

**SUMMARY**

	Fiscal Year 2013-14 Actual Amount	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Modified Budget	Fiscal Year 2015-16 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	1,728,186,677	1,839,470,445	1,853,534,647	1,885,078,696	31,544,049	1.70%
Operating Expenses	2,166,843,110	2,350,550,339	2,447,487,158	2,539,682,175	92,195,017	3.77%
Capital Expenditures	104,585,701	324,348,910	381,038,744	350,796,756	(30,241,988)	-7.94%
Reimbursements	(269,272,714)	(310,159,873)	(317,933,705)	(334,836,292)	(16,902,587)	5.32%
Contingencies***	170,271,472	78,777,066	114,808,209	56,012,876	(58,795,333)	-51.21%
Subtotal Appropriation	3,900,614,246	4,282,986,887	4,478,935,053	4,496,734,211	17,799,158	0.40%
Operating Transfers Out	107,041,637	233,341,714	282,852,387	258,686,073	(24,166,314)	-8.54%
General Fund Contributions to Reserves	0	48,227,450	49,689,395	68,515,086	18,825,691	37.89%
Non-General Fund Contribution to Reserves***	0	326,654,563	317,267,241	327,836,127	10,568,886	3.33%
Total Requirements	4,007,655,883	4,891,210,614	5,128,744,076	5,151,771,497	23,027,421	0.45%
<b>Sources</b>						
Taxes	750,865,921	733,643,627	757,020,969	792,753,688	35,732,719	4.72%
1991 Realignment	199,674,448	209,149,972	262,131,970	272,517,138	10,385,168	3.96%
2011 Realignment	303,121,828	304,905,462	358,336,605	398,381,791	40,045,186	11.18%
State, Federal, or Government Aid	1,465,959,580	1,573,072,710	1,547,089,101	1,551,002,092	3,912,991	0.25%
Fee/Rate	952,964,908	893,328,166	897,014,016	923,551,865	26,537,849	2.96%
Other Revenue	139,686,784	122,895,072	160,104,933	126,283,321	(33,821,612)	-21.12%
Operating Transfers In	211,504,128	213,179,591	265,527,617	251,479,094	(14,048,523)	-5.29%
Fund Balance/Use of Unrestricted Net Assets*	(10,968,542)	725,083,452	724,997,277	725,274,303	277,026	0.04%
General Fund Unassigned Fund Balance*	(5,153,174)	110,316,025	110,316,025	107,606,061	(2,709,964)	-2.46%
Use of Reserves	0	5,636,537	46,205,563	2,922,144	(43,283,419)	-93.68%
Total Sources	4,007,655,883	4,891,210,614	5,128,744,076	5,151,771,497	23,027,421	0.45%
Budgeted Staffing**	21,082	21,186	21,466	21,755	289	1.35%

\* For 2013-14, the two Fund Balance budget line items represent either the actual use of fund balance (if positive amounts) or the actual increase to fund balance (if negative amounts) throughout the fiscal year.

\*\*2013-14 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

\*\*\*Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account. Non-General Fund Contribution to Reserves in years 2013-14 through 2014-15 do not represent actual contributions to reserves. Prior years have been restated for comparison purposes.

**Overview of 2015-16 Requirements and Sources**

As the largest political subdivision of the State, counties are vested by the California State legislature with the powers necessary to provide for the health and welfare of the people within its borders. The \$5.2 billion 2015-16 Recommended Budget reflects the planned allocation of resources necessary to carry out this mission for the citizens of San Bernardino County. This budget has been developed in accordance with the Countywide Vision which promotes a sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure. The County's 21,755 budgeted positions are responsible for a wide variety of services to residents, from responding to calls for help in emergencies (Sheriff and Fire Department) to giving businesses the tools they need to succeed (Economic Development Agency) to providing a home for children in need (Human Services – Subsistence). The following budget is recommended in order to continue to provide the County's many important services in a fiscally responsible and sustainable manner.

Total Requirements of \$5.2 billion consist primarily of Staffing and Operating Expenses, which represent 80.6% (\$4.4 billion) of total requirements (excluding the effect of reimbursements). Staffing Expenses of \$1.9 billion consist of salaries of \$1.2 billion and benefit costs of \$689.2 million. Departments with significant budgeted staffing expenses include the Sheriff/Coroner/Public Administrator (\$433.8 million, 3,664 positions), Human Services Administrative Claim (\$338.5 million, 4,735 positions), and Arrowhead Regional Medical Center (\$253.7 million, 3,699 positions). The largest benefit related cost for the County is employee pensions (retirement), which



makes up 59% (\$403.2 million) of all costs associated with employee benefits. The increase in staffing costs of \$31.5 million is primarily due to increased costs of \$26.3 million for additional recommended staff for Human Services Departments (156 positions) and the Law and Justice Departments (85 positions). Retirement costs have also increased in 2015-16 (\$41.4 million) however this increase is largely offset by savings as the result of the elimination of a portion of the employer paid portion of retirement (\$28.1 million) for employees represented by the County's largest union.

Operating Expenses in the County include costs for services and supplies, internal service fund charges, travel, transfers to the other County departments, and other charges. These expenses represent the largest share of costs within the County at \$2.5 billion, which is primarily a result of the State giving the County the responsibility for administration of Human Services programs. Many of these programs provide subsistence payments to help residents in need throughout the County and as a result, the Human Services operational group makes up almost half (47%) of the County's operating expenses. In 2015-16 Operating Expenses are increasing by \$92.2 million which is primarily associated with increases in Human Services (\$67.5 million) and the Law and Justice Departments (\$23.8 million).

Total Requirements are increasing over the 2014-15 Modified Budget by \$23.0 million, or 0.45%. This slight increase is associated with increases in Staffing and Operating Expenses but is offset by a combination of increases in reimbursements and decreases in both Capital Expenditures and Operating Transfers Out.

In 2015-16 Total Requirements includes Contingencies and Contributions to Reserves (General Fund and Non General Fund). Like Contingencies, Contributions to Reserves represent sources that are not planned to be spent in the coming fiscal year. Contributions to Reserves for Non-General Fund budget units will start in 2015-16 and as a result, prior years have been restated for comparative purposes. Excluding Contingencies and Contributions to Reserves, the total budget available for expenditure in 2015-16 is \$4.7 billion.

Further detail on General Fund Contingencies and County Reserves can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary. In 2015-16 Non-General Fund departments will no longer budget contingencies, but rather allocate excess sources to specific reserves. Prior years have been restated for comparative purposes.

The three major funding sources of the County include revenue from other governmental entities (State, Federal or Government Aid), funding for direct services provided (Fee/Rate), and taxes. At \$1.6 billion, State, Federal or Government Aid represents 30.12% of the County budget. The Human Services operational group receives the largest amount of funds from other governments, with \$335.0 million received from the State and \$640.5 million received from the federal government. Fee/Rate revenue of \$923.6 million represents 17.9% of the County budget and includes funding from licenses, permits, fines, fees, rates, and other charges for direct services provided by the County. Much of this funding (\$212.9 million) is received by departments, such as the Information Services Department and Risk Management Department, that provide direct services to other County Departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department (\$135.3 million), which provides law enforcement services for 14 incorporated county cities, and the County's Solid Waste Department (\$75.1 million) that is responsible for the operation and management of the County solid waste disposal system.

While historically it has been assumed that counties are reliant on relatively stable property taxes for the provision of services, with the realignment of many state services, counties have become increasingly dependent on sales tax revenue. When combining 1991 and 2011 Realignment revenues, which are primarily funded with sales tax (\$670.9 million), with County sales tax (\$21.6 million) and Proposition 172 Half Cent Sales taxes (\$164.8 million), the portion of requirements funded primarily with sales tax represents 16.6% of the County budget. While sales taxes are projected to experience a modest increase in 2015-16, they tend to be much more volatile and quicker to react to changes in the economy, resulting in a higher risk of funding losses in future years.

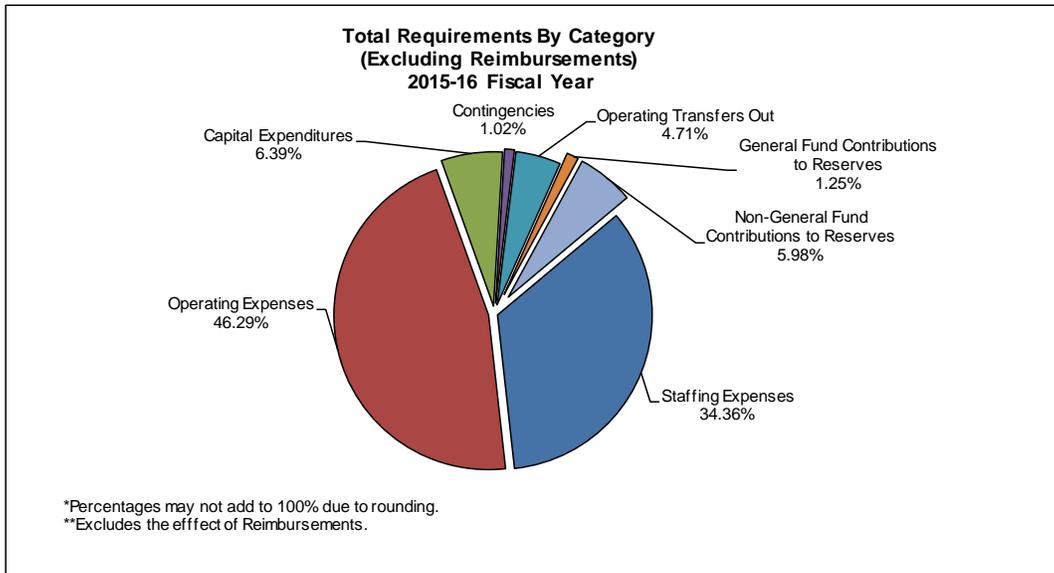
The County's approach to increasing County reserves reflects a fiscally conservative recognition of the resource shift from historically stable to risky tax sources. Through the 2<sup>nd</sup> Quarter of 2014-15, the County has contributed over \$49.7 million to General Fund reserves and is budgeted to contribute \$68.5 in the 2015-16 Recommended



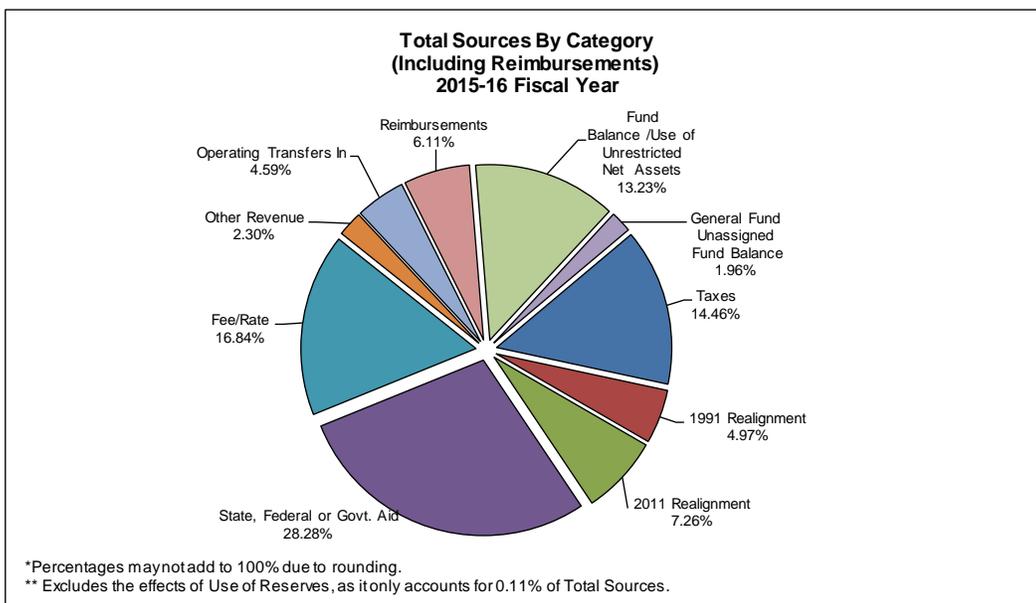
Budget. Further detail on County Reserves can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

**REQUIREMENTS AND SOURCES BY CATEGORY**

Total Requirements (excluding the effect of reimbursements) include recommended expenditure appropriation for adoption by the Board of Supervisors, operating transfers out, and contributions to reserves for the County General Fund and for non-general fund departments. Operating transfers out provide a mechanism to transfer funding between budget units and are not appropriated to spend.



Total Sources (including the effect of reimbursements) include projected revenue and operating transfers in, which provide a mechanism to transfer funding from one budget unit to another within the County. Additionally, sources include the use of fund balance/unrestricted net assets for all non-general funds, the general fund available unassigned fund balance, and the use of County reserves.

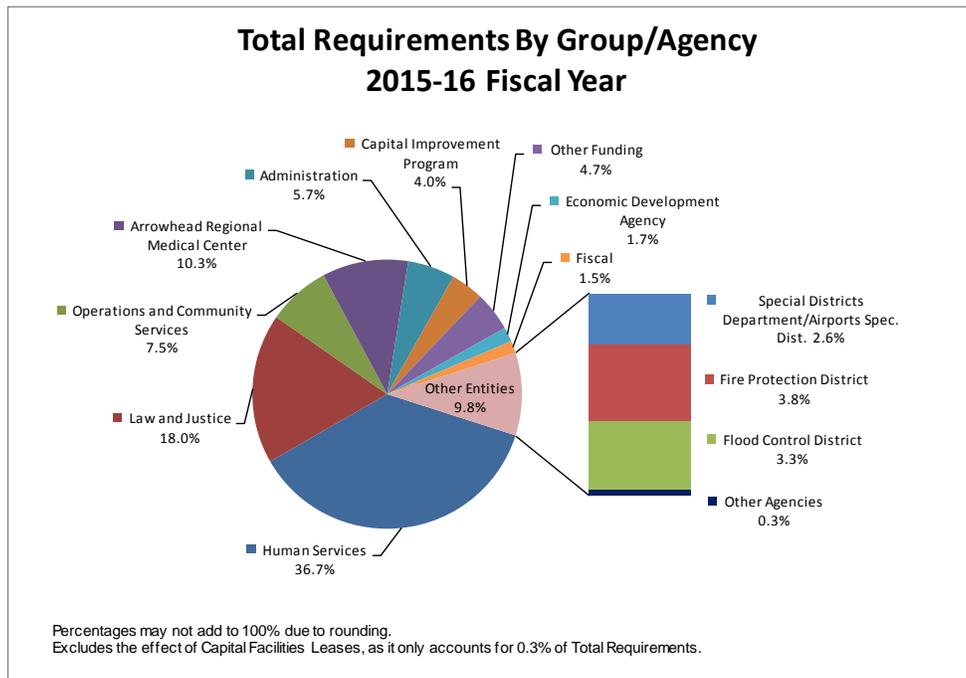


### REQUIREMENTS SUMMARY

The 2015-16 Recommended Budget includes requirements of \$5.2 billion, which is a net increase of \$23.0 million or 0.45% compared to the 2014-15 Modified Budget.

	Fiscal Year 2013-14 Actual Amount	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Modified Budget	Fiscal Year 2015-16 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
<b>County:</b>						
Administration	235,056,698	279,716,547	281,960,839	290,668,840	8,708,001	3.09%
Capital Facilities Leases	12,723,643	13,016,519	13,016,519	12,940,810	(75,709)	-0.58%
Economic Development Agency	36,367,747	76,133,849	102,238,737	88,986,612	(13,252,125)	-12.96%
Fiscal	60,058,730	74,122,924	74,961,612	76,323,183	1,361,571	1.82%
Arrowhead Regional Medical Center	519,701,460	497,550,983	520,666,180	530,248,416	9,582,236	1.84%
Human Services	1,604,517,263	1,784,748,231	1,819,460,208	1,886,997,595	67,537,387	3.71%
Law and Justice	806,109,464	874,521,236	900,609,627	925,110,684	24,501,057	2.72%
Operations and Community Services	274,331,312	380,579,092	396,311,020	386,212,617	(10,098,403)	-2.55%
Capital Improvement Program	47,738,824	194,509,142	234,430,699	203,632,417	(30,798,282)	-13.14%
Other Funding	174,034,560	229,118,412	281,347,776	241,549,844	(39,797,932)	-14.15%
<b>Subtotal:</b>	<b>3,770,639,701</b>	<b>4,404,016,935</b>	<b>4,625,003,217</b>	<b>4,642,671,018</b>	<b>17,667,801</b>	<b>0.38%</b>
<b>Special Districts/Other Agencies:</b>						
Special Districts Department/Airports Spec. Dist.	43,910,134	120,766,295	129,613,169	131,331,702	1,718,533	1.33%
Fire Protection District	125,997,746	196,654,229	204,016,169	192,944,720	(11,071,449)	-5.43%
Flood Control District	57,639,773	156,991,933	156,991,933	171,633,376	14,641,443	9.33%
Other Agencies	9,468,529	12,781,222	13,119,588	13,190,681	71,093	0.54%
<b>Subtotal:</b>	<b>237,016,182</b>	<b>487,193,679</b>	<b>503,740,859</b>	<b>509,100,479</b>	<b>5,359,620</b>	<b>1.06%</b>
<b>Total:</b>	<b>4,007,655,883</b>	<b>4,891,210,614</b>	<b>5,128,744,076</b>	<b>5,151,771,497</b>	<b>23,027,421</b>	<b>0.45%</b>
Budgeted Staffing*	21,082	21,186	21,466	21,755	289	1.35%

\*2013-14 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.



Below are explanations of the major expenditures that are included in the \$5.2 billion 2015-16 Recommended budget and changes from the 2014-15 Modified Budget. It should be noted that Requirements discussed in this section include Contributions to Reserves. As a result, the Total Requirements included in this section may not align with the Total Requirements discussed on Budget Unit Specific pages where these contributions are reflected as “Available Reserves”.

### **County Operations**

**Administration** has requirements of \$290.7 million and contains County departments and functions that provide leadership and support to departments that provide direct public services to County residents. The leadership section of this operational group includes the Board of Supervisors (\$7.7 million), which is the governing body of County government, and the County Administrative Office (\$4.9 million), which directs and coordinates departmental activities according to the law and strategic goals set by the Board of Supervisors. Various support functions include civil legal services provided by County Counsel (\$8.5 million), employment and employee related services provided by Human Resources (\$18.4 million), and information technology support provided by the Information Services Department (\$79.8 million). The largest department in the Administration operational group is the Department of Risk Management, which has requirements of \$106.1 million and administers the County self-insured workers’ compensation, public liability, property conservation, safety and risk reduction programs as well as its insured programs.

Overall, the change in budget from the 2014-15 Modified Budget for this operational group is \$8.7 million, which represents a 3.1% increase in requirements. The most notable change is a \$7.0 million increase across the Information Services Department budget units. This increase will fund a capital improvement project for additional warehouse space that will include specialty vehicle storage and office space.

**Capital Facilities Leases** has requirements of \$12.9 million and funds the cost of long-term capital lease payments for major County facilities financed by the General Fund. Lease payments include the Justice Center/Chino Airport Improvements project and the West Valley Detention Center.

**Economic Development Agency** has requirements of \$89.0 million and provides services that seek to create, maintain, and grow the economic value of the County. Such services include small business assistance and technical support, permitting assistance, and business site selection assistance. Notable departmental requirements include \$60.1 million for Community Development and Housing (CDH) services which includes infrastructure improvements in the areas surrounding the San Sevaine and Cedar Glen communities, and \$25.3 million for the Department of Workforce Development, which is funded by federal Workforce Innovation and Opportunity Act revenue to provide services to County residents including job search, skills assessments, vocational training, job readiness skills, and connection to employers.

The net reduction in requirements of \$13.3 million is primarily due to the use of fund balance in 2014-15 by CDH to fund one-time housing projects, such as Bloomington (\$10.2 million) and Cedar Glen (\$4.3 million), which are not being funded at the same levels in 2015-16.

**Fiscal** has requirements of \$76.3 million and includes the Auditor-Controller/Treasurer/Tax Collector (\$41.0 million) as well as the Assessor/Recorder/County Clerk (\$35.4 million). These departments provide services to the public and other County departments related to the establishment and collection of County property taxes along with other fiscal services that ensure the proper reporting and usage of taxpayer funds. Specifically, the Auditor-Controller/Treasurer/Tax Collector processes, safeguards and provides information regarding County financial activities, manages the County treasury pool, collects and distributes property taxes and other obligations owed to County agencies and courts. The Assessor/Recorder/County Clerk performs mandated assessment of properties, recording of real estate and other documents, and County clerk functions.

Total requirements in this group are increasing \$1.4 million (1.8%) and are primarily associated with an increase of 18 positions within the Auditor-Controller/Treasurer/Tax Collector which will increase efficiencies throughout the department including the divisions of Central Collections, Information Technology, Tax Collection, Auditor and



Disbursements. Eight of the new positions in Auditor-Controller are funded by an increase in ongoing Net County Cost in an effort to increase services levels in Accounts Payables, Internal Audits and Tax Collection.

**Arrowhead Regional Medical Center (ARMC)** has total requirements of \$530.2 million and provides medical services to County residents. ARMC is an acute care facility that provides a full range of inpatient and outpatient services, has three off campus community health centers, and provides Department of Behavioral Health's inpatient activities and numerous specialty activities. For 2015-16, ARMC will continue to focus on the conversion of patients from self-pay to Medi-Cal to maximize the utilization of Federal and State programs to ensure receipt of all available resources under the Affordable Care Act.

ARMC is increasing requirements a net \$9.6 million, which represents a 1.8% increase. The increase is primarily due to increases related to labor union contracts, physician fees, and volume-related incremental costs such as labor, medical supplies, equipment rentals, and professional fees. Additionally, the Medical Center is increasing Capital Expenditures by \$1.8 million in order to fund needed clinical and non-clinical equipment purchases such as the dual purpose catheterization laboratory equipment.

**Human Services** is the largest operational group within the County with requirements totaling \$1.9 billion. This group provides health and social service programs to County residents through a number of County departments. Health services are provided primarily through the Department of Behavioral Health (\$407.4 million) and Public Health (\$113.5 million). Social services are provided primarily through the Human Services Administrative Claim budget unit (\$545.0 million), Human Service Subsistence Payments budget units (\$544.0 million), the Preschool Services Department (\$50.2 million), Child Support Services Department (\$40.0 million), and the Aging and Adult Services Department (\$9.4 million).

Human Services is increasing budgeted requirements by \$67.5 million primarily due to increases in the Human Services Administrative Claim, Department of Behavioral Health, and the Human Services Subsistence Units. The Human Services Administrative Claim is increasing requirements by \$27.5 million and is primarily associated with significant increases in services and support provided to clients within the Welfare to Work and Child Welfare Services programs (\$20.3 million). Between its Mental Health Services Act Special Revenue Fund and General Fund budget units, the Department of Behavioral Health (DBH) is increasing requirements by \$26.8 million, primarily due to increases in Staffing and Operating expenses (\$4.9 and \$16.4 million, respectively) to meet the growing need for Correctional and Clinical Mental Health Services within the County. The Human Services – Subsistence funds are also increasing requirements by \$13.5 million as the result of increases in both caseload and average grant payments within the General Relief, Aid to Adoptive Children, Foster Care, Cash Assistance for Immigrants and Refugee Cash Assistance and Kinship Guardianship Adoptions assistance programs.

**Law and Justice** has requirements of \$925.1 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (total - \$577.2 million) provides law enforcement services for the unincorporated areas of the County and certain services on a countywide basis through its Operations budget unit (\$224.4 million). Another primary function of the Department is to provide Detention facilities (\$190.5 million) for all of the County pre-sentenced inmates as well as sentenced inmates no longer required to go to State prison as a result of the realignment by the State of adult offenders (2011 Realignment). The Department also provides law enforcement services to 14 county cities through contractual agreements (\$135.3 million). The Probation Department (\$181.8 million) provides supervision of adult and juvenile probationers throughout the County as well as for recently realigned State parolees (2011 Realignment). The District Attorney's Office (\$81.5 million) is responsible for prosecuting crimes committed within the County and the Public Defender (\$38.3 million) provides legal counsel for indigent defendants within the County.

Requirements are increasing by \$24.5 million in this operational group primarily due to increased costs of operations and the expansion of various departmental programs. The Sheriff/Coroner/Public Administrator is increasing requirements by \$26.7 million, primarily associated with increased staffing costs across the department's budget units. This includes the addition of a net 15 positions (18 additions, 3 deletions) which are necessary to provide for higher levels of inmate health screening and additional oversight at the jails. The Probation Department's Special Revenue funds are increasing requirements by \$17.6 million due to the set aside of available reserves (\$11.3 million) and increased transfers (\$6.2 million) to the Department's general fund



budget unit to reimburse the cost of 43 new positions and related operating costs associated with providing programs and services to reduce criminal recidivism. These increases are offset by decreases in the Sheriff Special Revenue Funds and Probation General Fund budget units of \$25.4 primarily due to reductions in operating transfers out and capital expenditures which were funded with one-time monies in 2014-15. Lastly, due to the passage of Proposition 47, which reclassified certain nonviolent drug and property crimes from felonies to misdemeanors, an additional \$1.3 million in one-time Discretionary General Funding is recommended to be allocated to the District Attorney, Public Defender, and County Indigent Defense budgets to assist with the large caseload associated with the process of resentencing applicable offenders.

**Operations and Community Services** has requirements of \$386.2 million and provides both internal support of County operations as well as external services to the public that promote the quality of life and well-being of County residents. Services that support the general operation of County government include custodial, grounds, and maintenance by Real Estate Services - Facilities Management Division (\$15.9 million), the payment of County utilities (\$20.9 million), Real Estate Services (\$4.2 million) and the Chino Agricultural Preserve (\$16.5 million). Departments that provide direct services to the community include Agriculture/Weights and Measures (\$7.1 million), the County Library (\$21.8 million), Land Use Services (\$23.0 million), Registrar of Voters (\$9.2 million), Regional Parks (\$17.5 million), and the County Museum (\$3.3 million). Notably, this group also includes the Department of Public Works – Transportation (\$140.3 million) and Public Works – Solid Waste Management (\$92.4 million). The Transportation Division is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,768 miles of roadway. Solid Waste Management is responsible for the operation and management of the County solid waste disposal system, which consists of six regional landfills, nine transfer stations, and thirty-three closed landfills or disposal sites.

The net reduction in requirements is \$10.1 million, which represents a decrease of 2.6% from the 2014-15 Modified Budget, and is primarily due to a reduction in Public Works – Solid Waste of \$6.6 million for outside legal services associated with several settlements of the Mid-Valley Sanitary Landfill Perchlorate Contamination of Ground Water insurance coverage actions. Other significant changes within this budget group include:

- Land Use Services Departments are decreasing by an aggregate \$4.4 million due to the reduction in costs for one-time projects as compared to the prior year (permitting software upgrades and General Plan Update).
- Regional Parks is reducing Requirements by \$1.0 million due to changes in staffing levels and the provision of park services, including reduced costs resulting from a renegotiated contract with the Inland Empire Utilities Agency for water and sewer service at Prado Regional Park.
- Public Works Transportation is reducing requirements by a net \$3.1 million primarily due to decreases in operating and capital expenditures as several major capital improvement projects were completed in 2014-15; notably a new railroad grade separation over 3 railroad lines on Glen Helen Parkway in Devore.
- Facilities Management is increasing Requirements by \$2.2 million primarily due to the addition of maintenance services for the High Desert Detention Center (HDDC), including contracted services, material purchases, and the addition of five positions.
- The County Library is increasing Requirements by \$1.4 million primarily to fund replacement of its Internet filtering solution in order to comply with board policy and remain eligible for federal e-rate funding. In addition, increased Requirements will fund the procurement of automated book sorters for the Apple Valley, Chino Hills, and Hesperia branches.

**Capital Improvement Program** has requirements of \$203.6 million and is used to account for funding resources designated for the acquisition or construction of major capital facilities. The net reduction is primarily due to a decrease in budgeted expenditures for 2015-16 on the 800mhz upgrade project, Sheriff's Crime Lab expansion, and County Buildings Acquisition and Retrofit project as compared to 2014-15. Further detail on major capital projects for 2015-16 are shown in the Capital Improvement Program section of this summary on page 22.

**Other Funding** of \$241.5 million primarily represents the Countywide Discretionary Fund (\$92.9 million), General Fund Contingencies (\$32.9 million), and various restricted funds within the General Fund including Proposition 172 Half-Cent Sales tax (\$23.1 million), 1991 Realignment (\$10.6 million), and the Automated Systems



Development Fund (\$11.8 million). Other Funding also includes Contribution to Reserves of \$68.5 million. Requirements within the Countywide Discretionary Fund are used primarily to transfer Discretionary General Funding to various budget units outside the General Fund to fund various programs and projects, such as a multi-year 800 Mhz Radio Re-banding Project (\$26.4 million) for 2015-16, and numerous non-major capital improvement projects for County facilities (\$12.0 million).

Restricted Funds (General Fund) consist of four limited use budgets – Propositions 172 Half-Cent Sales tax, 1991 Realignment, 2011 Realignment, and Automated Systems Development. Proposition 172 revenue assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. Realignment assists in funding realigned law and justice, mental health, social services and health programs within the County. Automated Systems Development is funding that is set aside for the purpose of developing, upgrading, and/or replacing the County Financial Accounting System. Further detail on all Restricted Funds can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

The net decrease to Other Funding of \$39.8 million primarily represents a reduction in General Fund Contingencies of \$59.3 million. Contingencies represent funding available from 2015-16 sources that have not been allocated for expenditure. Further detail on County Contingencies and Reserves can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

### **Special Districts/Other Agencies Operations**

**Special Districts Department/Airports Special District** has requirements of \$131.3 million and is managed primarily by the Special Districts Department (\$120.7 million) with \$10.7 million in requirements managed by County Airports. Airports manages County Service Area 60, which funds the operation, capital projects and maintenance of the Apple Valley Airport that was built in 1970 and is a public use airport providing general aviation services to the High Desert region.

The Special Districts Department provides for the management, and maintenance of general, parks and recreation, road, sanitation, streetlighting, and water districts for 101 Districts, County Services Areas (CSA) and Improvement Zones within the County. On December 29, 1969 the Board of Supervisors established CSA 70 Countywide to provide a centralized mechanism for administration of personnel and operations which serve all of the Board governed CSAs. Staff within CSA 70 Countywide provide centralized and regional management services, administration, engineering, fiscal, human resources, lien administration, park maintenance, payroll, information services, road maintenance and inspection services. Along with \$89.4 million in requirements that are budgeted for all departmental operations, the Special Districts Department maintains several budgets totaling \$31.2 million for the primary purpose of maintaining an adequate level of funds set aside to protect the districts from unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the districts.

Overall requirements across Special Districts are remaining relatively flat from the prior year, increasing by only 1.3%, or \$1.7 million. This increase is primarily associated with increases in capital projects within the Water District Capital Improvement Projects and are offset by decreases in the Water Replacement Reserves to fund the associated capital projects. Major projects budgeted for 2015-16 include the \$4.3 improvement project in CSA 70 Cedar Glen and a \$4.3 million project to complete the design phase and construct a water pipeline, reservoir and pump station at CSA 70 W-4 Pioneertown.

**Fire Protection District** has requirements of \$193.0 million and provides fire protection and emergency services throughout the County. The District encompasses 16,535 square miles, operates 63 fire stations and 11 facilities within four Regional Service Zones (Mountain, North Desert, South Desert and Valley) and serves more than 60 unincorporated communities, the City of Grand Terrace, and the Town of Yucca Valley. The District is an all-risk fire department providing emergency mitigation and management for fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, hazardous materials (HAZMAT) response, arson investigation, technical rescue including water borne, flooding and mudslide, winter rescue operations, hazard abatement, terrorism and weapons of mass destruction.



Requirements are decreasing by \$11.1 million which is primarily due to the reduction in contributions to reserves. County Fire is using reserves to fund operations in 2015-16 as a result of a one-time reduction in the County General Fund subsidy in order to establish General Fund reserves for the following two capital projects: County Fire consolidated headquarters and County Fire training center.

**Flood Control District** was created in 1939 under special State legislation and has requirements of \$171.6 million. 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 net increase of \$14.6 million is primarily due to departmental increases in available reserves associated with the receipt of a settlement payment related to an insurance coverage action and delayed construction projects.

**Other Agencies** has total requirements of \$13.2 million and contains four Other Agency budget reporting entities in the County, including the In-Home Supportive Services Public Authority (\$8.7 million), Inland Counties Emergency Medical Agency (\$4.4 million), County Industrial Development Authority (\$56,513), and Economic and Community Development Corporation (\$42 dollars). The In-Home Supportive Services (IHSS) program was created in 1973 to serve elderly, blind, and/or disabled individuals who are not able to remain safely in their home without assistance. The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo and Mono Counties and is charged with the coordination, evaluation, and monitoring of emergency medical services within public and private pre-hospital providers, specialty hospitals, paramedic base hospitals, and the effectiveness of Emergency Medical Services (EMS) educational programs and medical disaster preparedness. The County Industrial Development Authority and Economic and Community Development Corporation were agencies created to provide various methods of financing on behalf of private enterprise in order to promote and enhance economic development and increase opportunities for useful employment.

Requirements are increasing by less than 1% in this group due to the addition of staff within IHSS (increase of \$0.4 million), which is offset by a reduction in ICEMA of \$0.4 million related to two positions that were eliminated as the result of efficiencies generated by the implementation of the Imagetrend system and a reduction in one time capital expenditures.

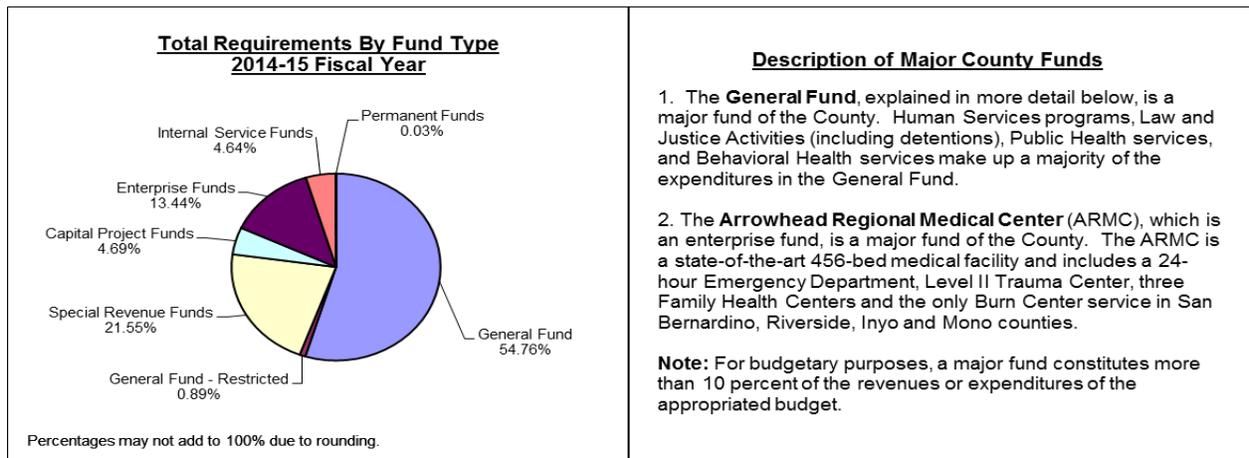
**TOTAL REQUIREMENTS BY FUND TYPE**

	Fiscal Year 2013-14 Actual Amount	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Modified Budget	Fiscal Year 2015-16 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
General Fund	2,501,570,339	2,670,603,670	2,782,534,567	2,821,292,958	38,758,391	1.39%
General Fund - Restricted	71,942,076	54,954,325	53,205,046	45,805,277	(7,399,769)	-13.91%
Special Revenue Funds	587,373,548	1,070,711,752	1,091,673,234	1,109,957,024	18,283,790	1.67%
Capital Project Funds	51,557,579	217,961,783	283,195,309	241,627,383	(41,567,926)	-14.68%
Enterprise Funds	618,693,049	650,226,781	690,023,612	692,654,254	2,630,642	0.38%
Internal Service Funds	176,513,259	225,132,238	226,492,243	238,826,536	12,334,293	5.45%
Permanent Funds	6,032	1,620,065	1,620,065	1,608,065	(12,000)	-0.74%
<b>Total</b>	<b>4,007,655,883</b>	<b>4,891,210,614</b>	<b>5,128,744,076</b>	<b>5,151,771,497</b>	<b>23,027,421</b>	<b>0.45%</b>
Budgeted Staffing*	21,082	21,186	21,466	21,755	289	1.35%

\*2013-14 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Note: In prior years, this chart displayed General Fund - Categorical and General Fund - Discretionary appropriation. In 2015-16 these categories have been combined into one category, General Fund. Prior years have been restated.





**Governmental Fund Types**

**General Fund:** The General Fund is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The General Fund is the County’s primary operating fund and requirements are separated into General Fund and General Fund – Restricted. Funds included in the General Fund category are those that the Board of Supervisors predominately have oversight on the sources and requirements, including units that are typically mandated in nature, such as human service programs. General Fund – Restricted Funds consists of Prop 172, 1991 and 2011 Realignment, and Automated Systems Development. In prior years, the General Fund in this chart was broken into Categorical and Discretionary. Beginning in 2015-16, those categories have been combined into one General Fund category and prior years have been restated.

**Special Revenue Funds:** Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects).

**Capital Project Funds:** Capital Project Funds account for financial resources designated for the acquisition or construction of major capital facilities other than those funded by Enterprise and Internal Service Funds.

**Permanent Funds:** Permanent Funds account for legally restricted resources provided by trust in which the earnings but not the principal may be used for purposes that support the primary government’s programs.

**Proprietary Fund Types**

**Enterprise Funds:** Enterprise Funds account for operations that are funded and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be funded or recovered primarily through user charges.

**Internal Service Funds:** Internal Service Funds account for the funding of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis.



The matrix below lists the group/agency as depicted in the organizational chart of the County. For each group/agency listed, the various fund types utilized are shown with their total requirements (including Operating Transfers Out).

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Permanent Funds	Total - All Funds
<b>ADMINISTRATION</b>							
BOARD OF SUPERVISORS	7,663,942						7,663,942
BOARD DISCRETIONARY FUNDING	2,235,710						2,235,710
CLERK OF THE BOARD	2,104,475						2,104,475
COUNTY ADMINISTRATIVE OFFICE	5,327,587						5,327,587
COUNTY COUNSEL	8,499,243						8,499,243
FINANCE AND ADMINISTRATION	3,048,110	28,553					3,076,663
HUMAN RESOURCES	12,972,999	5,427,261					18,400,260
FLEET MANAGEMENT					40,740,025		40,740,025
INFORMATION SERVICES	2,387,498				77,461,253		79,848,751
PURCHASING	2,362,435				10,838,337		13,200,772
RISK MANAGEMENT					106,138,021		106,138,021
LOCAL AGENCY FORMATION COMMISSION	294,039						294,039
COUNTY SCHOOLS	3,139,352						3,139,352
<b>TOTAL ADMINISTRATION</b>	<b>50,035,390</b>	<b>5,455,814</b>	<b>0</b>	<b>0</b>	<b>235,177,636</b>	<b>0</b>	<b>290,668,840</b>
<b>CAPITAL FACILITIES LEASES</b>							
CAPITAL FACILITIES LEASES	12,940,810						12,940,810
<b>TOTAL CAPITAL FACILITIES LEASES</b>	<b>12,940,810</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,940,810</b>
<b>ARROWHEAD REGIONAL MEDICAL CENTER</b>							
ARROWHEAD REGIONAL MEDICAL CENTER				530,248,416			530,248,416
<b>TOTAL ARROWHEAD REGIONAL MEDICAL CENTER</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>530,248,416</b>	<b>0</b>	<b>0</b>	<b>530,248,416</b>
<b>ECONOMIC DEVELOPMENT AGENCY</b>							
ECONOMIC DEVELOPMENT	3,513,630						3,513,630
COMMUNITY DEVELOPMENT AND HOUSING		37,479,790	22,665,261				60,145,051
WORKFORCE DEVELOPMENT		25,327,931					25,327,931
<b>TOTAL ECONOMIC DEVELOPMENT AGENCY</b>	<b>3,513,630</b>	<b>62,807,721</b>	<b>22,665,261</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>88,986,612</b>
<b>FISCAL</b>							
ASSESSOR/RECORDER/COUNTY CLERK	23,385,365	11,980,629					35,365,994
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	39,324,296	1,632,893					40,957,189
<b>TOTAL FISCAL</b>	<b>62,709,661</b>	<b>13,613,522</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>76,323,183</b>
<b>HUMAN SERVICES</b>							
AGING AND ADULT SERVICES	10,489,323						10,489,323
BEHAVIORAL HEALTH	185,423,229	222,011,167					407,434,396
CHILD SUPPORT SERVICES	39,988,504						39,988,504
HEALTH ADMINISTRATION	120,279,015	40,831,262					161,110,277
HUMAN SERVICES	1,088,938,995	13,197,829					1,102,136,824
PRESCHOOL SERVICES		50,196,486					50,196,486
PUBLIC HEALTH	105,632,156	7,842,620					113,474,776
VETERANS AFFAIRS	2,167,009						2,167,009
<b>TOTAL HUMAN SERVICES</b>	<b>1,552,918,231</b>	<b>334,079,364</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,886,997,595</b>
<b>LAW AND JUSTICE</b>							
COUNTY TRIAL COURTS	40,220,971	2,148,444					42,369,415
DISTRICT ATTORNEY	69,644,317	11,842,781					81,487,098
LAW AND JUSTICE GROUP ADMINISTRATION	90,208	3,801,499					3,891,707
PROBATION	146,321,121	35,496,613					181,817,734
PUBLIC DEFENDER	38,296,378						38,296,378
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	550,174,453	27,073,899					577,248,352
<b>TOTAL LAW AND JUSTICE</b>	<b>844,747,448</b>	<b>80,363,236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>925,110,684</b>
<b>OPERATIONS AND COMMUNITY SERVICES</b>							
AGRICULTURE/WEIGHTS AND MEASURES	6,918,980	143,198					7,062,178
AIRPORTS	2,958,485	7,450,547					10,409,032
ARCHITECTURE AND ENGINEERING	0						-
COMMUNITY SERVICES GROUP	270,000						270,000
COUNTY LIBRARY		21,849,486					21,849,486
COUNTY MUSEUM	3,252,267			67,874			3,320,141
LAND USE SERVICES	22,951,013						22,951,013
PUBLIC WORKS	3,243,549	140,407,590		92,418,864			236,070,003
REAL ESTATE SERVICES	41,055,389	16,518,172					57,573,561
REGIONAL PARKS	10,216,598	7,236,235		48,982			17,501,815
REGISTRAR OF VOTERS	9,205,388						9,205,388
<b>TOTAL OPERATIONS AND COMMUNITY SERVICES</b>	<b>100,071,669</b>	<b>193,605,228</b>	<b>0</b>	<b>92,535,720</b>	<b>0</b>	<b>0</b>	<b>386,212,617</b>
<b>CAPITAL IMPROVEMENT PROGRAM</b>							
CAPITAL IMPROVEMENT PROGRAM			203,632,417				203,632,417
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>0</b>	<b>0</b>	<b>203,632,417</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>203,632,417</b>
<b>OTHER FUNDING</b>							
ALL OTHER FUNDING (E.G. COUNTYWIDE DISCRETIONARY, PROP 172, REALIGNMENT)	240,161,396	1,388,448					241,549,844
<b>TOTAL OTHER FUNDING</b>	<b>240,161,396</b>	<b>1,388,448</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>241,549,844</b>
<b>SPECIAL DISTRICTS DEPARTMENT/</b>							
<b>AIRPORTS SPECIAL DISTRICT</b>							
SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT		44,996,905	14,856,614	69,870,118		1,608,065	131,331,702
<b>TOTAL SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT</b>	<b>0</b>	<b>44,996,905</b>	<b>14,856,614</b>	<b>69,870,118</b>	<b>0</b>	<b>1,608,065</b>	<b>131,331,702</b>
<b>FIRE PROTECTION DISTRICT</b>							
FIRE PROTECTION DISTRICT		192,471,629	473,091				192,944,720
<b>TOTAL FIRE PROTECTION DISTRICT</b>	<b>0</b>	<b>192,471,629</b>	<b>473,091</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>192,944,720</b>
<b>FLOOD CONTROL DISTRICT</b>							
FLOOD CONTROL DISTRICT		167,984,476			3,648,900		171,633,376
<b>TOTAL FLOOD CONTROL DISTRICT</b>	<b>0</b>	<b>167,984,476</b>	<b>0</b>	<b>0</b>	<b>3,648,900</b>	<b>0</b>	<b>171,633,376</b>
<b>OTHER AGENCIES</b>							
OTHER AGENCIES		13,190,681					13,190,681
<b>TOTAL OTHER AGENCIES</b>	<b>0</b>	<b>13,190,681</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,190,681</b>
<b>GRAND TOTAL</b>	<b>2,867,098,235</b>	<b>1,109,957,024</b>	<b>241,627,383</b>	<b>692,654,254</b>	<b>238,826,536</b>	<b>1,608,065</b>	<b>5,151,771,497</b>



**TOTAL REVENUE AND OTHER FUNDING SOURCES**

	Fiscal Year 2013-14 Actual Amount	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Modified Budget	Fiscal Year 2015-16 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
<b>Revenue</b>						
Taxes	750,865,921	733,643,627	757,020,969	792,753,688	35,732,719	4.72%
1991 Realignment	199,674,448	209,149,972	262,131,970	272,517,138	10,385,168	3.96%
2011 Realignment	303,121,828	304,905,462	358,336,605	398,381,791	40,045,186	11.18%
State, Federal or Government Aid	1,465,959,580	1,573,072,710	1,547,089,101	1,551,002,092	3,912,991	0.25%
Fee/Rate	952,964,908	893,328,166	897,014,016	923,551,865	26,537,849	2.96%
Other Revenue	139,686,784	122,895,072	160,104,933	126,283,321	(33,821,612)	-21.12%
<b>Total Revenue</b>	<b>3,812,273,470</b>	<b>3,836,995,009</b>	<b>3,981,697,594</b>	<b>4,064,489,895</b>	<b>82,792,301</b>	<b>2.08%</b>
<b>Other Funding Sources</b>						
Operating Transfers In	211,504,128	213,179,591	265,527,617	251,479,094	(14,048,523)	-5.29%
Fund Balance/Use of Unrestricted Net Assets*	(10,968,542)	725,083,452	724,997,277	725,274,303	277,026	0.04%
General Fund Unassigned Fund Balance*	(5,153,174)	110,316,025	110,316,025	107,606,061	(2,709,964)	-2.46%
Use of Reserves	0	5,636,537	46,205,563	2,922,144	(43,283,419)	-93.68%
<b>Total Other Funding Sources</b>	<b>195,382,413</b>	<b>1,054,215,605</b>	<b>1,147,046,482</b>	<b>1,087,281,602</b>	<b>(59,764,880)</b>	<b>-5.21%</b>
<b>Total Revenue and Other Funding Sources</b>	<b>4,007,655,883</b>	<b>4,891,210,614</b>	<b>5,128,744,076</b>	<b>5,151,771,497</b>	<b>23,027,421</b>	<b>0.45%</b>

\* For 2013-14, the two Fund Balance budget line items represent either the actual use of fund balance (if positive amounts) or the actual increase to fund balance (if negative amounts) throughout the fiscal year.

The revenue and other funding sources schedule above includes all County funds. This schedule includes operating transfers in, which are the mechanism for providing funding from one budget unit to another within the County. Additionally, this schedule summary provides the fund balance/use of unrestricted net assets for all non-general funds, the general fund unassigned fund balance, as well as the use of County reserves. Descriptions of major sources of funding in the 2015-16 Recommended Budget and changes from the 2014-15 Modified Budget are included below.

**Revenue**

**Taxes** of \$792.8 million consist of approximately \$521.0 million in Property Tax (\$491.2 million) and Sales/Other Tax (\$29.8 million) that is deposited directly into the Discretionary General Fund for allocation by the Board of Supervisors. An additional \$106.0 million in Property Tax is reported for the County Library (\$14.4 million), Fire Protection District (\$42.0 million), Flood Control District (\$42.0 million), and Board Governed Districts managed by the Special Districts Department and Airports (\$7.5 million). Finally, Taxes also consist of Proposition 172 Half-Cent Sales Tax (\$164.8 million) and Sales Tax – Measure I Road Operations funds (\$6.4 million).

The net increase of \$35.7 million is primarily related to a \$18.5 million projected increase in Property taxes that are deposited into the Discretionary General Fund. This is the result of a projected 3.0% increase in the assessed valuation of properties within the County resulting in \$12.0 million additional property tax revenue and an additional 6.0 million related to the dissolution of Redevelopment Agencies. Additionally, it is estimated that the Proposition 172 Half-Cent Sales Tax will increase by \$5.5 million in the upcoming fiscal year. For more detail on Discretionary General Fund related taxes, refer to the Discretionary General Funding and Restricted Funds section of the 2015-16 Recommended Budget, Executive Summary book.

**1991 Realignment** revenues of \$272.5 million and **2011 Realignment** revenues of \$398.4 million are increasing over the prior year modified budget by \$10.4 million and \$40.0 million, respectively. Although technically not categorized as the receipt of taxes, this funding is received from the State and is primarily derived from sales taxes to pay for realigned law and justice, mental health, social services and health programs within the County. Because sales tax tends to be much more volatile and quicker to react to changes in the economy, its usage results in a higher risk of funding decreases in future years. These decreases will likely coincide with an economic downturn where there is an increased need for programs funded with this revenue. For more detail on 1991 Realignment funding, refer to the Discretionary General Funding and Restricted Funds section of the 2015-16 Recommended Budget, Executive Summary.



**State, Federal, and Other Government Aid** represent the largest revenue source within the County totaling \$1.6 billion. The Human Services operational group receives the largest amount of funds from other governments, with \$335.0 million received from the State and \$640.5 million from the federal government. Countywide, there is an overall increase of \$3.9 million from the prior year modified budget in this revenue category, which represents an increase of just 0.25%.

Notable changes within this revenue source include:

- **Human Services** is decreasing \$34.2 million within the Human Services Subsistence Units as the result of expenses within various subsistence programs transitioning from being State funded to Realignment funding.
- **ARMC** is increasing State, Federal and Other Governmental Aid by \$20.0 million due to increased acute care volume which is funded by these sources.
- **Special Districts** is increasing by \$4.7 million due to the continued commitment to invest in water infrastructure. The department is pursuing a grant for \$4.2 million from the State Water Board to pay for the design and construction of a pipeline, a 75,000 gallon water reservoir and a pump station in CSA 70 W-4.
- **Operations and Community Services** is decreasing this source by a net \$8.8 million primarily due to reductions in the Public Works - Transportation budget unit associated with decreased project reimbursements from the state, federal and other governmental agencies for recently completed projects, and a decrease in gas tax revenue.

**Fee/Rate** includes the following types of revenues: licenses, permits, fines, fees, rates, and other services. Total revenue of \$923.6 million is anticipated to increase from the 2014-15 modified budget by \$26.5 million. Much of this funding (\$212.4 million) is received by departments, such as the Information Services Department and Risk Management Department, that provide direct services to other County Departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department (\$135.3 million), which provides law enforcement services for 14 incorporated county cities, and the County's Solid Waste Department (\$75.1 million) that is responsible for the operation and management of the County solid waste disposal system. The following provides the most significant increases in this revenue category.

- **Administration** is increasing by a net \$19.6 million due to increases in Risk Management – Insurance Fund and Information Services. Increased Sources in Risk Management are due to additional premium allocations to the Law Enforcement Liability, General Liability, Auto Liability, and Workers' Compensation Programs to achieve the 80% confidence level of funding. Increased Sources in Information Services are due to service rate and customer utilization increases and cost recovery for customer enterprise licensing requirements previously reimbursed as transfers to ISD.
- **Law and Justice** is increasing sources by \$6.6 million due to additional charges to contract cities for the provision of law enforcement services. The increased funding for services is the result of increased risk management liabilities and increased retirement costs.
- **Fiscal** is increasing Sources in this category by \$4.6 million primarily due to the reclassification of Treasury Pool cost reimbursements being reclassified from Other Revenue into Fee/Rate revenue within the Auditor-Controller's General Fund budget unit.
- **Operations and Community Services** is increasing by \$4.1 million as the result of changes within the Solid Waste funds due to increases in gate fees through increased import tonnage and contracted COLA rate changes.
- **ARMC** is decreasing by \$3.9 million due to reductions in commercial and private pay sources.
- **Fire** is decreasing by \$2.9 million due to the termination of the Crest Forest service contract and the concurrent annexation action.



**Other Revenue** of \$126.3 million primarily includes interest earnings, rents and concessions, and tobacco settlement funds. This revenue source is anticipated to decrease by a net \$33.8 million over the prior year modified budget. Notably, Economic Development – Community Development and Housing (CDH) and the Solid Waste Division are decreasing other revenue by \$23.4 and \$7.2 million, respectively. This is primarily due to the one-time transfer in of \$23.0 million in redevelopment bond funds from the Successor Agency to CDH in 2014-15 and the reduction of one time projects in Solid Waste which were budgeted in 2014-15 and have either been completed or will not be funded at the same level in 2015-16.

### **Other Funding Sources**

**Operating Transfers In** of \$251.5 million is a funding source that provides a mechanism to transfer funding from one budget unit to another within the County. Two of the most notable groups with large Operating Transfers In include the Capital Improvement Program (\$84.1 million) and the Countywide Discretionary Fund (\$29.0 million). Operating Transfers In are the main funding source for the Capital Improvement Program as the program is funded primarily through monies received from other County Departments and the County General Fund for specific projects. The Countywide Discretionary Fund receives this funding primarily from the County's Master Settlement Agreement fund, which transfers revenues received from a settlement with the tobacco industry, which in turn is used by the General Fund to pay for a portion of debt service on the Arrowhead Regional Medical Center facility, increased health care costs within the Department of Public Health, and a realignment local match requirement.

The net decrease in this funding source of \$14.0 million is primarily the result of a one-time reduction in Transfers In from the County General Fund to County Fire.

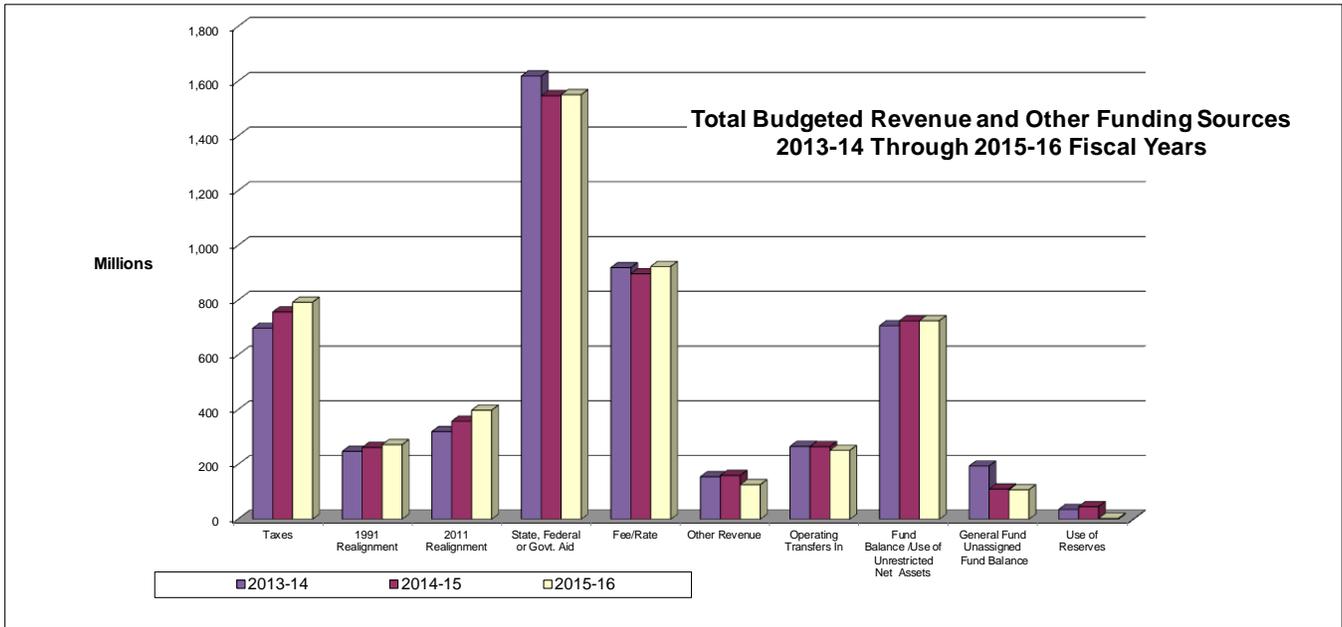
**Fund Balance/Use of Unrestricted Net Assets** of \$725.3 million represents unspent funds carried over from 2014-15 that are available to be budgeted for all Restricted, Special Revenue and Capital Improvement funds in the County and the use of unrestricted net assets that are available in Internal Service and Enterprise funds. The amount of fund balance available for appropriation is increasing over the prior year by only 0.04%, or \$277,026. Approximately \$327.8 million of fund balance is recommended to be contributed to reserves.

**General Fund Unassigned Fund Balance** of \$107.6 million represents unspent general fund balance carried over from 2014-15. Of this amount, \$68.5 million is recommended to be contributed to a variety of specific purpose reserves in the General Fund and \$9.5 million is recommended to fund the County's mandatory 1.5% contingency, which per Board Policy 05-01 is in the general fund to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting County operations that could not have been reasonably anticipated. General Fund Available Unassigned Fund Balance is decreasing by \$2.7 million from the prior year.

**Use of Reserves** of \$2.9 million represents the use of Discretionary General Funding that had been set aside for the County General Plan Update (\$0.3 million), Permit System Upgrades (\$0.2 million), the CalFresh Waiver Discontinuance (\$1.3 million), the Rimforest Drainage Project (\$0.8 million) and the District Attorney Courthouse Remodel Project (\$0.3 million). This represents a decrease of \$43.3 million from the 2014-15 modified budget and is detailed in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

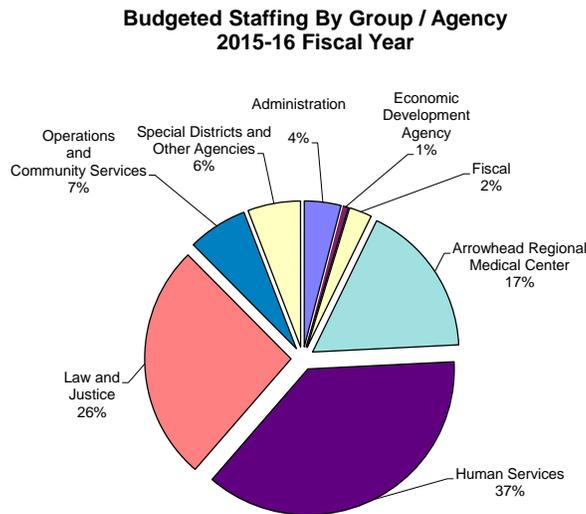
The bar graph below includes total budgeted revenue and other funding sources from the 2013-14 Final Budget to the 2015-16 Recommended Budget. 2013-14 amounts will not match previous information on prior pages because the bar graph below reports on budgeted revenue and amounts in the previous tables reflect actual revenue received.





**BUDGETED STAFFING SUMMARY**

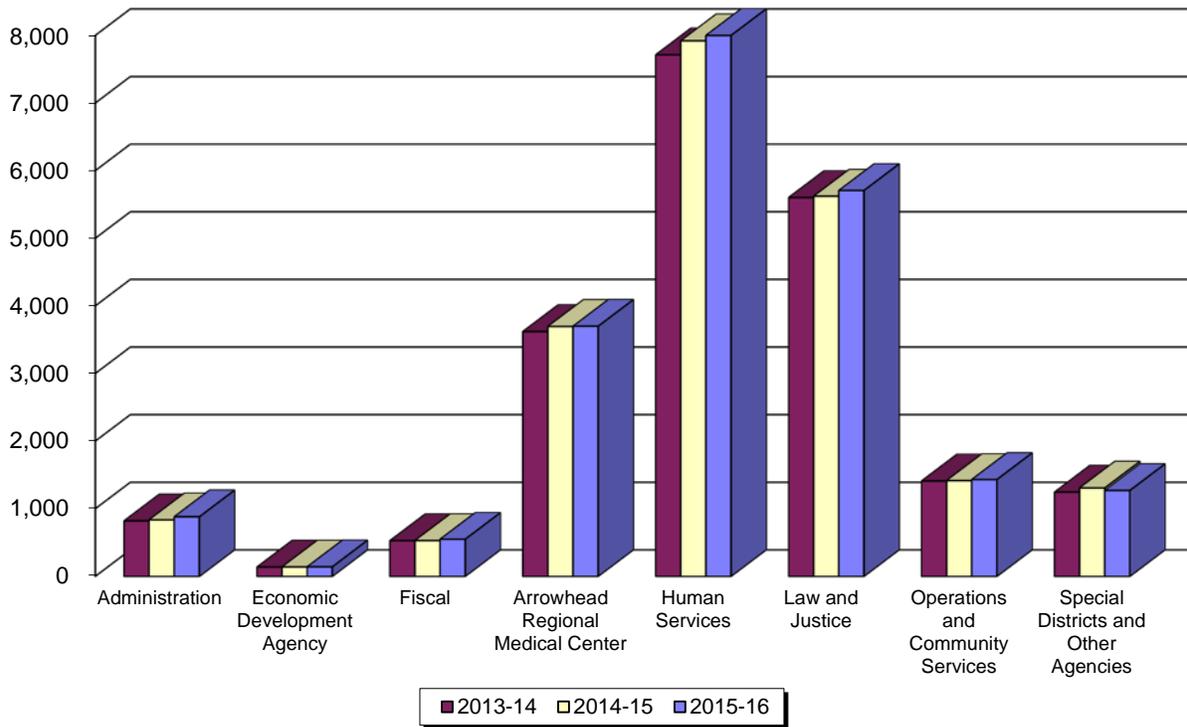
Budgeted staffing is accounted for using headcount; each position, whether full time or part time, is counted as one. The pie chart below depicts the budgeted staffing by group/agency for the 2015-16 fiscal year. The following bar graph illustrates the budgeted staffing for the 2015-16 fiscal year as well as the prior two fiscal years.



Percentages may not add to 100% due to rounding.



### Budgeted Staffing By Group / Agency 2013-14 Through 2015-16 Fiscal Years



	2014-15 Modified Budget Staffing	Change from Modified Budget			2015-16 Recommended Budget Staffing	Percentage Change
		Caseload Driven/ Grant or Special Funded Programs	All Other Programs	Total Change		
County - General Fund	13,852	201	62	263	14,115	1.9%
County - Other Funds	6,307	62	1	63	6,370	1.0%
Special Districts and Other Agencies	1,307	(37)	-	(37)	1,270	(2.8%)
<b>Total</b>	<b>21,466</b>	<b>226</b>	<b>63</b>	<b>289</b>	<b>21,755</b>	

Budgeted staffing for caseload driven/grant, or special funded programs, increased overall by a net 226 positions. Significant changes from the previous year’s modified budgeted staffing in caseload driven, grant or special funded programs include the following:

**County - General Fund**

- **Human Services Administrative Claim** is requesting a net increase of 28 budgeted positions. The net increase is primarily the result of an additional 66 positions in the Children and Family Services Department (CFS) and Department of Aging and Adult Services (DAAS). CFS is adding a total of 66 positions primarily due to Board action on January 27, 2015 (Item No. 29) which added sixty-five (65) CFS Senior Social Service Practitioners (Sr. SSP). The Sr. SSPs will assist with the oversight, mentoring, and training of line staff and allow the supervisory staff to focus on the administrative functions of their role, which is to ensure adherence to Federal, State,



Departmental and Juvenile Court mandates for caseloads comprised of children and young adults ages 0 to 21. The addition of the 65 positions appears as a budgetary increase in 2015-16 since the Board action occurred after the reporting period from which the 2014-15 Modified Staffing figures are based upon. DAAS is increasing 13 positions to increase staffing to improve service delivery in response to a 10% increase in caseload which is related to the implementation of the Coordinated Care Initiative. These increases are offset by the deletion of 51 positions within the Transitional Assistance Department due to the reduction of enhanced state CalFresh Administration funding, which is due to the elimination of the CalFresh waiver that allowed Counties to draw down additional State and Federal funding without additional matching funds from the County.

- **Behavioral Health** is requesting a net budgeted staffing increase of 65 positions between the Behavioral Health and Alcohol and Drug Services budget units. This is primarily due to the anticipated increase in demand for Correctional Mental Health, Mental Health Clinic and Alcohol and Drug Services related to CalWORKs Lifeskills program requirements and the Transitional Assistance Family Stabilization program established in 2014-15.
- **Public Health** is requesting a net increase of 16 budgeted positions. This increase is necessary primarily to address additional grant funding (11 positions) and quality improvement and compliance efforts (4 positions related to accreditation, 2 related to compliance), and other staffing changes to increase efficiency in operations.
- **Public Health – California Children’s Services** is requesting to increase budgeted staffing by 5 positions. This division of the Department of Public Health is a state program that provides case management, diagnosis and treatment services to individuals up to 21 years old with severe qualifying medical conditions and whose families are unable to pay for all or part of the care. The increased clinical and clerical staffing is necessary to address state mandated staffing requirements based on active caseload. Providing proactive medical case management contributes to better care and cost effective efficiencies.
- **Probation – Administration, Correction, Detention** recommends the addition of 43 positions which are the result of Board action on May 19, 2015 (Item No. 84) which authorizes the addition of said positions to expand the current SB 678 supervision program to a level commensurate with confirmed funding. Probation believes that this increase in budgeted staffing will continue to reduce the number of County commitments to state prison. The addition of the 43 positions appears as a budgetary increase in 2015-16 since the Board action occurred after the reporting period from which the 2014-15 Modified Staffing figures are based upon.
- **Public Defender** is requesting an increase of 15 positions in order to assign staff to local school board attendance hearings, respond to increases in caseload associated with the passage of Proposition 47, and to address staffing needs for the department’s case file imaging project.
- **Sheriff’s Department – Detentions** – The Sheriff’s Department is requesting the increase of 18 positions within its Detentions budget unit, of which 15 are funded with additional projected AB 109 funding and are necessary to provide for higher levels of inmate health screening and additional oversight at the jails.

#### County - Other Funds

- **The Department of Behavioral Health – Mental Health Services Act** budget unit is increasing by a net 29 positions. This increase will allow the department to meet the increasing demands for mental health services in Adult System of Care and to also improve programmatic oversight, IT Support for a new billing system and administrative support.
- **Preschool Services** is recommending the addition of 14 budgeted positions, which will enable the Department to staff the additional classrooms at the Fontana Citrus Head Start site and reduce the child to adult ratio in the early Head Start program.



### Special Districts and Other Agencies

- **Fire Protection District** is recommending a net decrease of 38 budgeted positions. This is primarily due to the deletion of vacant paid call and limited term firefighter positions. These positions are being deleted because they are difficult to fill. These deletions will have no impact on operations. Other notable changes include the addition of 30 Firefighter Trainee positions to improve recruitment efforts, the elimination of 11 positions due to reduced contract services for the Hesperia Fire Protection District and the City of Victorville, and the addition of 2 positions to increase supervision of the Inmate Hand Crew program.

Budgeted staffing for all other programs increased a net 63 budgeted positions. Significant changes from the previous year's modified budgeted staffing in all other programs include the following:

- **Administration** - Budgeted staffing within the Administrative Budget Group is increasing by a total of 45 positions. Significant changes within the group include increases in County Administrative Office (CAO) – Automated Systems Development (12), County Counsel (5), Human Resources (9), Fleet (6) and Information Services (7). CAO - Automated Systems Development is adding 12 positions in order to prepare for the launch of the financial accounting system upgrade project. County Counsel is increased by 5 positions due to the increased caseload associated with the opening of a new Juvenile Dependency Courtroom. Human Resources is increasing by 9 budgeted positions to address increased workload associated with employee relations, recruitment, negotiations, and certification. Fleet is adding 6 budgeted positions (3 regular and 3 limited term) to oversee new service centers within the department as well as to meet seasonal staffing needs. Information Services is increasing by 7 budgeted positions across the department's various budget units in order to respond to increased demand for infrastructure, enterprise server, desktop support, telecommunications, radio repair/installation and warehouse services.
- **Fiscal** – The Fiscal Group is increasing budgeted staffing by a total of 20 positions due to additions within the Assessor/Recorder/County Clerk (2) and Auditor-Controller/Treasurer/Tax Collector (18). The Assessor/Recorder/County Clerk is adding 2 limited term positions to enhance public assistance in the information booth at the Hall of Records and to assist with special projects to enhance Recording services. The Auditor-Controller is adding 18 new positions to increase efficiencies within the department in Central Collections, Information Technology, Tax Collection, Auditor and Disbursements. Eight of the new positions in Auditor-Controller are funded by an increase in ongoing Net County Cost in an effort to increase services levels in Accounts Payables, Internal Audits and Tax Collection.
- **Operations and Community Services** – The Operations and Community Services Group is increasing staffing by a net of 10 positions. Significant changes within this group include an increase within Registrar of Voters (36) and a decrease in Regional parks (27). Registrar of Voters is increasing budgeted staffing by 36 positions primarily due to the addition of 35 new limited term positions which are requested in an effort to reduce costly temporary help agency expenditures during peak workload seasons, saving the County over \$150,000 in 2015-16. Regional Parks is decreasing budgeted staffing by 27 positions. Of this total, 7 positions are being deleted at Mojave Narrows Regional Park. The result of this action is a reduction in the number of days per week (from 7 to 5) that the Park will be open to the public. The remaining decrease in budgeted staffing, which includes the deletion of 17 part-time or limited-term vacant positions, should have little or no impact on department operations.

Countywide staffing changes are outlined by County department in the following chart:



**BUDGETED STAFFING SUMMARY**

Department	2013-14 Final Budget	2014-15 Modified Budget	2015-16 Recommended Budget	Change Between 2014-15 & 2015-16
<b>ADMINISTRATION</b>				
<b><u>GENERAL FUND</u></b>				
BOARD OF SUPERVISORS	44	48	51	3
CLERK OF THE BOARD	15	14	13	(1)
COUNTY ADMINISTRATIVE OFFICE	17	17	17	-
COUNTY ADMINISTRATIVE OFFICE - AUTOMATED SYSTEMS DEVELOPMENT	-	-	12	12
COUNTY COUNSEL	85	86	91	5
FINANCE AND ADMINISTRATION	15	18	20	2
HUMAN RESOURCES	79	79	88	9
HUMAN RESOURCES - CENTER FOR EMPLOYEE HEALTH AND WELLNESS	12	12	12	-
INFORMATION SERVICES	100	13	15	2
PURCHASING	20	23	24	1
SUBTOTAL GENERAL FUND	387	310	343	33
<b><u>OTHER FUNDS</u></b>				
FLEET MANAGEMENT	87	87	93	6
HUMAN RESOURCES - COMMUTER SERVICES	3	3	3	-
HUMAN RESOURCES - EMPLOYEE BENEFITS AND SERVICES	30	31	31	-
INFORMATION SERVICES - APPLICATION DEVELOPMENT	-	87	88	1
INFORMATION SERVICES - COMPUTER OPERATIONS	117	120	122	2
INFORMATION SERVICES - TELECOMMUNICATIONS SERVICES	96	98	100	2
PURCHASING - PRINTING SERVICES	15	15	15	-
PURCHASING - SURPLUS PROPERTY AND STORAGE OPERATIONS	2	3	4	1
PURCHASING - MAIL/COURIER SERVICES	25	25	24	(1)
RISK MANAGEMENT - OPERATIONS	59	57	58	1
SUBTOTAL OTHER FUNDS	434	526	538	12
<b>TOTAL ADMINISTRATION</b>	<b>821</b>	<b>836</b>	<b>881</b>	<b>45</b>
<b>ARROWHEAD REGIONAL MEDICAL CENTER</b>				
<b><u>OTHER FUNDS</u></b>				
ARROWHEAD REGIONAL MEDICAL CENTER	3,621	3,696	3,699	3
<b>TOTAL ARROWHEAD REGIONAL MEDICAL CENTER</b>	<b>3,621</b>	<b>3,696</b>	<b>3,699</b>	<b>3</b>
<b>ECONOMIC DEVELOPMENT AGENCY</b>				
<b><u>GENERAL FUND</u></b>				
ECONOMIC DEVELOPMENT	13	10	11	1
<b><u>OTHER FUNDS</u></b>				
COMMUNITY DEVELOPMENT AND HOUSING	21	24	24	-
WORKFORCE DEVELOPMENT	104	105	106	1
SUBTOTAL OTHER FUNDS	125	129	130	1
<b>TOTAL ECONOMIC DEVELOPMENT AGENCY</b>	<b>138</b>	<b>139</b>	<b>141</b>	<b>2</b>



## BUDGETED STAFFING SUMMARY

Department	2013-14 Final Budget	2014-15 Modified Budget	2015-16 Recommended Budget	Change Between 2014-15 & 2015-16
<b>FISCAL</b>				
<b><u>GENERAL FUND</u></b>				
ASSESSOR/RECORDER/COUNTY CLERK	222	222	224	2
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	295	297	315	18
<b>SUBTOTAL GENERAL FUND</b>	<b>517</b>	<b>519</b>	<b>539</b>	<b>20</b>
<b><u>OTHER FUNDS</u></b>				
ASSESSOR/RECORDER/COUNTY CLERK - SPECIAL REVENUE FUNDS	11	10	10	-
<b>SUBTOTAL OTHER FUNDS</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>-</b>
<b>TOTAL FISCAL</b>	<b>528</b>	<b>529</b>	<b>549</b>	<b>20</b>
<b>HUMAN SERVICES</b>				
<b><u>GENERAL FUND</u></b>				
AGING AND ADULT SERVICES - AGING PROGRAMS	43	38	39	1
AGING AND ADULT SERVICES - PUBLIC GUARDIAN - CONSERVATOR	19	19	21	2
CHILD SUPPORT SERVICES	434	431	428	(3)
HEALTH ADMINISTRATION	2	1	1	-
BEHAVIORAL HEALTH	564	513	563	50
BEHAVIORAL HEALTH - ALCOHOL AND DRUG	-	75	90	15
PUBLIC HEALTH	713	715	731	16
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	166	174	179	5
HUMAN SERVICES - ADMINISTRATIVE CLAIM	4,612	4,707	4,735	28
VETERANS AFFAIRS	22	22	22	-
<b>SUBTOTAL GENERAL FUND</b>	<b>6,575</b>	<b>6,695</b>	<b>6,809</b>	<b>114</b>
<b><u>OTHER FUNDS</u></b>				
HUMAN SERVICES - WRAPAROUND REINVESTMENT FUND	6	1	-	(1)
BEHAVIORAL HEALTH - MENTAL HEALTH SERVICE ACT	459	517	546	29
PRESCHOOL SERVICES	674	707	721	14
<b>SUBTOTAL OTHER FUNDS</b>	<b>1,139</b>	<b>1,225</b>	<b>1,267</b>	<b>42</b>
<b>TOTAL HUMAN SERVICES</b>	<b>7,714</b>	<b>7,920</b>	<b>8,076</b>	<b>156</b>
<b>LAW AND JUSTICE</b>				
<b><u>GENERAL FUND</u></b>				
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	488	503	507	4
LAW AND JUSTICE GROUP ADMINISTRATION	1	1	1	-
PROBATION - ADMINISTRATION, CORRECTIONS & DETENTION	1,188	1,183	1,226	43
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	39	39	47	8
PUBLIC DEFENDER	243	247	262	15
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	1,686	1,698	1,696	(2)
SHERIFF - DETENTIONS	1,385	1,373	1,391	18
SHERIFF - LAW ENFORCEMENT CONTRACTS	573	578	577	(1)
<b>SUBTOTAL GENERAL FUND</b>	<b>5,603</b>	<b>5,622</b>	<b>5,707</b>	<b>85</b>
<b><u>OTHER FUNDS</u></b>				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR - PUBLIC GATHERINGS	-	-	-	-
<b>SUBTOTAL OTHER FUNDS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LAW AND JUSTICE</b>	<b>5,603</b>	<b>5,622</b>	<b>5,707</b>	<b>85</b>



**BUDGETED STAFFING SUMMARY**

Department	2013-14 Final Budget	2014-15 Modified Budget	2015-16 Recommended Budget	Change Between 2014-15 & 2015-16
<b>OPERATIONS AND COMMUNITY SERVICES</b>				
<b><u>GENERAL FUND</u></b>				
AGRICULTURE/WEIGHTS AND MEASURES	63	64	64	-
AIRPORTS	20	20	20	-
ARCHITECTURE AND ENGINEERING	21	22	22	-
COMMUNITY SERVICES GROUP	-	-	1	1
COUNTY MUSEUM	22	21	21	-
LAND USE SERVICES - ADMINISTRATION	37	36	38	2
LAND USE SERVICES - LAND DEVELOPMENT	8	8	8	-
LAND USE SERVICES - PLANNING	26	31	31	-
LAND USE SERVICES - BUILDING AND SAFETY	21	23	21	(2)
LAND USE SERVICES - CODE ENFORCEMENT	28	30	33	3
LAND USE SERVICES - FIRE HAZARD ABATEMENT	15	17	14	(3)
PUBLIC WORKS - SURVEYOR	25	25	22	(3)
REAL ESTATE SERVICES (RES)	23	26	24	(2)
RES - FACILITIES MANAGEMENT DIVISION	110	102	107	5
RES - UTILITIES	2	2	2	-
REGIONAL PARKS	252	232	205	(27)
REGISTRAR OF VOTERS	27	37	73	36
SUBTOTAL GENERAL FUND	700	696	706	10
<b><u>OTHER FUNDS</u></b>				
COUNTY LIBRARY	279	291	293	2
COUNTY MUSEUM - MUSEUM STORE	1	2	2	-
PUBLIC WORKS - TRANSPORTATION - ROAD OPERATIONS	345	341	339	(2)
PUBLIC WORKS - SOLID WASTE MANAGEMENT - OPERATIONS	82	83	86	3
REGIONAL PARKS - ENTERPRISE FUNDS	4	4	6	2
REGIONAL PARKS - SPECIAL REVENUE FUNDS	-	-	-	-
SUBTOTAL OTHER FUNDS	711	721	726	5
<b>TOTAL OPERATIONS AND COMMUNITY SERVICES</b>	<b>1,411</b>	<b>1,417</b>	<b>1,432</b>	<b>15</b>
<b>TOTAL COUNTY DEPARTMENTS - GENERAL FUND</b>				
	<b>13,795</b>	<b>13,852</b>	<b>14,115</b>	<b>263</b>
<b>TOTAL COUNTY DEPARTMENTS - OTHER FUNDS</b>				
	<b>6,041</b>	<b>6,307</b>	<b>6,370</b>	<b>63</b>
<b>COUNTY DEPARTMENTS GRAND TOTAL</b>				
	<b>19,836</b>	<b>20,159</b>	<b>20,485</b>	<b>326</b>
<b>SPECIAL DISTRICTS AND OTHER AGENCIES</b>				
<b><u>OTHER FUNDS</u></b>				
SPECIAL DISTRICTS DEPARTMENT	185	188	181	(7)
FIRE PROTECTION DISTRICT	871	911	873	(38)
FLOOD CONTROL DISTRICT	150	162	166	4
OTHER AGENCIES	40	46	50	4
SUBTOTAL OTHER FUNDS	1,246	1,307	1,270	(37)
<b>TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES</b>	<b>1,246</b>	<b>1,307</b>	<b>1,270</b>	<b>(37)</b>
<b>TOTAL ALL COUNTY ENTITIES</b>				
	<b>21,082</b>	<b>21,466</b>	<b>21,755</b>	<b>289</b>



## **CAPITAL IMPROVEMENT PROGRAM**

The County budget summary includes requirements for Capital Improvement Projects. Below find summary information on the types and costs of projects budgeted in 2015-16.

### **CAPITAL PROJECTS FUNDS SUMMARY**

	Fund CJP	Fund CJV	Sub-Total	ARMC Capital Fund CJE	Total
<b>Requirements</b>					
Services and Supplies		522,425	522,425		522,425
Contributions to Non-Owned Projects			-		-
Land	2,201,300		2,201,300		2,201,300
Improvements to Land	15,483,506		15,483,506	1,022,268	16,505,774
Structures and Improvements	195,772,599	1,267,009	197,039,608	4,485,973	201,525,581
Salaries and Benefits Transfers Out	-		-		-
Fixed Assets Transfers Out	844,023		844,023		844,023
<i>Total Requirements</i>	<u>214,301,428</u>	<u>1,789,434</u>	<u>216,090,862</u>	<u>5,508,241</u>	<u>221,599,103</u>

#### Projects Administered by Architecture and Engineering

The Architecture and Engineering Department manages major county projects which include construction and rehabilitation of facilities, and repair projects. The 2015-16 budgets for these projects are summarized in the schedule above. The schedule above does not include operating transfers out or reimbursements as part of total requirements. Instead, the schedule represents total budgeted project costs.

Architecture and Engineering projects include \$216.1 million in projects managed through Capital Funds and \$5.5 million in projects managed through Arrowhead Regional Medical Center Enterprise Funds, for a total project budget of \$221.6 million. The appropriation for the additional projects administered by the Department of Public Works and other units are found within those Department's budget pages. These schedules do not include operating transfers out or reimbursements as part of total requirements. Instead, they represent total budgeted project costs.

In the 2015-16 Recommended Budget, \$67.6 million in new projects are funded primarily using County Discretionary General funding. Major projects include a one-time allocation of \$8.5 million and ongoing allocation of \$17.9 million for the 800 Megahertz (MHz) Upgrade Project, \$11.2 million for the County Buildings Acquisition and Retrofit Project, \$2.5 million for the Sheriff Training Center Lead Mitigation Project, \$1.7 million for the High Desert Detention Center (HDDC) Housing Unit 2 Heating, Ventilation and Air Conditioning (HVAC) Project, \$1.5 million to demolish the old Central Juvenile Hall buildings, and \$1.0 million for a new generator at the HDDC. In addition, the base budget for CIP of \$12.0 million includes funding for \$4.9 million of deferred maintenance at various County and Regional Park facilities; \$1.8 million for various roofing repair/replacement projects; \$1.2 million for HVAC upgrades and maintenance; \$0.9 million for site infrastructure such as sewer and water main repairs and replacements and generator replacements; \$0.9 million for Americans with Disabilities Act (ADA) improvements to improve accessibility and fire/life/safety projects as they occur during the year; \$0.9 million for exterior renovations; \$0.7 million for building system improvements such as elevators and boiler replacements; \$0.6 million for interior renovations and minor remodels; and \$.1 million for roadway and pavement rehabilitation.

Projects approved in prior years but not yet completed total an additional \$154.0 million. The major multi-year carryover projects are the 800 MHz Upgrade Project, the County Buildings Acquisition and Retrofit Project, the Sheriff's Crime Lab Expansion, and the Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport.



### Projects Administered by Other County Departments

Transportation and Solid Waste projects are administered by the Department of Public Works. Requirements for these projects are accounted for in special revenue funds and budgeted in the respective department(s) budgets. Budgets for both the Transportation and Solid Waste departments are found in the Operations and Community Services section of this budget book. Total projects budgeted in 2015-16 (both new and carryover) for Transportation is \$46.2 million, and for Solid Waste is \$11.6 million. Transportation project types include major rehabilitation and overlay, surface chip and seal, and major infrastructure improvements. Solid Waste Management project types include closure construction, liner construction, land acquisition, and construction of landfill gas extraction systems.

The Department of Airports also administers Capital Improvement Projects which are budgeted in various special revenue funds and are included in the department's budget pages. For 2015-16, projects administered by Airports total \$0.3 million.

For a complete listing of capital improvement program highlights for projects administered by other county departments see the Capital Improvement Program Section of this budget book.

### Projects Administered by Flood Control and Special Districts Department

The Flood Control District and the Special Districts Department have independent multi-year capital improvement project plans that are budgeted in special revenue funds, capital projects funds, and enterprise funds and included in the respective department's budget pages.

Flood Control, found in the Operations and Community Services section of this budget book, has twenty-three major improvement projects budgeted in 2015-16. Requirements for these projects (both new and carryover) total \$60.9 million and includes costs associated with right of way acquisition expenses, consultants for design or geotechnical services, labor and construction.

Special Districts Department capital projects are found in the Special Districts Department section of this budget book, in the Capital Improvement Program pages. A total of eighty-one projects are budgeted in 2015-16. Requirements for these projects (both new and carryover) total \$34.7 million. Projects include \$3.9 million for design and construction of Snowdrop Road in the Rancho Cucamonga area, and \$7.4 million for the design and construction of a new site for the relocation of the Big Bear Alpine Zoo.





THIS PAGE LEFT INTENTIONALLY BLANK

