

The County Fiscal Plan (five-year financial forecast) primarily focuses on increases in costs to maintain current services and the amount of discretionary revenue available to fund these costs and/or what mitigations are needed. Under the direction of the Chief Executive Officer, Finance and Administration also identifies needs within the County that are not currently funded and require funding with ongoing or one-time sources.

### ONGOING NEEDS

The 2015-16 Recommended Budget funds \$45.6 million in increased ongoing costs that were included in the County Fiscal Plan presented to the Board on May 12, 2015 (\$33.2 million to maintain current services, which is discussed in the County Fiscal Plan section of this Recommended Budget, and \$12.4 million in increased needs as detailed below).

#### Ongoing Costs Identified to be Funded (in millions)

	<u>Ongoing</u>
Department Services Restoration	
Auditor-Controller/Treasurer/Tax Collector	\$0.4
Clerk of the Board	0.1
Community Services	0.3
Finance and Administration	0.2
Human Resources	0.2
Information Services	0.2
Purchasing	0.1
Surveyor	0.1
Sheriff/Coroner/Public Administrator - Operations	
Contract Pathologists	0.5
Vehicle Replacement Budget	1.6
HDDC Facilities Maintenance	1.6
Additional Sergeants	1.1
Sheriff/Coroner/Public Administrator - Jail Medical/Mental Health	
Mental Health Services	3.0
Medical Software for Electronic Healthcare Records	0.7
Health Screening and Intake	1.5
Physician Service Agreement Increase	0.4
Board of Supervisors Community Outreach	0.3
Regional Parks - Mojave Narrows	(0.4)
Land Use Services Code Enforcement - Illegal Dumping Enforcement	0.4
Museum - Biology Curator	0.1
<b>Additional Ongoing Costs in 2015-16 Recommended Budget</b>	<b><u>\$12.4</u></b>

#### **\$1.6 million for Department Services Restoration**

During the recent recession, departments were required to reduce their budgets, which impacted service levels. Funding has been included in the 2015-16 Recommended Budget to restore a portion of these prior year reductions. These restorations include:



- \$0.4 million to the Auditor-Controller/Treasurer/Tax Collector to restore staffing to various divisions. This includes funding for mandated audits in the internal audits section. Funding also includes the addition of a position to calculate indirect cost rates for departments that charge fees.
- \$0.1 million to the Clerk of the Board for clerical support for the assessment appeals process and for Board meeting videoconferencing maintenance costs.
- \$0.3 million to Community Services for a Deputy Executive Officer to manage Community Services Departments.
- \$0.2 million to Finance and Administration for the addition of a Law and Justice analyst to provide for centralized Law and Justice (L&J) oversight. This will allow for greater analysis and review of countywide L&J operations and finances and Federal and State impacts to L&J Departments.
- \$0.2 million to Human Resources for the addition of a Deputy Director for labor negotiations, an additional Human Resources Analyst for recruitment, and funding for the EOC Diversity Forum.
- \$0.2 million to Information Services to support General Fund audio/visual activities in the Board Chambers and for public service announcements.
- \$0.1 million to Purchasing for the addition of a Supervising Buyer and full funding for a Staff Analyst II position as the result of a study conducted by Human Resources.
- \$0.1 million to the Surveyor to fund mandated Corner Records functions

**\$4.8 million for Sheriff /Coroner/Public Administrator– Increased Operational Costs**

- \$0.5 million for Contract Pathologists to fund two additional positions needed to comply with mandated autopsies in the time allotted by law and changes in compensation to improve retention and recruitment.
- \$1.6 million for restoration of the vehicle replacement budget.
- \$1.6 million for maintenance at the High Desert Detention Center. This maintenance will be provided by Facilities Management and includes maintenance for HVAC, elevators, boilers, and fire life safety systems.
- \$1.1 million for the addition of five detention sergeants to provide for increased supervision at the West Valley Detention Center

**\$5.6 million for Sheriff/Coroner/Public Administrator- Jail Medical/Mental Health**

- \$3.0 million to augment Behavioral Health staff with contract staff to provide higher levels of mental health services to inmates.
- \$0.7 million for medical software to provide electronic healthcare records to track prescriptions and medical procedures provided to inmates.
- \$1.5 million for the addition of 10 Correctional Nurse II's to evaluate inmate health status upon booking/intake screening.
- \$0.4 million to increase physician agreement to allow for increased physician hours to provide higher levels of care.



**\$0.4 million for Other Department Policy Items**

- \$0.3 million to the Board of Supervisors for Community Outreach.
- \$0.4 million reduction in Regional Parks for reduced costs at Mojave Narrows due to modified operating hours.
- \$0.4 million to Land Use Services Code Enforcement for Illegal Dumping Enforcement
- \$0.1 million to the Museum for the addition of a Biology Curator consistent with the recommendations of the Museum consultant study.

**ONE-TIME NEEDS**

The 2015-16 Recommended Budget funds \$70.6 million in increased one-time costs. One-time costs include \$7.4 million per Board policy or direction and \$63.2 million in increased needs. The \$7.4 million in one-time costs per Board policy or direction includes funding the Economic Development Agency with one-time Discretionary General Funding derived from revenue earned by the Department, funding the Registrar of Voters 2015-16 Election Cycle, and funding the required increase in the County's Mandatory Contingencies. Further detail is provided on the following pages of the \$63.2 million in one-time needs included in the 2015-16 Recommended Budget.



**One-time Costs Identified to be Funded in 2015-16  
(in millions)**

	<u>One-Time</u>
Give BIG	\$0.1
Human Services Cal Fresh MOE Waiver Discontinuance	1.3
Law and Justice Proposition 47 Caseload	1.3
District Attorney - Temporary Lease Space	0.3
Sheriff - Recruitment Program	0.5
Sheriff - Detention Sergeants Equipment and Supplies	0.2
County Museum Operations Deficit	0.6
Land Use Services - Accela Permit System Upgrade	0.2
Land Use Services Planning - Countywide Plan	0.3
Land Use Services Planning - Environmental Element	0.2
Land Use Services Planning - Forest Management Plans	0.1
Surveyor - Completion of Old Surveys	0.1
Regional Parks - Lake Gregory Management Fee	0.1
CDH - Countywide Oversight of City RDA Dissolution	0.1
Flood Control - Rimforest Drainage	0.9
Transportation - Road Projects and Loan Repayment	6.4
Capital Improvement Projects	
Jail Beds at Arrowhead Regional Medical Center	22.3
County Buildings Acquisition and Retrofit Project	11.2
800 MHz Upgrade Project	8.5
Sheriff Training Center Lead Mitigation Phase II	2.5
High Desert Detention Center Housing Unit 2 HVAC	1.7
High Desert Detention Center Generator	1.0
Demolition of Old Central Juvenile Hall	1.5
Yucca Valley - Station 41 Room Addition	0.6
Glen Helen Rehabilitation Center Shower Remodel - Phase II	0.4
401 Arrowhead Building HVAC	0.4
Update Valley Public Safety Operations Center (PSOC) Needs Assessment	0.2
Civil Liabilities Remodel - Sheriff	0.2
<b>One-time Costs in 2015-16 Recommended Budget</b>	<b><u>\$63.2</u></b>

**\$0.1 million one-time for CAO - Give BIG**

Give BIG San Bernardino County is a 24-hour online giving day. It is a web based "web-a-thon" that provides a cohesive and collective opportunity for nonprofits to raise funds to address the needs in the local community. Funding for the 2015-16 Give Big Event is recommended to be allocated to the CAO budget.

**\$1.3 million one-time for Human Services - Cal Fresh Maintenance of Effort (MOE) Waiver Discontinuance**

Beginning in 2010-11, the CalFresh MOE Waiver allowed counties to draw down additional federal and half of the state funding for Cal Fresh without increasing the county's MOE. The 2015-16 Governor's proposed budget assumes the first 25% reduction to the CalFresh Waiver in 2015-16 pursuant to the phase out agreement adopted in the 2014-15 State budget. The Board established a General Fund reserve for the CalFresh Waiver Discontinuance in 2013-14. One-time funding of \$1.3 million, funded by the use of the General Fund Reserve, is recommended for the Human Services Department.



**\$1.3 million one-time for Law and Justice - Proposition 47 Caseload**

The State's Proposition 47, the Reduced Penalties for Some Crimes Initiative, was approved on the November 4, 2014 ballot. The initiative reduces the classification of most "non-serious and non-violent property and drug crimes" from a felony to a misdemeanor. Passage of Proposition 47 has resulted in a significant workload increase for the departments of the District Attorney, Public Defender and Indigent Defense. \$1.3 million of one-time funding is recommended for increased costs associated with the Proposition 47 caseload.

**\$0.3 million one-time for District Attorney – Temporary Lease Space**

Additional one-time funding (second year) for the temporary leasing of office space by the District Attorney's Office in close proximity to the Foothill Law and Justice Center that is the direct result of the courts relocating criminal felony and misdemeanor cases from Fontana to Rancho Cucamonga. The lease allows for sufficient time to complete improvements to the Foothill Law and Justice Center that will eventually accommodate District Attorney staff.

**\$0.5 million one-time for Sheriff - Recruitment Program**

Funding for recruitment, advertisement and processing of prospective applicants.

**\$0.2 million one-time for Sheriff - Detention Sergeants**

One-Time equipping costs related to the addition of five detention sergeants at the West Valley Detention Center.

**\$0.6 million one-time for the County Museum - Operations Deficit**

With the loss of contract revenue and previous one-time bridge funding, the Museum will face an operating deficit in 2015-16. It is recommended that \$0.6 million of one-time funding backfill these revenue losses as other replacement revenue is sought.

**\$0.2 million for Land Use Services - Accela Permit System Upgrade**

Use of the Permit Systems Upgrade Reserve to fund 2015-16 project manager costs. Accela is an enterprise land management system that facilitates interdepartmental communication and cooperative processing in a shared data environment.

**\$0.3 million for Land Use Services Planning – Countywide Plan**

Use of the Land Use Services General Plan/Development Code Amendments Reserve to fund contract positions related to the Countywide Plan.

**\$0.2 million for Land Use Services Planning – Environmental Element**

Funding to develop a comprehensive approach to the preservation and conservation of habitat for threatened and endangered species in San Bernardino County.

**\$0.1 million for Land Use Services Planning– Forest Management Plans**

Funding for the County's share of the cost of the Cucamonga Canyon and Lytle Creek Forest Management plans to be developed by the U.S. Forest Service.

**\$0.1 million for Surveyor – Completion of Old Surveys**

In 2012-13, the Records Survey Fee was converted from a flat fee to actual cost. Prior to 2012-13, the flat fee was collected in advance. Consequently, work continues on many of these old surveys and the department of the Surveyor continues to incur costs without offsetting revenue. The recommended one-time allocation will fund the estimated hours that will be spent on these old surveys in 2015-16.

**\$0.1 million for Regional Parks – Lake Gregory Management Fee**

In December 2013, the Board approved a contract with a private company to manage the day to day operations of Lake Gregory Park. The recommended one-time funding of \$0.1 million will fund the final year of the Lake Gregory Management fee paid to the operator.



**\$0.1 million for Community Development and Housing – Countywide Oversight of Redevelopment Agency Dissolution for Cities**

Funding for staff time and other costs to provide this oversight function.

**\$0.9 million for Flood Control – Rimforest Drainage**

A one-time contribution of \$0.9 million funded from the Rimforest Drainage Reserve will pay costs associated with Flood Control's Rimforest Drainage project. This project involves construction of storm drain systems along Highway 18 and inside the village of Rimforest to mitigate the impact of drainage on the stability of the slope.

**\$6.4 million for 2015-16 Transportation – Road Projects and Loan Repayment**

A one-time contribution of \$0.4 million for the following two projects:

- Arrowhead Villa Roadway Slope Failure Repair project, for repair and stabilization of a roadway slope in the Lake Arrowhead area, and
- Stanfield Cutoff Roadway Repair and Bridge Replacement project. This project will replace a bridge and improve the structural integrity of the existing roadway to alleviate traffic congestion and improve recreational access to Big Bear Lake. This is the 2015-16 portion of the project cost. An additional \$0.4 million is recommended to be set-aside in reserves for future years costs related to this project (see Future Funding Needs below).

An additional \$6.0 million of one-time funding is recommended for the repayment of a loan made from the Transportation equipment fund to fund transportation operations in prior years.

**\$50.5 million for Capital Improvement Projects**

One-time funding is recommended for various Capital Improvement projects.

- \$22.3 million for construction of a separate jail ward for prisoners at the Arrowhead Regional Medical Center. The proposed funding source is the fund balance available in the Master Settlement Agreement fund.
- \$11.2 million for the County Buildings Acquisition and Retrofit Project, bringing the total amount funded to \$65.3 million. This project will modernize and seismically retrofit certain buildings in San Bernardino. The total estimated project cost is \$140.0 million.
- \$8.5 million for the 800 MHz Upgrade Project. This project will address the upgrade of the aging 800 Megahertz (MHz) digital radio system countywide. The \$8.5 million is funded with County Fire set-asides.
- \$2.5 million for the Sheriff's Training Center Lead Mitigation Phase II. This project will complete the mitigation of lead in ranges 3, 4, 5 and the rifle range at the Sheriff's Training Center at 18000 Institution Road in Devore.
- \$1.7 million for the High Desert Detention Center Housing Unit 2 HVAC. This project will replace swamp coolers with HVAC package units in Housing Unit 2.
- \$1.0 million for the HDDC Generator project to replace the generator at the newly expanded portion of the HDDC in Adelanto with a new, larger generator, and replace the older existing generator, currently serving the original portion of the facility, with the one moved from the expansion area.
- \$1.5 million for Demolition of Old Central Juvenile Hall. This project will demolish structures abandoned after the completion of the new Central Juvenile Detention and Assessment Center on Gilbert Street in San Bernardino. The buildings are located on nearly eight acres of land. The demolition will eliminate safety concerns and will provide available property for development.
- \$0.6 million for the Yucca Valley Fire Station 41 Room Addition. This project will expand Fire Station 41 in Yucca Valley by approximately 1,400 square feet. The scope of work includes a larger kitchen, dining space for firefighters, and a separate day room.



- \$0.4 million for the Glen Helen Rehabilitation Center (GHRC) Shower Remodel to remodel showers in the M1, M2 and B Block dorm units at the GHRC in Devore.
- \$0.4 million for the 401 Arrowhead Building HVAC project. This project in the amount of \$400,000 will replace the existing chiller and tower for the HVAC system at 401 N. Arrowhead Avenue in San Bernardino.
- \$0.2 million for the Valley Public Safety Operations Center (PSOC) Needs Assessment to fund a consultant agreement to reassess the requirements for a new Valley PSOC to replace the aging, inadequate facilities on Miro Way in Rialto. A needs assessment was done in 2008 and is outdated. A new assessment is required for a valley location to determine site selection, plans, communication requirements, and proposed cost based on the needs of the County today.
- \$0.2 million Civil Liabilities Remodel – The cost to remodel existing space into a conference room and provide additional cubicle space at the Sheriff’s Headquarters located at 655 E. 3rd Street in San Bernardino.

**FUTURE ONE-TIME NEEDS**

In addition to one-time needs allocated for use in 2015-16, there are future one-time needs for which funding is recommended. This funding is recommended to be set aside in County General Fund Reserves. The detail of these needs is described below.

**One-time Needs Set-Aside in General Fund Reserves  
(in millions)**

	One-Time
Labor	\$2.5
Give BIG	0.2
Property Tax System	5.0
Litigation	4.4
General Purpose	6.3
Fire Facilities	14.3
Land Use Services General Plan/Development Code Amendments	1.5
Lake Gregory Dam	3.8
Transportation Projects	
National Trails Highway	5.0
Glen Helen Parkway Bridge Replacement	1.4
Cedar Avenue Interchange	8.2
Green Tree Blvd. Connection	0.9
Stanfield Cutoff Road Repair and Bridge Replacement	0.4
Capital Improvement Projects	6.7
<b>One-time Reserve Contributions in 2015-16 Recommended Budget</b>	<b>\$60.6</b>

**\$2.5 million one-time increase in Labor Reserve**

The County is currently in contract negotiations with various labor groups and it is anticipated that additional one-time funds may be required as a result of those negotiations.



**\$0.2 million one-time for the 'Give Big' Campaign**

\$200,000 is recommended to be set aside in Reserves to provide funding for the Give Big campaign in 2016-17 and 2017-18. Give BIG San Bernardino County is a 24-hour online giving day. It is a web based "web-a-thon" that provides a cohesive and collective opportunity for nonprofits to raise funds to address the needs in the local community.

**\$5.0 million one-time increase in the Property Tax System Reserve**

\$5.0 million in one-time funding to increase the Property Tax System Reserve from \$20.0 million to \$25.0 million. The replacement of the current system is currently estimated to cost \$40.0 million.

**\$4.4 million one-time for Litigation**

One-time funding is recommended to be set aside for legal costs and settlement agreements.

**\$6.3 million one-time for the General Purpose Reserve**

The County's Fund Balance and Reserve Policy provides for a General Purpose Reserve targeted at 20% of locally funded appropriation. This policy states that this reserve shall be built up with one-time sources until the established target is achieved. The recommended one-time contribution of \$6.3 million for 2015-16 brings the General Purpose Reserve to 14% of locally funded appropriation.

**\$14.3 million one-time for Fire Facilities**

One-time funding is recommended for the establishment of General Fund reserves for County Fire including \$13.5 million for a Consolidated Headquarters and \$0.8 million for a Fire Training Center. County Fire's HazMat Division is setting aside an additional \$1.7 million in County Fire set-asides for the Fire Training Center.

**\$1.5 million one-time for Land Use Services General Plan/Development Code Amendments**

An additional contribution to the Land Use Services General Plan/Development Code Amendments reserve is recommended to provide funding for the Countywide Plan and Community Plan updates. This funding will be used to backfill department staff who will be engaged in this project.

**\$3.8 million one-time for Lake Gregory Dam**

An additional contribution to the General Fund Reserve for the Lake Gregory Dam Project to fund additional costs of this project.

**\$15.9 million one-time for the Transportation Projects**

One-time funding is recommended to establish General Fund Reserves for the following Transportation Projects.

- \$5.0 million for an additional contribution to the National Trails Highway Reserve
- \$1.4 million for an additional contribution to the Glen Helen Parkway Bridge Replacement Reserve
- \$8.2 million for establishment of the Cedar Avenue Interchange Reserve. This project will widen Cedar Avenue at the Interstate 10 overcrossing and at the Union Pacific Railroad bridge, and modify Interstate 10 ramps at Cedar Avenue.
- \$0.9 million for establishment of the Green Tree Boulevard Connection Reserve. This project will construct a new road from Yates Road westward and ending at the intersection of Green Tree Boulevard and Hesperia Road
- \$0.4 million for establishment of the Stanfield Cutoff Road Repair and Bridge Replacement Reserve. This project will replace a bridge and improve the structural integrity of the existing roadway to alleviate traffic congestion and improve recreational access to Big Bear Lake.

**\$6.7 million one-time for the Capital Improvement Projects Reserve**

\$6.7 million in one-time funding is recommended for future costs of capital improvement projects.

