,975	12,846,305	14,639,734	18,767,921	20,154,089	**1,386,168**
Operating Transfers Out	61,791	144,870	40,825	82,991	99,291	61,791	**(37,500)**
Total Requirements	15,440,964	13,180,845	12,887,130	14,722,725	18,867,212	20,215,880	**1,348,668**
Sources							
Taxes	12,248,522	12,008,997	13,155,918	13,883,392	12,472,667	12,597,396	**124,729**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	1,290,484	456,883	253,000	248,004	255,119	161,603	**(93,516)**
Fee/Rate	1,074,742	979,092	1,026,706	1,046,064	1,048,800	1,008,800	**(40,000)**
Other Revenue	453,898	301,477	1,749,615	1,010,963	336,246	207,484	**(128,762)**
Total Revenue	15,067,646	13,746,449	16,185,239	16,188,423	14,112,832	13,975,283	**(137,549)**
Operating Transfers In	761,850	0	168,397	87,863	87,900	0	**(87,900)**
Total Sources	15,829,496	13,746,449	16,353,636	16,276,286	14,200,732	13,975,283	**(225,449)**
				Fund Balance	4,666,480	6,240,597	**1,574,117**
				Budgeted Staffing	279	291	**12**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $8.2 million are the largest portion of the department's expenditures, which encompasses staffing for 32 library branches and support staff at Library Administration. Operating expenses of $8.5 million include general operating expenses for branch locations, computer and telecommunication charges for internet access at branch locations, utilities, COWCAP charges, and custodial/maintenance charges. Sources of $14.0 million primarily represent property tax allocations and library fines and fees collected from patrons. Of the $6.2 million in Fund Balance, $1.9 million is comprised of RDA funds being held pending a final disposition.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the department include an increase in operating expenses due to planned improvements to various County Library branches and replacement of outdated Radio Frequency Identification equipment for patron self-service checkout. Anticipated improvements include carpet and paint refreshes and floor plan reconfigurations at the Needles, Phelan, and Yucca Valley Branch libraries. Major revenue changes also include an increase in property tax allocations, and a decrease in state aid due to the State Library's decision to only provide one-time funding for literary services.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $8.2 million fund 291 budgeted positions, of which 279 are regular positions and 12 are student intern positions. The Library is adding 12 paid student intern positions to cultivate future library staff and create job opportunities for young people, leading to greater career opportunities. The Library is reclassifying an Automated Systems Analyst I position to a Librarian II, due to a position now being needed in the area of material development and program administration. The budget also includes reclassifying a Library Services Manager position to an Administrative Manager position, due to the position performing higher level duties and expanded management responsibilities.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Library Administration	20	0	20	18	2	0	20
Library Region 1	131	6	137	113	18	6	137
Library Region 2	128	6	134	108	20	6	134
Total	279	12	291	239	40	12	291

Library Administration

	Classification
1	County Librarian
1	Administrative Manager
1	Library Regional Manager
2	Librarian II
1	Librarian I
5	Automated Systems Technician
1	Fiscal Specialist
1	Payroll Specialist
1	Graphic Designer
3	Library Assistant
1	Library Assistant II
1	Office Assistant I
1	Office Assistant II
20	Total

Library Region 1

	Classification
1	Library Regional Manager
2	Librarian II
9	Librarian I
72	Library Assistant
47	Library Page
6	Student Intern
137	Total

Library Region 2

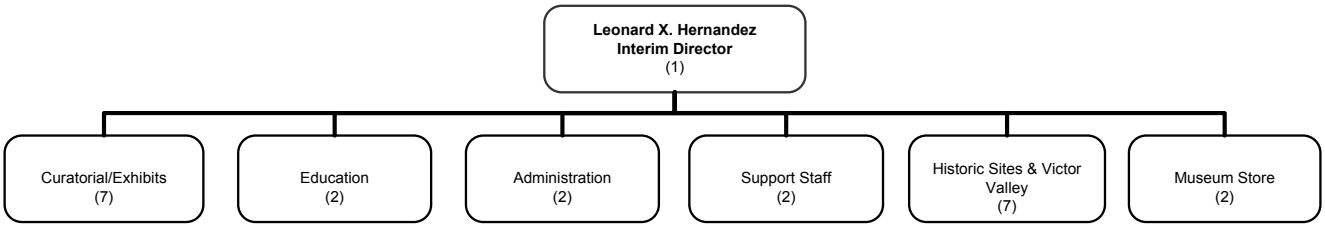
	Classification
1	Library Regional Manager
3	Librarian II
10	Librarian I
61	Library Assistant
53	Library Page
6	Student Intern
134	Total

COUNTY MUSEUM
Leonard X. Hernandez

DEPARTMENT MISSION STATEMENT

The San Bernardino County Museum maintains and develops unique cultural and natural science collections related to the region and the greater Southwest. Through responsible collection, preservation, exhibition, and education, the County Museum inspires the public to a deeper understanding of their cultural and natural history.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Completed a Capital Improvement Project to remove the carpeting from the Mammal Hall in order to comply with the Museum's Pest Management policy. Replaced with epoxy based flooring, which will greatly reduce the ability for pests to damage the artifacts and exhibits.
- Repainted the patron areas of the Museum to refresh the look of these areas.
- Sandblasted, primed and repainted the Geodesic Dome to ensure protection of the metal structure. In addition, the decaying walkway around the dome was removed and replaced with a more durable material.
- Partnered with Veteran Affairs to create an exhibit called Aquaponics. This partnership will add a new element of education to share with visitors and patrons regarding the life cycle of fish within its ecosystem and how the waste is recycled into the vegetable garden.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

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

Department Strategy: • *Museum Outreach - Great ShakeOut earthquake drills to educate people in homes, schools, and organizations to improve preparedness and practice how to be safe.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of entities participating in annual ShakeOut event at County Museum.	30	33	31	32

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Open new exhibits and offer educational programming to promote repeat attendance and boost admission sales and interest in the Museum.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of general attendees visiting the Redlands Museum.	N/A	N/A	45,000	50,000

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:
- *Partner with the Museum Association to develop special events and programs that benefit the community and promote greater interest in the Museum.*
- *Develop partnerships with key regional corporations to secure funding and programmatic sponsorships.*
- *Secure funding from California Seismic Safety Commission for construction of Hall of Geological Wonders earthquake exhibition.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Secure programmatic and special event funding support from Museum Association.	$0	$50,000	$0	$30,000

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
County Museum	3,191,462	457,050	2,734,412			21
Total General Fund	3,191,462	457,050	2,734,412			21
Enterprise Fund						
Museum Store	69,131	55,000			(14,131)	2
Total Enterprise Fund	69,131	55,000			(14,131)	2
Total - All Funds	3,260,593	512,050	2,734,412	0	(14,131)	23

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Museum	3,117,899	3,450,743	3,608,929	3,156,548	3,191,462
Museum Store	71,214	68,355	79,407	67,174	69,131
Total	**3,189,113**	**3,519,098**	**3,688,336**	**3,223,722**	**3,260,593**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Museum	1,615,981	1,590,195	1,740,766	975,006	457,050
Museum Store	70,366	67,000	60,000	55,000	55,000
Total	**1,686,347**	**1,657,195**	**1,800,766**	**1,030,006**	**512,050**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Museum	1,501,918	1,860,548	1,868,163	2,181,542	2,734,412
Total	**1,501,918**	**1,860,548**	**1,868,163**	**2,181,542**	**2,734,412**

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Museum Store	(848)	(1,355)	(19,407)	(12,174)	(14,131)
Total	**(848)**	**(1,355)**	**(19,407)**	**(12,174)**	**(14,131)**

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

County Museum

DESCRIPTION OF MAJOR SERVICES

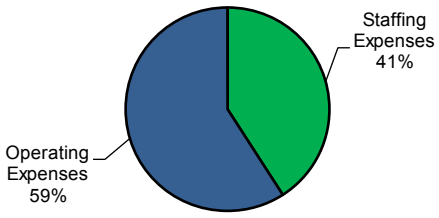
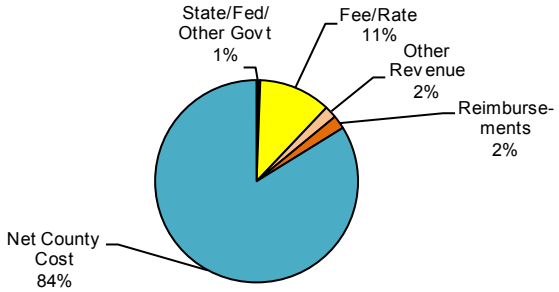
Budget at a Glance	
Requirements Less Reimbursements*	$3,261,462
Sources/Reimbursements	$527,050
Net County Cost	$2,734,412
Total Staff	21
Funded by Net County Cost	84%
*Includes Contingencies	

The County Museum ranks among the top accredited regional museums in California and provides enhanced "Quality of Life" for County and regional residents. It contains an encyclopedic collection of cultural and natural heritage in public trust from the greater Southwest region. The Museum is comprised of the following divisions: Education, Exhibitions, Anthropology, History/Archives and Geological Sciences. All divisions enhance public learning through educational services for families, general public, school groups, educators, and scholars at the main Museum facility, historic sites and Victor Valley Museum. The County Museum specifically enriches "Quality of Life" to County residents through cultural and natural science educational programs and activities for the public at its facility in Redlands, as well as the following seven regional sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (John Rains House) in Rancho Cucamonga, Daggett Stone Hotel in Barstow, Asistencia Outpost of the Mission San Gabriel in Redlands, Yorba-Slaughter Families Adobe in Chino, Yucaipa Adobe in Yucaipa and the Victor Valley Museum in Apple Valley. These programs and activities involve the preservation of cultural and natural heritage collections, display of permanent and special exhibitions, and care and preservation of historical sites depicting the history and culture of San Bernardino County and the greater southwest region. The County Museum has been accredited by the American Association of Museums since February 23, 1973. In 2002, the Museum received its reaccreditation that will continue through 2017.

In 2014-15, the County Museum will be working with a consultant to review the operations, collections, and readiness for accreditation. This process will enhance the Museum's ability to leverage its institutional value while identifying sustainable ways to advance in achieving the County Vision. Museum staff will also be working as a team to continue presenting educational programs, highlight the Museum's collections, and refine the services it offers to be as competitive as possible in the area of grants and funding opportunities. Part of this process will include reviewing the Hall of Geological Wonders to determine a phased approached of opening aspects of the exhibits and thereby enhancing the Museum experience and attendance.

For 2014-15, an increase of $552,870 in Net County Cost is necessary to sustain Museum operation at a minimal level with bridge funding while the consultant review is conducted. Included in Net County Cost is $125,000 as a one-time amount for the transition of the Victor Valley Museum.

2014-15 ADOPTED BUDGET

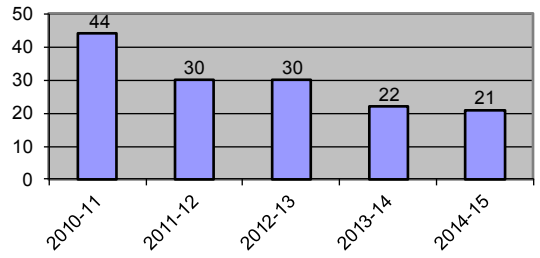
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	22	16	16	15
Limited Term	8	6	6	6
Total	30	22	22	21
Staffing Expenses	$1,997,567	$1,401,302	$1,532,877	$1,333,483

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Museum
FUND: General

BUDGET UNIT: AAA CCM
FUNCTION: Recreation
ACTIVITY: Culture

	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	2,312,848	1,829,324	1,682,722	1,470,764	1,532,877	1,333,483	**(199,394)**
Operating Expenses	955,311	1,688,820	1,535,055	1,598,512	1,689,671	1,927,979	**238,308**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,268,159	3,518,144	3,217,777	3,069,276	3,222,548	3,261,462	**38,914**
Reimbursements	(150,261)	(69,675)	(136,000)	(66,000)	(66,000)	(70,000)	**(4,000)**
Total Appropriation	3,117,898	3,448,469	3,081,777	3,003,276	3,156,548	3,191,462	**34,914**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,117,898	3,448,469	3,081,777	3,003,276	3,156,548	3,191,462	**34,914**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	822,589	86,137	27,604	0	4,250	19,250	**15,000**
Fee/Rate	413,179	744,603	804,497	484,603	830,696	374,000	**(456,696)**
Other Revenue	380,188	759,078	(151,424)	101,287	140,060	63,800	**(76,260)**
Total Revenue	1,615,956	1,589,818	680,677	585,890	975,006	457,050	**(517,956)**
Operating Transfers In	0	0	138,000	0	0	0	**0**
Total Sources	1,615,956	1,589,818	818,677	585,890	975,006	457,050	**(517,956)**
Net County Cost	1,501,942	1,858,651	2,263,100	2,417,386	2,181,542	2,734,412	**552,870**
				Budgeted Staffing	22	21	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $1.3 million fund 15 regular budgeted positions and 6 limited term budgeted positions that provide program services and oversight for the main Museum facility in Redlands, Victor Valley Museum and six historic sites throughout the County. Operating expenses of $1.9 million primarily includes services and supplies expenses of $377,347 for educational programming, exhibits, insurance, advertising, security services, general operating expenses; transition costs of $125,000 for the Victor Valley Museum; COWCAP charges of $784,979; central services charges of $474,536 for Facilities Management and Information Services Department charges; and transfers of $131,917 primarily related to the Museum's off-site storage. Reimbursements of $70,000 are from the Apple Valley Airport operating budget for phase I and II of a new interpretive exhibit. Sources of $457,050 are primarily derived from admission fees, education service revenue, facility rental fees, and Archeological Information Center fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $34,914 due to a decrease in staffing expenses of $199,394 primarily due to the deletion of 1 position, which will have a minimal impact on daily operations. Operating expenses are increasing by $238,308 primarily due to increased COWCAP and internal County charges. Sources are decreasing by $517,956 primarily due to state and federal contracts ending with no replacement contracts currently approved, and by scaling back fee and program revenue projections to a conservative level. Net County Cost of $2.7 million has been increased by $552,870 to sustain Museum operations at a minimal level while a more comprehensive study is conducted with respect to reorganizing and developing innovative solutions for the Museum's financial challenges. Of this amount, $125,000 is a one-time increase for the transition of the Victor Valley Museum.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.3 million fund 21 budgeted positions, of which 15 are regular positions and 6 are limited term positions. Staffing changes are comprised of the deletion of 1 Museum Excavation Technician (vacant) position.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	2	1	0	3
Curatorial/Exhibits	7	0	7	6	1	0	7
Education	2	0	2	2	0	0	2
Support Staff	2	0	2	2	0	0	2
Historic Sites & Victor Valley	1	6	7	7	0	0	7
Total	15	6	21	19	2	0	21

Administration

	Classification
1	Director
1	Accounting Technician
1	Fiscal Assistant
3	Total

Curatorial/Exhibits

	Classification
1	Senior Curator
4	Museum Curator
1	Associate Curator
1	Museum Preparator
7	Total

Education

	Classification
1	Museum Educator
1	General Service Worker II
2	Total

Support Staff

	Classification
1	General Maintenance Worker
1	Media Specialist
2	Total

Historic Sites & Victor Valley

	Classification
6	Contract Site Managers
1	Secretary I
7	Total

Museum Store

DESCRIPTION OF MAJOR SERVICES

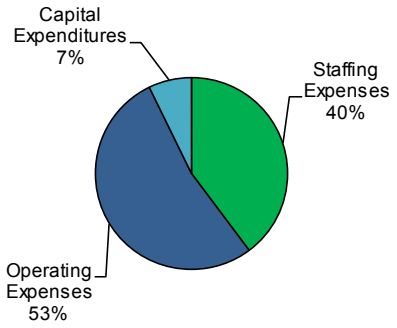
Budget at a Glance	
Requirements Less Reimbursements*	$69,131
Sources/Reimbursements	$55,000
Net Budget	($14,131)
Estimated Unrestricted Net Assets	$86,350
Use of Unrestricted Net Assets	$14,131
Total Staff	2
*Includes Contingencies	

The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The store is considered a critical part of the K-12 visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items related to exhibitions, jewelry, minerals, and souvenirs. The Museum Store provides important information to patrons regarding current exhibitions in the Museum, and enhances lifelong learning for families and adult audiences.

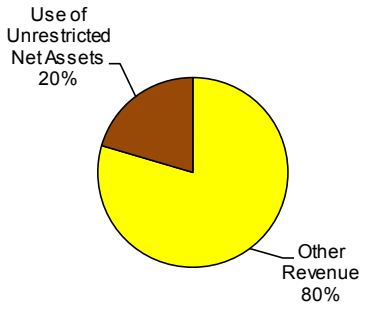
The Museum store continues to develop its operations and product offerings to ensure sales correspond with new exhibits, services, and new programs. Alternative store products will continue to be introduced and evaluated to maintain a positive cash balance.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

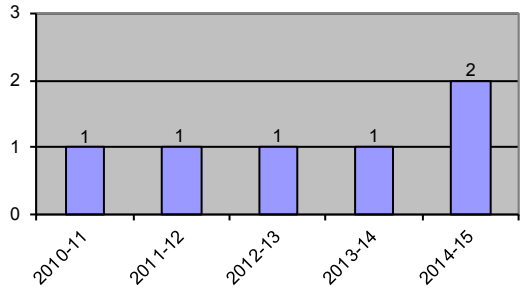


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	1	1	1	2
Limited Term	0	0	0	0
Total	1	1	1	2
Staffing Expenses	$35,821	$35,900	$35,900	$27,492

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Museum Store
FUND: Enterprise

BUDGET UNIT: EMM CCR
FUNCTION: Community & Cultural
ACTIVITY: Cultural

	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	35,923	33,537	12,247	3,144	35,900	27,492	**(8,408)**
Operating Expenses	21,788	127	39,836	23,962	31,274	36,639	**5,365**
Capital Expenditures	0	0	0	0	0	5,000	**5,000**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	57,711	33,664	52,083	27,106	67,174	69,131	**1,957**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	57,711	33,664	52,083	27,106	67,174	69,131	**1,957**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	57,711	33,664	52,083	27,106	67,174	69,131	**1,957**
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	70,366	66,566	43,523	83,767	55,000	55,000	**0**
Total Revenue	70,366	66,566	43,523	83,767	55,000	55,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	70,366	66,566	43,523	83,767	55,000	55,000	**0**
Net Budget*	12,655	32,902	(8,560)	56,661	(12,174)	(14,131)	**(1,957)**
				Budgeted Staffing	1	2	**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

Staffing expenses of $27,492 fund two part-time regular positions that operate the Museum Store. Operating expenses of $36,639 are specific to purchases for resale (inventory), and include $5,000 for point-of-sale system (POS) software purchases. Equipment costs of $5,000 are included to purchase hardware in connection with the outdated POS. Sources of $55,000 are generated from novelty items/souvenirs product sales, books and publications.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1,957 due to an increase in operating expenses and capital expenditures for a new point-of-sale system, offset by decreased staffing costs as the result of funding two part-time positions instead of one full-time position.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $27,492 fund 2 budgeted part-time regular positions. The Museum has converted the 1 full-time General Services Worker II position into 2 part-time positions. This will allow for greater coverage at the Museum Store to ensure that it is open during the peak hours each day the Museum is open.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Museum Store	2	0	2	0	1	1	2
Total	2	0	2	0	1	1	2

Museum Store

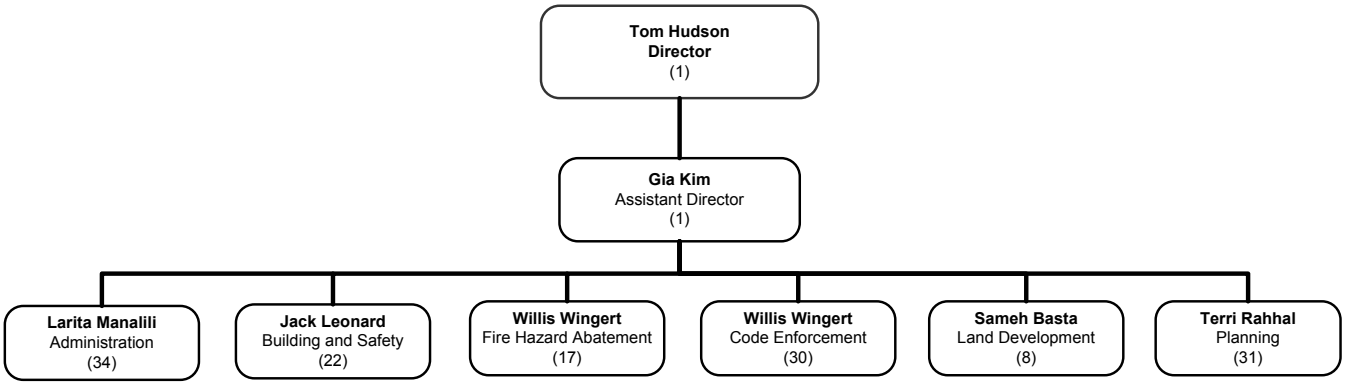
	Classification
2	General Services Worker II
2	Total

LAND USE SERVICES
Tom Hudson

DEPARTMENT MISSION STATEMENT

The Land Use Services Department is dedicated to ensuring a balance in the areas of housing, business, and recreational needs for the diverse cultures and communities of San Bernardino County. This is accomplished through comprehensive regional planning and enforcement of building standards, land uses, and environmental impacts.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Created a Leadership Response Team and a comprehensive, easy-to-use Customer Survey Program
- Provided the ability to Skype with customers from office to office through remote communication at the front counter
- Used County Fire Crews to abate fire hazards. This new partnership kept an additional crew available to fight fires throughout the peak fire season
- Planning created a Minor Revision Application and Fee to reduce the cost and procedure for minor revisions proposed by applicants
- Planning worked through Legislative Analysts to review and comment on proposed California Environmental Quality Act reforms
- Completed over 20,000 Building and Safety inspection calls. Over 95% of inspection calls were performed on scheduled days
- Created a “One Stop Shop” for permitting system, integrating Land Use Services, Fire, Land Development and Environmental Health Services
- Consolidated the grading plan review process to minimize the review time
- Transferred building violation work to Code Enforcement
- Implemented a self-certification program for smoke detectors and carbon monoxide alarms, thereby alleviating unnecessary second-day calls and applicant inconveniences
- Reduced the average processing time for complex conditional use permit project applications by 26%
    - Use of a new tracking system to analyze staff time utilization and to assist in future decisions
    - Closer coordination between intake technicians at the Planning front counter and the project planners
    - Emphasis on explaining the need for special studies (biological, geologic, etc.) before the application packet is submitted
    - Use of contract planners to process applications when there is an unexpected increase in application submittals and for specialized reviews

    - New Standard Operating Procedures including scheduling projects for Development Review Committee meetings and Planning Commission hearings
- Enhanced cost recovery practices for Fire Hazard Abatement
- Expanded the Short Term Rental Program by 21%
- Streamlined review process with Special Districts
- Awarded grants through the Resource Development Team
    - SCAG Compass Blueprint Sustainability Program Grant $90,000
    - CEC Renewable Energy Element Grant $700,000
- Improved website to include FAQ's for the most common questions received from the public in order to enhance our customer service and operate more efficiently
- Developed website to allow public to search for the zoning of their home
- Enhanced Demolition and Board-up program
- Enhanced prosecution of entrenched problem cases in Code Enforcement
- Created and adopted new Solar Ordinance
- Reorganized Mining Team and permit system
- Established an electronic plan submittal (ePlans) for planning projects
- Met with thirteen cities (Rialto, Ontario, Big Bear Lake, Chino, Redlands, San Bernardino, Rancho Cucamonga, Fontana, 29 Palms, Grand Terrace, Yucca Valley, Colton and Barstow) as of April 8, 2014 to keep communication open on land use and development matters and coordinating planning efforts. At least three additional city visits will be scheduled in April 2014
- Building and Safety Inspectors and Plans Examiners obtained training on the 2013 CA Codes
- Code Enforcement abated 22 dangerous buildings
- Code Enforcement streamlined the Rehab/Demo program and successfully met the 10% reduction time to complete demolition projects
- Fire Hazard Abatement changed its policies to meet the Constitutional principle of equal treatment under the law with the goal of increasing timely compliance to Notices to Abate
- Fire Hazard Abatement achieved the 99% target of successful abatements for properties identified as having hazardous conditions
- Planning worked with Economic Development, California Department of Health, and the City of Rialto in a public/private collaboration with the developer on the Bloomington Housing Project, an affordable housing community that utilized federal funds to provide safe and healthy affordable housing, a community library and community space where services will be provided

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.***

Department Strategy: • *Set standards for timely permitting processes in keeping with industry norms*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Complete initial commercial plan reviews within 4 weeks (BNS)	N/A	N/A	N/A	80%
Complete initial residential plan reviews within 3 weeks (BNS)	N/A	N/A	N/A	80%
Complete initial small miscellaneous plan reviews within 2 weeks (BNS)	N/A	N/A	N/A	80%
Complete building inspections within one business day (BNS)	N/A	N/A	N/A	80%
Review drainage studies, grading plans and WQMPs within 4 weeks (LND)	N/A	N/A	N/A	80%
Review ministerial Building & Safety permits within 2 weeks (LND)	N/A	N/A	N/A	75%
Decrease average number of days to achieve Code compliance (CEN)	N/A	N/A	N/A	25%
Abate fire hazards within 60 days of second inspection (FHA)	N/A	N/A	N/A	100%
Complete initial review of planning permit applications within 3 weeks of acceptance (PLN)	N/A	N/A	N/A	70%

COUNTY GOAL: **ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY**

Objective(s):
- ***Work with cities to ensure that County zoning and development standards in their spheres of influence are more compatible.***
- ***Fund an update to the General Plan, update the Development Code and Master Plans, and create more Community and Specific Plans in order to move away from a "one size fits all" approach and recognize the unique character and needs of all unincorporated areas of the County.***

Department Strategy: • *Create systematic, timely and efficient strategic planning processes consistent with Countywide Vision*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Respond to concerns from cities/towns within 4 weeks (PLN)	N/A	N/A	N/A	100%
Complete 100% of 2014-15 work plan for General and Community Plan updates (PLN) as follows: • Develop a framework of priorities, values and processes to guide the General Plan Update • Complete comprehensive inventories of best practices for all elements of the General Plan • Complete evaluation of alternatives and tools for the General Plan Update • Complete 50% of Community Plan Updates	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						
Administration	467,142	0	467,142			36
Planning	7,962,234	3,687,107	4,275,127			31
Building and Safety	5,055,324	4,561,075	494,249			22
Code Enforcement	5,430,663	858,000	4,572,663			30
Fire Hazard Abatement	2,542,266	2,303,869	238,397			17
Land Development	1,151,667	548,398	603,269			8
Total General Fund	22,609,296	11,958,449	10,650,847			144
Total - All Funds	22,609,296	11,958,449	10,650,847	0	0	144

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Administration	310,000	238,319	720,757	1,182,772	467,142
Planning	4,573,733	4,922,906	8,476,076	9,107,551	7,962,234
Building and Safety	3,230,783	3,481,434	3,965,842	4,469,829	5,055,324
Code Enforcement	3,817,881	4,631,393	4,629,622	5,597,193	5,430,663
Fire Hazard Abatement	1,797,208	2,040,062	1,895,018	2,531,429	2,542,266
Land Development	0	0	0	1,031,926	1,151,667
Total	**13,729,605**	**15,314,114**	**19,687,315**	**23,920,700**	**22,609,296**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Administration	0	0	0	0	0
Planning	2,133,427	1,834,449	2,500,618	3,929,617	3,687,107
Building and Safety	3,061,417	4,656,377	3,405,184	3,857,750	4,561,075
Code Enforcement	701,773	458,747	408,955	643,756	858,000
Fire Hazard Abatement	2,024,251	1,894,881	1,626,270	2,251,250	2,303,869
Land Development	0	0	0	385,000	548,398
Total	**7,920,868**	**8,844,454**	**7,941,027**	**11,067,373**	**11,958,449**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Administration	310,000	238,319	720,757	1,182,772	467,142
Planning	2,440,306	3,088,457	5,975,458	5,177,934	4,275,127
Building and Safety	169,366	(1,174,943)	560,658	612,079	494,249
Code Enforcement	3,116,108	4,172,646	4,220,667	4,953,437	4,572,663
Fire Hazard Abatement	(227,043)	145,181	268,748	280,179	238,397
Land Development	0	0	0	646,926	603,269
Total	**5,808,737**	**6,469,660**	**11,746,288**	**12,853,327**	**10,650,847**

Administration

DESCRIPTION OF MAJOR SERVICES

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

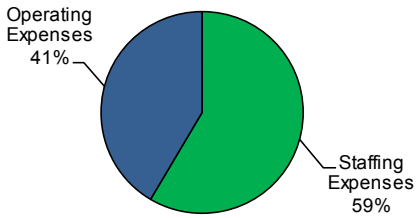
Budget at a Glance

Requirements Less Reimbursements*	$4,733,365
Sources/Reimbursements	$4,266,223
Net County Cost	$467,142
Total Staff	36
Funded by Net County Cost	10%

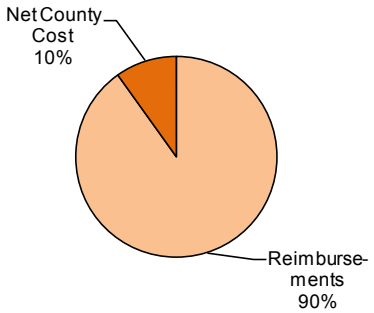
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

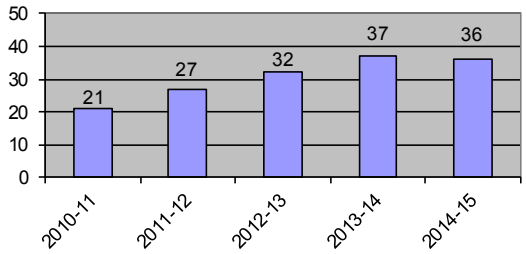


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	29	35	36	31
Limited Term	3	1	1	5
Total	32	36	37	36
Staffing Expenses	$2,676,215	$2,963,608	$2,954,322	$2,769,147

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Administration
FUND: General

BUDGET UNIT: AAA LUS
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	1,461,337	1,954,371	2,363,182	2,592,364	2,954,322	2,769,147	**(185,175)**
Operating Expenses	1,960,480	1,994,056	1,510,832	1,920,197	2,071,964	1,964,218	**(107,746)**
Capital Expenditures	0	14,976	0	634,950	700,000	0	**(700,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,421,817	3,963,403	3,874,014	5,147,511	5,726,286	4,733,365	**(992,921)**
Reimbursements	(3,111,817)	(3,725,084)	(3,852,761)	(4,040,418)	(4,543,514)	(4,266,223)	**277,291**
Total Appropriation	310,000	238,319	21,253	1,107,093	1,182,772	467,142	**(715,630)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	310,000	238,319	21,253	1,107,093	1,182,772	467,142	**(715,630)**
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	67	0	0	0	**0**
Total Revenue	0	0	67	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	67	0	0	0	**0**
Net County Cost	310,000	238,319	21,186	1,107,093	1,182,772	467,142	**(715,630)**
				Budgeted Staffing	37	36	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.8 million fund 36 budgeted positions. Operating expenses of $2.0 million include $725,176 for COWCAP charges, $605,753 in Central Services, $150,786 in license renewal charges for the department's permitting system and Enterprise Agreement, and $20,000 in charges payable to the Information Services Department for application development and direct labor charges. Reimbursements of $4.3 million are comprised of transfers from the other Land Use Services divisions for administrative support.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $715,630, primarily due to no capital expenditures included in the 2014-15 budget. The department intends to request additional appropriation in a future quarterly report for capital expenditures relating to the department's planned permitting system upgrade.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.8 million fund 36 budgeted positions of which 31 are regular positions and 5 are limited term positions. There is a net reduction of 1 position. Changes in staffing include the addition of 1 Office Assistant II, 1 Fiscal Specialist, 2 Public Service Employees, and the transfer in of 1 Fiscal Specialist from Fire Hazard Abatement, offset by the deletion of 2 vacant Office Assistant III positions, the transfer of 1 Staff Analyst II position to the Planning division, and the transfer of 3 Secretary I positions to the Building and Safety, Code Enforcement, and Planning divisions. The department also converted 2 regular Office Assistant III positions to 2 Contract Office Assistant III positions. These changes will enable the department to streamline and enhance program support and reduce the allocable costs from the Administration division to the various divisions of Land Use Services.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	31	5	36	28	3	5	36
Total	31	5	36	28	3	5	36

Administration

	Classification
1	Director of Land Use Services
1	Asst Director of Land Use Services
1	Administrative Manager
1	Administrative Supervisor I
1	Executive Secretary II
1	Staff Analyst II
1	Staff Analyst I
2	Land Use Technician Supervisor
10	Land Use Technician
4	Fiscal Specialist
1	Payroll Specialist
6	Office Assistant III
2	Contract Office Assistant III
1	Office Assistant II
3	Public Service Employee
36	Total

Planning

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

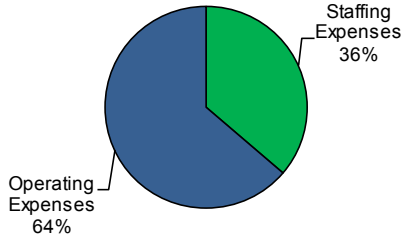
Requirements Less Reimbursements*	$7,985,293
Sources/Reimbursements	$3,710,166
Net County Cost	$4,275,127
Total Staff	31
Funded by Net County Cost	54%

*Includes Contingencies

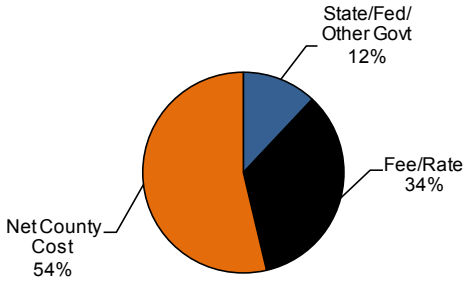
The Planning Division oversees land use, housing, and community design. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law;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

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

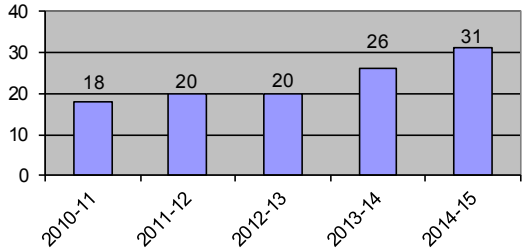


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	19	21	21	23
Limited Term	1	4	5	8
Total	20	25	26	31
Staffing Expenses	$1,754,245	$2,642,624	$2,285,619	$2,897,477

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Planning
FUND: General

BUDGET UNIT: AAA PLN
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	2,100,652	1,686,490	1,452,249	1,732,320	2,285,619	2,897,477	**611,858**
Operating Expenses	2,756,716	3,174,754	4,860,695	3,179,318	7,139,326	5,087,816	**(2,051,510)**
Capital Expenditures	0	0	0	0	25,000	0	**(25,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,857,368	4,861,244	6,312,944	4,911,638	9,449,945	7,985,293	**(1,464,652)**
Reimbursements	(283,634)	(94,208)	(515,831)	(320,172)	(342,394)	(23,059)	**319,335**
Total Appropriation	4,573,734	4,767,036	5,797,113	4,591,466	9,107,551	7,962,234	**(1,145,317)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,573,734	4,767,036	5,797,113	4,591,466	9,107,551	7,962,234	**(1,145,317)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment		0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	112,040	700,000	955,000	**255,000**
Fee/Rate	2,045,932	1,896,415	2,550,431	2,473,615	3,228,617	2,730,606	**(498,011)**
Other Revenue	87,495	1,375	7,977	10,109	1,000	1,501	**501**
Total Revenue	2,133,427	1,897,790	2,558,408	2,595,764	3,929,617	3,687,107	**(242,510)**
Operating Transfers In	0	0	64,161	0	0	0	**0**
Total Sources	2,133,427	1,897,790	2,622,569	2,595,764	3,929,617	3,687,107	**(242,510)**
Net County Cost	2,440,307	2,869,246	3,174,544	1,995,701	5,177,934	4,275,127	**(902,807)**
				Budgeted Staffing	26	31	**5**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.9 million fund 31 budgeted positions. Operating expenses of $5.1 million include $308,537 related to the General Plan Update, and $418,108 in litigation expenses for the Cadiz project. Other major operating expenses include consultants, project expenses reimbursable by applicants, and transfers to Land Use Services – Administration for administrative support.

Sources of $3.7 million include $1.2 million from applicants for project expenses, $1.5 million in fees for current services, and $955,000 in state grant funding for the renewable energy element portion of the General Plan Update.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.1 million primarily due to reduction in one-time funding for the multi-year General Plan Update project. The department intends to request additional appropriation as it is needed, from the amount set aside in General Fund Reserves for this project. Other budget changes include a decrease in one-time projects funded by district discretionary funds, and an increase in staffing expenses to fully staff the department to adequately handle work volume.

Sources are decreasing by $242,510, primarily due to a decrease of reimbursement for litigation expenses, and revenues related to decreases in one-time projects.

Net County Cost is decreasing by $902,807 primarily due to a reduction in funding for the General Plan Update. Net County Cost of $4.3 million includes $600,000 in new ongoing allocation to fund indirect expenses related to Planning work on general fund projects that was not previously being charged.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.9 million fund 31 budgeted positions of which 23 are regular positions and 8 are limited term positions. Staffing is increasing by 5 positions to ensure compliance with State and Federal laws and to mitigate County liability through the efficient processing of mining applications and Financial Assurance documents. These additions include: 1 Contract General Plan Update Manager, 1 Contract General Plan Project Manager, 1 Extra Help Engineering Technician IV, and the transfer of 1 Secretary I position and 1 Staff Analyst II position from the Land Use Services - Administration division.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Planning	23	8	31	15	11	5	31
Total	23	8	31	15	11	5	31

Planning

	Classification
1	Planning Director
1	Planning Director Extra Help
1	Planning Manager
1	Contract General Plan Update Manager
1	Contract General Plan Project Manager
1	Contract Community Plan Update Coordinator
2	Engineering Geologist
4	Supervising Planner
11	Planner III
1	Planner I
1	Staff Analyst II
1	Engineering Technician IV Extra Help
1	Land Use Technician
1	Secretary I
3	Public Service Employee
31	Total

Building and Safety

DESCRIPTION OF MAJOR SERVICES

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

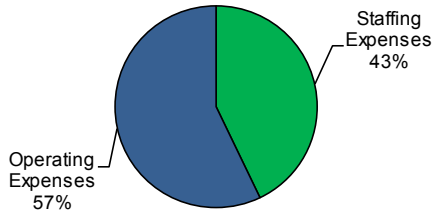
Budget at a Glance

Requirements Less Reimbursements*	$5,094,768
Sources/Reimbursements	$4,600,519
Net County Cost	$494,249
Total Staff	22
Funded by Net County Cost	10%

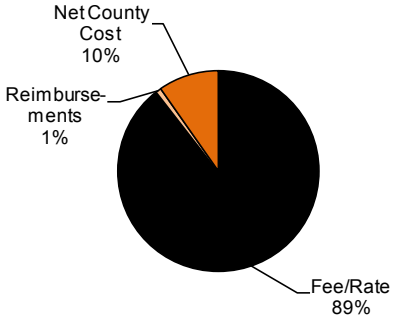
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

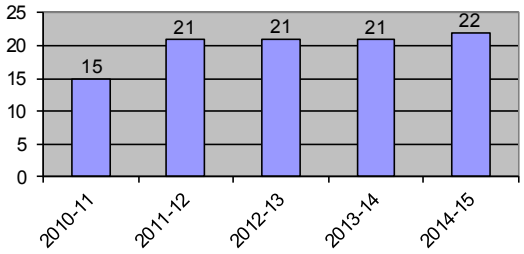


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	14	15	15	19
Limited Term	7	6	6	3
Total	21	21	21	22
Staffing Expenses	$1,864,776	$1,940,797	$1,780,669	$2,184,006

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Building and Safety
FUND: General

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

	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	1,587,713	1,598,622	1,697,028	1,444,114	1,780,669	2,184,006	**403,337**
Operating Expenses	1,712,560	1,743,784	1,950,030	2,607,926	2,689,160	2,910,762	**221,602**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,300,273	3,342,406	3,647,058	4,052,040	4,469,829	5,094,768	**624,939**
Reimbursements	(69,492)	0	0	0	0	(39,444)	**(39,444)**
Total Appropriation	3,230,781	3,342,406	3,647,058	4,052,040	4,469,829	5,055,324	**585,495**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,230,781	3,342,406	3,647,058	4,052,040	4,469,829	5,055,324	**585,495**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	2,903,488	4,729,011	3,917,268	5,517,750	3,849,000	4,554,000	**705,000**
Other Revenue	21,688	12,354	7,207	2,739	8,750	7,075	**(1,675)**
Total Revenue	2,925,176	4,741,365	3,924,475	5,520,488	3,857,750	4,561,075	**703,325**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,925,176	4,741,365	3,924,475	5,520,488	3,857,750	4,561,075	**703,325**
Net County Cost	305,605	(1,398,959)	(277,417)	(1,468,448)	612,079	494,249	**(117,830)**
				Budgeted Staffing	21	22	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.2 million fund 22 budgeted positions. Operating expenses of $2.9 million is comprised primarily of transfers to Land Use Services – Administration for administrative support, vehicle services charges, COWCAP, and consultants. Sources of $4.6 million are primarily from fees charged for permit and plan reviews.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $585,495, primarily due to changes in budgeted staffing, consultant costs as a result of the vacancy of the Building Official position, contract building inspectors, and transfers to the Land Development division for work performed on plan reviews.

Sources are increasing by $703,325, primarily due to an increase in permit and plan review fees.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.2 million fund 22 budgeted positions, of which 19 are regular positions and 3 are limited term positions. Changes in budgeted staffing include the addition of 2 Building Inspector II positions, the addition of 1 Regional Building Inspector Supervisor, the transfer of 1 Secretary I position from the Land Use Services – Administration division, the deletion of 1 Extra Help Building Inspector II position, and the deletion of 2 Extra Help Building Inspector III positions. The addition of the 2 Building Inspector II positions will assist in meeting the increase in inspection demands. Deleting 1 Extra Help Building Inspector II position and the 2 Extra Help Building Inspector III positions was a result of declining activity for the Moly Corp project.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Building and Safety	19	3	22	14	4	4	22
Total	19	3	22	14	4	4	22

Building and Safety

	Classification
1	Building Official
2	Regional Building Inspector Supervisor
3	Building Inspector III
12	Building Inspector II
1	Contract Engineering Geologist
1	Contract Building Inspector
1	Building and Safety Engineer
1	Secretary I
22	Total

Code Enforcement

DESCRIPTION OF MAJOR SERVICES

Code Enforcement administers programs designed to protect the public's safety, welfare, and property through enforcement of County ordinances and state laws related to housing and property.

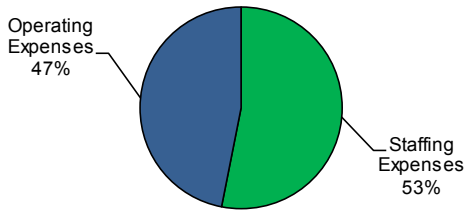
Budget at a Glance

Requirements Less Reimbursements*	$5,786,679
Sources/Reimbursements	$1,214,016
Net County Cost	$4,572,663
Total Staff	30
Funded by Net County Cost	79%

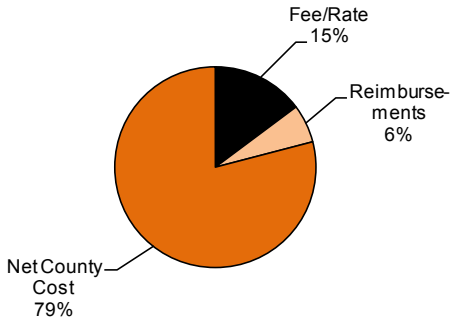
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

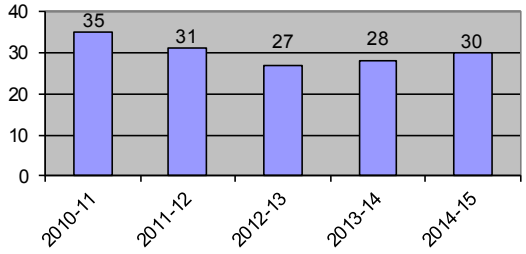


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	27	28	28	30
Limited Term	0	0	0	0
Total	27	28	28	30
Staffing Expenses	$2,884,565	$3,008,159	$3,126,134	$3,072,495

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Code Enforcement
FUND: General

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

	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	2,929,381	2,878,333	2,741,668	2,969,924	3,126,134	3,072,495	**(53,639)**
Operating Expenses	1,534,051	2,064,049	1,853,483	2,573,586	3,126,402	2,714,184	**(412,218)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,463,432	4,942,382	4,595,151	5,543,510	6,252,536	5,786,679	**(465,857)**
Reimbursements	(676,998)	(403,423)	(428,149)	(346,422)	(655,343)	(356,016)	**299,327**
Total Appropriation	3,786,434	4,538,959	4,167,002	5,197,088	5,597,193	5,430,663	**(166,530)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,786,434	4,538,959	4,167,002	5,197,088	5,597,193	5,430,663	**(166,530)**
Sources							
Taxes	25,356	2,608	3	32,840	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	668,949	466,158	478,394	599,493	643,756	855,000	**211,244**
Other Revenue	7,469	834	602	4,492	0	3,000	**3,000**
Total Revenue	701,774	469,600	478,999	636,825	643,756	858,000	**214,244**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	701,774	469,600	478,999	636,825	643,756	858,000	**214,244**
Net County Cost	3,084,660	4,069,359	3,688,003	4,560,263	4,953,437	4,572,663	**(380,774)**
				Budgeted Staffing	28	30	**2**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $3.1 million fund 30 regular positions. Operating expenses include $300,000 for the demolition of derelict properties. Other major expenditures include graffiti abatement contracts, vehicle service charges, litigation, and transfers to Land Use Services – Administration for administrative support.

Sources of $858,000 are comprised primarily of revenues from administrative citations and home rental permits.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $166,530 primarily due to the decrease in funding for County Counsel litigation costs.

Sources are increasing by $214,244, primarily due to administrative citation collections, and further increase in revenue for the rental permit program that began growing in 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.1 million fund 30 budgeted regular positions. Changes in staffing include the transfer in of 1 Secretary I position from the Administrative unit and addition of 1 Code Enforcement Officer II position to assist with the annual rental and Building Enforcement program, which will result in additional revenues.

In 2013-14, staff efforts were shifted to the Short Term Rental Program to focus on rental properties that are not currently enrolled in the Short Term Rental Program. Continued staff focus on this program will result in additional revenue and will ensure that Code Enforcement is diligent in pursuing property owners to comply with County Code.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Code Enforcement	30	0	30	26	2	2	30
Total	30	0	30	26	2	2	30

Code Enforcement

	Classification
1	Code Enforcement Chief
1	Program Manager
3	Code Enforcement Supervisor
7	Code Enforcement Officer III
13	Code Enforcement Officer II
3	Land Use Technician
1	Secretary I
1	Office Assistant III
30	Total

Fire Hazard Abatement

DESCRIPTION OF MAJOR SERVICES

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

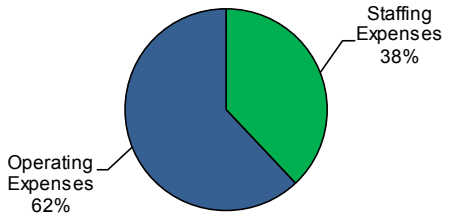
Budget at a Glance

Requirements Less Reimbursements*	$2,542,266
Sources/Reimbursements	$2,303,869
Net County Cost	$238,397
Total Staff	17
Funded by Net County Cost	10%

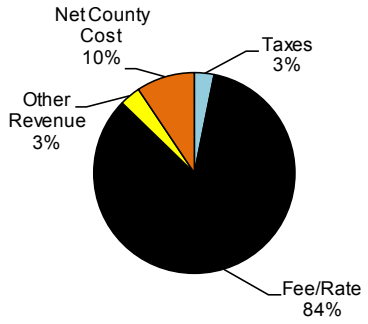
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

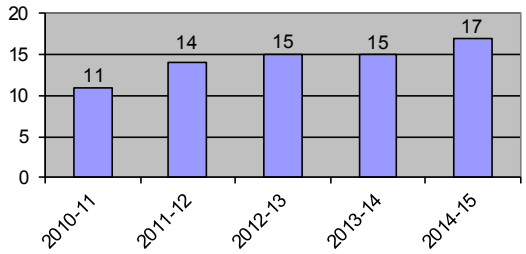


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	10	10	10	12
Limited Term	5	5	5	5
Total	15	15	15	17
Staffing Expenses	$840,507	$936,419	$962,178	$965,608

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Fire Hazard Abatement
FUND: General

BUDGET UNIT: AAA WAB
FUNCTION: Public Protection
ACTIVITY: Protective Inspection

	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	742,463	752,641	805,363	795,217	962,178	965,608	**3,430**
Operating Expenses	1,081,553	1,190,646	1,042,780	1,292,679	1,614,251	1,576,658	**(37,593)**
Capital Expenditures	0	15,605	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,824,016	1,958,892	1,848,143	2,087,896	2,576,429	2,542,266	**(34,163)**
Reimbursements	(26,808)	0	(2,385)	(624)	(45,000)	0	**45,000**
Total Appropriation	1,797,208	1,958,892	1,845,758	2,087,272	2,531,429	2,542,266	**10,837**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,797,208	1,958,892	1,845,758	2,087,272	2,531,429	2,542,266	**10,837**
Sources							
Taxes	47,160	54,346	53,290	69,756	45,000	80,000	**35,000**
Realignment		0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	1,800,975	1,650,089	1,683,888	1,803,319	1,961,569	2,138,869	**177,300**
Other Revenue	176,117	204,092	157,175	74,566	244,681	85,000	**(159,681)**
Total Revenue	2,024,252	1,908,527	1,894,353	1,947,640	2,251,250	2,303,869	**52,619**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,024,252	1,908,527	1,894,353	1,947,640	2,251,250	2,303,869	**52,619**
Net County Cost	(227,044)	50,365	(48,595)	139,632	280,179	238,397	**(41,782)**
				Budgeted Staffing	15	17	**2**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $1.6 million include $887,111 for contract weed abatement services, $324,857 in transfers to Land Use Service – Administration for administrative support, and $80,000 for vehicle service charges. These expenses are necessary to identify and mitigate all fire hazard risks throughout the County.

Sources of $2.3 million are comprised primarily of contracts with cities and fire protection districts ($278,569), administrative citations ($150,000), and charges to property owners for abatement services ($1.1 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $10,837, primarily due to the increase in retirement benefits and a reduction in reimbursements.

Sources are increasing by $52,619, primarily due to an increase in processing of liens releases on properties.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $965,608 fund 17 budgeted positions, of which 12 are regular positions and 5 are limited term positions. Changes to staffing include the transfer in of 3 Office Assistant III positions from the Administration Unit and the transfer out of 1 Fiscal Specialist to the Administration Unit, resulting in an increase of 2 positions.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Fire Hazard Abatement	12	5	17	11	3	3	17
Total	12	5	17	11	3	3	17

Fire Hazard Abatement

	Classification
1	Code Enforcement Supervisor
1	Code Enforcement Officer III
2	Code Enforcement Officer II
5	Fire Hazard Abatement Officer
3	Office Assistant III
5	Public Service Employee
17	Total

Land Development

DESCRIPTION OF MAJOR SERVICES

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

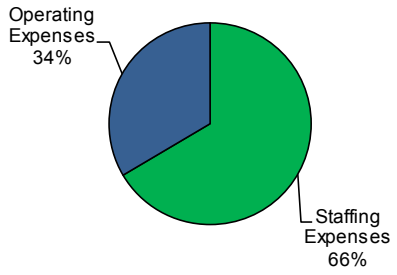
Budget at a Glance

Requirements Less Reimbursements*	$1,402,879
Sources/Reimbursements	$799,610
Net County Cost	$603,269
Total Staff	8
Funded by Net County Cost	43%

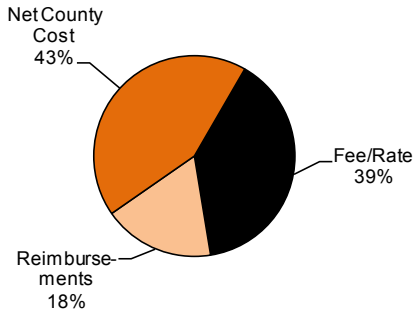
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

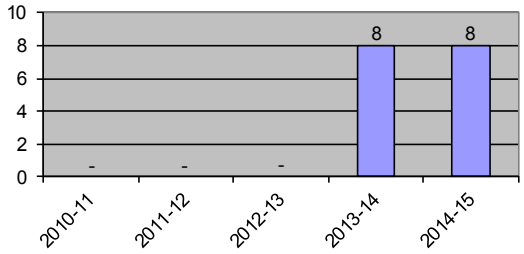


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	0	9	8	8
Limited Term	0	0	0	0
Total	0	9	8	8
Staffing Expenses	$0	$1,049,448	$1,061,090	$932,808

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Land Development
FUND: General

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

	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	926,966	1,061,090	932,808	**(128,282)**
Operating Expenses	0	0	0	242,936	255,657	470,071	**214,414**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	1,169,902	1,316,747	1,402,879	**86,132**
Reimbursements	0	0	0	(116,444)	(284,821)	(251,212)	**33,609**
Total Appropriation	0	0	0	1,053,458	1,031,926	1,151,667	**119,741**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	1,053,458	1,031,926	1,151,667	**119,741**
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	452,648	385,000	548,398	**163,398**
Other Revenue	0	0	0	(118)	0	0	**0**
Total Revenue	0	0	0	452,530	385,000	548,398	**163,398**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	452,530	385,000	548,398	**163,398**
Net County Cost	0	0	0	600,928	646,926	603,269	**(43,657)**
				Budgeted Staffing	8	8	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $932,808 fund 8 budgeted regular positions.

Operating expenses totaling $470,071 are primarily comprised of Computer Software and Hardware expense of $7,800, Other Professional and Specialized Services of $78,262, County Counsel expense of $30,000, and transfers of $282,866 to Land Use Services – Administration for administrative support.

Reimbursements of $251,212 are comprised primarily of transfers from the Building and Safety Division for work performed and from Administration for projects supported.

Sources of $548,398 are primarily comprised of fees for current services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $119,741 primarily due to an increase in transfers to Land Use Services – Administration for administrative support and increased contract labor utilization to assist with the increase in plan review volume. Sources are increasing by $163,398 as a result of anticipated increases in plan review revenues.

The Land Development Division was a new addition to the Land Use Services Department in 2013-14, moving to Land Use Services from the Department of Public Works, to provide improved customer service to the development community and to streamline operations. Drainage plan reviews are also now being performed by the Land Development Division for the Building and Safety Division.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $932,808 fund 8 budgeted regular positions. The Land Development Division began performing grading reviews for Building and Safety, improving customer service as well as helping to streamline services.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Land Development	8	0	8	7	1	0	8
Total	8	0	8	7	1	0	8

Land Development

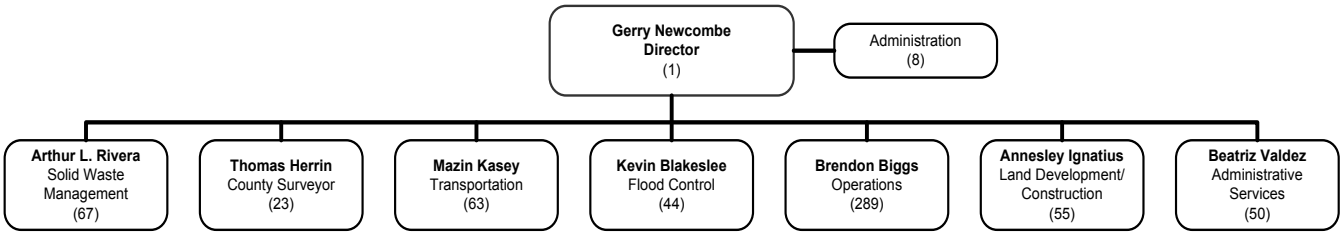
	Classification
1	Public Works Engineer IV
1	Public Works Engineer III
2	Public Works Engineer II
1	Engineering Technician V
3	Engineering Technician IV
8	Total

PUBLIC WORKS
Gerry Newcombe

DEPARTMENT MISSION STATEMENT

The Public Works Department provides a broad range of services and infrastructure to help ensure safe and desirable communities for the people of San Bernardino County. Areas of responsibility include roads, traffic, flood control, storm water quality, water conservation, solid waste services, and County surveyor functions.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Surveyor – Launched a new website of Interactive Maps, which provides easy access for the public to view geographic data about where County transportation, flood control and solid waste facilities and projects are located throughout the County in April, 2013. The website has continued to grow and evolve throughout 2013, with the addition of snow removal routes in November. The website address to view these maps is http://sbcountydpw.maps.arcgis.com/home/index.html. The Division continued to expand services for Geographic Information Systems support, with projects performed for Public Works and other County departments. In addition, geographically referenced versions of the DPW 'Wall Maps' were made available, which offer additional online research capabilities for the land surveying community.
- Transportation – Utilized various federal, state and local funding sources in the completion of $34.3 million in capital improvement projects, including over $18.3 million in pavement improvement projects, which included 12.3 miles of road repaving projects (6.1 miles of which were on Sheep Creek Road and Phelan Road), 18.6 miles of overlay projects, and 111.5 miles of roadway surface sealing protection projects. The completed projects include the construction of a half a mile of new paved roadway on Hatchery Drive; a bridge repair project to reopen Hinkley Road at the Mojave River; a roadway stabilization project to secure the eroding road and provide pedestrian access on Maple Lane near Big Bear High School; over 3.25 miles of new median construction on Valley Boulevard and Cedar Avenue to improve traffic safety (primarily funded with Federal Highway Safety Improvement grant funds); 3 sidewalk projects on Almond Avenue, Ridge Crest Road and Grandview Road; a widening project on Slover Avenue; a widening and new signal installation on Ranchero Road at Escondido Avenue; a new signal on Valley Boulevard at Banana Avenue; 3 drainage projects; 2 traffic delineator projects; a retaining wall; and an intersection realignment. The Division also started construction of a $29.0 million new railroad grade separation on Glen Helen Parkway south of Cajon Boulevard near the junction of Interstate 215 and 15 in the Devore area, partially funded with Discretionary General Funding of $3.4 million in 2013-14 and $4.0 million in 2014-15 as one-time contributions towards the local share of cost.

- Solid Waste – Accomplished County objective of living within our means, fully funding the maintenance of infrastructure and facilities, and the provision of state-of-the-art basic operating systems through the completion of the following capital improvement projects:

  1) $2.1 million - Landfill Gas Collection and Control System at the Big Bear Sanitary Landfill
  2) $3.6 million - Phase I Borrow Area Liner Project at the Barstow Sanitary Landfill
  3) $130,000 - Unattended Lane Project at the Mid-Valley Sanitary Landfill
  4) $145,000 - Major improvements to landfill gas extraction wells at Colton Sanitary Landfill

  Furthermore, for the unincorporated areas of the County, the Division implemented the outreach and monitoring requirements for mandatory commercial recycling as required by state law and the expanded requirements for construction waste management plans, also required by the state. The Division participated in seven community outreach events. Through the solid waste franchise program, the Division assisted with two community cleanup events by providing collection bins and disposal services. The Division achieved a 64.5% diversion rate for municipal waste, which is up from the 62.1% diversion rate for the prior year, exceeding the State mandated 50% diversion rate. The Division continues its outreach efforts to unincorporated areas with franchised solid waste services to provide education and increase the understanding of the value curbside trash collection services have in their communities. These outreach efforts have resulted in a 4.7% drop in exemption applications to mandatory trash service from 2012-13.
- Flood Control District – Utilized various federal, state and local funding sources for construction of flood control facilities. The District applied for and received a grant from the California Department of Water Resources, Stormwater Flood Management Program in the amount of $5.2 million for the construction of Amethyst Basin located in the City of Victorville. Also, the District started construction of the Alabama at City Creek project in the Highland/Redlands area, which is funded by Federal and State agencies, three local cities, and the Inland Valley Development Agency, and started construction on the Mountain View Acres Storm Drain in the Victorville area, which is anticipated to be completed in 2014-15. In addition, the District completed the following projects: construction of Lytle Cajon Channel Invert Repair for $3.7 million in the Colton/San Bernardino area; and construction of Sheep Creek Grouted Rock Bank Protection for $4.7 million in the Wrightwood area. The District also constructed interim recharge basins as a pre-construction earth removal project for the Amethyst Basin project in the Victorville area and removed approximately 40,000 cubic yards of material in San Timoteo basins 13 to 15 at minimal cost to the County due to the contractors providing removal services in exchange for retention of all excavated materials.

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: *• Increase efficiency in use of labor, equipment and materials in delivery of roadway preservation projects*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Cost per standard mile of chip seal road preservation treatment (staff)	N/A	N/A	N/A	$45,000
Cost per standard mile of slurry seal road preservation treatment (contractors)	N/A	N/A	N/A	$50,000

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: *• Maximize utilization and efficiency of flood control facilities for flood protection and water conservation*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of flood control basins cleaned out to full capacity before rainy season	N/A	99%	99%	99%

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: *• Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Contingency dollars spent as a percentage of contract cost	N/A	N/A	N/A	2%
Percentage of construction projects completed on time	N/A	N/A	N/A	85%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Surveyor	3,405,098	2,840,652	564,446			25
Total General Fund	3,405,098	2,840,652	564,446			25
Special Revenue Funds						
Transportation - Consolidated	143,222,083	76,050,425		67,171,658		338
Survey Monument Preservation	175,401	62,000		113,401		0
Total Special Revenue Funds	143,397,484	76,112,425		67,285,059		338
Enterprise Funds						
Solid Waste Consolidated	89,626,923	81,233,776			(8,393,147)	82
Total Enterprise Funds	89,626,923	81,233,776			(8,393,147)	82
Flood Control District						
Flood Control Consolidated	153,917,933	68,238,367		85,679,566		155
Flood Control Equipment	3,074,000	2,030,000			(1,044,000)	0
Total Other Agencies	156,991,933	70,268,367		85,679,566	(1,044,000)	155
Total - All Funds	393,421,438	230,455,220	564,446	152,964,625	(9,437,147)	600

Below is a reconciliation of staffing per budget unit and the organizational chart for Public Works:

	Surveyor	Transportation - Road Operations	Solid Waste Management - Operations	Flood Control District	Total
Gerry Newcombe	0	5	0	4	9
Arthur L. Rivera	0	0	67	0	67
Thomas Herrin	23	0	0	0	23
Mazin Kasey	0	63	0	0	63
Kevin Blakeslee	0	0	0	44	44
Brendon Biggs	0	217	0	72	289
Annesley Ignatius	0	28	0	27	55
Beatriz Valdez	2	25	15	8	50
Total Budgeted Staffing	**25**	**338**	**82**	**155**	**600**

5-YEAR REQUIREMENTS TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Surveyor	3,552,346	3,543,358	3,485,492	3,674,273	3,405,098
Survey Monument Preservation	179,844	196,827	64,581	110,641	175,401
Transportation Consolidated	148,234,077	146,560,399	136,326,748	163,064,052	143,222,083
Solid Waste Enterprise Funds Consolidated	214,663,539	210,819,066	233,204,829	90,260,716	89,626,923
Flood Control Consolidated	129,491,826	125,626,420	126,541,241	154,133,851	153,917,933
Flood Control Equipment	5,094,468	7,916,830	6,726,093	2,258,000	3,074,000
Total	**501,216,100**	**494,662,900**	**506,348,984**	**413,501,533**	**393,421,438**

5-YEAR SOURCES TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Surveyor	3,304,229	3,303,955	3,205,589	3,092,168	2,840,652
Survey Monument Preservation	56,124	59,670	58,510	62,000	62,000
Transportation Consolidated	76,538,362	87,830,847	71,877,120	105,913,793	76,050,425
Solid Waste Enterprise Funds Consolidated	73,738,120	66,017,889	95,284,250	88,909,584	81,233,776
Flood Control Consolidated	76,194,625	70,303,083	74,247,720	71,793,546	68,238,367
Flood Control Equipment	3,052,541	3,063,700	3,075,000	3,127,000	2,030,000
Total	**232,884,001**	**230,579,144**	**247,748,189**	**272,898,091**	**230,455,220**

5-YEAR NET COUNTY COST TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Surveyor	248,117	239,403	279,903	582,105	564,446
Total	**248,117**	**239,403**	**279,903**	**582,105**	**564,446**

5-YEAR FUND BALANCE TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Survey Monument Preservation	123,720	137,157	6,071	48,641	113,401
Transportation Consolidated	71,695,715	58,729,552	64,449,628	57,150,259	67,171,658
Flood Control Consolidated	53,297,201	55,323,337	52,293,521	82,340,305	85,679,566
Total	**125,116,636**	**114,190,046**	**116,749,220**	**139,539,205**	**152,964,625**

5-YEAR NET BUDGET TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Solid Waste Enterprise Funds Consolidated	(140,925,419)	(144,801,177)	(137,920,579)	(1,351,132)	(8,393,147)
Flood Control Equipment	(2,041,927)	(4,853,130)	(3,651,093)	869,000	(1,044,000)
Total	**(142,967,346)**	**(149,654,307)**	**(141,571,672)**	**(482,132)**	**(9,437,147)**

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

Surveyor

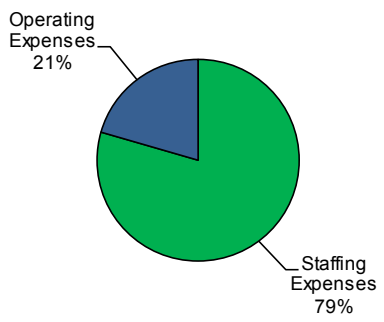
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$3,436,598
Sources/Reimbursements	$2,872,152
Net County Cost	$564,446
Total Staff	25
Funded by Net County Cost	16%
*Includes Contingencies	

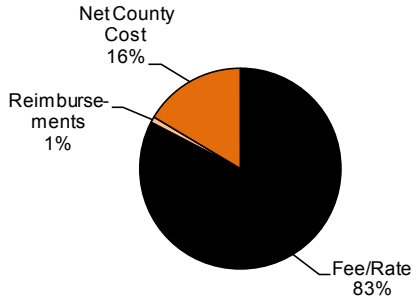
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used in the preparation of maps and plans for project development within the County. The County Surveyor ensures these maps and plans conform to conditions of approval, local ordinances, standards for development, and state laws. Field crews perform boundary and construction surveys for other County departments and are responsible for perpetuation of controlling survey monuments. The County Surveyor also maintains the integrity of the Countywide Geographic Information Services (GIS) Parcel Basemap.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

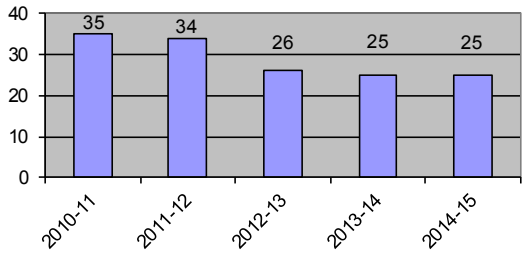


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	26	25	25	25
Limited Term	0	0	0	0
Total	26	25	25	25
Staffing Expenses	$2,805,830	$2,695,223	$2,762,842	$2,731,753

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works- Surveyor
FUND: General

BUDGET UNIT: AAA SVR
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	3,053,515	3,123,951	2,790,927	2,753,960	2,762,842	2,731,753	**(31,089)**
Operating Expenses	567,041	493,051	541,864	770,760	830,855	704,845	**(126,010)**
Capital Expenditures	0	0	59,710	129,483	150,000	0	**(150,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,620,556	3,617,002	3,392,501	3,654,203	3,743,697	3,436,598	**(307,099)**
Reimbursements	(68,212)	(80,744)	(69,395)	(29,271)	(69,424)	(31,500)	**37,924**
Total Appropriation	3,552,344	3,536,258	3,323,106	3,624,932	3,674,273	3,405,098	**(269,175)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,552,344	3,536,258	3,323,106	3,624,932	3,674,273	3,405,098	**(269,175)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	3,271,455	3,268,897	3,150,330	3,100,786	3,080,143	2,840,627	**(239,516)**
Other Revenue	33,456	22,494	9,473	371	12,025	25	**(12,000)**
Total Revenue	3,304,911	3,291,391	3,159,803	3,101,157	3,092,168	2,840,652	**(251,516)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	3,304,911	3,291,391	3,159,803	3,101,157	3,092,168	2,840,652	**(251,516)**
Net County Cost	247,433	244,867	163,303	523,775	582,105	564,446	**(17,659)**
				Budgeted Staffing	25	25	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.7 million make up the majority of the Surveyor's expenditures funding 25 regular positions. Operating expenses include services and supplies, software upgrades, and increases to Geographic Management Services, COWCAP and liability insurance. No capital expenditures are planned in 2014-15 in order to reduce operating costs and allow for the purchase of software upgrades. These costs are necessary in order to provide the public with protection in matters as they relate to sound surveying practices and to meet state mandated time frames. Sources of $2.8 million include fees charged to customers for field surveys, review of subdivision maps, and the preparation of legal descriptions and maps.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $269,175. Major changes for the Surveyor include a decrease in operating expenses of $126,010 and eliminating capital expenditures in 2014-15 in order to accommodate anticipated revenue reductions. Computer hardware, equipment, special departmental, microfilming, and vehicle charges are decreased to help offset revenue decreases.

Sources are decreasing by $251,516 due to a reduction in work performed for the Transportation Division as a result of Proposition 1B funding ending in 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.7 million fund 25 budgeted regular positions. The 2014-15 budget includes the reclassification of an Engineering Technician II to an Engineering Technician III.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Surveyor Administration	1	0	1	1	0	0	1
Field Section	12	0	12	12	0	0	12
Office Section	10	0	10	10	0	0	10
Administrative Services	2	0	2	2	0	0	2
Total	25	0	25	25	0	0	25

Surveyor Administration

	Classification
1	County Surveyor
1	Total

Field Section

	Classification
1	Supervising Land Surveyor
5	Survey Party Chief
1	Engineering Technician V
1	Engineering Technician IV
4	Engineering Technician III
12	Total

Office Section

	Classification
1	Survey Division Chief
1	Supervising Land Surveyor
2	Land Surveyor
1	Engineering Technician V
3	Engineering Technician IV
1	Engineering Technician III
1	Secretary I
10	Total

Administrative Services

	Classification
1	Accounting Technician
1	Fiscal Assistant
2	Total

Monument Preservation

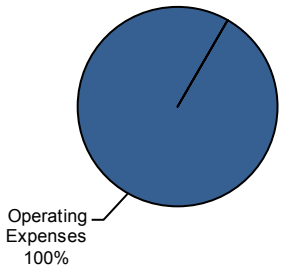
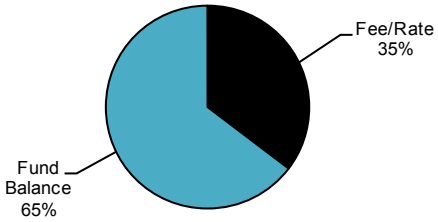
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$175,401
Sources/Reimbursements	$62,000
Fund Balance	$113,401
Use of Fund Balance	$113,401
Total Staff	0

*Includes Contingencies

The Survey Monument Preservation budget unit was established to account for expenses incurred related to the retracement or re-monument surveys of major historical land division lines, upon which later surveys are based. These include, but are not limited to, surveys of government section lines, rancho section lines, acreage subdivision lot lines, and subdivision boundary lines. The services related to this budget unit are funded by a $10 fee charged to the public for filing or recording specific types of grant deeds conveying real property.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works- Surveyor
FUND: Survey Monument Preservation

BUDGET UNIT: SBS SVR
FUNCTION: Public Protection
ACTIVITY: Other Protection

	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	42,685	145,131	17,550	0	55,000	175,401	**120,401**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	55,641	0	**(55,641)**
Total Exp Authority	42,685	145,131	17,550	0	110,641	175,401	**64,760**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	42,685	145,131	17,550	0	110,641	175,401	**64,760**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	42,685	145,131	17,550	0	110,641	175,401	**64,760**
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	56,123	59,670	60,120	64,760	62,000	62,000	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	56,123	59,670	60,120	64,760	62,000	62,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	56,123	59,670	60,120	64,760	62,000	62,000	**0**
				Fund Balance	48,641	113,401	**64,760**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $175,401 are for services specifically related to retracement or re-monument surveys. Fee/rate revenue of $62,000 is from fees charged to the public for filing or recording specific types of grant deeds conveying real property.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $64,760 primarily due to an anticipated increase in services related to retracement or re-monument surveys.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

DPW-Transportation Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Requirements Less Reimbursements*	$170,575,186
Sources/Reimbursements	$103,403,528
Fund Balance	$67,171,658
Use of Fund Balance	$36,648,103
Total Staff	338

*Includes Contingencies

Road Operations is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,554 miles of roadways. Additional activities include administration, planning, design, construction, environmental management, and traffic operations.

The Division's routine maintenance activities include patching and crack filling on approximately 7,500 lane-miles of asphalt pavement, grading of 420 miles of unpaved roads, shoulder maintenance, snowplowing of over 500 miles of mountain roads, traffic signal maintenance at 83 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance throughout the system, storm repairs and cleanup, maintenance of 380 bridges and thousands of concrete box and metal pipe culverts, as well as maintenance of drainage facilities such as inlets, ditches, dikes, and gutters. Maintenance functions are provided through 13 yard districts with regional facilities located to best serve the 20,000 square-mile area of the County.

Road activities are funded primarily from highway-users sources. Funding sources consist of state fuel taxes (Highway Users' Tax or Gas Tax), local transportation funds generated by sales tax revenues (Measure I), and development fees. The Department has eight established Local Area Transportation Facilities Development Plans and one Regional Development Mitigation Plan containing 16 subareas in the Valley and Victor Valley areas of the County to collect funds for the purpose of mitigating the traffic impacts of new development. Construction of major improvements (such as new roads, bridges, or adding of lanes) is limited to a few projects per year based on available funding.

The County's goal, for the maintained roads Pavement Condition Index (PCI), is good or better rating. Currently the average rating is in the very good range with some roads below a PCI rating of "Fair". In prior years, the Division utilized Gas Tax to fund the local share of major infrastructure projects such as major arterials and grade separations instead of utilizing those funds to maintain or improve the County Maintained Road System (Road System). Over the last three years, the General Fund provided a total of $13.4 million to the Division to support the Pavement Management Program. With the focus of the Transportation Division being shifted to emphasize the maintenance of the Road System ahead of capital projects to ensure that the pavement condition of the Road System does not deteriorate, the Division allocated its main funding sources to support maintenance and pavement preservation projects. Thus for 2014-15, a General Fund contribution for maintenance activities is not necessary. Routine maintenance and pavement preservation projects will still be funded at $23.0 million and $18.0 million respectively and other Departmental functions such as traffic safety and support will still be maintained at the same level. This fundamental shift will also have an impact on the ability to complete non-pavement preservation projects as Gas Tax is no longer available to pay for the local share of these projects. These projects will now be reflected as unfunded and will be completed at the discretion of the Board of Supervisors.

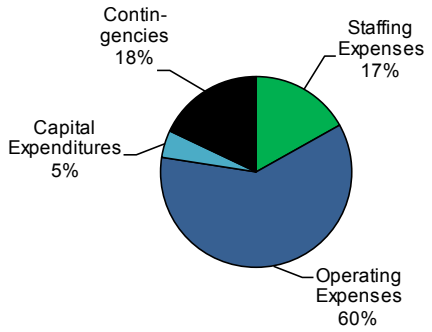
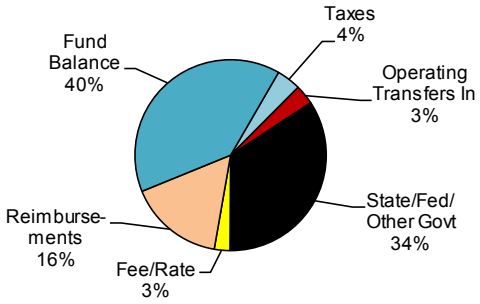
Therefore, in 2014-15, the County General Fund is contributing $1.1 million for the Slover Avenue and San Bernardino Avenue widening projects, $183,520 for the local match for the Glen Helen Parkway bridge replacement project, $300,000 for bridge studies on National Trails Highway, $75,000 for a sidewalk near the Joshua Tree National Park Visitor's Center, and due to the slow growth in developer fees, the General Fund will also follow-up the 2013-14 contribution with another one-time funding contribution, this time of $4.0 million, to help with the required development contribution of the Glen Helen Parkway grade separation project. Furthermore due to the end of Proposition 1B funding in 2013-14, which contributed over $31.7 million to pavement improvement projects since 2008, it is expected that in the upcoming years, the Division will not be able to sustain an $18.0 million allocation to the Pavement Management Program and will require additional discretionary general funding to maintain the pavement condition of the Road System.

Measure I is a Countywide one-half cent transaction use tax that was passed by the voters of San Bernardino County in November 1989 (1989 Measure), and extended by voters in 2004 (2004 Measure), to provide funding for transportation improvements until 2040. Local pass through Measure I primarily funds roadway resurfacing, rehabilitation, and other pavement improvement projects, but may also be used as the local funding match for grant or other County participation projects, such as bridge, safety or widening projects, as well as traffic signal projects throughout the County. The County is divided into six sub-areas, and the Measure I funds received must be spent within the sub-area in which they were collected. The sub-areas are as follows: North Desert, Morongo Basin, San Bernardino Mountains, Colorado River, Victor Valley, and San Bernardino Valley.

Facilities Development Plans were established by County ordinance to collect development traffic impact fees for new construction of roads within the boundaries of the established fee areas. Fee ordinances are approved in the areas of Helendale/Oro Grande, High Desert (Phelan and Pinon Hills), Lucerne Valley, Oak Hills, Snowdrop Road, South and East Apple Valley, and Summit Valley. Interim fee plans were developed for the Big Bear and Joshua Tree areas, but are currently on hold and being reviewed by the Division.

Regional Development Mitigation Plan was adopted by the Board of Supervisors in 2006 as a condition of the voter approved Measure I Ordinance to generate development fair-share contributions for regional transportation needs resulting from the impacts of new development in the urban areas of the County. Projects include freeway interchanges, regional arterials, arterials, and railroad grade separation projects. The County of San Bernardino's development contribution target shares were calculated for each of the unincorporated city spheres of influence in the San Bernardino Valley and Victor Valley as part of San Bernardino Associated Government's (SANBAG) Development Mitigation Nexus Study. Development impact fees are collected at the time of issuance of a building permit for all residential, commercial, and industrial development. When sufficient fees are collected to cover the development contribution fair-share amount of projects, applications are submitted to SANBAG for the regional Measure I and/or federal and state funds necessary to construct the regional arterial roads, freeway interchanges, and railroad grade separation projects listed in the Regional Development Mitigation Plan. An update to the Regional Development Mitigation Plan (Plan) was adopted July 22, 2014, replacing the Plan that had been adopted June 26, 2012.

2014-15 ADOPTED BUDGET

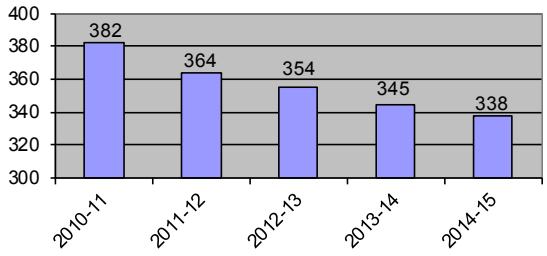
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	306	297	296	287
Limited Term	48	46	49	51
Total	354	343	345	338
Staffing Expenses	$30,171,344	$29,184,331	$29,871,951	$28,695,644

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Transportation
FUND: Transportation Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	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	28,064,072	27,438,880	28,153,395	29,000,383	29,871,951	28,695,644	**(1,176,307)**
Operating Expenses	77,281,457	70,884,542	74,313,532	72,274,471	113,474,153	103,183,370	**(10,290,783)**
Capital Expenditures	6,556,695	6,854,687	4,246,050	4,655,084	6,788,176	7,868,000	**1,079,824**
Contingencies	0	0	0	0	41,057,937	30,523,555	**(10,534,382)**
Total Exp Authority	111,902,224	105,178,109	106,712,977	105,929,938	191,192,217	170,270,569	**(20,921,648)**
Reimbursements	(16,986,373)	(18,621,122)	(15,297,971)	(17,659,771)	(29,184,889)	(27,353,103)	**1,831,786**
Total Appropriation	94,915,851	86,556,987	91,415,006	88,270,167	162,007,328	142,917,466	**(19,089,862)**
Operating Transfers Out	214,098	5,119,090	5,158,358	629,116	1,056,724	304,617	**(752,107)**
Total Requirements	95,129,949	91,676,077	96,573,364	88,899,283	163,064,052	143,222,083	**(19,841,969)**
Sources							
Taxes	4,658,635	6,195,459	6,880,906	6,293,699	6,580,789	7,003,123	**422,334**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	56,212,604	60,477,497	50,740,447	75,539,535	79,616,819	58,392,191	**(21,224,628)**
Fee/Rate	5,038,763	5,274,361	8,973,013	9,348,611	13,994,881	4,487,102	**(9,507,779)**
Other Revenue	882,898	2,069,182	5,993,955	953,632	508,784	512,689	**3,905**
Total Revenue	66,792,900	74,016,499	72,588,321	92,135,477	100,701,273	70,395,105	**(30,306,168)**
Operating Transfers In	9,637,047	16,234,378	11,797,291	5,100,429	5,212,520	5,655,320	**442,800**
Total Sources	76,429,947	90,250,877	84,385,612	97,235,906	105,913,793	76,050,425	**(29,863,368)**
				Fund Balance	57,150,259	67,171,658	**10,021,399**
				Budgeted Staffing	345	338	**(7)**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Road Operations	98,964,140	65,841,517	33,122,623	338
Measure I	30,776,717	7,072,287	23,704,430	0
Facilities Development Plans	3,034,705	58,384	2,976,321	0
Regional Development Mitigation Plan	10,446,521	3,078,237	7,368,284	0
Total Special Revenue Funds	143,222,083	76,050,425	67,171,658	338

Road Operations has requirements of $99.0 million consisting of the following: $28.7 million for staffing expenses to fund 338 positions; $78.1 million for operating expenses such as road maintenance, equipment/materials purchases, vehicle maintenance, County internal service and administrative expenses, insurance, professional services for road construction projects, and transfers for labor/equipment usage within all Department of Public Works divisions; $7.9 million for capital expenditures which includes $2.1 million to purchase land and right-of-way for planned road construction projects, $5.3 million to replace equipment needed for daily road operations and maintenance and $503,000 primarily for signal controller equipment; $27.3 million in reimbursements which includes $11.0 million from other Department of Public Works divisions for labor and equipment usage and $16.3 million in project related labor and services and supplies reimbursements primarily into Road Operations from Measure I and the Regional Development Mitigation Plan funds; and $11.3 million in contingencies of which $7.8 million is for future construction projects and a new accounting system and $3.5 million is for future equipment replacement.

Sources of $65.8 million consist of $56.3 million in state, federal and other government aid which includes $41.9 million in Gas Tax and $14.4 million in state, federal, and other government aid for construction projects, with some of the major contributions being as follows:

- $7.4 million from SANBAG, State Proposition 1B and railroad contributions for shares of the Glen Helen Grade separation project
- $3.4 million from Highway Bridge Program for various bridge repair and replacement projects
- $751,700 from Highway Safety Improvement Program for National Trails Highway raised pavement markings project
- $700,000 from Public Lands Highway funds for the design of Needles Highway realignment and widening project
- $357,100 from Safe Routes to School funds for pedestrian access improvements and flashing lighted crosswalks on Pacific Street

Also included in sources are: fee/rate revenue of $3.5 million which includes $1.2 million from permit/inspection fees and other miscellaneous reimbursement for services from outside agencies, $1.3 million in City participation for shared pavement condition improvement projects; $669,000 from Regional Parks for design services for the Santa Ana River Trail project; and $410,550 in other sources consisting primarily of interest earnings and mitigation fees for development impacts to the County Maintained Road System; and $5.7 million in operating transfers in consisting of General Fund contributions for capital projects.

Measure I has requirements of $30.8 million consisting of $19.3 million in operating expenses for road construction projects, which includes road overlays, rehabilitations, and drainage improvements; $11.5 million in contingencies set aside for future road constructions projects; and $77,473 in reimbursements from Regional Development Mitigation to partially fund a portion of costs associated with the Ranchero Road project. Sources of $7.1 million include $7.0 million in Measure I sales tax and $69,164 in estimated interest earnings.

Facilities Development Plans has requirements of $3.0 million, which includes $1.7 million in operating expenses primarily for the design of Shadow Mountain Road in the Helendale/Oro Grande area and Rock Springs Road Widening and Bridge over the Mojave River in the Southeast Apple Valley area. Additionally, $1.3 million has been allocated to contingencies for future construction projects. Sources of $58,384 consist of anticipated development fees and estimated interest earnings.

Regional Development Mitigation Plan has requirements of $10.4 million which includes $4.0 million in operating expenses for the Road Operations fund and Measure I for the Slover Avenue and San Bernardino Avenue widening projects, Glen Helen Grade separation project, Ranchero Road widening and signal project, and the Cherry Avenue at Interstate 10 and Cedar Avenue at Interstate 10 interchange improvement projects (SANBAG's public local share of $2.1 million and development fees available of $1.9 million); and $6.4 million allocated to contingencies for future road construction projects. Sources of $3.1 million include $2.1 million from SANBAG's public local share for various road projects and $1.0 million in development fees with a small amount of interest earned for cash on hand.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $19.8 million primarily due to decreases in operating expenses and contingencies because of fewer new major infrastructure projects and the end of Proposition 1B funding in 2013-14. Major infrastructure projects that are completed, or nearing completion and no longer have budget requirements, are the Slover Avenue and Cherry Avenue widening projects, the roadway stabilization on Maple Lane and the new signal and widening on Ranchero Road.

Sources are decreasing by $29.9 million primarily because of fewer project reimbursements from outside agencies, such as less federal reimbursement due to the completion of the Lenwood Road and Alabama Avenue emergency projects, less reimbursement from other agencies for projects that are completed, or nearing completion, like the project listed above, and due to a projected decline in gas tax revenues.

The fund balance increased by $10.0 million primarily due to a delay of construction projects, additional development mitigation fees received, and receipt of gas tax revenues that were not anticipated to be received until 2014-15.

PROGRAMMATIC INFORMATION

With the focus of the Transportation Division being the maintenance of the County's Maintained Road System, public safety, and infrastructure improvements, a variety of road related projects have been identified for 2014-15.

Project Type	Major Projects	Funding Sources
Major Rehabilitation and Overlay	H Street, Division Drive, Beech Avenue, Jurupa Avenue, Cactus Avenue, Sterling Avenue, Pacific Street, Vista Road, Helendale Road, Shadow Mtn Road, Del Rosa Drive, Luna Road	Measure I and Gas Tax
Surface and Chip Seal	Various roads and locations in: Apple Valley, Big River, Fontana, Bloomington, Calico, Daggett, Lenwood, Colton, Crestline, Del Rosa, Goffs, Lake Arrowhead, Montclair, Morongo Basin, Joshua Tree, Muscoy, Phelan, Wrightwood, Victorville, San Antonio Heights and Trona	Measure I and Gas Tax
Major Infrastructure Improvements	Glen Helen Parkway grade separation, Yates Road reconstruction, Interstate 10 at Cherry Avenue interchange improvement, Institution Road paving, and the Slover Avenue and San Bernardino Avenue widening projects	Measure I, Gas Tax, Federal and State grants, General Fund Discretionary one-time funds, Developer Fees, and other local agencies

Project Type	Major Projects	Funding Sources
Public Safety	National Trails Hwy raised pavement markers, Pacific Street and Beech Avenue flashing lighted crosswalks, Central Avenue at Phillips Boulevard new signal, Parker Dam, Two Hundred Sixty-Third Street guardrail installations, and a sidewalk near the Joshua Tree Visitor Center	Measure I, Gas Tax, Federal and State grants, and General Fund Discretionary one-time funds
Bridge Repair and Replacement	Yermo Bridge, Garnet Street Bridge and several bridge repairs/replacements on National Trails Highway	Federal grants, Gas Tax, Federal Toll Credits

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $28.7 million fund 338 budgeted positions of which 287 are regular positions and 51 are limited term positions. The budget reflects a net decrease of 7 positions. Changes include the addition of the following new positions:

- 1 Public Works Planning Division Chief in order to replace the deletion of a vacant Public Works Engineer IV as noted below as the duties of this position have shifted to a more managerial level with less engineering. This addition will not have a budgetary impact since it is a replacement of an equivalently budgeted position.
- 1 Payroll Specialist to replace positions lost in previous years due to funding issues. The new position will help ensure sufficient internal controls exist for payroll transactions upon which billing activities are based.
- 1 Contract Public Works Accountant to backfill an existing Accountant III in order to analyze current processes and assist in the consolidation of multiple cost accounting systems.
- 1 Contract Business Systems Analyst III to support various IT improvements taking place, such as a new County-wide permitting system upgrade and the consolidation of multiple cost accounting systems.

The Transportation Division is also deleting 7 positions, of which 6 are vacant (1 Public Works Engineer IV being replaced by a Public Works Planning Division Chief as noted above; 3 Public Works Engineer II's; 1 Supervising Land Surveyor; 1 Engineering Technician IV) and one position is being deleted (Transportation Analyst II, retired) without an impact to departmental operations. The Division is also transferring 4 positions (1 Chief Public Works Engineer; 3 Public Works Engineer III) to the Flood Control District in order to assist with the workload that is anticipated in the Flood Permits Division, Environmental Management Division, and National Pollutant Discharge Elimination System program over the next few years.

In addition, the budget includes the following reclassifications:

- Administrative Supervisor II to Public Works Accounting Manager
- Engineering Technician II to Engineering Technician III

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	5	0	5	5	0	0	5
Design	24	0	24	23	1	0	24
Planning	15	0	15	13	1	1	15
Traffic	24	0	24	23	1	0	24
Operations	143	42	185	163	22	0	185
Contracts/Inspections	23	4	27	25	2	0	27
Traffic Operations Services	24	1	25	23	2	0	25
Administrative Services	13	1	14	11	1	2	14
Permits	7	0	7	6	1	0	7
Information Technology Services	4	2	6	5	0	1	6
Budget/Revenue Claiming	5	0	5	5	0	0	5
Environmental Management	0	1	1	1	0	0	1
Total	287	51	338	303	31	4	338

Administration

	Classification
1	Director of Public Works
1	Executive Secretary II
1	Secretary II
1	Staff Analyst II
1	Office Assistant III
5	Total

Design

	Classification
1	Public Works Engineer IV
2	Public Works Engineer III
4	Public Works Engineer II
5	Engineering Technician V
5	Engineering Technician IV
4	Engineering Technician III
1	Engineering Technician II
1	Secretary I
1	Office Assistant III
24	Total

Planning

	Classification
1	Chief Public Works Engineer
1	Public Works Planning Division Chief
2	Public Works Engineer III
1	Public Works Engineer II
1	Engineering Technician V
2	Engineering Technician IV
1	Engineering Technician III
1	Supervising Transportation Analyst
3	Transportation Analyst
1	Geographic Info Sys Tech III
1	Secretary I
15	Total

Traffic

	Classification
1	Public Works Engineer IV
2	Public Works Engineer III
2	Public Works Engineer II
1	Incident Reconstruction Specialist
1	Engineering Technician V
6	Engineering Technician IV
5	Engineering Technician III
3	Engineering Technician II
1	Secretary I
1	Office Assistant IV
1	Office Assistant II
24	Total

Operations

	Classification
1	Chief Public Works Engineer
2	Public Works Operations Supt
10	Public Works Operations Supv
12	Maintenance & Const Supv II
3	Maintenance & Const Supv I
16	Maintenance & Const Worker II
12	Maintenance & Const Worker I
23	Equipment Operator III
69	Equipment Operator II
33	Equipment Operator I
1	Equipment Parts Specialist I
1	Secretary II
1	Office Assistant III
1	Public Service Employee
185	Total

Contracts/Inspections

	Classification
1	Public Works Engineer IV
3	Public Works Engineer III
3	Public Works Engineer II
4	Contract Project Senior Inspector
4	Engineering Technician V
5	Engineering Technician IV
5	Engineering Technician III
1	Secretary I
1	Office Assistant II
27	Total

Traffic Operations Services

	Classification
1	Public Works Operations Supv
2	Maintenance & Const Supv II
1	Maintenance & Const Supv I
14	Maintenance & Const Worker II
3	Maintenance & Const Worker I
1	Equipment Operator III
1	Equipment Operator II
2	Equipment Operator I
25	Total

Administrative Services

	Classification
1	Public Works Chief Financial Officer
1	Public Works Accounting Manager
1	Supervising Accountant II
1	Accountant III
1	Accountant II
1	Accountant I
1	Supervising Accounting Technician
1	Accounting Technician
1	Reproduction Equipment Operator
2	Payroll Specialist
2	Fiscal Assistant
1	Contract Public Works Accountant
14	Total

Permits

	Classification
1	Public Works Engineer III
1	Public Works Engineer II
4	Engineering Technician IV
1	Office Assistant III
7	Total

Information Technology Services

	Classification
1	Business Applications Manager
1	Business Systems Analyst II
1	Automated Systems Analyst II
1	Automated Systems Technician
1	Contract Business Systems Analyst III
1	Public Service Employee
6	Total

Budget/Revenue Claiming

	Classification
1	Budget Officer
3	Staff Analyst II
1	Fiscal Assistant
5	Total

Environmental Management

	Classification
1	Contract PSG Transportation Planner
1	Total

Solid Waste Management Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$89,707,923
Sources/Reimbursements	$81,314,776
Net Budget	($8,393,147)
Estimated Unrestricted Net Assets	($80,513,062)
Use of Unrestricted Net Assets	$8,393,147
Total Staff	82
*Includes Contingencies	

Operations Fund is responsible for the operation and management of the County's solid waste disposal system, which consists of six regional landfills, nine transfer stations, and thirty-three closed landfills or disposal sites. The Solid Waste Management Division also administers the County's solid waste franchise program which authorizes and regulates trash collection by private haulers in the County unincorporated area, and state mandated waste diversion and recycling programs. This is the only fund that has staffing associated with it.

Note: While the Solid Waste Management Division has approximately $109 million in short-term assets such as cash that is used to support the operations of the system, the Division is estimating its Unrestricted Net Assets to be in deficit by $80.5 million at June 30, 2014 due to the inclusion of approximately $192.8 million of long term landfill liabilities for pollution remediation obligations, future closure construction, and post-closure maintenance. These liabilities do not come due within the current year budget and represent future costs that will be funded with future revenue. For 2014-15, the Division will be using approximately $8.4 million of its short term assets to balance the budget.

Site Closure and Maintenance Fund provides for the closure of landfills and for post-closure maintenance (e.g. fencing, storm damage, soil erosion, but excluding landfill gas and groundwater monitoring) required by Titles 14 and 27 of the California Code of Regulations. This budget unit accounts for the requirements and sources related to the planning, design, permitting, construction, and maintenance activities required for closure and post-closure maintenance of County landfills.

Site Enhancement, Expansion and Acquisition Fund provides for the construction of landfills and transfer stations, purchase of land, construction of ancillary facilities, and site enhancements, all of which are directly related to the increase of waste capacity. This budget unit accounts for the requirements and sources related to the planning, permitting, design, and construction activities required for the expansion and/or enhancement of County landfill and transfer station operations.

Environmental Fund provides environmental mitigation and monitoring activities (e.g., landfill gas systems operation, maintenance and monitoring, groundwater monitoring and remediation) at disposal sites and active and closed landfill sites for the health and safety of the public. This budget unit accounts for the requirements and sources related to these environmental mitigation/monitoring activities, and habitat mitigation.

Environmental Mitigation Fund (EMF) was established to provide separate accountability of that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities. On July 10, 2001, the Board of Supervisors (Board) approved an Environmental Mitigation Fund Use Policy. In accordance with this policy, projects or programs must reduce, avoid, or otherwise mitigate impacts arising from the operations and management of a County owned landfill or transfer station to be eligible for use of EMF monies. Current programs funded through EMF monies are the Household Hazardous Waste Program in unincorporated County communities, ongoing since 1993; and the Host Cities Program. Sources collected in this fund are also used to make contractual payments to the seven host cities with a County landfill or transfer station within its boundary or sphere of influence. On March 30, 2004, the Board approved an amended EMF Use Policy that revised the eligibility criteria to include the County's portion of costs associated with debris cleanup in the aftermath of a locally declared disaster. Also, as of 2008-09 and forward, all uncovered load fees are transferred into this fund and used to finance the fund's activities.

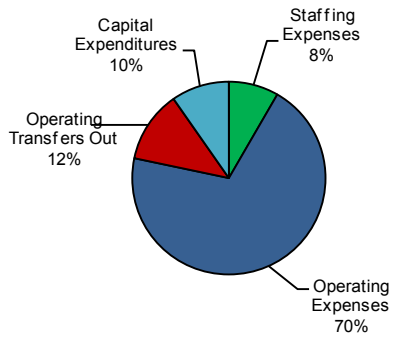
Closure and Post-Closure Maintenance Fund provides for the funding of landfill closure construction for those facilities that fall within the regulatory requirements of landfill facilities that were still actively receiving waste as of 1989. Deposits are made to this budget unit from the Solid Waste Operations budget unit, as needed, to provide proper funding, based upon the amount of waste deposited into the landfills each year. No expenditures are booked to this budget unit, only operating transfers out to the Site Closure and Maintenance budget unit and

operating transfers in for financial assurance deposits, when required. Operating transfers out to the Site Closure and Maintenance budget unit can only be done when Solid Waste Management Division receives written approval from CalRecycle for the release of funds.

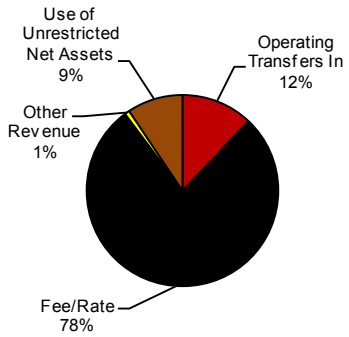
Solid Waste Management Earned Leave Fund provides for the funding of employee compensated absences which are the accumulated vacation, holiday benefits, sick pay, and compensatory time recorded as an expense and non-current liability as benefits are earned. In the event of retirement or termination, an employee is paid 100% of accumulated vacation, holiday and compensatory time. This fund was newly created in 2011-12.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

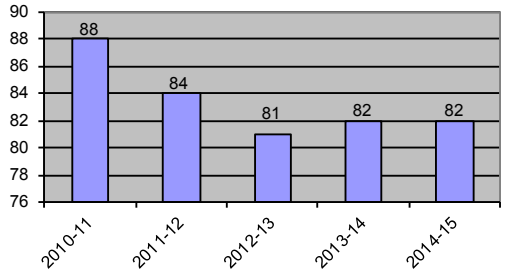


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	81	81	82	82
Limited Term	0	0	0	0
Total	81	81	82	82
Staffing Expenses	$6,687,666	$7,153,210	$7,238,412	$7,480,503

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Solid Waste Management
FUND: Solid Waste Enterprise Funds Consolidated

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Sanitation

	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	6,973,106	6,779,486	6,486,789	6,989,496	7,238,412	7,480,503	**242,091**
Operating Expenses	54,488,633	49,429,697	85,597,992	50,256,405	56,935,468	62,772,402	**5,836,934**
Capital Expenditures	1,565,790	6,957,075	1,079,216	4,678,879	8,135,536	8,697,964	**562,428**
Contingencies	0	0	0	0	50,000	0	**(50,000)**
Total Exp Authority	63,027,529	63,166,258	93,163,997	61,924,780	72,359,416	78,950,869	**6,591,453**
Reimbursements	0	(1,822)	(43,474)	(69,931)	(48,700)	(81,000)	**(32,300)**
Total Appropriation	63,027,529	63,164,436	93,120,523	61,854,849	72,310,716	78,869,869	**6,559,153**
Operating Transfers Out	15,200,656	6,993,468	34,002,942	10,467,120	17,950,000	10,757,054	**(7,192,946)**
Total Requirements	78,228,185	70,157,904	127,123,465	72,321,969	90,260,716	89,626,923	**(633,793)**
Sources							
Taxes	171,276	187,231	220,863	247,413	230,000	239,000	**9,000**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	32,530	928,264	1,750,845	671,436	70,000	(157,125)	**(227,125)**
Fee/Rate	57,011,260	55,248,472	57,782,418	59,544,160	65,688,387	69,636,747	**3,948,360**
Other Revenue	1,666,896	1,270,846	2,419,018	8,280,920	4,971,197	758,100	**(4,213,097)**
Total Revenue	58,881,962	57,634,813	62,173,144	68,743,929	70,959,584	70,476,722	**(482,862)**
Operating Transfers In	15,200,656	6,794,391	32,003,142	10,550,000	17,950,000	10,757,054	**(7,192,946)**
Total Sources	74,082,618	64,429,204	94,176,286	79,293,929	88,909,584	81,233,776	**(7,675,808)**
Net Budget*	(4,145,567)	(5,728,700)	(32,947,179)	6,971,960	(1,351,132)	(8,393,147)	**(7,042,015)**
				Budgeted Staffing	82	82	**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.

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Net Budget	Staffing
Enterprise Funds				
Operations Fund (Fund EAA)	61,033,728	60,122,498	(911,230)	82
Site Closure and Maintenance Fund (Fund EAB)	3,391,000	618,580	(2,772,420)	0
Site Enhancement, Expansion & Acquisition Fund (Fund EAC)	6,845,390	3,469,532	(3,375,858)	0
Environmental Fund (Fund EAL)	11,791,805	9,760,084	(2,031,721)	0
Environmental Mitigation Fund (Fund EWD)	6,565,000	7,212,482	647,482	0
Closure and Post-Closure Maintenance Fund (fund EAN)	0	0	0	0
Earned Leave Fund (Fund IDA)	0	50,600	50,600	0
Total Enterprise Funds	89,626,923	81,233,776	(8,393,147)	82

Operations Fund has requirements of $61.0 million for operation of the County's solid waste disposal system, which primarily includes: $7.5 million of staffing expenses that fund 82 budgeted positions; operating expenses of $43.1 million which primarily consists of services and supplies of $38.8 million, including the landfill operations contracts and other professional services needed to maintain the County's disposal sites, transfers of $410,416, central services of $323,002, and other charges of $3.5 million which includes $2.1 million for payments to the Board of Equalization based on a per ton of landfill waste and $1.3 million set aside for potential legal settlements; $3.1 million for capital expenditures; reimbursements of $81,000 from other departments; and $7.5 million in operating transfers out to the Environmental Fund for operations, maintenance and monitoring of landfill environmental control systems. Sources of $60.1 million includes funds generated from landfill gate fees, special land use assessments, solid waste franchise fees, royalty agreements, land leases, interest earned on fund balance, and a small state grant for beverage container recycling education and outreach program.

Sources received in this budget unit also fund the activities of other solid waste budget units and is reflected as operating transfers out.

Site Closure and Maintenance Fund includes requirements of $3.4 million for partial final closure of the Mid-Valley Landfill Unit 1's south and west slopes. Sources of $618,580 include allocated special assessments, landfill gate fees that support closure activities, and interest earnings.

Site Enhancement, Expansion and Acquisition Fund includes requirements of $6.8 million of which $2.4 million is for the Mid-Valley Unit 3 Liner project, $400,000 for Barstow Perimeter Fencing, $700,000 for San Timoteo lateral expansion project, and $3.3 million in operating transfers out to the Environmental Fund for capital projects and annual maintenance/monitoring of existing landfill gas, air, and groundwater systems. Sources of $3.5 million are from allocated landfill gate fees that support expansion activities and interest earnings.

Environmental Fund includes requirements of $11.8 million for the following list of projects related to the construction, operation, maintenance, and monitoring (OM&M) of environmental control systems to protect groundwater, air, soil and habitat mitigation per Title 5 and Title 27 regulations:

- $4.0 million - Countywide - Landfill Gas Extraction System OM&M
- $2.4 million - Countywide - Water Quality Response Program OM&M
- $847,000 - Barstow Landfill – Landfill Gas Extraction System
- $400,000 - Big Bear Landfill - Landfill Gas Extraction System
- $154,057 - Heaps Peak Disposal Site - Leachate Treatment System OM&M
- $1.5 million - Heaps Peak Disposal Site - East Slope Stabilization/Southern Rubber Boa Habitat Mitigation
- $250,000 – Lenwood-Hinkley – Bioenhancement Pilot Study
- $1.0 million - Mid-Valley Landfill – Perchorlate – Groundwater Monitoring and Reporting
- $434,000 - Mid-Valley Landfill – Water Replacement Order Implementation Agreement and Standby Water Rights
- $132,037 – Mid-Valley Landfill – Corrective Action Plan - Groundwater Routine OM&M
- $5,464 - Milliken Landfill - Easement Agreements – Edison
- $541,000 - Yucaipa Disposal Site - Groundwater Treatment System
- $125,203 – Tools, Equipment, Utilities, General Equipment Maintenance

Sources of $9.8 million consist primarily of operating transfers in from the Operations Fund of $7.4 million and allocated landfill gate fees of $2.4 million.

Environmental Mitigation Fund includes requirements of $6.6 million for that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities as payments to seven host cities with a landfill or transfer station in their sphere of influence or within incorporated city limits. Sources of $7.2 million are from allocated special assessments and landfill gate fees.

Closure and Post-Closure Maintenance Fund is not expected to have any required Financial Assurance activity for the period 2014-15.

Solid Waste Management - Earned Leave Fund has sources of $50,600, of which $600 represents interest earned and $50,000 that represents an operating transfer in from the Operations Fund for approximately one-twentieth of the unfunded liability of employees' earned leave balances.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $633,793. Significant changes include a net increase in operating expenses of $5.8 million, primarily due to an increase of $2.3 million for Contractor related costs of operating the County Landfills, including additional import tonnage required by contract, and $2.2 million increase in professional services for new capital improvement projects; and various repairs and maintenance at County disposal sites,

utilities, and computer software and hardware purchases, and a net increase in capital improvements of $562,428. These increases were offset by a decrease in operating transfers in of $7.2 million since the Environmental Mitigation Fund has sufficient operating cash.

Sources are decreasing by $7.7 million, primarily due to a decrease in operating transfers in of $7.2 million; and a net decrease of $482,862 in total revenue from an increase of $3.9 million in gate fees, primarily due to increased import tonnage, offset by a net decrease of $4.4 million in residual equity transfers in, interest earnings, FEMA revenue, and litigation settlement revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $7.5 million fund 82 budgeted regular positions. The reclassification of one Staff Analyst I to a Staff Analyst II is included in the budget due to higher level budget and fee analysis work now required of departments.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	6	0	6	6	0	0	6
Special Projects	5	0	5	5	0	0	5
Operations and Scales	37	0	37	34	3	0	37
Engineering	19	0	19	18	1	0	19
Administrative Services	12	0	12	11	1	0	12
Information Technology Services	3	0	3	2	1	0	3
Total	82	0	82	76	6	0	82

Administration

	Classification
1	Chief Public Works Engineer
1	Solid Waste Analyst
1	Staff Aide
1	Secretary II
2	Office Assistant III
6	Total

Special Projects

	Classification
1	Solid Waste Program Administrator
1	Staff Analyst II
1	Recycling Specialist
1	Secretary I
1	Office Assistant II
5	Total

Operations and Scales

	Classification
1	Public Works Operations Supt.
1	Public Works Operations Supvr.
1	Maintenance & Const. Supervisor I
4	Landfill Operations Inspector
1	Engineering Technician III
1	Scale Operations Supervisor II
2	Scale Operations Supervisor I
25	Scale Operator
1	Fiscal Assistant
37	Total

Engineering

	Classification
1	Public Works Engineer IV
3	Public Works Engineer III
4	Public Works Engineer II
1	Engineering Tech V
4	Engineering Tech IV
3	Engineering Tech III
1	Engineering Tech II
1	Staff Analyst I
1	Secretary I
19	Total

Administrative Services

	Classification
1	Administrative Supervisor II
1	Accountant III
2	Accountant II
2	Staff Analyst II
1	Supervising Accounting Tech.
5	Fiscal Assistant
12	Total

Information Technology Services

	Classification
1	Automated Systems Analyst II
1	Automated Systems Analyst I
1	Automated Systems Technician
3	Total

San Bernardino County Flood Control District - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$167,841,533
Sources/Reimbursements	$82,161,967
Fund Balance	$85,679,566
Use of Fund Balance	$38,247,050
Total Staff	155

*Includes Contingencies

The San Bernardino County Flood Control District (District) was created in 1939 under special state legislation. Since its inception, the District has developed an extensive system of flood control and water conservation facilities, including dams, conservation basins, debris basins, channels and storm drains. The purpose of these facilities is to intercept and convey flood flows through and away from developed areas of the County, as well as to promote water conservation and improved water quality.

The District covers the entire County, including all of the incorporated cities. The District is divided into six geographic flood zones (in recognition of the different characteristics and flood control needs in various areas). Zone 1 encompasses the County's West End, from the Los Angeles and Riverside County lines to West Fontana. Zone 2 encompasses the central area of the San Bernardino Valley easterly of Zone 1 to approximately the Santa Ana River and City Creek demarcations. Zone 3 covers the East end of San Bernardino Valley, east of Zone 2. Zone 4 covers the Mojave River Valley region, from the San Bernardino Mountains to Silver Lakes. Zone 5 primarily includes the San Bernardino mountains. Zone 6 encompasses the remainder of the County not covered by other zones. The District has also established a Countywide administrative zone (Zone 7). The District's funding is primarily derived from property taxes, federal and state aid on specific projects, subdivision and permit fees, rents and royalties, and revenue from local water agencies for water spreading services.

The District's principal functions are as follows:

Flood Protection on Major Streams: In cooperation with the federal government, the District conducts programs for channel and levee construction, floodwater retention, and debris basin maintenance. Programs or projects are often done in cooperation with the incorporated cities, the U.S. Army Corps of Engineers, and the U.S. Bureau of Reclamation.

Water Conservation: The District operates and maintains water conservation basins and spreading grounds. Water from the local mountains and Northern California is spread and percolated into the groundwater basins underlying the County. The District has numerous joint use agreements with water districts allowing use of District facilities for groundwater recharge.

Storm Drain Construction: The District is active in comprehensive storm drain master planning/construction and cooperates with incorporated cities and other agencies in storm drain projects.

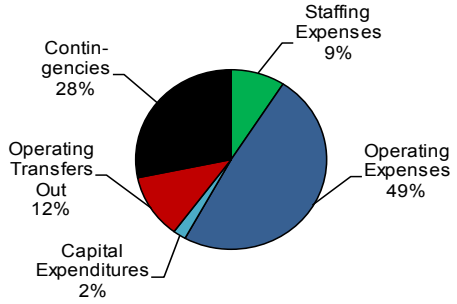
Facility Maintenance: The District has a proactive maintenance program for its facilities. Regular inspections of the storm drains, channels, and basins are made as required by various state and federal agencies.

National Pollutant Discharge Elimination System (NPDES): The District is the lead permittee in the San Bernardino Valley area-wide NPDES permit with 16 cities as co-permittees. The NPDES program, through the State Water Quality Management Board, regulates storm water quality through very detailed and complex permits, which affect everyone within the Santa Ana River Watershed and now in the high desert area of the Victor Valley under Phase II of the permit.

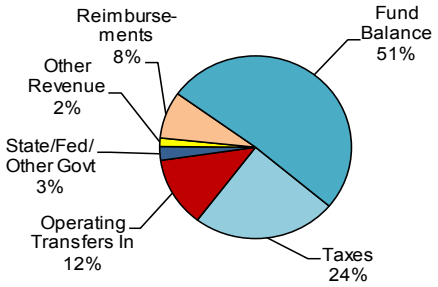
Flood Operations: During the flood season, the District maintains telemetry systems for monitoring rainfall and runoff and dispatches storm patrols as dictated by the projected severity of a storm. The District has access to a weather satellite data delivery system to provide state-of-the-art weather information. The system provides advance warning of major storm activity.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

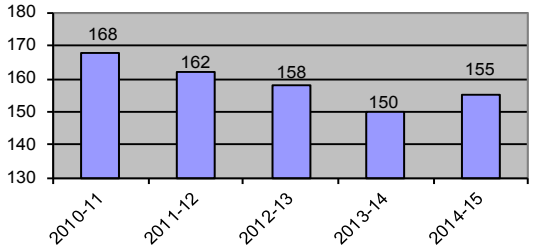


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	147	145	147	152
Limited Term	11	1	3	3
Total	158	146	150	155
Staffing Expenses	$15,004,356	$14,307,908	$14,433,951	$15,310,224

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Flood Control
FUND: Consolidated

BUDGET UNIT: Various
FUNCTION: Flood Control
ACTIVITY: Flood Control

	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	13,728,949	13,474,972	13,393,032	13,479,022	14,433,951	15,310,224	**876,273**
Operating Expenses	58,925,210	52,695,794	41,241,614	47,704,012	72,740,711	82,063,809	**9,323,098**
Capital Expenditures	254,417	256,334	163,184	1,481,205	3,194,700	3,659,000	**464,300**
Contingencies	0	0	0	0	63,810,050	47,432,516	**(16,377,534)**
Total Exp Authority	72,908,576	66,427,100	54,797,830	62,664,238	154,179,412	148,465,549	**(5,713,863)**
Reimbursements	(13,942,667)	(13,628,850)	(13,588,422)	(13,392,910)	(13,195,874)	(13,923,600)	**(727,726)**
Total Appropriation	58,965,909	52,798,250	41,209,408	49,271,328	140,983,538	134,541,949	**(6,441,589)**
Operating Transfers Out	10,129,411	12,708,146	8,911,024	6,231,215	13,150,313	19,375,984	**6,225,671**
Total Requirements	69,095,320	65,506,396	50,120,432	55,502,544	154,133,851	153,917,933	**(215,918)**
Sources							
Taxes	36,431,260	36,414,505	38,785,707	40,793,120	40,215,500	40,608,100	**392,600**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	16,798,468	5,323,306	3,975,617	5,025,892	4,428,199	4,078,555	**(349,644)**
Fee/Rate	139,734	860,319	1,407,106	586,280	474,043	367,600	**(106,443)**
Other Revenue	5,016,500	1,358,472	23,583,086	2,660,378	12,225,491	2,533,128	**(9,692,363)**
Total Revenue	58,385,962	43,956,602	67,751,516	49,065,670	57,343,233	47,587,383	**(9,755,850)**
Operating Transfers In	10,781,588	18,588,629	10,211,024	7,539,515	14,450,313	20,650,984	**6,200,671**
Total Sources	69,167,550	62,545,231	77,962,540	56,605,185	71,793,546	68,238,367	**(3,555,179)**
				Fund Balance	82,340,305	85,679,566	**3,339,261**
				Budgeted Staffing	150	155	**5**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $15.3 million fund 155 budgeted positions to oversee administration, operations and maintenance of the District's facilities. Operating expenses of $82.1 million primarily include: $44.0 million in service contracts for construction projects; $12.4 million for bond payments and debt service; and $18.0 million in transfers, of which $13.3 million is for internal payroll distribution, and $3.1 million to pay the Transportation Division for work performed on District projects and to reimburse for administrative costs. Capital expenditures of $3.7 million are primarily needed to purchase land and right of way for mitigation and/or construction purposes. Reimbursements of $13.9 million are primarily related to internal labor distribution charges.

The District's primary revenue source is property taxes budgeted at $40.6 million. Other major revenue sources include governmental aid of $4.1 million to partially fund Seven Oaks Dam maintenance and the NPDES program, operating transfers in of $20.7 million ($1.3 million from the County general fund for the NPDES program and $19.4 million for internal administrative transfers between funds), and other revenue of $2.5 million primarily from anticipated land sales.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $215,918 due to a decrease in contingencies of $16.4 million primarily to fund planned construction projects, an increase in operating expenses of $9.3 million (which includes the planned construction projects), and an increase in operating transfers out of $6.2 million due to additional transfers between the District's zones.

Sources are decreasing by $3.6 million primarily due to a decrease in other revenue of $9.7 million which reflects an anticipated decrease in land sales for 2014-15 partially offset by an increase in operating transfers in of $6.2 million as a result of additional transfers between the District's zones.

Additionally, the fund balance has increased by $3.3 million primarily as a result of delayed planned construction projects in 2013-14.

PROGRAMMATIC INFORMATION

Flood Control facility maintenance funding has increased to $13.2 million Countywide primarily due to environmental mitigation requirements. The NPDES program is budgeted at $6.2 million and is funded by the County ($1.3 million), the sixteen participating cities ($2.0 million) and the District ($2.9 million). Contingencies are budgeted at $47.4 million for projects in design and environmental phase, not yet ready for construction. Furthermore, the table below reflects District projects planned for 2014-15:

Project Type	Major Projects	Funding Sources
Maintenance	Maintenance of Channels, Creeks and Basins Countywide	Property Taxes
Basin Construction	Cactus Basin #3; Donnell Basin Phase I; Amethyst Basin; Bandicoot Basin	Property Taxes; CA Department of Water Resources
Channel Construction	Elder Creek; Mountain View Acres; Kitchen Dean Wash; Sand/Warm Creek Confluence; Rialto Channel at Riverside Avenue; Rimforest Drainage Mitigation; Wilson Creek; Desert Knolls Wash	Property Taxes; Discretionary General Funding
Levee Construction	Mojave River I-15 Levee	Property Taxes

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $15.3 million fund 155 budgeted positions of which 152 are regular positions and 3 are limited term positions. The budget reflects a net increase of 5 positions. Changes include the addition of the following new positions:

- 1 Office Assistant II to provide clerical assistance and customer service support for the District.
- 1 Office Assistant III for the Flood Permits Division due to workload increases in that division.
- 1 Automated Systems Technician to provide technical support to over 500 computers at multiple sites.
- 1 Contract Flood Arborist to ensure compliance with Federal Emergency Management Agency and U.S. Army Corps of Engineers levee certification requirements.

The District is deleting 3 vacant positions (2 Supervising Planners and 1 Public Works Engineer IV) and transferring in 4 positions (1 Chief Public Works Engineer, 3 Public Works Engineers III) from the Transportation Department in order to assist with the workload that is anticipated in the Flood Permits Division, Environmental Management Division, and NPDES over the next few years.

In addition, the budget includes the reclassification of a filled Staff Analyst I to Staff Analyst II.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	4	0	4	3	0	1	4
Water Resources	10	0	10	10	0	0	10
Environmental Management/NPDES	26	1	27	24	1	2	27
Flood Design	20	0	20	20	0	0	20
Seven Oaks Dam	2	0	2	2	0	0	2
Administrative Services	5	0	5	4	1	0	5
Flood Planning	12	0	12	11	1	0	12
Permits	11	0	11	8	1	2	11
Operations	59	2	61	53	6	2	61
Budget Revenue Claiming	2	0	2	2	0	0	2
Information Technology	1	0	1	0	0	1	1
Total	152	3	155	137	10	8	155

Administration

	Classification
1	Personnel Technician
1	Office Assistant II
1	Secretary I
1	Office Assistant III
4	Total

Water Resources

	Classification
2	Public Works Engineer II
2	Public Works Engineer III
1	Secretary I
1	Engineering Technician III
2	Engineering Technician IV
2	Engineering Technician V
10	Total

Environmental Management/NPDES

	Classification
1	Stormwater Program Manager
5	Planner III
1	Planner II
1	Staff Analyst II
1	Secretary I
1	Office Assistant III
2	Engineering Technician V
4	Engineering Technician IV
4	Ecological Resource Specialist
2	Public Works Engineer III
1	Office Assistant II
1	Public Service Employee
2	Public Works Engineer II
1	Chief Public Works Engineer
27	Total

Flood Design

	Classification
1	Supervising Land Surveyor
2	Public Works Engineer III
3	Public Works Engineer II
4	Engineering Technician V
4	Engineering Technician IV
4	Engineering Technician III
1	Secretary I
1	Public Works Engineer IV
20	Total

Seven Oaks Dam

	Classification
2	Equipment Operator III
2	Total

Administrative Services

	Classification
1	Accountant III
1	Accountant II
1	Accounting Technician
1	Fiscal Assistant
1	Secretary II
5	Total

Flood Planning

	Classification
1	Public Works Engineer IV
2	Public Works Engineer III
2	Public Works Engineer II
1	Engineering Technician V
2	Engineering Technician IV
1	Engineering Technician III
1	Secretary I
2	Chief Public Works Engineer
12	Total

Permits

	Classification
1	Public Works Engineer IV
2	Engineering Technician V
6	Engineering Technician IV
1	Secretary I
1	Public Works Engineer III
11	Total

Operations

	Classification
1	Public Works Engineer II
1	Public Works Operations Supt
2	Public Works Operations Supv
9	Equipment Operator III
7	Equipment Operator II
6	Equipment Operator I
5	Maint & Const Spvsr II
3	Maint & Const Spvsr I
8	Maint & Const Worker II
10	Maint & Const Worker I
2	Office Assistant III
1	Office Assistant II
1	Pesticide Applicator
1	Contract Flood Arborist
2	Equipment Operator I Trainee
1	Equipment Operator II Trainee
1	Public Service Employee
61	Total

Budget/Revenue Claiming

	Classification
1	Budget Officer
1	Staff Analyst II
2	Total

Information Technology

	Classification
1	Automated Systems Technician
1	Total

CAPITAL IMPROVEMENT PROJECTS IN 2014-15 ADOPTED OPERATING BUDGET

The following Capital Improvement projects are included in the 2014-15 adopted budget:

# Proj.	Location/ Address	Flood Control Zone	Project Name-Description	Fund	Total Project Budget	New Projects	Carryover Balances		2014-15 Adopted Requirements
1	Highland	Zone 3	Sand/Warm Creek Confluence	RFF	3,700,000	-	3,700,000		3,700,000
2	San Bernardino	Zone 5	Alabama at City Creek	RFF	1,800,000	-	500,000		500,000
3	Rialto	Zone 5	Cactus Basin #3	RFF	9,200,000	-	9,200,000		9,200,000
4	Victorville	Zone 1	Mountain View Acres	RFQ	7,500,000	-	2,100,546		2,100,546
5	Highland	Zone 3	Elder Creek	RFL	4,000,000	-	4,000,000		4,000,000
6	Twentynine Palms	Zone 3	Donnell Basin Phase I	RFV	3,100,000	-	3,000,000		3,000,000
7	Barstow	Zone 3	Kitchen Dean Wash	RFQ	2,750,000	-	2,750,000		2,750,000
8	Victorville	Zone 1	Mojave River I-15 Levee	RFQ	1,600,000	-	1,600,000		1,600,000
9	Rimforest	Zone 2	Rimforest Drainage Mitigation	RFT	5,900,000	-	320,000	*	320,000
10	Victorville	Zone 1	Amethyst Basin	RFQ	9,000,000	9,000,000	-		9,000,000
11	Hesperia	Zone 1	Bandicoot Basin	RFQ	18,000,000	1,000,000	-		1,000,000
12	Yucaipa	Zone 3	Wilson Creek	RFL	800,000	800,000	-		800,000
13	Apple Valley	Zone 1	Desert Knolls Wash	RFQ	7,500,000	7,500,000	-		7,500,000
14	Rialto	Zone 5	Rialto Channel at Riverside Ave.	RFF	5,600,000	4,000,000	-		4,000,000
TOTAL 2014-15 CIP BUDGET FOR FLOOD CONTROL DISTRICT					**80,450,000**	**22,300,000**	**27,170,546**		**49,470,546**

** Funded with County Discretionary General Funding*

Expenses associated with these Major Improvements consist primarily of right of way acquisition expenses, consultants for design or geotechnical services, labor, and construction costs.

Flood Control Equipment

DESCRIPTION OF MAJOR SERVICES

The Flood Control District Equipment budget unit is an internal service fund established to fund the purchase and maintenance of all District vehicles and heavy equipment. This fund is funded by equipment user fee charges to the various Flood Control District zones and to other divisions within the Department of Public Works.

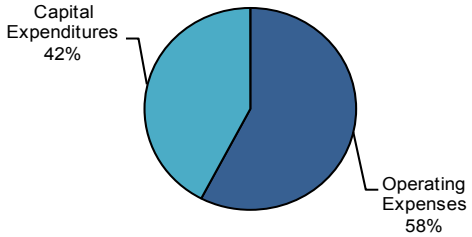
Budget at a Glance

Requirements Less Reimbursements*	$3,074,000
Sources/Reimbursements	$2,030,000
Net Budget	($1,044,000)
Estimated Unrestricted Net Assets	$6,466,793
Use of Unrestricted Net Assets	$1,044,000
Total Staff	0

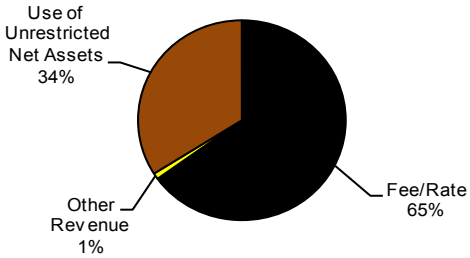
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works-Flood Control District
FUND: Equipment

BUDGET UNIT: ICA 097
FUNCTION: Flood Control
ACTIVITY: Equipment 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	2,152,484	1,735,648	1,588,387	1,579,616	1,601,920	1,773,000	**171,080**
Capital Expenditures	0	628,932	622,759	557,613	656,080	1,301,000	**644,920**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,152,484	2,364,580	2,211,146	2,137,229	2,258,000	3,074,000	**816,000**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,152,484	2,364,580	2,211,146	2,137,229	2,258,000	3,074,000	**816,000**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,152,484	2,364,580	2,211,146	2,137,229	2,258,000	3,074,000	**816,000**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	100,000	0	0	0	0	**0**
Fee/Rate	3,005,025	2,818,949	2,478,788	1,855,141	2,850,000	2,000,000	**(850,000)**
Other Revenue	46,967	143,025	34,973	31,894	80,000	30,000	**(50,000)**
Total Revenue	3,051,992	3,061,974	2,513,761	1,887,035	2,930,000	2,030,000	**(900,000)**
Operating Transfers In	0	0	0	0	197,000	0	**(197,000)**
Total Sources	3,051,992	3,061,974	2,513,761	1,887,035	3,127,000	2,030,000	**(1,097,000)**
Net Budget*	899,508	697,394	302,615	(250,194)	869,000	(1,044,000)	**(1,913,000)**
				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 $1.8 million make up a large portion of the expenditures for this budget unit and consist of motor pool charges, equipment repairs, and maintenance charges from the Fleet Management Department. Additionally, capital expenditures of $1.3 million include the following purchases:

- $5,000 for a Paint Sprayer (graffiti removal)
- $16,000 for 2 Light Tower Trailers
- $30,000 for a John Deere Mower (replacement)
- $450,000 for a D7R Dozer (replacement)
- $350,000 for a 4900 Multi-body (replacement)
- $135,000 for 3 4x4 Extended Cab Trucks (replacements)
- $85,000 for a Service/Welder (replacement)
- $195,000 for 3 4x4 Flatbed Trucks (replacements)
- $35,000 for a 15 Passenger Ford (replacement)

Fee/Rate revenue of $2.0 million includes the District's heavy equipment fleet rates and is the main revenue source.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $816,000 primarily due to the amount of new equipment and vehicles being purchased to replace outdated units. Sources are decreasing by $1.1 million due to the decrease in rental usage revenues, a decrease in equipment sales, and the elimination of residual equity transfers.

STAFFING CHANGES AND OPERATIONAL IMPACT

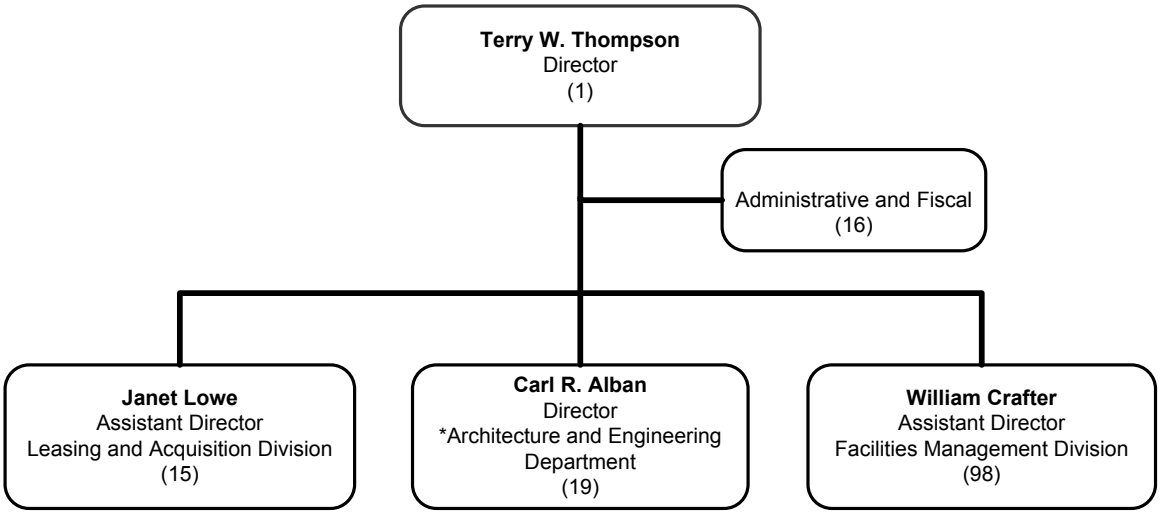
There is no staffing associated with this budget unit.

REAL ESTATE SERVICES
Terry W. Thompson

DEPARTMENT MISSION STATEMENT

The Real Estate Services Department is committed to providing a broad spectrum of timely, professional and quality real estate related services including leasing, appraisal, acquisitions, surplus property sales, inventory of owned and leased buildings and land, maintenance, grounds and custodial service, and design and construction of projects included in the annual Capital Improvement Program.

ORGANIZATIONAL CHART



*The Architecture and Engineering Department budget is shown under its own budget section.

2013-14 ACCOMPLISHMENTS

- Leasing and Acquisition Division (LAD), effectively marketed County-owned property that is not necessary for the specific needs of the County and selling more than 160 acres of underutilized agricultural land in Chino to Watson Land Development, who is processing entitlements for two industrial complexes that have the potential to generate more than 1,000 jobs.
- LAD collaborated with Human Services (HS) to analyze and review the useful life, energy costs, modernization and expansion needs for office space for various HS departments; executed leases for the Transitional Assistance Department (TAD) to strategically locate Call Centers throughout the County, to reduce traffic and parking requirements and institute easier methods to record registrations for medical care under the Affordable Care Act; and negotiated new leases for larger TAD facilities, to accommodate the growing client list for services in Colton (46,000 square feet), Needles (10,000 square feet), Yucaipa (20,000 square feet) and Redlands (27,000 square feet). Each of these new sites were constructed to Leadership in Energy and Environmental Design (LEED) Certified Silver, resulting in sustainable site development, water savings, energy efficiency, and indoor environmental quality.
- LAD negotiated a twenty-five year, 66,640 square foot lease for the Sheriff's Department at San Bernardino International Airport for a new aviation facility.
- Facilities Management Division (FMD), in collaboration with Information Services Department and Architecture and Engineering, integrated six different heating, ventilation and air conditioning building automation systems in 31 buildings into one networked system utilizing the County's Wide Area Network, allowing remote control, diagnostic and system failure alerts during and after normal business hours.

- FMD increased the number of preventative maintenance tasks from 7,549 in 2012-13 to 8,298 in 2013-14 to ensure the scheduled life of the systems and equipment in our buildings, and to ensure equipment efficiencies to reduce energy consumption and cost.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: *• Renew leases or relocate County departments prior to the lease termination date.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of lease renewal processes initiated not later than 6 months prior to the termination date.	N/A	100%	100%	100%
Percentage of lease relocation processes initiated not later than 18 months prior to the termination date.	NA	100%	100%	100%

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

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

Department Strategy: *• Participate in Southern California Edison's (SCE) HVAC Optimization Program - a three-year planned HVAC maintenance program with financial incentives.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of HVAC units enrolled in the HVAC Optimization Program (563 total units).	N/A	149	169	350
Percentage of enrolled HVAC units repaired and serviced to minimum performance level (baseline) within six months of enrollment.	N/A	100%	55%	90%

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: *• Increase number of preventative maintenance tasks for County equipment and building systems.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of preventative maintenance tasks completed.	7,283	8,298	8,803	8,713

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Real Estate Services Department	1,164,639	1,164,639	0			23
Rent and Leases	1,008,033	1,008,033	0			0
Courts Property Management	2,292,520	2,292,520	0			0
Architecture and Engineering	0	0	0			22
Facilities Management Division	14,249,231	13,636,172	613,059			102
Utilities	20,372,124	283,329	20,088,795			2
Total General Fund	39,086,547	18,384,693	20,701,854			149
Special Revenue Fund						
Chino Agricultural Preserve	16,264,466	587,617		15,676,849		0
Total Special Revenue Fund	16,264,466	587,617		15,676,849		0
Total - All Funds	55,351,013	18,972,310	20,701,854	15,676,849	0	149

5-YEAR REQUIREMENTS TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Real Estate Services Department	1,355,175	1,226,884	1,225,745	1,174,498	1,164,639
Rent and Leases	474,198	1,857,058	1,482,408	2,409,082	1,008,033
Courts Property Management	2,151,623	2,381,364	2,420,010	2,285,336	2,292,520
Chino Agricultural Preserve	9,639,822	10,037,703	9,471,919	9,670,810	16,264,466
Architecture and Engineering	(65,000)	(100,000)	0	32,465	0
Facilities Management Division	14,679,893	11,789,944	13,268,224	14,419,316	14,249,231
Utilities	18,915,207	17,276,736	19,618,084	19,631,304	20,372,124
Total	**47,150,918**	**44,469,689**	**47,486,390**	**49,622,811**	**55,351,013**

5-YEAR SOURCES TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Real Estate Services Department	1,505,595	1,226,884	1,225,745	1,166,965	1,164,639
Rent and Leases	480,854	1,857,058	1,482,408	2,409,082	1,008,033
Courts Property Management	2,167,395	2,381,364	2,420,010	2,285,336	2,292,520
Chino Agricultural Preserve	767,596	675,431	674,156	547,236	587,617
Architecture and Engineering	0	0	0	0	0
Facilities Management Division	14,641,479	12,226,748	13,268,224	13,624,813	13,636,172
Utilities	2,849,818	1,485,093	385,292	277,495	283,329
Total	**22,412,737**	**19,852,578**	**19,455,835**	**20,310,927**	**18,972,310**

5-YEAR NET COUNTY COST TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Real Estate Services Department	(150,420)	0	0	7,533	0
Rent and Leases	(6,656)	0	0	0	0
Courts Property Management	(15,772)	0	0	0	0
Architecture and Engineering	(65,000)	(100,000)	0	32,465	0
Facilities Management Division	38,414	(436,804)	0	794,503	613,059
Utilities	16,065,389	15,791,643	19,232,792	19,353,809	20,088,795
Total	**15,865,955**	**15,254,839**	**19,232,792**	**20,188,310**	**20,701,854**

5-YEAR FUND BALANCE TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Chino Agricultural Preserve	8,872,226	9,362,272	8,797,763	9,123,574	15,676,849
Total	**8,872,226**	**9,362,272**	**8,797,763**	**9,123,574**	**15,676,849**

Real Estate Services Department

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$3,087,334
Sources/Reimbursements	$3,087,334
Net County Cost	$0
Total Staff	23
Funded by Net County Cost	0%
*Includes Contingencies	

The Real Estate Services Department (RESD) consists of the Leasing and Acquisition Division, Administrative and Fiscal section, Facilities Management Division, and the Architecture and Engineering Department (shown elsewhere in the County budget).

The Leasing and Acquisition Division negotiates and administers revenue and expenditure leases on behalf of County departments. Revenue leases allow for the use of County-owned facilities, generally at County parks and airports, and generate revenue to offset expenses incurred to provide such facilities to residents and users. Expenditure leases provide space in leased facilities throughout the County for departments and their employees to support the delivery of services in locations convenient to the residents served. In addition, the division is responsible for the property management of court facilities within the County and the County-owned land and dairy facilities in the Chino Agricultural Preserve.

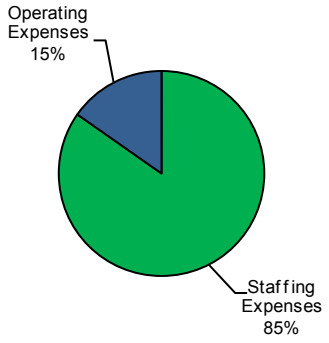
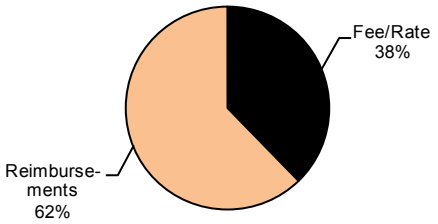
The Leasing and Acquisition Division also provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. Staff establishes values and acquires the necessary rights-of-way needed to complete public safety projects, including the construction and maintenance of transportation corridors and floodways. This Division also acquires land and facilities for various functions and disposes of property determined to be surplus to the County's needs.

The activities of the Leasing and Acquisition Division are conducted in accordance with, and in support of, the County goals to operate in a fiscally responsible and business-like manner, to maintain public safety, to provide for the health and social service needs of County residents, and to pursue County goals and objectives by working with other governmental agencies.

The Administrative and Fiscal section is responsible for maintaining an inventory of all County land and buildings, including leased facilities, and provides all support functions including budgeting, personnel administration and automation services.

The Facilities Management Division serves the public by providing quality custodial, grounds and maintenance services that enable County departments and staff to effectively meet the expectations of their customers.

2014-15 ADOPTED BUDGET

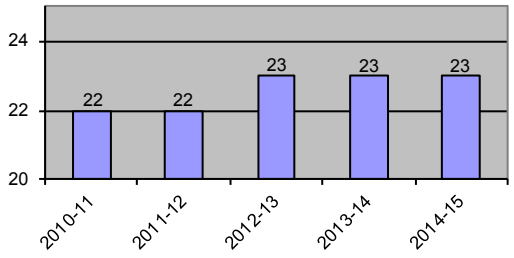
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	23	23	23	23
Limited Term	0	0	0	0
Total	23	23	23	23
Staffing Expenses	$2,493,985	$2,580,399	$2,587,932	$2,616,459

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services
FUND: General

BUDGET UNIT: AAA RPR
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	2,070,831	2,376,998	2,456,624	2,527,520	2,587,932	2,616,459	**28,527**
Operating Expenses	229,159	380,674	311,174	313,709	404,537	470,875	**66,338**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,299,990	2,757,672	2,767,798	2,841,229	2,992,469	3,087,334	**94,865**
Reimbursements	(959,396)	(1,639,941)	(1,612,260)	(1,639,570)	(1,817,971)	(1,922,695)	**(104,724)**
Total Appropriation	1,340,594	1,117,731	1,155,538	1,201,659	1,174,498	1,164,639	**(9,859)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,340,594	1,117,731	1,155,538	1,201,659	1,174,498	1,164,639	**(9,859)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	1,478,374	1,226,221	1,244,450	1,214,215	1,166,965	1,164,639	**(2,326)**
Other Revenue	26,655	50	41,826	0	0	0	**0**
Total Revenue	1,505,029	1,226,271	1,286,276	1,214,215	1,166,965	1,164,639	**(2,326)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	1,505,029	1,226,271	1,286,276	1,214,215	1,166,965	1,164,639	**(2,326)**
Net County Cost	(164,435)	(108,540)	(130,738)	(12,556)	7,533	0	**(7,533)**
				Budgeted Staffing	23	23	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.6 million make up the majority of Real Estate Services Department's expenditures within this budget unit. Operating expenses of $470,875 fund services and supplies, central services, travel and transfers. Reimbursements of $1.9 million are for transfers from Architecture and Engineering Department (A&E) and the Facilities Management Division (FMD) for department overhead for shared administrative and fiscal staff, and from the Rents budget (RNT) for administration of expenditure leases (based on 3% of annual lease cost in excess of $36,000). Sources of $1.2 million are based on billable labor hours for leases with annual lease cost less than $36,000, and for acquisition and appraisal services billed at an hourly rate.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $9,859. Staffing expenses are increasing by $28,527 due primarily to increased retirement costs and employee group insurance costs. Operating expenses are increasing by $66,338 related to the expense of upgrading the Countywide Integrated Workplace Management System (IWMS). Reimbursements are increasing by $104,724 due to an increase in department overhead allocated to A&E and FMD, as well as an increase in administrative fees transferred from the Rents budget. Sources are decreasing by $2,326 due to a reduction of billable labor hours charged to departments associated with appraisal and acquisition activities.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.6 million fund 23 budgeted regular positions. In 2014-15, the department is deleting one Real Property Agent II due to a decrease in workload in appraisals and acquisitions and adding a Business System Analyst I to manage the upgrading of the IWMS previously known as Computer Aided Facilities Management (CAFM).

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administrative and Fiscal	8	0	8	7	0	1	8
Leasing and Aquisition	15	0	15	15	0	0	15
Total	23	0	23	22	0	1	23

Administrative and Fiscal

	Classification
1	Director
1	Administrative Supervisor II
1	Asset Management Analyst
1	Business Systems Analyst I
2	Staff Analyst II
1	Fiscal Specialist
1	Payroll Specialist
8	Total

Leasing and Acquisition

	Classification
1	Assistant Director
2	Real Estate Services Manager
2	Real Property Agent III
8	Real Property Agent II
1	Executive Secretary II
1	Secretary II
15	Total

Rents and Leases

DESCRIPTION OF MAJOR SERVICES

This budget unit pays rental payments for leased space utilized by County departments. These expense lease payments are reimbursed from various user departments. This budget unit also collects rental income for leases of County-owned property.

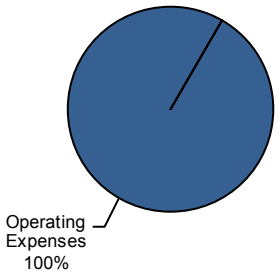
Budget at a Glance

Requirements Less Reimbursements*	$48,449,786
Sources/Reimbursements	$48,449,786
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

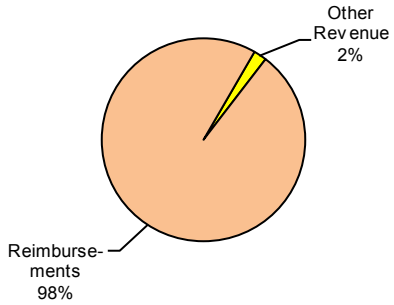
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Rents and Leases
FUND: General

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

	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	40,089,418	41,694,408	42,928,640	44,441,205	45,288,399	48,356,479	**3,068,080**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	40,089,418	41,694,408	42,928,640	44,441,205	45,288,399	48,356,479	**3,068,080**
Reimbursements	(39,618,474)	(41,172,713)	(42,022,549)	(43,406,267)	(44,201,817)	(47,441,753)	**(3,239,936)**
Total Appropriation	470,944	521,695	906,091	1,034,938	1,086,582	914,726	**(171,856)**
Operating Transfers Out	3,250	1,315,730	627,822	1,150,000	1,322,500	93,307	**(1,229,193)**
Total Requirements	474,194	1,837,425	1,533,913	2,184,938	2,409,082	1,008,033	**(1,401,049)**
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	75	252	0	0	**0**
Other Revenue	480,864	1,910,190	1,807,514	2,332,451	2,409,082	1,008,033	**(1,401,049)**
Total Revenue	480,864	1,910,190	1,807,589	2,332,703	2,409,082	1,008,033	**(1,401,049)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	480,864	1,910,190	1,807,589	2,332,703	2,409,082	1,008,033	**(1,401,049)**
Net County Cost	(6,670)	(72,765)	(273,676)	(147,765)	0	0	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

The major expenditures for this budget unit are primarily rent and lease payments of $46.0 million paid to landlords. In addition, expenditures include transfers of $762,916 to Facilities Management for operating expenses for non-billable vacant space in County buildings, $1.4 million to Real Estate Services for property lease management, and $166,396 to the Sheriff/Coroner/Public Administrator for the 303 Building security costs. Reimbursements of $47.4 million represent payments from County departments for lease payments and administrative fees, and $97,286 from the Public Health Department in-lieu of rent for the Haven office building in Rancho Cucamonga. Sources of $1.0 million represent lease payments from tenants for lease of County-owned property.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net $1.4 million. Operating expenses are increasing by $3.1 million due to an increase in expenditure leases and rental payments paid to landlords. Reimbursements increased by $3.2 million for lease costs and administrative fees paid to Real Estate Services Department by various County departments. Operating transfers out to the general fund decreased by $1.2 million due to reduced lease revenue. Total sources decreased by $1.4 million primarily due to termination of leases with the Superior Court of California and various tenants previously occupying space at the 268 Hospitality building.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Courts Property Management

DESCRIPTION OF MAJOR SERVICES

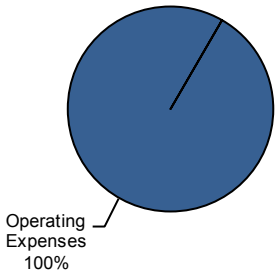
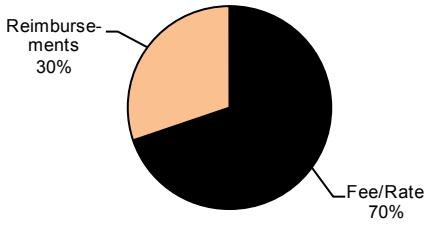
Budget at a Glance

Requirements Less Reimbursements*	$3,285,011
Sources/Reimbursements	$3,285,011
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

*Includes Contingencies

The Trial Court Facilities Act of 2002, SB 1732, required the transfer of responsibility for funding and operation of trial court facilities from all counties to the State of California on behalf of the Judicial Council of California, Administrative Office of the Courts (AOC). In addition, as each transfer occurred, the County and AOC entered into an agreement that defined whether the County or the AOC manages the operations and maintenance of the building. This budget unit is used to manage and account for reimbursements from the AOC for maintenance, utilities, insurance, overhead expenditures and work order request for space occupied by the local court in County-managed facilities. This budget unit is also used to manage and account for payments to the AOC for cost associated with the space occupied by County departments in AOC-managed facilities.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Courts Property Management
FUND: General

BUDGET UNIT: AAA CRT
FUNCTION: Public Protection
ACTIVITY: Judicial

	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	2,894,813	3,552,861	3,526,603	3,155,526	3,283,999	3,285,011	**1,012**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,894,813	3,552,861	3,526,603	3,155,526	3,283,999	3,285,011	**1,012**
Reimbursements	(743,199)	(1,178,626)	(1,106,595)	(1,050,484)	(998,663)	(992,491)	**6,172**
Total Appropriation	2,151,614	2,374,235	2,420,008	2,105,042	2,285,336	2,292,520	**7,184**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,151,614	2,374,235	2,420,008	2,105,042	2,285,336	2,292,520	**7,184**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	2,167,395	2,374,236	2,420,008	2,102,852	2,285,336	2,292,520	**7,184**
Other Revenue	0	0	0	37,716	0	0	**0**
Total Revenue	2,167,395	2,374,236	2,420,008	2,140,568	2,285,336	2,292,520	**7,184**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,167,395	2,374,236	2,420,008	2,140,568	2,285,336	2,292,520	**7,184**
Net County Cost	(15,781)	(1)	0	(35,526)	0	0	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $3.3 million include payments of $992,491 to the AOC for operations, maintenance and utility costs for space occupied by County departments in AOC-managed court facilities; $341,649 to Risk Management for property insurance; and transfers of $1.9 million to Facilities Management Division (FMD), Utilities (UTL) and Real Estate Services for reimbursement of the AOC's share of operations, maintenance, utility and administrative cost in County-managed court facilities. Reimbursements of $992,491 from FMD and UTL budget units are for AOC-managed court facilities and sources of $2.3 million represent the AOC's share of operations, maintenance, utility, administrative and insurance cost for County-managed court facilities.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources of $2.3 million are increasing by $7,184 due to an increase in utility costs for County-managed court facilities.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Chino Agricultural Preserve

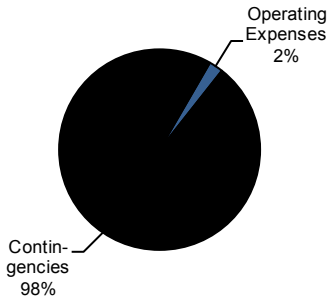
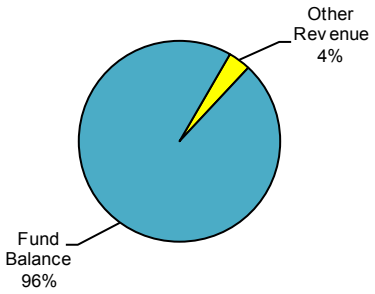
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$16,264,466
Sources/Reimbursements	$587,617
Fund Balance	$15,676,849
Contribution to Fund Balance	$215,987
Total Staff	0

*Includes Contingencies

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

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services Department
FUND: Chino Agricultural Preserve

BUDGET UNIT: SIF INQ
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	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	296,529	208,743	275,922	325,732	330,946	371,630	**40,684**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	9,339,864	15,892,836	**6,552,972**
Total Exp Authority	296,529	208,743	275,922	325,732	9,670,810	16,264,466	**6,593,656**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	296,529	208,743	275,922	325,732	9,670,810	16,264,466	**6,593,656**
Operating Transfers Out	0	1,035,906	0	0	0	0	**0**
Total Requirements	296,529	1,244,649	275,922	325,732	9,670,810	16,264,466	**6,593,656**
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	786,574	662,889	601,734	6,879,007	547,236	587,617	**40,381**
Total Revenue	786,574	662,889	601,734	6,879,007	547,236	587,617	**40,381**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	786,574	662,889	601,734	6,879,007	547,236	587,617	**40,381**
				Fund Balance	9,123,574	15,676,849	**6,553,275**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $371,630 represent the costs to maintain County dairies, such as utility costs associated with vacant properties, property management charges, County Counsel fees, professional services, and maintenance charges. Sources of $587,617 include revenue anticipated from the leasing of dairy properties and interest revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements of $16.3 million include an increase of $6.6 million in contingencies, due to the sale of dairy property in Chino in 2013-14. Sources of $587,617 include an increase of $40,381 primarily due to an increase in anticipated interest revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Facilities Management Division

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

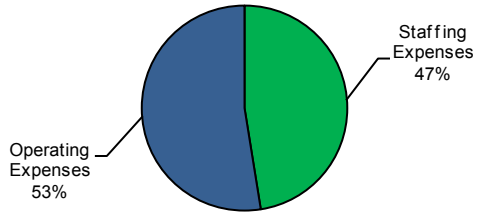
Requirements Less Reimbursements*	$17,408,669
Sources/Reimbursements	$16,795,610
Net County Cost	$613,059
Total Staff	102
Funded by Net County Cost	4%

*Includes Contingencies

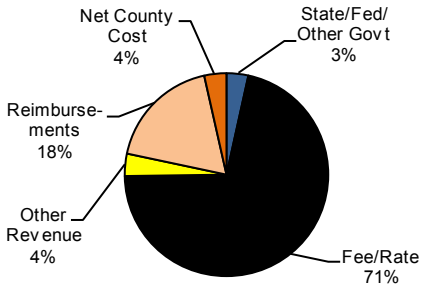
FMD's focus is on asset protection. Using data and support systems, it maintains the County's valuable facilities and equipment, preserves a high level of functionality, supports sustainability projects, and promotes responsible and efficient use of resources.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

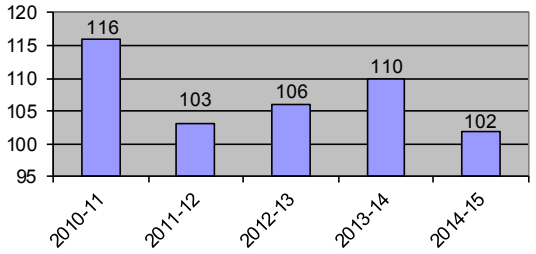


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	106	109	110	102
Limited Term	0	0	0	0
Total	106	109	110	102
Staffing Expenses	$7,991,530	$8,276,778	$8,473,366	$8,262,605

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services- Facilities Management Division
FUND: General

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

	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	7,833,413	7,483,123	7,743,227	8,422,233	8,473,366	8,262,605	**(210,761)**
Operating Expenses	9,993,926	7,068,796	8,061,333	9,119,159	9,124,001	9,146,064	**22,063**
Capital Expenditures	20,562	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	17,847,901	14,551,919	15,804,560	17,541,392	17,597,367	17,408,669	**(188,698)**
Reimbursements	(3,170,178)	(2,766,254)	(2,994,605)	(3,195,967)	(3,178,051)	(3,159,438)	**18,613**
Total Appropriation	14,677,723	11,785,665	12,809,955	14,345,425	14,419,316	14,249,231	**(170,085)**
Operating Transfers Out	0	0	4,095	0	0	0	**0**
Total Requirements	14,677,723	11,785,665	12,814,050	14,345,425	14,419,316	14,249,231	**(170,085)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	22,564	621,004	1,203,715	915,695	915,695	600,000	**(315,695)**
Fee/Rate	14,599,529	11,637,129	11,161,422	11,562,527	11,697,760	12,419,930	**722,170**
Other Revenue	6,517	8,421	1,918,135	1,079,940	1,011,358	616,242	**(395,116)**
Total Revenue	14,628,610	12,266,554	14,283,272	13,558,162	13,624,813	13,636,172	**11,359**
Operating Transfers In	10,471	(10,471)	0	0	0	0	**0**
Total Sources	14,639,081	12,256,083	14,283,272	13,558,162	13,624,813	13,636,172	**11,359**
Net County Cost	38,642	(470,418)	(1,469,222)	787,263	794,503	613,059	**(181,444)**
				Budgeted Staffing	110	102	**(8)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $8.3 million constitute nearly half of FMD's expenditure authority. Operating expenses of $9.1 million constitute the other half and fund contracts for grounds, maintenance and custodial services; materials for repairs and maintenance of County facilities and equipment; and vehicles, tools, supplies, systems development charges, overhead and administrative costs. Reimbursements of $3.2 million and sources of $13.6 million are from County departments, the Administrative Office of the Courts (AOC), and local courts who are billed for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $170,085 primarily due to a reduction in staffing expenses ($210,761) due to the local courts terminating County custodial services by moving out of County-owned facilities and into the new San Bernardino Justice Center.

Sources are increasing by a net $11,359 primarily due to an increase of $722,170 in basic service charges to County departments for grounds, custodial and maintenance services, offset by decreases in revenue of $315,695 from the Courts for the reduction of custodial services and an anticipated decrease of $395,116 for requisition work requested by County departments.

FMD will receive $613,059 in Net County Cost for Information Services Department (ISD) charges for additional phases of development of the financial reporting system, and to cover basic services for vacant or tenant-occupied County offices.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $8.3 million fund 102 regular positions including the addition of 3 full-time positions (2 Custodian IIs to assist in supervision and 1 Safety and Code Compliance Technician to monitor and track fire, life, and safety issues). These additions are offset by the deletion of 8 Custodian Is, 1 Supervising Custodian, 1 Fiscal Specialist and 1 Supervising Grounds Caretaker primarily due to the local courts terminating County

custodial services by moving out of County-owned facilities and into the new San Bernardino Justice Center. Four positions in the Administrative and Fiscal section of Real Estate Services are budgeted in this department.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Facilities Administration	5	0	5	4	0	1	5
Administrative and Fiscal-Real Estate Services	4	0	4	4	0	0	4
Maintenance	57	0	57	55	2	0	57
Custodial	32	0	32	30	0	2	32
Grounds	4	0	4	3	1	0	4
Total	102	0	102	96	3	3	102

Facilities Administration

	Classification
1	Assistant Director
1	Safety and Code Compliance Tech
1	Secretary II
2	Parts Specialist
5	Total

Custodial

	Classification
1	Custodial Services Chief
3	Supervising Custodian
3	Custodian II
24	Custodian I
1	General Services Worker II
32	Total

Grounds

	Classification
1	Grounds Services Superintendent
2	Sprinkler System Worker
1	Grounds Caretaker II
4	Total

Maintenance

	Classification
1	Building Services Superintendent
5	Maintenance Supervisors
8	Air Conditioning Mechanics
8	Boiler Plant Operators
1	Facilities Mgmt Project Scheduler
5	Electricians
3	Plumbers
18	General Maintenance Mechanics
1	Locksmith
2	Facilities Mgmt Dispatchers
3	General Maintenance Workers
2	General Services Worker II
57	Total

Administrative and Fiscal Real Estate Services

	Classification
2	Staff Analyst II
1	Fiscal Specialist
1	Office Assistant II
4	Total

Utilities

DESCRIPTION OF MAJOR SERVICES

The County's utilities budget unit funds the cost of electricity, natural and propane gas, water, sewerage, refuse disposal and other related costs for County-owned and leased facilities.

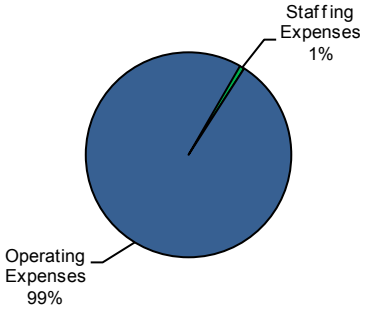
Budget at a Glance

Requirements Less Reimbursements*	$21,667,317
Sources/Reimbursements	$1,578,522
Net County Cost	$20,088,795
Total Staff	2
Funded by Net County Cost	93%

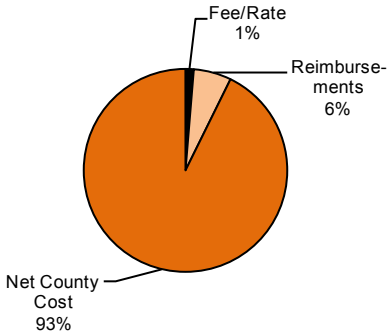
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

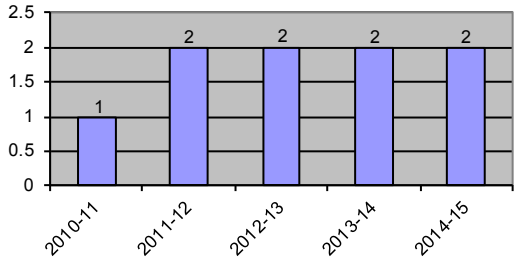


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	2	2	2	2
Limited Term	0	0	0	0
Total	2	2	2	2
Staffing Expenses	$165,278	$162,891	$169,171	$162,990

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Utilities
FUND: General

BUDGET UNIT: AAA UTL
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	95,928	116,285	152,064	164,163	169,171	162,990	**(6,181)**
Operating Expenses	17,379,188	17,120,450	17,624,452	19,698,984	20,690,403	21,417,804	**727,401**
Capital Expenditures	0	0	0	126,600	128,113	86,523	**(41,590)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	17,475,116	17,236,735	17,776,516	19,989,747	20,987,687	21,667,317	**679,630**
Reimbursements	(953,696)	(1,233,232)	(1,411,052)	(1,118,760)	(1,356,383)	(1,295,193)	**61,190**
Total Appropriation	16,521,420	16,003,503	16,365,464	18,870,987	19,631,304	20,372,124	**740,820**
Operating Transfers Out	2,393,788	1,210,658	125,543	0	0	0	**0**
Total Requirements	18,915,208	17,214,161	16,491,007	18,870,987	19,631,304	20,372,124	**740,820**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	2,622,147	1,291,109	125,543	0	0	0	**0**
Fee/Rate	234,775	181,467	312,040	328,510	277,495	283,329	**5,834**
Other Revenue	0	38,067	30,019	40,723	0	0	**0**
Total Revenue	2,856,922	1,510,643	467,602	369,233	277,495	283,329	**5,834**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,856,922	1,510,643	467,602	369,233	277,495	283,329	**5,834**
Net County Cost	16,058,286	15,703,518	16,023,405	18,501,754	19,353,809	20,088,795	**734,986**
				Budgeted Staffing	2	2	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses represent utility costs for County facilities. Sources of $283,329 represent utility costs passed on to customers and third parties that occupy County-owned space.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing $740,820 primarily due to anticipated rate increases for various utilities, the addition of new facilities, and increased costs in central services and transfers. A decrease of $41,590 in capital expenditures is due to the completion of enhancements to the Utilities' payables software in 2013-14. Reimbursements of $1.3 million decreased by $61,190 due to the termination by County departments of utility service for leased space.

Sources are increasing by $5,834 for utility costs passed on to customers and third parties that occupy County-owned space. Net County Cost is increasing by $734,986 due to increased utility costs for County facilities occupied by general fund departments.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $162,990 fund 2 regular positions in the Administrative and Fiscal section of Real Estate Services. There is no change in budgeted staffing for 2014-15.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administrative and Fiscal-Real Estate Services	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

Administrative and Fiscal
Real Estate Services

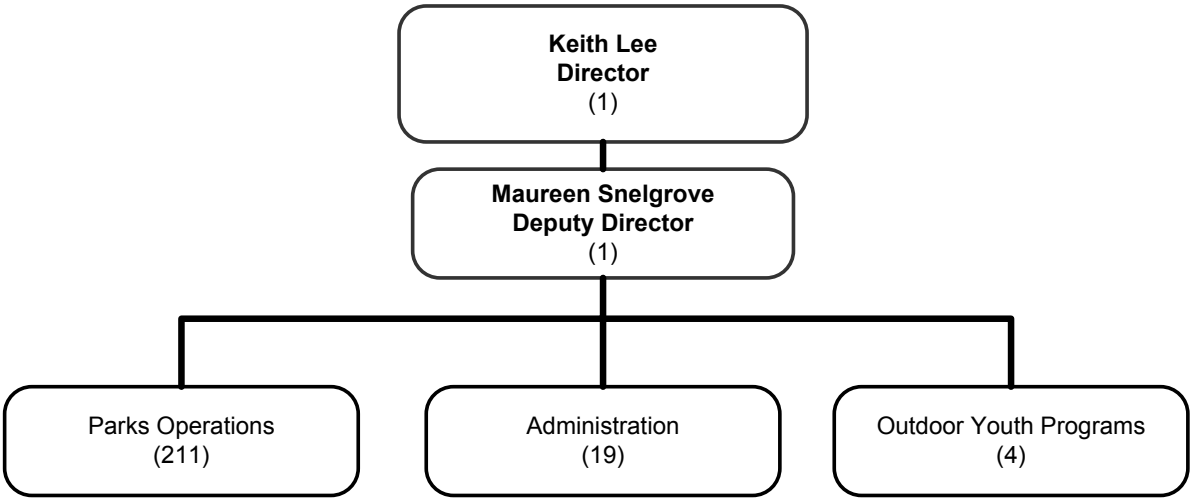
	Classification
1	Staff Analyst II
1	Fiscal Specialist
2	Total

REGIONAL PARKS
Keith Lee

DEPARTMENT MISSION STATEMENT

Regional Parks Department ensures diversified recreational opportunities for the enrichment of County residents and visitors while protecting the County's natural, cultural, historical and land resources.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Continued reduction of electrical, water and sewer utility usage at Prado and Cucamonga-Guasti Regional Parks by initiating energy efficient repairs
- Entered into a 3-year agreement (effective January 1, 2014) with Urban Parks Concessionaires (Operator) that will provide for outsourcing the daily management and operations of Lake Gregory Regional Park
- Completed Confluence Park, a recreational oasis for those who travel on the Santa Ana River Trail
- Completed the Campground "O" Restroom at Calico Ghost Town
- Completed the 12 camp sites at Cucamonga-Guasti Regional Park, and 20 full camp sites at Glen Helen Regional Park
- Entered into an agreement with Live Nation to allow concert and special event camping at Glen Helen Regional Park

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s): ***• Utilize County programs and resources to support the local economy and maximize job creation.***

Department Strategy:

- *Collaborate with community partners to provide training opportunities in the field of land management.*
- *Promote youth entry into workforce/workplace environment through summer youth employment.*
- *Reserve a minimum of 50% of PSE summer positions as a means of supporting youth looking for part-time jobs.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of youth trained through collaborative programs.	N/A	N/A	N/A	15
Percentage of employed seasonal part-time youth, under the age of 21.	N/A	50%	56%	59%

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:

- *Reduce reliance on the County General Fund by continuing to address infrastructure repairs and thereby reducing utility costs.*
- *Enhance and develop new amentities that will enhance the park experience for patrons, which generate additional revenues hence less reliance on the County General Fund.*
- *Continue to streamline park operations and identify supply cost inefficiencies using preventive maintenance measures to reduce ongoing repair costs.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Reduction of funding support from the County General Fund (general fund amount reduced).	N/A	1,000,000	1,000,000	1,000,000

COUNTY GOAL:	**OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**
Objective(s):	***• Promote public/private collaboration and projects that help to meet the needs of county residents.***

Department Strategy:

- *Identify partners and other sources that provide financial support for the department's Active Outdoors Program that offers outdoor recreation programming.*
- *Continue and expand outdoor recreational experiences through collaborative partnerships for fishing, camping and educational programs.*
- *Promote the park system to other government agencies and community based organizations as facilities for healthy recreational activities.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Amount of financial support received through grant funding and sponsorships to support the Active Outdoors Program.	N/A	N/A	N/A	$25,000
Number of participants served through the fishing, camping and educational programs	N/A	N/A	N/A	7,500

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Regional Parks	11,319,706	7,856,571	3,463,135			232
Total General Fund	11,319,706	7,856,571	3,463,135			232
Special Revenue Funds						
Regional Parks - Consolidated	6,838,018	3,044,440		3,793,578		0
Total Special Revenue Funds	6,838,018	3,044,440		3,793,578		0
Enterprise Fund						
Active Outdoors	63,586	62,500			(1,086)	4
Total Enterprise Fund	63,586	62,500			(1,086)	4
Total - All Funds	18,221,310	10,963,511	3,463,135	3,793,578	(1,086)	236

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Regional Parks	8,318,434	11,277,405	10,609,383	10,481,140	11,319,706
County Trail System	828,150	1,179,119	5,324,297	1,585,512	1,344,660
Proposition 40 Projects	1,741,254	552,590	5,403	286	0
San Manuel Amphitheater	2,223,840	2,739,057	2,780,921	1,527,073	1,448,890
Amphitheater Improvements at Glen Helen	458,759	513,031	563,563	581,563	551,869
Park Maintenance/Development	2,317,353	2,592,257	2,576,449	1,494,538	1,099,632
Calico Ghost Town Marketing Services	664,302	716,537	749,405	663,420	687,728
Off-Highway Vehicle License Fee	1,693,021	1,985,403	2,116,974	1,632,716	1,705,239
Regional Parks Snack Bars	36,358	53,413	35,642	12,342	0
Active Outdoors	119,922	58,892	63,456	57,877	63,586
Total	**18,401,393**	**21,667,704**	**24,825,493**	**18,036,467**	**18,221,310**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Regional Parks	7,082,004	7,713,325	7,847,404	7,863,567	7,856,571
County Trail System	628,461	717,545	4,579,940	883,940	585,000
Proposition 40 Projects	1,659,952	0	0	0	0
San Manuel Amphitheater	1,500,838	1,591,000	1,459,585	1,403,000	1,401,600
Amphitheater Improvements at Glen Helen	28,511	30,000	28,000	28,000	26,200
Park Maintenance/Development	763,635	1,156,912	360,000	414,746	342,040
Calico Ghost Town Marketing Services	482,941	469,600	394,800	385,000	384,600
Off-Highway Vehicle License Fee	336,932	311,000	308,000	310,000	305,000
Regional Parks Snack Bars	37,229	11,000	35,000	0	0
Active Outdoors	98,462	45,000	50,000	47,108	62,500
Total	**12,618,965**	**12,045,382**	**15,062,729**	**11,335,361**	**10,963,511**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Regional Parks	1,236,430	3,564,080	2,761,979	2,617,573	3,463,135
Total	**1,236,430**	**3,564,080**	**2,761,979**	**2,617,573**	**3,463,135**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Trail System	199,689	461,574	744,357	701,572	759,660
Proposition 40 Projects	81,302	552,590	5,403	286	0
San Manuel Amphitheater	723,002	1,148,057	1,321,336	124,073	47,290
Amphitheater Improvements at Glen Helen	430,248	483,031	535,563	553,563	525,669
Park Maintenance/Development	1,553,718	1,435,345	2,216,449	1,079,792	757,592
Calico Ghost Town Marketing Services	181,361	246,937	354,605	278,420	303,128
Off-Highway Vehicle License Fee	1,356,089	1,674,403	1,808,974	1,322,716	1,400,239
Total	**4,525,409**	**6,001,937**	**6,986,687**	**4,060,422**	**3,793,578**

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Regional Parks Snack Bars	871	(42,413)	(642)	(12,342)	0
Active Outdoors	(21,460)	(13,892)	(13,456)	(10,769)	(1,086)
Total	**(20,589)**	**(56,305)**	**(14,098)**	**(23,111)**	**(1,086)**

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

Regional Parks

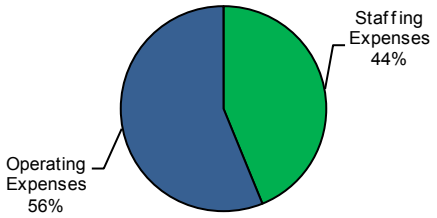
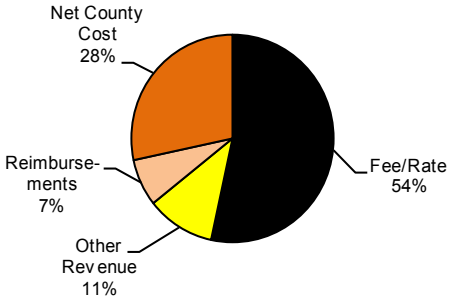
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$12,217,277
Sources/Reimbursements	$8,754,142
Net County Cost	$3,463,135
Total Staff	232
Funded by Net County Cost	28%
*Includes Contingencies	

The Regional Parks Department is responsible for the operation and maintenance of nine regional parks located throughout the County. These parks, which encompass 8,668 acres, are as follows: Prado (Chino), Cucamonga-Guasti (Ontario), Glen Helen (San Bernardino), Mojave River Forks (Summit Valley), Mojave Narrows (Victorville), Moabi (Needles), Lake Gregory (Crestline), Yucaipa, and Calico Ghost Town (Yermo). Visitors to the County parks enjoy open space, walking trails, camping, swimming, fishing, picnicking, equestrian activities and other recreational opportunities. The department hosts cultural, educational and special events through the use of park resources and contractual agreements with private and non-profit organizations. The department features special events such as Calico Ghost Haunt and the Wild West Festival at Calico Ghost Town, Huck Finn Jubilee at Cucamonga-Guasti, and Dragon Boat Races at Lake Gregory. Educational programs are the Environmental Science Day Camp at Yucaipa, and a Junior Fishing Workshop at multiple parks.

The department is also responsible for maintaining 17.8 miles of open, accessible and usable trails through the County Trails Program. Additionally, the department oversees operation of the Morongo Wildlife Preserve in Morongo Valley, administers the lease with the operators of Lake Gregory Regional Park, the San Manuel Amphitheater, Park Moabi and concession contracts that offer amenities to park users.

2014-15 ADOPTED BUDGET

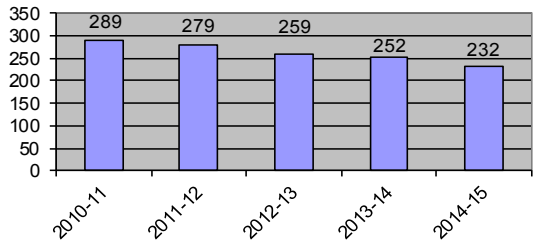
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	94	90	90	82
Limited Term	165	162	162	150
Total	259	252	252	232
Staffing Expenses	$5,616,032	$5,589,117	$5,662,538	$5,353,171

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: General

BUDGET UNIT: AAA CCP
FUNCTION: Recreation and Cultural Services
ACTIVITY: Recreation Facilities

	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	6,726,964	5,420,195	5,408,959	5,637,957	5,662,538	5,353,171	**(309,367)**
Operating Expenses	2,031,511	6,173,142	5,832,788	5,557,737	5,559,002	6,864,106	**1,305,104**
Capital Expenditures	0	23,845	6,684	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	8,758,475	11,617,182	11,248,431	11,195,694	11,221,540	12,217,277	**995,737**
Reimbursements	(440,045)	(661,551)	(817,577)	(743,001)	(740,400)	(897,571)	**(157,171)**
Total Appropriation	8,318,430	10,955,631	10,430,854	10,452,693	10,481,140	11,319,706	**838,566**
Operating Transfers Out	0	315,000	0	0	0	0	**0**
Total Requirements	8,318,430	11,270,631	10,430,854	10,452,693	10,481,140	11,319,706	**838,566**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	6,016,066	6,423,227	5,517,926	6,426,810	6,625,492	6,524,445	**(101,047)**
Other Revenue	1,065,939	1,290,102	1,213,944	1,331,831	1,238,075	1,204,126	**(33,949)**
Total Revenue	7,082,005	7,713,329	6,731,870	7,758,641	7,863,567	7,728,571	**(134,996)**
Operating Transfers In	0	0	941,864	85	0	128,000	**128,000**
Total Sources	7,082,005	7,713,329	7,673,734	7,758,726	7,863,567	7,856,571	**(6,996)**
Net County Cost	1,236,425	3,557,302	2,757,120	2,693,967	2,617,573	3,463,135	**845,562**
				Budgeted Staffing	252	232	**(20)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $5.4 million fund 232 budgeted positions (61 full-time, 21 part-time, and 150 seasonal/extra help employees) to oversee administration, operations and maintenance for the nine regional parks, the County Trails System, and various special events/programs. Operating expenses of $6.9 million include stocking fish at park lakes, turf maintenance contracts (Prado, Cucamonga-Guasti, Yucaipa, and Glen Helen Regional Parks), supplies for general maintenance and special projects, aquatic facility supplies, office supplies, computer hardware and software replacement/upgrades, credit card use fee charges, advertising park events/amenities, restroom supplies, insurance, and COWCAP of $3.7 million. Sources of $7.9 million represent fees from camping, fishing, park entrance, swimming, facility use, special events, and concessionaire and/or partnership agreements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $838,566. Operating expenses are increasing by $1.3 million primarily due to increases in COWCAP charges ($630,983), security services for Glen Helen and Calico Parks ($120,982), contract payments to Urban Parks for the management of Lake Gregory Regional Park ($275,000), and insurance premiums ($219,053). Reimbursements are increasing by $157,171 due to the amount of transfers from other Regional Park funds and other departments.

Sources are decreasing by $6,996, which includes a decrease in Fee/Rate revenue and Other Revenue primarily due to the reduction in revenue from the outsourcing of Lake Gregory Regional Park, and an increase in operating transfers in to reimburse park staff for project management and marketing labor. Net County Cost support from County Discretionary General Funding was increased to support the increase in COWCAP charges plus an additional $275,000 authorized on a one-time basis to fund the Lake Gregory Management Fee.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $5.4 million fund 232 budgeted positions, of which 82 are regular positions and 150 are limited term positions.

Due to projected budgetary constraints, the department continues to address program priorities and the provision of park services with a lower level of staffing resources and by a reconfiguration of position classifications which resulted in a net decrease of 20 positions.

The budget includes the addition of 2 positions: 1 Program Specialist position to provide for the full-year cost of an employee for marketing and recreational programming at various parks including Calico Ghost Town and 1 full-time General Services Worker II position for park support.

The budget includes the following reclassifications: 1 Youth Services Coordinator position reclassified to a Staff Analyst II, 1 Assistant Park Superintendent position reclassified to a Park Planner 1, and 1 Fiscal Specialist position reclassified to a Staff Aide. These reclassifications enable the department to make organizational changes and match duty/responsibility changes planned for 2014-15 with commensurate classifications for those individuals affected.

The budget includes the following deletions: 12 Public Service Employee positions and 10 General Services Worker II positions (part-time positions). Some of the related duties/responsibilities for deleted positions will be streamlined and spread to other full-time positions. The department is committed to managing park activities with this reduction in staffing.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	21	0	21	19	0	2	21
Park Operations	61	150	211	61	150	0	211
Total	82	150	232	80	150	2	232

Administration

	Classification
1	Deputy Executive Officer (Director)
1	Deputy Director
1	Administrative Analyst III
1	Administrative Supervisor
1	Program Specialist
1	Park Planner III
1	Park Planner I
1	Executive Secretary
3	Staff Analyst II
1	Revenue and Development Manager
1	Automated System Technician
2	Fiscal Speacilist
2	Staff Aide
1	Fiscal Assistant
1	Office Assistant II
1	Recreation Coordinator
1	General Service Worker II
21	Total

Park Operations

	Classification
2	Park Superintendent
4	Assistant Park Superintendent
1	Park Planner III
2	Fiscal Assistant
2	Office Assistant III
3	Ranger III
15	Ranger II
32	General Service Worker II
150	Public Service Employee
211	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$6,863,018
Sources/Reimbursements	$3,069,440
Fund Balance	$3,793,578
Use of Fund Balance	$2,142,744
Total Staff	0
*Includes Contingencies	

County Trails System was established by the Board of Supervisors and the Regional Parks Department was assigned as the steward of the County's Regional Trail Program charged with the development, operation and maintenance of regional and diversified trails throughout the County. This budget unit was established to follow compliance requirements for federal and state grant funding used in the development and construction of the trail system. Currently the Department has built seven miles of the Santa Ana River Trail. This section makes the link to Riverside County, offering users over 22 miles of contiguous trail along the Santa Ana River.

San Manuel Amphitheater was established to account for lease payments received annually from the operators of the San Manuel amphitheater at Glen Helen Regional Park. Each year, approximately 70% of this revenue is transferred to the County General Fund to fund the cost of the amphitheater's debt service payment.

Amphitheater Improvements at Glen Helen was established to provide for improvements to the San Manuel Amphitheater at Glen Helen Regional Park. These improvements are designed to maintain the amphitheater and its facilities in their current condition in order to preserve a quality entertainment experience for its visitors. This budget unit is funded jointly by deposits from the County and the operators of the amphitheater.

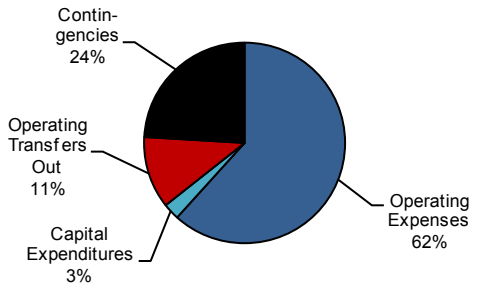
Park Maintenance/Development was established to provide for the maintenance, development and emergency repairs at all regional parks. The costs associated with this budget unit are funded through an allocation of park admission fees.

Calico Ghost Town Marketing Services was established to provide separate accountability and operations of marketing services for Calico Ghost Town Regional Park. A portion of revenues from Calico Ghost Town concessionaire operations and park admission fees are used to advertise and market several special events including Calico Days, Calico Ghost Haunt, Civil War, Bluegrass in the Spring and Wild West Days.

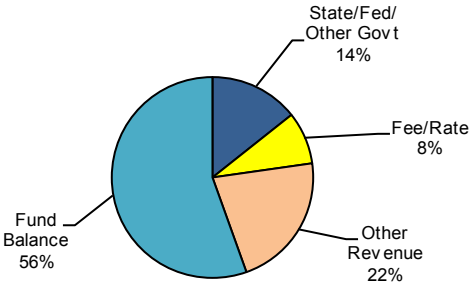
Off-Highway Vehicle License Fee was established by Off-Highway Vehicle (OHV) "in-lieu of taxes". Fees are provided from the California State Controller's Office based on the amount of OHV recreation in the County. The state collects these fees for each OHV identification plate sold by the Department of Motor Vehicles.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

BUDGET UNIT: Various
FUNCTION: Recreation and Cultural Services
ACTIVITY: Recreation Facilities

	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	80,626	1,758	0	0	0	0	**0**
Operating Expenses	2,889,358	2,785,782	2,822,805	2,494,026	4,775,401	4,234,281	**(541,120)**
Capital Expenditures	351,814	6,717	16,775	0	160,400	181,250	**20,850**
Contingencies	0	0	0	0	1,429,803	1,650,834	**221,031**
Total Exp Authority	3,321,798	2,794,257	2,839,580	2,494,026	6,365,604	6,066,365	**(299,239)**
Reimbursements	(25,000)	(135,600)	(185,000)	(33,000)	(25,000)	(25,000)	**0**
Total Appropriation	3,296,798	2,658,657	2,654,580	2,461,026	6,340,604	6,041,365	**(299,239)**
Operating Transfers Out	793,393	549,655	3,378,115	393,024	1,144,504	796,653	**(347,851)**
Total Requirements	4,090,191	3,208,312	6,032,695	2,854,051	7,485,108	6,838,018	**(647,090)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	2,612,227	918,473	515,914	338,868	1,087,300	978,360	**(108,940)**
Fee/Rate	944,320	778,528	967,342	547,527	630,000	576,680	**(53,320)**
Other Revenue	1,676,569	1,726,511	1,568,204	1,686,937	1,707,386	1,489,400	**(217,986)**
Total Revenue	5,233,116	3,423,512	3,051,460	2,573,332	3,424,686	3,044,440	**(380,246)**
Operating Transfers In	0	791,612	5,403	286	0	0	**0**
Total Sources	5,233,116	4,215,124	3,056,863	2,573,618	3,424,686	3,044,440	**(380,246)**
				Fund Balance	4,060,422	3,793,578	**(266,844)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
County Trails System (Fund RTS)	1,344,660	585,000	759,660	0
San Manuel Amphitheater (Fund SGH)	1,448,890	1,401,600	47,290	0
Amphitheater Improvements at Glen Helen (Fund SGR)	551,869	26,200	525,669	0
Park Maintenance/Development (Fund SPR)	1,099,632	342,040	757,592	0
Calico Ghost Town Marketing Svs (Fund SPS)	687,728	384,600	303,128	0
Off-Highway Vehicle License Fee (Fund SBY)	1,705,239	305,000	1,400,239	0
Total Special Revenue Funds	6,838,018	3,044,440	3,793,578	0

County Trails System includes operating expenses of $830,255 for the anticipated costs for finalizing design, environmental and acquiring trail right-of-way for Phase III (Waterman Ave. to California) and Reach "A" of Phase IV of the Santa Ana River Trail (California Street to Orange Street, Redlands; 3.5 miles). Contingencies of $414,405 are set aside for unanticipated expenses. Sources are based on $485,000 in State Local Transportation Funds (SANBAG) for Phase III of the Santa Ana River Trail and state revenue of $100,000 from Prop 84 grant funds from the Coastal Conservancy for the Santa Ana River Trail (Phase IV initial funding). Grant revenue reimbursements will be contingent upon incurring project expenses first, which will create cash flow challenges for this fund. The department will work with the County Administrative Office for financial assistance prior to grant contracts or construction contracts being presented to the Board of Supervisors for approval.

San Manuel Amphitheater includes operating expenses of $1.4 million for payments to the County General Fund for the cost of the annual debt service payment for the amphitheater ($1.0 million), other payments of $442,284 for payment to the Regional Parks general fund budget unit for the upkeep and management of the amphitheater ($417,284) and to the Amphitheater Improvements at Glen Helen budget unit ($25,000) as required per the lease agreement with the operators of the amphitheater. Contingencies of $1,564 are set aside

for unanticipated expenses. Sources of $1.4 million include use of money/property as rent from the operators of the amphitheater and interest earnings.

Amphitheater Improvements at Glen Helen includes operating expenses of $300,000 which represent a provision for maintaining the amphitheater to preserve quality entertainment experiences for its visitors. Contingencies of $276,869 are set aside for unanticipated expenses. Reimbursements of $25,000 represent the County's contribution towards improvements at the amphitheater per provisions of the lease agreement. Sources of $26,200 include a $25,000 matching contribution from the operators for the amphitheater per the lease agreement.

Park Maintenance/Development includes operating expenses of $544,933 to be used in part for ongoing upgrades and implementation of a new Point of Sale system. The balance of the requirements authority is available for emergency repairs and development for the current fiscal year as well as held for repairs and development for future years. Capital expenditures for park equipment are budgeted at $141,250, which include a CAT backhoe and utility vehicles. Replacement of heavy-equipment is part of the department's plan to rotate out all non-repairable or outdated equipment with high repair costs. Contingencies of $199,339 are set aside for unanticipated expenses. Sources are anticipated at $342,040 for current services representing a portion of gate entrance fees collected throughout all regional parks.

Calico Ghost Town Marketing Services includes total operating expenses of $557,407 for the costs of producing special events at the Park, advertising of Calico Ghost Town, travel, and transfers. Travel of $14,100 is expected for participation in the annual POW-WOW International Trade Show, a crucial event in promoting Calico Ghost Town and its specialized events. Approximately 60% of the attendance at Calico Ghost Town is a result of the tours booked at this trade show. Transfers of $80,173 to the Regional Parks general fund budget unit represent the labor cost of park staff time (outside of regular duties) to produce and assist with the set up for the special events. Contingencies of $30,321 are set aside for unanticipated expenses. Sources of $384,600 include all special event gate revenue and, as stipulated in the concession contracts, the Department also contributes a percentage of the regular day fees collected throughout the year. Use of money and property revenue of $54,600 represents rent payments from Calico concessions, and interest earned on the fund balance.

Off-Highway Vehicle License Fee includes operating expenses of $554,360 for enforcement, safety, trail signage, maintenance and administration of the Off-Highway Vehicle Fund (OHV) throughout the County, at Moabi Regional Park, and Calico Ghost Town. Operating transfers out of $382,543 are programmed for Calico Ghost Town Off Highway Vehicle campground hook-ups. Contingencies of $728,336 are budgeted for unforeseen future projects. Sources consist of $305,000 that is received from the state, which is derived from vehicle registrations/licensing for use of off-highway operations in the County. The California Public Resources code 5090.50 specifies that these funds may be used for "…planning, acquisition, development, maintenance, administration, operation, enforcement, restoration, and conservation of trails, trailheads, areas and other facilities associated with the use of off-highway motor vehicles, and programs involving off-highway motor vehicle safety or education."

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds are decreasing requirements by $647,090, and sources are decreasing by $380,246. Decreases to requirements primarily relate to capital expenditures planned for the construction of Phase III of the Santa Ana River that were not initiated during 2013-14 as planned due to environmental delays and were re-budgeted at a lower level for 2014-15. Decreases to sources are primarily related to the lower revenues intended to fund the cost of Phase III.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

Active Outdoors

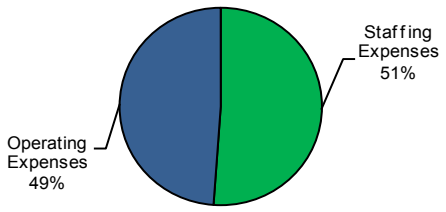
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$63,586
Sources/Reimbursements	$62,500
Net Budget	($1,086)
Estimated Unrestricted Net Assets	$22,288
Use of Unrestricted Net Assets	$1,086
Total Staff	4
*Includes Contingencies	

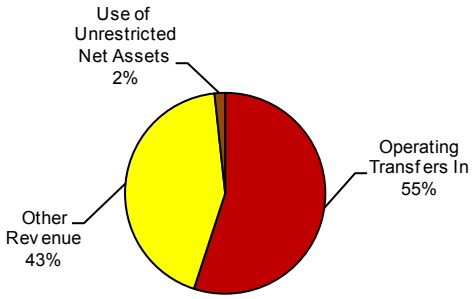
The Active Outdoors program was created to provide programs that promote a healthy outdoors lifestyle. All programs under "Active Outdoors" are funded by grants, operating transfers in from Regional Parks, or created through partnerships with local and/or state agencies. The Environmental Science Day Camp (ESDC) is a part of the program and is offered at Yucaipa Regional Park. ESDC takes place during the traditional school year, Wednesday through Friday, and follows the California State 4th & 5th grade science curriculum for wildlife, botany and geology. Each student attends the program with their class for a full day of learning, exploration, and hiking. Other programs in addition to the Environmental Science School Day Camp include the Junior Fishing Workshops and Derby, Doggie Palooza, and The Outdoor Family Program.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

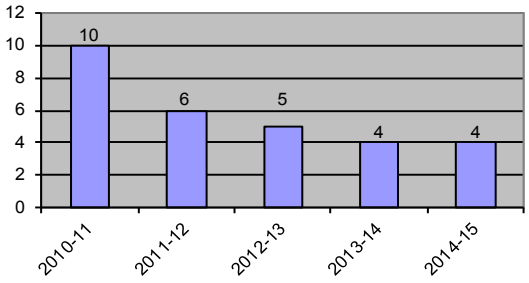


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	0	0	0	0
Limited Term	5	4	4	4
Total	5	4	4	4
Staffing Expenses	$42,899	$34,039	$34,039	$32,525

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: Active Outdoors and Snack Bars

BUDGET UNIT: EME CCP & EMT CCP
FUNCTION: Recreation and Cultural Services
ACTIVITY: Recreation Facilities

	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	59,561	22,253	26,534	27,043	34,039	32,525	**(1,514)**
Operating Expenses	74,681	28,794	24,122	23,632	25,080	31,061	**5,981**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	134,242	51,047	50,656	50,675	59,119	63,586	**4,467**
Reimbursements	(191)	0	0	0	0	0	**0**
Total Appropriation	134,051	51,047	50,656	50,675	59,119	63,586	**4,467**
Operating Transfers Out	0	0	0	0	11,100	0	**(11,100)**
Total Requirements	134,051	51,047	50,656	50,675	70,219	63,586	**(6,633)**
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	134,291	51,978	(15,587)	9,613	5,000	27,500	**22,500**
Total Revenue	134,291	51,978	(15,587)	9,613	5,000	27,500	**22,500**
Operating Transfers In	0	0	45,000	42,109	42,108	35,000	**(7,108)**
Total Sources	134,291	51,978	29,413	51,722	47,108	62,500	**15,392**
Net Budget*	240	931	(21,243)	1,047	(23,111)	(1,086)	**22,025**
				Budgeted Staffing	4	4	**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

Staffing expenses of $32,525 fund 4 budgeted Public Service Employee positions that will operate the Environmental Science Day Camp and other programs such as Junior Fishing Workshops and Doggie Palooza. Operating expenses of $31,061 will primarily fund services and supplies for use in the Environmental Science Day Camp program, The Outdoor Family program, and fishing poles, equipment/supplies for the Junior Fishing Workshop. Expenses also include the costs of supplies, awards and printing materials for all programs within Active Outdoors. Sources of $62,500 are anticipated through an operating transfer in from the department's Park Maintenance/Development fund in the amount of $35,000, and the balance of $27,500 through vendor fees, participation fees associated with the Junior Fishing Workshop and Doggie Palooza, as well as sponsorship revenue for The Outdoor Family program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $6,633. Active Outdoors includes a new program for 2014-15, The Outdoor Family program. Services and supplies expenses for the program are the primary reason for the overall increase in operating expenses. Operating transfers out of $11,100 to the Regional Park's general fund budget is eliminated because of one-time program expenses incurred in 2013-14.

Sources are increasing by $15,392 due to an increase in other revenue of $22,500, which is primarily attributed to The Outdoor Family program revenues and sponsorships and a reduction of $7,108 in operating transfers in from the Regional Park Maintenance/Development fund. The Snack Bar operation at Lake Gregory was outsourced in 2012-13 and the residual funds were closed out in 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $32,525 fund 4 budgeted limited term positions. There are no changes to budgeted staffing.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Active Outdoors	0	4	4	4	0	0	4
Total	0	4	4	4	0	0	4

Active Outdoors

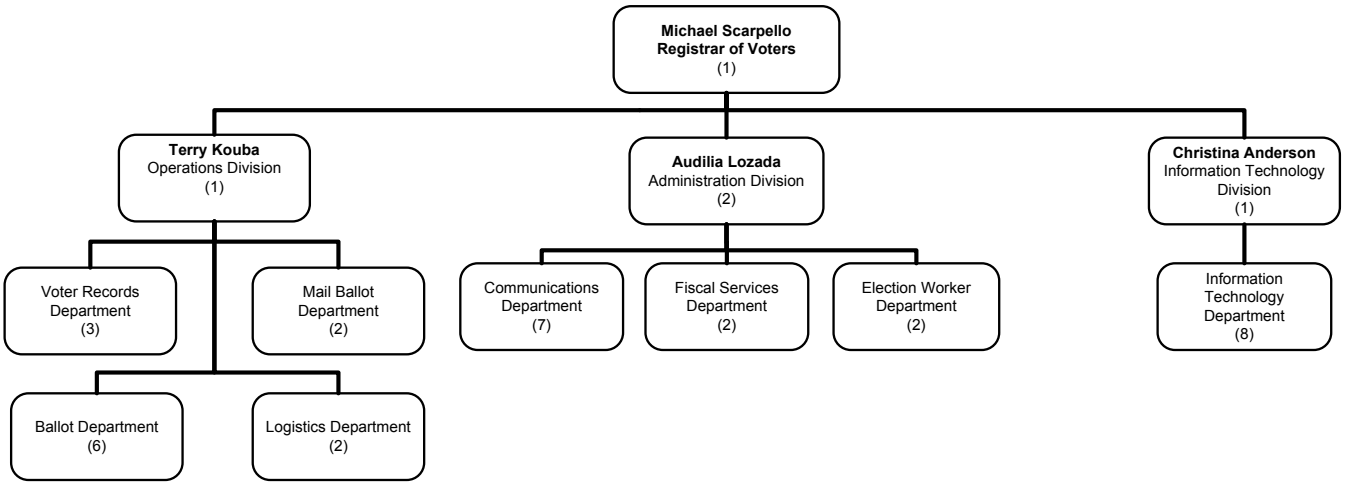
	Classification
4	Public Service Employees
4	Total

REGISTRAR OF VOTERS
Michael Scarpello

DEPARTMENT MISSION STATEMENT

The Registrar of Voters Office upholds the integrity of the electoral process by consistently conducting fair and open elections that are accessible to all and that accurately reflects the intent of the electorate, promotes public confidence, increased voter participation, and strengthens democracy while providing the highest quality of customer service.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Conducted two regularly scheduled elections and a record number of fifteen special elections.
- Conducted and completed two bid processes for the printing and mailing of official ballots and Voter Information Guides (sample ballots) resulting in two new contracts that will save $360,000 in three years.
- Renegotiated an existing contract with an election vendor that will result in savings of $38,000.
- Designed and added four new election templates into our election management software, EDATE (Election Deadline, Assignment, and Task Engine).
- Reviewed, revised, and documented over twenty-five Elections Office processes and procedures that will help make office operations more effective and efficient.
- Began a project to flowchart all Elections Office processes in an effort to visualize, find flaws, and improve processes.
- Converted a multi-piece, paper-based system used to track jurisdictions, offices, office holders, and candidates, to a single electronic system that will increase the accuracy of our records and decrease labor costs.
- Enhanced the Elections Office website by adding new interactive maps that allow voters to locate Mail Ballot drop-off locations, and by adding a new District Lookup Tool with modern looking maps seven times larger than previously displayed.
- Used GIS technology to implement both a new delivery tracking system that helps predict delivery times and monitor the progress of deliveries, as well as a new poll worker assignment system that helps assign poll workers to polling places more efficiently.

- Implemented a program to assist government agencies that are required by law to distribute voter registration applications to their customers to become compliant with the law. This resulted in an increase from 79 compliant agencies to 160 agencies.

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:
- *Expand the Elections Office Election Deadline, Assignment and Task Engine (EDATE) system to maximize effectiveness and efficiency of election operations.*
- *Review, revise, and document Elections Office policies and procedures.*
- *Expand the Elections Office website by adding new applications that query and present personalized customer information.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of new or modified tasks populated in EDATE (% of cumulative completion).	N/A	60%	60%	70%
Number of processes and procedures reviewed.	N/A	15	24	25
Number of new website customer information applications developed and released.	N/A	N/A	1	5

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:
- *Expand the availability of voting opportunities by increasing the number of registered permanent mail ballot voters.*
- *Create cost savings by decreasing the number of polling places used in major elections by eliminating under-utilized polling places.*
- *Create cost savings by increasing the number of voters who receive their Voter Information Guide electronically.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of permanent mail ballot voters.	367,672	404,543	387,344	425,000
Percentage of reduction in the number of polling places used in major elections.	5%	5%	7%	5%
Number of voters who signed up to receive their Voter Information Guide electronically.	N/A	2,000	1,952	4,000

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Registrar of Voters	8,482,909	1,869,240	6,613,669			37
Total General Fund	8,482,909	1,869,240	6,613,669			37
Total - All Funds	8,482,909	1,869,240	6,613,669	0	0	37

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Registrar of Voters	6,911,479	7,979,388	10,477,990	9,430,680	8,482,909
Total	**6,911,479**	**7,979,388**	**10,477,990**	**9,430,680**	**8,482,909**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Registrar of Voters	3,544,044	2,843,000	2,914,734	2,498,240	1,869,240
Total	**3,544,044**	**2,843,000**	**2,914,734**	**2,498,240**	**1,869,240**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Registrar of Voters	3,367,435	5,136,388	7,563,256	6,932,440	6,613,669
Total	**3,367,435**	**5,136,388**	**7,563,256**	**6,932,440**	**6,613,669**

Registrar of Voters

DESCRIPTION OF MAJOR SERVICES

The Elections Office of the Registrar of Voters is responsible for conducting efficient and impartial elections, and to provide the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and Federal and California Election Codes. To support this function, the department is organized into three divisions and eight sections that are in alignment with the County's goals of improving County Government operations and operating in a fiscally-responsible and business-like manner.

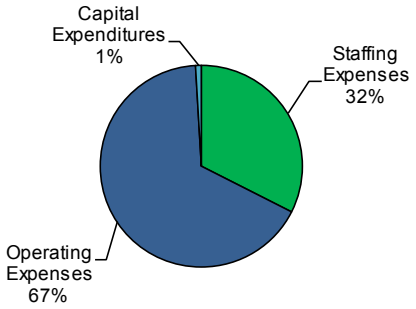
Budget at a Glance

Requirements Less Reimbursements*	$8,482,909
Sources/Reimbursements	$1,869,240
Net County Cost	$6,613,669
Total Staff	37
Funded by Net County Cost	78%

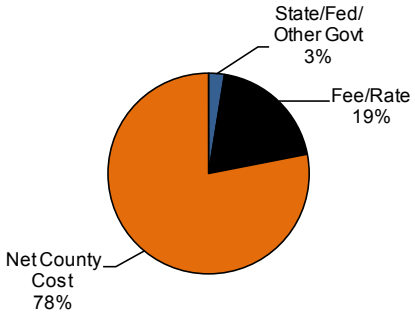
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

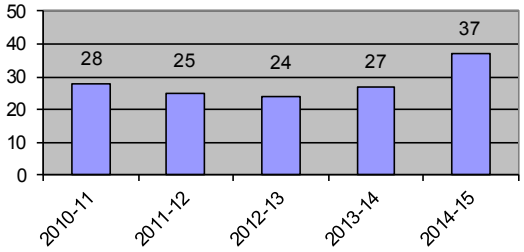


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	24	26	27	27
Limited Term	0	0	0	10
Total	24	26	27	37
Staffing Expenses	$2,517,911	$2,438,403	$2,398,780	$2,754,257

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Registrar of Voters
FUND: General

BUDGET UNIT: AAA ROV
FUNCTION: General
ACTIVITY: Elections

	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	2,284,039	2,171,716	2,517,890	2,238,660	2,398,780	2,754,257	**355,477**
Operating Expenses	4,230,511	5,644,907	7,764,430	6,436,294	6,801,900	5,650,652	**(1,151,248)**
Capital Expenditures	396,516	47,420	7,980	189,273	215,000	78,000	**(137,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	6,911,066	7,864,043	10,290,300	8,864,227	9,415,680	8,482,909	**(932,771)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,911,066	7,864,043	10,290,300	8,864,227	9,415,680	8,482,909	**(932,771)**
Operating Transfers Out	0	9,785	0	15,000	15,000	0	**(15,000)**
Total Requirements	6,911,066	7,873,828	10,290,300	8,879,227	9,430,680	8,482,909	**(947,771)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	1,453,232	18,768	160,086	21,809	85,000	215,000	**130,000**
Fee/Rate	1,928,535	2,666,300	2,972,380	2,534,431	2,401,240	1,642,240	**(759,000)**
Other Revenue	162,278	145,216	39,913	19,085	12,000	12,000	**0**
Total Revenue	3,544,045	2,830,284	3,172,379	2,575,325	2,498,240	1,869,240	**(629,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	3,544,045	2,830,284	3,172,379	2,575,325	2,498,240	1,869,240	**(629,000)**
Net County Cost	3,367,021	5,043,544	7,117,921	6,303,902	6,932,440	6,613,669	**(318,771)**
				Budgeted Staffing	27	37	**10**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $8.5 million enable the department to conduct one minor (July 2014) and one major election (November 2014), and includes staffing expenditures of $2.8 million for 37 budgeted positions, operating expenses of $5.7 million, and capital expenditures of $78,000. Operating expenses primarily consist of services and supplies of $5.2 million for routine operations and election-related expenditures (such as temporary labor, ballots, postage, poll workers and other professional services). Capital expenditures of $78,000 include the purchase of two document scanners to be used for voter registration activities ($6,500 each; $13,000 total) and ballot printing equipment funded by a portion of the Federal Voting Assistance Program Grant ($65,000). Sources of $1.9 million are derived from a variety of sources. These sources include: Secretary of State quarterly postage reimbursement ($20,000), Help America Vote Act Grant ($130,000), Federal Voting Assistance Program Grant ($65,000), sale of services and products including maps, voter files and certified documents ($12,000), and election services for participating jurisdictions ($1.6 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and related sources will fluctuate based on a 4-year election cycle with the Presidential Election being the most costly of the major elections. Requirements are decreasing by $947,771. The department is transitioning from a two major election cycle in 2013-14 to a one major election cycle in 2014-15. The budget includes provisions for one minor and one major election as follows: July 8, 2014, for the City of Chino Special Election (minor); and the November 4, 2014 Gubernatorial General Election (major). In addition, the department has implemented numerous cost saving measures which has resulted in reduced requirements.

Sources are decreasing by $629,000. The first election is 100% reimbursable; however the Gubernatorial General Election is only 27% reimbursable.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.8 million fund 37 budgeted positions, of which 27 are regular positions and 10 are temporary help (Public Service Employees positions). The Elections Office continues to analyze its strengths and weaknesses within its organizational structure to increase its effectiveness, lower temporary help agency expenditures and provide appropriate backup for existing employees. As a result, 1 new Programmer Analyst I position was added to the Information Technology Division to primarily assist with operations application programming, web application programming and state mandated VoteCal Voter Registration project. Ten temporary help (Public Service Employee positions) were also added to reduce costly temporary help agency expenditures. An Elections Analyst position was deleted and an Office Assistant IV position (vacant) was reclassified to an Elections Technician position. This reclassification will allow the department to reassign more complex duties, including knowledgebase and phonebank coordination.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration Division	10	4	14	8	2	4	14
Operations Division	10	4	14	8	2	4	14
Technology Division	7	2	9	6	0	3	9
Total	27	10	37	22	4	11	37

Administration Division

	Classification
1	Registrar of Voters
1	Chief Deputy Registrar of Voters
1	Executive Secretary II
1	Staff Analyst II
1	Elections Specialist
1	Media Specialist I
3	Elections Technician
1	Fiscal Specialist
4	Public Service Employee
14	Total

Operations Division

	Classification
1	Chief Deputy Registrar of Voters
4	Elections Technician
2	Elections Services Assistant
1	Office Assistant IV
2	Office Assistant III
4	Public Service Employee
14	Total

Technology Division

	Classification
1	Business Systems Analyst III
1	Programmer Analyst II
1	Programmer Analyst I
2	Applications Specialist
1	Automated Systems Technician
1	Geographic Info Sys Tech II
2	Public Service Employee
9	Total

Fish and Game Commission

DESCRIPTION OF MAJOR SERVICES

The Fish and Game Commission is administered by the Special Districts Department, and its primary function is to act as the liaison between the State Department of Fish and Game, the County Board of Supervisors, and the public. The Commission makes recommendations to the Board of Supervisors on matters pertaining to wildlife in San Bernardino County.

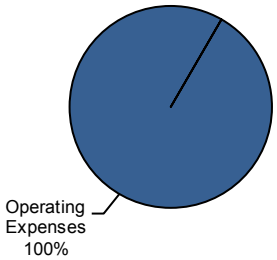
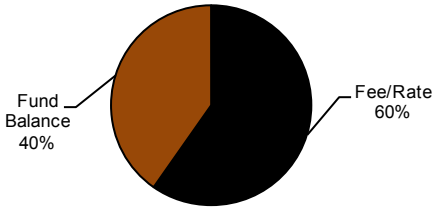
Budget at a Glance

Requirements Less Reimbursements*	$7,868
Sources/Reimbursements	$4,700
Fund Balance	$3,168
Use of Fund Balance	$3,168
Total Staff	0

*Includes Contingencies

The Fish and Game Commission budget unit receives funding from fines imposed on hunting, fishing, and environmental infractions and from the sale of hunting maps. These funds are used by the Commission to assist qualified organizations with projects that assist in enhancing wildlife and its propagation in San Bernardino County.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Funds						
Fish and Game	7,868	4,700		3,168		0
Total Special Revenue Funds	7,868	4,700		3,168		0

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Fish and Game	11,937	13,476	13,985	6,195	7,868
Total	**11,937**	**13,476**	**13,985**	**6,195**	**7,868**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Fish and Game	6,500	7,000	10,000	4,267	4,700
Total	**6,500**	**7,000**	**10,000**	**4,267**	**4,700**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Fish and Game	5,437	6,476	3,985	1,928	3,168
Total	**5,437**	**6,476**	**3,985**	**1,928**	**3,168**

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Fish and Game

BUDGET UNIT: SBV 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	10,444	10,718	7,441	3,333	4,633	7,868	**3,235**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	1,562	0	**(1,562)**
Total Exp Authority	10,444	10,718	7,441	3,333	6,195	7,868	**1,673**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	10,444	10,718	7,441	3,333	6,195	7,868	**1,673**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,444	10,718	7,441	3,333	6,195	7,868	**1,673**
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	11,118	8,156	5,385	4,572	4,267	4,700	**433**
Other Revenue	0	71	0	0	0	0	**0**
Total Revenue	11,118	8,227	5,385	4,572	4,267	4,700	**433**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	11,118	8,227	5,385	4,572	4,267	4,700	**433**
				Fund Balance	1,928	3,168	**1,240**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $7,868 includes services, supplies, and administrative costs and fund various projects such as conservation programs and education as approved by the Commission.

Fee/rate revenue of $4,700 primarily represents fines imposed on hunting, fishing, and environmental infractions and from sales of hunting maps.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1,673 due to increased operating expenses of $3,235 primarily due to costs for the purchase of additional hunting maps and contributions towards wildlife conservation and education programs.

Contingencies are decreasing by $1,562 to purchase additional hunting maps and contribute towards wildlife conservation and education programs

Fee/rate revenue is increasing by $433 due to higher than expected collection of fines.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.