OPERATIONS AND COMMUNITY SERVICES
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
COMMUNITY SERVICES	411				
COMMUNITY SERVICES ADMINISTRATION	413	270,000	0	270,000	1
AGRICULTURE/WEIGHTS AND MEASURES	415				
AGRICULTURE/WEIGHTS AND MEASURES	417	6,918,980	5,542,860	1,376,120	64
AIRPORTS	422				
AIRPORTS	424	2,958,485	2,958,485	0	20
ARCHITECTURE AND ENGINEERING	434	0	0	0	22
COUNTY MUSEUM	444				
COUNTY MUSEUM	446	3,252,267	320,150	2,932,117	21
LAND USE SERVICES	452				
ADMINISTRATION	455	772,625	0	772,625	38
PLANNING	457	7,794,736	3,146,034	4,648,702	31
BUILDING AND SAFETY	460	4,865,458	4,308,719	556,739	21
CODE ENFORCEMENT	463	5,969,552	755,500	5,214,052	33
FIRE HAZARD ABATEMENT	465	2,535,360	2,255,165	280,195	14
LAND DEVELOPMENT	467	1,013,282	384,810	628,472	8
PUBLIC WORKS	470				
SURVEYOR	473	3,243,549	2,502,675	740,874	22
REAL ESTATE SERVICES	495				
REAL ESTATE SERVICES	497	1,237,791	1,237,791	0	24
RENTS AND LEASES	500	943,284	943,284	0	0
COURTS PROPERTY MANAGEMENT	502	2,064,941	2,064,941	0	0
FACILITIES MANAGEMENT DIVISION	506	15,915,558	15,707,558	208,000	107
UTILITIES	509	20,893,815	347,495	20,546,320	2
REGIONAL PARKS	512				
REGIONAL PARKS	514	10,216,598	8,112,420	2,104,178	205
REGISTRAR OF VOTERS	524	9,205,388	2,252,723	6,952,665	73
TOTAL GENERAL FUND		100,071,669	52,840,610	47,231,059	706

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	420	145,698	2,500	143,198	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	427	6,835,158	5,652,959	1,182,199	0
COUNTY LIBRARY	439	19,333,166	15,648,391	3,684,775	293
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
MONUMENT PRESERVATION	476	80,561	70,411	10,150	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	478	110,973,408	74,777,292	36,196,116	339
FLOOD CONTROL DISTRICT					
SPECIAL REVENUE FUNDS - CONSOLIDATED	487	105,484,829	62,158,075	43,326,754	166
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	504	1,929,771	501,516	1,428,255	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	517	5,881,795	3,491,080	2,390,715	0
TOTAL SPECIAL REVENUE FUNDS		250,664,386	162,302,224	88,362,162	798

OPERATIONS AND COMMUNITY SERVICES
SUMMARY CONTINUED

ENTERPRISE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
AIRPORTS:					
CSA 60 APPLE VALLEY AIRPORT	430	1,698,123	2,632,663	(934,540)	0
CSA 60 APPLE VALLEY AIRPORT-CIP	432	2,186,248	0	2,186,248	0
COUNTY MUSEUM:					
MUSEUM STORE	449	67,874	55,000	12,874	2
PUBLIC WORKS DEPARTMENT:					
SOLID WASTE MANAGEMENT					
ENTERPRISE FUNDS - CONSOLIDATED	483	92,418,864	87,919,850	4,499,014	86
REGIONAL PARKS:					
ACTIVE OUTDOORS	521	48,982	61,362	(12,380)	6
TOTAL ENTERPRISE FUNDS		96,420,091	90,668,875	5,751,216	94

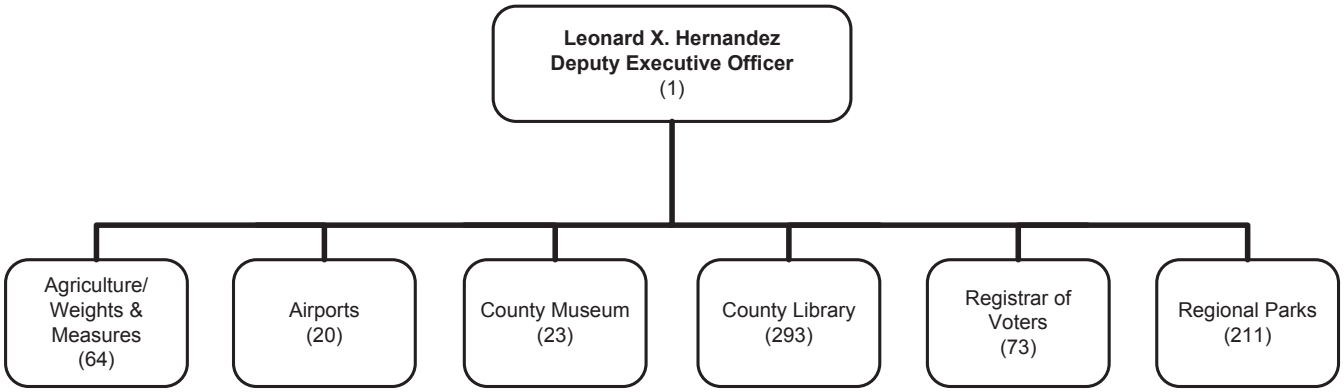
INTERNAL SERVICE FUND	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
SAN BERNARDINO COUNTY FLOOD CONTROL DISTRICT:					
FLOOD CONTROL EQUIPMENT	492	3,648,900	2,333,570	1,315,330	0
TOTAL INTERNAL SERVICES FUND		3,648,900	2,333,570	1,315,330	0

COMMUNITY SERVICES
Leonard X. Hernandez

DEPARTMENT MISSION STATEMENT

The Community Services Group provides vital services throughout every region of the County that enrich and protect the quality of life for a diverse population of County residents.

ORGANIZATIONAL CHART



2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Community Services Administration	270,000	0	270,000			1
Agriculture / Weights & Measures (AWM)	6,918,980	5,542,860	1,376,120			64
Airports	2,958,485	2,958,485	0			20
County Museum	3,252,267	320,150	2,932,117			21
Regional Parks	10,216,598	8,112,420	2,104,178			205
Registrar of Voters	9,205,388	2,252,723	6,952,665			73
Total General Fund	32,821,718	19,186,638	13,635,080			384
Special Revenue Funds						
AWM - California Grazing	145,698	2,500		143,198		0
Airports Special Revenue Fund - Consolidated	6,835,158	5,652,959		1,182,199		0
County Library	19,333,166	15,648,391		3,684,775		293
Regional Parks - Consolidated	5,881,795	3,491,080		2,390,715		0
Total Special Revenue Funds	32,195,817	24,794,930		7,400,887		293
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	1,698,123	2,632,663			(934,540)	0
CSA 60 - Apple Valley Airport - Cap Improv	2,186,248	0			2,186,248	0
Museum Store	67,874	55,000			12,874	2
Regional Parks - Active Outdoors	48,982	61,362			(12,380)	6
Total Enterprise Funds	4,001,227	2,749,025			1,252,202	8
Total - All Funds	69,018,762	46,730,593	13,635,080	7,400,887	1,252,202	685

The Community Services Group includes the following six departments: Agricultural/Weights and Measures, Airports, County Library, County Museum, Regional Parks, and Registrar of Voters. These departments include general fund budget units, special revenue fund budget units, and enterprise fund budget units. The various budget units fund operations, programs, and Capital Improvement Projects.

Community Services Administration

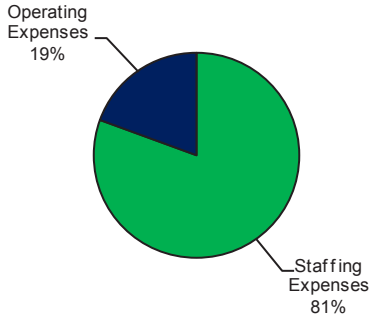
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$335,000
Sources/Reimbursements	$65,000
Net County Cost	$270,000
Total Staff	1
Funded by Net County Cost	81%

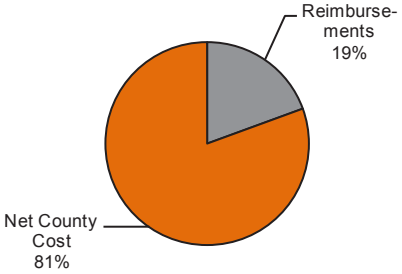
The Community Services Group is comprised of the following six departments: Agricultural/Weights and Measures, Airports, County Library, County Museum, Regional Parks, and Registrar of Voters. Agricultural/Weights and Measures protect the welfare of the public by ensuring residents and businesses comply with state and local agricultural and consumer protection laws. The Department of Airports operates six airports throughout the County in compliance with state and federal regulations. The County Library operates 32 branch libraries and offers millions of print and electronic resources. The County Museum preserves and exhibits the County's anthropological, biological, geological, historical, and paleontological objects at two Museum locations and seven historic sites. Regional Parks operates nine sites with a variety of recreational resources available to the public. Registrar of Voters is responsible for conducting impartial elections in accordance with state and federal election codes. These community services positively impact the lives of County residents by monitoring resources, increasing personal and commercial transportation opportunities, inspiring people to learn and read, providing recreational and leisure opportunities, and facilitating the democratic process to vote.

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Community Service Group
FUND: General

BUDGET UNIT: AAA CSG
FUNCTION: General
ACTIVITY: Legislative and Admin

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	270,000	**270,000**
Operating Expenses	0	0	0	0	0	65,000	**65,000**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	335,000	**335,000**
Reimbursements	0	0	0	0	0	(65,000)	**(65,000)**
Total Appropriation	0	0	0	0	0	270,000	**270,000**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	270,000	**270,000**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	0	0	0	0	0	270,000	**270,000**
Budgeted Staffing*	0	0	0	0	0	1	**1**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Expenditures in this budget unit include staffing expenses of $270,000 and operating expenses of $65,000 for the University of California, Cooperative Extension (UCCE) Program. The UCCE helps connect communities with the university campus, bringing practical, trusted science-based solutions to Californians and is a partnership between local county government, the State and its land-grant university. Operating expenses are reimbursed by County departments, including departments within the Community Services Group.

BUDGET CHANGES AND OPERATIONAL IMPACT

This is a new budget unit for 2015-16.

2015-16 POSITION SUMMARY**

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Community Services Administration	0	1	0	0	1	0	1
Total	0	1	0	0	1	0	1

**Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $270,000 fund one Deputy Executive Officer position to oversee and administer the six departments within the Community Services Group.

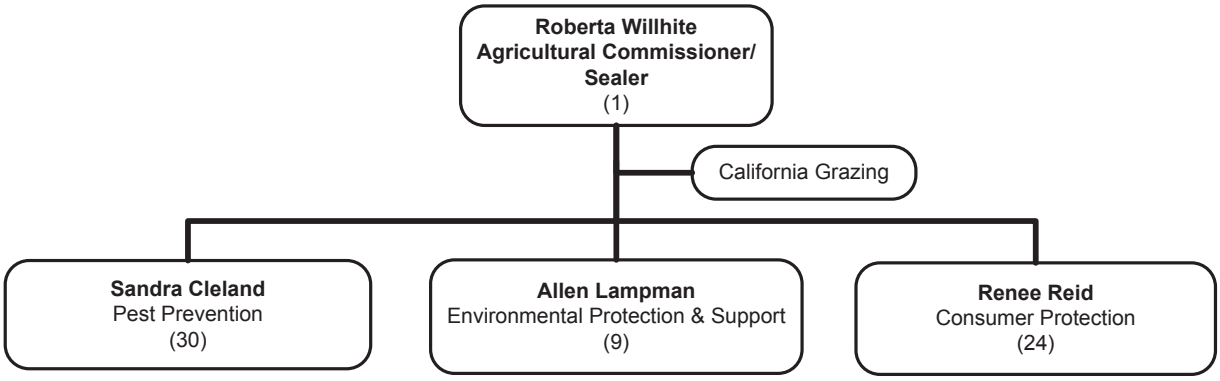
AGRICULTURE / WEIGHTS & MEASURES

Roberta Y. Willhite

DEPARTMENT MISSION STATEMENT

The Department of Agriculture / Weights & 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



2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Agriculture / Weights & Measures	6,918,980	5,542,860	1,376,120			64
Total General Fund	6,918,980	5,542,860	1,376,120			64
Special Revenue Funds						
California Grazing	145,698	2,500		143,198		0
Total Special Revenue Funds	145,698	2,500		143,198		0
Total - All Funds	7,064,678	5,545,360	1,376,120	143,198	0	64

2014-15 MAJOR ACCOMPLISHMENTS

- Performed over 1,970 site visits to shipping terminals and other locations, inspected over 13,300 plant and quarantine shipments, rejected 112 shipments for various violations and intercepted 22 foreign pest species.
- Visited over 7,330 businesses that require a Weights & Measures inspection, inspected over 30,750 devices and issued over 1,970 Notices of Violation.
- Checked the price accuracy on over 39,680 items in an effort to achieve an overall price overcharge error rate of less than 2%. The measured error rate achieved was 1.2%.
- Inspected over 79,600 packaged items for accurate weight or measure of the net contents and rejected over 2,000 packages, or 2.5% of the items inspected.

- Serviced over 186,000 insect traps for an average of 15,500 traps per month under State contract agreements in an effort to detect unwanted foreign pests.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Actual	2015-16 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Percentage of registered devices inspected.	N/A	75%	84%	85%
STRATEGY	Perform device inspections with a goal of inspecting a minimum of 85% of the devices (i.e. scales, gas pumps).					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Average number of monthly trap servicings.	N/A	10,823	13,381	10,823
STRATEGY	Service exotic insect traps on a monthly basis to guarantee completion of the contracted servicing levels.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	**NEW** Percentage of pesticide company locations inspected.	N/A	N/A	N/A	60%
STRATEGY	Partnering with State agencies, perform safety compliance inspections at pesticide companies with a target inspection goal of 60% of the locations.					

Agriculture / Weights & Measures

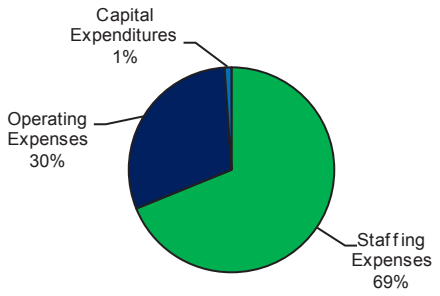
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$6,918,980
Sources/Reimbursements	$5,542,860
Net County Cost	$1,376,120
Total Staff	64
Funded by Net County Cost	20%

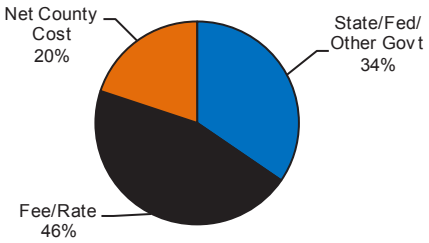
The Department of Agriculture / Weights & Measures protects the environment, public health, worker safety and the welfare of the public by helping residents and businesses comply with state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates unwanted foreign pests, regulates pesticide use, verifies pricing accuracy of goods, and regulates all business transactions based on units of measures such as weight or volume. Additional duties include inspecting eggs, produce and nursery stock, certifying plant shipments for export, controlling vegetation along state and County right-of-ways and flood control channels, and other miscellaneous services provided to businesses and the general public. The department has a canine inspection team that is utilized with great success to detect plant materials from within unmarked agricultural parcels found at 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.

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	4,630,485	4,427,088	4,768,868	4,621,917	4,968,636	4,762,253	**(206,383)**
Operating Expenses	1,679,644	2,061,544	1,868,823	2,237,199	2,325,373	2,081,727	**(243,646)**
Capital Expenditures	0	8,870	(6,788)	33,283	40,100	75,000	**34,900**
Total Exp Authority	6,310,129	6,497,502	6,630,903	6,892,399	7,334,109	6,918,980	**(415,129)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,310,129	6,497,502	6,630,903	6,892,399	7,334,109	6,918,980	**(415,129)**
Operating Transfers Out	0	48,000	7,907	0	0	0	**0**
Total Requirements	6,310,129	6,545,502	6,638,810	6,892,399	7,334,109	6,918,980	**(415,129)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0		0	0	0	0	**0**
State, Fed or Gov't Aid	2,413,131	3,104,929	2,405,236	3,137,597	2,759,367	2,389,960	**(369,407)**
Fee/Rate	2,831,351	3,068,429	3,063,184	3,429,415	3,137,000	3,151,500	**14,500**
Other Revenue	31,849	(257)	(2,436)	3,743	1,200	1,400	**200**
Total Revenue	5,276,331	6,173,101	5,465,984	6,570,756	5,897,567	5,542,860	**(354,707)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	5,276,331	6,173,101	5,465,984	6,570,756	5,897,567	5,542,860	**(354,707)**
Net County Cost	1,033,798	372,401	1,172,826	321,644	1,436,542	1,376,120	**(60,422)**
Budgeted Staffing*	61	63	63	64	64	64	**0**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 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 fields of agriculture, weights and measures. Herbicide purchases and vehicle / 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, the County's portion of Unclaimed Gas Tax, and reimbursement for weed control services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $415,129. Staffing expenses are being reduced by $206,383 based on a reduction in employee benefit costs for 2015-16 due to retirements incurred in 2014-15 and employee concessions. Operating expenses are being reduced by $243,646 based on a reduction in anticipated agricultural and weed spraying services, and due to a one-time reimbursement to CDFA in 2014-15 based on a three year audit. Requirements also include the purchase of a new Dynamometer to test taxi meters and vehicle odometers for accuracy.

Sources are decreasing by $354,707 primarily due to the Pest Surveillance (Dog team) contract with the State which now reflects the funding for one dog team instead of two, and due to less anticipated unclaimed gas tax revenue.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Agricultural Commissioner/Sealer	1	0	0	0	1	0	1
Pest Prevention	30	0	0	0	30	1	29
Environmental Protection & Support	9	0	0	0	9	0	9
Consumer Protection	24	0	0	0	24	0	24
Total	64	0	0	0	64	1	63

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $4.8 million fund 64 budgeted positions of which 63 are regular positions and 1 is a limited-term employee. The total number of budgeted staff remains the same as the previous year. The current number of positions enables the department to meet minimum workload requirements in all three divisions of the department.

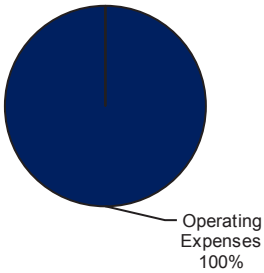
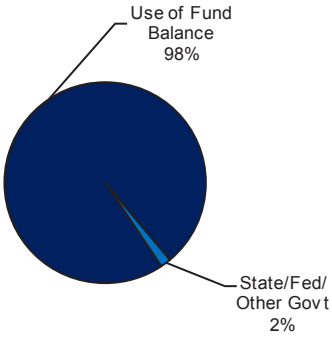
California Grazing

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$145,698
Sources/Reimbursements	$2,500
Use of/ (Contribution to) Fund Balance	$143,198
Total Staff	0

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

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	10,804	2,995	0	3,390	145,635	145,698	**63**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	10,804	2,995	0	3,390	145,635	145,698	**63**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	10,804	2,995	0	3,390	145,635	145,698	**63**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,804	2,995	0	3,390	145,635	145,698	**63**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	4,303	2,876	2,718	3,453	2,500	2,500	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	4,303	2,876	2,718	3,453	2,500	2,500	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,303	2,876	2,718	3,453	2,500	2,500	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance	6,501	119	(2,718)	(63)	143,135	143,198	**63**
Available Reserves					0	0	**0**
Total Fund Balance					143,135	143,198	**63**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Operating expenses of $145,698 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 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.

ANALYSIS OF FUND BALANCE

The County acts in a trustee capacity for an ongoing allotment of annual federal grazing fees that are distributed back to the County to finance RIAC approved projects on leased federal lands within the County. The budget reflects the use of the entire fund balance. However, the amount used in 2015-16 will depend on projects that are approved during the fiscal year.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

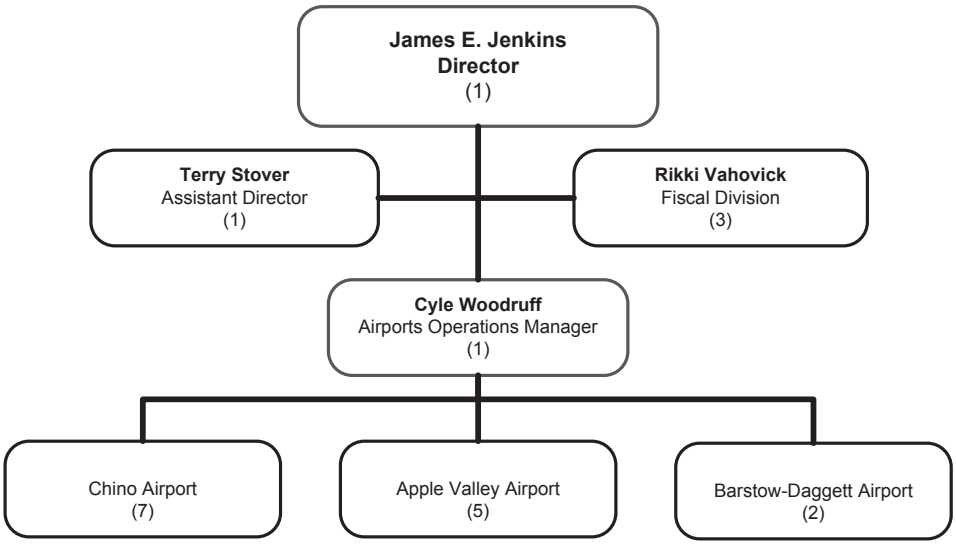
AIRPORTS

James E. Jenkins

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Airports	2,958,485	2,958,485	0			20
Total General Fund	2,958,485	2,958,485				20
Special Revenue Funds						
Airports Special Revenue Fund - Consolidated	6,835,158	5,652,959		1,182,199		0
Total Special Revenue Funds	6,835,158	5,652,959		1,182,199		0
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	1,698,123	2,632,663			(934,540)	0
CSA 60 - Apple Valley Airport - Cap Improv	2,186,248	0			2,186,248	0
Total Enterprise Funds	3,884,371	2,632,663			1,251,708	0
Total - All Funds	13,678,014	11,244,107	0	1,182,199	1,251,708	20

2014-15 MAJOR ACCOMPLISHMENTS

- Commissioned new financial accounting and lease management software.
- Completed major lease audit and implemented delinquency management protocols.
- Executed three new leases that will result in increased revenues of $488,000 annually.
- Awarded and accepted five Federal grants valued at $1.2 million.
- Concluded Chino Airport Groundwater Plume characterization under the supervision of the Santa Ana Regional Water Control Board.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2013-14 Actual	2014-15 Target	2014-15 Actual	2015-16 Target
OBJECTIVE	**Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.**	NEW Percentage of airport infrastructure area inspected annually.	N/A	N/A	N/A	15%
STRATEGY	Improve and maintain Airport infrastructure, such as runways and drainage systems by maximizing utilization of Federal Aviation Administration and Cal Trans Aeronautics funding.					
STRATEGY	Continue to develop and maintain focus on structured and preventative maintenance programs to address infrastructure deficiencies.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	New property use revenue generated.	N/A	$60,000	$0	$60,000
STRATEGY	Leverage ground use at various County airports to produce new revenue streams to subsidize ongoing airport operational costs.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**	Number of businesses operating on airport properties (commercial leases).	84	88	84	88
STRATEGY	Maximize structured outreach activities to private sector business entities thus informing prospective businesses of real estate opportunities at various County airports					
STRATEGY	Closely monitor existing airport businesses to ensure continued success; assist by providing clearinghouse guidance to available resources.					

Airports

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$4,068,425
Sources/Reimbursements	$4,068,425
Net County Cost	$0
Total Staff	20
Funded by Net County Cost	0%

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.

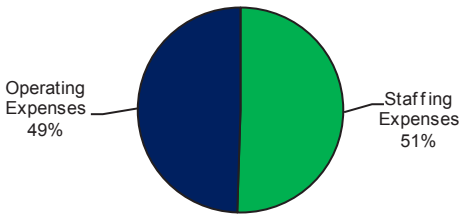
The County's six airports include:

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 I-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;
6. Twenty-nine Palms Airport, a center for soaring activity serving the surrounding community, including the United States Marine Corps Air-Ground Combat Center.

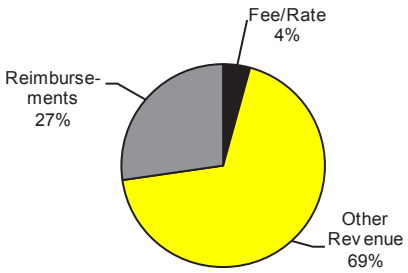
The County's airports produce revenue to operate and maintain the airport system. Revenues are generated from facility rents, concession and user fees, and, in the case of Apple Valley Airport, property taxes dedicated to the support of CSA-60. State and federal grants are significant sources for funds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

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	2,091,771	1,632,659	1,855,067	1,768,633	1,768,633	2,049,978	**281,345**
Operating Expenses	2,004,137	1,867,509	1,855,126	1,883,999	1,884,000	2,008,447	**124,447**
Capital Expenditures	0	0	7,895	0	0	10,000	**10,000**
Total Exp Authority	4,095,908	3,500,168	3,718,088	3,652,632	3,652,633	4,068,425	**415,792**
Reimbursements	(1,227,613)	(886,813)	(936,848)	(1,000,837)	(1,000,837)	(1,109,940)	**(109,103)**
Total Appropriation	2,868,295	2,613,355	2,781,240	2,651,795	2,651,796	2,958,485	**306,689**
Operating Transfers Out	19,000	424,000	194,696	865,875	865,875	0	**(865,875)**
Total Requirements	2,887,295	3,037,355	2,975,936	3,517,670	3,517,671	2,958,485	**(559,186)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	58,519	45,616	40,000	43,064	43,064	0	**(43,064)**
Fee/Rate	176,850	156,865	189,008	289,519	289,519	173,306	**(116,213)**
Other Revenue	2,649,144	2,821,029	2,744,516	3,185,088	3,185,088	2,708,112	**(476,976)**
Total Revenue	2,884,513	3,023,510	2,973,524	3,517,671	3,517,671	2,881,418	**(636,253)**
Operating Transfers In	0	25,000	23,502	0	0	77,067	**77,067**
Total Financing Sources	2,884,513	3,048,510	2,997,026	3,517,671	3,517,671	2,958,485	**(559,186)**
Net County Cost	2,782	(11,155)	(21,090)	(1)	0	0	**0**
Budgeted Staffing*	24	19	20	20	20	20	**0**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $2.0 million fund 20 budgeted regular positions that provide support for 6 County-operated airports. Operating expenses of $2.0 million include Countywide Services (including COWCAP), property insurance, utilities, other professional services and general maintenance. Reimbursements of $1.1 million are primarily for staffing costs and services/supplies expenses that are incurred by the Airports general fund budget unit for personnel that are assigned to support the Apple Valley Airport and Chino Airport Commercial Hangar complex. Sources of $3.0 million primarily represent rents and concession receipts at the airports.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by $559,186 primarily due to a decrease in operating transfers out to Airport's special revenue fund which is the result of an anticipated decrease in fee/rate and other revenues.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Administration	5	0	0	1	6	0	6
Apple Valley Airport	5	0	0	0	5	0	5
Barstow-Daggett Airport	2	0	0	0	2	0	2
Chino Airport	8	0	0	-1	7	0	7
Total	20	0	0	0	20	0	20

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.0 million fund 20 budgeted regular positions. There are no staffing changes.

Airports Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

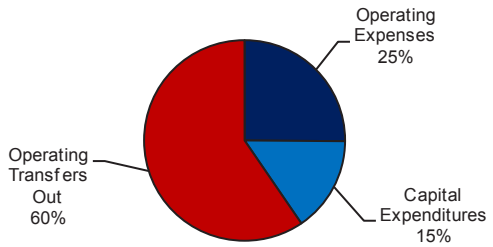
Budget at a Glance	
Requirements Less Reimbursements	$6,835,158
Sources/Reimbursements	$5,652,959
Use of/ (Contribution to) Fund Balance	$1,182,199
Total Staff	0

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

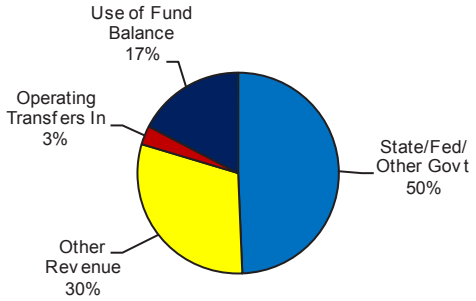
Airports Capital Improvement Program is a Capital Improvement Program (CIP) that is managed by the Department of Airports and includes projects for Baker Airport, Barstow-Daggett Airport, Chino Airport, Needles Airport, and Twenty-nine Palms Airport. Projects funded in this budget unit include utility, 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. 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

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Plant Acquisition

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,416,177	1,094,597	1,214,034	939,378	1,502,777	1,717,484	**214,707**
Capital Expenditures	2,925,116	539,298	914,532	1,402,992	3,192,922	1,048,336	**(2,144,586)**
Total Exp Authority	4,341,293	1,633,895	2,128,566	2,342,370	4,695,699	2,765,820	**(1,929,879)**
Reimbursements	0	(200,000)	0	0	0	0	**0**
Total Appropriation	4,341,293	1,433,895	2,128,566	2,342,370	4,695,699	2,765,820	**(1,929,879)**
Operating Transfers Out	442,100	1,057,764	583,255	1,378,387	2,484,651	4,069,338	**1,584,687**
Total Requirements	4,783,393	2,491,659	2,711,821	3,720,757	7,180,350	6,835,158	**(345,192)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	909,730	1,975,371	0	102,509	1,719,000	3,365,887	**1,646,887**
Fee/Rate	0	184	7,428	32,134	3,856	12,944	**9,088**
Other Revenue	587,260	926,599	1,677,979	1,832,776	1,822,964	2,067,815	**244,851**
Total Revenue	1,496,990	2,902,154	1,685,407	1,967,419	3,545,820	5,446,646	**1,900,826**
Operating Transfers In	221,100	1,111,129	758,816	1,215,875	1,626,085	206,313	**(1,419,772)**
Total Financing Sources	1,718,090	4,013,283	2,444,223	3,183,294	5,171,905	5,652,959	**481,054**
Fund Balance							
Use of / (Contribution to) Fund Balance	3,065,303	(1,521,624)	267,598	537,463	2,008,445	1,182,199	**(826,246)**
Available Reserves					1,111,763	1,428,225	**316,462**
Total Fund Balance					3,120,208	2,610,424	**(509,784)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

DETAIL OF 2015-16 ADOPTED BUDGET

	2015-16				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Chino Airport Commercial Hangars (RCI)	1,098,544	1,043,376	55,168	0	0
Chino Airport Incentive Fund (RCO)	0	0	0	0	0
Airports Capital Improvement Program (RAA& RCD)	5,736,614	4,609,583	1,127,031	1,428,225	0
Total Special Revenue Funds	6,835,158	5,652,959	1,182,199	1,428,225	0

Chino Airport Commercial Hangars has approximately $1.1 million in requirements for operating expenses, which includes transfers of $556,253 for the bond payment, $451,693 in services and supplies for operations, and $90,598 for salaries and benefits reimbursed to the Airport's operating budget unit.

Sources of approximately $1.0 million are from rents and concession receipts from commercial tenants of $960,432 and an operating transfer in from the Airports Capital Improvement Program budget unit of $70,000 to fund current services.

Chino Airport Incentive Fund was closed at the end of 2014-15 and now has a $0 balance in the 2015-16 budget due to the elimination of Discretionary General Funding for this budget unit.

Airports Capital Improvement Program has $5.7 million in requirements which includes $1.0 million in capital expenditures, primarily for: the ground water assessment associated with the groundwater plume at Chino Airport for $600,000; the Chino Airport northwest apron rehab project for $199,170; the Needles Airport layout plan for $174,166; and Chino Airport roof coating project for $75,000. Operating transfers out of $4.0 million primarily consist of transfers to Architecture and Engineering for management of various Capital Improvement Program

Projects (CIP's), including: $1.8 million for the Chino Airport northwest apron rehab project, $998,575 for the Chino Airport runway safety and fire suppression removal project, $497,383 for the Yellow Jacket Construction contract portion of the groundwater plume, $250,000 for the Chino Airport paving project, $240,000 for the Kimball Avenue storm water conveyance project, also $77,067 to the Airports general fund budget unit and $70,000 to the Chino Airport Commercial Hangars budget unit to fund current services.

Sources of $4.6 million are primarily from anticipated Federal grants for various CIP's including the Chino Airport Northwest Apron Rehab and the Chino Fire Suppression Removal projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net $345,192 due to a decrease to capital expenditures offset by an increase to operating transfers out, due to additional A&E managed projects in 2015-16. Sources are increasing by a net $481,054 primarily due to an increase to Federal and State Grant funds of $1.6 million, offset by a decrease of $1.4 million in operating transfers in from Airports Capital Improvement Program budget unit due to the revenue of said leases covering current fiscal year expenses.

ANALYSIS OF FUND BALANCE

In 2015-16 there is a beginning fund balance of $2.6 million, of which approximately $1.0 million is being used for one-time projects and $147,067 is being used to fund current services within the Airports general fund budget unit, and the Chino Airport Commercial Hangars budget unit until the Commercial Hangars bond has been paid in full, which is anticipated in 2015-16. Additionally, fund balance of $1.4 million is available to fund future expenses.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

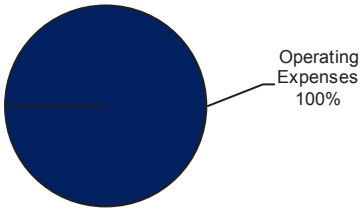
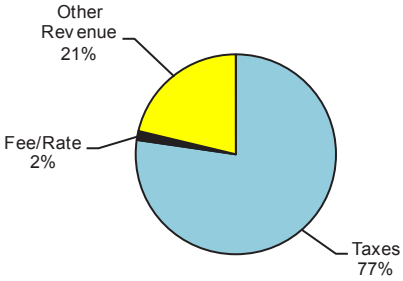
CSA 60 – Apple Valley Airport - Operations

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$1,698,123
Sources/Reimbursements	$2,632,663
Use of / (Contribution To) Net Position**	($934,540)
Total Staff	0

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.

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available

ANALYSIS OF 2015-16 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 Terminal

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,431,095	1,465,115	1,394,940	1,458,961	1,599,978	1,698,123	**98,145**
Capital Expenditures	167,687	0	5,184	0	22,000	0	**(22,000)**
Total Exp Authority	1,598,782	1,465,115	1,400,124	1,458,961	1,621,978	1,698,123	**76,145**
Reimbursements	0	(182)	0	0	0	0	**0**
Total Appropriation	1,598,782	1,464,933	1,400,124	1,458,961	1,621,978	1,698,123	**76,145**
Operating Transfers Out	0	563,000	0	0	70,000	0	**(70,000)**
Total Requirements	1,598,782	2,027,933	1,400,124	1,458,961	1,691,978	1,698,123	**6,145**
Sources							
Taxes	1,888,385	1,921,496	2,033,265	2,117,048	1,600,000	2,035,000	**435,000**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	31,951	27,566	29,892	29,169	0	0	**0**
Fee/Rate	(13,158)	(12,738)	3,764	26,315	12,594	38,219	**25,625**
Other Revenue	650,292	638,094	722,234	573,175	560,050	559,444	**(606)**
Total Revenue	2,557,470	2,574,418	2,789,155	2,745,708	2,172,644	2,632,663	**460,019**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,557,470	2,574,418	2,789,155	2,745,708	2,172,644	2,632,663	**460,019**
Net Position							
Use of/ (Contribution to) Net Position**	(958,688)	(546,485)	(1,389,031)	(1,286,747)	(480,666)	(934,540)	**(453,874)**
Est. Net Position Available					4,758,340	6,353,137	**1,594,797**
Total Net Position					4,277,674	5,418,597	1,140,923
Budgeted Staffing*	0	0	0	0	0	0	**0**

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

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Operating expenses of $1.7 million include $974,475 in transfers to reimburse the Airport's general fund budget unit for staffing costs, services and supplies costs for personnel assigned to support the Apple Valley Airport, and general airport operating expenses of $723,648 including utilities. Sources of $2.6 million primarily consist of $2.0 million from tax revenue receipts and $559,444 for leasing related activity revenues.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $6,145. Sources are increasing by $460,019 primarily due to an increase in tax revenues based on current assessed valuations.

ANALYSIS OF NET POSITION

Net position is increasing by $934,540 in 2015-16 primarily due to tax revenues not being allocated for operations. Funds will be transferred to the CSA 60 – Apple Valley Airport CIP budget unit to fund future capital improvement projects as necessary.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

CSA 60 – Apple Valley Airport – Capital Improvement Program

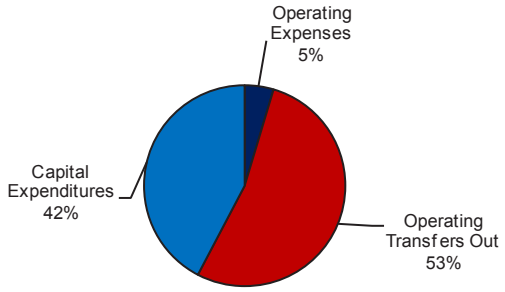
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$2,186,248
Sources/Reimbursements	$0
Use of / (Contribution To) Net Position	$2,186,248
Total Staff	0

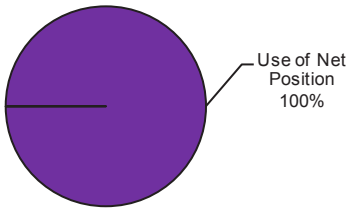
County Service Area 60 (CSA 60), through the Department of Airports, manages the Capital Improvement Program (CIP) for Apple Valley Airport. Projects include utility, storm water, fire suppression plans, Airport Master Plan and construction/rehabilitation of numerous runways, taxiways, and airport facilities.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

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

BUDGET UNIT: RAI 400
FUNCTION: General
ACTIVITY: Plant Acquisition

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	761,633	351,499	83,608	20,928	105,837	101,498	**(4,339)**
Capital Expenditures	17,627	216,857	54,535	104,773	659,900	925,000	**265,100**
Total Exp Authority	779,260	568,356	138,143	125,701	765,737	1,026,498	**260,761**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	779,260	568,356	138,143	125,701	765,737	1,026,498	**260,761**
Operating Transfers Out	185,772	1,672,518	1,139,066	250	2,040,100	1,159,750	**(880,350)**
Total Requirements	965,032	2,240,874	1,277,209	125,951	2,805,837	2,186,248	**(619,589)**
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	59,300	270,000	0	**(270,000)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	25,955	19,928	8,324	7,345	5,000	0	**(5,000)**
Total Revenue	25,955	19,928	8,324	66,645	275,000	0	**(275,000)**
Operating Transfers In	0	500,000	0	0	0	0	**0**
Total Financing Sources	25,955	519,928	8,324	66,645	275,000	0	**(275,000)**
Net Position							
Use of/ (Contribution to) Net Position	939,077	1,720,946	1,268,885	59,305.10	2,530,837	2,186,248	**(344,589)**
Est. Net Position Available					302,961	429,824	**126,863**
Total Net Position					2,833,798	2,616,072	**(217,726)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Requirements of $2.2 million consist primarily of operating transfers out of $1.2 million to Architecture and Engineering for the management of capital improvement projects at Apple Valley Airport, including $460,000 for a solar powered obstruction lighting project, $449,750 for taxiway and parking lot reconstruction projects and $250,000 for t-hangar improvements. Capital expenditures of $925,000 represent five projects including $500,000 for an obstruction lighting project, $200,000 for fog sealing and striping, $150,000 for Phase I of a runway rehab project, and $75,000 for Phase I of the Comprehensive Land Use Plan (CLUP) and terminal HVAC upgrades.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $619,589 due to a decrease in direct construction related services and supplies expenses. Sources are decreasing by $275,000 due to not budgeting FAA grant funding received for prior year projects.

ANALYSIS OF NET POSITION

Net position of $2.2 million is being used in 2015-16 for planned capital improvement projects. This budget unit funds capital improvement projects for the Apple Valley Airport. Funds are transferred from the CSA 60 – Apple Valley Airport operating budget unit when a new project requires funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

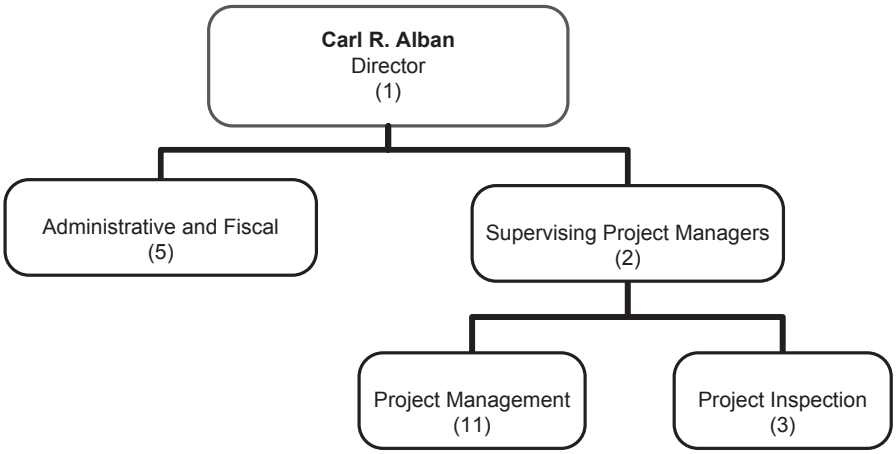
There is no staffing associated with this budget unit. However, this budget unit reimburses the Airports general fund budget unit for staffing costs incurred in connection with service to the Apple Valley Airport.

ARCHITECTURE AND ENGINEERING
Carl R. Alban

DEPARTMENT MISSION STATEMENT

The Architecture and Engineering Department provides efficient and effective management of the annual Capital Improvement Program, working to address the public health, safety, and social service needs of County residents through collaboration with County departments.

ORGANIZATIONAL CHART



2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Architecture and Engineering	0	0	0			22
Total General Fund	0	0	0			22

2014-15 MAJOR ACCOMPLISHMENTS

- Completed 115 projects of varying size and locations, with total project budgets of approximately $32 million
- Completed projects supporting the local economy and maximizing job creation with approximately $12 million in construction payroll and $3 million in consultant and management fees
- Improved the safety, health and social service needs of County residents through the completion of capital projects for Arrowhead Regional Medical Center (ARMC), Sheriff's facilities, Parks, Libraries, Museums, and other County departments:
    - ARMC Food Tray Line Modifications, Medical Office Building Exam Room, and Obstetrics Postpartum Expansion and Remodel
    - Sheriff's High Desert Detention Center Heating, Ventilation and Air Conditioning, and Roofing Replacement on Existing Facilities
    - Sheriff's West Valley Detention Center Generator Replacement, Security Fencing Improvements, Parole Hearing Room Remodel, and Kitchen Tile Replacement

- Sheriff's Training Academy Range Lead Traps
- Glen Helen Regional Park Entry and Electrical Improvements
- Carpet and/or Painting at the Apple Valley, Barstow, Needles, and Phelan Libraries
- Improvements to the Redlands Museum dome, entry, and Association buildings
- County Government Center Land Use Services Department Remodel
- Public Health Hesperia Clinic Expansion and Remodel
- Foothill Law and Justice Center Chiller Replacement

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Actual	2015-16 Target
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Reduction in electricity usage (kilowatt hours - kWh)	794,695	830,000	493,341	970,000
STRATEGY	Continue to implement and build upon strategies developed under the County's energy efficiency partnership with SCE					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Reduction in ongoing electricity costs	109,667	$115,000	$70,917	$145,000
STRATEGY	Continue to implement and build upon strategies developed under the County's energy efficiency partnership with SCE					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Incentives received from energy saving measures	$176,792	$175,000	$364,378	$775,000
STRATEGY	Continue to implement and build upon strategies developed under the County's energy efficiency partnership with SCE					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Percentage of projects completed within one year of annual budget approval	79.50%	90%	71%	90%
STRATEGY	Complete capital projects on schedule					

Architecture And Engineering

DESCRIPTION OF MAJOR SERVICES

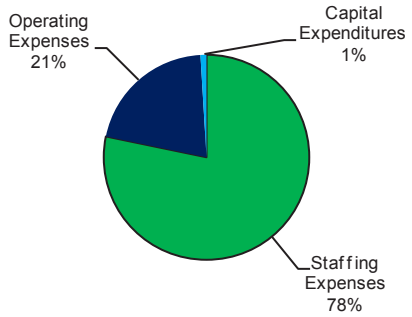
Budget at a Glance	
Requirements Less Reimbursements	$2,858,705
Sources/Reimbursements	$2,858,705
Net County Cost	$0
Total Staff	22
Funded by Net County Cost	0%

The Architecture and Engineering Department (A&E) is responsible for planning and implementing the design and construction of projects for Arrowhead Regional Medical Center, Airports, Regional Parks, Community Development and Housing, and other County departments. These projects are approved as part of the annual Capital Improvement Program (CIP), or added during the year as organizational needs and priorities change. A&E collaborates with County departments and 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.

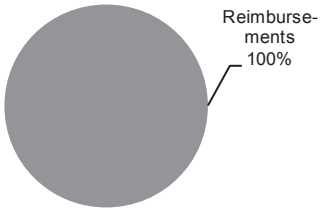
As a competitive public service organization, A&E takes pride in its ability to respond quickly to changing organizational needs and priorities, while continuing to complete quality projects in a timely and cost effective manner for the benefit of County departments and the public they serve.

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	1,848,263	2,003,957	2,106,223	2,019,315	2,498,911	2,237,387	**(261,524)**
Operating Expenses	324,355	378,562	243,895	377,643	643,769	594,318	**(49,451)**
Capital Expenditures	99,389	53,000	38,574	0	112,000	27,000	**(85,000)**
Total Exp Authority	2,272,007	2,435,519	2,388,692	2,396,958	3,254,680	2,858,705	**(395,975)**
Reimbursements	(2,452,433)	(2,470,129)	(2,357,756)	(2,376,077)	(3,234,680)	(2,858,705)	**375,975**
Total Appropriation	(180,426)	(34,610)	30,936	20,881	20,000	0	**(20,000)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	(180,426)	(34,610)	30,936	20,881	20,000	0	**(20,000)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	1,185	0	0	0	0	**0**
Other Revenue	0	56,103	0	2,569	0	0	**0**
Total Revenue	0	57,288	0	2,569	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	57,288	0	2,569	0	0	**0**
Net County Cost	(180,426)	(91,898)	30,936	18,312	20,000	0	**(20,000)**
Budgeted Staffing*	16	19	21	22	22	22	**0**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $2.2 million make up a majority of A&E's expenditures within this budget unit. Operating expenses of $594,318 fund services and supplies, central services, travel, and transfers to the Information Services Department for support, and to the Real Estate Services Department for overhead. Capital expenditures of $27,000 are for the purchase of one vehicle. Reimbursements of $2.9 million are for project management and inspection services provided by A&E staff on capital projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

Total expenditure authority is decreasing by $395,795. This is partially due to a reorganization of the Architecture and Engineering Department to become a divison of the Real Estate Services department during 2015-16. This reorganization will result in the reclassification of the Director position to an Assistant Director position. Additionally, operating expenses are decreasing $49,451 due to an adjustment of cost from the Information Services Department. Capital expenditures are decreasing $85,000 as fewer enhancements will be required to A&E's Project Tracking System. Reimbursements of $2.9 million include a decrease of $375,975. The total departmental expenditure authority is fully reimbursed from services provided to the Capital Improvement Program.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Administrative and Fiscal	8	1	-1	0	8	0	8
Project Management	11	0	0	0	11	0	11
Project Inspection	3	0	0	0	3	0	3
Total	22	1	-1	0	22	0	22

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

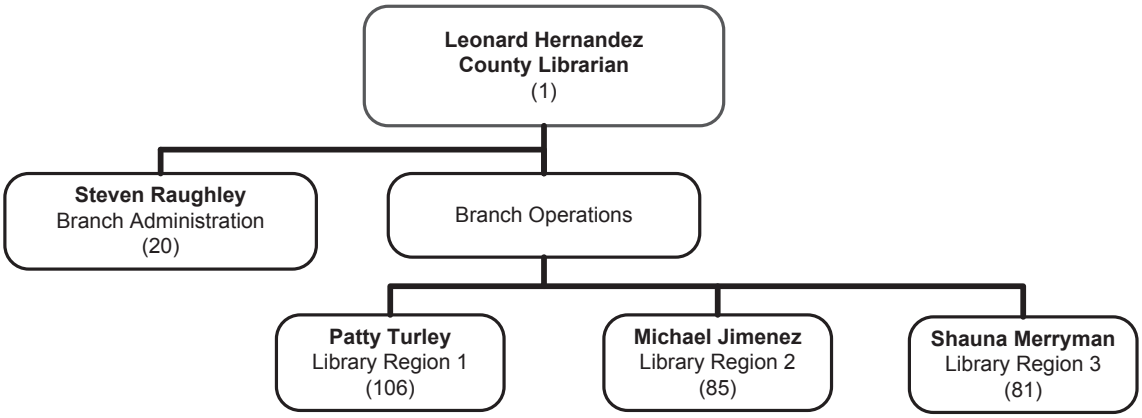
Staffing expenses of $2.2 million fund 22 budgeted regular positions. Staffing changes include the deletion of the Director of Architecture and Engineering position, and the addition of an Assistant Director position upon the retirement of the Director anticipated to occur during 2015-16.

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



2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
County Library	19,333,166	15,648,391		3,684,775		293
Total Special Revenue Funds	19,333,166	15,648,391		3,684,775		293
Total - All Funds	19,333,166	15,648,391		3,684,775		293

2014-15 MAJOR ACCOMPLISHMENTS

- Completed minor remodel of the Needles Library which included new carpet and paint, new public use and children's computers, new furniture, and a reconfiguration of shelving.
- Completed public and staff computer replacements at the Loma Linda, Crestline, Rialto, Chino Hills, Yucaipa, Highland, Mentone, Big Bear, Montclair, Kaiser High School, Lucerne Valley, and Running Springs branch libraries.
- Completed minor remodel of the Phelan Library which included new carpet, flooring, paint, and new public use and children's computers.
- Collaborated with Baker's Drive Thru for a San Bernardino County Library exclusive program called Bakers Book Club, which saw 7,430 children and teens sign up for the program.
- Completed the largest Summer Reading Program in County Library history with 24,611 participants, a 53% increase over the previous year's program.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Actual	2015-16 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	NEW	N/A	N/A	N/A	95%
STRATEGY	Maintain a replacement cycle for computer hardware between 4 - 5 years to ensure that staff and public access computers are available for use and fully functional with reliable hardware and software	Percentage of computers replaced within four years				
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of attendees at branch Library programs	30,000	35,000	222,074	145,000
STRATEGY	Offer programs for multiple age groups to promote the Countywide Vision of cradle-to-career education, fostering personal and professional development and enrichment					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Number of Digital Materials checked out	54,273	47,000	95,063	80,000
STRATEGY	Continue to enhance digital eBook/audiobook offerings for easy anytime access to materials across a multitude of digital devices to aid in job enrichment					

County Library

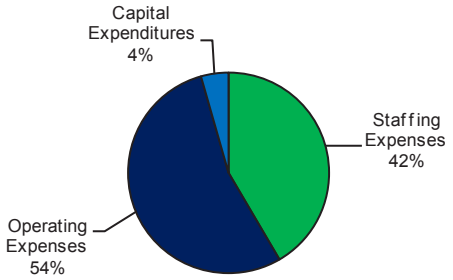
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$19,435,024
Sources/Reimbursements	$15,750,249
Use of/ (Contribution to) Fund Balance	$3,684,775
Total Staff	293

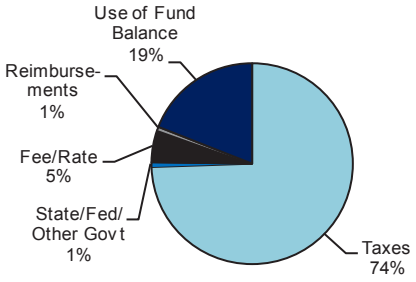
The San Bernardino County Library (Library) provides public library services through a network of thirty two branches in the unincorporated areas and seventeen cities within the County. The Library provides free access to information through its materials collection and offers almost 1,000 public accessible computers for internet, productivity use and browsing the library's online catalog. These public computers also provide access to a number of online databases and other electronic resources. Electronic access to the Library's collection of materials is available through the Internet and daily delivery services provide for materials to be shared among the various branches. The Library's online catalog provides access to over 1 million items. In addition, the Library's OverDrive, 3M Cloud, and Zinio systems allow online access for library patrons to thousands of eBooks, audiobooks, magazines, music, and movies through their tablet, eReader, or web browser.

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

BUDGET UNIT: SAP CLB
FUNCTION: Education
ACTIVITY: Library

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	7,407,588	6,847,673	7,101,062	6,118,669	7,362,362	8,053,096	**690,734**
Operating Expenses	5,658,055	6,071,809	7,619,788	8,464,728	9,218,733	10,463,637	**1,244,904**
Capital Expenditures	16,256	0	24,268	270,511	351,000	856,500	**505,500**
Total Exp Authority	13,081,899	12,919,482	14,745,118	14,853,908	16,932,095	19,373,233	**2,441,138**
Reimbursements	(45,924)	(73,177)	(105,384)	(148,543)	(102,744)	(101,858)	**886**
Total Appropriation	13,035,975	12,846,305	14,639,734	14,705,365	16,829,351	19,271,375	**2,442,024**
Operating Transfers Out	144,870	40,825	82,991	61,791	123,582	61,791	**(61,791)**
Total Requirements	13,180,845	12,887,130	14,722,725	14,767,156	16,952,933	19,333,166	**2,380,233**
Sources							
Taxes	12,008,997	13,155,918	13,883,392	14,441,702	12,597,396	14,416,813	**1,819,417**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	456,883	253,000	248,004	248,324	260,353	149,000	**(111,353)**
Fee/Rate	979,092	1,026,706	1,046,064	1,053,323	1,008,800	1,008,800	**0**
Other Revenue	301,477	1,749,615	1,010,963	431,730	371,484	73,778	**(297,706)**
Total Revenue	13,746,449	16,185,239	16,188,423	16,175,079	14,238,033	15,648,391	**1,410,358**
Operating Transfers In	0	168,397	87,863	0	0	0	**0**
Total Financing Sources	13,746,449	16,353,636	16,276,286	16,175,079	14,238,033	15,648,391	**1,410,358**
Fund Balance							
Use of / (Contribution to) Fund Balance	(565,604)	(3,466,506)	(1,553,561)	(1,407,924)	2,714,900	3,684,775	**969,875**
Available Reserves					3,525,697	3,966,460	**440,763**
Total Fund Balance					6,240,597	7,651,235	**1,410,638**
Budgeted Staffing*	280	279	279	291	291	293	**2**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $8.1 million fund 293 positions that provide services at 32 library branches and support staff at Library Administration. Operating expenses of $10.5 million include general operating expenses for branch locations, telecommunication charges for internet access at branch locations, utilities, COWCAP charges, and custodial/maintenance charges. Sources of $15.6 million primarily represent property tax allocations and library fines and fees collected from patrons. Of the $7.7 million in Fund Balance, $1.9 million is comprised of redevelopment dissolution funds being held pending a final disposition.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the department include an increase in requirements due to the purchase of a new proxy appliance for public and staff internet access and the additions of automated book sorters at the Apple Valley, Chino Hills, and Hesperia branches. Additionally, a loan to finance the construction of the Apple Valley Library in 2001 will be paid off early in 2015-16. Early payoff of this loan will result in interest savings of approximately $430,000 since this loan was scheduled to be paid off in February 2031. Major revenue changes 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.

ANALYSIS OF FUND BALANCE

The department will be using fund balance of $3.7 million in 2015-16 for one-time purchases of equipment and library materials. The current proxy server and web filtering solution has become outdated and need to be replaced. In addition, the department has seen a large increase in circulation, which has led to more items being returned at larger branches. This has necessitated the need for automated book sorters, which will significantly reduce staff time in checking in and sorting materials to be shelved. The department will also be using fund balance to pay off the outstanding balance on the loan taken out to construct the Apple Valley Library, which will remove annual loan payments of approximately $110,000 per year.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Re-Orgs	2015-16 Adopted	Limited	Regular
Library Administration	20	2	0	-1	21	0	21
Library Region 1	137	0	0	-31	106	6	100
Library Region 2	134	0	0	-49	85	3	82
Library Region 3	0	0	0	81	81	3	78
Total	291	2	0	0	293	12	281

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $8.1 million fund 293 budgeted positions of which 281 are regular positions and 12 are limited term positions. The department has requested the addition of two Librarian I positions to assist in the facilitation of the system wide literacy program, cash handling, collection development, Polaris Integrated Library System auditing and catalog maintenance. In addition, operational impacts include the reorganization of 81 staff members with the addition of a Library Region 3. The division was added as the department recruited and filled a vacant Library Regional Manager to oversee the division.

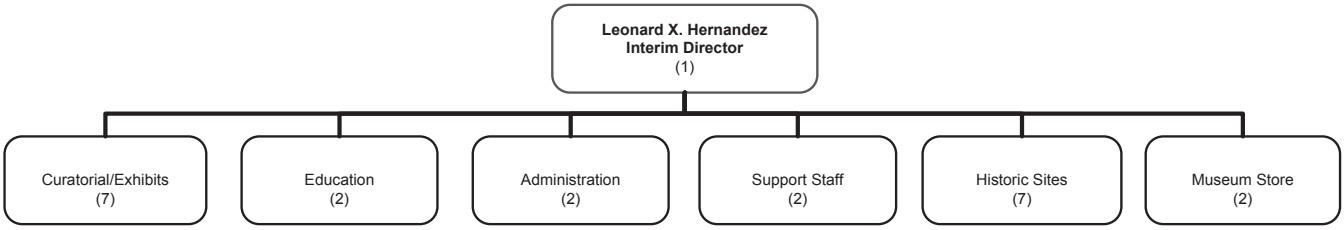
COUNTY MUSEUM

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



2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Museum	3,252,267	320,150	2,932,117	0	0	21
Total General Fund	3,252,267	320,150	2,932,117	0	0	21
Enterprise Funds						
Museum Store	67,874	55,000	0	0	12,874	2
Total Enterprise Funds	67,874	55,000	0	0	12,874	2
Total - All Funds	3,320,141	375,150	2,932,117	0	12,874	23

2014-15 MAJOR ACCOMPLISHMENTS

- Opened the first floor of the Hall of Geological Wonders with the Fossils Under Foot exhibit.
- Completed an online exhibit as part of the Google Art Project, which showcases items from the County Museum's collection to a worldwide audience.
- Completed the Mountain Men and Navajo Rug exhibits, which showcase unique aspects of the County Museum's collection.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Actual	2015-16 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of entities participating in annual ShakeOut event at County Museum	31	32	48	40
STRATEGY	Museum Outreach - Great ShakeOut earthquake drills to educate people in homes, schools, and organizations to improve preparedness and practice how to be safe.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of general attendees visiting the Redlands Museum	45,000	50,000	50,633	55,000
STRATEGY	Open new exhibits and offer enhanced educational programming to promote repeat attendance and boost admission sales and interest in the Museum.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement.**	Secure programmatic and special event funding support from Museum Association	0	$30,000	$43,704	$45,000
STRATEGY	Partner with the Museum Association to develop special events and programs that benefit the community and promote greater interest in the Museum.					
STRATEGY	Develop partnerships with key regional corporations to secure funding and programmatic sponsorships.					

County Museum

DESCRIPTION OF MAJOR SERVICES

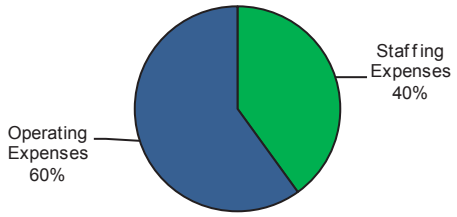
Budget at a Glance	
Requirements Less Reimbursements	$3,252,267
Sources/Reimbursements	$320,150
Net County Cost	$2,932,117
Total Staff	21
Funded by Net County Cost	90%

The County Museum (Museum) is an accredited regional museum in California and provides enhanced "Quality of Life" for County and regional residents. The Museum is comprised of the following divisions: Anthropology, Biology, Education, Geology, History, and Paleontology. All divisions enhance public learning through exhibits and educational programs and activities for families, individuals, school groups, and educators at the main Museum facility in Redlands, Victor Valley Museum in Apple Valley, and the seven historical 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 Mousley Museum in Yucaipa. 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.

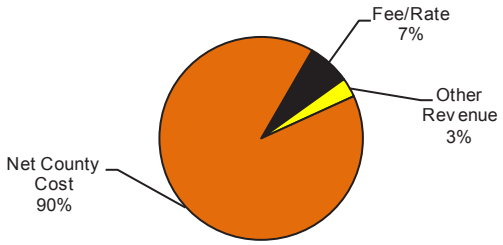
In 2014-15, the County Museum worked with a consultant to review the operations, collections, and readiness for accreditation. The consultant prepared a report that outlined several key areas needed for improvement and developed a bridge plan on how to implement these recommendations to enhance the Museum's current service offerings and increase attendance. One of the key recommendations focused on the need for additional fundraising opportunities by utilizing the Museum's non-profit group, which would give the Museum more revenue to expand programs, update existing exhibits, and create new exhibits.

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

BUDGET UNIT: AAA CCM
FUNCTION: Recreation and Cultural
ACTIVITY: Culture

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	1,829,324	1,682,722	1,470,764	894,191	1,112,869	1,301,806	**188,937**
Operating Expenses	1,688,820	1,535,055	1,598,512	1,886,279	2,626,943	1,950,461	**(676,482)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,518,144	3,217,777	3,069,276	2,780,471	3,739,812	3,252,267	**(487,545)**
Reimbursements	(69,675)	(136,000)	(66,000)	0	(70,000)	0	**70,000**
Total Appropriation	3,448,469	3,081,777	3,003,276	2,780,471	3,669,812	3,252,267	**(417,545)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,448,469	3,081,777	3,003,276	2,780,471	3,669,812	3,252,267	**(417,545)**
Sources							
Taxes	0	0	0	60	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	86,137	27,604	0	0	19,250	0	**(19,250)**
Fee/Rate	744,603	804,497	484,603	381,597	374,000	219,750	**(154,250)**
Other Revenue	759,078	(151,424)	101,287	445,757	372,764	100,400	**(272,364)**
Total Revenue	1,589,818	680,677	585,890	827,414	766,014	320,150	**(445,864)**
Operating Transfers In	0	138,000	0	0	0	0	**0**
Total Financing Sources	1,589,818	818,677	585,890	827,414	766,014	320,150	**(445,864)**
Net County Cost	1,858,651	2,263,100	2,417,386	1,953,056	2,903,798	2,932,117	**28,319**
Budgeted Staffing*	30	30	22	21	21	21	**0**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $1.3 million fund 15 regular positions and 6 limited term positions that provide program services and oversight for the main Museum facility in Redlands, Victor Valley Museum and seven historic sites throughout the County. Operating expenses of $2.0 million primarily include services and supplies expenses for educational programming, exhibits, insurance, advertising, security services, COWCAP charges, central services charges for Facilities Management and Information Services, and rent for the Museum's off-site storage. Sources of $320,150 are primarily derived from admission fees, education service revenue, and facility rental fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the department include a decrease in requirements by $417,545 which is primarily attributed to one-time projects budgeted in 2014-15. Major revenue changes include a loss of Archeological Information Center (AIC) fees from the closure of the AIC, no federally funded contracts being performed and no one-time donation revenue anticipated to be received.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Administration	3	0	0	0	3	0	3
Curatorial/Exhibits	7	1	-1	0	7	0	7
Education	2	0	0	0	2	0	2
Support Staff	2	0	0	0	2	0	2
Historic Sites	7	0	0	0	7	6	1
Total	21	1	-1	0	21	6	15

*Detailed classification listing available in Appendix D

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. The department has deleted 1 Museum Associate Curator position due to the closure of AIC, whose sole function was to perform AIC related work for County and outside public and private agencies developing land within the County of San Bernardino. In addition, the department added 1 Biology Curator position funded with $95,000 of Net County Cost to oversee and preserve the Museum's Biology collections.

Museum Store

DESCRIPTION OF MAJOR SERVICES

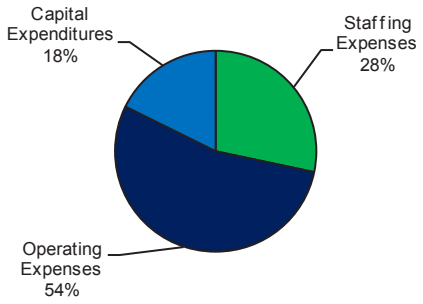
Budget at a Glance	
Requirements Less Reimbursements	$67,874
Sources/Reimbursements	$55,000
Use of / (Contribution To) Net Position	$12,874
Total Staff	2

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.

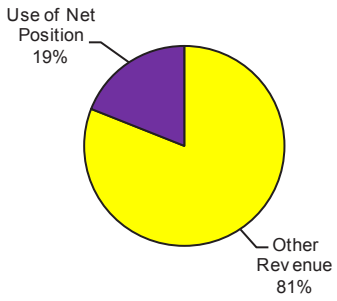
The Museum Store continues to develop its operations and product offerings to ensure sales correspond with new exhibits, services, and new programs. Alternative store products will continue to be introduced and evaluated to maintain a positive cash balance.

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

BUDGET UNIT: EMM CCR
FUNCTION: Recreation and Cultural
ACTIVITY: Recreation Facilities

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	33,537	12,247	3,144	16,479	27,492	19,235	**(8,257)**
Operating Expenses	127	39,836	23,962	20,999	36,639	36,639	**0**
Capital Expenditures	0	0	0	0	5,000	12,000	**7,000**
Total Exp Authority	33,664	52,083	27,106	37,478	69,131	67,874	**(1,257)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	33,664	52,083	27,106	37,478	69,131	67,874	**(1,257)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	33,664	52,083	27,106	37,478	69,131	67,874	**(1,257)**
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	66,566	43,523	83,767	64,304	55,000	55,000	**0**
Total Revenue	66,566	43,523	83,767	64,304	55,000	55,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	66,566	43,523	83,767	64,304	55,000	55,000	**0**
Net Position							
Use of/ (Contribution to) Net Position	(32,902)	8,560	(56,661)	(26,826)	14,131	12,874	**(1,257)**
Est. Net Position Available					72,219	100,302	**28,083**
Total Net Position					86,350	113,176	**26,826**
Budgeted Staffing*	1	1	1	2	2	2	**0**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $19,235 fund two part-time regular positions that operate the Museum Store. Operating expenses of $36,639 are for purchases for resale (inventory) and funding for a point-of-sale system (POS). Equipment costs of $12,000 are included to purchase hardware in connection with the current POS that is in need of upgrade. Sources of $55,000 are revenue generated from novelty items/souvenir sales, books and publications.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1,257 due to an increase of $7,000 in capital expenditures for an upgrade of the POS, offset by a decrease in staffing expenses of $8,257 as the result of funding two part-time positions at a lower hourly rate.

ANALYSIS OF NET POSITION

This fund will be using $12,874 in net position in 2015-16 to upgrade the POS system in the Museum Store and at the front desk. This one-time expense will replace the outdated system and improve reporting and overall functionality.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Re-Orgs	2015-16 Adopted	Limited	Regular
Museum Store	2	0	0	0	2	0	2
Total	2	0	0	0	2	0	2

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

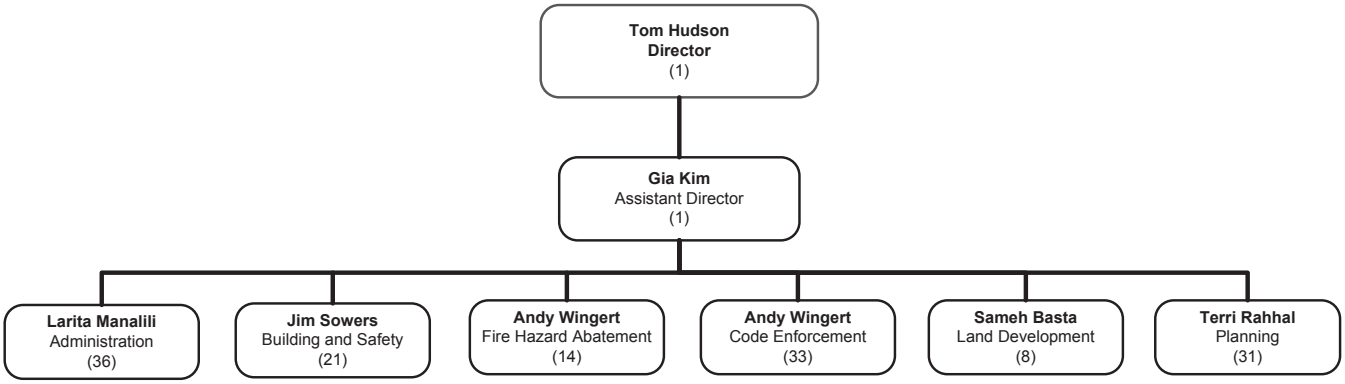
Staffing expenses of $19,235 fund 2 budgeted part-time regular positions. These two positions allow for coverage in the Museum Store to ensure that it is open during the peak hours each day the Museum is open and to greet and take money from customers at the front desk.

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



2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Administration	772,625	0	772,625	0	0	38
Planning	7,794,736	3,146,034	4,648,702	0	0	31
Building and Safety	4,865,458	4,308,719	556,739	0	0	21
Code Enforcement	5,969,552	755,500	5,214,052	0	0	33
Fire Hazard Abatement	2,535,360	2,255,165	280,195	0	0	14
Land Development	1,013,282	384,810	628,472	0	0	8
Total General Fund	22,951,013	10,850,228	12,100,785	0	0	145

2014-15 MAJOR ACCOMPLISHMENTS

- Created a Renewable Energy outreach website to expand community engagement through the internet.
- Met with senior staff from 16 towns and cities within the County to expand collaboration and cooperation.
- Exceeded initial review target by 5% for planning permit applications within 3 weeks of acceptance.
- Awarded $400,000 from the California Energy Commission (CEC) for a renewable energy economic impact analysis.
- Created GIS application for zoning research for the public and received an Inland Empire Economic Partnership (IEEP) award for Response to Globalization.
- Completed all mining annual inspections on time; considered one of the best Mining Lead Agencies in the State.
- Created Project Collaboration Team (PCT) to handle existing projects in a more efficient way and resolve outstanding issues from various County departments.
- Completed 5,016 Building and Safety inspection calls with over 99% of the inspection calls being performed on the same day scheduled.
- Evaluated 5,000 Building and Safety enforcement cases, 1,500 of which represented significant threats to Public Health and Safety - 600 have been now been closed by Code Enforcement staff.
- Enhanced coordination with the County Tax Collector has resulted in over $200,000 in additional revenue from over 750 Short-Term Rental properties.
- Received 2014 California Association of Counties (CSAC) Award for the Demonstration Property Program.
- 98% of Customer Satisfaction Surveys indicated excellent or good ratings from over 1,400 customer surveys received.
- Implemented mobile time tracking for field staff to allow for tracking inspection activity from the field.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Actual	2015-16 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Complete initial commercial plan reviews within 4 weeks (BNS)	N/A	80%	88%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Complete initial residential plan reviews within 3 weeks (BNS)	N/A	80%	62%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Complete initial small miscellaneous plan reviews within 2 weeks (BNS)	N/A	80%	75%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Complete building inspections within one business day (BNS)	N/A	80%	99%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Actual	2015-16 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Review drainage studies, grading plans and WQMPs within 4 weeks (LND)	N/A	80%	100%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Review ministerial Building & Safety permits within 2 weeks (LND)	N/A	75%	100%	75%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Decrease average number of days to achieve Code compliance (CEN)	N/A	25%	20%	25%
STRATEGY	Standardize case management practices to decrease the amount of time cases remain open at the administrative level.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Abate fire hazards within 60 days of second inspection (FHA)	N/A	100%	100%	100%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Complete initial review of planning permit applications within 3 weeks of acceptance (PLN)	N/A	70%	87%	70%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.**	Respond to concerns from cities/towns within 4 weeks (PLN)	N/A	100%	100%	100%
STRATEGY	Create systematic, timely and efficient strategic planning processes consistent with Countywide Vision					
COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.**	Complete 100% of 2015-16 annual workplan for Countywide Plan (CWP)and Community plans (PLN) as follows: 1. Develop a framework of priorities, values and processes to guide the CWP 2. Complete comprehensive inventories of best practices for all elements of the CWP 3. Develop analysis tools for the CWP 4. Complete prototypes of the Community Plans	N/A	100%	90%	100%
OBJECTIVE	**Work collaboratively with cities on zoning and development standards in their spheres of influence.**					
STRATEGY	Create systematic, timely and efficient strategic planning processes consistent with Countywide Vision					

Administration

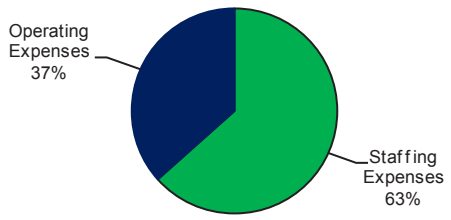
DESCRIPTION OF MAJOR SERVICES

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

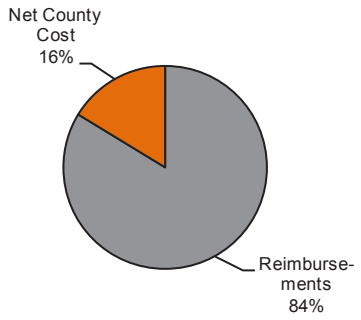
Budget at a Glance	
Requirements Less Reimbursements	$4,748,446
Sources/Reimbursements	$3,975,821
Net County Cost	$772,625
Total Staff	38
Funded by Net County Cost	16%

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	1,954,371	2,363,182	2,592,364	2,528,765	2,528,797	3,010,230	**481,433**
Operating Expenses	1,994,057	1,510,832	1,920,197	4,169,156	4,177,432	1,738,216	**(2,439,216)**
Capital Expenditures	14,976	0	634,950	0	0	0	**0**
Total Exp Authority	3,963,404	3,874,014	5,147,511	6,697,921	6,706,229	4,748,446	**(1,957,783)**
Reimbursements	(3,725,084)	(3,852,761)	(4,040,418)	(4,437,582)	(4,446,223)	(3,975,821)	**470,402**
Total Appropriation	238,320	21,253	1,107,093	2,260,340	2,260,006	772,625	**(1,487,381)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	238,320	21,253	1,107,093	2,260,340	2,260,006	772,625	**(1,487,381)**
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	67	0	22,107	21,500	0	**(21,500)**
Total Revenue	0	67	0	22,107	21,500	0	**(21,500)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	67	0	22,107	21,500	0	**(21,500)**
Net County Cost	238,320	21,186	1,107,093	2,238,233	2,238,506	772,625	**(1,465,881)**
Budgeted Staffing*	27	32	37	36	36	38	**2**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $3.0 million fund 38 budgeted positions, of which 5 are limited term. Operating expenses of $1.7 million include $253,184 for COWCAP charges, $85,760 in licensing for the department's electronic document review software and Enterprise Agreement, and $772,625 in charges payable to the Information Services Department for application development and direct labor charges, primarily related to the permitting system upgrade. Reimbursements of $4.0 million are comprised of transfers in from the other Land Use Services divisions for administrative support.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.5 million, primarily due to the decrease in one-time 2014-15 contract costs for upgrading the current permitting software.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Administration	36	2	0	0	38	5	33
Total	36	2	0	0	38	5	33

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.0 million fund 38 budgeted positions of which 33 are regular positions and 5 are limited term positions. Changes in staffing include the addition of 1 Land Use Technician and 1 Administrative Supervisor I. These additions will enable the department to provide additional customer service support processing applications throughout our offices and streamlining the trust accounting process.

Planning

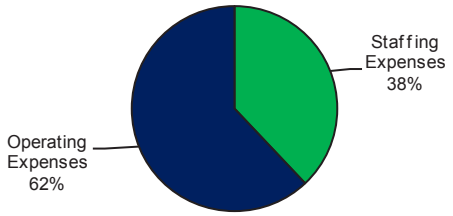
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$7,815,317
Sources/Reimbursements	$3,166,615
Net County Cost	$4,648,702
Total Staff	31
Funded by Net County Cost	60%

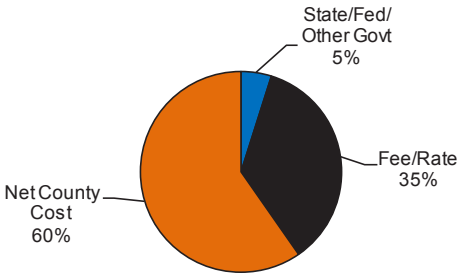
The Planning Division oversees land use, housing, and community design. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law; 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.

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	1,686,490	1,452,249	1,732,320	2,111,326	2,944,326	2,966,720	**22,394**
Operating Expenses	3,174,754	4,860,695	3,179,318	8,843,851	10,587,816	4,848,597	**(5,739,219)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	4,861,244	6,312,944	4,911,638	10,955,177	13,532,142	7,815,317	**(5,716,825)**
Reimbursements	(94,208)	(515,831)	(320,172)	(17,224)	(23,059)	(20,581)	**2,478**
Total Appropriation	4,767,036	5,797,113	4,591,466	10,937,953	13,509,083	7,794,736	**(5,714,347)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,767,036	5,797,113	4,591,466	10,937,953	13,509,083	7,794,736	**(5,714,347)**
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	112,040	507,999	955,000	380,000	**(575,000)**
Fee/Rate	1,896,415	2,550,431	2,473,615	2,350,023	2,730,606	2,761,034	**30,428**
Other Revenue	1,375	7,977	10,109	102,579	501,501	5,000	**(496,501)**
Total Revenue	1,897,790	2,558,408	2,595,764	2,960,601	4,187,107	3,146,034	**(1,041,073)**
Operating Transfers In	0	64,161	0	0	0	0	**0**
Total Financing Sources	1,897,790	2,622,569	2,595,764	2,960,601	4,187,107	3,146,034	**(1,041,073)**
Net County Cost	2,869,246	3,174,544	1,995,701	7,977,352	9,321,976	4,648,702	**(4,673,274)**
Budgeted Staffing*	20	20	26	31	31	31	**0**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $3.0 million fund 31 budgeted positions, of which 7 are limited term. Operating expenses of $4.8 million include $2.5 million in professional services, $107,471 for COWCAP, and $402,500 in litigation expenses for the Cadiz project. Other major expenses include consultants, project expenses reimbursable by applicants, and transfers out to Land Use Services – Administration for administrative support.

Revenues of $3.1 million include $1.2 million in revenues from applicants for project expenses, $1.3 million in fees for current services, and $380,000 in state grant funding for the renewable energy portion of the General Plan Update.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $5.7 million primarily due to one-time General Plan Update expenditures in 2014-15 that were funded from the general fund reserve for this project. Other budget changes include a decrease in Facilities Management charges.

Revenue is decreasing by $1.0 million primarily due to a decrease in state grant funding upon the completion of the initial portion of the renewable energy element of the General Plan as well as a decrease in anticipated Other Revenue.

Net County Cost is decreasing by $4.7 million as a result of a net reduction of $5.0 million in one-time funding for the General Plan Update, offset by additional one-time funding for the Environmental Element project, and the Cucamonga Canyon and Lytle Creek Forest Management Plan projects.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Planning	31	4	-4	0	31	7	24
Total	31	4	-4	0	31	7	24

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.0 million fund 31 budgeted positions of which 24 are regular positions and 7 are limited term positions. The total staff count did not change from 2014-15, however, staffing changes include the addition of 1 Contract Countywide Plan and Community Plan Marketing Coordinator, 1 Contract Advance Planning Analyst, 1 Administrative Supervisor I, and 1 Contract Land Use Services General Plan Coordinator, offset by the deletion of 1 Extra-Help Planning Director, 1 Contract General Plan Update Project Manager, 1 Extra-Help Engineering Technician IV, and 1 Contract Community Planning Coordinator. These additions and deletions are necessary to ensure that Planning is adequately staffed to continue to support the General Plan Update; that the Mining program continues to be adequately staffed to ensure compliance with State and Federal laws; and to mitigate County liability through the efficient processing of mining applications and Financial Assurance documents.

Building and Safety

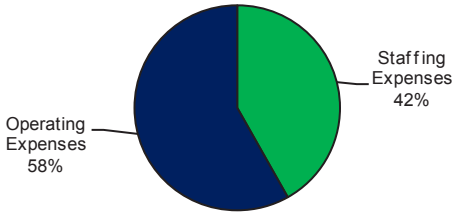
DESCRIPTION OF MAJOR SERVICES

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.

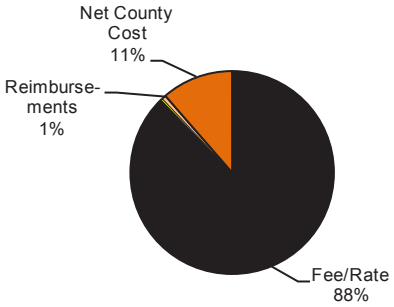
Budget at a Glance	
Requirements Less Reimbursements	$4,894,014
Sources/Reimbursements	$4,337,275
Net County Cost	$556,739
Total Staff	21
Funded by Net County Cost	11%

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	1,598,622	1,697,028	1,444,114	1,340,231	2,158,049	2,047,344	**(110,705)**
Operating Expenses	1,743,784	1,950,030	2,607,926	3,387,203	3,450,762	2,846,670	**(604,092)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,342,406	3,647,058	4,052,040	4,727,434	5,608,811	4,894,014	**(714,797)**
Reimbursements	0	0	0	(92,624)	(39,444)	(28,556)	**10,888**
Total Appropriation	3,342,406	3,647,058	4,052,040	4,634,810	5,569,367	4,865,458	**(703,909)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,342,406	3,647,058	4,052,040	4,634,810	5,569,367	4,865,458	**(703,909)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	4,729,011	3,917,268	5,517,750	5,248,436	5,054,000	4,294,719	**(759,281)**
Other Revenue	12,354	7,207	2,739	18,420	7,075	14,000	**6,925**
Total Revenue	4,741,365	3,924,475	5,520,488	5,266,856	5,061,075	4,308,719	**(752,356)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,741,365	3,924,475	5,520,488	5,266,856	5,061,075	4,308,719	**(752,356)**
Net County Cost	(1,398,959)	(277,417)	(1,468,448)	(632,046)	508,292	556,739	**48,447**
Budgeted Staffing*	21	21	21	23	23	21	**(2)**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $2.0 million fund 21 budgeted positions, of which 1 position is limited term. Operating expenditures of $2.8 million are comprised mostly of transfers out to Land Use Services – Administration for administrative support, vehicle services charges, COWCAP, and consultants. Sources of $4.3 million are primarily fees charged for permit and plan reviews.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $703,909, primarily due to decreases in salaries and benefits from the deletion of 2 extra-help positions as a result of the declining activity for the Molycorp Project, and a reduction in consultant costs.

Revenues decreased $752,356, primarily due to a decrease in permit and plan review fees from the completion of development projects in 2014-15.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Building and Safety	23	0	-2	0	21	1	20
Total	23	0	-2	0	21	1	20

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.0 million fund 21 budgeted positions, of which 20 are regular positions, and 1 is limited term position. Changes in budgeted staffing include the deletion of 1 Contract Building Inspector position and 1 Extra-help Building Inspector II position as a result of declining activity for the Moly Corp project and a leveling of workload, eliminating the need for Contract position. Additionally, a Building Inspector III position was reclassified to a Public Works Engineer II.

Code Enforcement

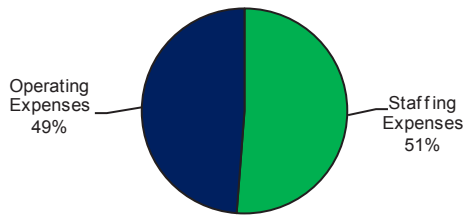
DESCRIPTION OF MAJOR SERVICES

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.

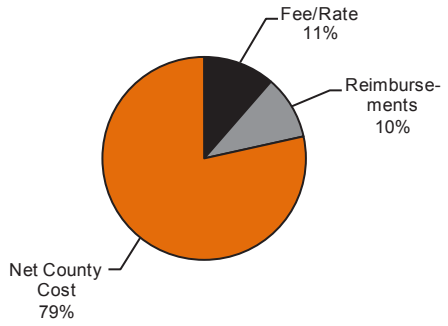
Budget at a Glance	
Requirements Less Reimbursements	$6,644,537
Sources/Reimbursements	$1,430,485
Net County Cost	$5,214,052
Total Staff	33
Funded by Net County Cost	79%

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	2,878,333	2,741,668	2,969,924	2,665,772	3,157,161	3,403,060	**245,899**
Operating Expenses	2,064,049	1,853,483	2,573,586	2,713,123	3,014,184	3,241,477	**227,293**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	4,942,382	4,595,151	5,543,510	5,378,895	6,171,345	6,644,537	**473,192**
Reimbursements	(403,423)	(428,149)	(346,422)	(387,232)	(356,016)	(674,985)	**(318,969)**
Total Appropriation	4,538,959	4,167,002	5,197,088	4,991,663	5,815,329	5,969,552	**154,223**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,538,959	4,167,002	5,197,088	4,991,663	5,815,329	5,969,552	**154,223**
Sources							
Taxes	2,608	3	32,840	3	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	466,158	478,394	599,493	568,703	855,000	752,000	**(103,000)**
Other Revenue	834	602	4,492	160,239	3,000	3,500	**500**
Total Revenue	469,600	478,999	636,825	728,945	858,000	755,500	**(102,500)**
Operating Transfers In	0	0	0	278,084	0	0	**0**
Total Financing Sources	469,600	478,999	636,825	1,007,029	858,000	755,500	**(102,500)**
Net County Cost	4,069,359	3,688,003	4,560,263	3,984,634	4,957,329	5,214,052	**256,723**
Budgeted Staffing*	31	27	28	30	30	33	**3**

* Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $3.4 million fund 33 regular positions. Operating expenses of $3.2 million include $701,019 in COWCAP and $278,084 for the demolition of derelict properties. Other major expenditures include graffiti abatement contracts ($122,670), vehicle service charges ($305,000), litigation ($150,000), illegal dumping enforcement ($413,000), and transfers to Land Use Services – Administration for administrative support ($985,154).

Sources of $755,500 are primary related to administrative citations and home rental permits.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $154,223 primarily due to the addition of an illegal dumping pilot program.

Revenues are decreasing by $102,500 primarily due the increased number of Medical Marijuana dispensary cases being resolved prior to going to court, thus reducing the amount of administrative citation collections.

The change in Net County Cost includes an increase of $413,000 for Illegal Dumping Enforcement and a reduction of $200,000 reflecting a one-time allocation for legal costs related to Medical Marijuana in 2014-15.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Code Enforcement	30	3	0	0	33	0	33
Total	30	3	0	0	33	0	33

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.4 million fund 33 budgeted regular positions. The addition of 1 Code Enforcement Officer III, 1 Code Enforcement Officer II, and 1 Office Assistant III are related to the illegal dumping pilot program that is slated to begin in 2015-16.

Fire Hazard Abatement

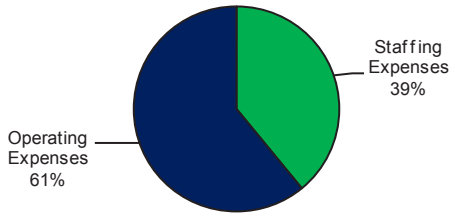
DESCRIPTION OF MAJOR SERVICES

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.

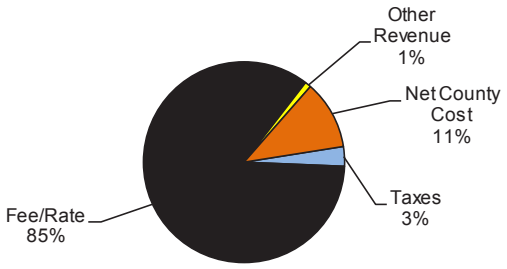
Budget at a Glance	
Requirements Less Reimbursements	$2,535,360
Sources/Reimbursements	$2,255,165
Net County Cost	$280,195
Total Staff	14
Funded by Net County Cost	11%

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	752,641	805,363	795,217	779,801	976,041	990,337	**14,296**
Operating Expenses	1,190,646	1,042,780	1,292,679	1,269,894	1,576,658	1,545,023	**(31,635)**
Capital Expenditures	15,605	0	0	0	0	0	**0**
Total Exp Authority	1,958,892	1,848,143	2,087,896	2,049,695	2,552,699	2,535,360	**(17,339)**
Reimbursements	0	(2,385)	(624)	0	0	0	**0**
Total Appropriation	1,958,892	1,845,758	2,087,272	2,049,695	2,552,699	2,535,360	**(17,339)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,958,892	1,845,758	2,087,272	2,049,695	2,552,699	2,535,360	**(17,339)**
Sources							
Taxes	54,346	53,290	69,756	122,685	80,000	80,000	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	1,650,089	1,683,888	1,803,319	1,935,313	2,138,869	2,150,165	**11,296**
Other Revenue	204,092	157,175	74,566	12,427	85,000	25,000	**(60,000)**
Total Revenue	1,908,527	1,894,353	1,947,640	2,070,425	2,303,869	2,255,165	**(48,704)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,908,527	1,894,353	1,947,640	2,070,425	2,303,869	2,255,165	**(48,704)**
Net County Cost	50,365	(48,595)	139,632	(20,730)	248,830	280,195	**31,365**
Budgeted Staffing*	14	15	15	17	17	14	**(3)**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $990,337 fund 14 budgeted positions, of which 2 are limited term. Operating expenses of $1.5 million include $760,000 for contract weed abatement services and $70,000 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 primarily from contracts with cities and fire protection districts ($278,569), administrative citations ($200,000), and charges to property owners for abatement services ($1.0 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $17,339, primarily due to the decrease in contract weed abatement services and vehicle service charges and an offsetting increase in Internal Cost Allocation for administrative costs.

Revenues are decreasing by $48,704, primarily due to a decrease in demand for processing of lien releases on properties.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Administration	17	0	-3	0	14	2	12
Total	17	0	-3	0	14	2	12

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $990,337 fund 14 budgeted positions, of which 12 are regular positions and 2 are limited term positions. Changes to staffing include the deletion of 3 Public Service Employee positions.

Land Development

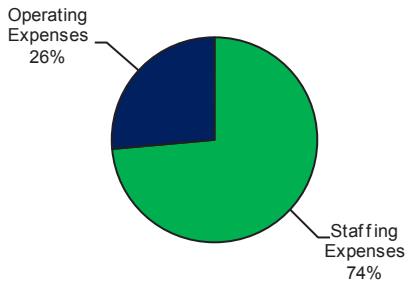
DESCRIPTION OF MAJOR SERVICES

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.

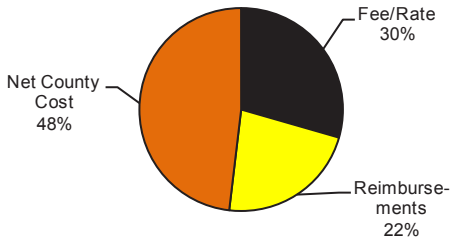
Budget at a Glance	
Requirements Less Reimbursements	$1,305,814
Sources/Reimbursements	$677,342
Net County Cost	$628,472
Total Staff	8
Funded by Net County Cost	48%

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	0	0	926,966	817,417	981,836	960,627	**(21,209)**
Operating Expenses	0	0	242,936	409,325	520,071	345,187	**(174,884)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	1,169,902	1,226,741	1,501,907	1,305,814	**(196,093)**
Reimbursements	0	0	(116,444)	(295,943)	(251,212)	(292,532)	**(41,320)**
Total Appropriation	0	0	1,053,458	930,798	1,250,695	1,013,282	**(237,413)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	1,053,458	930,798	1,250,695	1,013,282	**(237,413)**
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	452,648	464,348	548,398	384,810	**(163,588)**
Other Revenue	0	0	(118)	15,152	0	0	**0**
Total Revenue	0	0	452,530	479,499	548,398	384,810	**(163,588)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	452,530	479,499	548,398	384,810	**(163,588)**
Net County Cost	0	0	600,928	451,299	702,297	628,472	**(73,825)**
Budgeted Staffing*	0	0	8	8	8	8	**0**

* Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $960,627 fund 8 budgeted regular positions. Operating expenses of $345,187 include major expenses for County Counsel, other professional services, and transfers to Land Use Services – Administration for administrative support. Reimbursements of $292,532 are comprised mostly of transfers from the Building and Safety and Transportation Divisions for work performed.

Sources of $384,810 are primarily generated from fees for current services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Total Requirements are decreasing by $237,413 as a reduction in workload has resulted in a decrease of contractor utilization, and a reduction in the allocation from Land Use Administration. The Land Development Division has improved customer service and streamlined current operational processes to the development community. This includes grading plan review being performed by the Land Development Division for the Building & Safety and Planning Divisions.

Revenues are decreasing by $163,588, primarily due to a decrease in trust account billings as a result of reduced workload.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Land Development	8	0	0	0	8	0	8
Total	8	0	0	0	8	0	8

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

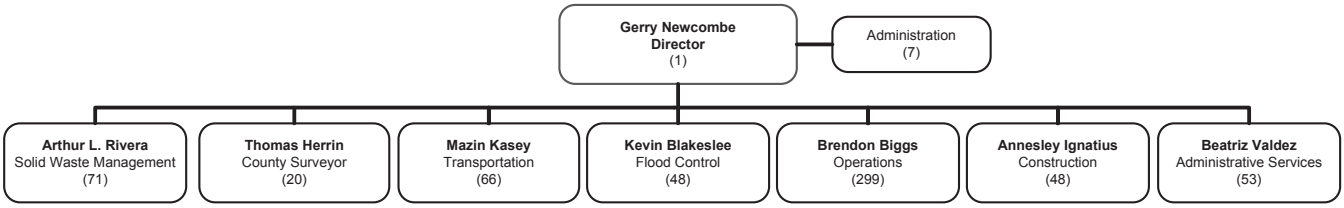
Staffing expenses of $960,627 fund 8 budgeted regular positions. The Land Development Division now completes grading plan reviews for Building and Safety, improving customer service by streamlining the processing of building permit applications.

PUBLIC WORKS
Gerry Newcombe

DEPARTMENT MISSION STATEMENT

The mission of the Department of Public Works is to provide sustainable transportation, flood protection, and waste disposal infrastructure and services to help ensure safe and desirable communities that complement our natural resources and environment.

ORGANIZATIONAL CHART



2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Surveyor	3,243,549	2,502,675	740,874	0	0	22
Total General Fund	3,243,549	2,502,675	740,874	0		22
Special Revenue Funds						
Transportation Special Revenue Funds - Consolidated	110,973,408	74,777,292	0	36,196,116	0	339
Survey Monument Preservation	80,561	70,411	0	10,150	0	0
Total Special Revenue Funds	111,053,969	74,847,703		36,206,266	0	339
Enterprise Funds						
Solid Waste Consolidated	92,418,864	87,919,850	0	0	4,499,014	86
Total Enterprise Funds	92,418,864	87,919,850	0	0	4,499,014	86
Other Agencies						
Flood Control District - Consolidated	105,484,829	62,158,075	0	43,326,754		166
Flood Control Equipment	3,648,900	2,333,570	0	0	1,315,330	0
Total Other Agencies	109,133,729	64,491,645	0	43,326,754	1,315,330	166
Total - All Funds	315,850,111	229,761,873	740,874	79,533,020	5,814,344	613

2014-15 MAJOR ACCOMPLISHMENTS

- Surveyor –
  - Continued to improve the DPW Interactive Maps web page, 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. The website address to view these maps is http://sbcountydpw.maps.arcgis.com/home/index.html.
  - Continued to expand services for Geographic Information Systems support, with projects performed for Public Works and other County departments.
  - Performed preservation of survey monumentation work for all Transportation pavement improvement projects listed below.
- Solid Waste –
  - Completed three Capital Improvement Projects (Remedial Action Plan Pilot Study at Lenwood-Hinkley Sanitary Landfill; optimization of the Groundwater Treatment System at Mid-Valley Sanitary Landfill; major improvements to the landfill gas extraction systems at Colton, Mid-Valley, San Timoteo, and Victorville Sanitary Landfills).
  - Completed repairs and maintenance of closed disposal site covers, perimeter fencing, and drainage structures.
  - Assisted with 16 community cleanup events by providing collection bins and disposal services.
  - Negotiated an improved annual rate adjustment formula used in setting yearly refuse collection rates for franchised haulers in the unincorporated area.
  - Achieved a 63.7% waste diversion rate for the unincorporated County area, continuing to exceed the state mandated 50% diversion rate.
- Transportation – Completed $42.0 million in pavement maintenance and capital improvement projects, and participated with other agencies to complete an additional $84.2 million in projects. The projects were funded by various federal, state and local funding sources, including $4.9 million funded by Discretionary General Funding. Among the major accomplishments were:
  - Continued to invest in the pavement management program by completing over 109 miles of pavement maintenance, sealing and improvements to preserve the pavement condition at a good or better rating - $10.3 million (with an additional 114 miles at an estimated cost of $7.7 million in progress);
  - Constructed a new grade separation on Glen Helen Parkway over 4 railroad lines in Devore - $30.3 million;
  - Participated in the reconstruction of a bridge on Alabama Street over City Creek - $3.6 million;
  - Participated in the reconstruction of an interchange on Cherry Avenue at Interstate 10 in Fontana - $80.6 million;
  - Constructed various other projects consisting of ADA ramps, lighted flashing crosswalks, drainage improvements, guardrail replacements, a signal installation and a sidewalk for pedestrian access to the Joshua Tree Visitor Center - $1.4 million.
- Flood Control –
  - Completed extensive storm restoration work required due to severe thunderstorms that occurred in August 2014 that primarily damaged the following facilities: Needles Basin; Joshua Tree Wash; Oak Glen Creek; Birch Channel in the Yucaipa area; Mission Channel in the Redlands area; and Elder Creek, City Creek, and Upper Warm Creek in the Highland area - $1.0 million.
  - Completed construction of the Mountain View Acres Storm Drain in the Victorville area - $7.3 million.
  - Completed construction of the Alabama at City Creek project in the Highland/Redlands area - $3.3 million.
  - Completed the initial replanting of Sheep Creek Channel as part of the re-vegetation of the disturbed area for the channel improvements that were completed in 2013-14.
  - Completed the Amethyst Basin Fencing project in the Victorville area - $112,000.
  - Received approval from the California Department of Safety of Dams on the Cactus Basin #3 project, with planned construction starting in 2015-16.
  - Completed the CEQA phase of the Bandicoot Basin project in the Hesperia area and have initiated the right-of-way acquisition phase.

- Completed 32 miles of chip/fog seal and 8 miles of crack seal on levee roads.
- Removed levee in the Etiwanda Spreading Grounds to comply with Southern California Edison requirements.
- Removed material from the following facilities: 20,000 cubic yards from Reche Canyon Creek; 10,000 yards from Oak Glen Creek Basin; 5,000 cubic yards from Wildwood Debris Basin; and 2,000 cubic yards from San Sevaine Basin #3.
- Completed repairs on the spillway between San Sevaine Basins No. 1 and No. 2.
- Cleaned drainage basins and repaired the Seven Oaks Dam Alder Creek access road.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Actual	2015-16 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Cost per standard mile of chip seal road preservation treatment (staff)	N/A	$45,000	$45,288	$45,000
STRATEGY	Increase efficiency in use of labor, equipment and materials in delivery of roadway preservation projects.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Percentage of flood control basins cleaned out to full capacity before rainy season	99%	99%	99%	99%
STRATEGY	Maximize utilization and effciency of flood control facilities for flood protection and water conservation.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement.**	Contingency dollars spent as a percentage of contract cost	N/A	2%	1.9%	2%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement.**	Percentage of construction projects completed on time	N/A	85%	92%	85%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Cost per standard mile of slurry seal road preservation treatment (contractors)	N/A	$50,000	$0	$50,000
STRATEGY	Increase effciency in use of labor, equipment and materials in delivery of roadway preservation projects.					

Surveyor

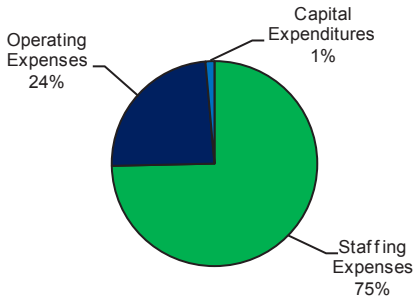
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$3,275,177
Sources/Reimbursements	$2,534,303
Net County Cost	$740,874
Total Staff	22
Funded by Net County Cost	23%

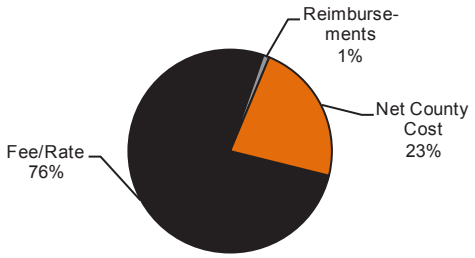
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used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

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	3,123,951	2,790,927	2,753,960	2,329,391	2,731,753	2,444,881	**(286,872)**
Operating Expenses	493,051	541,864	770,760	548,215	704,845	784,296	**79,451**
Capital Expenditures	0	59,710	129,483	0	0	46,000	**46,000**
Total Exp Authority	3,617,002	3,392,501	3,654,203	2,877,606	3,436,598	3,275,177	**(161,421)**
Reimbursements	(80,744)	(69,395)	(29,271)	(36,535)	(31,500)	(31,628)	**(128)**
Total Appropriation	3,536,258	3,323,106	3,624,932	2,841,071	3,405,098	3,243,549	**(161,549)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,536,258	3,323,106	3,624,932	2,841,071	3,405,098	3,243,549	**(161,549)**
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	3,268,897	3,150,330	3,100,786	2,314,319	2,829,438	2,502,650	**(326,788)**
Other Revenue	22,494	9,473	371	22,915	25	25	**0**
Total Revenue	3,291,391	3,159,803	3,101,157	2,337,235	2,829,463	2,502,675	**(326,788)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,291,391	3,159,803	3,101,157	2,337,235	2,829,463	2,502,675	**(326,788)**
Net County Cost	244,867	163,303	523,775	503,836	575,635	740,874	**165,239**
Budgeted Staffing*	34	26	25	25	25	22	**(3)**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Requirements of $3.2 million include primarily $2.4 million in staffing expense to fund 22 positions and operating expenses of $784,296. Significant operating expenses include COWCAP, vehicle charges, central services, and transfers to fund administration and fiscal support provided by the Transportation Division and the Flood Control District. Capital expenditures of $46,000 will fund a Trimble robotic total station, which is needed to replace aging equipment that is no longer serviceable.

Sources of $2.5 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 a net $161,549 primarily due to the deletion of three regular vacant positions to accommodate increases in retirement, workers compensation and COWCAP, and an anticipated reduction in revenue from the Flood Control District due to unavoidable delays in obtaining federal and state environmental permits.

Sources are decreasing by $326,788 due to a reduction in work performed for the Flood Control District as a result of further delays in federal and state regulatory agencies permits.

Net County Cost is increasing by $165,239, including ongoing costs of $81,228 to provide additional funding for costs associated with processing Corner Records, a mandated service, and one-time funding of $95,200 for costs associated with processing old Record of Surveys, partially offset by a reduction of $11,189 in one-time General Fund contribution for GIS services for the State's Desert Renewable Energy Conservation plan.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Surveyor Administration	1	0	0	0	1	0	1
Office Section	10	0	-1	0	9	0	9
Field Section	12	0	-2	0	10	0	10
Administrative Services	2	0	0	0	2	0	2
Total	25	0	-3	0	22	0	22

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.4 million fund 22 budgeted regular positions which is a decrease of 3 regular positions (Engineering Technician III, Survey Party Chief, and a Land Surveyor) due to an anticipated reduction in field survey work. This change will have no impact to operations.

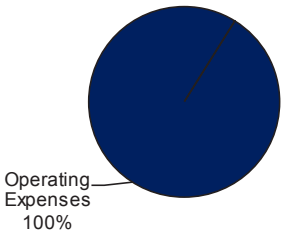
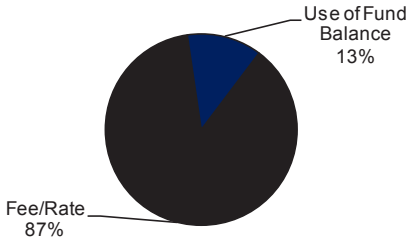
Monument Preservation

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$80,561
Sources/Reimbursements	$70,411
Use of/ (Contribution to) Fund Balance	$10,150
Total Staff	0

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

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2015-16 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	145,131	17,550	0	52,297	175,401	80,561	**(94,840)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	145,131	17,550	0	52,297	175,401	80,561	**(94,840)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	145,131	17,550	0	52,297	175,401	80,561	**(94,840)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	145,131	17,550	0	52,297	175,401	80,561	**(94,840)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	59,670	60,120	64,760	64,110	62,000	70,411	**8,411**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	59,670	60,120	64,760	64,110	62,000	70,411	**8,411**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	59,670	60,120	64,760	64,110	62,000	70,411	**8,411**
Fund Balance							
Use of / (Contribution to) Fund Balance	85,461	(42,570)	(64,760)	(11,813)	113,401	10,150	**(103,251)**
Available Reserves					0	115,065	**115,065**
Total Fund Balance					113,401	125,215	**11,814**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Operating expenses of $80,561 are for services specifically related to retracement or re-monument surveys. Sources of $70,411 are from fees charged to the public for filing or recording specific types of grant deeds conveying real property. Fund balance of $10,150 will be used to fund one-time expenditures.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $94,840 to reflect current expenditure needs. Fund balance is budgeted to increase by $11,814, which includes additional available reserves of $115,065 occurring as a result of lower than expected requirements usage in 2014-15, and a decrease of $103,251 in usage of fund balance for one-time expenditures.

ANALYSIS OF FUND BALANCE

Fund balance of $10,150 is planned to be used to fund one-time expenditures in 2015-16. The monument preservation services are provided based on the availability of staff resources and the available fund balance. Remaining fund balance of $115,065 is being set aside as available reserves for future services.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

DPW-Transportation Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

The Transportation division is responsible for the operation, maintenance, and improvement of the County's Maintained Road System (Road System) that currently includes approximately 2,550 miles of roadways. Additional activities include administration, planning, design, construction, environmental management, and traffic operations.

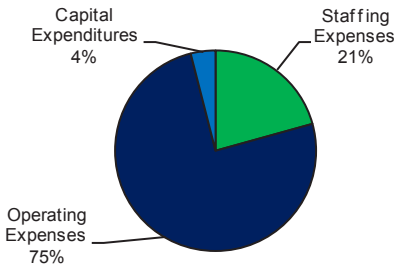
Budget at a Glance	
Requirements Less Reimbursements	$137,312,446
Sources/Reimbursements	$101,116,330
Use of/ (Contribution to) Fund Balance	$36,196,116
Total Staff	339

Operations and routine maintenance activities include patching and crack filling 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, 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 service the 20,000 square-mile area of the County.

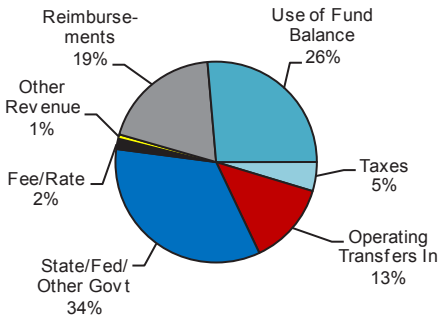
Road System improvements include roadway resurfacing, rehabilitation, and other pavement improvement projects that further the County's goal of maintaining the pavement in good or better condition. Other services include construction of bridges, traffic signals, widening and infrastructure projects, including new roads, freeway interchanges, and railroad grade separations, in addition to seeking and securing other state and federal funding for construction projects.

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	27,438,880	28,153,395	29,000,383	25,187,400	27,895,644	28,167,163	**271,519**
Operating Expenses	70,884,542	74,313,532	72,274,471	58,577,893	101,481,282	103,426,119	**1,944,837**
Capital Expenditures	6,854,687	4,246,050	4,655,084	4,751,154	8,301,000	5,475,000	**(2,826,000)**
Total Exp Authority	105,178,109	106,712,977	105,929,938	88,516,447	137,677,926	137,068,282	**(609,644)**
Reimbursements	(18,621,122)	(15,297,971)	(17,659,771)	(16,994,222)	(27,353,103)	(26,339,038)	**1,014,065**
Total Appropriation	86,556,987	91,415,006	88,270,167	71,522,225	110,324,823	110,729,244	**404,421**
Operating Transfers Out	5,119,090	5,158,358	629,116	111,399	404,617	244,164	**(160,453)**
Total Requirements	91,676,077	96,573,364	88,899,283	71,633,624	110,729,440	110,973,408	**243,968**
Sources							
Taxes	6,195,459	6,880,906	6,293,699	5,986,421	7,003,123	6,405,581	**(597,542)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	60,477,497	50,740,447	75,539,535	62,435,379	58,392,191	46,855,444	**(11,536,747)**
Fee/Rate	5,274,361	8,973,013	9,348,611	8,305,520	4,578,269	2,515,433	**(2,062,836)**
Other Revenue	2,069,182	5,993,955	953,632	1,600,879	512,689	747,594	**234,905**
Total Revenue	74,016,499	72,588,321	92,135,477	78,328,200	70,486,272	56,524,052	**(13,962,220)**
Operating Transfers In	16,234,378	11,797,291	5,100,429	5,925,918	5,935,705	18,253,240	**12,317,535**
Total Financing Sources	90,250,877	84,385,612	97,235,906	84,254,118	76,421,977	74,777,292	**(1,644,685)**
Fund Balance							
Use of / (Contribution to) Fund Balance	1,425,200	12,187,752	(8,336,623)	(12,620,494)	34,307,463	36,196,116	**1,888,653**
Available Reserves					32,864,195	45,919,420	**13,055,225**
Total Fund Balance					67,171,658	82,115,536	**14,943,878**
Budgeted Staffing*	364	354	345	341	341	339	**(2)**

*Data represents final budgeted staffing

DETAIL OF 2015-16 ADOPTED BUDGET

	2015-16				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Road Operations	85,074,659	64,223,042	20,851,617	22,850,752	339
Measure I	19,520,450	6,592,950	12,927,500	9,863,293	0
Facilities Development Plans	2,013,318	79,426	1,933,892	1,083,183	0
Regional Development Mitigation Plan	4,364,981	3,881,874	483,107	12,122,192	0
Total Special Revenue Funds	110,973,408	74,777,292	36,196,116	45,919,420	339

Road Operations include $85.1 million in requirements to fund 339 positions; $77.5 million in operating expenses include professional services, equipment usage, and materials purchases for road construction and maintenance projects, vehicle maintenance, County internal service and administrative expenses, insurance, and transfers for labor/equipment usage within all Department of Public Works divisions which have a corresponding offsetting reimbursement; $5.5 million for capital expenditures include $2.0 million to purchase land and right-of-way needed for road construction projects and $3.0 million to replace heavy equipment needed for daily road operations and maintenance. Major road construction projects include: widening of San Bernardino Avenue and Slover Avenue in Fontana, improvements on Institution Road in Devore, multi-year structural improvements to 127 historically significant bridges on National Trails Highway, design and/or right of way activities on various bridge projects including Glen Helen Parkway at Cajon Creek, Baker Boulevard at the Mojave River, Garnet

Street at Mill Creek, in addition to $16.0 million in pavement improvement and preservation projects ($7.9 million of surface seals and $8.1 million in repaving projects).

Sources of $64.2 million include $36.5 million in Gas Tax; $7.2 million in state, federal, and other government aid for pavement improvement and capital construction projects; $18.3 million in Discretionary General Funding, including $12.3 million for pavement improvement and capital projects and $6.0 million for future equipment replacements; and $2.2 million from miscellaneous revenue including road permit and inspection fees, miscellaneous reimbursements for services to outside agencies, sales of fixed assets for fully depreciated equipment and interest earnings.

The use of $20.9 million of fund balance consists of uses of $16.5 million in one-time expenditures for carried over construction projects and $10.4 million in ongoing costs for operations, maintenance and pavement improvement projects to keep the Road System investment from deteriorating, offset by a one-time increase of $6.0 million in Discretionary General Funding, which represents the repayment of funds previously loaned to the Transportation Operations fund to support payment activities. The $6.0 million will be used for future equipment replacements. The ongoing use is due to a reduction in Gas Tax funding coupled with increased costs and the focus to continue to support the pavement management program so that the pavement condition stays at a good or better rating. Because of the reduction and volatility of Gas Tax allocations and other funding sources, ongoing Discretionary General Funding assistance is necessary to reduce severe impacts to the Road System until additional funding sources are identified.

Measure I has requirements of $19.5 million which fund pavement improvement and preservations projects of $16.0 million and $426,000 for intersection improvements. Major pavement improvement projects include: $10.1 million of surface seals covering 117.5 miles in the San Bernardino, Big Bear, Spring Valley Lake, Morongo and Ludlow areas, and on National Trails Highway at various locations; and $5.9 million of repaving projects including Etiwanda Avenue in Fontana, North Bay Road in Lake Arrowhead, Rimrock Road in Barstow, and Jurupa Avenue and Cactus Avenue in Rialto.

Sources of $6.6 million include Measure I sales tax and interest earnings. Fund balance of $13.0 million is being used to construct capital projects.

Facilities Development Plans have requirements of $2.0 million for operating expenses for the design of Shadow Mountain Road in the Helendale/Oro Grande area and the Rock Springs Road Widening and Bridge over the Mojave River in the Southeast Apple Valley area. Sources of $79,426 consist of anticipated development fees and estimated interest earnings. Fund balance of $1.9 million is being used for design activities of the capital projects noted above.

Regional Development Mitigation Plan has requirements of $4.4 million for operating expenses to reimburse the development share portion of projects advanced by Road Operations and Measure I, primarily the Slover Avenue and San Bernardino Avenue widening projects. Sources of $3.9 million include reimbursement from San Bernardino Associated Governments for the public local share of various road projects, development fees and a small amount of interest earnings. Fund balance of $483,107 is being used to reimburse the County's development contribution towards capital projects.

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Requirements of $111.0 million consist of staffing expenses of $28.2 million; operating expenses of $103.4 million, predominantly for capital and pavement improvement projects ($45.1 million), maintenance activities ($23.0 million), and administrative functions ($8.7 million), and transfers of $26.6 million which are almost completely offset by reimbursements ($26.3 million) as they fund internal labor and equipment usage; and capital expenditures of $5.5 million for heavy equipment replacement and right of away purchases.

Sources of $74.8 million include $46.9 million from Gas Tax and other local, State and Federal revenue for capital projects; $18.3 million in Discretionary General Funding for contributions for capital and pavement improvement projects ($12.3 million) and future equipment replacements ($6.0 million); and $6.4 million from Measure I sales tax.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $243,968 primarily because several construction projects were carried over from the end of 2014-15 to the beginning of 2015-16 (Jurupa, Cactus, Live Oak and Ceres Avenues and North Bay Road) as summer construction season spans cross the two fiscal years.

Sources are decreasing by $1.6 million predominantly due to a $5.3 million decrease in Gas Tax and $7.3 million less in project reimbursements from the state, federal and other governmental agencies for recently completed and/or invoiced projects, partially offset by a $12.3 million increase in General Fund contributions for capital and pavement improvement projects and future equipment replacements.

ANALYSIS OF FUND BALANCE

Fund balance usage of $36.2 million is for one-time expenditures of $20.8 million, of revenue that is dedicated to, and reserved for, the construction of transportation projects and $9.9 million in ongoing costs for operations, maintenance and pavement improvement projects to keep the Road System investment from deteriorating. This usage is offset by a one-time net increase of $5.5 million from Discretionary General Funding for future equipment replacements. The ongoing use of fund balance is due to a reduction in Gas Tax funding coupled with increased costs and the focus to continue to support the pavement management program so that the pavement condition stays at a good or better rating. Because of the reduction and volatility of Gas Tax allocations and other funding sources, ongoing Discretionary General Funding assistance is necessary to reduce severe impacts to the Road System until additional funding sources are identified. Furthermore, the remaining available fund balance reserves of $45.9 million are set aside for one-time expenditures as follows: capital projects of $34.2 million, equipment replacement of $10.2 million, and technology systems improvements of $1.5 million.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Administration	6	0	-1	0	5	0	5
Design	23	1	0	0	24	1	23
Planning	16	2	0	0	18	1	17
Traffic	25	0	-1	0	24	0	24
Operations	188	0	-2	0	186	44	142
Contracts/Inspections	22	0	-2	0	20	3	17
Traffic Operations Services	25	0	0	0	25	1	24
Administrative Services	14	1	0	0	15	1	14
Permits	8	0	0	0	8	1	7
Information Technology Services	7	0	0	0	7	3	4
Budget/Revenue Claiming	6	0	0	0	6	0	6
Environmental Management	1	0	0	0	1	1	0
Total	341	4	-6	0	339	56	283

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $28.2 million fund 339 budgeted positions of which 283 are regular positions and 56 are limited term positions. This includes a net decrease of 2 positions.

A total of 4 positions are added to the budget (2 regular and 2 limited term):

- Public Works Engineer II (regular) in the Transportation Planning section to assist with the development, programming and budgeting for delivery of capital and pavement improvement projects.

- Systems Accountant I (regular) in Administrative Services section to support and perform systems upgrades of the multiple accounting systems in use.
- 2 Public Service Employees (limited term) to provide clerical support within the Transportation Planning and Design sections as both these divisions have need for assistance to manage workload during peak times.

A total of 3 vacant regular positions have been deleted:

- 2 Engineering Technician III's and 1 Engineering Technician V are no longer necessary because workload decreased due to completion of the Proposition 1B funding in 2013-14.

A total of 2 regular filled positions have been deleted as they were transferred to the Flood Control District in order to keep administrative budgets balanced between the two divisions because they have key roles in both divisions:

- Chief Public Works Engineer
- Equipment Parts Specialist I

One vacant Contract Business System Analyst III, approved in the 2014-15 First Quarter Budget Report, was a duplicate request and is being deleted, to reflect the staffing requirements of the Department.

Solid Waste Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

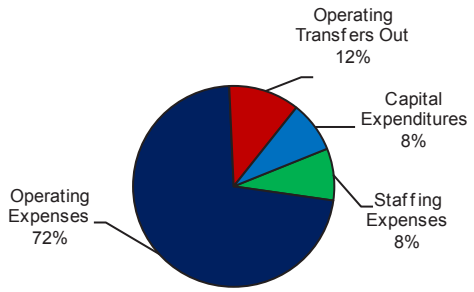
Budget at a Glance	
Requirements Less Reimbursements	$92,552,439
Sources/Reimbursements	$88,053,425
Use of / (Contribution To) Net Position	$4,499,014
Total Staff	86

The Solid Waste Management Division (SWMD) provides for the operation and management of the County's solid waste disposal system, which consists of five regional landfills, nine transfer stations, and thirty-four closed landfills or disposal sites. SWMD also administers the County's solid waste franchise program, which authorizes and regulates trash collection by private haulers in the County unincorporated area, and state mandated waste diversion and recycling programs.

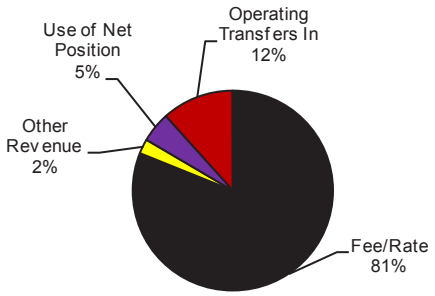
SWMD performs capital improvement projects for site enhancements and expansions; closures of landfills; environmental mitigation, and operations, maintenance, and monitoring (OM&M) of landfill environmental control systems. In addition, the division operates current programs to help mitigate issues that may arise from operations and management of County owned landfills or transfer stations. These programs are the Household Hazard Waste Program for unincorporated County communities and the Host Cities Program for seven host cities with a County landfill or transfer station within its boundary or sphere of influence.

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

BUDGET UNIT: EAA, EAB, EAC, EAL, EWD, EAN, IDA
FUNCTION: Public Ways & Facilities
ACTIVITY: Public Facilities

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	6,779,486	6,486,789	6,989,496	6,869,541	7,161,937	7,748,938	**587,001**
Operating Expenses	49,429,697	85,597,992	50,256,405	56,544,863	71,246,402	66,657,501	**(4,588,901)**
Capital Expenditures	6,957,075	1,079,216	4,678,879	3,643,579	9,927,964	7,596,000	**(2,331,964)**
Total Exp Authority	63,166,258	93,163,997	61,924,780	67,057,983	88,336,303	82,002,439	**(6,333,864)**
Reimbursements	(1,822)	(43,474)	(69,931)	(101,202)	(81,000)	(133,575)	**(52,575)**
Total Appropriation	63,164,436	93,120,523	61,854,849	66,956,781	88,255,303	81,868,864	**(6,386,439)**
Operating Transfers Out	6,993,468	34,002,942	10,467,120	7,000,000	10,757,054	10,550,000	**(207,054)**
Total Requirements	70,157,904	127,123,465	72,321,969	73,956,781	99,012,357	92,418,864	**(6,593,493)**
Sources							
Taxes	187,231	220,863	247,413	248,388	239,000	205,000	**(34,000)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	928,264	1,750,845	671,436	78,500	(157,125)	0	**157,125**
Fee/Rate	55,248,472	57,782,418	59,544,160	75,769,677	70,531,747	75,107,250	**4,575,503**
Other Revenue	1,270,846	2,419,018	8,280,920	11,062,359	9,248,534	2,057,600	**(7,190,934)**
Total Revenue	57,634,813	62,173,144	68,743,929	87,158,924	79,862,156	77,369,850	**(2,492,306)**
Operating Transfers In	6,794,391	32,003,142	10,550,000	7,000,000	10,757,054	10,550,000	**(207,054)**
Total Financing Sources	64,429,204	94,176,286	79,293,929	94,158,924	90,619,210	87,919,850	**(2,699,360)**
Net Position							
Use of/ (Contribution to) Net Position	5,728,700	32,947,179	(6,971,960)	(20,202,144)	8,393,147	4,499,014	**(3,894,133)**
Est. Net Position Available					(37,709,100)	(13,612,823)	**24,096,277**
Total Net Position					(29,315,953)	(9,113,809)	**20,202,144**
Budgeted Staffing*	84	81	82	83	83	86	**3**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Operations Fund includes requirements of $64.4 million for operation of the County's solid waste disposal system. This includes $7.7 million for staffing expenses that fund 86 budgeted positions. Operating expenses of $44.2 million consist of services and supplies ($39.2 for the landfill operations contract and other professional services needed to maintain the County's disposal sites) and other charges ($3.9 million which includes $2.5 million landfill waste payments to the Board of Equalization and $1.3 million set aside for potential legal settlements). Remaining requirements consist of capital expenditures ($2.0 million) and operating transfers out ($10.6 million transferred to the Environmental Fund for capital projects and operations, maintenance and monitoring of landfill environmental control systems). Sources of $60.8 million includes funds generated from landfill gate fees, special land use assessments, solid waste franchise fees, royalty agreements, land leases, and interest earned on fund balance. This fund will use $3.6 million of Net Position primarily due to operating transfers out to the Environmental Fund for capital projects.

Site Closure and Maintenance Fund includes requirements of $2.6 million for partial closure of Mid-Valley Landfill's Unit 1's south and west slopes, and final closure designs for the Colton Landfill. Sources of $708,739 include allocated landfill gate fees and special assessments that support closure activities, and interest earnings. This fund will use $1.9 million of Net Position due to the partial closure project at the Mid-Valley Landfill.

Site Enhancement, Expansion and Acquisition Fund includes requirements of $2.5 million for the Mid-Valley Landfill Unit 3 liner project, Barstow Landfill Perimeter Fencing, and the Lateral Expansion projects at San Timoteo and Landers Landfills. Sources of $4.2 million are from allocated landfill gates fees that support expansion activities and interest earnings. This fund will contribute $1.7 million to Net Position.

Environmental Fund includes requirements of $14.3 million for the following projects: $1.8 million for the Barstow and Big Bear Landfills for Gas Extraction Systems; $1.4 million for the Lenwood-Hinkley and Yucaipa closed disposal sites for Groundwater Treatment Systems; $1.5 million for the closed Heaps Peak Disposal Site for East Slope Stabilization mitigation; and $8.5 million for the Countywide landfill gas and groundwater OM&M per Title 5 and Title 27 regulations. Sources of $13.3 million are from allocated landfill gate fees ($2.8 million) and operating transfers in from the Operations Fund ($10.6 million). This fund will use $1.0 million of Net Position to fund capital improvement projects.

Environmental Mitigation Fund includes requirements of $8.6 million for payments to seven host cities with a landfill or transfer station in their sphere of influence or within incorporated city limits for addressing solid waste facilities impact on local communities. Sources of $8.9 million are from allocated landfill gate fees. This fund will contribute $271,570 to Net Position.

Closure and Post-Closure Maintenance Fund is not expected to have any required Financial Assurance activity for 2015-16.

Solid Waste Management Earned Leave Fund includes sources of $50,000 in operating transfers in from the Operations Fund as a set aside of approximately one-twentieth of the unfunded liability for employees' earned leave balances. This fund will contribute $50,000 to Net Position.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $6.6 million. Significant changes include a net decrease in operating expenses of $4.6 million due to a decrease of $5.9 million in outside legal services, partially offset by an increase of $1.6 million for contractor related costs of operating the County landfills as a result of burying additional import tonnage and contracted annual Cost of Living Adjustments (COLA) increases, and a $2.3 million decrease in capital expenditures.

Sources are decreasing by $2.7 million. This is primarily due to a decrease in residual equity transfers in of $8.5 million partially offset by an increase of $4.8 million in gate fees due to increased import tonnage and contracted COLA rate changes, and an increase of $1.0 million in litigation settlement revenue.

ANALYSIS OF NET POSITION

Unrestricted Net Position is anticipated to decrease by $4.5 million from a deficit of $9.1 million to a deficit of $13.6 million due to capital improvement projects of $7.6 million that are necessary for the operations of the landfills and transfers stations and to comply with regulatory agencies requirements.

It is the division's intent to use Net Position to fund only capital improvement project costs that exceed available annual operating revenues. Net Position does not fund ongoing operations. The SWMD will have approximately $111.9 million in short-term assets, such as cash, and long-term settlement receivables used to support the operations of the system. The Division is estimating its Unrestricted Net Position to be in deficit by $13.6 million at June 30, 2016 due to the inclusion of an estimated $127.9 million of long-term landfill liabilities for pollution remediation obligations, post-closure maintenance, and earned leave, which excludes future closure construction liabilities of $59.5 million which are funded and set aside as Restricted Net Position. These liabilities do not come due within the current year and represent future costs that will be funded with future revenue. While the unrestricted net asset position is negative due to these long-term obligations, the SWMD has sufficient operating funds to support ongoing operations of the system. The 10 year financial forecast projects fully funding the current portion of these liabilities, including ongoing operating expenses. Additionally, the SWMD continues to reduce ongoing expenses by (when cost effective) performing maintenance activities in house and continues to seek opportunities for additional import tonnage to increase revenue.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Administration	6	0	0	0	6	0	6
Special Projects	5	3	0	0	8	1	7
Operations and Scales	36	0	0	0	36	0	36
Engineering	21	0	0	0	21	0	21
Administrative Services	12	0	0	0	12	0	12
Information Technology Services	3	0	0	0	3	0	3
Total	83	3	0	0	86	1	85

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $7.7 million fund 86 budgeted positions of which 85 are regular positions and 1 is a limited term position. The State has mandated broad new programs to further reduce landfill disposal, which the County has to implement. Consequently, staffing is increasing by three positions (two regular and one contract) as follows:

- Recycling Specialist to accommodate a four-fold increase in Waste Management Plans caused by expanded legislation and an improving construction sector and to provide development support for State mandated commercial organics recycling, which takes effect in early 2016.
- Contract Recycling Specialist to provide necessary coverage for the existing Recycling Specialist's duties during the Accela implementation.
- Staff Analyst I to provide more oversight of the franchised hauler program including activation of the uniform handling requirement for commercial collection services.

San Bernardino County Flood Control District - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$121,435,780
Sources/Reimbursements	$78,109,026
Use of/ (Contribution to) Fund Balance	$43,326,754
Total Staff	166

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 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.

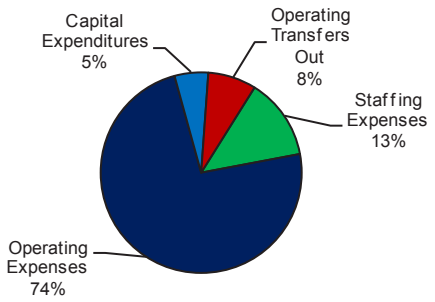
Facility Maintenance: The District has a proactive maintenance program for its facilities. Regular inspections of the storm drains, channels, and basins are made as required by various state and federal agencies.

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.

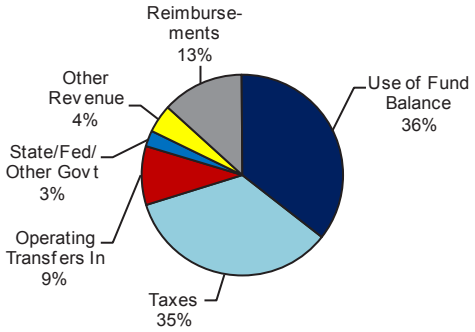
Flood Operations: During the flood season, the District maintains telemetry systems for monitoring rainfall and runoff and dispatches storm patrols as dictated by the projected severity of a storm. The District has access to a weather satellite data delivery system to provide state-of-the-art weather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

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	13,474,972	13,393,032	13,479,022	13,493,019	15,310,224	15,937,551	**627,327**
Operating Expenses	52,695,794	41,241,614	47,704,012	43,790,822	82,063,809	89,516,501	**7,452,692**
Capital Expenditures	256,334	163,184	1,481,205	7,922	3,659,000	6,575,000	**2,916,000**
Total Exp Authority	66,427,100	54,797,830	62,664,238	57,291,763	101,033,033	112,029,052	**10,996,019**
Reimbursements	(13,628,850)	(13,588,422)	(13,392,910)	(14,268,750)	(13,923,600)	(15,950,951)	**(2,027,351)**
Total Appropriation	52,798,250	41,209,408	49,271,328	43,023,013	87,109,433	96,078,101	**8,968,668**
Operating Transfers Out	12,708,146	8,911,024	6,231,215	7,093,645	19,375,984	9,406,728	**(9,969,256)**
Total Requirements	65,506,396	50,120,432	55,502,544	50,116,658	106,485,417	105,484,829	**(1,000,588)**
Sources							
Taxes	36,414,505	38,785,707	40,793,120	43,554,376	40,608,100	42,045,300	**1,437,200**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	5,323,306	3,975,617	5,025,892	3,761,936	4,078,555	3,111,144	**(967,411)**
Fee/Rate	860,319	1,407,106	586,280	715,203	367,600	481,030	**113,430**
Other Revenue	1,358,472	23,583,086	2,660,378	16,017,862	2,533,128	5,006,025	**2,472,897**
Total Revenue	43,956,602	67,751,516	49,065,670	64,049,377	47,587,383	50,643,499	**3,056,116**
Operating Transfers In	18,588,629	10,211,024	7,539,515	8,393,645	20,650,984	11,514,576	**(9,136,408)**
Total Financing Sources	62,545,231	77,962,540	56,605,185	72,443,022	68,238,367	62,158,075	**(6,080,292)**
Fund Balance							
Use of / (Contribution to) Fund Balance	2,961,165	(27,842,108)	(1,102,641)	(22,326,364)	38,247,050	43,326,754	**5,079,704**
Available Reserves					47,432,516	66,916,038	**19,483,522**
Total Fund Balance					85,679,566	110,242,792	**24,563,226**
Budgeted Staffing*	162	158	150	162	162	166	**4**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Requirements of $105.5 million include the following: $15.9 million in staffing expenses to fund 166 budgeted positions; operating expenses of $89.5 million consisting primarily of professional services for construction projects ($52.8 million), maintenance activities ($5.6 million), debt service ($8.9 million), and administrative functions ($5.8 million); transfers out of $16.4 million for internal administrative transfers between the District's zones and other divisions within Public Works which are almost completely offset by reimbursements ($16.0 million); capital expenditures of $6.6 million to purchase right of way for projects; and operating transfers out of $9.4 million for internal administrative cash transfers between the District's zones.

Sources of $62.2 million include $42.1 million in property taxes, $3.1 million in governmental aid to partially fund Seven Oaks Dam maintenance and the NPDES program, $11.5 million which includes $9.4 million in operating transfers in for internal administrative cash transfers between funds as reflected above, and $2.2 million in Discretionary General Funding for the NPDES program and the Rimforest Drainage project, and other revenue of $5.5 million primarily from fee rates and litigation settlements.

Fund balance of $43.3 million is funding one-time capital projects that meet the County's vision to improve flood control infrastructure, which has a direct impact on quality of life and safety for County residents.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.0 million. Reductions include $10.0 million in Operating transfers out, which was used to fund Colonies litigation expenses, and $2.0 million in additional Reimbursements, related to internal administrative transfers. These reductions are partially offset by an increase of $11.0 million in Professional services and right of way purchases for the following planned construction projects: Cactus Basin #3; Wilson Creek Channel; Amethyst Basin; Bandicoot Basin; Mojave River Levee; and the Levee Certification Restoration Projects for 29th Street Basin and Patton Basin.

Sources are decreasing by $6.1 million. This is primarily due to the change in operating transfers in of $10.0 million as mentioned above which is partially offset by a $4.0 million legal settlement for Cactus Basin #3.

ANALYSIS OF FUND BALANCE

Over the years, fund balance has been increasing due to delayed capital projects as a result of environmental clearance delays from regulatory agencies. It is anticipated that several projects will be going to construction in 2015-16 and, therefore, fund balance usage is anticipated to be $43.3 million. The remaining available fund balance reserves of $66.9 million are set aside for future planned capital projects and the potential need for responding to emergency storm events. Fund balance is only used for one-time expenditures.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Administration	4	0	0	-1	3	0	3
Water Resources	10	0	0	0	10	0	10
Environmental Management/NPDES	28	0	-1	0	27	1	26
Flood Design	22	1	0	0	23	1	22
Seven Oaks Dam	2	0	0	0	2	0	2
Administrative Services	5	0	0	0	5	0	5
Flood Planning	12	1	0	0	13	2	11
Permits	11	0	0	0	11	0	11
Operations	65	3	0	1	69	5	64
Budget/Revenue Claiming	2	0	0	0	2	0	2
Information Technology	1	0	0	0	1	0	1
Total	162	5	-1	0	166	9	157

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $15.9 million fund 166 budgeted positions of which 157 are regular positions and 9 are limited term positions. This includes a net increase of 2 regular positions and net increase of 2 limited term positions.

A total of 3 positions (1 regular, 2 limited term) are added to the budget as follows:

- 1 Staff Analyst II (regular) is being added to manage the equipment inventory, including developing charge rates to ensure sufficient revenue is collected to fund maintenance costs and the replacement of equipment.
- 2 Public Service Employees are being added to provide administrative and technical support to the Planning and Design sections to help manage workload during peak times.

A total of 1 vacant regular position is being deleted from the budget as follows:

- 1 Engineering Technician IV in the Environmental Management section without an impact to workload because the number of NPDES inspections can be performed with existing staff.

A total of 2 regular filled positions, (Chief Public Works Engineer and Equipment Parts Specialist I) were added (transferred) from Transportation in order to keep administrative budgets balanced between the two divisions as they have key roles in both.

CAPITAL IMPROVEMENT PROJECTS IN 2015-16 ADOPTED OPERATING BUDGET

The following Capital Improvement projects are included in the 2015-16 adopted budget:

# Proj.	Location/ Address	District	Project Name-Description	Fund	Total Project Budget	New Projects	Carryover Balances		2015-16 Recommended Requirements
1	Highland	District 3	Sand/Warm Creek Confluence	RFF	4,327,076	-	3,611,000		3,611,000
2	Rialto	District 5	Cactus Basin #3	RFF	17,300,000	-	16,551,964		16,551,964
3	Highland	District 3	Elder Creek	RFL	8,107,291	-	6,667,441		6,667,441
4	Twentynine Palms	District 3	Donnell Basin Phase I	RFV	6,555,438	-	958,442		958,442
5	Victorville	District 1	Mojave River I-15 Levee	RFQ	2,562,426	-	1,646,000		1,646,000
6	Victorville	District 1	Amethyst Basin	RFQ	10,827,690	-	6,684,800		6,684,800
7	Rimforest	District 2	Rimforest Drainage Mitigation	RFT	6,250,000	-	1,093,000	*	1,093,000
8	Hesperia	District 1	Bandicoot Basin	RFQ	21,300,000	-	3,067,000		3,067,000
9	Yucaipa	District 3	Wilson Creek	RFL	930,602	-	694,250		694,250
10	Apple Valley	District 1	Desert Knolls Wash	RFQ	10,200,503	-	1,025,000		1,025,000
11	Rialto	District 5	Rialto Channel at Riverside Avenue	RFF	7,119,017	-	440,000		440,000
12	Wrightwood	District 1	Sheep Creek Channel	RFQ	4,677,835	-	41,900		41,900
13	San Bernardino	District 5	29th Street Basin Levee Certification Restoration Project	RFF	502,250	456,250	-		456,250
14	San Bernardino	District 5	Patton Basin Levee Certification Restoration Project	RFF	901,750	846,750	-		846,750
15	Rialto	District 5	Cactus Basin #4	RFF	19,500,000	613,750	-		613,750
16	Rialto	District 5	Rialto Channel from Willow Avenue to Etiwanda Avenue	RFF	25,921,513	28,000	-		28,000
17	Fontana	District 2	West Fontana Channel Phase I	RFA/ RFF	35,300,000	6,329,377	-		6,329,377
18	Ontario	District 4	Francis Street Storm Drain	RFA	8,244,887	2,773,977	-		2,773,977
19	Hesperia	District 1	Oak Hills Basin	RFQ	19,000,000	2,600,000	-		2,600,000
20	Ontario	District 4	West State Street Storm Drain	RFA	9,829,500	200,000	-		200,000
21	Barstow	District 3	Avenue I - Barstow Project	RFQ	3,272,394	2,000,000	-		2,000,000
22	Rancho Cucamonga	District 2	Cucamonga Storm Drain	RFA	2,600,000	2,600,000	-		2,600,000
23	Chino Hills	District 4	English Channel	RFA	4,370,000	1,000,000	-		1,000,000
TOTAL 2015-16 CIP BUDGET FOR FLOOD CONTROL DISTRICT					**229,600,172**	**19,448,104**	**42,480,797**		**61,928,901**

** 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

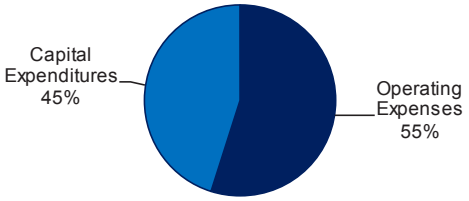
DESCRIPTION OF MAJOR SERVICES

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.

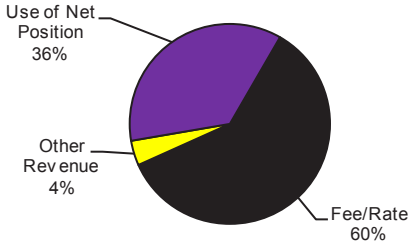
Budget at a Glance	
Requirements Less Reimbursements	$3,648,900
Sources/Reimbursements	$2,333,570
Use of / (Contribution To) Net Position	$1,315,330
Total Staff	0

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

BUDGET UNIT: ICA 097
FUNCTION: General
ACTIVITY: Other General

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,735,648	1,588,387	1,579,616	1,730,479	1,938,000	2,003,900	**65,900**
Capital Expenditures	628,932	622,759	557,613	918,710	1,301,000	1,645,000	**344,000**
Total Exp Authority	2,364,580	2,211,146	2,137,229	2,649,189	3,239,000	3,648,900	**409,900**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,364,580	2,211,146	2,137,229	2,649,189	3,239,000	3,648,900	**409,900**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,364,580	2,211,146	2,137,229	2,649,189	3,239,000	3,648,900	**409,900**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	100,000	0	0	0	0	0	**0**
Fee/Rate	2,818,949	2,478,788	1,855,141	2,136,020	2,000,000	2,187,070	**187,070**
Other Revenue	143,025	34,973	31,894	199,097	195,000	146,500	**(48,500)**
Total Revenue	3,061,974	2,513,761	1,887,035	2,335,117	2,195,000	2,333,570	**138,570**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,061,974	2,513,761	1,887,035	2,335,117	2,195,000	2,333,570	**138,570**
Net Position							
Use of/ (Contribution to) Net Position	(697,394)	(302,615)	250,194	314,072	1,044,000	1,315,330	**271,330**
Est. Net Position Available					5,425,006	4,839,604	**(585,402)**
Total Net Position					6,469,006	6,154,934	**(314,072)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Requirements of $3.6 million consist of operating expenses ($2.0 million) for motor pool and maintenance charges, and equipment repairs; and capital expenditures ($1.6 million) to purchase equipment and vehicles.

Sources of $2.3 million include the District's heavy equipment fleet rates and revenue from the sale of surplus equipment and vehicles.

Net Position of $1.3 million is being used to fund one-time capital expenditures.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $409,900 primarily due to an anticipated increase in equipment repairs due to the age of the equipment and the amount of new equipment and vehicles being purchased to replace outdated units.

Sources are increasing by $138,570 due to an anticipated rate increase and an increase in the sale of surplus equipment.

ANALYSIS OF NET POSITION

Net Position is budgeted to decrease by $1.3 million for one-time capital expenditures. In order to reduce the amount of Net Position used every year, a consultant will be hired to analyze and recommend a new usage rate that will provide additional ongoing revenue to support the increased costs of maintenance and repairs and the cost of replacing outdated units. However, in order to comply with state requirements for internal services funds and since the capital assets have exceeded their useful life, the net position is anticipated to decrease by approximately $6.5 million over the next three years.

STAFFING CHANGES AND OPERATIONAL IMPACT

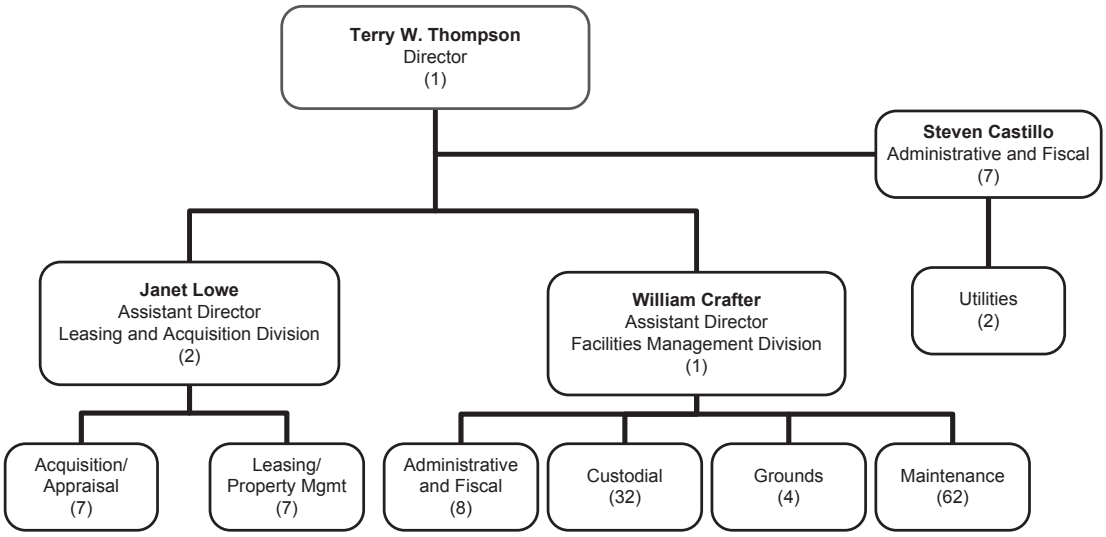
There is no staffing associated with this budget unit.

REAL ESTATE SERVICES
Terry W. Thompson

DEPARTMENT MISSION STATEMENT

The Real Estate Services Department is committed to providing an outstanding level of customer service to all of the County of San Bernardino departments and agencies that rely on us for their leasing, property and facilities management, acquisitions and dispositions, and project management of commercial real estate property throughout the County. We endeavor to maximize value, seek cost effective solutions, and be efficient, proactive and responsive to the commercial real estate needs of the County.

ORGANIZATIONAL CHART



2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Real Estate Services Department	1,237,791	1,237,791	0	0	0	24
Rents and Leases	943,284	943,284	0	0	0	0
Courts Property Management	2,064,941	2,064,941	0	0	0	0
Facilities Management Division	15,915,558	15,707,558	208,000	0	0	107
Utilities	20,893,815	347,495	20,546,320	0	0	2
Total General Fund	41,055,389	20,301,069	20,754,320	0	0	133
Special Revenue Funds						
Chino Agricultural Preserve	1,929,771	501,516	0	1,428,255	0	0
Total Special Revenue Funds	1,929,771	501,516	0	1,428,255	0	0
Total - All Funds	42,985,160	20,802,585	20,754,320	1,428,255	0	133

2014-15 MAJOR ACCOMPLISHMENTS

- Completed a total of 32 lease deals and 71 renewal lease deals totaling in excess of 1.3 million square feet of space on behalf of 23 County Departments
- Partnered agreement between the City of San Bernardino, San Bernardino City Unified School District, and the County of San Bernardino for the conveyance of City and County-owned property (6.7 acres and three buildings) to the school district for various City programs in San Bernardino
- Completed the sale of two County-owned properties, acquired through Community Development Block Grant (CDBG) funds, to existing tenants operating non-profit operations on the premises:
    - Vocational Improvement Program, Inc. in Hesperia - three industrial buildings totaling 15,072 square feet of space on 1.67 acres of land in Hesperia for $200,000
    - Pomona Valley Workshop in Montclair consisting of 8,950 square feet of space for $200,000
- Auctioned one 6,000 square foot County-owned commercial building in Fontana for $650,000
- Completed a lease amendment with the new owner, Moss Colton Properties, for 46,500 square feet of office space for Human Services in Colton, scheduled to open mid-summer 2015
- Completed construction of approximately 59,000 square feet of leased office, medical and lab space for the Department of Public Health in Ontario
- Completed a ten-year revenue lease at Chino Airport with Mooney International Corporation for two commercial hangars and office space for total revenue in the amount of $4.6 million
- Completed Phase II of the Slover Avenue Widening Project in Bloomington:
    - Impacting 43 parcels and 38 property owners
    - Acquired 25 road easements and 36 temporary construction easements
    - Acquired one property and relocated residents in accordance with the Uniform Act

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Actual	2015-16 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Number of preventative maintenance tasks completed	8,803	8,713	8,489	9,000
STRATEGY	Increase number of preventative maintenance tasks for County equipment and building systems to extend useful life					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Percentage of lease renewal processes initiated not later than 6 months prior to the termination date	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to the lease termination date					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Percentage of lease relocation processes initiated not later than 18 months prior to the termination date	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to the lease termination date					

Real Estate Services Department

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$3,268,645
Sources/Reimbursements	$3,268,645
Net County Cost	$0
Total Staff	24
Funded by Net County Cost	0%

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/Property Management section negotiates and administers revenue and expenditure leases on behalf of County departments. Revenue leases allow for the use of County-owned facilities, generally at County parks and airports, to generate revenue to offset expenses incurred to provide such facilities to residents and users. Expenditure leases provide space in leased facilities throughout the County for departments and their employees to support the delivery of services in locations convenient to the residents served. In addition, 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.

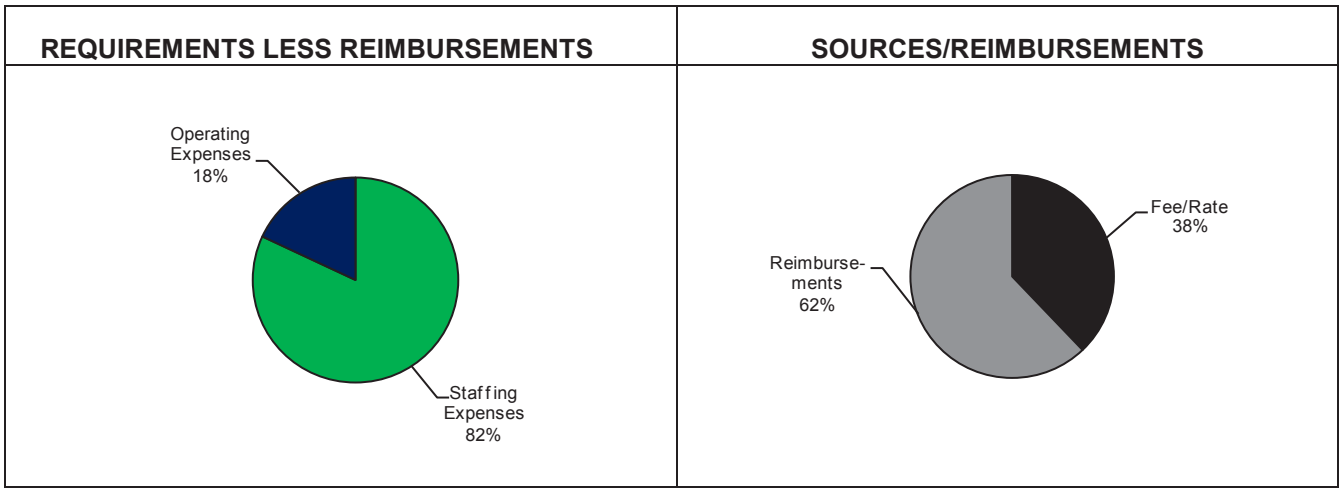
The Acquisition/Appraisal section provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. Staff establishes values and acquires the necessary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

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

The 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 employees and customers.

2015-16 ADOPTED BUDGET



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	2,376,998	2,456,624	2,527,520	2,361,329	2,526,459	2,679,149	**152,690**
Operating Expenses	380,674	311,174	313,709	434,530	475,875	589,496	**113,621**
Capital Expenditures	0	0	0	79,988	85,000	0	**(85,000)**
Total Exp Authority	2,757,672	2,767,798	2,841,229	2,875,847	3,087,334	3,268,645	**181,311**
Reimbursements	(1,639,941)	(1,612,260)	(1,639,570)	(1,876,070)	(1,922,695)	(2,030,854)	**(108,159)**
Total Appropriation	1,117,731	1,155,538	1,201,659	999,777	1,164,639	1,237,791	**73,152**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,117,731	1,155,538	1,201,659	999,777	1,164,639	1,237,791	**73,152**
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	1,226,221	1,244,450	1,214,215	1,160,426	1,164,639	1,237,791	**73,152**
Other Revenue	50	41,826	0	1,762	0	0	**0**
Total Revenue	1,226,271	1,286,276	1,214,215	1,162,188	1,164,639	1,237,791	**73,152**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,226,271	1,286,276	1,214,215	1,162,188	1,164,639	1,237,791	**73,152**
Net County Cost	(108,540)	(130,738)	(12,556)	(162,411)	0	0	**0**
Budgeted Staffing*	22	23	23	26	26	24	**(2)**

* Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $2.7 million make up a majority of Real Estate Services Department's expenditures within this budget unit. Operating expenses of $589,496 will fund services and supplies, central services, travel and transfers. Reimbursements of $2.0 million are from the Architecture and Engineering Department and Facilities Management Division for department overhead for shared administrative and fiscal staff, and from the Rents budget for administration of expenditure leases (based on 3% of annual lease costs in excess of $36,000). Sources of $1.2 million are for 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 increasing by $73,152 primarily due to increases in salaries and benefits and operating expenses for computer software and consulting fees offset by a reduction in capital expenditures for capitalized software and an increase in reimbursements for administrative expenses transferred from the Rents budget for lease management. Sources are increasing by $73,152 primarily due to additional billable labor hours at an increased rate charged to departments.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Administrative and Fiscal	9	0	-1	0	8	0	8
Leasing and Acquisition Division	17	0	-1	0	16	0	16
Total	26	0	-2	0	24	0	24

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.7 million fund 24 budgeted regular positions. Changes include the deletion of one Staff Analyst II from the Administrative and Fiscal section and one Real Property Agent II from the Leasing and Acquisition Division.

Rents and Leases

DESCRIPTION OF MAJOR SERVICES

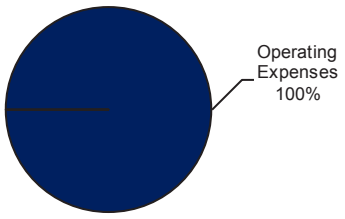
This budget unit pays rental payments for leased space utilized by County departments. Leases payment expenses are reimbursed from various user departments. This budget unit also collects rental income for leases of County-owned property.

Budget at a Glance

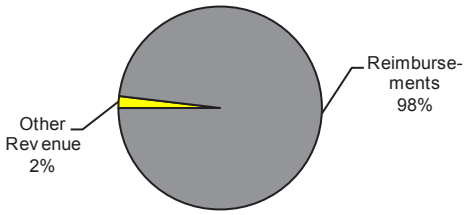
Requirements Less Reimbursements	$50,379,427
Sources/Reimbursements	$50,379,427
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	41,694,408	42,928,640	44,441,205	48,712,171	49,038,479	50,329,249	**1,290,770**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	41,694,408	42,928,640	44,441,205	48,712,171	49,038,479	50,329,249	**1,290,770**
Reimbursements	(41,172,713)	(42,022,549)	(43,406,267)	(47,833,107)	(48,123,753)	(49,436,143)	**(1,312,390)**
Total Appropriation	521,695	906,091	1,034,938	879,064	914,726	893,106	**(21,620)**
Operating Transfers Out	1,315,730	627,822	1,150,000	93,307	93,307	50,178	**(43,129)**
Total Requirements	1,837,425	1,533,913	2,184,938	972,371	1,008,033	943,284	**(64,749)**
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	75	252	76	0	0	**0**
Other Revenue	1,910,190	1,807,514	2,332,451	1,030,677	1,008,033	943,284	**(64,749)**
Total Revenue	1,910,190	1,807,589	2,332,703	1,030,753	1,008,033	943,284	**(64,749)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,910,190	1,807,589	2,332,703	1,030,753	1,008,033	943,284	**(64,749)**
Net County Cost	(72,765)	(273,676)	(147,765)	(58,382)	0	0	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

* Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Operating expenses of $50.3 million primarily include rent and lease payments paid to landlords. In addition, expenditures include transfers to Facilities Management for operating expenses of non-billable vacant and tenant space, transfers to Real Estate Services for property lease management, and transfers to the Sheriff/Coroner/Public Administrator for the 303 W. 3rd Street Office Building security costs. Reimbursements of $49.4 million represent payments from County departments for lease payments and administrative fees. Sources of $943,284 represent lease payments from tenants for the lease of County-owned property.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing $64,749 primarily due to a reduction of Operating Transfers Out to the general fund as a result of reduced excess rent revenue. Sources are decreasing by the same amount, primarily due to the termination of various tenant leases previously occupying space at the 268 Hospitality building in San Bernardino.

STAFFING CHANGES AND OPERATIONAL IMPACT

There are no staffing costs associated with this budget unit.

Courts Property Management

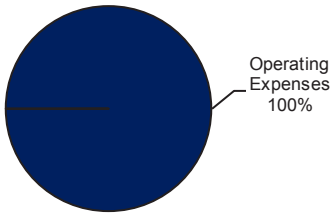
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$2,985,952
Sources/Reimbursements	$2,985,952
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

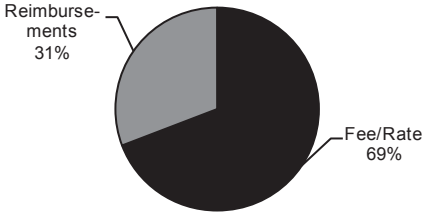
The Trial Court Facilities Act of 2002, SB 1732, required the transfer of responsibility for funding and operation of trial court facilities from all counties to the State of California on behalf of the Judicial Council of California (JCC). In addition, as each transfer occurred, the County and JCC entered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

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,552,861	3,526,603	3,155,526	3,452,621	3,505,011	2,985,952	**(519,059)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,552,861	3,526,603	3,155,526	3,452,621	3,505,011	2,985,952	**(519,059)**
Reimbursements	(1,178,626)	(1,106,595)	(1,050,484)	(1,217,348)	(1,212,491)	(921,011)	**291,480**
Total Appropriation	2,374,235	2,420,008	2,105,042	2,235,273	2,292,520	2,064,941	**(227,579)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,374,235	2,420,008	2,105,042	2,235,273	2,292,520	2,064,941	**(227,579)**
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	2,374,236	2,420,008	2,102,852	2,237,942	2,292,520	2,064,941	**(227,579)**
Other Revenue	0	0	37,716	0	0	0	**0**
Total Revenue	2,374,236	2,420,008	2,140,568	2,237,942	2,292,520	2,064,941	**(227,579)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,374,236	2,420,008	2,140,568	2,237,942	2,292,520	2,064,941	**(227,579)**
Net County Cost	(1)	0	(35,526)	(2,669)	0	0	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

* Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

This budget unit acts as a clearinghouse between County departments and the JCC for management of court facilities. Operating expenses of $3.0 million include maintenance and utility costs of $1.2 million for space occupied by County departments in JCC-managed court facilities and transfers of $1.8 million for the JCC's share of operations, maintenance, utility and administrative costs in County-managed court facilities. Reimbursements of $921,011 are from the Facilities Management and Utilities budgets for County maintenance and utility costs in JCC-managed court facilities. Sources of $2.1 million represent the JCC's share of operations, maintenance, utility, administrative and insurance costs for County-managed court facilities.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by $227,579 due to an anticipated decrease in operations and maintenance costs as a result of court building closures and a decrease in maintenance and repair projects over $5,000 shifted from Facilities Management to the Architecture and Engineering Department capital improvement program funds.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Chino Agricultural Preserve

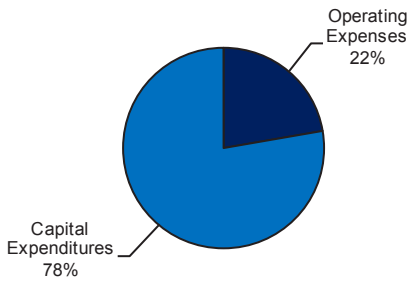
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$1,929,771
Sources/Reimbursements	$501,516
Use of/ (Contribution to) Fund Balance	$1,428,255
Total Staff	0

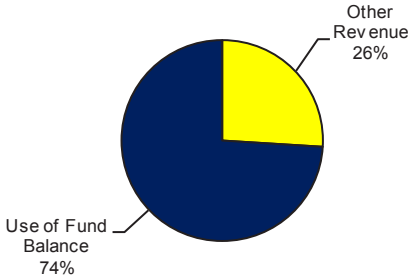
The Real Estate Services Department administers a special revenue fund to continue the Agricultural Land Acquisition and Preservation Program under the California Wildlife, Coastal and Parkland Conservation Act (Proposition 70). The Department is responsible for negotiating and managing leases for the dairy 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.

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	208,743	275,922	325,732	209,943	371,630	429,771	**58,141**
Capital Expenditures	0	0	0	0	0	1,500,000	**1,500,000**
Total Exp Authority	208,743	275,922	325,732	209,943	371,630	1,929,771	**1,558,141**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	208,743	275,922	325,732	209,943	371,630	1,929,771	**1,558,141**
Operating Transfers Out	1,035,906	0	0	0	0	0	**0**
Total Requirements	1,244,649	275,922	325,732	209,943	371,630	1,929,771	**1,558,141**
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	700	0	0	**0**
Other Revenue	662,889	601,734	6,879,007	526,695	587,617	501,516	**(86,101)**
Total Revenue	662,889	601,734	6,879,007	527,395	587,617	501,516	**(86,101)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	662,889	601,734	6,879,007	527,395	587,617	501,516	**(86,101)**
Fund Balance							
Use of / (Contribution to) Fund Balance	581,760	(325,812)	(6,553,275)	(317,452)	(215,987)	1,428,255	**1,644,242**
Available Reserves					15,892,836	14,568,046	**(1,324,790)**
Total Fund Balance					15,676,849	15,996,301	**319,452**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Operating expenses of $429,771 represent the cost to maintain County Dairies, such as utility costs associated with vacant properties, property management charges, County Counsel fees, professional services, and maintenance expenses. Capital Expenditures of $1.5 million represent the anticipated cost to acquire easement interests over 47 acres of dairy replacement land near Prado Regional Park in Chino planned to be improved at a later date with expanded recreational vehicle (RV) parking for Prado Regional Park using Proposition 70 funds. Sources of $501,516 include lease revenue from dairy properties and interest revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.6 million primarily for the anticipated acquisition of Easements/Right of Ways. Sources are decreasing by $86,101 due to a decrease in anticipated earned interest.

ANALYSIS OF FUND BALANCE

The use of Fund Balance of $1.4 million is for one-time costs related to the acquisition of easement rights over 47 acres near Prado Regional Park in Chino.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Facilities Management Division

DESCRIPTION OF MAJOR SERVICES

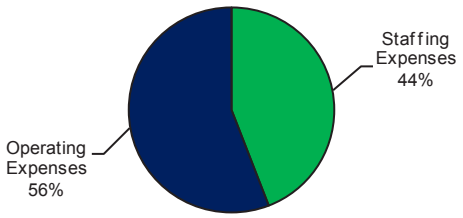
The Facilities Management Division (FMD) provides routine maintenance, grounds and custodial services to ensure County facilities are well maintained, including 24 hours per day – 7 days per week emergency building maintenance. Services also include repairing building structures, equipment, and fixtures.

Budget at a Glance	
Requirements Less Reimbursements	$19,046,622
Sources/Reimbursements	$18,838,622
Net County Cost	$208,000
Total Staff	107
Funded by Net County Cost	1%

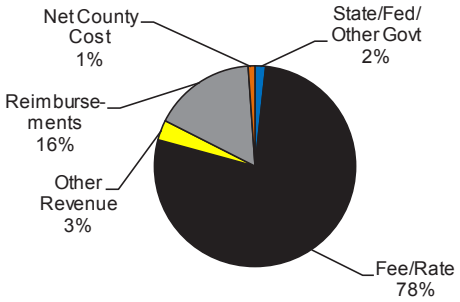
FMD's focus is on asset protection. Using data and support systems, it maintains the County's valuable facilities and equipment, preserves a high level of functionality, supports sustainability projects, and promotes responsible and efficient use of resources.

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	7,483,124	7,743,227	8,422,233	7,687,188	7,850,605	8,400,721	**550,116**
Operating Expenses	7,068,796	8,061,333	9,119,159	9,526,641	9,547,939	10,645,901	**1,097,962**
Capital Expenditures	0	0	0	77,073	110,125	0	**(110,125)**
Total Exp Authority	14,551,919	15,804,560	17,541,392	17,290,902	17,508,669	19,046,622	**1,537,953**
Reimbursements	(2,766,254)	(2,994,605)	(3,195,967)	(3,357,483)	(3,159,438)	(3,131,064)	**28,374**
Total Appropriation	11,785,665	12,809,955	14,345,425	13,933,419	14,349,231	15,915,558	**1,566,327**
Operating Transfers Out	0	4,095	0	0	0	0	**0**
Total Requirements	11,785,665	12,814,050	14,345,425	13,933,419	14,349,231	15,915,558	**1,566,327**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	621,004	1,203,715	915,695	331,768	600,000	325,000	**(275,000)**
Fee/Rate	11,637,129	11,161,422	11,562,527	12,373,972	12,419,930	14,770,558	**2,350,628**
Other Revenue	8,421	1,918,135	1,079,940	1,577,560	716,242	612,000	**(104,242)**
Total Revenue	12,266,554	14,283,272	13,558,162	14,283,300	13,736,172	15,707,558	**1,971,386**
Operating Transfers In	(10,471)	0	0	0	0	0	**0**
Total Financing Sources	12,256,083	14,283,272	13,558,162	14,283,300	13,736,172	15,707,558	**1,971,386**
Net County Cost	(470,418)	(1,469,222)	787,263	(349,881)	613,059	208,000	**(405,059)**
Budgeted Staffing*	103	106	110	102	102	107	**5**

* Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $8.4 million constitute nearly half of FMD's expenditure authority. Operating expenses of $10.6 million fund contracts for grounds, maintenance and custodial services; materials for repairs and maintenance of County facilities and equipment; and vehicles, tools, supplies, systems development charges, overhead and administrative costs. Reimbursements of $3.1 million and sources of $15.7 million are from County departments, the Judicial Council of California, and local courts who are billed for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.6 million primarily due to the addition of providing maintenance services at the High Desert Detention Center (HDDC), including contracted services, material purchases, and the addition of five staffing positions.

Sources are increasing by $2.0 million primarily due to an increase in basic service charges to County departments for grounds, custodial and maintenance services including rate increases in each service division and the addition of the HDDC.

FMD will receive $208,000 in Net County Cost for Information Services Department (ISD) charges for additional phases of support and maintenance of the financial reporting system, and to cover basic services for vacant or tenant-occupied County offices.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Administrative and Fiscal	9	0	0	0	9	0	9
Maintenance	57	5	0	0	62	0	62
Custodial	32	0	0	0	32	0	32
Grounds	4	0	0	0	4	0	4
Total	102	5	0	0	107	0	107

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $8.4 million fund 107 regular positions. This includes the addition of 5 positions (1 Supervising Building Plant Operator, 1 Building Plant Operator, 1 Air Conditioning Mechanic, 1 General Maintenance Mechanic, and 1 General Maintenance Worker) that will assist in providing services at the HDDC facility.

Utilities

DESCRIPTION OF MAJOR SERVICES

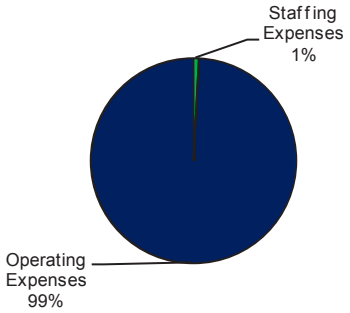
The County's utilities budget unit funds the cost of electricity, natural and propane gas, water, sewer, refuse disposal and other related costs for County-owned and leased facilities.

Budget at a Glance

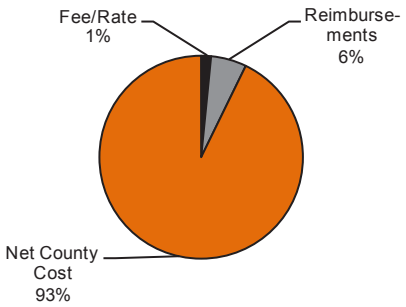
Requirements Less Reimbursements	$22,145,061
Sources/Reimbursements	$1,598,741
Net County Cost	$20,546,320
Total Staff	2
Funded by Net County Cost	93%

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	116,285	152,064	164,163	160,809	163,187	183,202	**20,015**
Operating Expenses	17,120,450	17,624,452	19,698,984	18,521,900	21,337,804	21,911,859	**574,055**
Capital Expenditures	0	0	126,600	166,523	166,523	50,000	**(116,523)**
Total Exp Authority	17,236,735	17,776,516	19,989,747	18,849,232	21,667,514	22,145,061	**477,547**
Reimbursements	(1,233,232)	(1,411,052)	(1,118,760)	(1,233,598)	(1,295,193)	(1,251,246)	**43,947**
Total Appropriation	16,003,503	16,365,464	18,870,987	17,615,634	20,372,321	20,893,815	**521,494**
Operating Transfers Out	1,210,658	125,543	0	0	0	0	**0**
Total Requirements	17,214,161	16,491,007	18,870,987	17,615,634	20,372,321	20,893,815	**521,494**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	1,291,109	125,543	0	0	0	0	**0**
Fee/Rate	181,467	312,040	328,510	176,242	283,329	347,495	**64,166**
Other Revenue	38,067	30,019	40,723	55,749	0	0	**0**
Total Revenue	1,510,643	467,602	369,233	231,991	283,329	347,495	**64,166**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,510,643	467,602	369,233	231,991	283,329	347,495	**64,166**
Net County Cost	15,703,518	16,023,405	18,501,754	17,383,643	20,088,992	20,546,320	**457,328**
Budgeted Staffing*	2	2	2	2	2	2	**0**

* Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Operating expenses of $21.9 million represent utility costs for County facilities and constitute the largest portion of the expenses. Staffing expenses of $183,202 and capital expenses of $50,000 constitute the remainder of the expenses. Sources of $347,495 are from utility costs passed on to customers and third parties that occupy County-owned space.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $521,494 primarily due to anticipated rate increases for various utilities and increases in central services cost. Capital expenditures are decreasing by $116,523 due to the completion of enhancements to the Utilities payables system and procurement of energy management software in 2014-15. Reimbursements are decreasing by $43,947 due to lower utility costs in third party occupied County space and the termination of utility services for previously-owned County space.

Sources are increasing $64,166 for utility costs passed on to customers and third parties that occupy County-owned space. Net County Cost is increasing $457,328 due to increased utility costs for County facilities occupied by general fund departments.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Utilities	2	0	0	0	2	0	2
Total	2	0	0	0	2	0	2

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $183,202 fund 2 regular positions. There is no change in budgeted staffing for 2015-16.

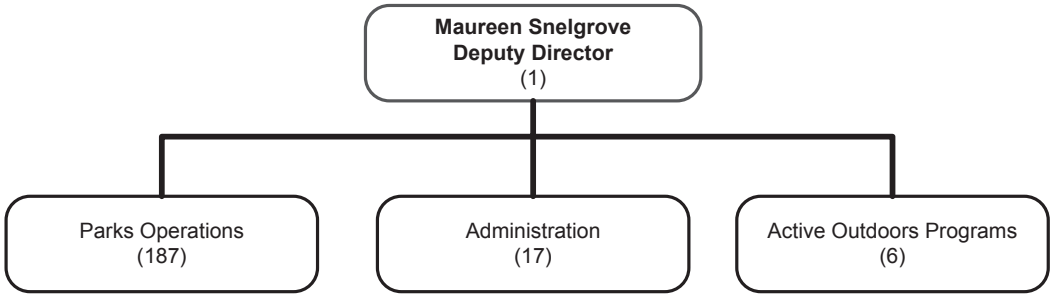
REGIONAL PARKS

Maureen A. Snelgrove

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



2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Regional Parks	10,216,598	8,112,420	2,104,178			205
Total General Fund	10,216,598	8,112,420	2,104,178			205
Special Revenue Funds						
Regional Parks - Consolidated	5,881,795	3,491,080		2,390,715		0
Total Special Revenue Funds	5,881,795	3,491,080		2,390,715		0
Enterprise Funds						
Active Outdoors	48,982	61,362			(12,380)	6
Total Enterprise Funds	48,982	61,362			(12,380)	6
Total - All Funds	16,147,375	11,664,862	2,104,178	2,390,715	(12,380)	211

2014-15 MAJOR ACCOMPLISHMENTS

- Completed renegotiated agreement with Inland Empire Utilities Agency resulting in annual savings of $714,418 in water costs.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Actual	2015-16 Target
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of youth trained through collaborative programs.	N/A	15	15	15
STRATEGY	Collaborate with community partners to provide training opportunities in the field of land management.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Percentage of seasonal part-time employees under the age of 21.	56%	59%	72%	59%
STRATEGY	Promote youth entry into workforce/workplace environment through summer youth employment.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement.**	Level of County General Fund support received.	$2.7 million	$3.5 million	$3.5 million	$2.1 million
STRATEGY	Reduce reliance on the County General Fund by continuing to address infrastructure repairs and thereby reducing utility costs.					
STRATEGY	Enhance and develop new amenities that will enhance the park experience for patrons, which generate additional revenues hence less reliance on the County General Fund.					
STRATEGY	Continue to streamline park operations and identify supply cost inefficiencies using preventive maintenance measures to reduce ongoing repair costs.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.**	Amount of financial support received through grant funding and sponsorships to support the Active Outdoors Program.	N/A	$25,000	$25,688	$25,000
STRATEGY	Identify partners and other sources that provide financial support for the department's Active Outdoors Program which offers outdoor recreation programming.					
STRATEGY	Continue to expand the Active Outdoors Program through collaborative partnerships for fishing, camping and educational programs.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Support efforts to improve the capacity of non-profit organizations to help address the needs of County residents.**	Number of participants served through the Active Outdoors Program.	N/A	7,500	8,816	7,500
STRATEGY	Identify partners and other sources that provide financial support for the department's Active Outdoors Program that offers outdoor recreation programming.					
STRATEGY	Continue to expand the Active Outdoors Program through collaborative partnerships for fishing, camping and educational programs.					

Regional Parks

DESCRIPTION OF MAJOR SERVICES

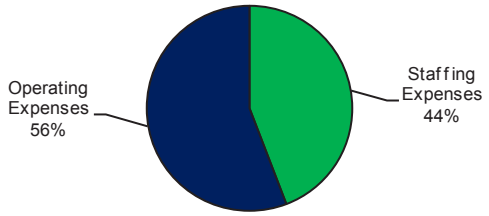
Budget at a Glance	
Requirements Less Reimbursements	$10,883,366
Sources/Reimbursements	$8,779,188
Net County Cost	$2,104,178
Total Staff	205
Funded by Net County Cost	19%

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

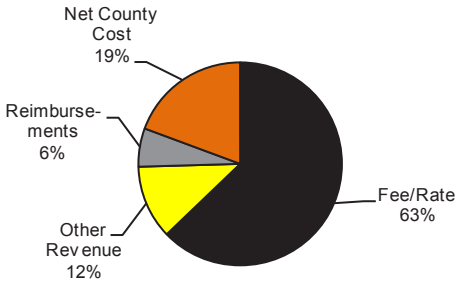
The department is also responsible for maintaining 17.8 miles of open, accessible and usable trails through the County Trails Program. Additionally, the department oversees operation of the Morongo Wildlife Preserve in Morongo Valley, administers leases with the operators of Lake Gregory Regional Park,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

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	5,420,195	5,408,959	5,637,957	5,373,601	5,413,171	4,806,111	**(607,060)**
Operating Expenses	6,173,142	5,832,788	5,557,737	6,858,423	6,914,106	6,077,255	**(836,851)**
Capital Expenditures	23,845	6,684	0	0	0	0	**0**
Total Exp Authority	11,617,182	11,248,431	11,195,694	12,232,023	12,327,277	10,883,366	**(1,443,911)**
Reimbursements	(661,551)	(817,577)	(743,001)	(955,262)	(957,571)	(666,768)	**290,803**
Total Appropriation	10,955,631	10,430,854	10,452,693	11,276,761	11,369,706	10,216,598	**(1,153,108)**
Operating Transfers Out	315,000	0	0	0	0	0	**0**
Total Requirements	11,270,631	10,430,854	10,452,693	11,276,761	11,369,706	10,216,598	**(1,153,108)**
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	6,423,227	5,517,926	6,426,810	6,327,868	6,524,445	6,835,927	**311,482**
Other Revenue	1,290,102	1,213,944	1,331,831	1,460,534	1,254,126	1,248,493	**(5,633)**
Total Revenue	7,713,329	6,731,870	7,758,641	7,788,402	7,778,571	8,084,420	**305,849**
Operating Transfers In	0	941,864	85	29,420	128,000	28,000	**(100,000)**
Total Financing Sources	7,713,329	7,673,734	7,758,726	7,817,822	7,906,571	8,112,420	**205,849**
Net County Cost	3,557,302	2,757,120	2,693,967	3,458,940	3,463,135	2,104,178	**(1,358,957)**
Budgeted Staffing*	279	259	252	232	232	205	**(27)**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Staffing expenses of $4.8 million are budgeted for personnel to oversee administration, operations and maintenance of the County's nine regional parks, County trails system, and various special events/programs. Operating expenses of $6.1 million include $3.1 million of COWCAP charges. Other notable operating expenses consist of stocking fish at park lakes, turf maintenance contracts (Prado, Cucamonga-Guasti, Yucaipa, Mojave Narrows 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, and insurance. Sources of $8.1 million represent fees from camping, fishing, park entrance, swimming, facility use and special events, as well as revenue from concessionaire and partnership agreements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.2 million reflecting the Department's continued review of staffing levels and the provision of park service. The $607,060 reduction in staffing expenses is primarily the result of a decrease in budgeted staffing of 27 positions as further explained in the "Staffing Changes and Operational Impact" section below. The $836,851 decrease in operating expenses is primarily the result of a reduction in COWCAP charges and a decrease in the number of days per week open to the public at Mojave Narrows Regional Park. Reimbursements are decreasing by $290,803 primarily because of the elimination of transfers from other departments for salary costs related to a Deputy Executive Officer and Administrative Analyst. These positions are no longer included in the Regional Parks' budget.

Sources are increasing by a net amount of $205,849 primarily due to additional revenue generated from various park fees. The $1.4 million decrease in Net County Cost support from the County general fund is due to a $795,957 credit in COWCAP charges resulting from reduced water and utility costs related to a renegotiated contract with the Inland Empire Utilities Agency and a new Lake Gregory partnership agreement. In addition, Net County Cost is reduced due to a reduction in the number of days per week that the Mojave Narrows Regional Park will be open to the public.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Administration	21	0	-3	0	18	1	17
Parks Operations	211	0	-24	0	187	137	50
Total	232	0	-27	0	205	138	67

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $4.8 million fund 205 budgeted positions of which 67 are regular positions and 138 are limited term positions.

The 2015-16 budget reflects a decrease of 27 budgeted positions as follows:

- Deletion of 18 vacant positions (8 part-time General Services Worker II, 9 limited-term Public Service Employees, and 1 Deputy Executive Officer). Since these positions are all vacant, the deletions should have negligible impact on department operations.

- Deletion of 7 positions (1 Park Superintendent, 1 Assistant Park Superintendent, 1 Park Ranger II, 1 part-time General Services Worker II and 3 limited-term Public Service Employees) resulting from a reduction in the number of days per week (from 7 to 5) that Mojave Narrows Regional Park will be open to the public.

- Transfer of 1 Administrative Analyst III to Finance and Administration.

- Elimination of a dual fill Fiscal Specialist position.

This budget also includes the following reclassification at no additional cost for the Department:

- Fiscal Specialist to Staff Aide.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$5,911,795
Sources/Reimbursements	$3,521,080
Use of/ (Contribution to) Fund Balance	$2,390,715
Total Staff	0

County Trails System was established by the Board of Supervisors and assigned to the Regional Parks Department as the steward charged with the development, operation and maintenance of regional trails throughout the County. This budget unit was established to follow compliance requirements for federal and state grant funding used in the development and construction of the trail system. Currently, the Department has developed seven miles of the Santa Ana River Trail, linking to Riverside County and offering users over 22 miles 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, 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 camping reservation fees and an allocation of park admission fees.

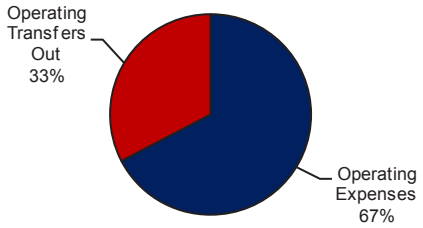
Calico Ghost Town Marketing Services was established to provide separate accountability and operations of marketing services for Calico Ghost Town Regional Park. A portion of revenues from Calico Ghost Town concessionaire operations and park admission fees are used to advertise and market several Park 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; four dollars from the fee of each plate goes into a pool for funds that are then distributed.

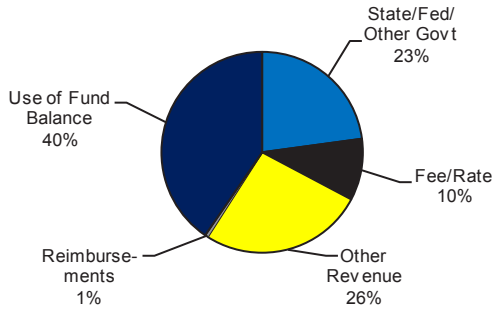
Fish and Game Commission was established to manage California's diverse fish, wildlife, plant resources and habitats. Its primary function is to act as the liaison between the State Department of Fish and Game, the County Board of Supervisors (Board), and the public. This budget unit receives funding from fines imposed on hunting, fishing, and environmental infractions, as well as from the sale of 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. On November 18, 2014, the Board approved a revision to the San Bernardino County Code that changed the County liaison department for the Commission from Special Districts to Regional Parks. Prior year actual revenues and expenditures of the Fish and Game Commission are not reflected in the following "Analysis of 2015-16 Adopted Budget".

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	1,758	0	0	0	0	0	**0**
Operating Expenses	2,785,782	2,822,805	2,494,026	2,500,397	4,430,223	3,967,367	**(462,856)**
Capital Expenditures	6,717	16,775	0	78,698	241,250	20,000	**(221,250)**
Total Exp Authority	2,794,257	2,839,580	2,494,026	2,579,095	4,671,473	3,987,367	**(684,106)**
Reimbursements	(135,600)	(185,000)	(33,000)	(85,000)	(85,000)	(30,000)	**55,000**
Total Appropriation	2,658,657	2,654,580	2,461,026	2,494,095	4,586,473	3,957,367	**(629,106)**
Operating Transfers Out	549,655	3,378,115	393,024	320,331	1,375,953	1,924,428	**548,475**
Total Requirements	3,208,312	6,032,695	2,854,050	2,814,426	5,962,426	5,881,795	**(80,631)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	918,473	515,914	338,868	405,522	978,360	1,351,000	**372,640**
Fee/Rate	778,528	967,342	547,527	727,950	581,380	585,480	**4,100**
Other Revenue	1,726,511	1,568,204	1,686,937	1,853,769	1,756,773	1,554,600	**(202,173)**
Total Revenue	3,423,512	3,051,460	2,573,332	2,987,241	3,316,513	3,491,080	**174,567**
Operating Transfers In	791,612	5,403	286	8,839	0	0	**0**
Total Financing Sources	4,215,124	3,056,863	2,573,618	2,996,080	3,316,513	3,491,080	**174,567**
Fund Balance							
Use of / (Contribution to) Fund Balance	(1,006,812)	2,975,832	280,432	(181,654)	2,645,913	2,390,715	**(255,198)**
Available Reserves					1,150,834	1,588,376	**437,542**
Total Fund Balance					3,796,747	3,979,091	**182,344**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

DETAIL OF 2015-16 ADOPTED BUDGET

	2015-16				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
County Trails System (Fund RTS)	1,193,112	900,000	293,112	423,842	0
San Manual Amphitheater (Fund SGH)	1,447,326	1,462,000	(14,674)	106,075	0
Amphitheater Imp at Glen Helen (Fund SGR)	275,000	25,000	250,000	307,438	0
Park Maintenance/Development (Fund SPR)	800,305	401,000	399,305	257,723	0
Calico Ghost Town Marketing Svcs (Fund SPS)	560,514	394,600	165,914	149,747	0
Off-Highway Vehicle License Fee (Fund SBY)	1,598,348	303,000	1,295,348	339,769	0
Fish and Game Commission (Fund SBV)	7,190	5,480	1,710	3,782	0
Total Special Revenue Funds	5,881,795	3,491,080	2,390,715	1,588,376	0

County Trails System: Requirements of $1.2 million include $693,112 for finalizing design, environmental costs, and acquiring trail right-of-way for Phase III (Waterman Avenue to California Street) of the Santa Ana River Trail (SART) and $500,000 for environmental/design for Reach "A" of Phase IV of the SART from California Street to Orange Street in Redlands (3.5 miles). Sources of $900,000 include a $500,000 allocation of Prop 84 grant funds from the Coastal Conservancy for SART-Phase IV initial funding. This grant revenue is contingent upon initially incurring project expenses, which may create cash flow challenges for this fund. The department is also budgeting revenue from various Federal grants totaling $400,000. Use of fund balance of $293,122 is to assist with the design and environmental costs of the SART.

San Manuel Amphitheater: Requirements of $1.4 million include payment to the County general fund for the annual debt service cost on the amphitheater ($1.0 million), transfers to the Regional Parks General Fund budget unit for upkeep and management of the amphitheater ($417,284), and a transfer to the Amphitheater Improvements at Glen Helen fund ($25,000) as required per the lease agreement with the operators of the amphitheater. Sources of $1.5 million include rent revenue from the operators of the amphitheater ($1.4 million) and naming rights ($60,000). Contribution to fund balance of $14,674 is to assist with future debt service payments.

Amphitheater Improvements at Glen Helen: Requirements of $275,000 include $300,000 for the provision of maintaining the amphitheater to preserve quality entertainment experiences for its visitors, partially offset by a $25,000 reimbursement from the San Manuel Amphitheater Fund that represents the County's contribution towards improvements at the amphitheater per provisions of the lease. Sources of $25,000 reflect a matching contribution from the operators for the amphitheater per the lease agreement. Use of fund balance of $250,000 is for various improvements to the Amphitheater.

Park Maintenance/Development: Requirements of $800,305 primarily represent the cost of various park repairs and upgrades, including implementation of a new point of sale and reservation system and a State grant project at Moabi Regional Park. Also included is $20,000 for a Utility Vehicle at Yucaipa Regional Park. Sources of $401,000 represent a portion of gate entrance fees collected throughout all regional parks and State grant funding. Use of fund balance of $399,305 is for a number of projects including the department's new point of sale system ($190,000) and boat station/road improvements at Moabi Regional Park ($151,000).

Calico Ghost Town Marketing Services: Requirements of $560,514 primarily include the cost of producing park special events and advertising of Calico Ghost Town. Also included in this amount are transfers of $80,057 to the Regional Parks general fund budget unit for labor cost of park staff time (outside of regular duties) to produce and assist with the set-up of special events. Sources of $394,600 primarily include special event gate revenue and rent payments received from Calico concessionaires. Use of fund balance of $165,914 is to assist with the cost of various special events at this regional park.

Off-Highway Vehicle License Fee: Requirements of $1.6 million include operating transfers out of $1.2 million to the County's Capital Improvement Fund for Calico Ghost Town Off-Highway Vehicle Campground "O" hook-ups and 6 new cabins. Also, $390,242 is budgeted for enforcement, safety, trail signage, maintenance and administration of off-highway vehicle development at Moabi Regional Park and Calico Ghost Town. Sources of $303,000 represent the amount anticipated from the state that is derived from vehicle registrations/licensing for use of off-highway operations in the County. 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. Use of fund balance of $1.3 million is primarily for additional campground hook-ups and cabins at Calico Ghost Town Regional Park.

Fish and Game Commission: Requirements of $7,190 include administrative cost reimbursements, printing expenses for shooting maps, and equipment for Fish and Game Wardens. Sources of $5,480 include revenue from fines imposed on hunting, fishing, and environmental infractions, as well as from the sale of hunting maps. Use of fund balance of $1,710 is for costs that assist in enhancing wildlife in San Bernardino County.

BUDGET CHANGES AND OPERATIONAL IMPACT

The significant budget changes for 2015-16 include the following:

- $500,000 increase in requirements and sources for environmental and design of Phase IV of the Santa Ana River Trail.
- $221,250 decrease in requirements for vehicle/equipment purchases.
- $163,728 decrease in requirements for reduced maintenance of off-highway vehicle areas.
- $140,000 decrease in requirements for work related to Phase III of the SART.
- $207,374 decrease in sources due to proceeds received from the sale of 7,906 acres of County-owned property at Prado Regional Park budgeted in the prior fiscal year.

ANALYSIS OF FUND BALANCE

The 2015-16 budget includes the use of fund balance of $2.4 million. The vast majority of fund balance being used is for one-time projects. The most significant of these projects include $1.3 million for additional campground hookups and cabins at Calico Ghost Town Regional Park, $250,000 for improvements to the Amphitheater at Glen Helen, $200,000 for signage of off-highway vehicle areas, $190,000 for new point of sale system, $151,000 for Moabi boat station and road improvements, and $200,000 for a number of other park repair projects to enhance amenities.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

Active Outdoors

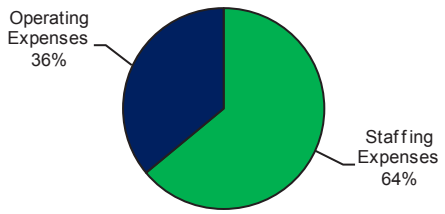
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$80,228
Sources/Reimbursements	$92,608
Use of / (Contribution To) Net Position**	($12,380)
Total Staff	6

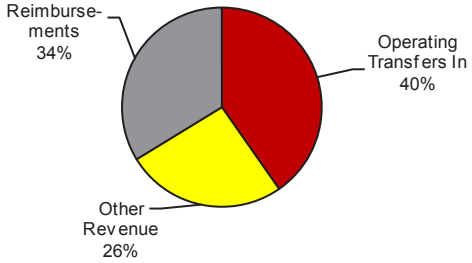
The Active Outdoors Program was created to provide programs that promote a healthy outdoor lifestyle. All programs under Active Outdoors are funded by grants, operating transfers in from the Parks Maintenance/Development fund or created through partnerships with local and/or state agencies. The Environmental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

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available

ANALYSIS OF 2015-16 ADOPTED BUDGET

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

BUDGET UNIT: EME CCP
FUNCTION: Recreation and Cultural
ACTIVITY: Recreation Facilities

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	22,253	26,534	27,043	17,264	32,525	51,333	**18,808**
Operating Expenses	28,794	24,122	23,632	17,126	31,061	28,895	**(2,166)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	51,047	50,656	50,675	34,391	63,586	80,228	**16,642**
Reimbursements	0	0	0	(12,000)	0	(31,246)	**(31,246)**
Total Appropriation	51,047	50,656	50,675	22,391	63,586	48,982	**(14,604)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	51,047	50,656	50,675	22,391	63,586	48,982	**(14,604)**
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	51,978	(15,587)	9,613	25,464	27,500	24,040	**(3,460)**
Total Revenue	51,978	(15,587)	9,613	25,464	27,500	24,040	**(3,460)**
Operating Transfers In	0	45,000	42,109	35,000	35,000	37,322	**2,322**
Total Financing Sources	51,978	29,413	51,722	60,464	62,500	61,362	**(1,138)**
Net Position							
Use of/ (Contribution to) Net Position**	(931)	21,243	(1,047)	(38,074)	1,086	(12,380)	**(13,466)**
Est. Net Position Available					0	51,540	**51,540**
Total Net Position					1,086	39,160	**38,074**
Budgeted Staffing*	6	5	4	4	4	6	**2**

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

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Total expenditure authority of $80,228 includes staffing expenses and operating costs primarily associated with the ESDC and other programs as previously mentioned. These expenditures are partially offset through $31,246 of reimbursements from other Regional Park budget units for event set-up staffing costs. Sources of $61,362 consist of an operating transfer in from the department's Park Maintenance/Development fund ($37,322), anticipated vendor fees collected for program events ($24,000), and interest earnings ($40).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $14,604 primarily due to an increase in reimbursements of $31,246 from other Regional Park budget units for event set-up staffing costs. This amount is partially offset by increased staffing expenses of $18,808 from the addition of two Public Service Employees to assist with the department's educational programs, special events, and to staff the department's information booth at various trade shows/events. Sources are not significantly changing for 2015-16.

ANALYSIS OF NET POSITION

The 2015-16 budget reflects a $12,380 contribution to net position that will be available for future costs of the Active Outdoors Program.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Re-Orgs	2015-16 Adopted	Limited	Regular
Active Outdoors	4	2	0	0	6	6	0
Total	4	2	0	0	6	6	0

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $51,333 fund 6 budgeted limited term positions. As previously mentioned, two new limited-term positions are being added to assist the Active Outdoors Program and to staff the department's information booth at various trade shows/events.

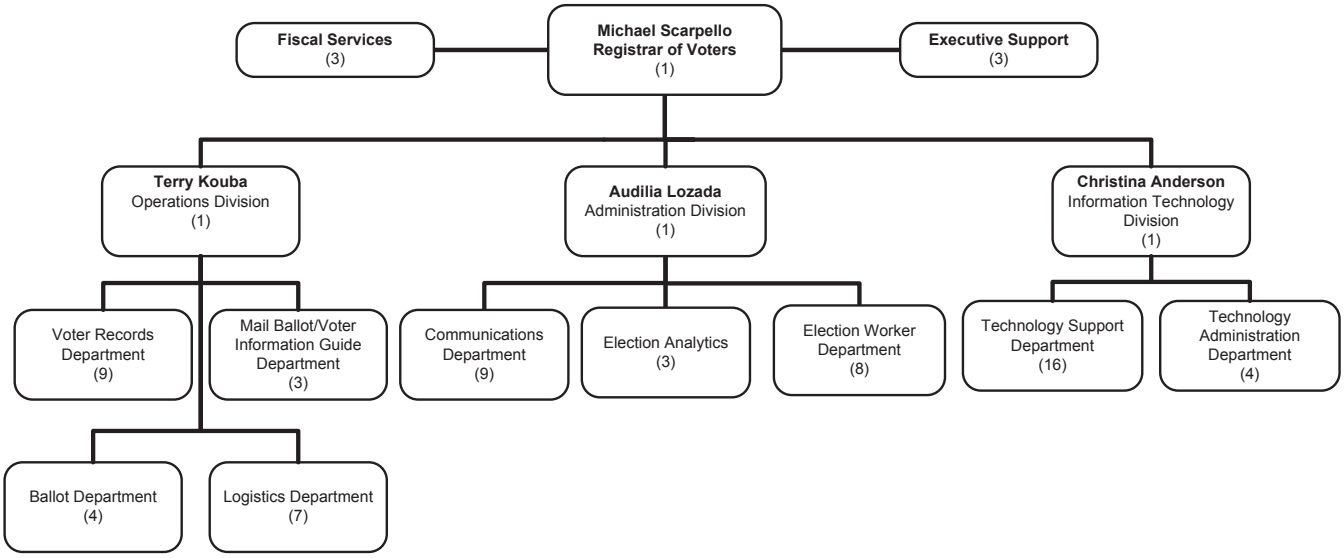
REGISTRAR OF VOTERS

Michael Scarpello

DEPARTMENT MISSION STATEMENT

The Registrar of Voters 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



2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Registrar of Voters	9,205,388	2,252,723	6,952,665			73
Total General Fund	9,205,388	2,252,723	6,952,665			73
Total - All Funds	9,205,388	2,252,723	6,952,665	0	0	73

2014-15 MAJOR ACCOMPLISHMENTS

- Conducted the 2014 Statewide General Election and eight unscheduled special elections.
- Provided assistance to candidates in filing over 1,900 campaign finance disclosure documents.
- Provided assistance to agencies in complying with the National Voter Registration Act (NVRA).
- Enhanced the website by creating the "My Elections Gateway," making the website mobile friendly, developing a new Google based Polling Place Lookup Tool, and increasing website accessibility to the visually impaired.
- Negotiated new contracts for ballot printing, language translation services, and voter registration software.
- Expanded career building and cross-training opportunities for staff members.
- Participated on state committees to modify election laws and procedures to improve California elections.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Actual	2015-16 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Percentage of new or modified tasks populated in EDATE (% of cumulative completion).	60%	70%	70%	75%
STRATEGY	Expand the Elections Office Election Deadline, Assignment and Task Engine (EDATE) system to maximize effectiveness and efficiency of election operations.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Number of processes and procedures reviewed.	24	25	32	120
STRATEGY	Review, revise, and document Elections Office policies and procedures.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Number of new website customer information applications developed and released.	1	5	14	5
STRATEGY	Expand the Elections Office website by adding new applications that query and present personalized customer information.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		**Measure**	**2013-14 Actual**	**2014-15 Target**	**2014-15 Actual**	**2015-16 Target**
OBJECTIVE	**Collaborate with other agencies to help shape legislation and regulations which affect the County.**	**NEW** Number of national, state and regional committees of which the department is a member.	N/A	N/A	N/A	12
STRATEGY	Participate on national, state and regional committees focused on improving election administration and shaping the future of California's elections.					

Registrar of Voters

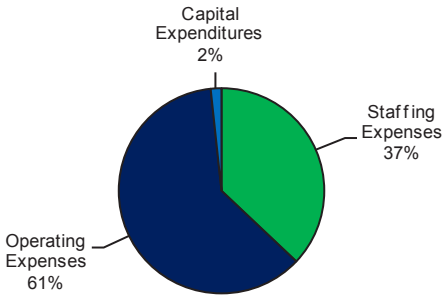
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements	$9,205,388
Sources/Reimbursements	$2,252,723
Net County Cost	$6,952,665
Total Staff	73
Funded by Net County Cost	76%

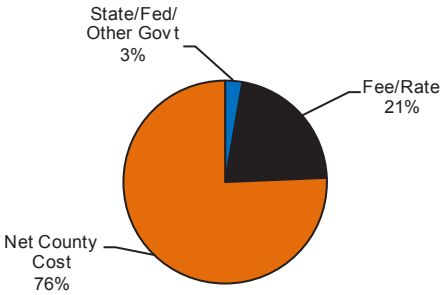
The Elections Office of the Registrar of Voters is responsible for conducting efficient and impartial elections, and to provide the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and Federal and California Election codes. To support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

2015-16 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2015-16 ADOPTED BUDGET

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

BUDGET UNIT: AAA ROV
FUNCTION: General
ACTIVITY: Elections

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Final Budget	2015-16 Adopted Budget	Change From 2014-15 Final Budget
Requirements							
Staffing Expenses	2,171,716	2,517,890	2,238,660	2,378,405	2,760,062	3,411,761	**651,699**
Operating Expenses	5,644,907	7,764,430	6,436,294	5,540,839	5,652,652	5,638,627	**(14,025)**
Capital Expenditures	47,420	7,980	189,273	40,053	78,000	155,000	**77,000**
Total Exp Authority	7,864,043	10,290,300	8,864,227	7,959,296	8,490,714	9,205,388	**714,674**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	7,864,043	10,290,300	8,864,227	7,959,296	8,490,714	9,205,388	**714,674**
Operating Transfers Out	9,785	0	15,000	155,000	155,000	0	**(155,000)**
Total Requirements	7,873,828	10,290,300	8,879,227	8,114,296	8,645,714	9,205,388	**559,674**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	18,768	160,086	21,809	132,348	215,000	252,123	**37,123**
Fee/Rate	2,666,300	2,972,380	2,534,431	2,237,149	1,785,240	1,983,600	**198,360**
Other Revenue	145,216	39,913	19,085	33,361	12,000	17,000	**5,000**
Total Revenue	2,830,284	3,172,379	2,575,325	2,402,859	2,012,240	2,252,723	**240,483**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,830,284	3,172,379	2,575,325	2,402,859	2,012,240	2,252,723	**240,483**
Net County Cost	5,043,544	7,117,921	6,303,902	5,711,437	6,633,474	6,952,665	**319,191**
Budgeted Staffing*	25	24	27	37	37	73	**36**

*Data represents final budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2015-16 ADOPTED BUDGET

Requirements of $9.2 million enable the department to conduct one minor (August 2015), two major (November 2015 and June 2016), and two special elections. This includes staffing expenses of $3.4 million for 73 budgeted positions, operating expenses of $5.6 million, and capital expenditures of $155,000. Operating expenses primarily consist of services and supplies of $5.1 million for routine operations and election-related expenditures (such as temporary labor, ballots, postage, poll workers and other professional services). Capital expenditures of $155,000 include the purchase of two high speed ballot counters to supplement aging counters and speed up election results ($55,000 each; $110,000 total), equipment funded by a portion of the Federal Voting Assistance Program Grant ($24,000) and server equipment ($21,000).

Sources of $2.3 million are derived from a variety of revenue streams which include: Secretary of State reimbursements ($39,800), Help America Vote Act grants ($188,323), Federal Voting Assistance Program Grant ($24,000), sale of services and products including maps, voter files, and certified documents ($17,000), and election services for participating jurisdictions ($1.9 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and related sources fluctuate based on a 4-year election cycle. Requirements are increasing by $559,674, primarily due to two major elections (November 3, 2015 Consolidated and the June 7, 2016 Presidential Primary) that are scheduled for 2015-16 compared to one major election (November 4, 2014 Statewide General) conducted in 2014-15. Sources are increasing by $240,483, which includes an increase of $274,000 for anticipated, but unscheduled special elections offset by a $41,000 decrease in Federal Aid from the Federal Voting Assistance Program Grant.

2015-16 POSITION SUMMARY*

Division	2014-15 Final Staffing	Adds	Deletes	Reorgs	2015-16 Adopted	Limited	Regular
Administration Division	13	15	0	0	28	17	11
Operations Division	14	10	0	0	24	14	10
Information Technology Division	10	11	0	0	21	14	7
Total	37	36	0	0	73	45	28

*Detailed classification listing available in Appendix D

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.4 million fund 73 budgeted positions of which 28 are regular positions and 45 are limited term 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, one new Elections Analyst position was added to the Administration Division to assist with the development and documentation of processes and procedures; analyze legislation and the impacts of statutory changes; and coordinate electronic and paper data files and election records. In addition to the existing ten limited term positions, 35 new limited term positions were added in an effort to reduce costly temporary help agency expenditures, saving the County over $150,000 in 2015-16.