

**ECONOMIC DEVELOPMENT AGENCY
SUMMARY**

<u>GENERAL FUND</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
ECONOMIC DEVELOPMENT AGENCY	116				
ECONOMIC DEVELOPMENT SUMMARY					
ECONOMIC DEVELOPMENT	117	3,535,436	220,000	3,315,436	10
COMMUNITY DEVELOPMENT AND HOUSING					
HOMELESS HOUSING INITIATIVE	129	0	0	0	0
TOTAL GENERAL FUND		<u>3,535,436</u>	<u>220,000</u>	<u>3,315,436</u>	<u>10</u>

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
<u>SPECIAL REVENUE FUNDS</u>					
ECONOMIC DEVELOPMENT					
COMMUNITY DEVELOPMENT AND HOUSING	123	36,258,817	16,022,308	20,236,509	24
WORKFORCE DEVELOPMENT	131	22,993,213	24,387,167	(1,393,954)	113
TOTAL SPECIAL REVENUE		<u>59,252,030</u>	<u>40,409,475</u>	<u>18,842,555</u>	<u>137</u>

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
<u>CAPITAL PROJECTS FUNDS</u>					
ECONOMIC DEVELOPMENT					
COMMUNITY DEVELOPMENT AND HOUSING	123	19,199,727	52,600	19,147,127	0
TOTAL SPECIAL REVENUE		<u>19,199,727</u>	<u>52,600</u>	<u>19,147,127</u>	<u>0</u>



ECONOMIC DEVELOPMENT AGENCY

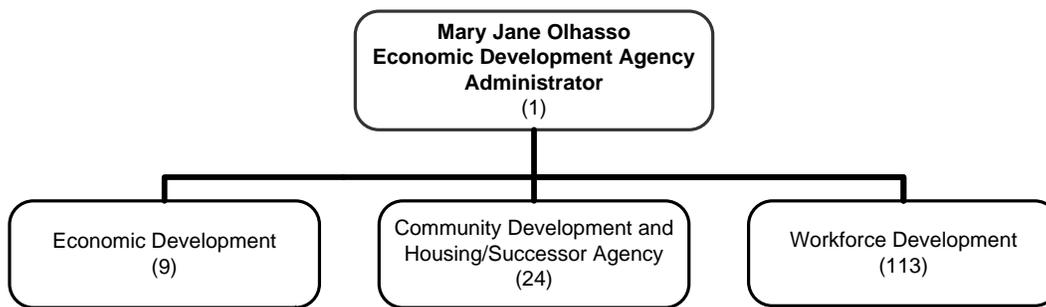
Mary Jane Olhasso

DEPARTMENT MISSION STATEMENT

The Economic Development Agency's mission is to create, maintain, and grow the economic value 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						
Economic Development	3,535,436	220,000	3,315,436			10
CDH - Homeless Housing Initiative	0	0	0			0
Total General Fund	3,535,436	220,000	3,315,436	0	0	10
Special Revenue Funds						
Community Development and Housing	36,258,817	16,022,308		20,236,509		24
Workforce Development	22,993,213	24,387,167		(1,393,954)		113
Total Special Revenue Funds	59,252,030	40,409,475	0	18,842,555	0	137
Capital Project Funds						
Community Development and Housing	19,199,727	52,600		19,147,127		0
Total Capital Project Funds	19,199,727	52,600	0	19,147,127	0	0
Other Agencies						
Economic and Community Development Corp.	43	0		43		0
County Industrial Development Authority	56,616	150		56,466		0
Total Other Agencies	56,659	150	0	56,509	0	0
Total - All Funds	82,043,852	40,682,225	3,315,436	38,046,191	0	147



ECONOMIC DEVELOPMENT

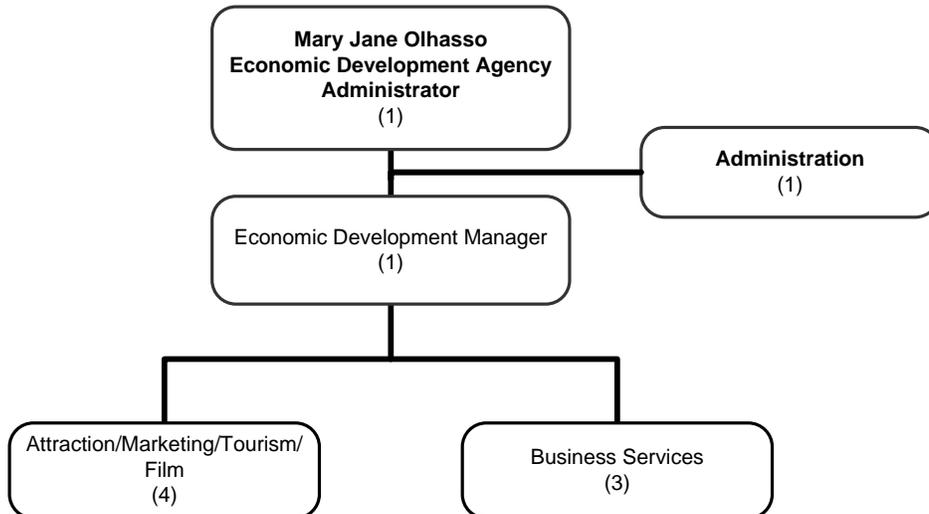
Mary Jane Olhasso

DEPARTMENT MISSION STATEMENT

The Department of Economic Development fosters sustainable economic growth opportunities for job creation and revenue enhancement through comprehensive business expansion, attraction, and retention programs and services. The Department creates strategic partnerships with public and private entities to enhance global competitiveness and entrepreneurial development.



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						
Economic Development	3,535,436	220,000	3,315,436			10
Total General Fund	3,535,436	220,000	3,315,436	0	0	10



2015-16 MAJOR ACCOMPLISHMENTS

- Business Attraction and Expansion
 - Provided over 1,000 direct services to businesses and organizations located in or interested in San Bernardino County.
 - Launched a focused manufacturing industry sector campaign with outreach to over 900 businesses via phone, email and postcard mailings.
 - Participated in more than 20 corporate real estate and key industry events, including presentations to major brokerage firms to share information on incentives, various County departments' areas of expertise, and primary county department contacts for site selection and expansion assistance.
 - Generated over \$8.1 million in local sales and use tax over the last two fiscal years.

- Workforce and Education Initiatives
 - Collaborated with the International Facilities Management Association (IFMA) Foundation, Chaffey Community College District, California Community College Centers of Excellence, and the San Bernardino County Superintendent of Schools' representatives to launch the integration of courses into Chaffey's business administration program for IFMA recognized certification requirements. The IFMA Foundation expects a shortage of Facilities Managers over the next three to five years. The goal of the IFMA training is to provide a career pathway to local residents from entry-level technical training to a baccalaureate.
 - Partnered with the San Bernardino County Superintendent of Schools' Alliance for Education programs to support the cradle-to-career initiative of the Countywide Vision.
 - Provided data support services to the San Bernardino County Superintendent of Schools' Alliance for Education, resulting in grant awards to County Schools in excess of \$1.2 million.
 - Provided in-kind services and public relations support for the Industrial Technical Learning Center training facility in Fontana in cooperation with Chaffey Community College District.

- International Trade and Foreign Direct Investment
 - Executed a strategic international trade and foreign direct investment program with the overarching goal of positioning the County as a globally-oriented and competitive location for international business. Tactics include:
 - Led and coordinated an export education webinar, "Local to Global – Doing Business in China" to educate businesses in San Bernardino County about the China marketplace.
 - Interviewed more than 60 businesses, including follow-up through phone calls and emails, to explore and discuss the benefits of investment, trade and exporting in global markets; including the distribution of interest surveys to participate in trade missions abroad.
 - Exhibited and participated in at least six foreign investment business summits in the U.S. and China resulting in major marketing exposure for the County as a globally competitive location for foreign investment.
 - Promoted and showcased the County in 5 different provinces of China through collaboration with the U.S. Department of Commerce SelectUSA Roadshow programs.

- Other Marketing
 - Absorbed the San Bernardino County Film Office as an additional unit of the Economic Development Department and recognition of the Film Office as a Regional Partner of the California Film Commission.
 - Produced the State of the County business forum, featuring the regional collaborative marketing and outreach efforts by the County and its local partners to an audience of over 1,100 business and community leaders.

- Tourism
 - Expanded the California Outdoor Playground branding campaign to include:
 - Prime-time television advertising on channel 4 NBC featuring Wrightwood and Joshua Tree with total impressions of 1.1 million and 214 Facebook shares.



- Advertising space on Pandora radio for a total of 1.6 million impressions.
- Print advertising in Automobile Club (AAA) *Westways Magazine* – circulation 4.2 million.
- On-line advertising with *Weekend Sherpa* highlighting Wrightwood, Joshua Tree, Mountains, and Route 66 to a subscribers base of 2,600.
- Hosted the San Bernardino County sponsored Tourism Summit for 50 attendees focusing on strategies to promote tourism in Joshua Tree.

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	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of jobs resulting from County Economic Development attraction and expansion efforts.	2,148	1,650	3,680	1,800
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	The department invests in marketing its services to generate private investment and foster job growth, in part by developing strong local, regional, national and international business relationships.					
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	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of business contacts reached through County Economic Development efforts.	2,483	2,000	2,000	2,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	The department's attraction efforts are to increase awareness of countywide programs and opportunities in order to meet the needs of clients.					
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	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of assists, such as research, demographic and site information and site tours by County Economic Development staff.	1,413	1,000	1,000	1,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	The department supports the brokerage community and County entities by providing research, demographic and site information and coordinating tours.					
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.	Percentage change in market awareness of County tourism and desination	3.50%	3%	3%	3%
STRATEGY	The department engages in a strategic tourism marketing program that incorporates branding and advertising to increase awareness of the County as a tourism destination.					



Economic Development

DESCRIPTION OF MAJOR SERVICES

The Department of Economic Development’s (ED) major goals are to 1) foster job creation, 2) increase private investment and 3) enhance County revenues through strategically executed countywide economic development efforts. The primary focus of the department is to maximize the standard of living for the County’s residents, provide economic opportunities for the County’s businesses, foster a competitive business-friendly environment and position the County as a highly-competitive region for business opportunities. The department emphasizes working with industry sectors of high-growth potential which can offer high-skilled, high-paying jobs. The department also executes a comprehensive media/marketing strategy to raise awareness and showcase the County and its assets.

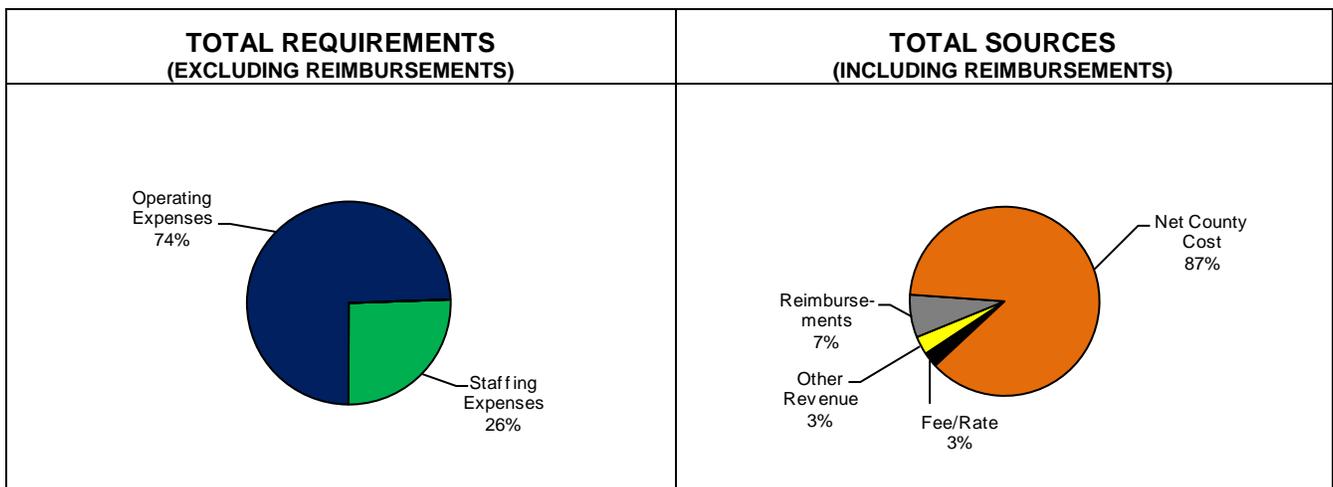
Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,814,018
Total Sources (Incl. Reimb.)	\$498,582
Net County Cost	\$3,315,436
Total Staff	10
Funded by Net County Cost	87%

The department spearheads initiatives for local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations. These organizations include, but are not limited to: local, state and federal agencies, non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives.

The department creates and develops the necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services; including, but not limited to, the following:

- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance, including Film Permits
- Incentive Programs
- Small Business Assistance and Technical Support
- Technical Assistance – for County cities, County departments, and economic development stakeholders
- Marketing Support – for County cities and regional economic development stakeholders
- Tourism Attraction – create campaigns for regional economic impact
- International Trade and Investment Consulting

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development
FUND: General

BUDGET UNIT: AAA EDF
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	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	1,597,262	1,582,904	1,221,575	1,038,481	762,077	977,618	(60,863)
Operating Expenses	1,709,465	1,822,709	1,995,604	2,819,772	2,139,765	2,836,400	16,628
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,306,727	3,405,613	3,217,179	3,858,253	2,901,842	3,814,018	(44,235)
Reimbursements	(917,374)	(873,311)	(466,765)	(336,290)	(92,785)	(278,582)	57,708
Total Appropriation	2,389,353	2,532,302	2,750,414	3,521,963	2,809,057	3,535,436	13,473
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,389,353	2,532,302	2,750,414	3,521,963	2,809,057	3,535,436	13,473
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	13,500	0	0	0	0
Fee/Rate	37,663	35,687	149,509	30,000	32,927	100,000	70,000
Other Revenue	165,307	150,000	158,806	125,000	170,000	120,000	(5,000)
Total Revenue	202,970	185,687	321,815	155,000	202,927	220,000	65,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	202,970	185,687	321,815	155,000	202,927	220,000	65,000
Net County Cost	2,186,383	2,346,615	2,428,599	3,366,963	2,606,130	3,315,436	(51,527)
Budgeted Staffing*	15	13	10	12	12	10	(2)

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of \$2.8 million include costs of various Economic Development programs (business attraction, retention and expansion, promotion of County assets to corporate real estate and site selection decision makers, media/marketing ads, campaigns and programming, public relations – including PR support for local businesses, tourism campaigns, execution of the international trade and investment strategy, and technical support of cradle-to-career education initiatives), travel, and internal transfers out (County Counsel charges, Facilities, etc.).

Sources of \$278,582 represent the cost allocation to other Agency departments for Economic Development Agency staff.

Departmental revenue of \$220,000 represents registration fees and sponsorships for the State of the County event planned for the spring of 2017 and film permit fees to recover administrative costs related to processing permits.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$13,473 due to a decrease in Reimbursements from the Workforce Development Department and Community Development and Housing for payroll services that will not be provided in 2016-17. Sources are increasing by \$65,000 due to an increase in projected film permit fee revenue.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Economic Development	12	2	-4	0	10	3	7	
Total	12	2	-4	0	10	3	7	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$977,618 fund 10 budgeted positions of which seven are regular positions and three are limited term positions. The net decrease of two positions primarily includes the deletion of four vacant positions to better align the positions and functions within the department. The changes included are as follows:

Additions

- 2 Public Service Employees

Deletions

- 1 Staff Analyst II
- 1 Payroll Specialist
- 1 ECD Technician
- 1 Deputy Director



COMMUNITY DEVELOPMENT AND HOUSING

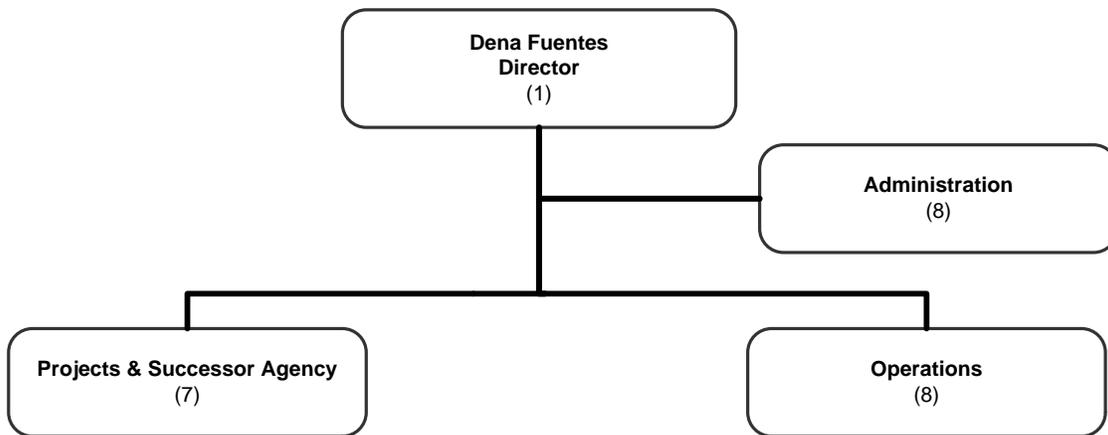
Dena Fuentes

DEPARTMENT MISSION STATEMENT

The mission of the Community Development and Housing Department is to better people's lives and the communities they live in by strategically investing and leveraging limited federal, state and local resources to achieve community and neighborhood revitalization.



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
Special Revenue Funds						
Community Development and Housing	36,258,817	16,022,308		20,236,509		24
Total Special Revenue Funds	36,258,817	16,022,308		20,236,509		24
Capital Project Funds						
Community Development and Housing	19,199,727	52,600		19,147,127		0
Total Capital Project Funds	19,199,727	52,600		19,147,127	0	0
Total - All Funds	55,458,544	16,074,908	0	39,383,636	0	24

2015-16 MAJOR ACCOMPLISHMENTS

- Completed construction of Bloomington Phase One development which includes 106 affordable housing units and a new Bloomington Branch Library. Total project cost is \$34.2 million, including County investment of \$16.5 million.
- Commenced construction of Bloomington Phase Two development which includes an additional 84 affordable housing units with a \$31.6 million project cost, which includes \$9.6 million of County investment.



- Invested Federal Community Development Block Grant (CDBG) program funds, in partnership with 13 cooperating cities, to accomplish the following: constructed or improved 14 public facilities; initiated or completed 19 infrastructure projects; completed 3,700 code enforcement inspections; demolished 1 substandard property; and Graffiti Abatement programs restored 2,800 properties.
- Invested an additional \$3.3 million of CDBG Program Income Funds towards the construction of Needles Fire Station to enhance community services.
- Invested \$2.1 million of HOME Investment Partnership Act Grant (HOME) funds which captured \$30.4 million of additional investment to commence construction of the 88 unit Affordable Housing Development for Homeless Veterans in the City of Loma Linda.
- Assisted in the rehabilitation of Waterman Gardens affordable housing units by commencing construction on Valencia Nine Apartments in the City of San Bernardino (City) in order to redevelop that area. The \$810,000 of City HOME funds leveraged a total investment of \$26.2 million.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act to assist the County in overseeing the wind down of former Redevelopment Agencies and to obtain additional revenue.
- Executed a refinance of the former San Sevaire Redevelopment Bonds to provide savings in excess of \$3.1 million of net present value which all taxing entities will benefit.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.					
STRATEGY	Though collaboration with both the cities and various County departments, Community Development Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate- income persons and persons with special needs. adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.	Audit findings per Federal audit conducted.	5	0	0	0
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.					
STRATEGY	Though collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate- income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.	Meet Federal requirements that the unspent CDBG grant allocation is not more than 150% of current year allocation on April 30th.	Yes	Yes	Yes	Yes



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.					
STRATEGY	Though collaboration with both the cities and various County departments, Community Development Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate- income persons and [persons with special needs. adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.	Percentage of Housing Grant Funds Commitment Deadlines met.	100%	100%	100%	100%
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.					
STRATEGY	Though collaboration with both the cities and various County departments, Community Development Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate- income persons and [persons with special needs. adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.	Percentage of Federal Housing Grant funds spent by County.	100%	100%	100%	100%
COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Continue the County role of convening conversations on community collaboration and collective action.	Activities, events, programs completed and delivered by the Affordable Housing Collaborative.	9	6	6	8
STRATEGY	Continue to facilitate and support the Affordable Housing Collaborative activities to leverage affordable housing and other County resources to effectuate community and neighborhood revitalization.					



Community Development and Housing

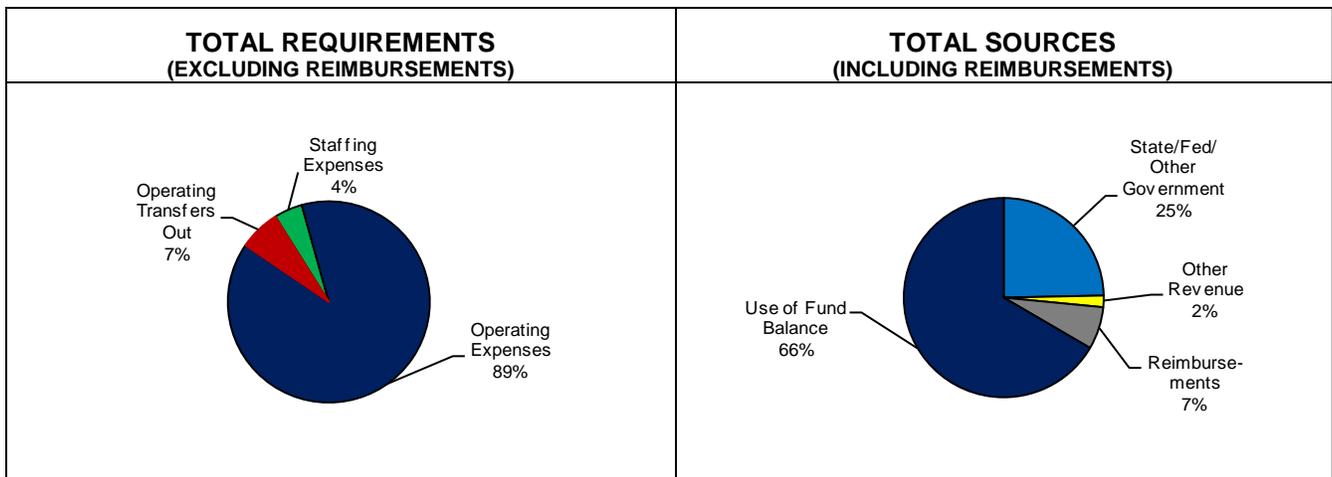
DESCRIPTION OF MAJOR SERVICES

Community Development and Housing (CDH) seeks to better the quality of life for the residents of San Bernardino County by providing community and housing development resources for low and moderate income families, individuals and communities. CDH invests several Federal Department of Housing and Urban Development (HUD) grants to undertake needed infrastructure projects and services for targeted communities. Housing grant funds are leveraged to develop vision-based affordable housing communities.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$59,528,242
Total Sources (Incl. Reimb.)	\$20,144,606
Use of/ (Contribution to) Fund Balance	\$39,383,636
Total Staff	24

Additionally, CDH is responsible to complete the County’s remaining redevelopment activities under the auspices of the County of San Bernardino’s Successor Agency, Oversight Board, and Housing Successor. This includes ensuring the enforceable financial obligations are retired, selling the Successor Agency’s assets, and completing all remaining capital projects. CDH also manages the Countywide Redevelopment Dissolution process for all 26 successor agencies operating in the County.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Economic Development
 DEPARTMENT: Community Development and Housing
 FUND: Community Development and Housing

BUDGET UNIT: Various
 FUNCTION: Public Assistance
 ACTIVITY: Other Assistance

	<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	1,796,203	2,132,778	2,379,797	2,659,788	2,454,620	2,719,155	59,367
Operating Expenses	25,151,669	14,791,082	19,421,997	56,738,113	17,862,218	52,887,483	(3,850,630)
Capital Expenditures	362,157	1,389,791	0	0	0	0	0
Total Exp Authority	27,310,029	18,313,651	21,801,794	59,397,901	20,316,838	55,606,638	(3,791,263)
Reimbursements	(5,683,921)	(3,019,955)	(4,269,191)	(4,024,346)	(3,292,324)	(4,069,698)	(45,352)
Total Appropriation	21,626,108	15,293,696	17,532,603	55,373,555	17,024,514	51,536,940	(3,836,615)
Operating Transfers Out	3,997,373	1,327,983	7,354,766	4,837,278	2,750,000	3,921,604	(915,674)
Total Requirements	25,623,481	16,621,679	24,887,369	60,210,833	19,774,514	55,458,544	(4,752,289)
Sources							
Taxes	0	23,410	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	18,371,307	11,947,976	11,149,295	13,607,859	9,953,953	14,591,231	983,372
Fee/Rate	2,048	32,482	39,385	0	6,792	352,705	352,705
Other Revenue	16,327,544	1,820,052	26,361,274	2,134,020	1,552,856	1,110,972	(1,023,048)
Total Revenue	34,700,899	13,823,920	37,549,954	15,741,879	11,513,601	16,054,908	313,029
Operating Transfers In	650,425	824,276	0	150,000	162,000	20,000	(130,000)
Total Financing Sources	35,351,324	14,648,196	37,549,954	15,891,879	11,675,601	16,074,908	183,029
Fund Balance							
Use of / (Contribution to) Fund Balance	(9,727,843)	1,973,483	(12,662,585)	44,318,954	8,098,913	39,383,636	(4,935,318)
Available Reserves				3,163,595	39,383,636	0	(3,163,595)
Total Fund Balance				47,482,549	47,482,549	39,383,636	(8,098,913)
Budgeted Staffing*	18	21	24	26	26	24	(2)

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Federal and state grant revenues are anticipated to be \$14.6 million and will fund Community Development Block Grant (CDBG), HOME and Emergency Solutions Grant (ESG) activities. Principal and interest from the department's loan portfolio and interest earned on monies held in the County treasury contribute \$1.1 million to the above activities and operating expenses. In Operating Expenses, the department has budgeted \$17.7 million for infrastructure improvements in the areas surrounding San Sevaire and Cedar Glen communities and \$29.4 million for low-moderate income housing assistance.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Total Special Revenue Funds	36,258,817	16,022,308	20,236,509	0	24
Total Capital Project Funds	19,199,727	52,600	19,147,127	0	0
Total - All Funds	55,458,544	16,074,908	39,383,636	0	24



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$4.8 million as the department continued to draw down Successor Agency bond funds for projects completed in 2015-16. Additionally, \$8.1 million in Fund Balance was used towards one-time expenditures for the Bloomington project.

Sources are increasing by \$183,029 as federal funding is expected to have an increase of \$983,372 over the prior year. That increase helps offset the continued reduction of Other Revenue due to the one-time nature of Successor Agency bond funds.

ANALYSIS OF FUND BALANCE

The budget reflects a \$39.4 million use of Fund Balance for one-time expenditures, including infrastructure improvements and housing assistance. The majority of departmental Fund Balance represents monies received in the last three years from the dissolution of redevelopment, representing bond and housing funds. The Fund Balance also includes revenues from sales of property and repayment of HUD loans.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Administration	9	0	0	0	9	0	9
Projects & Successor Agency	6	1	0	0	7	1	6
Operations	11	0	-3	0	8	1	7
Total	26	1	-3	0	24	2	22

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.7 million fund 24 budgeted positions of which 22 are regular positions and two are limited term positions. The department deleted one Deputy Director position as the result of a retirement. Corresponding responsibilities have been realigned across existing staff. Additionally, in 2015-16, the department added two Contract CDH Manager II positions to handle an anticipated influx of additional workload. Anticipated workload for two full-time positions did not materialize so the department has decided to delete the two contract positions and add one classified Housing Project Manager II position for which there is sufficient workload.



Homeless Housing Initiative

DESCRIPTION OF MAJOR SERVICES

The Board of Supervisors approved the Homeless Veteran Housing Initiative on October 20, 2015. One-time funds were allocated to provide safe and suitable temporary (“bridge”) housing for homeless veterans while being processed for permanent housing sources. In addition to temporary bridge housing, the initiative also increased access to permanent rental units for homeless veterans. In 2016-17, it is anticipated this program will expand services to additional homeless clients.

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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
No Requirements for this budget unit	No Sources for this budget unit

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Economic Development
 DEPARTMENT: Community Development and Housing
 FUND: Homeless Initiative

BUDGET UNIT: AAA ECD
 FUNCTION: Public Assistance
 ACTIVITY: Other Assistance

	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	0	0	0	226,300	226,300	0	(226,300)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	226,300	226,300	0	(226,300)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	226,300	226,300	0	(226,300)
Operating Transfers Out	0	0	0	100,000	100,000	0	(100,000)
Total Requirements	0	0	0	326,300	326,300	0	(326,300)
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	78,000	78,000	0	(78,000)
Total Revenue	0	0	0	78,000	78,000	0	(78,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	78,000	78,000	0	(78,000)
Net County Cost	0	0	0	248,300	248,300	0	(248,300)
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing



MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

There are no Requirements or Sources associated with this budget unit.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$326,300 from the previous year. The department anticipates a mid-year adjustment to this budget to fund the continuation of the services to the homeless population.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. In 2016-17, it is anticipated this program will expand services to additional homeless clients.



WORKFORCE DEVELOPMENT

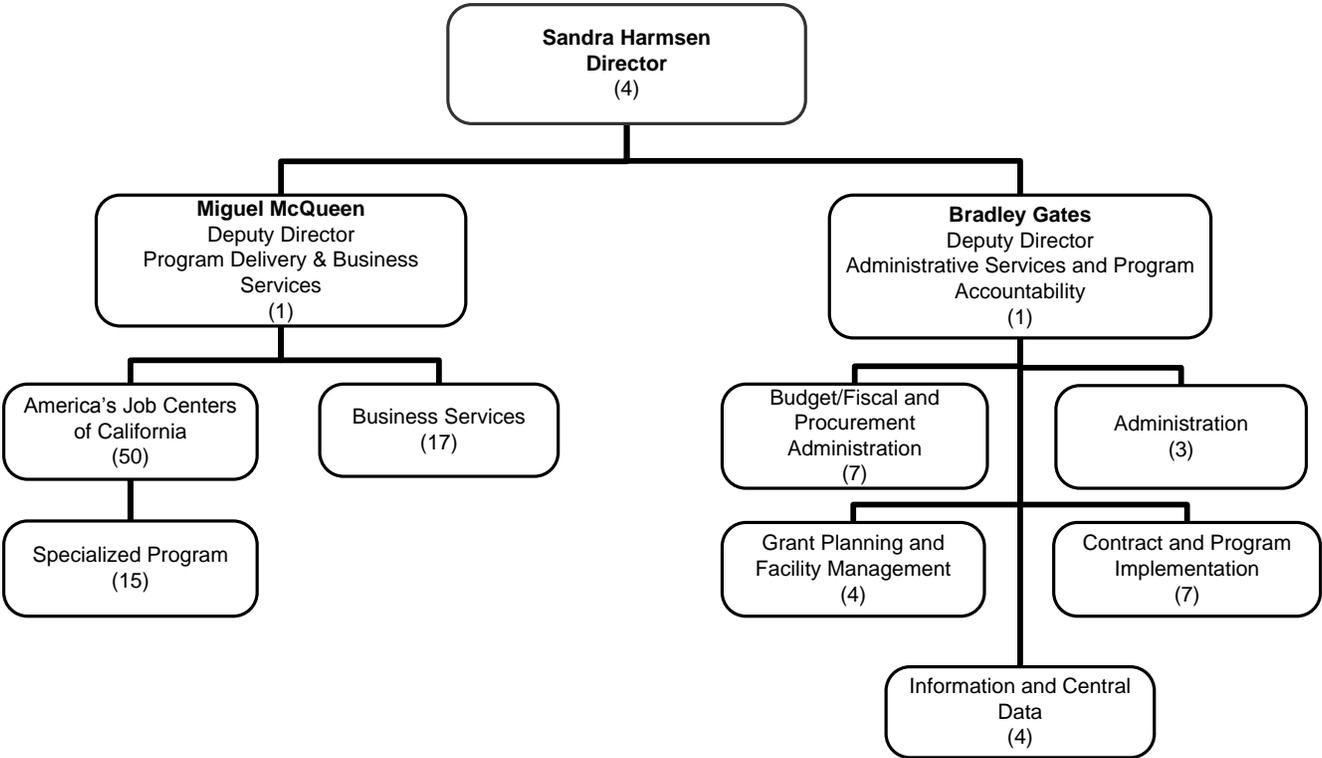
Sandra Harmsen

DEPARTMENT MISSION STATEMENT

The Workforce Development Department serves residents and businesses in the County of San Bernardino by developing a skilled workforce that meets the ever-changing demands of the business community.



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
Special Revenue Funds						
Workforce Development	22,993,213	24,387,167		(1,393,954)		113
Total Special Revenue Funds	22,993,213	24,387,167	0	(1,393,954)	0	113
Total - All Funds	22,993,213	24,387,167	0	(1,393,954)	0	113



2015-16 MAJOR ACCOMPLISHMENTS

- Met or exceeded all federal and state performance measures under the Workforce Innovation and Opportunity Act (WIOA).
- Implemented WIOA, including the creation of a new 19-member Workforce Development Board.
- Partnered with Riverside County on the state Slingshot Initiative, which seeks to align workforce and education training with the real-time needs of the local business community.
- Provided over 16,000 intensive employment services to customers, including career counseling, skills and aptitude assessment and supportive services.
- Hosted 178 business recruitments to fill over 4,800 jobs.
- Provided Rapid Response services to assist 1,605 individuals affected by layoffs.
- Served over 520 at-risk youth with job readiness training, work experience and education services.
- Partnered with the Transitional Assistance Department on the CalWORKs Youth Employment Program, which provided over 750 low-income youth with paid work experience.
- Created a new partnership with the Transitional Assistance Department to provide up to 385 low-income adults in paid work experience.
- Recognized nationally by the Department of Labor for a Customer-Centered Design initiative which improved the delivery of services to customers in the America’s Job Centers.

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	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	America's Job Center of California visits.	60,167	50,000	70,000	70,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Operate the County's three America's Job Centers of California. Service levels (Resource Room, Intensive Services, Training) provided are determined by each participating customer.					
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	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	Meet Federal and State mandated performance measures for customers enrolled in intensive services as reported by the State in the current year.	Yes	Yes	Yes	Yes
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Ensure that performance measures are met by emphasizing job placement, average wage, and job retention outcomes for customers enrolled in intensive services.					



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	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	Customers who choose to enroll in intensive services	6,537	5,000	6,000	6,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Provide Intensive Employment Services to customers in the America's Job Centers. Intensive Services include Career Counseling, Job Placement, Assessments, etc.					
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	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	Customers receiving training services	1,405	1,600	1,600	1,600
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Train customers to gain employment in the in-demand occupations in San Bernardino County.					
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	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Business visits	7,784	7,600	7,800	7,600
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Retain County businesses through proactive outreach to identify and resolve business concerns.					
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	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Businesses served through layoff aversion consulting services.	16	20	22	20
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Identify at-risk businesses and provide resources to avert potential layoffs.					



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	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Jobs retained through layoff aversion consulting services	187	320	320	320
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Identify at-risk businesses and provide resources to avert potential layoffs.					
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	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	At-risk youth enrolled	538	520	520	540
STRATEGY	Work with Youth Providers to serve at-risk youth to prepare them to enter the workforce.					
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	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	At-risk youth placed in employment	298	345	348	350
STRATEGY	Provide work experience opportunities for at-risk youth.					
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	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	At-risk youth attaining GED, High School Diploma, Training Certificate or Associates Degree	190	270	315	320
STRATEGY	Assist at-risk youth in obtaining a GED, High School Diploma, Training Certificate or Associates Degree.					



Workforce Development

DESCRIPTION OF MAJOR SERVICES

The Workforce Development Department (WDD) provides services to job seekers, incumbent workers, youth and businesses on behalf of the Workforce Development Board (WDB). The WDB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the Board of Supervisors.

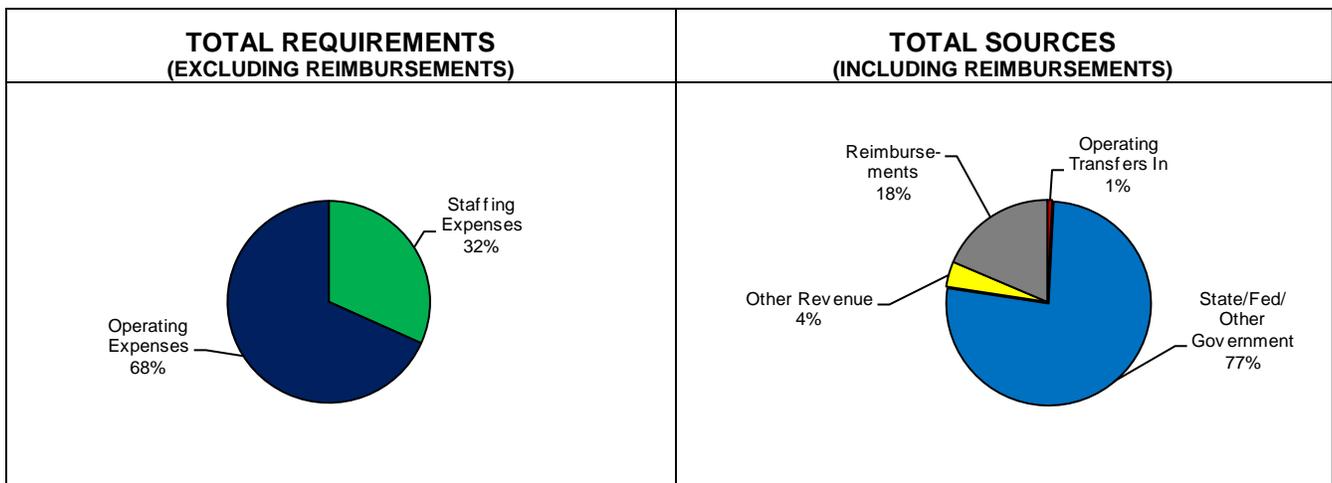
Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$28,559,638
Total Sources (Incl. Reimb.)	\$29,953,592
Use of/ (Contribution to) Fund Balance	(\$1,393,954)
Total Staff	113

WDD is funded primarily by the federal Workforce Innovation and Opportunity Act (WIOA). WIOA requires that job seeking customers be provided with access to employment services through the America’s Job Centers of California (AJCC) system. WDD operates AJCCs in each of the County’s three major population centers: West Valley, East Valley, and High Desert. Services provided to all customers include: Job search, resource referrals, job readiness workshops, and access to computers and internet, printers, copiers, telephones and fax machines. Customers may also choose to receive more intensive services including: Career counseling, skill and aptitude assessments, job placement, resume and interview technique building, and occupational training.

WDD also operates a Business Services Unit which serves the local business community to support the retention of jobs and maintain employment opportunities for customers who utilize AJCC services. The department assists businesses through customized recruitments, job referrals, incumbent worker and On-the-Job training programs, business workshops and business consulting. Through serving the business community, WDD seeks to promote a thriving job market that provides the employment opportunities County residents need for self-sufficiency.

The WIOA Youth Program provides at-risk youth, aged 16-24, with opportunities that redirect youth from a path of dependency to a path of self-reliance. Through contracted service providers, youth customers receive paid work experience, occupational training and leadership development, supportive services, counseling and mentoring, and remedial education services that lead to attainment of a GED or High School diploma. Through these efforts, WDD is working to support the vision of developing a skilled workforce that attracts employers who provide the jobs that create countywide prosperity.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Workforce Development
FUND: Workforce Development Fund (WIOA)

BUDGET UNIT: SAC JOB
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	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	7,959,401	6,872,047	6,604,130	8,722,618	7,845,735	9,041,396	318,778
Operating Expenses	12,240,152	11,159,658	12,582,726	18,900,633	14,179,634	19,468,242	567,609
Capital Expenditures	0	0	0	50,000	0	50,000	0
Total Exp Authority	20,199,553	18,031,705	19,186,856	27,673,251	22,025,369	28,559,638	886,387
Reimbursements	(254,623)	(817,940)	(2,980,155)	(3,509,799)	(3,584,293)	(5,566,425)	(2,056,626)
Total Appropriation	19,944,930	17,213,765	16,206,701	24,163,452	18,441,076	22,993,213	(1,170,239)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	19,944,930	17,213,765	16,206,701	24,163,452	18,441,076	22,993,213	(1,170,239)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	19,304,004	15,023,397	14,578,325	24,010,601	17,418,762	22,952,739	(1,057,862)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	811,383	1,251,124	1,044,854	1,513,658	1,391,393	1,201,682	(311,976)
Total Revenue	20,115,387	16,274,521	15,623,179	25,524,259	18,810,155	24,154,421	(1,369,838)
Operating Transfers In	0	0	151,876	211,854	120,000	232,746	20,892
Total Financing Sources	20,115,387	16,274,521	15,775,055	25,736,113	18,930,155	24,387,167	(1,348,946)
Fund Balance							
Use of / (Contribution to) Fund Balance**	(170,457)	939,244	431,646	(1,572,661)	(489,079)	(1,393,954)	178,707
Available Reserves				1,083,582	0	1,393,954	310,372
Total Fund Balance				(489,079)	(489,079)	0	489,079
Budgeted Staffing*	122	104	105	109	113	113	4

*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

Operating Expenses of \$19.5 million include costs associated with the department's three America's Job Centers of California, such as rent, but mainly entail \$15.4 million in direct services to job seekers and business customers, including vocational training, On-the-Job training, supportive services, business consulting, and workshops.

Reimbursements of \$5.6 million represent payments from other departments for program services provided through various Memorandums of Understanding (MOU).

Sources of \$24.4 million represent funding the department receives from various state and federal grants, primarily the Workforce Innovation and Opportunity Act (WIOA).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.2 million, primarily due to an increase in Reimbursements as the result of a new MOU with the Transitional Assistance Department to provide low-income adults with paid work experience. Sources are decreasing by \$1.3 million due to an anticipated reduction in new WIOA monies. WDD does not expect any operational impacts due to this reduction in funds.



ANALYSIS OF FUND BALANCE

The department expects to have Available Reserves of \$1.4 million at the end of 2016-17 which represents monies received from WIOA expected to be spent in 2017-18. This is consistent with the two-year federal funding cycle for WIOA.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Executive Office	4	0	0	0	4	0	4
Administrative Services	26	0	0	0	26	0	26
Program Delivery and Business Svcs	79	4	0	0	83	15	68
Total	109	4	0	0	113	15	98

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$9.0 million fund 113 budgeted positions of which 98 are regular positions and 15 are limited term positions. This reflects an increase of 4 positions which is due to the addition of 4 contract positions during 2015-16. Contract positions are added via individual budget items during the year however it is through the annual budget process that these positions are added into the budget.





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