

**ADMINISTRATION
SUMMARY**

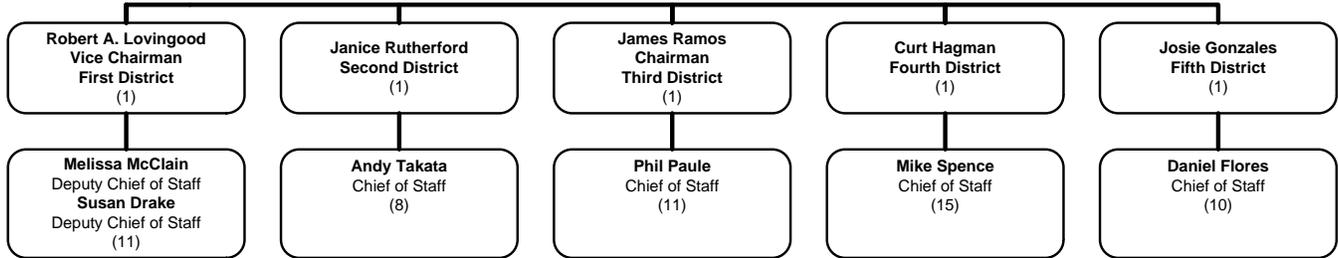
	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
<u>GENERAL FUND</u>					
BOARD OF SUPERVISORS					
BOARD OF SUPERVISORS	2	7,663,486	0	7,663,486	60
BOARD DISCRETIONARY FUND	7	1,555,087	0	1,555,087	0
CLERK OF THE BOARD	9	2,099,466	219,235	1,880,231	13
COUNTY ADMINISTRATIVE OFFICE					
COUNTY ADMINISTRATIVE OFFICE	14	5,076,909	0	5,076,909	17
LITIGATION	21	395,761	0	395,761	0
COUNTY COUNSEL	23	9,654,658	6,275,947	3,378,711	95
FINANCE AND ADMINISTRATION					
FINANCE AND ADMINISTRATION	28	3,065,263	0	3,065,263	20
HUMAN RESOURCES					
HUMAN RESOURCES	42	7,353,290	846,622	6,506,668	98
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	48	2,200,957	2,200,957	0	12
UNEMPLOYMENT INSURANCE	51	4,000,500	0	4,000,500	0
INFORMATION SERVICES					
GIS AND MULTI-MEDIA SERVICES	59	2,412,145	212,922	2,199,223	15
PURCHASING					
PURCHASING	73	2,536,046	820,330	1,715,716	25
LOCAL AGENCY FORMATION COMMISSION	97	308,741	0	308,741	0
COUNTY SCHOOLS	100	3,195,672	0	3,195,672	0
TOTAL GENERAL FUND		<u>51,517,981</u>	<u>10,576,013</u>	<u>40,941,968</u>	<u>355</u>
CAPITAL FACILITIES LEASES	33	<u>7,240,810</u>	<u>0</u>	<u>7,240,810</u>	<u>0</u>
				Use of (Contribution to) Fund Balance	
	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>		<u>Staffing</u>
<u>SPECIAL REVENUE FUNDS</u>					
FINANCE AND ADMINISTRATION:					
DISASTER RECOVERY FUND	35	0	7,530	(7,530)	0
HUMAN RESOURCES:					
COMMUTER SERVICES	53	942,881	747,200	195,681	4
EMPLOYEE BENEFITS AND SERVICES	56	3,568,640	3,490,335	78,305	29
TOTAL SPECIAL REVENUE FUNDS		<u>4,511,521</u>	<u>4,245,065</u>	<u>266,456</u>	<u>33</u>
				Use of (Contribution to) Net Position	
	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>		<u>Staffing</u>
<u>INTERNAL SERVICES FUNDS</u>					
FLEET MANAGEMENT	37	40,468,867	35,595,554	4,873,313	95
INFORMATION SERVICES:					
COMPUTER OPERATIONS	64	34,140,670	27,987,757	6,152,913	132
TELECOMMUNICATION SERVICES	67	35,796,822	29,478,170	6,318,652	100
APPLICATION DEVELOPMENT	70	15,972,163	14,693,515	1,278,648	89
PURCHASING:					
PRINTING SERVICES	79	3,969,750	3,602,500	367,250	17
SURPLUS PROPERTY AND STORAGE OPERATIONS	82	1,460,994	1,266,500	194,494	4
MAIL/COURIER SERVICES	85	6,162,036	6,184,173	(22,137)	21
RISK MANAGEMENT:					
OPERATIONS	88	125,000	125,173	(173)	62
INSURANCE PROGRAMS	94	106,171,377	103,322,700	2,848,677	0
TOTAL INTERNAL SERVICE FUNDS		<u>244,267,679</u>	<u>222,256,042</u>	<u>22,011,637</u>	<u>520</u>



BOARD OF SUPERVISORS

James Ramos, Chairman

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Board of Supervisors	7,663,486	0	7,663,486			60
Board Discretionary Fund	1,555,087	0	1,555,087			0
Total General Fund	9,218,573	0	9,218,573	0	0	60
Total - All Funds	9,218,573	0	9,218,573	0	0	60



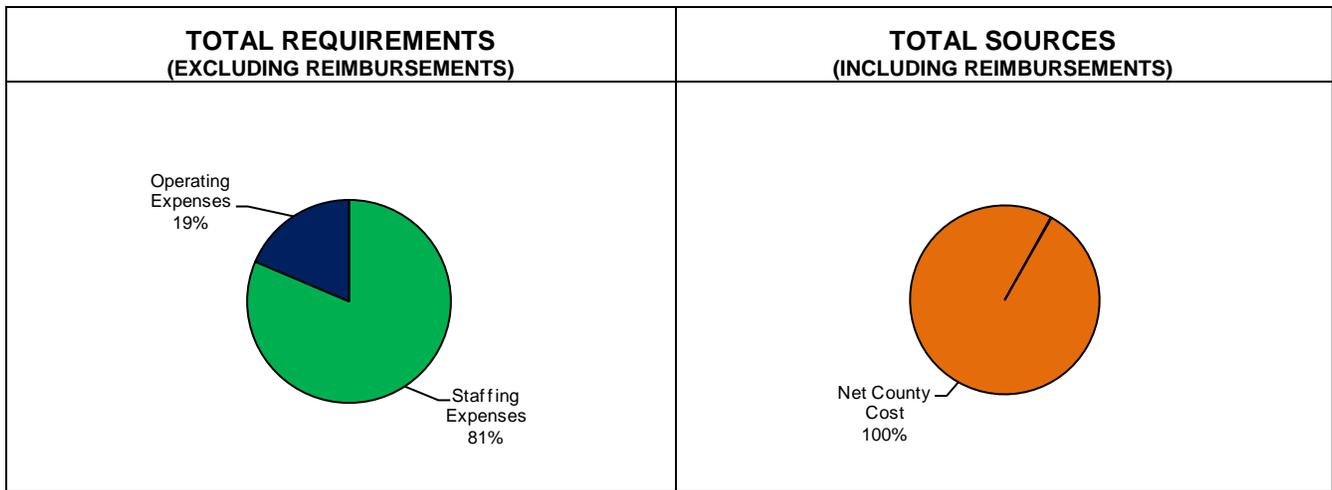
Board of Supervisors

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$7,677,038
Total Sources (Incl. Reimb.)	\$13,552
Net County Cost	\$7,663,486
Total Staff	60
Funded by Net County Cost	100%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Board of Supervisors
FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	5,799,414	5,637,447	5,467,523	6,161,558	5,805,136	6,249,772	88,214
Operating Expenses	1,519,482	844,180	1,137,769	1,530,024	1,283,579	1,427,266	(102,758)
Capital Expenditures	0	0	11,444	0	0	0	0
Total Exp Authority	7,318,896	6,481,627	6,616,736	7,691,582	7,088,715	7,677,038	(14,544)
Reimbursements	(95,110)	0	(429)	(9,000)	(13,136)	(13,552)	(4,552)
Total Appropriation	7,223,786	6,481,627	6,616,307	7,682,582	7,075,579	7,663,486	(19,096)
Operating Transfers Out	13,504	0	0	0	0	0	0
Total Requirements	7,237,290	6,481,627	6,616,307	7,682,582	7,075,579	7,663,486	(19,096)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	2,922	0	0	0	0
Total Revenue	0	0	2,922	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	2,922	0	0	0	0
Net County Cost	7,237,290	6,481,627	6,613,385	7,682,582	7,075,579	7,663,486	(19,096)
Budgeted Staffing*	35	44	48	51	51	60	9

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$6.2 million make up the majority of the Board of Supervisor's (Board) expenditures within this budget unit. Operating Expenses of \$1.4 million include COWCAP, phone services, office expenses, courier and printing charges, facilities management basic services, and travel related expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Board include an increase in Staffing Expenses of \$88,214, which is primarily due to negotiated salary increases and an increase in the total number of positions. This increase is offset by a decrease in Operating Expenses of \$102,758, primarily due to decreases in COWCAP charges (\$79,997) and general liability insurance (\$140,016), that are partially offset by an increase in Central Services charges (\$85,213).

For 2016-17 each district will receive an equal allocation of \$1.49 million in Net County Cost, totaling \$7.45 million across all five districts. In addition to this amount, each district will receive a share of augmentation funding based on the Board's augmentation plan which was adopted as part of the 2012-13 Budget and directed that \$214,257 be allocated among each district budget based on the percentage of unincorporated population. The 2016-17 budget allocates the augmentation funding under the same methodology as in 2015-16 and is as follows:



Formula for Allocation of Staff Augmentation Funds			
Supervisory District	Population (Unincorporated)	% of Total Unincorporated Population	Allocation Amount*
1	95,846	32.8%	70,382
2	59,401	20.4%	43,619
3	73,950	25.3%	54,303
4	13,117	4.5%	9,632
5	49,462	17.0%	36,321
Total	291,776	100%	214,257

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
First District	11	2	-1	0	12	11	1	
Second District	8	1	0	0	9	8	1	
Third District	10	3	-1	0	12	11	1	
Fourth District	12	6	-2	0	16	15	1	
Fifth District	10	2	-1	0	11	10	1	
Total	51	14	-5	0	60	55	5	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$6.2 million fund 60 budgeted positions of which five are regular positions and 55 are limited term positions.

There is a net increase of nine budgeted positions in this budget unit. Supervisory Districts make staffing adjustments to limited term positions through separate board agenda items; however, it is through the annual budget process that these positions are added into the budget. This increase represents the net change resulting from staff added by separate board agenda items throughout 2015-16 and the deletion of positions which have become vacant throughout the year. Limited term positions within this budget unit are deleted upon becoming vacant.

Staffing changes are as follows and include a total of five deletions and 14 additions, for a net increase of nine budgeted positions:

Additions (14 total)

- 1 District Board Secretary I (First District)
- 1 Policy Advisor II (First District)
- 1 Intern Staff Assistant II (Second District)
- 2 Field Representative I (Third District)
- 1 Supervisors Executive Aide II (Third District)
- 1 Deputy Chief of Staff (Fourth District)
- 2 Community Service Liaison (Fourth District)
- 2 Policy Advisor I (Fourth District)
- 1 Policy Advisor II (Fourth District)
- 1 Field Representative I (Fifth District)
- 1 Communications Advisor I (Fifth District)



Deletions (5 total)

- 1 Community Service Liaison (First District)
- 1 Community Service Liaison (Third District)
- 1 Special Assistant (Fourth District)
- 1 Field Representative II (Fourth District)
- 1 Field Representative I (Fifth District)



Board Discretionary Fund

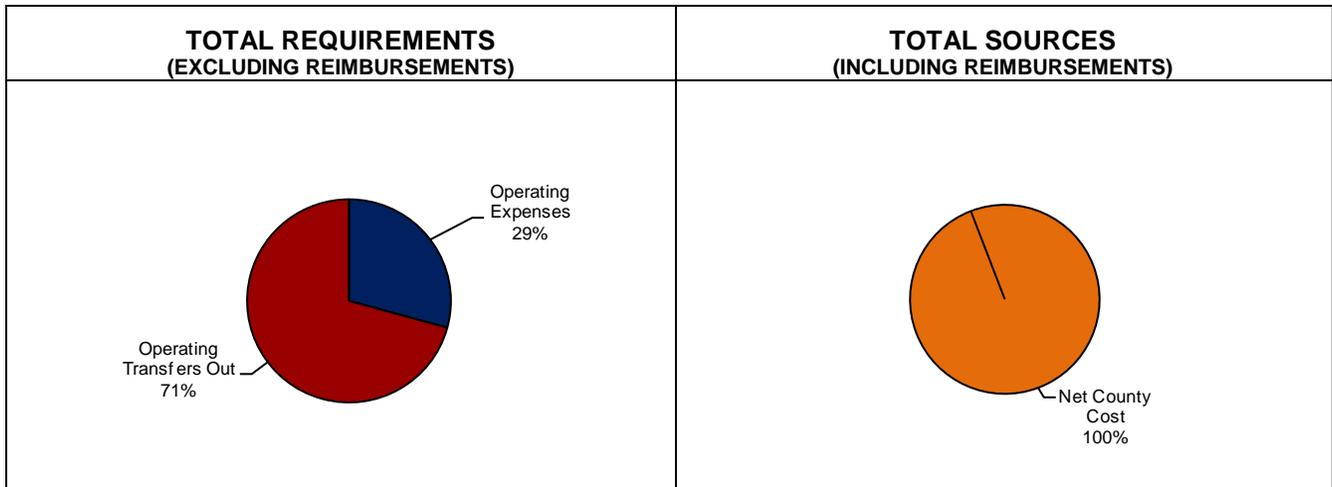
DESCRIPTION OF MAJOR SERVICES

Beginning in 1999-00, \$1.0 million was allocated evenly between the five supervisorial districts as board discretionary funding for priority policy needs that may be identified during the fiscal year. In 2005-06, the annual allocation was increased to \$2.0 million, and in 2006-07 it was increased to \$2.5 million. During 2008-09, the annual allocation was increased to \$3.75 million, which was maintained for 2009-10. The annual funding for 2010-11 was decreased to \$2.25 million and was subsequently transferred into the Board of Supervisors (Board) operating budget as part of the County's First Quarter Budget Report, which was approved by the Board on November 2, 2010. In 2011-12, the Board began obligating the remaining balance of funds via the County quarterly budget reports. Once approved, allocations are to be expensed within twelve months and existing allocations not spent within a fiscal year are carried over to the subsequent fiscal year by district. There is currently no ongoing funding included in this budget unit. County Policy 05-10 (formerly 02-18) provides that these funds are to be exhausted by December 29, 2016, and any remaining unspent funds are to be returned to the County General Fund.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$1,555,087
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$1,555,087
Total Staff	0
Funded by Net County Cost	100%

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Board Discretionary Fund
FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	4,128,360	1,766,730	1,644,785	1,761,716	256,629	455,087	(1,306,629)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	4,128,360	1,766,730	1,644,785	1,761,716	256,629	455,087	(1,306,629)
Reimbursements	(17,795)	0	(671)	0	0	0	0
Total Appropriation	4,110,565	1,766,730	1,644,114	1,761,716	256,629	455,087	(1,306,629)
Operating Transfers Out	298,750	33,500	50,428	750,000	700,000	1,100,000	350,000
Total Requirements	4,409,315	1,800,230	1,694,543	2,511,716	956,629	1,555,087	(956,629)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	45,000	153,925	0	0	0	0	0
Total Revenue	45,000	153,925	0	0	0	0	0
Operating Transfers In	58,989	0	0	0	0	0	0
Total Financing Sources	103,989	153,925	0	0	0	0	0
Net County Cost	4,305,326	1,646,305	1,694,543	2,511,716	956,629	1,555,087	(956,629)
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of \$1.6 million represent funds carried over from prior fiscal years to support various community programs and projects that promote the health, safety, well-being, and quality of life for County residents. Operating Transfers Out make up the majority of expenditures within this budget unit and include allocations made directly to County departments to support various public works and community improvement projects. Operating Expenses include allocations to support local agencies and non-profits.

BUDGET CHANGES AND OPERATIONAL IMPACT

These funds are utilized by Supervisorial Districts to support community programs and projects. In accordance with County Policy 05-10, these funds are allocated at the sole discretion of the Supervisor within his or her own Supervisorial District. On February 7, 2012, the Board adopted an amendment to County Policy 02-18 (now County Policy 05-10) which revised the policy related to the administration of these funds. In addition to new procedures regarding the administration of these funds, a subsequent amendment to the policy adopted by the Board on November 17, 2015, also provides that these funds are to be exhausted by December 29, 2016, and any remaining unspent funds are to be returned to the County General Fund.

The budget includes a reduction of \$956,629 in Requirements as a result of payments made to support community programs and projects during the 2015-16 fiscal year. As of the Second Quarter Budget Report on March 1, 2016, funds remaining to be obligated by the Districts total approximately \$1.2 million. There is currently no ongoing funding included in this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



CLERK OF THE BOARD

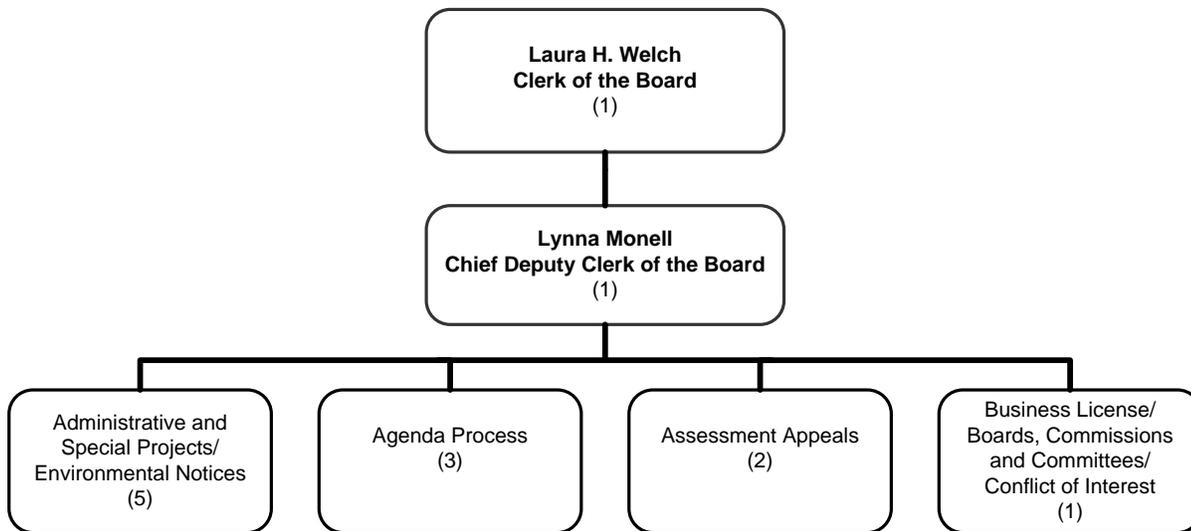
Laura H. Welch

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Clerk of the Board	2,099,466	219,235	1,880,231			13
Total General Fund	2,099,466	219,235	1,880,231	0	0	13
Total - All Funds	2,099,466	219,235	1,880,231	0	0	13



2015-16 MAJOR ACCOMPLISHMENTS

- Reached disposition or two-year waiver filed for all 4,850 2013-14 Assessment Appeal applications, which met the November 30, 2015, statutory deadline.
- Updated the business licensing ordinance to align practices with state law by eliminating the County Junk and Secondhand Dealers license program thereby shifting regulatory oversight to the state.
- Worked with the Assessor’s Office and Information Services Department to implement changes to the department’s Assessment Appeals system to streamline the input and review of Assessment Appeals using a direct Property Information Systems (PIMS) data interface resulting in increased efficiencies thereby reducing the time to review and process Assessment Appeals applications.
- Collaborated with Environmental Health Services (EHS) in identifying rental dwellings and hotel/motels that were unlicensed resulting in EHS updating inspection forms to include notification of business license requirements to ensure compliance with the County Code.
- Collaborated with Human Resources to include Statement of Economic Interests (Form 700) requirements on EMACS forms to assist Filing Officers in identifying Form 700 filers at time of employment action which has resulted in increased compliance countywide with the California Fair Political Practices Commission requirements.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Percentage of electronic submissions of Assessment Appeal applications.	33.59%	40%	22%	22%
STRATEGY	Maintain electronic submissions of Assessment Appeal applications to provide accurate, timely and efficient processing of applications.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Turnaround time for processing of new business licenses.	11 days	10 days	11.5 days	11 days
STRATEGY	Maintain turnaround time for issuance of new business licenses.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Turnaround time for processing of renewal business licenses.	9.43 days	10 days	10 days	10 days
STRATEGY	Maintain turnaround time for issuance of renewal business licenses.					



Clerk of the Board

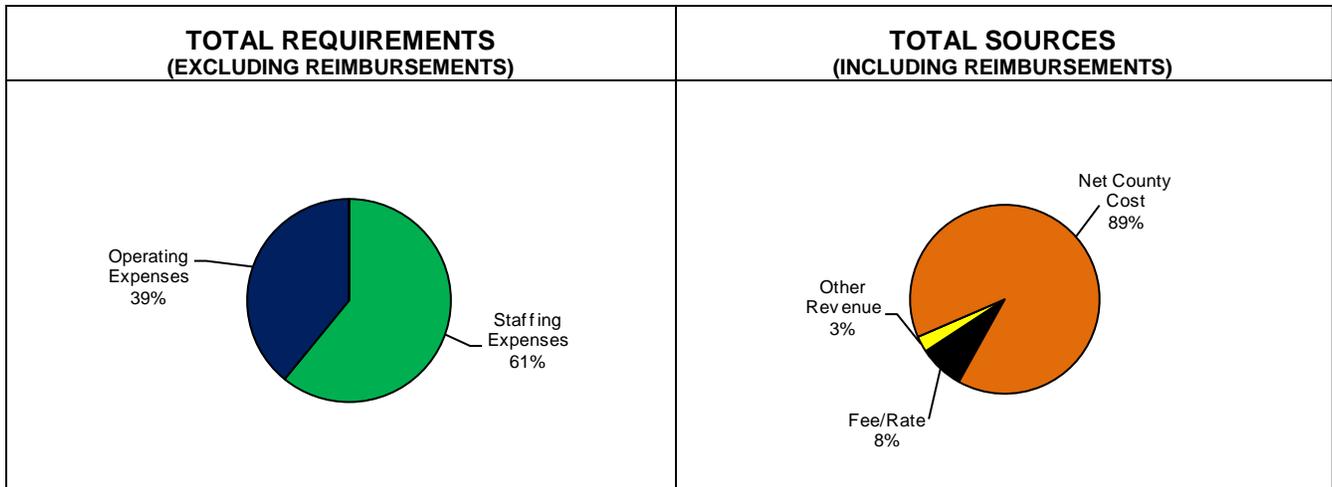
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,099,466
Total Sources (Incl. Reimb.)	\$219,235
Net County Cost	\$1,880,231
Total Staff	13
Funded by Net County Cost	89%

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	994,418	1,202,434	1,162,842	1,243,935	1,243,506	1,278,311	34,376
Operating Expenses	750,228	1,019,624	934,739	865,510	789,454	821,155	(44,355)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,744,646	2,222,058	2,097,581	2,109,445	2,032,960	2,099,466	(9,979)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,744,646	2,222,058	2,097,581	2,109,445	2,032,960	2,099,466	(9,979)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,744,646	2,222,058	2,097,581	2,109,445	2,032,960	2,099,466	(9,979)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	285,397	229,638	185,421	194,747	165,094	161,610	(33,137)
Other Revenue	35,934	35,563	47,953	41,425	37,250	57,625	16,200
Total Revenue	321,331	265,201	233,374	236,172	202,344	219,235	(16,937)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	321,331	265,201	233,374	236,172	202,344	219,235	(16,937)
Net County Cost	1,423,315	1,956,857	1,864,207	1,873,273	1,830,616	1,880,231	6,958
Budgeted Staffing*	13	15	14	13	13	13	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

The majority of the COB Requirements consist of Staffing Expenses to support functions of the Board of Supervisors and Assessment Appeals processing. Operating Expenses of \$821,155 include costs related to office expenses, vendor service contracts, application development maintenance and support costs, transfers, and assessment appeals costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Total Requirements are decreasing by \$9,979. This reflects an increase of \$34,376 in Staffing Expenses due to negotiated salary increases. Operating Expenses are decreasing by \$44,355 primarily due to a reduction in services and supplies to offset a decrease in revenue. Total Sources are decreasing by \$16,937 primarily due to an anticipated reduction in the number of Assessment Appeal application submissions.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration/Special Projects/Environmental Notices	7	0	0	0	7	0	7	
Agenda Process	3	0	0	0	3	0	3	
Assessment Appeals	2	0	0	0	2	0	2	
Business License/Board Commissions and Committees/Conflict of Interest	1	0	0	0	1	0	1	
Total	13	0	0	0	13	0	13	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.3 million fund 13 budgeted regular positions. There are no budgeted staffing changes.



COUNTY ADMINISTRATIVE OFFICE

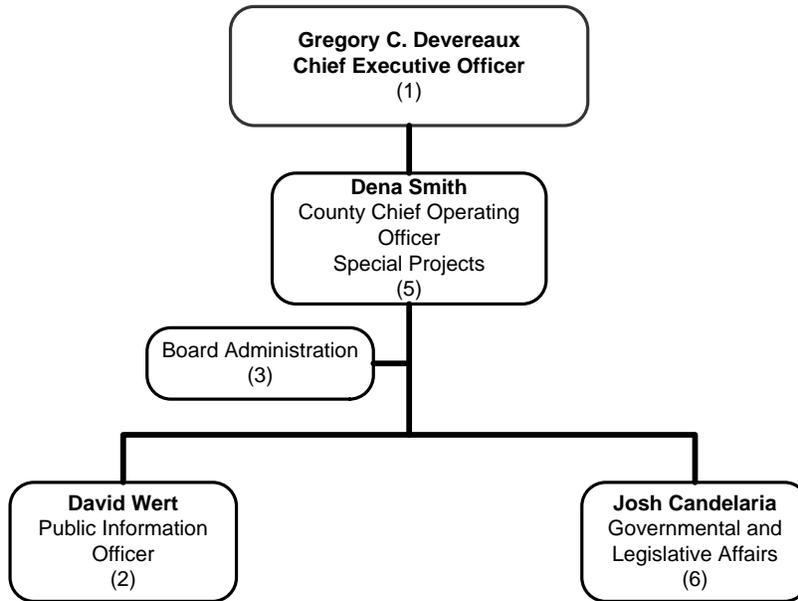
Gregory C. Devereaux

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Administrative Office	5,076,909	0	5,076,909			17
Litigation	395,761	0	395,761			0
Total General Fund	5,472,670	0	5,472,670	0	0	17
Total - All Funds	5,472,670	0	5,472,670	0	0	17



2015-16 MAJOR ACCOMPLISHMENTS

- Coordinated transition, recovery, and documentation efforts following the December 2, 2015, Terrorist Attack.
- Continued as facilitator of the Countywide Vision Leadership Team.
- Coordinated “Vision2Read” literacy initiative in support of the Vision’s Cradle to Career Regional Implementation Goal.
- Successfully sponsored bills to expedite: 1) election ballot counting and 2) siting of renewable energy projects on already disturbed mining lands.
- Maintained the “Government Works” feature on CountyWire to highlight innovation and efficiencies by County agencies.
- Coordinated preparation of the 7th annual Community Indicators Report.
- Established San Bernardino County “wiki” website as a repository for documentation of complex, long-standing, historical issues and decisions affecting County operations.
- Completed implementation of Contract Tracking System in all departments.
- Led Policy Review Committee efforts to establish a system for ongoing, proactive review and update of County Policies and Standard Practices.
- Coordinated launch of the Countywide Plan, which includes the General Plan update, Community Plan Continuum, and development of the County Business Plan.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION	
OBJECTIVE	Continue the County role of convening conversations on community collaboration and collective action.
OBJECTIVE	Continue to promote the Countywide Vision and support the Element Groups.
STRATEGY	Continue to facilitate and support Countywide Vision Leadership Team and Element Group activities.
STRATEGY	Coordinate public-facing initiatives in support of the Countywide Vision.
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS	
OBJECTIVE	Continue to develop and maintain consistent messaging for the organization.
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.
STRATEGY	Review and coordinate public communications to ensure consistent messaging and branding.



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER	
OBJECTIVE	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.
STRATEGY	Continue to refine budget planning, reporting and forecasting systems to achieve financial and programmatic balance and more fully inform policy development by the Board of Supervisors.
STRATEGY	Oversee implementation of enterprise financial accounting and permitting systems through use of information management best practices.
COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY	
OBJECTIVE	Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.
OBJECTIVE	Work collaboratively with cities on zoning and development standards in their spheres of influence.
OBJECTIVE	Prioritize investments in services and amenities for County unincorporated communities.
STRATEGY	Coordinate implementation of the Countywide Plan which includes the General Plan update, community plan continuum and development of the County Business Plan.
STRATEGY	Continue to prioritize investment to maintain existing infrastructure and explore strategies, including development impact fees, to fund future development of infrastructure for County unincorporated areas.
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES	
OBJECTIVE	Collaborate with other agencies to help shape legislation and regulations which affect the County.
OBJECTIVE	Maintain close working relationships with cities, tribes and other governmental agencies.
STRATEGY	Sponsor and support legislation and actively engage federal and state legislators to support County interests and priorities.
STRATEGY	Lead efforts and engage regional stakeholders in development of a successor agreement for emergency medical transportation services.



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)	
OBJECTIVE	Support County employees affected by the December 2, 2015 terrorist attack.
OBJECTIVE	Develop a memorial honoring County victims and first responders.
OBJECTIVE	Document actions taken to support the victims and the County organization and analyze their effectiveness in order to share lessons learned with those preparing for or suffering similar tragedies.
STRATEGY	Coordinate recovery, documentation, and evaluation efforts following the December 2, 2015 Terrorist Attack.
STRATEGY	Coordinate with the Board of Supervisors on the development of a December 2, 2015 memorial honoring County victims and first responders.



County Administrative Office

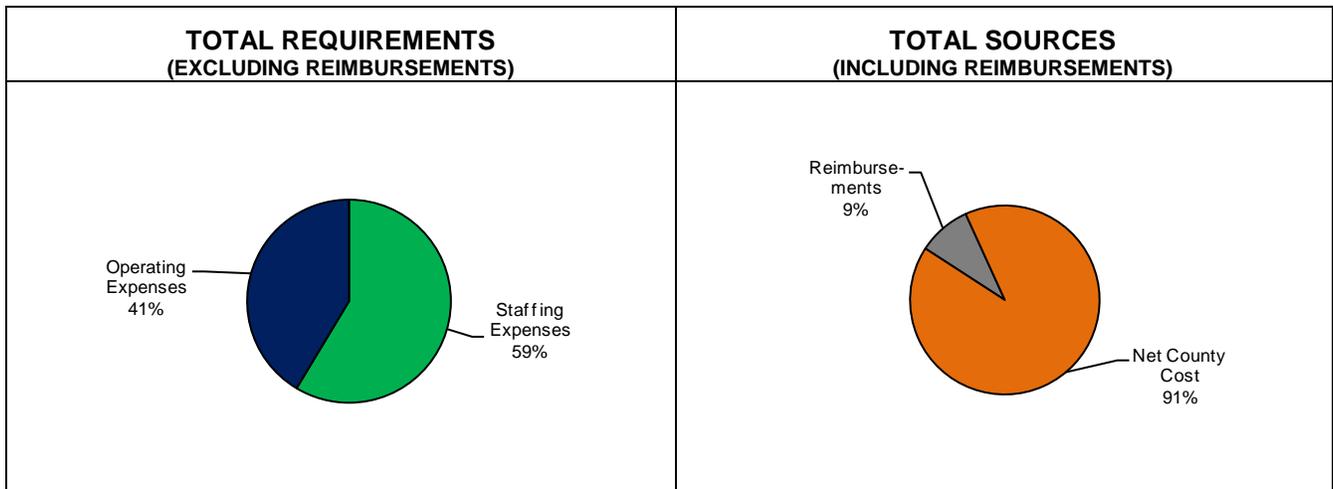
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$5,582,291
Total Sources (Incl. Reimb.)	\$505,382
Net County Cost	\$5,076,909
Total Staff	17
Funded by Net County Cost	91%

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
 DEPARTMENT: County Administrative Office
 FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,774,729	2,880,499	3,139,500	3,117,996	3,058,416	3,267,529	149,533
Operating Expenses	1,499,448	1,989,142	1,923,177	2,443,918	2,411,560	2,307,762	(136,156)
Capital Expenditures	0	0	0	0	0	7,000	7,000
Total Exp Authority	4,274,177	4,869,641	5,062,677	5,561,914	5,469,976	5,582,291	20,377
Reimbursements	(469,501)	(467,713)	(543,226)	(501,095)	(502,731)	(505,382)	(4,287)
Total Appropriation	3,804,676	4,401,928	4,519,451	5,060,819	4,967,245	5,076,909	16,090
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,804,676	4,401,928	4,519,451	5,060,819	4,967,245	5,076,909	16,090
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	44,335	0	4,477	0	5,199	0	0
Total Revenue	44,335	0	4,477	0	5,199	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	44,335	0	4,477	0	5,199	0	0
Net County Cost	3,760,341	4,401,928	4,514,974	5,060,819	4,962,046	5,076,909	16,090
Budgeted Staffing*	17	17	17	17	17	17	0

*Data represents modified budgeted staffing

Note: The County Administrative Office is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$295,364 which represents the County Administrative Office's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$3.3 million represent the majority of expenditures in this department and fund 17 budgeted positions. Operating Expenses of \$2.3 million include the Fair Political Practices Commission contract and the federal and state lobbyist contracts. Capital Expenditures of \$7,000 are related to the purchase of technology equipment for the CAO Conference Room. Reimbursements of \$505,382 fund a portion of Staffing Expenses (\$197,382) and Operating Expenses (\$308,000) and are received from other departments for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$16,090 due primarily to increases in Staffing Expenses related to negotiated salary increases, partially offset by reductions in risk management expenses.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
County Administrative Office	1	0	0	0	1	0	1	
Board Administration	3	0	0	0	3	0	3	
Special Projects	5	0	0	0	5	0	5	
Public Information Office	2	0	0	0	2	0	2	
Government & Legislative Affairs	6	0	0	0	6	1	5	
Total	17	0	0	0	17	1	16	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$3.3 million fund 17 budgeted positions of which 16 are regular positions and one is a limited term position. There is no change to budgeted staffing.



Litigation

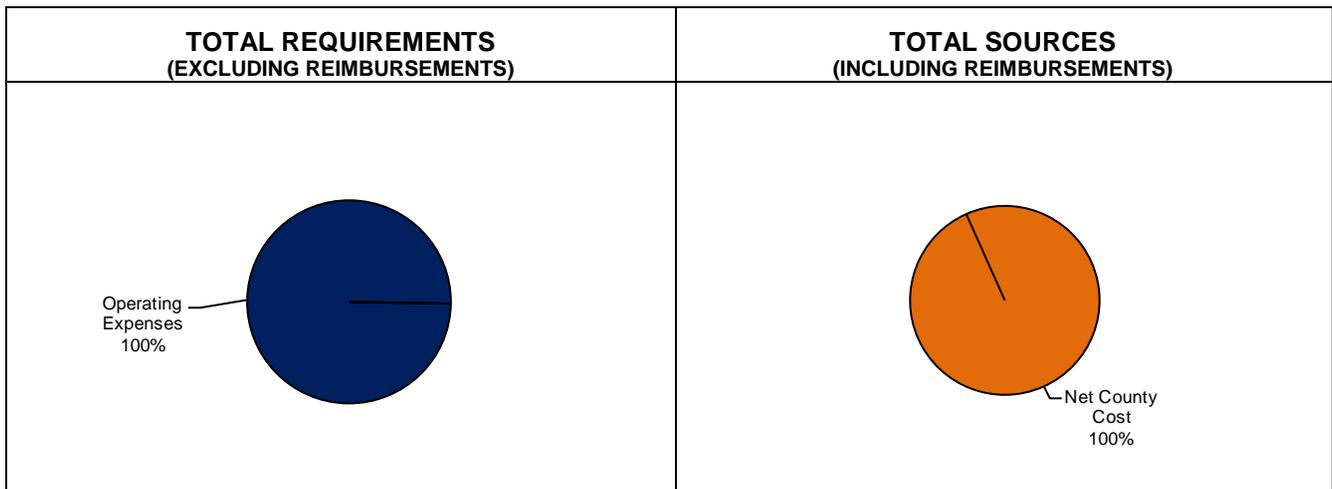
DESCRIPTION OF MAJOR SERVICES

This budget unit funds external attorney services and other litigation related expenses. The Board of Supervisors approved the establishment of this budget unit in 2001-02. The use of additional Discretionary General Funding (Net County Cost) may be required during the fiscal year for any new major contracts or material amendments to existing legal contracts.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$395,761
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$395,761
Total Staff	0
Funded by Net County Cost	100%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
 DEPARTMENT: County Administrative Office
 FUND: General

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	395,986	436,481	639,407	393,868	393,868	395,761	1,893
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	395,986	436,481	639,407	393,868	393,868	395,761	1,893
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	395,986	436,481	639,407	393,868	393,868	395,761	1,893
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	395,986	436,481	639,407	393,868	393,868	395,761	1,893
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	800	0	0	0	0	0	0
Total Revenue	800	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	800	0	0	0	0	0	0
Net County Cost	395,186	436,481	639,407	393,868	393,868	395,761	1,893
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of \$395,761 represent costs for outside legal counsel and other litigation related expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1,893 due to an increase in COWCAP charges.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



COUNTY COUNSEL

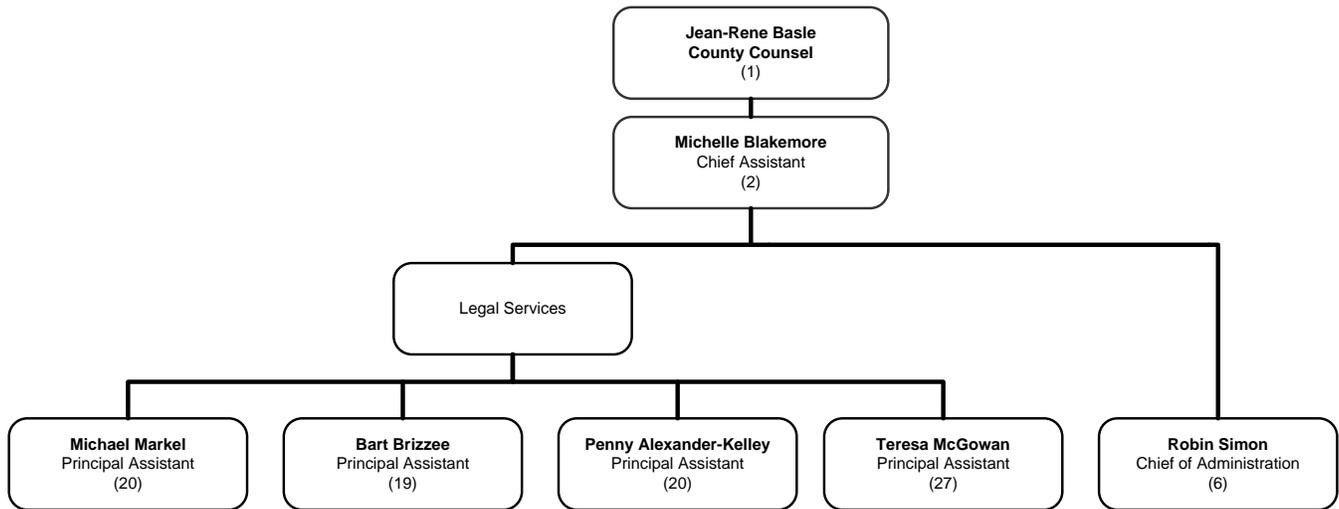
Jean-Rene Basle

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Counsel	9,654,658	6,275,947	3,378,711			95
Total General Fund	9,654,658	6,275,947	3,378,711	0	0	95
Total - All Funds	9,654,658	6,275,947	3,378,711	0	0	95



2015-16 MAJOR ACCOMPLISHMENTS

- Assisted with drafting several County policies, including:
 - The first Countywide HIPAA (Health Insurance Portability and Accountability Act) policy.
 - Conflict of interest and standard practice policy for design-build projects, as required by recent legislation.
- Established the County Counsel Diversity Committee.
- Participated in the legislative process by commenting on and revising the package of bills that became known as the Medical Marijuana Regulation and Safety Act, ensuring County interests were recognized and protected.
- Obtained multi-million dollar payment from primary insurer which facilitated prosecution of further claims against excess carriers.
- Opened 78 new Public Guardian matters.
- Provided guidance on several complex property acquisitions, sales, and utility franchises.
- Prepared ordinance relating to prohibition of commercial solicitation on County property.
- Responded to approximately 3,000 new filings in juvenile court and 86 appeals and writs.
- Assisted County Fire in the LAFCO process regarding the annexation of several different entities.
- Spearheaded the petitioning of the Court of Appeal to publish a decision favorable to public agencies on limiting recovery of attorney’s fees under the California Environmental Quality Act (CEQA).
- Coordinated County’s response to obligations imposed by AB52 (tribal consultation under CEQA).
- Obtained favorable court judgments on contested multi-million dollar tax cases.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of policies and ordinances drafted within Board directed or requested timelines.	100%	100%	100%	100%
STRATEGY	Draft policies and ordinances pursuant to Board of Supervisors direction within requested timelines.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Ensure that employees know that they and their work are valued.	Percentage of clients who ranked service from County Counsel as satisfactory or above.	100%	99%	99%	100%
STRATEGY	Conduct an annual customer service survey which will allow clients to provide feedback on the service they receive from County Counsel.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of training hours provided to County staff.	249	300	275	300
STRATEGY	Increase training to County departments to reduce potential exposure.					



County Counsel

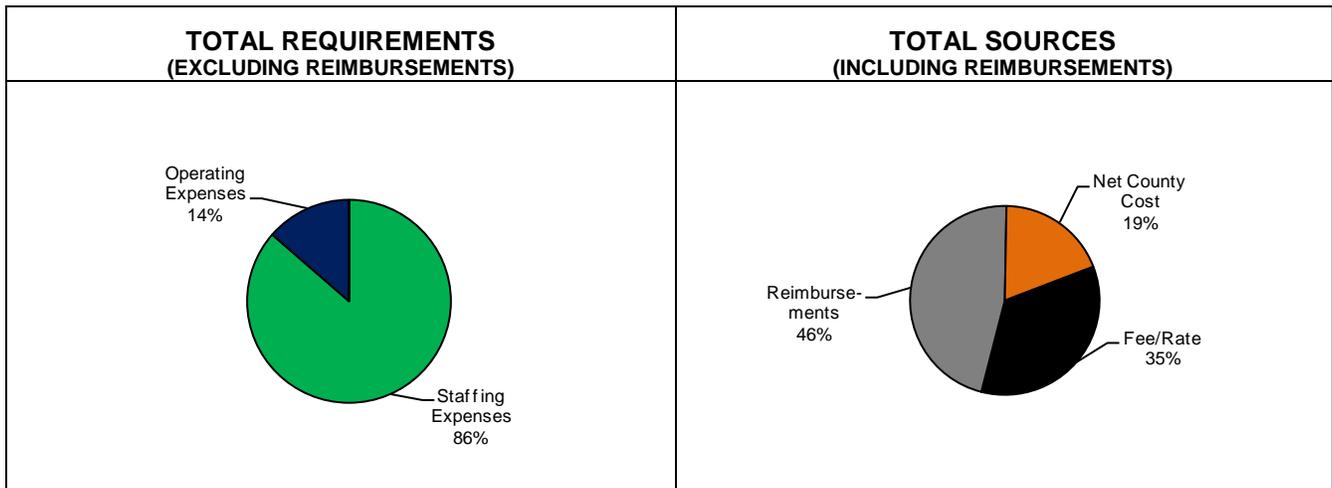
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$17,938,479
Total Sources (Incl. Reimb.)	\$14,559,768
Net County Cost	\$3,378,711
Total Staff	95
Funded by Net County Cost	19%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Counsel
FUND: General

BUDGET UNIT: AAA CCL
FUNCTION: General
ACTIVITY: Counsel

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	12,129,008	12,090,815	12,904,532	14,265,031	14,227,474	15,506,522	1,241,491
Operating Expenses	1,227,256	1,878,836	1,442,823	2,370,794	2,196,163	2,431,957	61,163
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	13,356,264	13,969,651	14,347,355	16,635,825	16,423,637	17,938,479	1,302,654
Reimbursements	(5,900,009)	(6,191,577)	(6,356,151)	(7,987,703)	(8,285,055)	(8,283,821)	(296,118)
Total Appropriation	7,456,255	7,778,074	7,991,204	8,648,122	8,138,582	9,654,658	1,006,536
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	7,456,255	7,778,074	7,991,204	8,648,122	8,138,582	9,654,658	1,006,536
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	5,567,865	5,510,257	4,837,470	5,466,717	5,315,546	6,275,197	808,480
Other Revenue	122,492	1,595	20,164	750	2,500	750	0
Total Revenue	5,690,357	5,511,852	4,857,634	5,467,467	5,318,046	6,275,947	808,480
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	5,690,357	5,511,852	4,857,634	5,467,467	5,318,046	6,275,947	808,480
Net County Cost	1,765,898	2,266,222	3,133,570	3,180,655	2,820,536	3,378,711	198,056
Budgeted Staffing*	89	85	86	93	93	95	2

*Data represents modified budgeted staffing

Note: County Counsel is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$108,498 which represents County Counsel's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$15.5 million represent a majority of the Requirements in this budget unit and fund 91 regular positions and four limited term positions. Operating Expenses of \$2.4 million include professional services, publications, travel/training, computer charges and facility costs. These expenses are primarily funded through Reimbursements from other County departments and Fee/Rate revenue received from providing legal services to clients.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.0 million primarily due to an increase in Staffing Expenses due to the addition of two regular positions in Legal Services, and negotiated salary increases, which is partially funded by an increase in Reimbursements. Sources are increasing by \$808,480 primarily due to an increase in Fee/Rate revenue associated with providing legal services for the Risk Management Department. Net County Cost is increasing by \$198,056 as a result of the mid-year addition of a Supervising Deputy County Counsel position, increased worker's compensation rates, and negotiated salary increases.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Administration/Fiscal	9	0	0	0	9	2	7
Legal Services	84	2	0	0	86	2	84
Total	93	2	0	0	95	4	91

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$15.5 million fund 95 positions, of which 91 are regular positions and four are limited term positions. Staffing changes for 2016-17 reflect an increase of two budgeted positions which includes the addition of one County Counsel Lead Secretary and one County Counsel Paralegal. Both positions are funded through reimbursements for providing legal services to other County departments. The County Counsel Lead Secretary position was added due to increased caseload and staffing at the Juvenile Dependency Court. The County Counsel Paralegal position was added due to increased caseload in the Litigation Unit.



FINANCE AND ADMINISTRATION

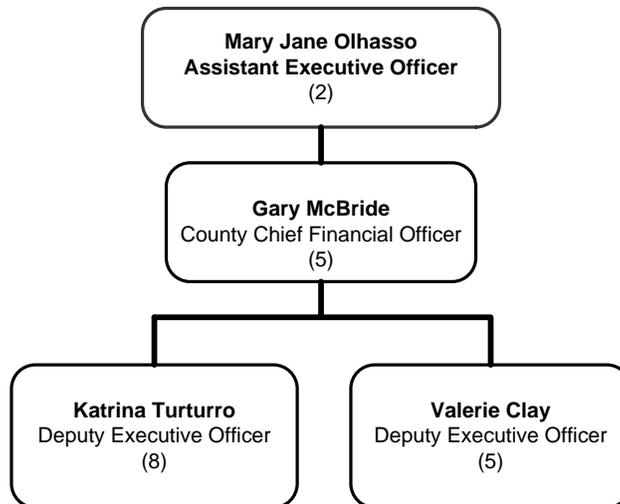
Mary Jane Olhasso

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Finance and Administration	3,065,263	0	3,065,263			20
Capital Facilities Leases	7,240,810	0	7,240,810			0
Total General Fund	10,306,073	0	10,306,073	0	0	20
Special Revenue Funds						
Disaster Recovery Fund	0	7,530		(7,530)		0
Total Special Revenue Funds	0	7,530	0	(7,530)	0	0
Total - All Funds	10,306,073	7,530	10,306,073	(7,530)	0	20



2015-16 MAJOR ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award for the tenth consecutive year.
- Continued enhancements to the comprehensive Countywide Fee Management System automating the County Fee process.
- Issued the 2016-21 Five-Year Capital Improvement Plan book.
- Developed a balanced budget for the coming year addressing the most pressing Countywide needs.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Received Distinguished Budget Presentation Award from the Government Finance Officers Association.	Yes	Yes	Yes	Yes
STRATEGY	Prepare a budget presentation that follows the guidelines established by the National Advisory Council on State and Local Budgeting and Government Finance Officers Association (GFOA) best practices on budgeting.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Continue to develop and maintain consistent messaging for the organization.	Number of days recommended budget documents were provided in advance of the Board meeting.	18	14	21	21
STRATEGY	Ensure Board of Supervisors has sufficient review time for recommended budget documents.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Continue to develop and maintain consistent messaging for the organization.	Number of days fee documents were provided in advance of the Board meeting.	14	14	15	14
STRATEGY	Ensure Board of Supervisors has sufficient review time for recommended fee ordinance documents.					



Finance and Administration

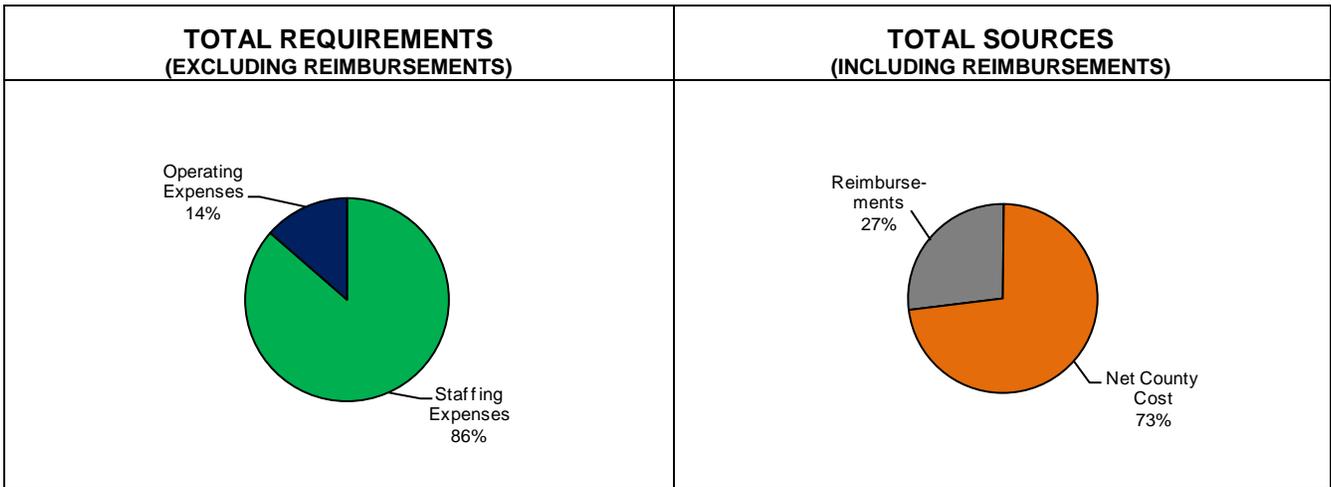
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$4,205,179
Total Sources (Incl. Reimb.)	\$1,139,916
Net County Cost	\$3,065,263
Total Staff	20
Funded by Net County Cost	73%

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
 DEPARTMENT: Finance and Administration
 FUND: General

BUDGET UNIT: AAA FAB
 FUNCTION: General
 ACTIVITY: Finance

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	1,840,406	2,462,736	3,101,470	3,589,136	3,358,662	3,634,052	44,916
Operating Expenses	165,254	479,745	434,657	481,360	293,952	571,127	89,767
Capital Expenditures	0	0	9,127	0	0	0	0
Total Exp Authority	2,005,660	2,942,481	3,545,254	4,070,496	3,652,614	4,205,179	134,683
Reimbursements	(364,311)	(373,277)	(753,222)	(969,595)	(818,318)	(1,139,916)	(170,321)
Total Appropriation	1,641,349	2,569,204	2,792,033	3,100,901	2,834,296	3,065,263	(35,638)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,641,349	2,569,204	2,792,033	3,100,901	2,834,296	3,065,263	(35,638)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	4,883	227	0	5,199	0	0
Total Revenue	0	4,883	227	0	5,199	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	4,883	227	0	5,199	0	0
Net County Cost	1,641,349	2,564,321	2,791,806	3,100,901	2,829,097	3,065,263	(35,638)
Budgeted Staffing*	14	15	18	20	20	20	0

*Data represents modified budgeted staffing

Note: Finance and Administration is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$1,082 which represents Finance and Administration's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$3.6 million fund 20 budgeted positions. The majority of Reimbursements are from Health Administration, County Fire, Special Districts, and Indigent Defense for administrative oversight.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by \$44,916 primarily due to negotiated salary increases and minor position changes. Operating Expenses are increasing by \$89,767 primarily due to an increase in salaries and benefits transfers out for the costs related to supporting an Administrative Analyst II position in the Law and Justice Group budget. Reimbursements are increasing by \$170,321 primarily as a result of increased reimbursements from Internal Service Fund departments, separated entities, and various departments that receive dedicated support from the Finance office.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Finance and Administration	20	1	-1	0	20	2	18	
Total	20	1	-1	0	20	2	18	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$3.6 million fund 20 positions of which 18 are regular positions and two are limited term positions. The budget includes a staffing reorganization with the Law and Justice Group which transfers one Administrative Analyst II out of Finance and Administration to the Law and Justice Group and one Administrative Analyst III to Finance and Administration from the Law and Justice Group, to better align the responsibilities of the positions with their departmental assignments.



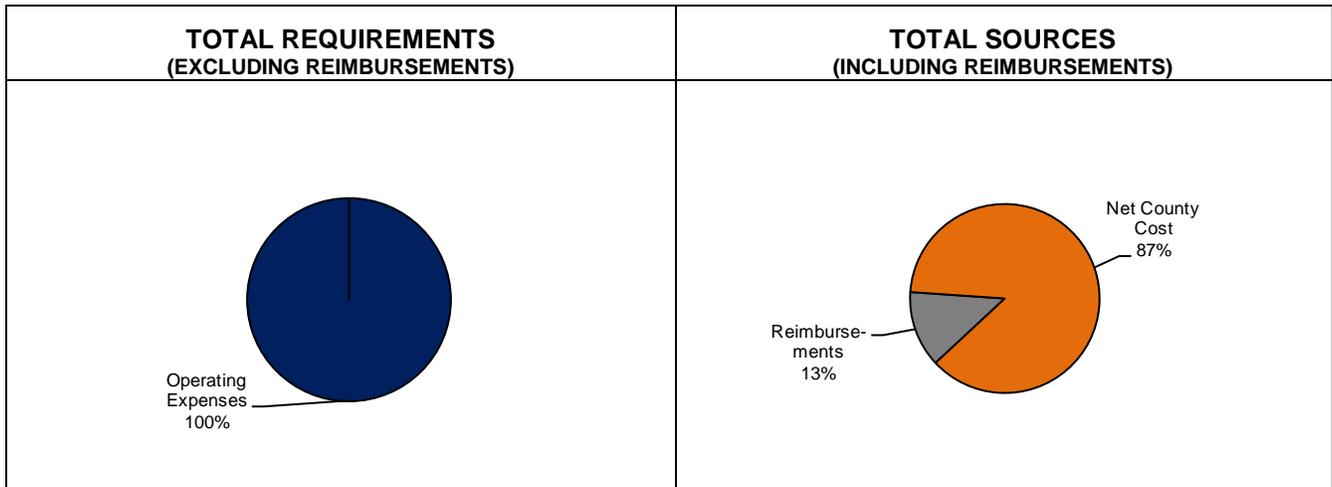
Capital Facilities Leases

DESCRIPTION OF MAJOR SERVICES

This budget unit funds the cost of long-term capital lease payments for the major County facilities financed by the General Fund. The final facility currently being financed by the General Fund is the West Valley Detention Center.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$8,325,852
Total Sources (Incl. Reimb.)	\$1,085,042
Net County Cost	\$7,240,810
Total Staff	0
Funded by Net County Cost	87%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	14,876,470	14,665,377	14,735,530	14,889,602	14,651,779	8,325,852	(6,563,750)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	14,876,470	14,665,377	14,735,530	14,889,602	14,651,779	8,325,852	(6,563,750)
Reimbursements	(1,945,536)	(1,941,734)	(1,437,542)	(1,948,792)	(1,948,792)	(1,085,042)	863,750
Total Appropriation	12,930,934	12,723,643	13,297,988	12,940,810	12,702,987	7,240,810	(5,700,000)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	12,930,934	12,723,643	13,297,988	12,940,810	12,702,987	7,240,810	(5,700,000)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	10,700	146	0	0	0	0	0
Total Revenue	10,700	146	0	0	0	0	0
Operating Transfers In	0	0	0	5,700,000	5,700,000	0	(5,700,000)
Total Financing Sources	10,700	146	0	5,700,000	5,700,000	0	(5,700,000)
Net County Cost	12,920,234	12,723,497	13,297,988	7,240,810	7,002,987	7,240,810	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of \$8.3 million represent lease payments and related fees and administrative costs for the West Valley Detention Center. Administrative costs include fees for Trustee services, auditing and other tax compliance services.

Reimbursements of \$1.1 million represent shares of lease costs from Regional Parks and Preschool Services. These reimbursements reflect these departments' shares of lease payments that were optionally prepaid with Discretionary General Funding.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing by \$5.7 million as a result of the payment of the final lease payment for the 2002 Justice Center/Airport Improvements financing that matured in 2016.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



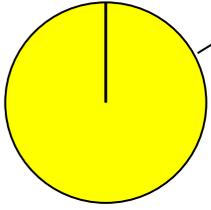
Disaster Recovery Fund

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$0
Total Sources (Incl. Reimb.)	\$7,530
Use of/ (Contribution to) Fund Balance	(\$7,530)
Total Staff	0

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
No Requirements for this budget unit	 <p>A pie chart representing the total sources for the budget unit. The chart is a single yellow circle with a thin black outline. A vertical line extends from the top center of the circle to the center point. A label 'Other Revenue' is positioned to the right of the top of the circle, with a thin line pointing to the top edge. Below the label, '100%' is written.</p>



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	0	0	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	10,446	7,973	9,179	5,277	7,530	7,530	2,253
Total Revenue	10,446	7,973	9,179	5,277	7,530	7,530	2,253
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	10,446	7,973	9,179	5,277	7,530	7,530	2,253
Fund Balance							
Use of / (Contribution to) Fund Balance**	(10,446)	(7,973)	(9,179)	(5,277)	(7,530)	(7,530)	(2,253)
Available Reserves				36,743	38,996	46,526	9,783
Total Fund Balance				31,466	31,466	38,996	7,530
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing

**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Other Revenue of \$7,530 represents anticipated interest earnings on the cash balance in the fund, which includes amounts due to other agencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF FUND BALANCE

Fund Balance in the Disaster Recovery Fund consists of interest that has accrued on advances from the General Fund. Fund Balance will be used to help offset any costs disallowed by the Federal Emergency Management Agency after audits of reimbursement claims.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



FLEET MANAGEMENT

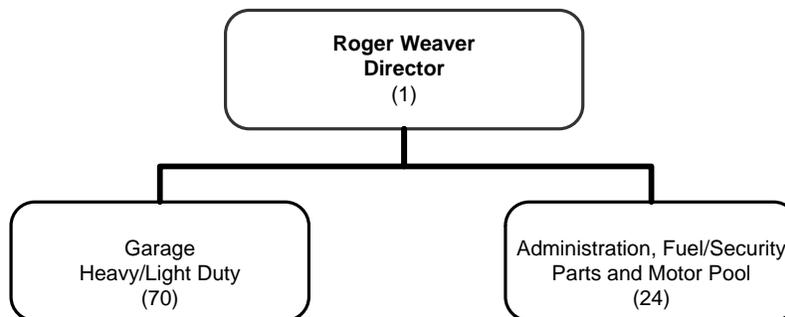
Roger Weaver

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					Staffing
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	
Internal Service Funds						
Fleet Management	40,468,867	35,595,554			4,873,313	95
Total Internal Service Funds	40,468,867	35,595,554	0	0	4,873,313	95
Total - All Funds	40,468,867	35,595,554	0	0	4,873,313	95

2015-16 MAJOR ACCOMPLISHMENTS

- Ranked 7th best fleet in the nation in Leading Fleets Competition by “Government Fleet” magazine.
- Ranked 13th and 36th best fleet in the nation in “100 Best Fleets” and “GREEN FLEET” Competitions by “Governing” magazine.
- Established a Department Diversity Committee and outreach program for basic mechanic skills for Welfare to Work CalWORKs participants.
- Implemented an automated Motor Pool dispatch/reservation application.
- Implemented Information Service Department’s contract tracking system.
- Began implementation of a new automated fuel management system that allows automated data capture of fuel transactions and will allow for additional County locations to be added to the system.
- Removed two County-owned car washes due to the state drought.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Current level of uptime (vehicle availability) of light-duty vehicles serviced at Fleet facilities.	96%	95%	96%	96%
STRATEGY	Monitor employee productivity levels.					
STRATEGY	Coordinate with customers to reduce peak/lull times in the shop.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of vehicles receiving required annual preventive maintenance service. (minimum 3 times/yr)	100%	95%	95%	95%
STRATEGY	Maintain communications with customers to ensure services are completed when due.					
STRATEGY	Reduce impacts on customers availability to ensure they do not "delay" service for operational needs.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average number of days to complete repairs and services on light-duty vehicles at Fleet facilities.	1.19	1.4	1.4	1.4
STRATEGY	Improve coordination with part suppliers to reduce part wait times.					
STRATEGY	Improve/monitor employee productivity.					
STRATEGY	Monitor staffing requirements at all facilities.					
STRATEGY	Coordinate with customers to reduce peak/lull times in the shop.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Value of on-hand County-owned repair parts inventory.	\$ 998,342	\$ 950,000	\$ 940,000	\$ 925,000
OBJECTIVE	Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.					
STRATEGY	Improve coordination with part suppliers to move closer to "just-in-time" inventory scenarios.					
STRATEGY	Coordinate with Purchasing to explore potential opportunities for consignment or consolidated inventories.					
STRATEGY	Evaluate department storage sites (storerooms) for consolidation or reduction.					



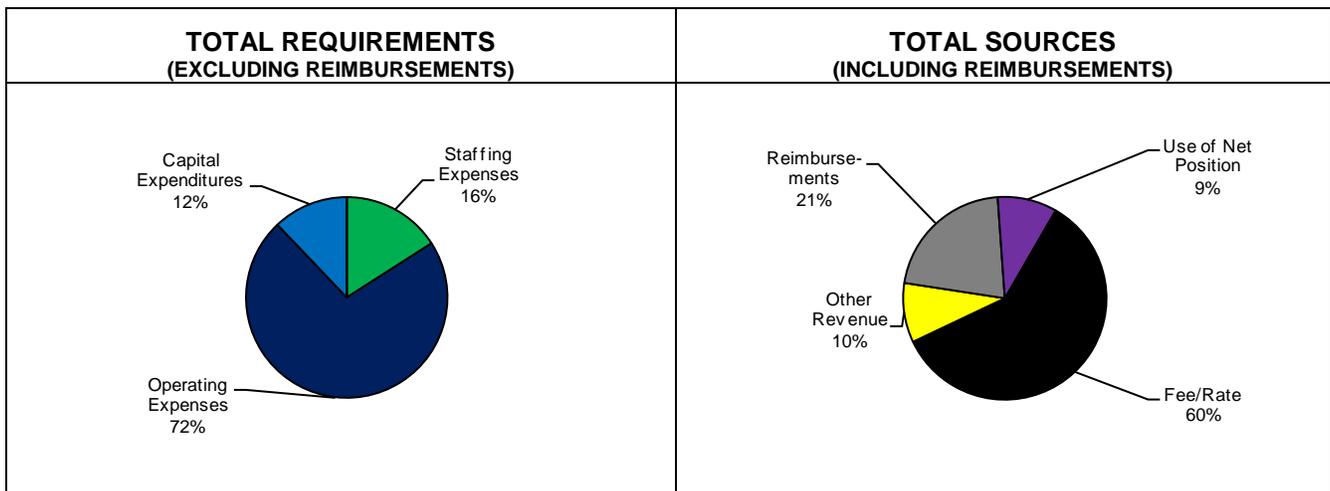
Fleet Management

DESCRIPTION OF MAJOR SERVICES

Fleet Management provides acquisition, maintenance, repair, modification, and disposal services for the majority of County vehicles and equipment. Fleet Management’s main garage in San Bernardino includes four shops: automotive, heavy duty, welding/metal fabrication, and generator services, as well as a parts room and fueling station. County Fire Vehicle Services Division shares space in the facility and utilizes Fleet’s Internal Service Fund (ISF) rate structure. The department also operates five smaller service centers in outlying locations (Barstow, Hesperia, Needles, Rancho Cucamonga, and 29 Palms) and 62 strategically located fueling sites. Additionally, Fleet Management operates a motor pool which has ownership and/or maintenance responsibility for approximately 1,940 vehicles or equipment assigned to or used by County departments. The department also provides Department of Motor Vehicle registration services for all County vehicles and security lock-up services.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$51,521,173
Total Sources (Incl. Reimb.)	\$46,647,860
Use of / (Contribution To) Net Position	\$4,873,313
Total Staff	95

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Fleet Management
FUND: Fleet Management

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	6,692,924	7,539,366	7,013,958	8,052,393	7,478,513	8,206,817	154,424
Operating Expenses	28,432,799	31,938,579	29,121,491	38,157,276	30,539,989	37,086,956	(1,070,320)
Capital Expenditures	5,876,289	4,570,533	4,775,312	6,151,100	5,145,122	6,227,400	76,300
Total Exp Authority	41,002,012	44,048,478	40,910,761	52,360,769	43,163,624	51,521,173	(839,596)
Reimbursements	(10,829,975)	(11,508,108)	(8,449,730)	(11,440,444)	(8,809,613)	(11,052,306)	388,138
Total Appropriation	30,172,037	32,540,370	32,461,031	40,920,325	34,354,011	40,468,867	(451,458)
Operating Transfers Out	639,207	71,300	0	0	0	0	0
Total Requirements	30,811,244	32,611,670	32,461,031	40,920,325	34,354,011	40,468,867	(451,458)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	1,933	0	(1,616)	0	0
Fee/Rate	23,786,148	28,661,548	28,910,498	30,750,625	25,305,515	30,708,054	(42,571)
Other Revenue	5,437,861	4,828,625	4,546,845	4,785,500	4,486,585	4,887,500	102,000
Total Revenue	29,224,009	33,490,173	33,459,276	35,536,125	29,790,484	35,595,554	59,429
Operating Transfers In	0	71,300	0	75,800	0	0	(75,800)
Total Financing Sources	29,224,009	33,561,473	33,459,276	35,611,925	29,790,484	35,595,554	(16,371)
Net Position							
Use of/ (Contribution to) Net Position	1,587,235	(949,803)	(998,245)	5,308,400	4,563,527	4,873,313	(435,087)
Est. Net Position Available						4,893,368	
Total Est. Unrestricted Net Position						9,766,681	
Budgeted Staffing*	84	87	87	93	93	95	2

*Data represents modified budgeted staffing

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of \$40.5 million include \$8.2 million in Staffing Expenses, \$37.1 million in Operating Expenses, and \$6.2 million in Capital Expenditures. Major Operating Expenses are repair parts and fuel, which reflect the impact of City of San Bernardino Fire annexation to County Fire, sublets and specialized services, and vehicle liability insurance. Reimbursements include internal cost allocations, County Fire staffing expenses, and transfers out for capital improvement projects.

Sources of \$35.6 million include \$30.7 million in Fee/Rate revenue that include Motor Pool mileage and monthly charges, fuel revenue, labor charges from light and heavy duty shops and fire shop, parts sales, and sublet charges.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$451,458 primarily due to a decrease in Operating Expenses of \$1.1 million as a result of lower vehicle liability insurance and reduced expenditures for fixed-assets transfers out, offset by an increase in fuel charges which reflect the impact of City of San Bernardino Fire annexation to County Fire. Staffing Expenses are increasing by \$154,424 as a result of the addition of two Public Service Employees and negotiated salary increases. Reimbursements are decreasing by \$388,138 primarily due to the elimination of the transfer of administrative expenses between Garage and Motor Pool which is no longer necessary because these divisions now reside in the same fund.

Sources are decreasing by \$16,371 primarily due to a decrease in Fee/Rate revenue due to the closure of two car washes and lower gas prices.

ANALYSIS OF NET POSITION

For 2016-17 Fleet's budget includes a Use of Net Position of \$4.9 million. The Use of Net Position is due to one-time expenditures related to capital projects carried over from 2015-16 and new projects for 2016-17. The capital projects include the High Desert Service Center Expansion and pavement improvements. Rates are reviewed annually to ensure that Net Position is maintained at an adequate level.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration	12	0	0	0	12	0	12	
Heavy Duty	26	0	0	-1	25	0	25	
Light Duty	42	2	0	1	45	4	41	
Fuel and Security	4	0	0	0	4	0	4	
Motor Pool	2	0	0	0	2	1	1	
Parts Room	7	0	0	0	7	0	7	
Total	93	2	0	0	95	5	90	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$8.2 million funds 95 budgeted positions of which 90 are regular positions and five are limited term positions. Staffing changes for 2016-17 include the reclassification of Fleet Specialist to an Office Assistant III, and the addition of two Public Service Employee positions. The Public Service Employee positions will be utilized to meet short-term staffing needs due to short-term increases in workloads.



HUMAN RESOURCES

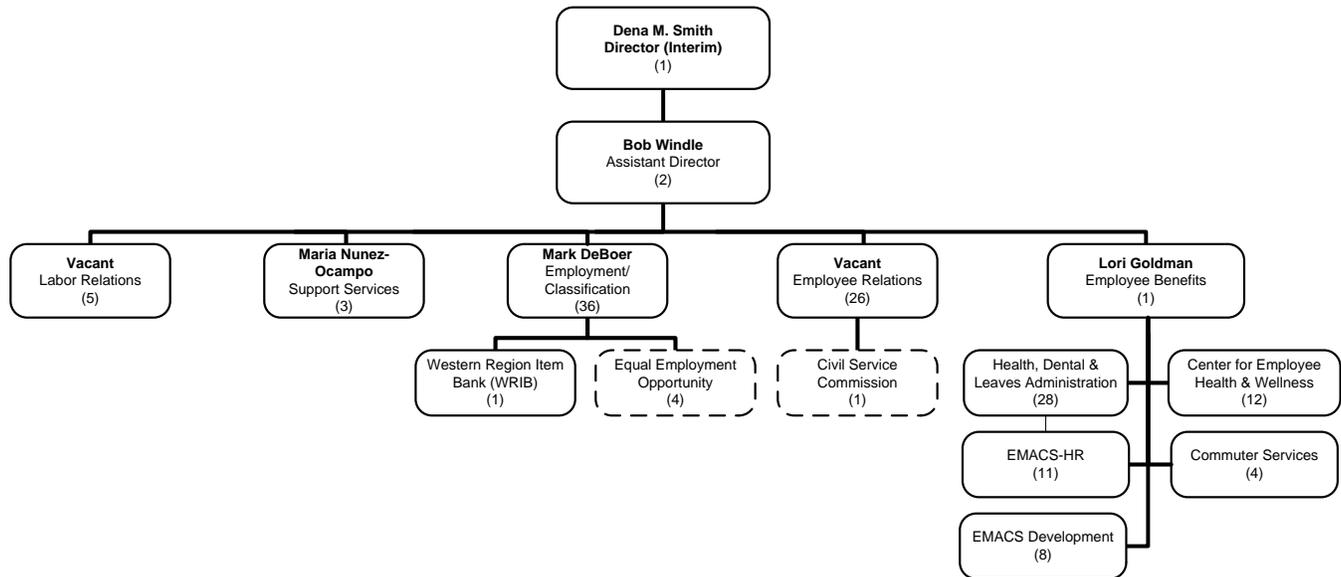
Dena M. Smith, Interim Director

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Human Resources	7,353,290	846,622	6,506,668			98
The Center for Employee Health and Wellness	2,200,957	2,200,957	0			12
Unemployment Insurance	4,000,500	0	4,000,500			0
Total General Fund	13,554,747	3,047,579	10,507,168	0	0	110
Special Revenue Funds						
Commuter Services	942,881	747,200		195,681		4
Employee Benefits and Services	3,568,640	3,490,335		78,305		29
Total Special Revenue Funds	4,511,521	4,237,535	0	273,986	0	33
Total - All Funds	18,066,268	7,285,114	10,507,168	273,986	0	143



2015-16 MAJOR ACCOMPLISHMENTS

- Partnered with the District Attorney and Risk Management departments to ensure that victims of the December 2, 2015 terrorist attack continued to receive full compensation and benefits.
- Negotiated three MOUs (including the first MOU negotiated with Teamsters Local 1932), for nine bargaining units, covering approximately 12,000 employees.
- Implemented programming changes in EMACS and completed the timely reporting as required by the ACA regulations to employees and the IRS. The ACA requires that large employers report the offer of minimum essential health coverage and affordability for all employees who are considered full-time under the ACA definition.
- Developed a standard operating procedure and provided training to departmental supervisors and managers as it relates to AB1522 – Healthy Workplace Healthy Family Act of 2014 and implemented programming changes in EMACS to correctly establish sick leave accruals for employees in the unclassified service who are not covered under a collective bargaining agreement, compensation plan or county ordinance that expressly provides for paid sick leave.
- Led efforts to develop a Health Insurance Portability and Accountability Act (HIPAA) policy, approved by the Board on July 28, 2015, to comply with updated HIPAA regulations.
- Exceeded goal by adding eleven new departmental diversity committees which help achieve diversity success, assist and monitor implementation of diversity action items.
- Collaborated with the Information Services Department to modernize and rebrand the Human Resources website, consistent with the Board adopted County branding standard.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Meet the legislative requirement of the ACA by offering coverage to >95% of full time employees.	99.7%	99%	99.6%	99%
STRATEGY	To ensure compliance and avoid Affordable Care Act penalties, follow the current action plan to ensure all aspects of administration and reporting are addressed.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of eligible records audited.	100%	85%	100%	100%
STRATEGY	On an annual basis, audit specified components of the EMACS system in order to ensure compliance with Federal, State and MOU requirements and overall accuracy of the payroll and recordkeeping function. For 2016-17, this activity will include the review of employee classifications and ensure 50% compliance with overtime/Fair Labor Standards Act (FLSA) regulations.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of departments with diversity committees.	4	14	15	25
STRATEGY	In accordance with the Countywide Vision, implement a strategy to increase department awareness and support for outreach, educational and training activities focused on ensuring a County workforce that reflects the diversity of our community. This strategy will include the establishment of approximately 10 departmental committees per year that will work in collaboration with HR to plan and implement department-specific strategies for diversity including recruitment, mentoring and outreach activities.					



Human Resources

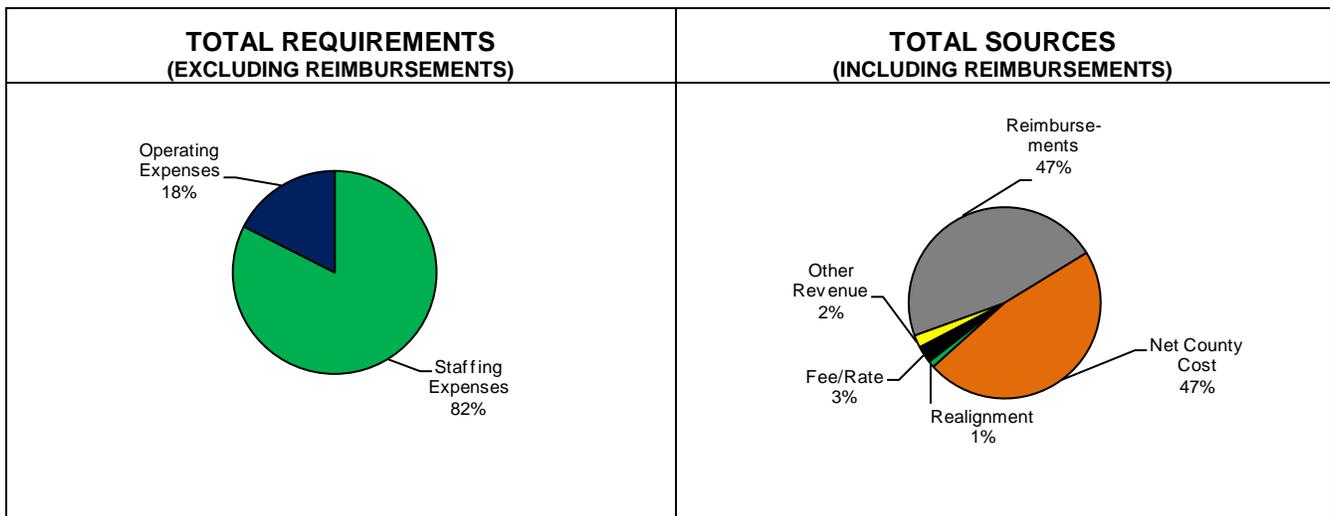
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$13,818,875
Total Sources (Incl. Reimb.)	\$7,312,207
Net County Cost	\$6,506,668
Total Staff	98
Funded by Net County Cost	47%

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
 DEPARTMENT: Human Resources
 FUND: General

BUDGET UNIT: AAA HRD
 FUNCTION: General
 ACTIVITY: Personnel

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	8,157,472	8,764,815	9,051,613	10,467,084	9,799,886	11,396,283	929,199
Operating Expenses	1,355,455	2,388,339	2,804,598	2,339,981	2,328,529	2,422,592	82,611
Capital Expenditures	0	0	0	6,450	0	0	(6,450)
Total Exp Authority	9,512,927	11,153,154	11,856,211	12,813,515	12,128,415	13,818,875	1,005,360
Reimbursements	(4,026,135)	(4,197,186)	(4,360,515)	(5,505,893)	(5,398,504)	(6,465,585)	(959,692)
Total Appropriation	5,486,792	6,955,968	7,495,696	7,307,622	6,729,911	7,353,290	45,668
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,486,792	6,955,968	7,495,696	7,307,622	6,729,911	7,353,290	45,668
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	114,677	126,409	119,391	141,236	141,051	155,164	13,928
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	304,024	225,513	418,154	392,327	377,327	398,458	6,131
Other Revenue	185,123	123,015	196,251	241,000	254,414	293,000	52,000
Total Revenue	603,824	474,937	733,796	774,563	772,792	846,622	72,059
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	603,824	474,937	733,796	774,563	772,792	846,622	72,059
Net County Cost	4,882,968	6,481,031	6,761,900	6,533,059	5,957,119	6,506,668	(26,391)
Budgeted Staffing*	79	79	79	91	91	98	7

*Data represents modified budgeted staffing

Note: Human Resources is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$723,397 which represents Human Resource's share of costs of other central service departments, such as County Counsel.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$11.4 million make up the majority of the expenditures within this budget unit. These expenses are necessary to provide human resources services to the County's approximately 22,000 employees. Sources of \$846,622 primarily represent revenue from WRIB memberships and reimbursements from other departments for administrative services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$45,668 primarily due to the addition of a Human Resources III position to support the Labor Relations function. This position will be partially funded by existing General Fund and partially by department Reimbursements.

Seven additional positions are being added, which are fully funded by Public Health, ARMC and Human Services. This increase in Staffing Expenses will be offset by increased Reimbursements from those departments. These additions are offset by the deletion of an EMACS Manager, which is transferred to another budget unit.

Sources are increasing by \$72,059 primarily due to additional revenue from departments for costs related to executive recruitments, random drug testing, and background checks.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration	10	0	-1	-3	6	0	6	
Employment/Classification	35	2	0	-1	36	0	36	
Equal Employment Opportunity	3	0	0	1	4	0	4	
Western Region Item Bank (WRIB)	1	0	0	0	1	0	1	
Employee Relations	22	6	0	-2	26	0	26	
Labor Relations	0	1	0	4	5	0	5	
Civil Service Commission	1	0	0	0	1	0	1	
EMACS-HR	11	0	0	0	11	0	11	
EMACS-Development	8	0	-1	1	8	1	7	
Total	91	9	-2	0	98	1	97	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$11.4 million fund 98 budgeted positions of which 97 are regular positions and one is limited term and includes a net increase of seven regular positions. The filled EMACS Manager position will be transferred to the Automated Systems Development budget to support the new Enterprise Financial Management System (EFMS). The vacant Human Resources Deputy Director position is being deleted and a Human Resources Division Chief is being added. Of the remaining 8 positions being added, 3 are being moved from the Employee Benefits and Services budget unit, which will align the budget to reflect current operations as these positions perform general Human Resources work. Three Human Resources Officer III positions are being added, primarily to improve access to professional guidance and training for Human Resources Officers and serve as an additional resource to departments. One of the Human Resources Officers III positions will support the Assistant Director in preparation and conduct of labor negotiations and administration of the resultant MOUs. The remaining two new positions, one Human Resources Analyst I and one Personnel Technician, are being added in response to the significant workload increases in classification and recruitment and related personnel actions, including work for the Annual and Quarterly Budget Reports.

Nine regular positions have been added to the budget as follows:

- 1 Human Resources Division Chief
- 3 Human Resources Officer III
- 3 Human Resources Analyst I (2 moved from EBSD budget unit)
- 1 Staff Analyst II (moved from EBSD budget unit)
- 1 Personnel Technician

Two regular positions have been deleted as follows:

- 1 Human Resources Deputy Director
- 1 EMACS Manager



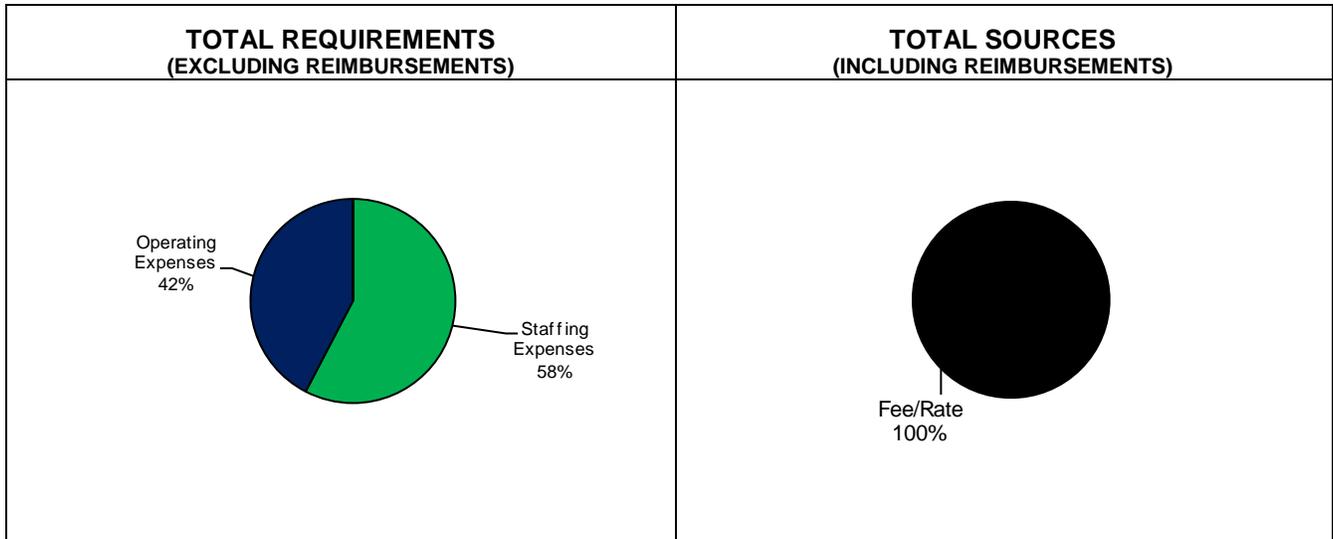
The Center for Employee Health and Wellness

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,200,957
Total Sources (Incl. Reimb.)	\$2,200,957
Net County Cost	\$0
Total Staff	12
Funded by Net County Cost	0%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: The Center for Employee Health and Wellness

BUDGET UNIT: AAA OCH
FUNCTION: General
ACTIVITY: Personnel

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	1,174,789	1,185,077	1,217,050	1,254,376	1,249,986	1,268,547	14,171
Operating Expenses	565,561	567,618	549,969	973,751	895,816	932,410	(41,341)
Capital Expenditures	6,075	0	0	0	0	0	0
Total Exp Authority	1,746,425	1,752,695	1,767,019	2,228,127	2,145,802	2,200,957	(27,170)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,746,425	1,752,695	1,767,019	2,228,127	2,145,802	2,200,957	(27,170)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,746,425	1,752,695	1,767,019	2,228,127	2,145,802	2,200,957	(27,170)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	1,803,606	1,763,542	2,084,143	2,228,127	2,145,802	2,200,957	(27,170)
Other Revenue	32	0	695	0	0	0	0
Total Revenue	1,803,638	1,763,542	2,084,838	2,228,127	2,145,802	2,200,957	(27,170)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,803,638	1,763,542	2,084,838	2,228,127	2,145,802	2,200,957	(27,170)
Net County Cost	(57,213)	(10,847)	(317,819)	0	0	0	0
Budgeted Staffing*	11	12	12	12	12	12	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$1.3 million make up the majority of the expenditures in this budget unit. These expenses are necessary in order to provide employee and applicant pre-placement and in-service medical examinations to the County's approximately 22,000 employees, as well as employees of various external agencies. Sources are collected for various pre-placement and in-service medical examinations through fees charged for these services in accordance with the County's fee ordinance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing by \$27,170 primarily as a result of a reduction in expenses and fee revenue for medical testing services. The CEHW is completely fee based and departments are billed for services provided.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
CEHW	12	0	0	0	12		3	9
Total	12	0	0	0	12		3	9

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.3 million fund 12 budgeted positions of which nine are regular positions and three are limited term positions. There have been no staffing changes in this budget unit.



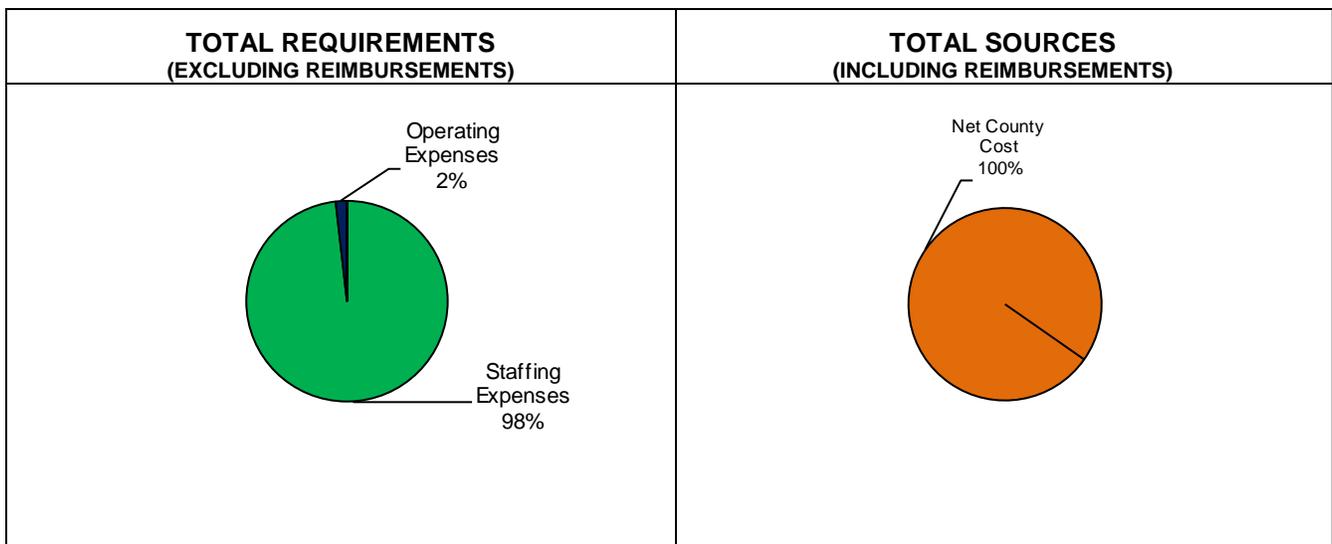
Unemployment Insurance

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$4,000,500
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$4,000,500
Total Staff	0
Funded by Net County Cost	100%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA UNI
FUNCTION: General
ACTIVITY: Personnel

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,733,810	2,606,973	2,228,007	3,929,100	3,235,741	3,928,412	(688)
Operating Expenses	46,253	42,403	49,928	71,400	71,400	72,088	688
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,780,063	2,649,376	2,277,935	4,000,500	3,307,141	4,000,500	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,780,063	2,649,376	2,277,935	4,000,500	3,307,141	4,000,500	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,780,063	2,649,376	2,277,935	4,000,500	3,307,141	4,000,500	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	2,780,063	2,649,376	2,277,935	4,000,500	3,307,141	4,000,500	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing

Note: Human Resources – Unemployment Insurance is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$31 which represents Human Resources – Unemployment Insurance's share of costs of other central service departments, such as County Counsel.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$3.9 million represent the amount available for unemployment claims projected to be paid during 2016-17. Operating Expenses of \$72,088 represent the quarterly payment to the vendor that administers the unemployment insurance claims as well as transfers for internal staffing expenses for administration of the program.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

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



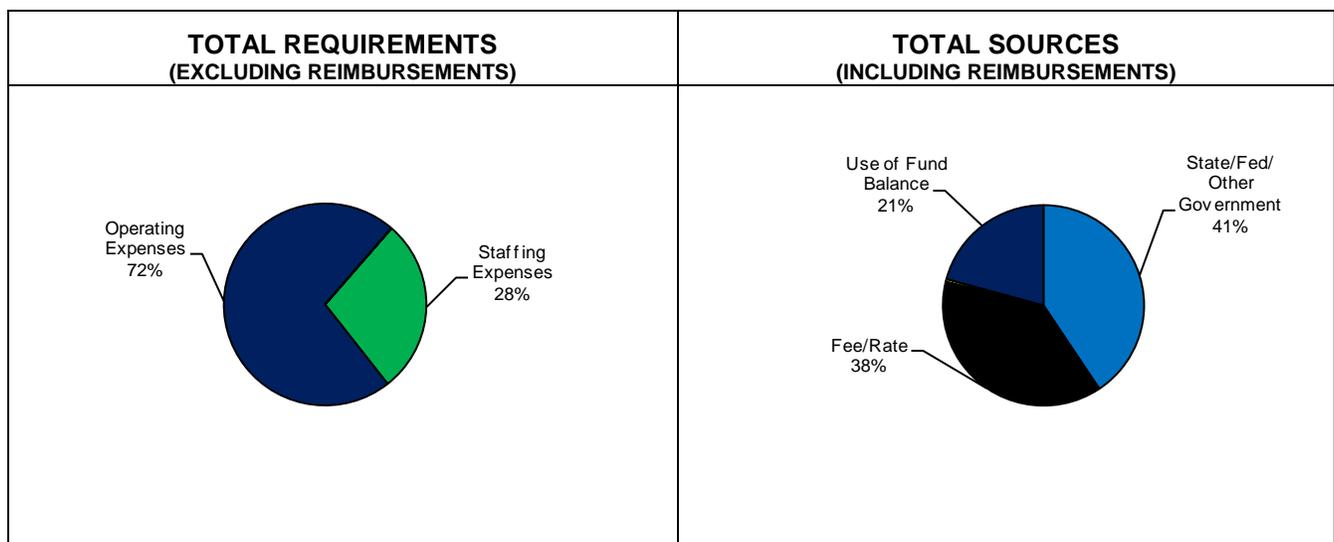
Commuter Services

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$942,881
Total Sources (Incl. Reimb.)	\$747,200
Use of/ (Contribution to) Fund Balance	\$195,681
Total Staff	4

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: Commuter Services

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	206,185	246,455	237,561	246,271	208,448	264,147	17,876
Operating Expenses	487,889	397,331	361,728	699,509	509,386	678,734	(20,775)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	694,074	643,786	599,289	945,780	717,834	942,881	(2,899)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	694,074	643,786	599,289	945,780	717,834	942,881	(2,899)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	694,074	643,786	599,289	945,780	717,834	942,881	(2,899)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	306,639	371,537	379,361	372,400	375,486	383,200	10,800
Fee/Rate	386,066	297,028	234,289	360,000	275,931	360,000	0
Other Revenue	5,429	2,378	3,151	3,750	3,890	4,000	250
Total Revenue	698,134	670,943	616,801	736,150	655,307	747,200	11,050
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	698,134	670,943	616,801	736,150	655,307	747,200	11,050
Fund Balance							
Use of / (Contribution to) Fund Balance	(4,060)	(27,157)	(17,512)	209,630	62,527	195,681	(13,949)
Available Reserves				658,023	805,126	609,445	(48,578)
Total Fund Balance				867,653	867,653	805,126	(62,527)
Budgeted Staffing*	3	3	3	3	3	4	1

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of \$678,734 make up the majority of the expenditures within this budget unit. Expenses include charges for operating vanpools, hybrid vehicle carpools, and other ride share programs. Sources of \$747,200 include payroll deductions from employees participating in rideshare programs, as well as funds received from the Air Quality Management Districts.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2,899 primarily due to decreased motor pool charges which are offset by a net increase in Staffing Expenses related to the addition of one regular and one limited term position which is offset by the deletion of one regular position. Sources are increasing by \$11,050 primarily due to an increase of funds from the Air Quality Management Districts.

ANALYSIS OF FUND BALANCE

Fund Balance of \$195,681 will be used for one-time expenditures that promote and encourage transportation alternatives to County employees. Expenditures include program incentives (gas cards, cash, raffles, gym memberships), rideshare luncheon events, commuter events (bike to work, dump the pump, brown bag) and transit subsidies.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Commuter Services	<u>3</u>	<u>2</u>	<u>-1</u>	<u>0</u>	<u>4</u>	<u>1</u>	<u>3</u>
Total	<u>3</u>	<u>2</u>	<u>-1</u>	<u>0</u>	<u>4</u>	<u>1</u>	<u>3</u>

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$264,147 fund four budgeted positions of which three are regular positions and one is limited term. The budgeted staffing reflects the addition of two positions, one Office Specialist and one Public Service Employee, and the deletion of one Office Assistant III position. The higher level position of Office Specialist has been determined to best meet the growing needs for the performance of more complex tasks requiring independent judgment. The Public Service Employee position will fulfill short-term staffing needs to support activities such as the annual transportation survey, rideshare luncheon events, vanpool reconciliations, and other projects.



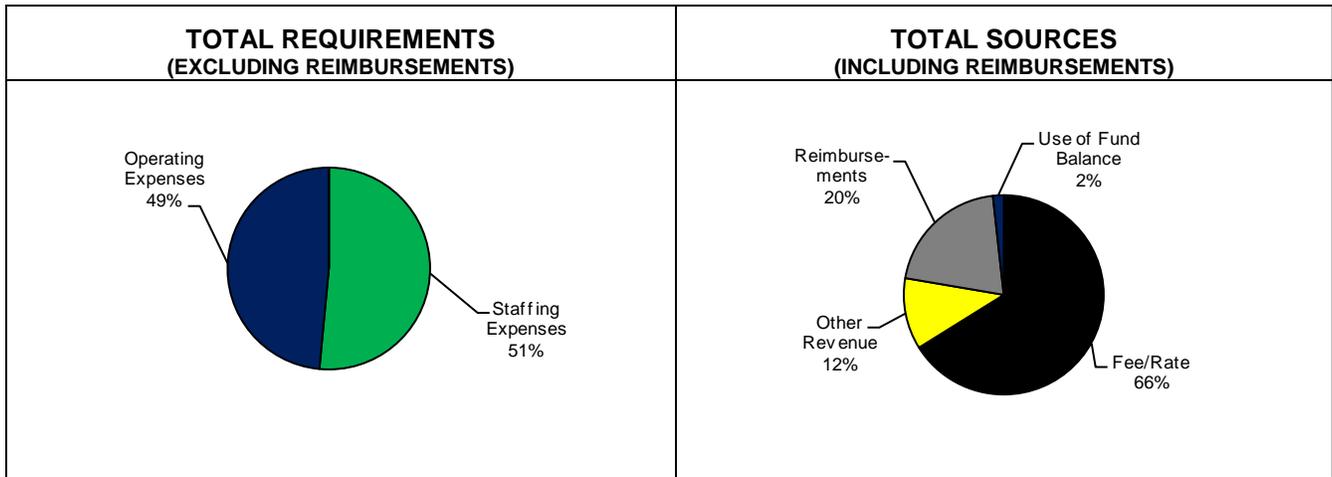
Employee Benefits and Services

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$4,492,708
Total Sources (Incl. Reimb.)	\$4,414,403
Use of/ (Contribution to) Fund Balance	\$78,305
Total Staff	29

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	2,375,534	2,505,545	2,217,195	2,577,593	2,463,036	2,313,079	(264,514)
Operating Expenses	1,516,799	1,556,527	1,820,432	2,368,914	2,169,910	2,179,629	(189,285)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,892,333	4,062,072	4,037,627	4,946,507	4,632,946	4,492,708	(453,799)
Reimbursements	(1,262,986)	(1,269,285)	(1,251,412)	(1,270,351)	(1,231,706)	(924,068)	346,283
Total Appropriation	2,629,347	2,792,787	2,786,215	3,676,156	3,401,240	3,568,640	(107,516)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,629,347	2,792,787	2,786,215	3,676,156	3,401,240	3,568,640	(107,516)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	52,837	0	0	0	0
State/Fed/Other Government	15,145	17,597	0	15,000	(24,999)	0	(15,000)
Fee/Rate	2,581,807	3,065,639	2,700,194	2,950,135	2,779,611	2,970,335	20,200
Other Revenue	66,983	(8,266)	146,439	509,000	506,228	520,000	11,000
Total Revenue	2,663,935	3,074,970	2,899,470	3,474,135	3,260,840	3,490,335	16,200
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,663,935	3,074,970	2,899,470	3,474,135	3,260,840	3,490,335	16,200
Fund Balance							
Use of / (Contribution to) Fund Balance	(34,588)	(282,183)	(113,255)	202,021	140,400	78,305	(123,716)
Available Reserves				801,735	863,356	785,051	(16,684)
Total Fund Balance				1,003,756	1,003,756	863,356	(140,400)
Budgeted Staffing*	28	30	31	31	31	29	(2)

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$2.3 million make up the majority of the department's Requirements within this budget unit. These expenses are necessary to manage the County's employee health, dental, vision, life insurance and integrated leave plan benefits. Sources of \$3.5 million primarily represent revenue from administrative fees for managing the employee benefit programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$107,516 primarily due to the deletion of three positions that are being transferred to the Human Resources budget unit to align the budget with operations. The decrease in Staffing Expenses will be offset by decreased Reimbursements from Human Services for the three transferred positions to the Human Resources budget unit. Sources are increasing slightly by \$16,200 as a result of additional revenue from Family Medical Leave (FML) administration fees and Vision management fees. In addition, Operating Expenses for application development maintenance and support are lower.

ANALYSIS OF FUND BALANCE

Fund balance of \$78,305 will be used to fund one-time expenditures to support the administration of the County's health, dental, vision, life insurance and integrated leave plans and will include computer software, hardware and application development charges.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Employee Benefits and Services	31	1	-3	0	29	1	28
Total	31	1	-3	0	29	1	28

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.3 million fund 29 budgeted positions of which 28 are regular positions and one is limited term. Changes in the budgeted staffing is a result of deletion of three positions that are transferred to the Human Resources budget unit to better align the positions and functions and an adjustment to a job-share position to reflect headcount of two instead of one.

Three regular positions have been deleted as follows:

- 2 Human Resources Analyst I (transferred to Human Resources budget unit)
- 1 Staff Analyst II (transferred to Human Resources budget unit)



INFORMATION SERVICES DEPARTMENT

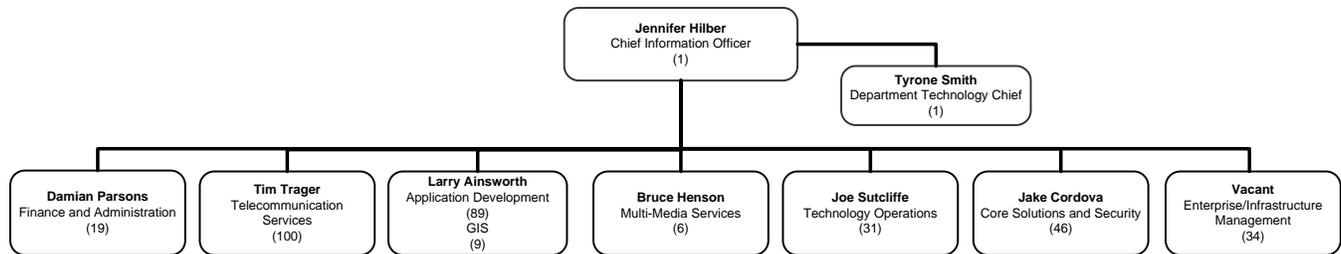
Jennifer Hilber

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
GIS & Multi-media Services	2,412,145	212,922	2,199,223			15
Total General Fund	2,412,145	212,922	2,199,223	0	0	15
Internal Service Funds						
Computer Operations	34,140,670	27,987,757			6,152,913	132
Telecommunication Services	35,796,822	29,478,170			6,318,652	100
Application Development	15,972,163	14,693,515			1,278,648	89
Total Internal Service Funds	85,909,655	72,159,442	0	0	13,750,213	321
Total - All Funds	88,321,800	72,372,364	2,199,223	0	13,750,213	336

2015-16 MAJOR ACCOMPLISHMENTS

- Implemented Electronic Patient Care Records for County Fire’s Image Trend System.
- Implemented the Vision2Read website as part of the Countywide Vision.
- Upgraded the Wide Area Network (WAN) circuit capacity to increase data transfer speeds and reduce latency.
- Upgraded the audio/visual technology in the Covington Chambers.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Complete the current year's task for migration to VOIP technology.	79%	100%	100%	100%
STRATEGY	Unify the County's enterprise telecommunication services by improving functionality and supportability. For 2016-17, implement year four of a seven year project to convert 14% (2,899) of all County telephones to Voice Over Internet Protocol (VOIP) technology.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage scheduled uptime availability for Data Center	100%	100%	100%	100%
STRATEGY	To provide a high availability Data Center infrastructure to house critical equipment that supports the County's mission.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage scheduled uptime availability for WAN	100%	100%	100%	100%
STRATEGY	To provide a high availability and secure Wide Area Network (WAN) infrastructure for efficient and secure transmission of County data that supports the County's mission.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage of current year's task for the 800 Mhz system upgrade completed.	100%	100%	100%	100%
STRATEGY	To improve public safety by upgrading the County's 800 Mhz Public Safety Radio system to digitally capable. The workplan is to implement new radio equipment buildings and continue installation of microwave radio equipment and conversion of subscriber radio fleets.					



GIS & Multi-Media Services

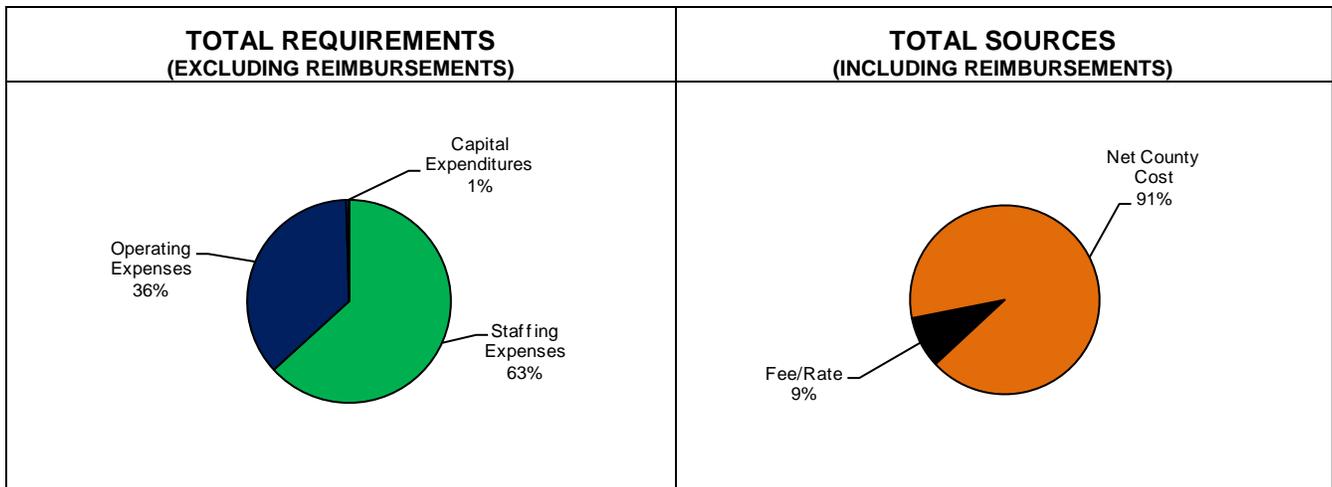
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,412,145
Total Sources (Incl. Reimb.)	\$212,922
Net County Cost	\$2,199,223
Total Staff	15
Funded by Net County Cost	91%

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: General

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	11,342,860	11,854,023	984,866	1,528,573	1,329,074	1,525,083	(3,490)
Operating Expenses	3,347,472	3,015,090	930,368	852,499	850,966	876,062	23,563
Capital Expenditures	16,141	0	0	11,000	7,492	11,000	0
Total Exp Authority	14,706,473	14,869,113	1,915,234	2,392,072	2,187,532	2,412,145	20,073
Reimbursements	(24,960)	(24,998)	0	0	0	0	0
Total Appropriation	14,681,513	14,844,115	1,915,234	2,392,072	2,187,532	2,412,145	20,073
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	14,681,513	14,844,115	1,915,234	2,392,072	2,187,532	2,412,145	20,073
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	7,059,395	12,873,763	232,087	216,872	249,665	212,922	(3,950)
Other Revenue	125,528	0	863	0	0	0	0
Total Revenue	7,184,923	12,873,763	232,950	216,872	249,665	212,922	(3,950)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	7,184,923	12,873,763	232,950	216,872	249,665	212,922	(3,950)
Net County Cost	7,496,590	1,970,352	1,682,284	2,175,200	1,937,867	2,199,223	24,023
Budgeted Staffing*	94	100	13	15	15	15	0

*Data represents modified budgeted staffing

Note: Information Services – GIS and Multi-Media Services is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$139,738 which represents Information Services – GIS and Multi-Media Service's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$1.5 million make up the majority of the department's expenditures within this budget unit. These expenses are necessary to provide GIS and MMA services. Sources of \$212,922 are comprised of revenue from Board of Supervisors approved rates/fees for Street Network Subscriptions and tract maps.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$20,073 primarily due to increases in expenses for computer hardware and software, professional services for maintenance and support of equipment and internal service fund charges.

Sources are decreasing by \$3,950 due to a reduction in demand for tract maps.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Geographic Information Services	9	0	0	0	9	0	9
Multi Media Services	6	0	0	0	6	0	6
Total	15	0	0	0	15	0	15

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.5 million fund 15 budgeted regular positions. There are no budgeted staffing changes.



Computer Operations

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$43,312,855
Total Sources (Incl. Reimb.)	\$37,159,942
Use of / (Contribution To) Net Position	\$6,152,913
Total Staff	132

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

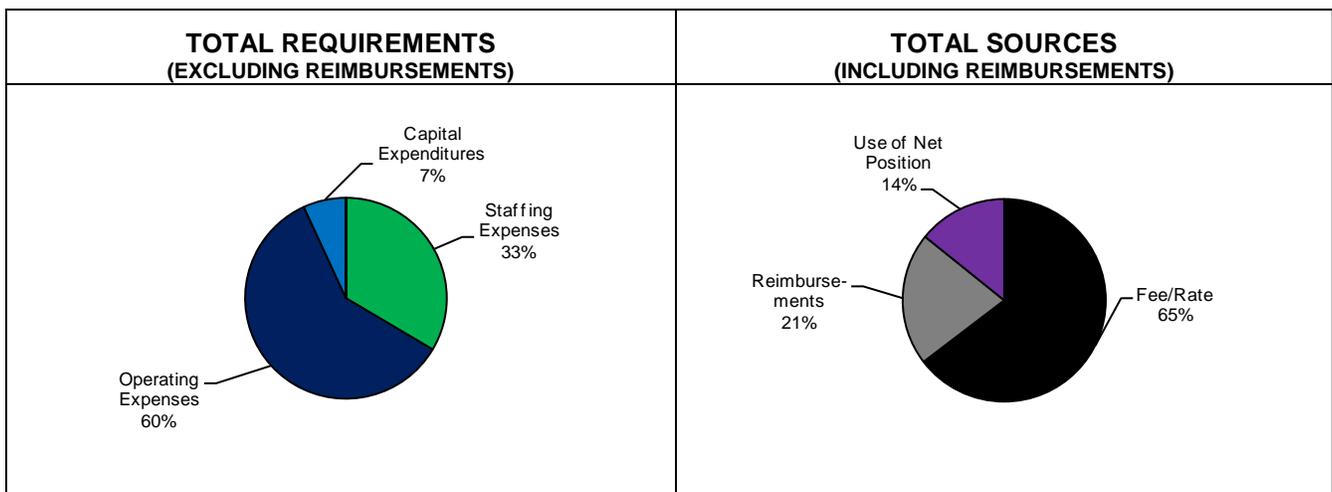
Technology Operations provides for the design, operation, maintenance and administration of the County's Enterprise Data Center which supports the County's enterprise server and includes server management for physical and virtual servers, integrated document imaging infrastructure for digitizing paper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

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

Major Countywide projects for the Division for 2016-17 are:

- Update video conferencing system to improve video quality and interoperability with other systems.
- Upgrade internet filtering to accommodate bandwidth increases and improve security.
- Pilot and implement enterprise software license tracking software to improve auditing and reconciliation of County owned software licensing.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
 DEPARTMENT: Information Services
 FUND: Computer Operations

BUDGET UNIT: IAJ ALL
 FUNCTION: General
 ACTIVITY: Other General

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	12,575,414	13,131,887	12,329,898	13,150,991	12,405,112	14,521,078	1,370,087
Operating Expenses	15,754,173	15,093,589	16,085,353	24,011,133	22,527,086	25,817,082	1,805,949
Capital Expenditures	1,992,759	2,280,292	2,062,798	2,544,000	2,273,305	2,974,695	430,695
Total Exp Authority	30,322,346	30,505,768	30,478,049	39,706,124	37,205,503	43,312,855	3,606,731
Reimbursements	(9,906,552)	(7,885,881)	(9,179,635)	(9,129,165)	(9,766,291)	(9,172,185)	(43,020)
Total Appropriation	20,415,794	22,619,887	21,298,414	30,576,959	27,439,212	34,140,670	3,563,711
Operating Transfers Out	584,079	(214,539)	0	0	0	0	0
Total Requirements	20,999,873	22,405,348	21,298,414	30,576,959	27,439,212	34,140,670	3,563,711
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	19,077,053	21,401,742	22,525,344	25,814,858	26,169,946	27,987,757	2,172,899
Other Revenue	82,711	30,753	204,405	0	3,515	0	0
Total Revenue	19,159,764	21,432,495	22,729,749	25,814,858	26,173,461	27,987,757	2,172,899
Operating Transfers In	133,300	0	0	0	0	0	0
Total Financing Sources	19,293,064	21,432,495	22,729,749	25,814,858	26,173,461	27,987,757	2,172,899
Net Position							
Use of/ (Contribution to) Net Position	1,706,809	972,853	(1,431,335)	4,762,101	1,265,751	6,152,913	1,390,812
Est. Net Position Available						408,420	
Total Est. Unrestricted Net Position						6,561,333	
Budgeted Staffing*	122	117	120	123	123	132	9

*Data represents modified budgeted staffing

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Major expenditures include Staffing Expenses and Operating Expenses. Staffing Expenses of \$14.5 million are necessary to provide support for the County's mainframe and other servers, data storage and replication, and technical services that support the wireless device infrastructure. Operating Expenses of \$25.8 million include \$12.2 million in services and supplies for computer software licenses and equipment support and maintenance; \$2.6 million for application development support and maintenance; \$400,000 for facilities maintenance; and \$10.6 million to fund capital improvement projects and internal cost allocation.

Sources of \$28.0 million are comprised of revenue from Board of Supervisors' approved Fees/Rates for central computer services and other information technology services paid by County departments, Board-Governed Special Districts, and County Service Areas.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$3.6 million primarily due to an increase in Operating Expenses for COWCAP charges, equipment maintenance, facilities charges, internal cost allocations and capital improvement projects and an increase in Staffing Expenses due to the addition of nine positions to support an increase in workload related to server management and fiscal/administrative functions.

Sources are increasing by \$2.2 million in Fee/Rate revenue due to service rate increases.

ANALYSIS OF NET POSITION

The use of \$6.2 million of Net Position funds one-time capital improvement projects such as the data center power project and facility improvement projects including a parking lot enhancement and sewer line replacement at ISD's main facility. This also includes the purchase of additional fixed asset equipment for data storage to meet customer demand. Additional costs will be included in future rates to reduce dependence on net position.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Enterprise Processing (1)	25	0	0	1	26	0	26	
Central Imaging (2)	8	0	0	0	8	0	8	
Finance and Administration	15	4	-1	3	21	0	21	
EMACS Support (2)	1	0	0	0	1	0	1	
Enterprise Printing (1)	5	0	0	0	5	0	5	
Server Management (2)	22	4	0	-1	25	0	25	
Core Solutions and Security	47	2	0	-3	46	0	46	
Total	123	10	-1	0	132	0	132	

*Detailed classification listing available in Appendix D.

Note: (1) Technology Operations

(2) Enterprise/Infrastructure Management

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$14.5 million fund 132 budgeted regular positions. Changes in budgeted staffing include the addition of nine regular positions to address an increased workload related to server management, system support and fiscal/administrative functions.

- 3 System Support Analyst III
- 1 Business Systems Analyst III
- 1 IT technical Assistant II
- 3 Staff Analyst II
- 1 Systems Development Division Chief

In addition to the staffing increases above, the following position is deleted as a result of an assessment of the Division's workload and functions:

- 1 Information Systems Manager

Lastly, one Staff Analyst II position will be transferred to this budget unit from the Telecommunication Services budget unit.



Telecommunication Services

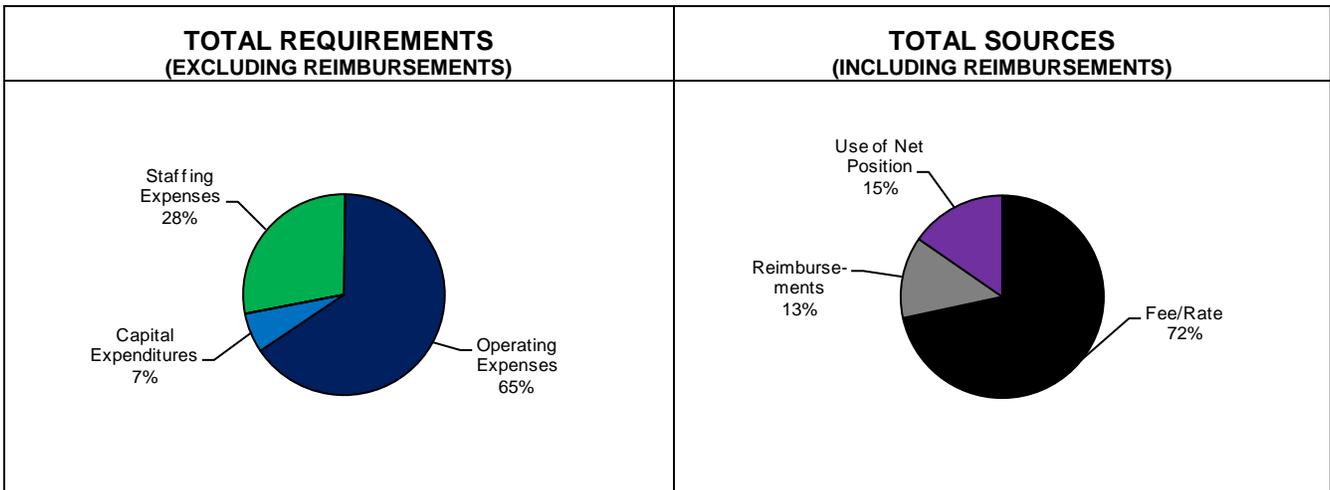
DESCRIPTION OF MAJOR SERVICES

The Telecommunication Services Division (Division) provides for the design, operation, maintenance and administration of the County's telecommunication phone network; the County's Regional Public Safety Radio System that integrates all Countywide sheriff, police and fire emergency radio dispatch capabilities; paging system; and the Wide Area Network (WAN) that securely joins County users together for the efficient use of technology. The Division manages the County's microwave system that provides transport capabilities for each of the individual systems listed above. This budget unit is an internal service fund, which allows for unrestricted net position available at fiscal year-end to be carried over to the next fiscal year to be used as working capital or for replacement of fixed assets and capital improvement projects.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$41,157,643
Total Sources (Incl. Reimb.)	\$34,838,991
Use of / (Contribution To) Net Position	\$6,318,651
Total Staff	100

The County's Regional Public Safety Radio System is in the process of being upgraded. Ongoing Discretionary General Funding of \$17.9 million continues to be allocated for the upgrade project. The estimated cost of the project is \$158.2 million. \$101.9 million has been funded to date and an additional \$26.4 million is funded in 2016-17. Approximately \$71.9 million has been expended to date. During 2016-17, the top priorities of the project continue to center on construction and implementation of new radio equipment buildings and towers in strategic locations which help to enhance signal coverage, and the continued installation of upgraded microwave radio equipment to interlink dispatch centers with public safety agencies and responders throughout the County.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Telecommunication Services

BUDGET UNIT: IAM ALL
FUNCTION: General
ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	9,566,422	9,783,573	9,916,345	11,609,629	10,577,968	11,625,099	15,470
Operating Expenses	18,582,267	21,593,329	18,847,230	26,098,097	21,594,827	26,902,349	804,252
Capital Expenditures	3,778,000	2,716,351	1,788,967	4,508,615	3,941,339	2,630,195	(1,878,420)
Total Exp Authority	31,926,689	34,093,253	30,552,542	42,216,341	36,114,134	41,157,643	(1,058,698)
Reimbursements	(5,813,558)	(5,877,488)	(6,306,560)	(6,240,543)	(6,409,457)	(5,360,821)	879,722
Total Appropriation	26,113,131	28,215,765	24,245,982	35,975,798	29,704,677	35,796,822	(178,976)
Operating Transfers Out	205,948	0	0	0	0	0	0
Total Requirements	26,319,079	28,215,765	24,245,982	35,975,798	29,704,677	35,796,822	(178,976)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	25,699,407	25,919,917	27,230,421	29,533,178	28,315,615	29,478,170	(55,008)
Other Revenue	351,500	94,531	230,977	0	25,141	0	0
Total Revenue	26,050,907	26,014,448	27,461,398	29,533,178	28,340,756	29,478,170	(55,008)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	26,050,907	26,014,448	27,461,398	29,533,178	28,340,756	29,478,170	(55,008)
Net Position							
Use of/ (Contribution to) Net Position	268,172	2,201,317	(3,215,416)	6,442,620	1,363,921	6,318,652	(123,969)
Est. Net Position Available						9,896,797	
Total Est. Unrestricted Net Position						16,215,449	
Budgeted Staffing*	92	96	98	100	100	100	0

*Data represents modified budgeted staffing

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$11.6 million fund positions that are responsible for the maintenance and administration of the County's telephone network, radio system, paging system, WAN and the Countywide microwave system. Operating Expenses of \$26.9 million include application development support and maintenance and facilities costs of \$579,589 and services and supplies of \$16.8 million for telephone, radio system, WAN and other communications related costs including computer software, application development enhancements, and equipment maintenance. Also included in Operating Expenses are transfers out of \$9.4 million to fund capital improvement projects, internal cost allocation, and costs associated with shared positions.

Sources of \$29.5 million include revenue from Board of Supervisors' approved Fees/Rates for services the Division provides, including telephone, wide area network, microwave transport, and radio systems to internal and external departments and agencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$178,976 primarily due to one-time costs in 2015-16 to upgrade technology in the Board Chambers and hardware expenses for the WAN upgrade project, offset by an increase in Operating Expenses due to equipment maintenance costs.

Sources are decreasing by \$55,008 due to service rate decreases.



ANALYSIS OF NET POSITION

The use of \$6.3 million of Net Position funds one-time capital improvement projects for radio communication sites and the new ISD warehouse (\$3.0 million), a three-year agreement paid in full in the first year for Countywide Cisco maintenance and support (\$2.4 million) for which customers reimburse ISD annually, and fixed assets for unplanned customer requests and voice over internet protocol (VoIP) conversions (\$900,000).

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Data Cabling	14	0	0	1	15	0	15	
Management Services	7	0	-1	-1	5	0	5	
Transport Operations	8	0	0	0	8	0	8	
Radio Access	20	1	0	0	21	1	20	
Radio Subscriber Maintenance	3	0	0	2	5	0	5	
Time and Materials	4	0	0	-2	2	0	2	
Telephone Operations	30	0	0	0	30	0	30	
Wide Area Network	8	0	0	0	8	0	8	
Warehouse Operations	6	0	0	0	6	0	6	
Total	100	1	-1	0	100	1	99	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$11.6 million fund 100 budgeted positions of which 99 are regular positions and one is a limited term position.

Changes in budgeted staffing include the addition of one Extra-Help System Support Analyst III due to increased workload for the Public Safety Radio upgrade project.

One Staff Analyst II position has been deleted and moved to the Computer Operations budget unit.



Application Development

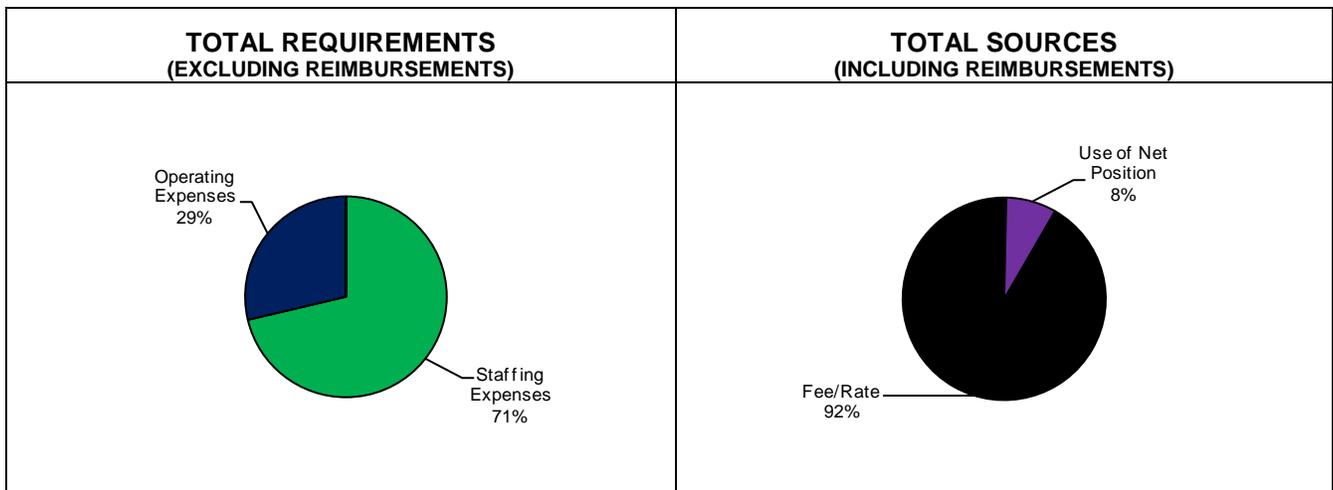
DESCRIPTION OF MAJOR SERVICES

The Application Development division provides support for County departments as they develop, enhance and maintain business applications on a variety of hardware and software platforms. These applications include the County’s enterprise accounting, payroll, budget, personnel, document imaging, public websites, and many other business line systems. The Information Services Department (ISD) consults with departments to identify cost effective ways of conducting business and often provides process reviews, cost analysis, and overall recommendations in the acquisition and integration of new systems. Ongoing large scale information technology projects for the Application Development division include continuing the implementation of the new Land Use enterprise system, replacement of the new Financial Accounting System, and upgrading the payroll system.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$15,972,163
Total Sources (Incl. Reimb.)	\$14,693,515
Use of / (Contribution To) Net Position	\$1,278,648
Total Staff	89

This budget unit is an internal service fund that primarily provides services to County departments and recovers costs via a billable hourly programming rate.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
 DEPARTMENT: Information Services
 FUND: Application Development

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	10,286,753	11,252,719	10,287,382	11,388,984	136,265
Operating Expenses	0	0	2,427,035	2,936,189	3,947,058	4,583,179	1,646,990
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	12,713,788	14,188,908	14,234,440	15,972,163	1,783,255
Reimbursements	0	0	(1,805,106)	0	0	0	0
Total Appropriation	0	0	10,908,682	14,188,908	14,234,440	15,972,163	1,783,255
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	10,908,682	14,188,908	14,234,440	15,972,163	1,783,255
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	14,430,444	14,384,565	13,629,436	14,693,515	308,950
Other Revenue	0	0	9,496	0	0	0	0
Total Revenue	0	0	14,439,940	14,384,565	13,629,436	14,693,515	308,950
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	14,439,940	14,384,565	13,629,436	14,693,515	308,950
Net Position							
Use of/ (Contribution to) Net Position	0	0	(3,531,258)	(195,657)	605,004	1,278,648	1,474,305
Est. Net Position Available						2,973	
Total Est. Unrestricted Net Position						1,281,621	
Budgeted Staffing*	0	0	87	88	88	89	1

*Data represents modified budgeted staffing

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$11.4 million account for the majority of Requirements in this budget unit and are necessary to support Countywide business systems and applications. Operating Expenses of \$4.6 million include costs for resources from information technology contractors, implementation costs for the Land Use Management System Upgrade, COWCAP expenses and miscellaneous hardware and software costs.

Sources of \$14.7 million are comprised of revenue from Board of Supervisors' approved Fees/Rates for maintenance and support, enhancement or development of new computer applications and systems for County departments and external customers.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.8 million due to an increase in Staffing Expenses for the addition of four Business Systems Analyst positions, offset by a decrease of three positions being transferred to the Enterprise Financial Management System Project. Operating Expenses are increasing due to costs associated with the implementation of the Land Use Permitting System, the cost to repay fund IAM (Telecommunications) for the loan to start the Application Development internal services fund, contracted services to backfill the three positions moved to the Enterprise Financial Management System Project, and COWCAP charges.



Sources are increasing by \$308,950 primarily due to an increase in billable hours from the addition of four Business Systems Analyst positions.

ANALYSIS OF NET POSITION

The use of \$1.3 million of Net Position funds one-time implementation costs for the Land Use Permitting System (Accela). Use of Net Position will be limited as this budget unit does not require fixed assets or capital improvements.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Application Development	88	4	-3	0	89	0	89	
Total	88	4	-3	0	89	0	89	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$11.4 million fund 89 budgeted regular positions. Changes to budgeted staffing include the addition of four regular Business Systems Analyst III positions as a result of increased workload, offset by the transfer out of three regular positions that were moved to another budget unit; one Business Systems Analyst III and two Programmer Analyst III's. These three positions are being transferred to support the Enterprise Financial Management System Project and will be backfilled by contracted services hired through outside vendors.



PURCHASING DEPARTMENT

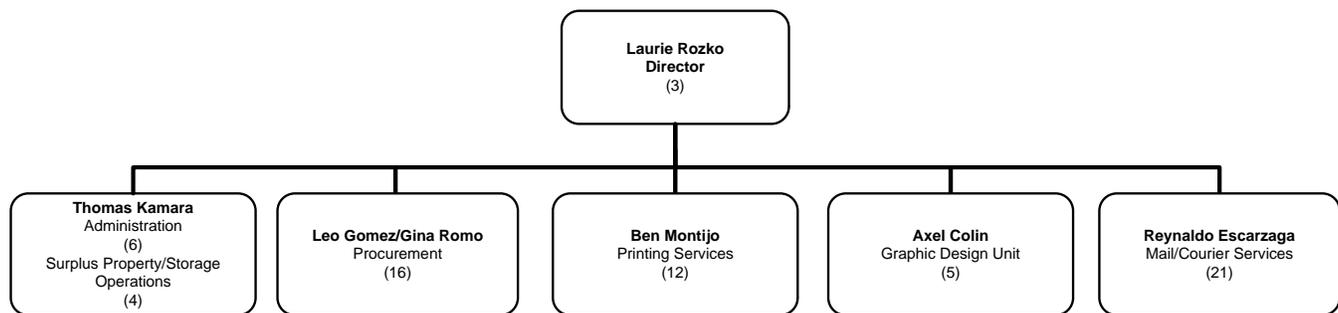
Laurie Rozko

DEPARTMENT MISSION STATEMENT

The Purchasing Department provides quality goods and services in a timely manner at the best value for County departments.



ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Purchasing (AAA PUR)	2,536,046	820,330	1,715,716			25
Total General Fund	2,536,046	820,330	1,715,716	0	0	25
Internal Service Funds						
Printing Services (IAG-PUR)	3,969,750	3,602,500			367,250	17
Surplus Property and Storage Operations (IAV-PUR)	1,460,994	1,266,500			194,494	4
Mail/Courier Services (IAY-PUR)	6,162,036	6,184,173			(22,137)	21
Total Internal Service Funds	11,592,780	11,053,173	0	0	539,607	42
Total - All Funds	14,128,826	11,873,503	1,715,716	0	539,607	67

2015-16 MAJOR ACCOMPLISHMENTS

- Pursued additional buyer credentialing by the Universal Public Procurement Certification Council.
- Earned the Award for Excellence in Procurement from the National Procurement Institute.
- Completed significant updates to key procurement policies.
- Drafted three of six modules for Countywide RFP training.
- Introduced the biennial vendor show as a regional event at Ontario Convention Center.
- Concluded the planning process for a second surplus property warehouse to facilitate staging/deliveries, liquidation sales and reuse of County assets.
- Established additional benchmark cycle times for electronic purchase orders.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average customer satisfaction on 100% scale	91%	85%	85%	90%
OBJECTIVE	Ensure that employees know that they and their work are valued.					
STRATEGY	Deliver topnotch customer service to internal customers.					
STRATEGY	Recognize staff for accomplishments in service delivery.					
STRATEGY	Continuously evaluate communication, purchasing services, training, and responsiveness for departments.					
STRATEGY	Poll customers for feedback on numerous occasions.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average days purchasing cycle for standard purchase orders up to \$100,000	11.1	12.0	11.5	11.0
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average days purchasing cycle for low value purchase orders up to \$7,500	N/A	3.5	3.0	2.8
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average days purchasing cycle to convert requisition to purchase order	N/A	2.4	2.4	2.2
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of annual aggregate bids to achieve cost or efficiency improvements	3	8	8	10
STRATEGY	Create operational efficiencies and cost savings through purchases and programs for multiple departments.					



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Average vendor satisfaction on 100% scale	91%	87%	87%	90%
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.					
STRATEGY	Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.					
STRATEGY	Collaborate with other departments on forums to discuss how to become a vendor for County business.					
STRATEGY	Host vendor shows to connect suppliers with County departments and other public agencies in the region.					
STRATEGY	Participate in vendor activities that correlate to business success and economic development.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of vendor scheduled meetings and vendor interactions for business development	546	650	850	900
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.					
STRATEGY	Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.					
STRATEGY	Collaborate with other departments on forums to discuss how to become a vendor for County business.					
STRATEGY	Host vendor shows to connect suppliers with County departments and other public agencies in the region.					
STRATEGY	Participate in vendor activities that correlate to business success and economic development.					



Purchasing

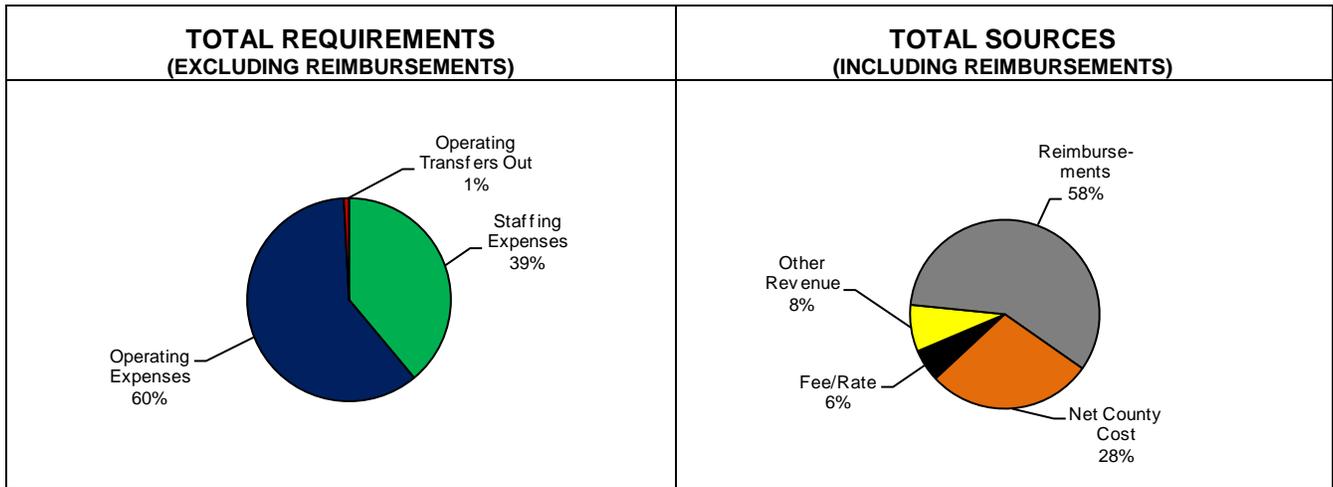
DESCRIPTION OF MAJOR SERVICES

The Purchasing Department provides procurement services, administers contracts, manages vendor relationships, oversees procurement card program operations, and implements the electronic procurement system. Divisions include printing services and graphic design, mail and courier services, and surplus property disposition and storage services.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$6,058,443
Total Sources (Incl. Reimb.)	\$4,342,727
Net County Cost	\$1,715,716
Total Staff	25
Funded by Net County Cost	28%

Essential values are customer service, partnership, innovation, ethical and fair conduct, professional standards, and transparency in the fulfillment of the department's purchasing obligations while upholding legal requirements and fiduciary responsibility to the citizens of San Bernardino County.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: General Fund

BUDGET UNIT: AAA PUR
FUNCTION: General
ACTIVITY: Finance

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,536,385	1,770,986	1,870,742	2,386,297	2,160,876	2,360,391	(25,906)
Operating Expenses	3,342,385	2,998,479	3,358,755	3,572,618	3,313,606	3,648,052	75,434
Capital Expenditures	56,775	110,000	0	100,000	100,000	0	(100,000)
Total Exp Authority	4,935,545	4,879,465	5,229,497	6,058,915	5,574,482	6,008,443	(50,472)
Reimbursements	(2,896,068)	(2,906,352)	(3,097,544)	(3,531,413)	(3,236,296)	(3,522,397)	9,016
Total Appropriation	2,039,477	1,973,113	2,131,953	2,527,502	2,338,186	2,486,046	(41,456)
Operating Transfers Out	0	0	0	0	0	50,000	50,000
Total Requirements	2,039,477	1,973,113	2,131,953	2,527,502	2,338,186	2,536,046	8,544
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	339,995	358,301	321,264	344,700	322,795	336,000	(8,700)
Other Revenue	664,862	(68,635)	371,531	428,751	454,203	484,330	55,579
Total Revenue	1,004,857	289,666	692,795	773,451	776,998	820,330	46,879
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,004,857	289,666	692,795	773,451	776,998	820,330	46,879
Net County Cost	1,034,620	1,683,447	1,439,158	1,754,051	1,561,188	1,715,716	(38,335)
Budgeted Staffing*	17	20	23	25	25	25	0

*Data represents modified budgeted staffing

Note: Purchasing is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$142,844 which represents Purchasing's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of \$3.7 million make up the majority of the requirements within this budget unit. These expenses include \$2.8 million for Countywide office supplies, which are reimbursed by user departments, and \$268,517 in ongoing expenses for the enterprise electronic procurement system.

Sources of \$820,330 primarily include \$336,000 in service charges for administering the desktop office supply program and consolidated billing, as well as \$394,330 from various rebate agreements associated with Countywide procurement programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$8,544 mainly due to increased Operating Expenses associated with the cost of updating the department's websites to better serve its customers. Those increases are offset by a decrease in Staffing Expenses due to the departure of experienced staff and the resulting hiring of new personnel at lower salary and benefit costs. Sources are increasing by \$46,879 related to rebates.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Executive	3	0	0	0	3	0	3	
Administration	6	0	0	0	6	0	6	
Procurement	16	0	0	0	16	0	16	
Total	25	0	0	0	25	0	25	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.4 million fund 25 budgeted regular positions. There are no staffing changes to this budget unit.



Printing Services

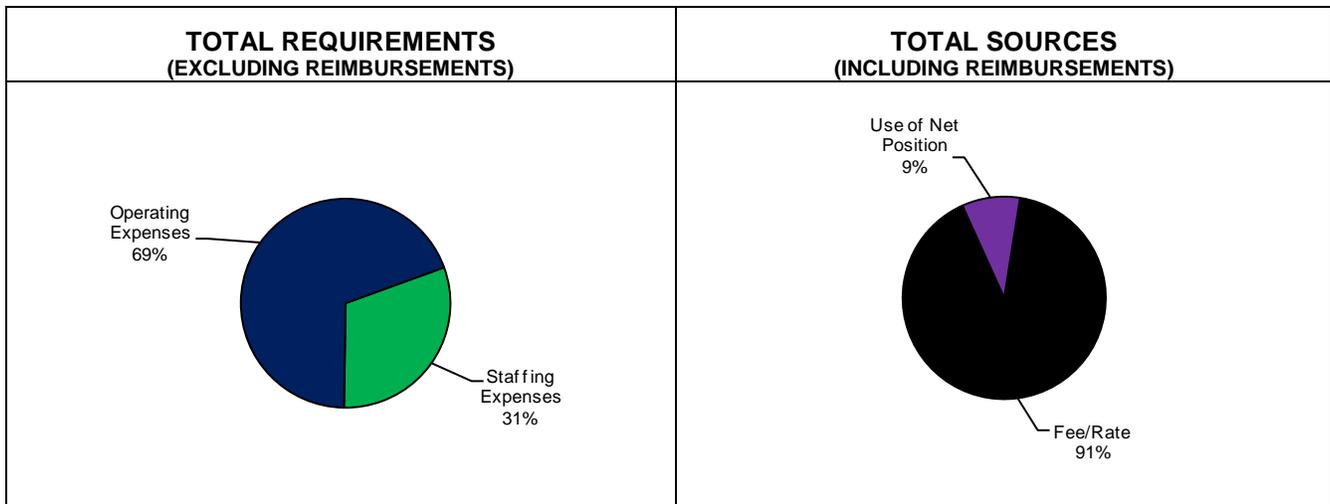
DESCRIPTION OF MAJOR SERVICES

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

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,969,750
Total Sources (Incl. Reimb.)	\$3,602,500
Use of / (Contribution To) Net Position	\$367,250
Total Staff	17

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Printing Services

BUDGET UNIT: IAG PUR
FUNCTION: General
ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	960,732	1,019,064	928,751	1,021,632	990,561	1,223,122	201,490
Operating Expenses	2,771,793	2,739,448	2,729,635	2,331,452	2,325,986	2,746,628	415,176
Capital Expenditures	52,501	94,994	639,433	189,160	105,683	0	(189,160)
Total Exp Authority	3,785,026	3,853,506	4,297,819	3,542,244	3,422,230	3,969,750	427,506
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	3,785,026	3,853,506	4,297,819	3,542,244	3,422,230	3,969,750	427,506
Operating Transfers Out	0	0	0	109,000	69,964	0	(109,000)
Total Requirements	3,785,026	3,853,506	4,297,819	3,651,244	3,492,194	3,969,750	318,506
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	4,232,556	4,295,771	2,576,581	3,141,020	3,244,963	3,602,500	461,480
Other Revenue	(617,928)	7,958	12,026	0	7,892	0	0
Total Revenue	3,614,628	4,303,729	2,588,607	3,141,020	3,252,855	3,602,500	461,480
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,614,628	4,303,729	2,588,607	3,141,020	3,252,855	3,602,500	461,480
Net Position							
Use of/ (Contribution to) Net Position	170,398	(450,223)	1,709,212	510,224	239,339	367,250	(142,974)
Est. Net Position Available						905,873	
Total Est. Unrestricted Net Position						1,273,123	
Budgeted Staffing*	14	15	15	16	16	17	1

*Data represents modified budgeted staffing

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of \$2.7 million fund the costs of materials, outside printing services, production copiers and equipment maintenance. Expenses are charged to County departments and outside agencies through the rates that the department prepares annually.

Sources of \$3.6 million represent projected revenue from rates charged for black and white copies, color copies, graphic design services and outside printing services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$318,506 primarily due to the addition of one new budgeted position, increased equipment maintenance costs and increased materials costs that are passed through to customers. Sources are increasing by \$461,480 due to increased volume and an associated increase in revenue from reimbursable costs.



ANALYSIS OF NET POSITION

In 2016-17 the department is budgeting a Use of Net Position in the amount of \$367,250. This is in adherence with Federal OMB 2 CFR 255 which requires the department to achieve a balance between the rates charged and maintaining an adequate working capital reserve. The department has used Net Position for the past two years and expects to do so again in 2016-17 to bring the Net Position within an acceptable range for working capital reserves.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Printing Services	12	0	0	0	12	0	12	
Graphic Design Unit	4	1	0	0	5	0	5	
Total	16	1	0	0	17	0	17	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.2 million fund 17 budgeted regular positions. Budgeted staffing expenses have increased by \$201,490 due to increased salary costs and the addition of a new Graphics Technician to assist with the increased workload.



Surplus Property and Storage Operations

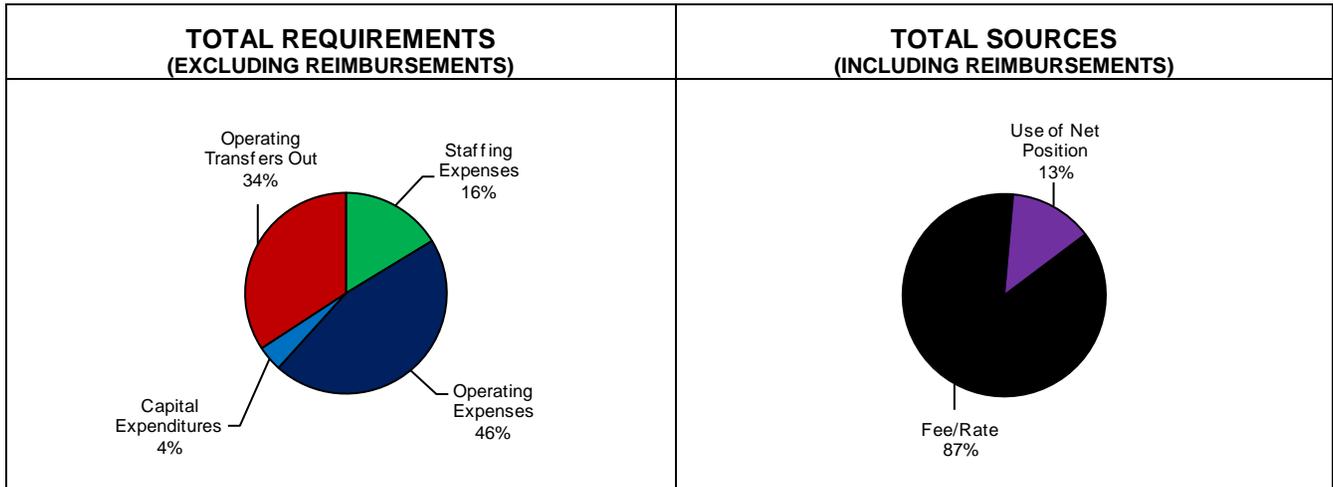
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$1,460,994
Total Sources (Incl. Reimb.)	\$1,266,500
Use of / (Contribution To) Net Position	\$194,494
Total Staff	4

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Surplus

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	111,815	127,702	140,812	241,957	193,318	237,893	(4,064)
Operating Expenses	242,209	230,052	350,366	905,488	856,082	663,069	(242,419)
Capital Expenditures	0	0	78,695	40,000	0	60,000	20,000
Total Exp Authority	354,024	357,754	569,873	1,187,445	1,049,400	960,962	(226,483)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	354,024	357,754	569,873	1,187,445	1,049,400	960,962	(226,483)
Operating Transfers Out	0	0	0	0	0	500,032	500,032
Total Requirements	354,024	357,754	569,873	1,187,445	1,049,400	1,460,994	273,549
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	352,031	483,032	536,840	1,222,900	1,366,608	1,266,500	43,600
Other Revenue	15,120	396	3,534	246	3,062	0	(246)
Total Revenue	367,151	483,428	540,374	1,223,146	1,369,670	1,266,500	43,354
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	367,151	483,428	540,374	1,223,146	1,369,670	1,266,500	43,354
Net Position							
Use of/ (Contribution to) Net Position	(13,127)	(125,674)	29,499	(35,701)	(320,270)	194,494	230,195
Est. Net Position Available						316,429	
Total Est. Unrestricted Net Position						510,923	
Budgeted Staffing*	2	2	3	4	4	4	0

*Data represents modified budgeted staffing

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of \$1.5 million consist primarily of Operating Expenses which include rents and leases, non-inventoriable equipment, COWCAP, insurance charges, facilities charges, professional services, and transfers out to fund administrative support provided by staff in the Purchasing Department's General Fund budget unit.

Sources of \$1.3 million include auction revenue, revenue from the storage and surplus handling rates, proceeds from recycling with outside vendors and a reimbursement from Human Services for the participation of Community Based Organizations in the Surplus Property Program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$273,549, which include increased Operating Transfers Out for costs associated with purchasing or leasing additional warehouse space and the existing warehouse facility's retrofit. Sources are increasing by \$43,354 due to an increase in live auction and handling revenue.



ANALYSIS OF NET POSITION

The department is budgeting a Use of Net Position in the amount of \$194,494. This is in adherence to Federal OMB 2 CFR 255 which requires the department to achieve a balance between the rates charged and maintaining an adequate working capital reserve.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Surplus Property and Storage	4	0	0	0	4	0	4	
Total	4	0	0	0	4	0	4	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$237,893 fund four budgeted regular positions.



Mail/Courier Services

DESCRIPTION OF MAJOR SERVICES

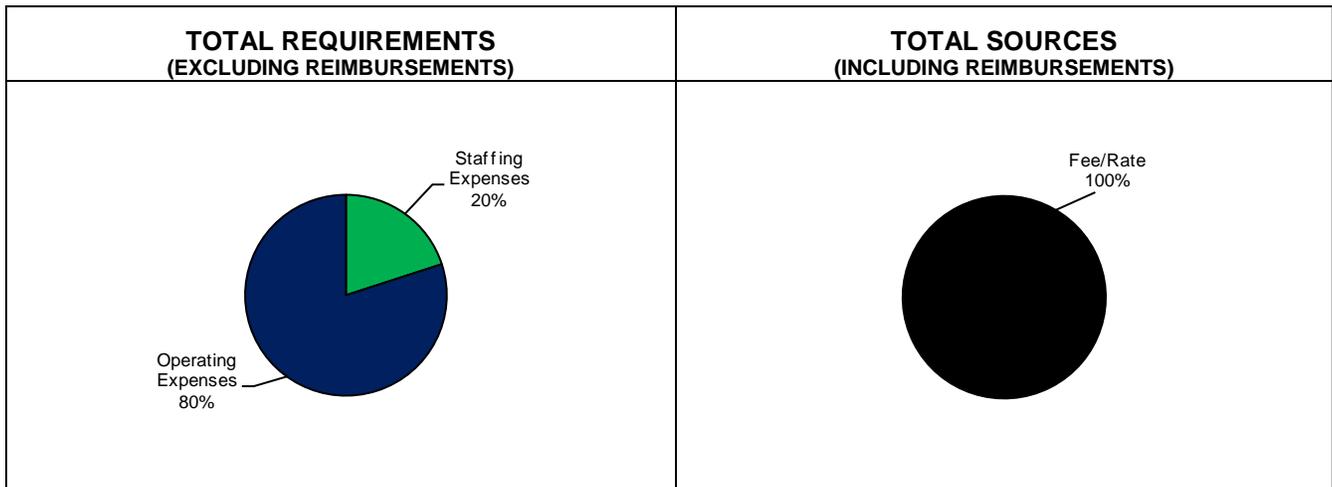
Mail/Courier Services provides mail handling and interoffice mail delivery. Mail handling includes various expedited shipping services, postage at a discounted presort rate and overnight services at a governmental discounted rate, along with automated mail duties. There are nine courier routes, six postage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

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$6,162,036
Total Sources (Incl. Reimb.)	\$6,184,173
Use of / (Contribution To) Net Position	(\$22,137)
Total Staff	21

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: IAY PUR
FUNCTION: General
ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,233,423	1,249,648	1,183,330	1,232,202	1,136,124	1,232,249	47
Operating Expenses	5,286,485	5,069,392	4,766,887	4,767,446	4,762,936	4,929,787	162,341
Capital Expenditures	63,586	0	0	0	0	0	0
Total Exp Authority	6,583,494	6,319,040	5,950,217	5,999,648	5,899,060	6,162,036	162,388
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,583,494	6,319,040	5,950,217	5,999,648	5,899,060	6,162,036	162,388
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,583,494	6,319,040	5,950,217	5,999,648	5,899,060	6,162,036	162,388
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	176	0	0	0	0	0
Fee/Rate	6,340,040	6,194,706	5,823,359	5,692,273	5,686,122	6,184,173	491,900
Other Revenue	19,448	2,285	2,677	0	3,944	0	0
Total Revenue	6,359,488	6,197,167	5,826,036	5,692,273	5,690,066	6,184,173	491,900
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	6,359,488	6,197,167	5,826,036	5,692,273	5,690,066	6,184,173	491,900
Net Position							
Use of/ (Contribution to) Net Position**	224,006	121,873	124,181	307,375	208,994	(22,137)	(329,512)
Est. Net Position Available						859,800	
Total Est. Unrestricted Net Position						837,663	
Budgeted Staffing*	25	25	25	24	24	21	(3)

*Data represents modified budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of \$4.9 million represent the majority of Requirements. This includes direct postage expense, equipment leases and maintenance, postal software upgrades, and other related services and supplies.

Sources totaling \$6.2 million represent payments from departments for mail handling, direct postage costs and courier services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$162,388 due to new ongoing projects associated with departmental mailings related to Health Care Reform. Sources are increasing by \$491,900 due to reimbursement for those same ongoing projects and an increase in rates.

ANALYSIS OF NET POSITION

The department is budgeting a Contribution to Net Position of \$22,137. This is in adherence to Federal OMB 2 CFR 255 which requires the department to achieve a balance between the rates charged and ensuring an adequate working capital reserve.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Mail/Courier Services	24	0	-3	0	21	0	21	
Total	24	0	-3	0	21	0	21	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.2 million fund 21 budgeted regular positions. The deletion of two Mail Processor IIs and one Mail Processor III is the result of reduced workload.

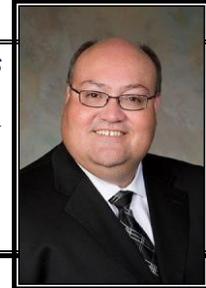


RISK MANAGEMENT

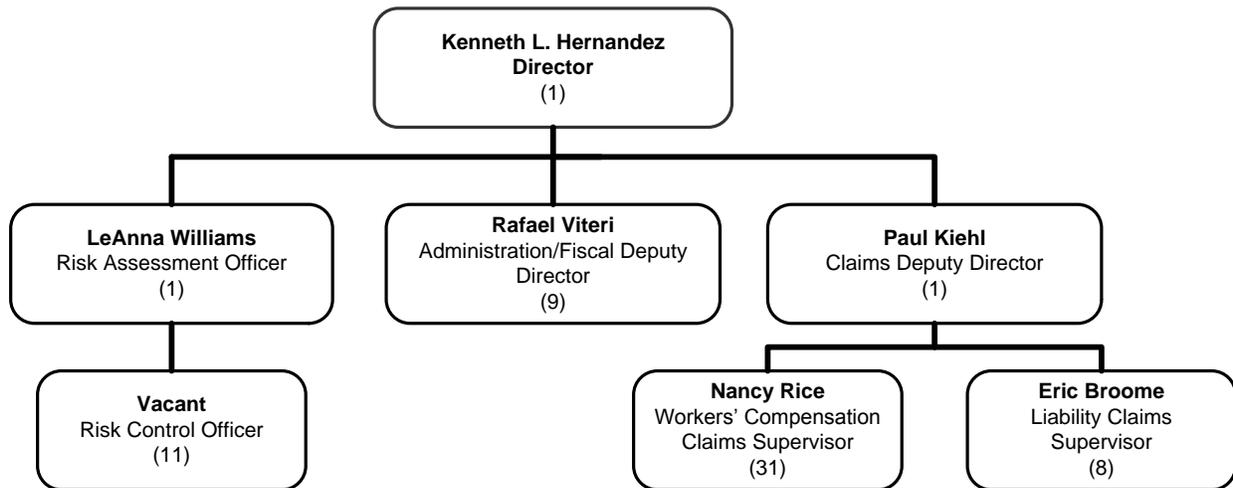
Kenneth L. Hernandez

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Internal Service Funds						
Operations	125,000	125,173			(173)	62
Insurance Programs	106,171,377	103,322,700			2,848,677	0
Total Internal Service Funds	106,296,377	103,447,873	0	0	2,848,504	62
Total - All Funds	106,296,377	103,447,873	0	0	2,848,504	62



2015-16 MAJOR ACCOMPLISHMENTS

- Responded to the Waterman Incident that involved Public Health (Environmental Health Division) employees. Risk Management set up claims and reserves for the deceased and injured, and personally met with victims and their families at various hospitals. Risk Management participated in the Family Assistance Center Resources meetings and other meetings to assist victims and/or their families with their claims.
- Converted Workers' Compensation program from a self-insured cash basis to a program with excess insurance purchased from CSAC-EIA (California State Association of Counties - Excess Insurance Authority) by buying an insurance policy with statutory limits and a self-insured retention (SIR) of \$2.0 million, effective July 1, 2015.
- Obtained a Compromise and Release resolution on 53 claims, closing future liability, and obtained several Take Nothing settlements.
- Referred 24 incidents and claims to pre-litigation handling as of the third quarter which is an increase of one incident and claim from 2014-15. This has allowed Risk Management to gain better control, resulting in less expensive resolutions in certain cases.
- Collaborated with County Counsel and Children and Family Services in updating contractual agreements and insurance requirements from Foster Family Agencies that the County does business with.
- Recovered \$5.9 million in a bad faith insurance case against the insurance carrier for the catastrophic flooding event that occurred in Highland in December of 2010.
- Provided rapid response to large first party property incidents, reducing the severity of the damages.
- Coordinated with Federal Highway Administration to present ADA 'public rights-of-way' training for Public Works staff.
- Coordinated with Pacific ADA Center, Center on Deafness Inland Empire, and Greater Los Angeles Agency on Deafness (GLAD) to present training for Departmental ADA Coordinators.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.	Cost of risk as a percent of County budget.	1.46%	<2%	1.57%	<2%
STRATEGY	Minimize the total cost of risk, through the optimization of insurance vs. risk retention.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of employees who are trained.	4,670	5,000	5,021	5,100
STRATEGY	Provide formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of days from date of receipt of claim form to mailing of initial correspondence.	18	12	12	12
STRATEGY	Ensure injured employees receive timely explanation of benefits by decreasing the time it takes to mail the acceptance letter or delay notice (initial correspondence).					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of catastrophic cases referred for pre-litigation handling.	27%	25%	27%	25%
STRATEGY	Reduce the number of catastrophic/high exposure cases resulting in lawsuits by resolving these pre-litigation.					



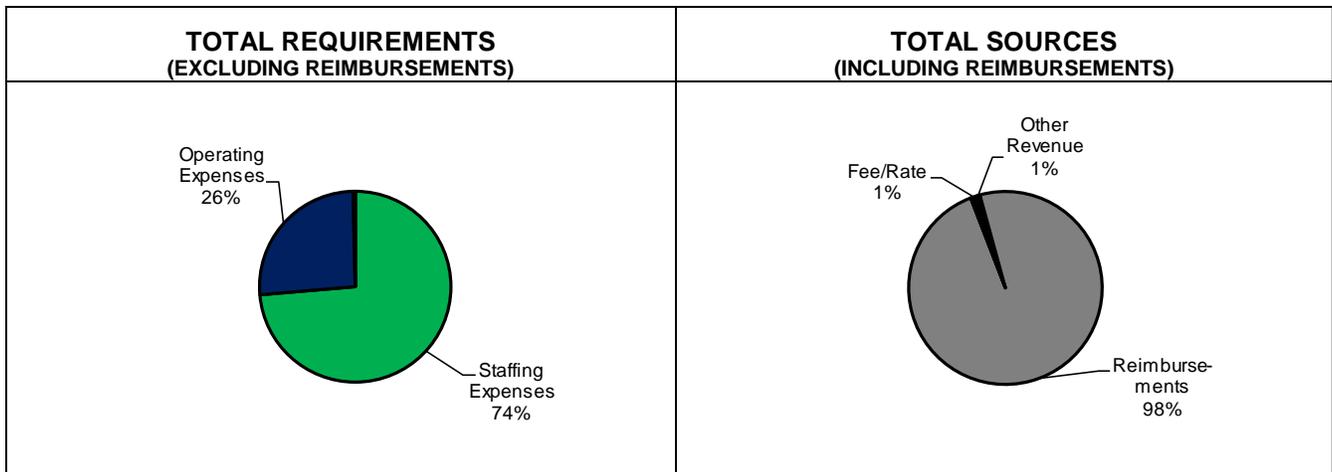
Operations

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$7,927,452
Total Sources (Incl. Reimb.)	\$7,927,625
Use of / (Contribution To) Net Position	(\$173)
Total Staff	62

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	5,078,130	5,228,966	4,966,954	5,413,805	5,224,685	5,838,378	424,573
Operating Expenses	1,547,328	1,347,222	1,052,866	1,348,054	1,294,682	2,061,074	713,020
Capital Expenditures	0	0	0	0	0	28,000	28,000
Total Exp Authority	6,625,458	6,576,188	6,019,820	6,761,859	6,519,367	7,927,452	1,165,593
Reimbursements	(621,566)	(628,623)	(649,082)	(651,633)	(651,633)	(7,802,452)	(7,150,819)
Total Appropriation	6,003,892	5,947,565	5,370,738	6,110,226	5,867,734	125,000	(5,985,226)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,003,892	5,947,565	5,370,738	6,110,226	5,867,734	125,000	(5,985,226)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	106,961	93,387	83,047	100,000	90,000	85,000	(15,000)
Other Revenue	(477,354)	(626,690)	(295,806)	30,173	(895,575)	40,173	10,000
Total Revenue	(370,393)	(533,303)	(212,759)	130,173	(805,575)	125,173	(5,000)
Operating Transfers In	6,183,948	6,227,438	5,785,344	5,819,976	5,819,976	0	(5,819,976)
Total Financing Sources	5,813,555	5,694,135	5,572,585	5,950,149	5,014,401	125,173	(5,824,976)
Net Position							
Use of/ (Contribution to) Net Position**	190,337	253,430	(201,847)	160,077	853,333	(173)	(160,250)
Est. Net Position Available						173	
Total Est. Unrestricted Net Position						0	
Budgeted Staffing*	58	59	57	58	58	62	4

*Data represents modified budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$5.8 million represent the majority of the requirements within this budget unit and fund 62 budgeted positions which are necessary to administer the County's insurance programs.

Sources of \$125,173 primarily consist of interest and Emergency Medical Services administrative fee.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$6.0 million primarily due to the reclassification of Operating Transfers In to Reimbursements. Staffing Expenses are higher primarily due to the addition of four positions to the Workers' Compensation, Liability and Risk Control Divisions. Operating Expenses are increasing due to an increase in COWCAP, office remodel, and computer application charges.

Sources are decreasing by \$5.8 million primarily due to the reclassification of sources to reimbursements discussed above, and also includes lower projected administrative fee revenue from the Emergency Medical Services Program of \$85,000 and an expected increased amount of interest revenue.



ANALYSIS OF NET POSITION

All services in this budget unit are provided on a cost-reimbursement basis from the insurance funds. In fiscal years where the result of operations contributes to Net Position, these funds are transferred back to the insurance funds that fund this operating budget unit.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Admin/Fiscal	11	0	0	0	11	0	11	
Workers' Compensation	29	2	0	0	31	1	30	
Liability	7	1	0	0	8	0	8	
Risk Control	11	1	0	0	12	0	12	
Total	58	4	0	0	62	1	61	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$5.8 million fund 62 budgeted positions of which 61 are regular positions and one is a limited term position. Four regular positions have been added: two Workers' Compensation Adjusters II, one Liability Claims Representative II, and one Departmental Risk Control Specialist, to assist with claims handling due to an unexpected increase in claims related to the Waterman Incident, City of San Bernardino Fire annexation to County Fire, and to reduce claims per adjuster ratio.



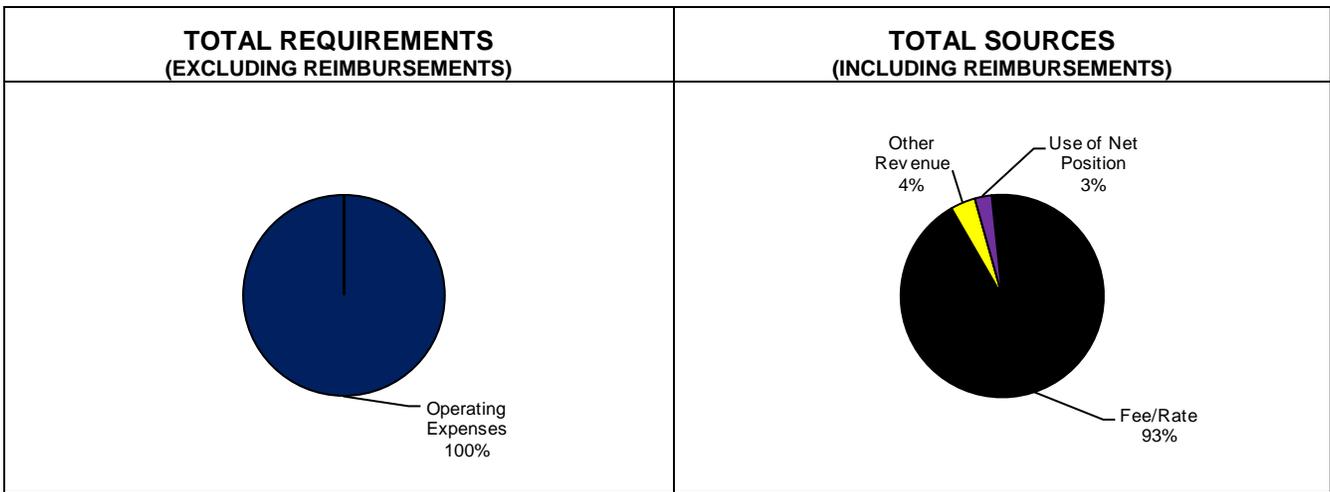
Insurance Programs

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$106,171,377
Total Sources (Incl. Reimb.)	\$103,322,700
Use of / (Contribution To) Net Position	\$2,848,677
Total Staff	0

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
 DEPARTMENT: Risk Management
 FUND: Insurance Programs

BUDGET UNIT: Various
 FUNCTION: General
 ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	62,512,745	68,403,173	63,043,339	94,365,754	63,445,736	106,171,377	11,805,623
Capital Expenditures	7,457	0	0	65,796	0	0	(65,796)
Total Exp Authority	62,520,202	68,403,173	63,043,339	94,431,550	63,445,736	106,171,377	11,739,827
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	62,520,202	68,403,173	63,043,339	94,431,550	63,445,736	106,171,377	11,739,827
Operating Transfers Out	7,059,078	6,262,212	5,844,503	6,065,418	5,819,975	0	(6,065,418)
Total Requirements	69,579,280	74,665,385	68,887,842	100,496,968	69,265,711	106,171,377	5,674,409
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	78,441	0	0	20,000	20,000
Fee/Rate	68,078,017	84,186,876	92,984,414	101,728,000	98,766,095	99,039,400	(2,688,600)
Other Revenue	3,075,228	3,786,298	562,131	1,377,819	4,223,152	4,223,300	2,845,481
Total Revenue	71,153,245	87,973,174	93,624,986	103,105,819	102,989,247	103,282,700	176,881
Operating Transfers In	(60,720,621)	0	428	0	37,558	40,000	40,000
Total Financing Sources	10,432,624	87,973,174	93,625,414	103,105,819	103,026,805	103,322,700	216,881
Net Position							
Use of/ (Contribution to) Net Position	59,146,656	(13,307,789)	(24,737,572)	(2,608,851)	(33,761,094)	2,848,677	5,457,528
Est. Net Position Available						55,110,003	
Total Est. Unrestricted Net Position						57,958,680	
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of \$106.2 million include judgement and settlement costs, medical treatment and expenses, temporary disability and loss earnings, property insurance, and legal defense services.

Sources of \$103.3 million primarily include Board of Supervisors' approved premiums paid by departments, Board-Governed Special Districts, and County Service Areas.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$5.7 million due to an increase in settlements and increased liability claim experience. Additionally, there are increased medical claims costs in workers' compensation.

Sources are increasing by \$216,881 primarily due to lower premiums charged to departments for General Liability, Auto Liability, and Medical Malpractice Programs to achieve the 80% confidence level of funding offset by an increase in insurance recoveries and interest revenue.



ANALYSIS OF NET POSITION

Net Position supports insurance programs in maintaining and reaching an 80% confidence level of funding as recommended by annual actuarial studies. The department is budgeting a Use of Net Position of \$2.8 million for one-time claims costs of unexpected judgments and settlements.

STAFFING CHANGES AND OPERATIONAL IMPACT

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



LOCAL AGENCY FORMATION COMMISSION

Kathleen Rollings-McDonald

2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
<u>General Fund</u>	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Local Agency Formation Commission	308,741	0	308,741			0
Total General Fund	308,741	0	308,741	0	0	0
Total - All Funds	308,741	0	308,741	0	0	0

DESCRIPTION OF MAJOR SERVICES

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

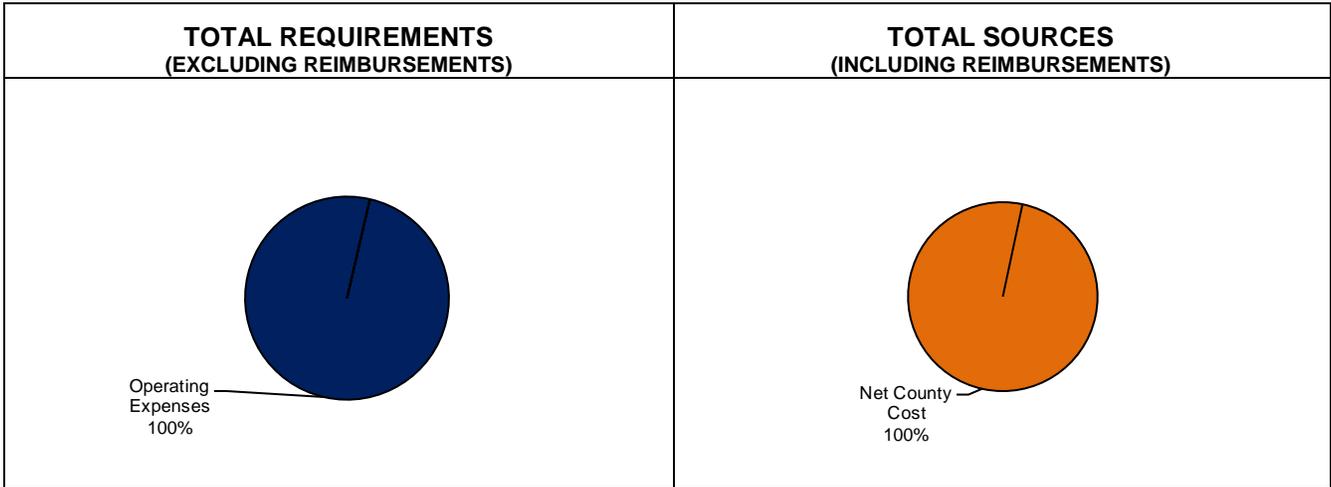
Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$308,741
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$308,741
Total Staff	0
Funded by Net County Cost	100%

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

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



2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	301,000	288,274	288,274	294,039	294,039	308,741	14,702
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	301,000	288,274	288,274	294,039	294,039	308,741	14,702
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	301,000	288,274	288,274	294,039	294,039	308,741	14,702
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	301,000	288,274	288,274	294,039	294,039	308,741	14,702
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	301,000	288,274	288,274	294,039	294,039	308,741	14,702
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of \$308,741 represent the County's mandated contribution of one-third of LAFCO's net operating costs, which include salaries and benefits, services and supplies, and travel related expenses offset by revenue from fees and other revenues.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$14,702 due to an increase in LAFCO's operating costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



COUNTY SCHOOLS Ted Alejandre

2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Schools	3,195,672	0	3,195,672			0
Total General Fund	3,195,672	0	3,195,672	0	0	0
Total - All Funds	3,195,672	0	3,195,672	0	0	0

DESCRIPTION OF MAJOR SERVICES

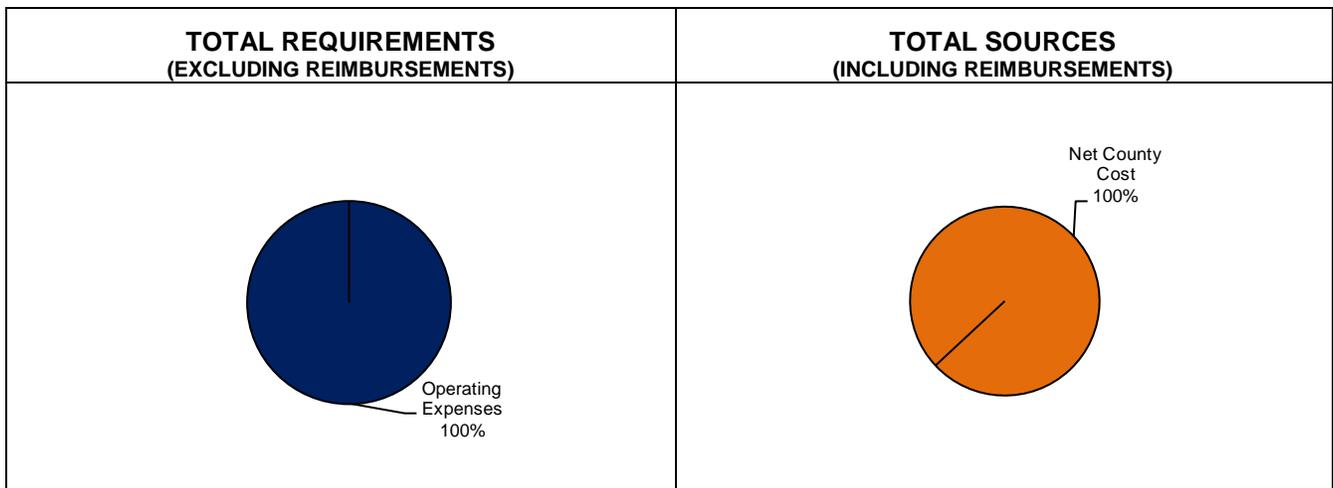
This budget unit represents the County's total legal and contractual obligations to contribute to the costs of the Superintendent of Schools and District Financial Services, known collectively as the San Bernardino County Superintendent of Schools.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,195,672
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$3,195,672
Total Staff	0
Funded by Net County Cost	100%

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

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
 DEPARTMENT: County Schools
 FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,814,938	3,090,950	2,824,794	3,139,352	2,974,797	3,195,672	56,320
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,814,938	3,090,950	2,824,794	3,139,352	2,974,797	3,195,672	56,320
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,814,938	3,090,950	2,824,794	3,139,352	2,974,797	3,195,672	56,320
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,814,938	3,090,950	2,824,794	3,139,352	2,974,797	3,195,672	56,320
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	2,814,938	3,090,950	2,824,794	3,139,352	2,974,797	3,195,672	56,320
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Major expenditures include payments to the Superintendent of Schools for housing costs of \$532,841, data processing of \$753,881, communications of \$352,711, COWCAP charges of \$136,044, utilities of \$436,292, and a reimbursement for staffing of \$856,205. These payments are mandated responsibilities of the County by Title I of the California Education Code.

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2016-17, Requirements are increasing \$56,320 due primarily to increased COWCAP charges.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit as it only represents the financial contribution by the County.





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