

**OPERATIONS AND COMMUNITY SERVICES
SUMMARY**

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
COMMUNITY SERVICES					
COMMUNITY SERVICES ADMINISTRATION	315	274,090	0	274,090	1
AGRICULTURE/WEIGHTS AND MEASURES					
AGRICULTURE/WEIGHTS AND MEASURES	320	7,222,637	5,809,655	1,412,982	65
AIRPORTS					
AIRPORTS	327	3,445,895	3,445,895	0	20
COUNTY MUSEUM					
COUNTY MUSEUM	347	3,848,945	395,700	3,453,245	22
LAND USE SERVICES					
ADMINISTRATION	355	1,286,340	0	1,286,340	40
PLANNING	362	7,325,595	2,595,000	4,730,595	29
BUILDING AND SAFETY	365	5,349,734	4,792,424	557,310	23
CODE ENFORCEMENT	368	5,822,393	694,588	5,127,805	35
FIRE HAZARD ABATEMENT	371	2,589,266	2,291,073	298,193	17
LAND DEVELOPMENT	374	928,324	281,112	647,212	8
PUBLIC WORKS					
SURVEYOR	377	3,281,366	2,546,047	735,319	23
REAL ESTATE SERVICES					
REAL ESTATE SERVICES	402	1,315,417	1,315,417	0	24
RENTS AND LEASES	408	1,130,994	1,130,994	0	0
COURTS PROPERTY MANAGEMENT	410	1,873,885	1,873,885	0	0
PROJECT MANAGEMENT DIVISION	414	0	0	0	24
FACILITIES MANAGEMENT DIVISION	417	17,273,477	17,065,477	208,000	113
UTILITIES	420	19,585,889	253,268	19,332,621	2
REGIONAL PARKS					
REGIONAL PARKS	422	9,891,178	7,612,000	2,279,178	195
REGISTRAR OF VOTERS	434	9,571,324	2,365,573	7,205,751	73
TOTAL GENERAL FUND		102,016,749	54,468,108	47,548,641	714
SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	325	145,698	2,500	143,198	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	332	7,260,685	5,191,710	2,068,975	0
COUNTY LIBRARY - CONSOLIDATED	340	17,799,116	16,024,589	1,774,527	298
BLOOMINGTON LIBRARY RESERVE	345	176,900	550	176,350	0
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
MONUMENT PRESERVATION	383	80,516	80,000	516	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	385	115,469,787	99,776,557	15,693,230	343
FLOOD CONTROL DISTRICT					
SPECIAL REVENUE FUNDS - CONSOLIDATED	394	99,927,568	68,018,379	31,909,189	170
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	412	2,641,030	484,596	2,156,434	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	427	4,795,381	3,664,840	1,130,541	0
TOTAL SPECIAL REVENUE FUNDS		248,296,681	193,243,721	55,052,960	811



**OPERATIONS AND COMMUNITY SERVICES
SUMMARY CONTINUED**

<u>ENTERPRISE FUNDS</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Net Position</u>	<u>Staffing</u>
AIRPORTS:					
CSA 60 APPLE VALLEY AIRPORT	335	1,739,366	2,613,068	(873,702)	0
CSA 60 APPLE VALLEY AIRPORT-CIP	337	1,889,336	23,900	1,865,436	0
COUNTY MUSEUM:					
MUSEUM STORE	352	80,092	68,092	12,000	3
PUBLIC WORKS DEPARTMENT:					
<u>SOLID WASTE MANAGEMENT</u>					
ENTERPRISE FUNDS - CONSOLIDATED	390	79,966,633	85,135,177	(5,168,544)	87
REGIONAL PARKS:					
ACTIVE OUTDOORS	431	40,761	28,855	11,906	4
TOTAL ENTERPRISE FUNDS		<u>83,716,188</u>	<u>87,869,092</u>	<u>(4,152,904)</u>	<u>94</u>
<u>INTERNAL SERVICE FUND</u>				<u>Use of (Contribution to) Net Position</u>	<u>Staffing</u>
SAN BERNARDINO COUNTY FLOOD CONTROL DISTRICT:					
FLOOD CONTROL EQUIPMENT	399	3,920,317	2,612,000	1,308,317	0
TOTAL INTERNAL SERVICES FUND		<u>3,920,317</u>	<u>2,612,000</u>	<u>1,308,317</u>	<u>0</u>



COMMUNITY SERVICES

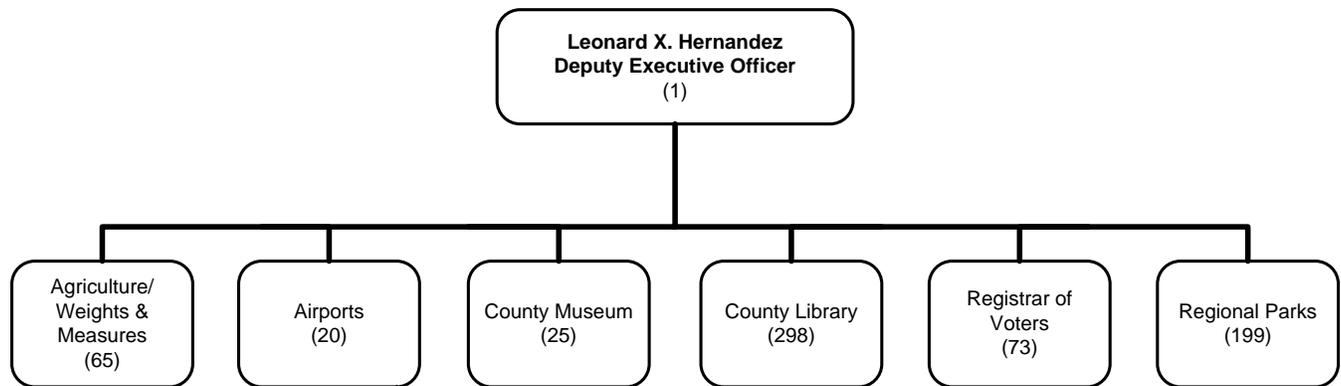
Leonard X. Hernandez

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



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						
Community Services Administration	274,090	0	274,090			1
Agriculture / Weights & Measures	7,222,637	5,809,655	1,412,982			65
Airports	3,445,895	3,445,895	0			20
County Museum	3,848,945	395,700	3,453,245			22
Regional Parks	9,891,178	7,612,000	2,279,178			195
Registrar of Voters	9,571,324	2,365,573	7,205,751			73
Total General Fund	34,254,069	19,628,823	14,625,246	0	0	376
Special Revenue Funds						
California Grazing	145,698	2,500		143,198		0
Airports - Consolidated	7,260,685	5,191,710		2,068,975		0
County Library - Consolidated	17,976,016	16,025,139		1,950,877		298
Regional Parks - Consolidated	4,795,381	3,664,840		1,130,541		0
Total Special Revenue Funds	30,177,780	24,884,189	0	5,293,591	0	298
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	1,739,366	2,613,068			(873,702)	0
CSA 60 - Apple Valley Airport - Cap Improv	1,889,336	23,900			1,865,436	0
Museum Store	80,092	68,092			12,000	3
Active Outdoors	40,761	28,855			11,906	4
Total Enterprise Funds	3,749,555	2,733,915	0	0	1,015,640	7
Total - All Funds	68,181,404	47,246,927	14,625,246	5,293,591	1,015,640	681



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



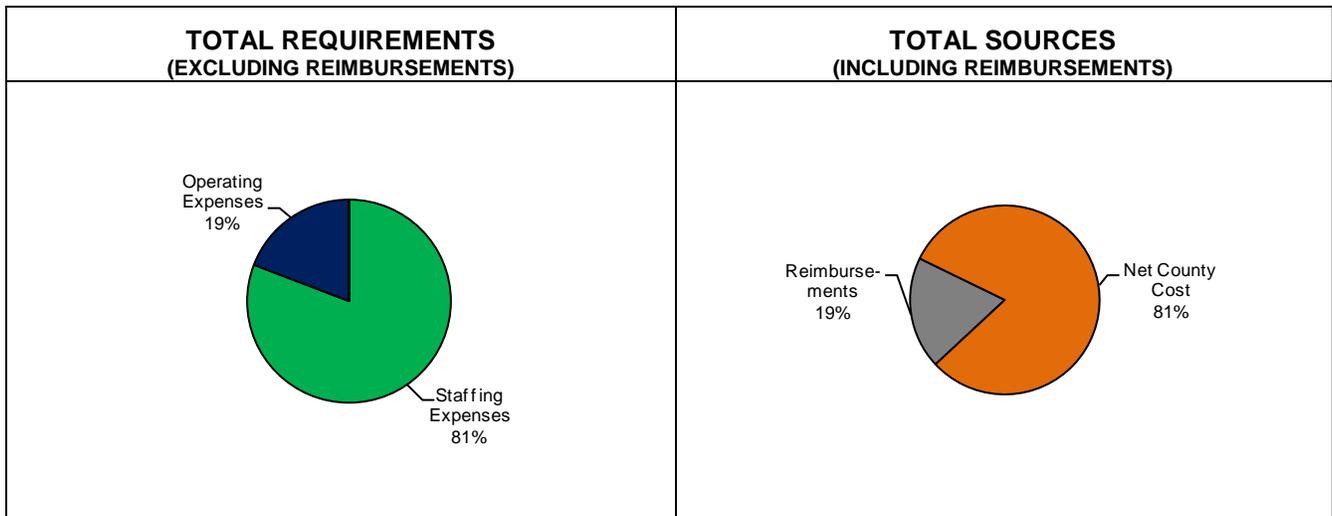
Community Services Administration

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$339,090
Total Sources (Incl. Reimb.)	\$65,000
Net County Cost	\$274,090
Total Staff	1
Funded by Net County Cost	81%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Community Services Group
FUND: General

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

	<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	270,000	267,893	274,049	4,049
Operating Expenses	0	0	0	65,000	65,000	65,041	41
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	335,000	332,893	339,090	4,090
Reimbursements	0	0	0	(65,000)	(65,000)	(65,000)	0
Total Appropriation	0	0	0	270,000	267,893	274,090	4,090
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	270,000	267,893	274,090	4,090
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	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	0	0	0	270,000	267,893	274,090	4,090
Budgeted Staffing*	0	0	0	1	1	1	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$274,049 fund one position and Operating Expenses of \$65,041 is primarily for the University of California, Cooperative Extension (UCCE) Program. The UCCE helps connect communities with the university campus, bringing practical, trusted science based solutions to Californians and is a partnership between local county government, the state and its land-grant university. Operating Expenses are reimbursed by County departments, including departments within the Community Services Group.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no major budget changes or operational impacts from the prior year.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Community Services Administration	1	0	0	0	1	0	1
Total	1	0	0	0	1	0	1

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$274,049 fund one Deputy Executive Officer position to oversee and administer the six departments within the Community Services Group. There are no staffing changes.



AGRICULTURE/WEIGHTS & MEASURES

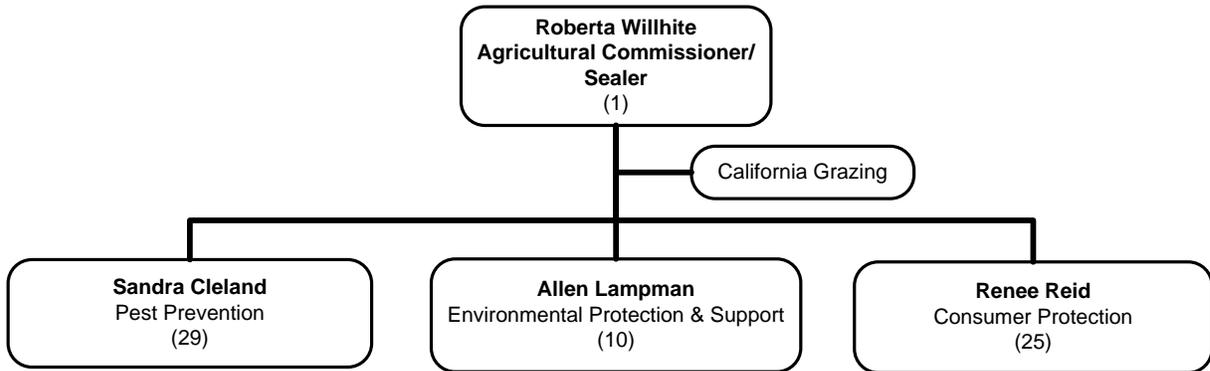
Roberta Y. Willhite

DEPARTMENT MISSION STATEMENT

The Department of Agriculture / Weights & Measures protects the environment, agricultural industry, businesses and consumers of this State and County through regulation and satisfies its customers by providing services that promote the health, safety, well-being and quality of life of its residents according to the County Charter, general laws and the will of the customers it serves.



ORGANIZATIONAL CHART



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						
Agriculture / Weights & Measures	7,222,637	5,809,655	1,412,982			65
Total General Fund	7,222,637	5,809,655	1,412,982	0	0	65
Special Revenue Fund						
California Grazing	145,698	2,500		143,198		0
Total Special Revenue Fund	145,698	2,500	0	143,198	0	0
Total - All Funds	7,368,335	5,812,155	1,412,982	143,198	0	65



2015-16 MAJOR ACCOMPLISHMENTS

- Performed over 1,900 site visits to shipping terminals and other locations, inspected over 15,000 plant and quarantine shipments, rejected over 290 shipments for various violations and intercepted more than 30 foreign pest species.
- Visited over 7,700 businesses that require a weights & measures inspection and issued over 2,000 Notices of Violation.
- Verified the accuracy of over 20,200 devices including all commercially used scales, motor fuel pumps, taximeters, ambulance odometers and sub-metered electric, gas and water meters.
- Checked the price accuracy on over 45,300 items in an effort to achieve an overall price overcharge error rate of less than 2%. The measured error rate achieved was 1.3%.
- Inspected over 73,700 packaged items for accurate weight or measure of the net contents and rejected over 3,000 packages, or 4% of the items inspected.
- Serviced over 181,400 insect traps at an average of 15,100 traps per month under state contract agreements in an effort to detect unwanted foreign pests.
- Inspected over 1,100 individuals and companies for compliance with pesticide laws and regulations, including over 80 pesticide company headquarters safety inspections.

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 registered devices inspected.	84%	85%	80%	75%
STRATEGY	Perform device inspections with a goal of inspecting a minimum of 75% of the devices (i.e. scales, gas pumps).					
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 monthly trap servings.	13,381	10,823	11,000	11,500
STRATEGY	Service exotic insect traps on a monthly basis to guarantee completion of the contracted servicing levels.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL 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.	Percentage of Pesticide Company locations inspected.	N/A	60%	60%	60%
STRATEGY	Partnering with State agencies, perform safety compliance inspections at Pesticide Companies with a target inspection goal of 60% of the locations.					



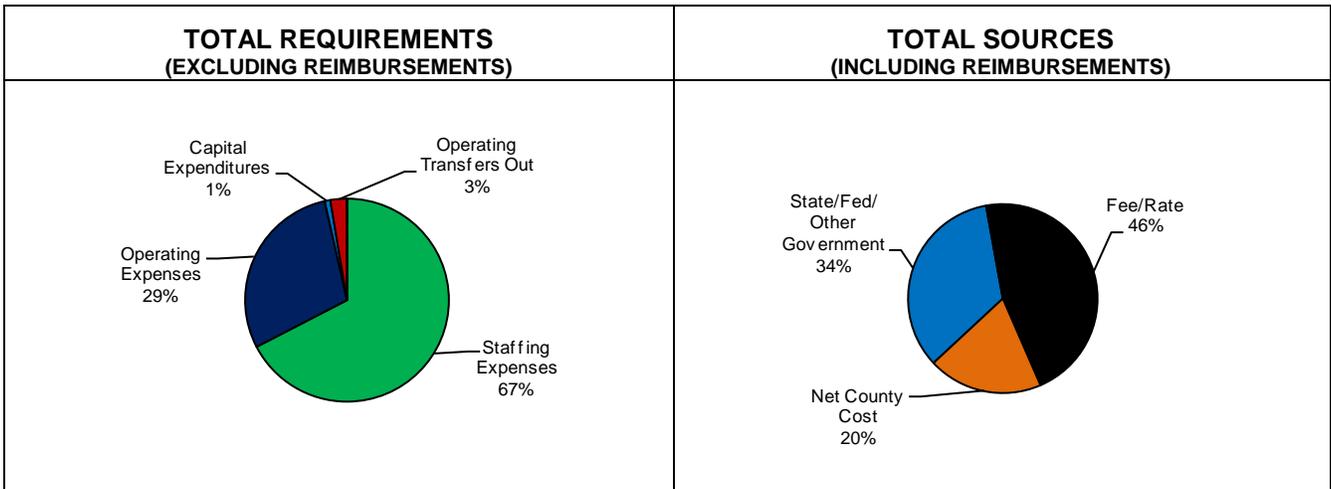
Agriculture/Weights & Measures

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$7,222,637
Total Sources (Incl. Reimb.)	\$5,809,655
Net County Cost	\$1,412,982
Total Staff	65
Funded by Net County Cost	20%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	4,427,088	4,768,868	4,621,917	4,730,846	4,650,340	4,866,804	135,958
Operating Expenses	2,061,544	1,868,823	2,237,199	2,093,108	2,068,542	2,101,233	8,125
Capital Expenditures	8,870	(6,788)	33,283	31,727	31,727	65,000	33,273
Total Exp Authority	6,497,502	6,630,903	6,892,399	6,855,681	6,750,609	7,033,037	177,356
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,497,502	6,630,903	6,892,399	6,855,681	6,750,609	7,033,037	177,356
Operating Transfers Out	48,000	7,907	0	90,000	90,000	189,600	99,600
Total Requirements	6,545,502	6,638,810	6,892,399	6,945,681	6,840,609	7,222,637	276,956
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	3,104,929	2,405,236	3,137,597	2,389,960	2,459,206	2,463,555	73,595
Fee/Rate	3,068,429	3,063,184	3,429,415	3,151,500	3,255,000	3,344,700	193,200
Other Revenue	(257)	(2,436)	3,743	1,400	1,400	1,400	0
Total Revenue	6,173,101	5,465,984	6,570,755	5,542,860	5,715,606	5,809,655	266,795
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	6,173,101	5,465,984	6,570,755	5,542,860	5,715,606	5,809,655	266,795
Net County Cost	372,401	1,172,826	321,644	1,402,821	1,125,003	1,412,982	10,161
Budgeted Staffing*	63	63	64	64	64	65	1

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$4.9 million make up the majority of expenditures within this budget unit. These expenses are necessary in order to provide mandated inspection services in the fields of agriculture, weights and measures. Herbicide purchases and vehicle/equipment maintenance charges comprise the majority of the department's Operating Expenses. Sources of \$5.8 million are derived primarily from license and permit fees, reimbursement via state contracts, the County's portion of Unclaimed Gas Tax, and reimbursement for weed control services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$276,956 primarily due to the addition of a new Staff Analyst II position, purchase of a new high flow volumetric provers and trailer, and additional requirements necessary to complete the housing and installation of the new dynamometer to test taxi meters and vehicle odometers for accuracy.

Sources are increasing by \$266,795 primarily due to an increase in the number of businesses that require a license or permit for weighing/measuring devices and state contracts with the CDFA for pest control services.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Agricultural Commissioner / Sealer	1	0	0	0	1	0	1	
Pest Prevention	30	0	0	-1	29	1	28	
Environmental Protection & Support	9	1	0	0	10	0	10	
Consumer Protection	24	0	0	1	25	0	25	
Total	64	1	0	0	65	1	64	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$4.9 million fund 65 budgeted positions of which 64 are regular positions and one is a limited term position. A Staff Analyst II position was added to the budget to provide financial and analytical support to management. The additional position will address workload issues allowing division managers more time to focus on operational improvements.



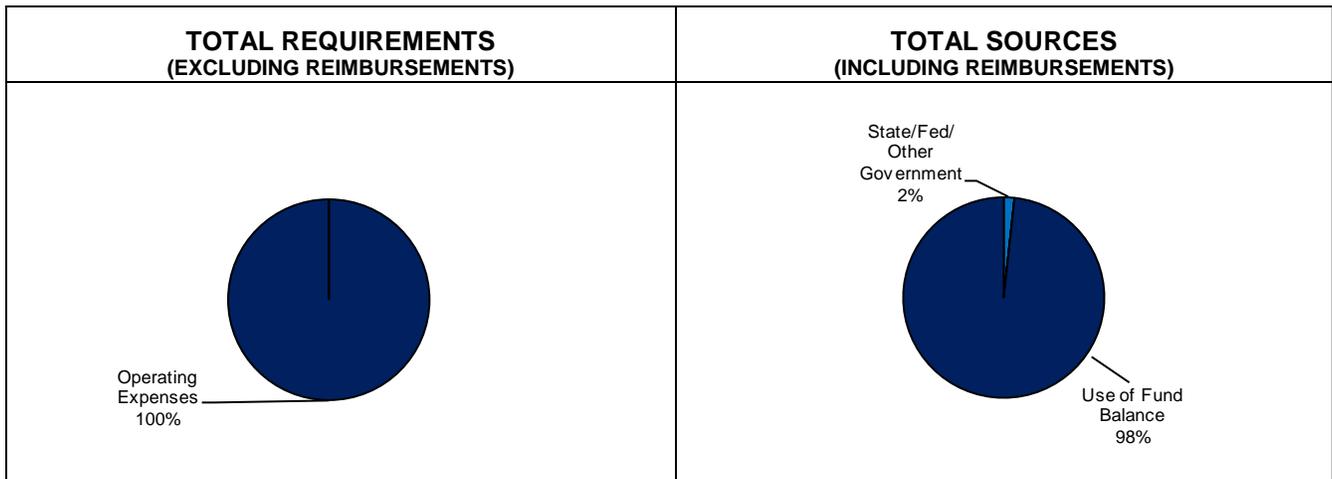
California Grazing

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$145,698
Total Sources (Incl. Reimb.)	\$2,500
Use of/ (Contribution to) Fund Balance	\$143,198
Total Staff	0

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	2,995	0	3,390	145,698	3,000	145,698	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,995	0	3,390	145,698	3,000	145,698	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,995	0	3,390	145,698	3,000	145,698	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,995	0	3,390	145,698	3,000	145,698	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	2,876	2,718	3,453	2,500	3,000	2,500	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	2,876	2,718	3,453	2,500	3,000	2,500	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,876	2,718	3,453	2,500	3,000	2,500	0
Fund Balance							
Use of / (Contribution to) Fund Balance**	119	(2,718)	(63)	143,198	0	143,198	0
Available Reserves				0	143,198	0	0
Total Fund Balance				143,198	143,198	143,198	0
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

Operating Expenses of \$145,698 provide for a variety of grazing/range improvement projects on federal lands, and these improvement projects are approved by the Board through recommendations from the RIAC. Sources are derived from the Federal Government based on a portion of fees paid by the ranchers directly to the Federal Government for grazing rights.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no major budget changes or operational impacts from the prior year.

ANALYSIS OF FUND BALANCE

The County acts in a trustee capacity for an ongoing allotment of annual federal grazing fees that are distributed back to the County to fund RIAC approved projects on leased federal lands within the County. The budget reflects the use of a majority of fund balance. However, the amount used in 2016-17 will depend on projects that are approved during the fiscal year.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



AIRPORTS

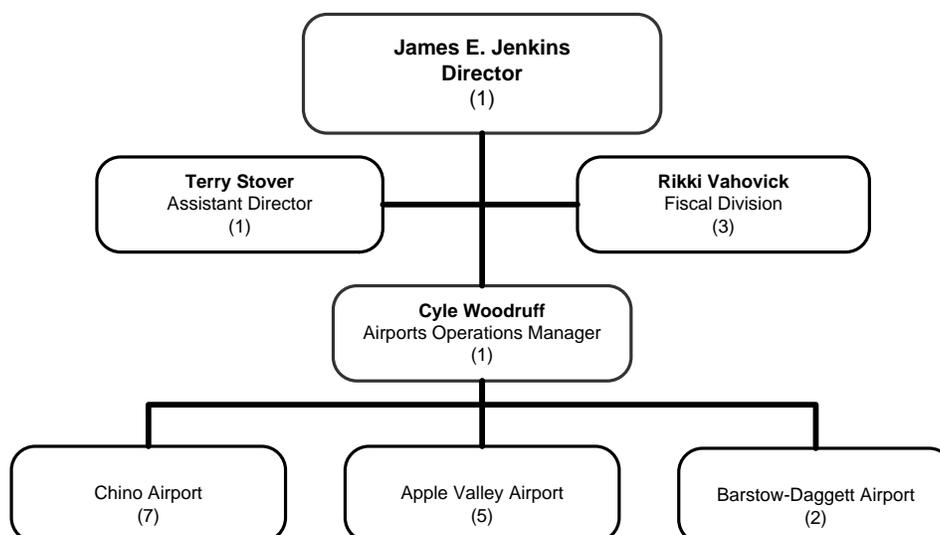
James E. Jenkins

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



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						
Airports	3,445,895	3,445,895	0			20
Total General Fund	3,445,895	3,445,895	0			20
Special Revenue Funds						
Airports Special Revenue Funds - Consolidated	7,260,685	5,191,710		2,068,975		0
Total Special Revenue Funds	7,260,685	5,191,710		2,068,975		0
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	1,739,366	2,613,068			(873,702)	0
CSA 60 - Apple Valley Airport - Cap Improv	1,889,336	23,900			1,865,436	0
Total Enterprise Funds	3,628,702	2,636,968			991,734	0
Total - All Funds	14,335,282	11,274,573	0	2,068,975	991,734	20



2015-16 MAJOR ACCOMPLISHMENTS

- Awarded and accepted two federal grants valued at \$108,000.
- Hosted two separate airshows: one at Apple Valley Airport in October 2015 and one at Chino Airport in April 2016.
- Paid the Chino Airport Commercial Hangars Bond in full.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.	Percentage of airport infrastructure area inspected annually.	N/A	15%	20%	15%
STRATEGY	Improve and maintain Airport infrastructure, such as runways and drainage systems by maximizing utilization of Federal Aviation Administration and Cal Trans Aeronautics funding.					
STRATEGY	Continue to develop and maintain focus on structured and preventative maintenance programs to address infrastructure deficiencies.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	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.	New property use revenue generated.	\$0	\$60,000	\$20,000	\$45,000
STRATEGY	Leverage ground use at various County airports to produce new revenue streams to subsidize ongoing airport operational costs.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	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.	NEW	89%	N/A	90%	92%
STRATEGY	Maximize structured outreach activities to private sector business entities thus informing prospective businesses of real estate opportunities at various County airports.	Occupancy Rate of Developed Space for Commercial Use				
STRATEGY	Closely monitor existing airport businesses to ensure continued success; assist by providing clearinghouse guidance to available resources.					



Airports

DESCRIPTION OF MAJOR SERVICES

The Department of Airports (Department) provides for the management, development, maintenance and operation of six airports. The Department assures that County airports are maintained and operated in compliance with state and federal regulations. The Department works cooperatively with other airports located within the County regarding state and federal aviation programs, issues and requirements. The Department participates and provides input to aviation industry support organizations, as necessary, to develop local, state and national aviation policy.

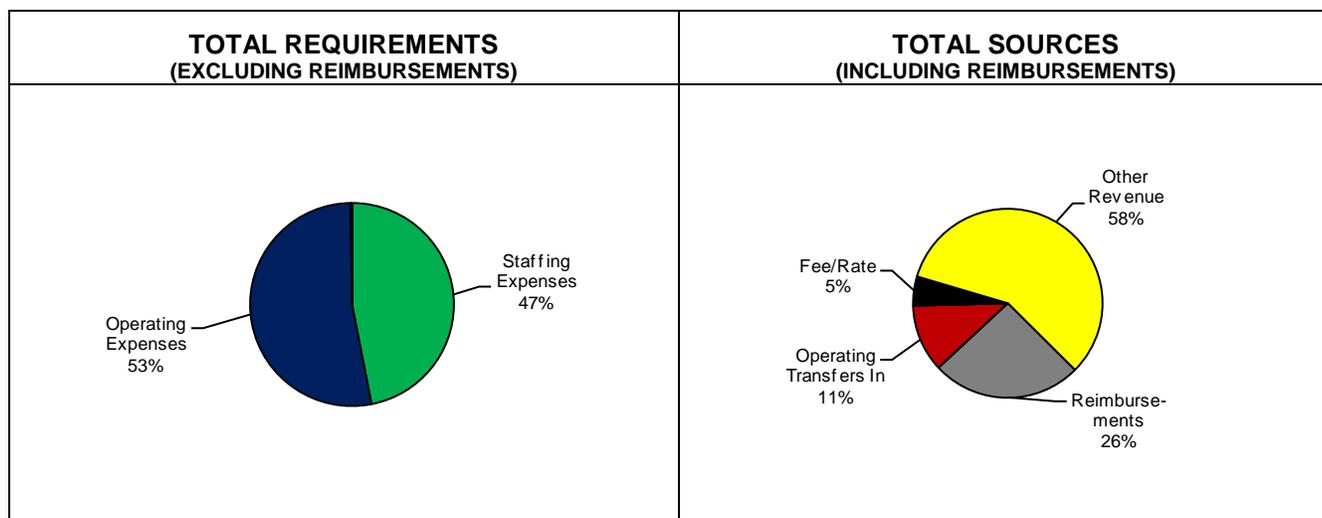
Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$4,630,421
Total Sources (Incl. Reimb.)	\$4,630,421
Net County Cost	\$0
Total Staff	20
Funded by Net County Cost	0%

The County's six airports include:

1. Apple Valley Airport, a County Service Area (CSA 60) with a significant sport aviation base;
2. Baker Airport, located adjacent to the Town of Baker and supports Interstate 15 between Barstow and Las Vegas;
3. Barstow-Daggett Airport, which features significant military activity and the Fort Irwin Helicopter Maintenance Base, both of which support the Fort Irwin National Training Center;
4. Chino Airport, a Federal Aviation Administration (FAA) designated general aviation reliever to John Wayne Airport and one of the largest general aviation airports in the country with approximately 650 based aircraft;
5. Needles Airport, a critical transportation link along the Colorado River;
6. Twentynine Palms Airport, a center for soaring activity serving the surrounding community, including the United States Marine Corps Air-Ground Combat Center.

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	1,632,659	1,855,067	1,768,633	2,049,978	1,961,331	2,172,999	123,021
Operating Expenses	1,867,509	1,855,126	1,883,999	2,068,447	2,011,946	2,447,422	378,975
Capital Expenditures	0	7,895	0	10,000	9,503	10,000	0
Total Exp Authority	3,500,168	3,718,088	3,652,632	4,128,425	3,982,780	4,630,421	501,996
Reimbursements	(886,813)	(936,848)	(1,000,837)	(1,109,940)	(892,941)	(1,184,526)	(74,586)
Total Appropriation	2,613,355	2,781,240	2,651,795	3,018,485	3,089,839	3,445,895	427,410
Operating Transfers Out	424,000	194,696	865,875	0	394,133	0	0
Total Requirements	3,037,355	2,975,936	3,517,670	3,018,485	3,483,972	3,445,895	427,410
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	45,616	40,000	43,064	0	40,000	0	0
Fee/Rate	156,865	189,008	289,519	173,306	272,586	230,932	57,626
Other Revenue	2,821,029	2,744,516	3,185,088	2,743,112	3,069,319	2,680,464	(62,648)
Total Revenue	3,023,510	2,973,524	3,517,671	2,916,418	3,381,905	2,911,396	(5,022)
Operating Transfers In	25,000	23,502	0	102,067	102,067	534,499	432,432
Total Financing Sources	3,048,510	2,997,026	3,517,671	3,018,485	3,483,972	3,445,895	427,410
Net County Cost	(11,155)	(21,090)	(1)	0	0	0	0
Budgeted Staffing*	19	20	20	20	20	20	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$2.2 million fund 20 positions that provide support for six County-operated airports. Operating Expenses of \$2.4 million include Countywide Services (including COWCAP), property insurance, utilities, other professional services and general maintenance. Reimbursements of \$1.2 million are primarily for staffing costs and services/supplies expenses that are incurred by the Airport's General Fund budget unit for personnel that are assigned to support the Apple Valley Airport and Chino Airport Commercial Hangar complex. Sources of \$3.4 million primarily represent rents and concession receipts at the airports.

BUDGET CHANGES AND OPERATIONAL IMPACT

Total Requirements are increasing by \$427,410. The increase in Requirements is primarily due to a \$147,000 or 24% increase in COWCAP as a result of increased utilities and County Counsel expenses, and a \$204,000 increase in Real Estate Services charges for appraisals at Chino Airport. These increased costs are partially offset by an increase to reimbursements from the Chino Commercial Hangars and the Apple Valley Airport budget units. The increase in Financing Sources is primarily due to an increase in Operating Transfers In from the Airports Capital Improvement special revenue fund to fund services.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration	6	0	0	0	6	0	6	
Apple Valley Airport	5	0	0	0	5	0	5	
Barstow-Daggett Airport	2	0	0	0	2	0	2	
Chino Airport	7	0	0	0	7	0	7	
Total	20	0	0	0	20	0	20	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.2 million fund 20 budgeted regular positions. There are no staffing changes.



Airports Special Revenue Funds – Consolidated

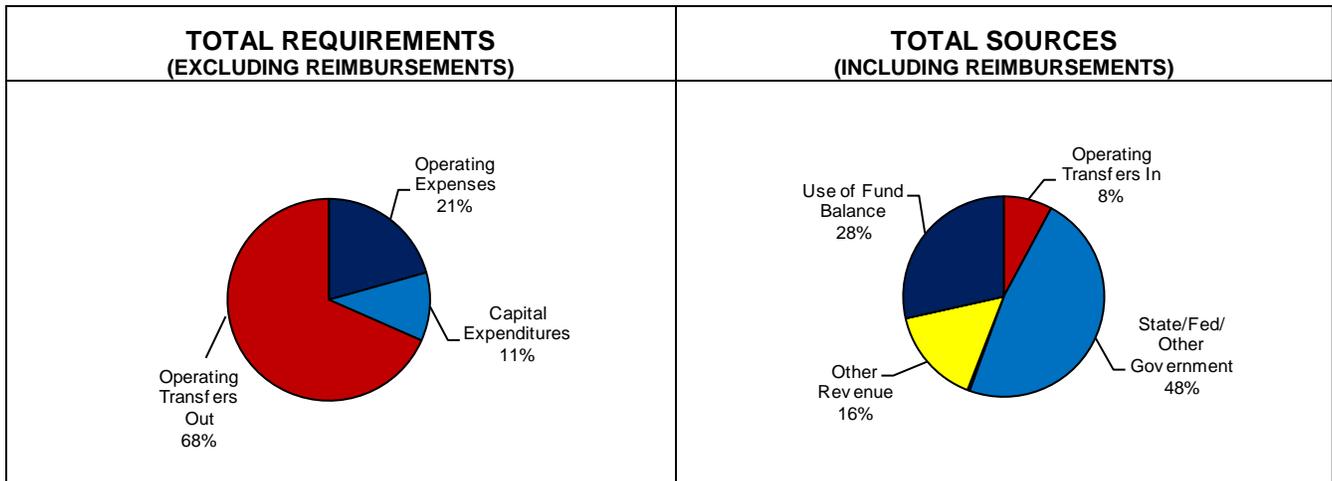
DESCRIPTION OF MAJOR SERVICES

Chino Airport Commercial Hangars complex is managed, maintained, and operated by the Department of Airports. The Commercial Hangars at Chino Airport were constructed in 1987 with proceeds from a 30-year bond issue that matured in 2015-16 and was paid off. Requirements for this budget unit are funded from rental revenues and available fund balance. There is no staffing associated with this budget unit. However, this budget unit reimburses the Airport’s General Fund budget unit for the cost of staffing incurred to support the Commercial Hangar complex.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$7,260,685
Total Sources (Incl. Reimb.)	\$5,191,710
Use of/ (Contribution to) Fund Balance	\$2,068,975
Total Staff	0

Airports Capital Improvement Program is a Capital Improvement Program (CIP) that is managed by the Department of Airports and includes projects for Baker Airport, Barstow-Daggett Airport, Chino Airport, Needles Airport, and Twentynine Palms Airport. Projects funded in this budget unit include utility, storm water, and fire suppression plans, Airport Master Plans, Airport Layout Plans, construction and rehabilitation for numerous runways, taxiways, water systems, airport facilities, annual pavement maintenance, infrastructure and rehabilitation of reverted buildings. The capital projects for Apple Valley Airport (CSA 60) are budgeted in a separate budget unit. All Capital Improvement Projects for all six airports that are administered by the Department, or by Real Estate Services – Project Management Division (PMD) on behalf of the Department, are reported in the CIP section of this budget book. There is no staffing associated with this budget unit.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Plant Acquisition

	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	1,094,597	1,214,034	939,378	2,286,984	1,615,515	1,499,172	(787,812)
Capital Expenditures	539,298	914,532	1,402,992	1,048,336	764,508	795,359	(252,977)
Total Exp Authority	1,633,895	2,128,566	2,342,370	3,335,320	2,380,023	2,294,531	(1,040,789)
Reimbursements	(200,000)	0	0	0	0	0	0
Total Appropriation	1,433,895	2,128,566	2,342,370	3,335,320	2,380,023	2,294,531	(1,040,789)
Operating Transfers Out	1,057,764	583,255	1,378,387	4,792,938	1,203,501	4,966,154	173,216
Total Requirements	2,491,659	2,711,821	3,720,757	8,128,258	3,583,524	7,260,685	(867,573)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	1,975,371	0	102,509	3,479,287	700,044	3,463,203	(16,084)
Fee/Rate	184	7,428	32,134	12,944	24,537	26,384	13,440
Other Revenue	926,599	1,677,979	1,832,776	2,225,315	2,062,865	1,134,043	(1,091,272)
Total Revenue	2,902,154	1,685,407	1,967,419	5,717,546	2,787,446	4,623,630	(1,093,916)
Operating Transfers In	1,111,129	758,816	1,215,875	704,913	696,140	568,080	(136,833)
Total Financing Sources	4,013,283	2,444,223	3,183,294	6,422,459	3,483,586	5,191,710	(1,230,749)
Fund Balance							
Use of / (Contribution to) Fund Balance	(1,521,624)	267,598	537,463	1,705,799	99,938	2,068,975	363,176
Available Reserves				904,625	2,510,486	441,511	(463,114)
Total Fund Balance				2,610,424	2,610,424	2,510,486	(99,938)
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Chino Airport Commercial Hangars (RCI)	600,650	594,253	6,397	0	0
Airports Capital Improvement Program (RAA & RCD)	6,660,035	4,597,457	2,062,578	441,511	0
Total Special Revenue Funds	7,260,685	5,191,710	2,068,975	441,511	0

Chino Airport Commercial Hangars has \$600,650 in Requirements for Operating Expenses, which includes transfers of \$176,214 for County Counsel charges and services and supplies reimbursed to the Airport's operating budget unit, \$330,568 in services and supplies for operations and \$93,868 for salaries and benefits also reimbursed to the Airport's operating budget unit.

Sources of \$594,253 are primarily from rents and concession receipts from commercial tenants of \$515,543 and an Operating Transfer In from the Airports CIP budget unit of \$51,826 to fund current services.



Airports Capital Improvement Program has \$6.7 million in Requirements which include \$5.0 million in Operating Transfers Out to the Real Estate Services Project Management Division (PMD) for management and construction of various CIP projects, and to fund current services in the Airports General Fund budget unit. Requirements also include \$873,522 in services and supplies primarily for the design of various CIP projects, and \$795,359 in Capital Expenditures. The Capital Expenditures include \$600,000 for a ground water assessment associated with the groundwater plume at Chino Airport, \$110,000 for installation of modular restrooms at the Twentynine Palms Airport and Baker Airport, and \$85,359 for the Chino Airport northwest apron rehabilitation project.

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

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$867,573 primarily due to a decrease in transfers related to Chino Airport Commercial Hangars final bond payment which was paid in 2015-16, and a decrease in Capital Expenditures due to fewer CIP projects as compared to the prior year. Sources are decreasing by \$1.2 million primarily due to a decrease in Other Revenue of \$1.1 million caused by a reduction in insurance proceeds of \$816,883 related to the Chino plume, and declining rents and concessions revenue at the Chino Airport Commercial Hangars of \$282,389.

ANALYSIS OF FUND BALANCE

The 2016-17 budget includes the Use of Fund Balance of \$2.1 million of which \$1.5 million is for one-time projects and \$534,499 is to fund current services within the Airports General Fund budget unit. Additionally, reserves of \$441,511 are available to fund future expenses.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



CSA 60 – Apple Valley Airport - Operations

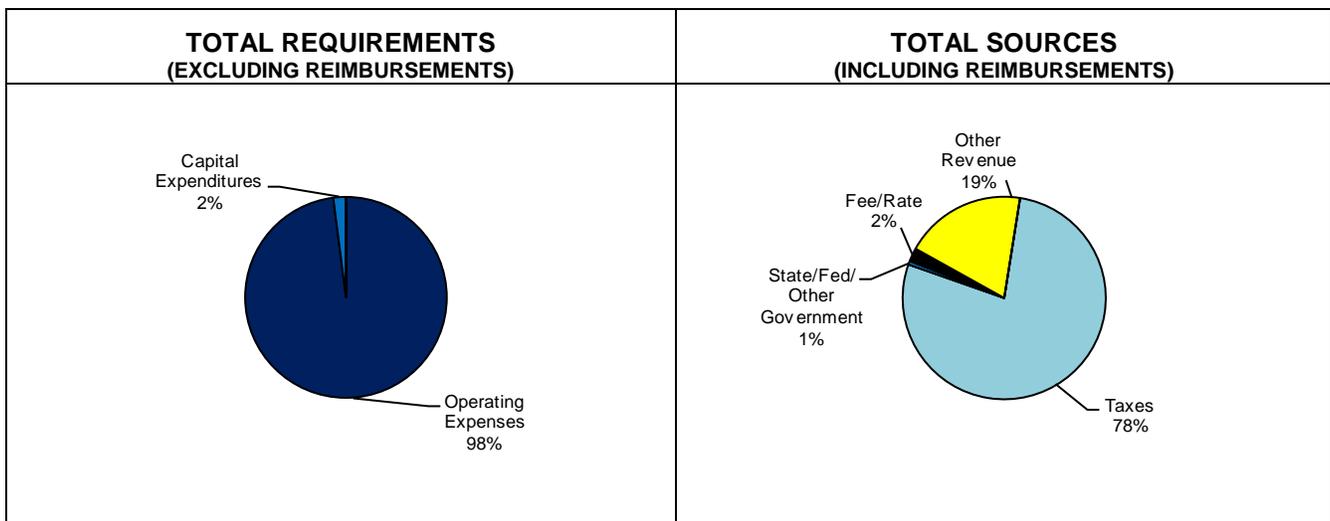
DESCRIPTION OF MAJOR SERVICES

County Service Area 60 (CSA 60) funds the operation, capital projects and maintenance of Apple Valley Airport, which is administered and staffed by the County of San Bernardino Department of Airports. Apple Valley Airport, which was built in 1970, is a public use airport providing general aviation services to the High Desert region. CSA 60 is primarily funded by local property tax and revenue generated from airport leasing activities.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$1,739,366
Total Sources (Incl. Reimb.)	\$2,613,068
Use of / (Contribution To) Net Position	(\$873,702)
Total Staff	0

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: EBJ 400
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation Terminal

	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	1,465,115	1,394,940	1,458,961	1,698,123	1,614,226	1,704,366	6,243
Capital Expenditures	0	5,184	0	0	0	35,000	35,000
Total Exp Authority	1,465,115	1,400,124	1,458,961	1,698,123	1,614,226	1,739,366	41,243
Reimbursements	(182)	0	0	0	0	0	0
Total Appropriation	1,464,933	1,400,124	1,458,961	1,698,123	1,614,226	1,739,366	41,243
Operating Transfers Out	563,000	0	0	0	0	0	0
Total Requirements	2,027,933	1,400,124	1,458,961	1,698,123	1,614,226	1,739,366	41,243
Sources							
Taxes	1,921,496	2,033,265	2,117,048	2,035,000	2,035,000	2,035,000	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	27,566	29,892	29,169	0	25,235	15,000	15,000
Fee/Rate	(12,738)	3,764	26,315	38,219	80,991	56,200	17,981
Other Revenue	638,094	722,234	573,176	559,444	634,254	506,868	(52,576)
Total Revenue	2,574,418	2,789,155	2,745,708	2,632,663	2,775,480	2,613,068	(19,595)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,574,418	2,789,155	2,745,708	2,632,663	2,775,480	2,613,068	(19,595)
Net Position							
Use of/ (Contribution to) Net Position**	(546,485)	(1,389,031)	(1,286,747)	(934,540)	(1,161,254)	(873,702)	60,838
Est. Net Position Available						22,997,496	
Total Est. Unrestricted Net Position						22,123,794	
Budgeted Staffing*	0	0	0	0	0	0	0

*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 \$1.7 million include \$1.0 million in transfers to reimburse the Airport's General Fund budget unit for staffing costs, services and supplies costs for personnel assigned to support the Apple Valley Airport, and utilities. Sources of \$2.6 million primarily consist of \$2.0 million from tax revenue receipts and leasing related revenues.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$41,243 primarily due to the anticipated purchase of a new riding mower for \$10,000 and a compact tractor for \$25,000. Sources are decreasing by \$19,595 primarily due to a conservative approach to forecasting rents and concessions.

ANALYSIS OF NET POSITION

A Contribution to Net Position of \$873,702 is projected for 2016-17. Funds will be transferred to the CSA 60 – Apple Valley Airport CIP budget unit to fund future CIP projects as necessary.

STAFFING CHANGES AND OPERATIONAL IMPACT

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



CSA 60 – Apple Valley Airport – Capital Improvement Program

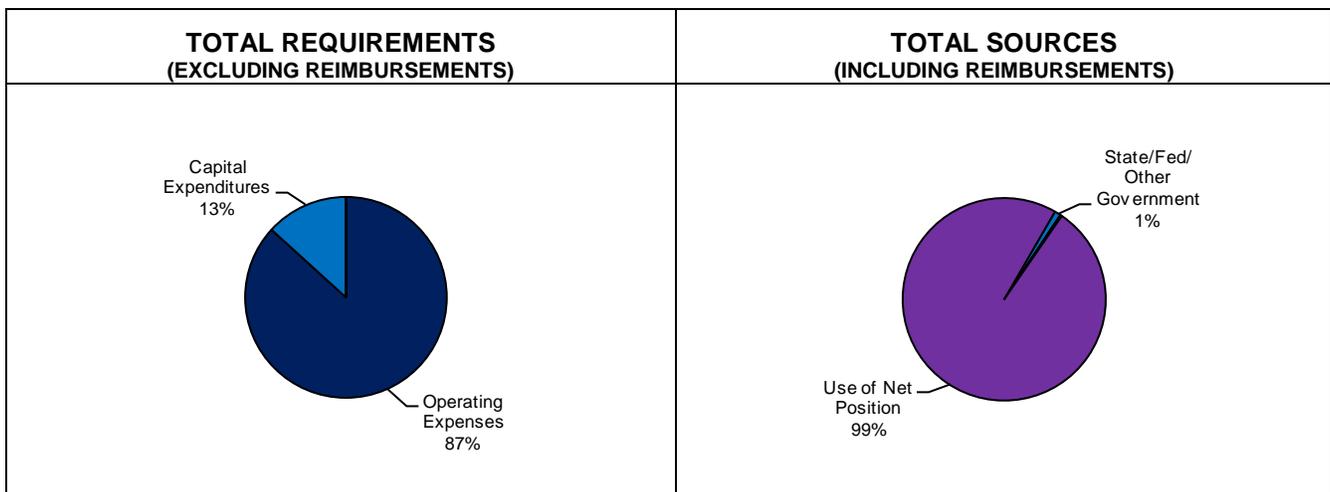
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$1,889,336
Total Sources (Incl. Reimb.)	\$23,900
Use of / (Contribution To) Net Position	\$1,865,436
Total Staff	0

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	351,499	83,608	20,928	1,261,248	33,498	1,639,336	378,088
Capital Expenditures	216,857	54,535	104,773	925,000	169,500	250,000	(675,000)
Total Exp Authority	568,356	138,143	125,701	2,186,248	202,998	1,889,336	(296,912)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	568,356	138,143	125,701	2,186,248	202,998	1,889,336	(296,912)
Operating Transfers Out	1,672,518	1,139,066	250	0	0	0	0
Total Requirements	2,240,874	1,277,209	125,951	2,186,248	202,998	1,889,336	(296,912)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	59,300	0	141,750	18,900	18,900
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	19,928	8,324	7,345	0	8,447	5,000	5,000
Total Revenue	19,928	8,324	66,645	0	150,197	23,900	23,900
Operating Transfers In	500,000	0	0	0	0	0	0
Total Financing Sources	519,928	8,324	66,645	0	150,197	23,900	23,900
Net Position							
Use of/ (Contribution to) Net Position	1,720,946	1,268,885	59,306	2,186,248	52,801	1,865,436	(320,812)
Est. Net Position Available						2,849	
Total Est. Unrestricted Net Position						1,868,285	
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 \$1.9 million consist primarily of Operating Expenses of \$1.6 million for transfers to Real Estate Services – Project Management Division (PMD) for the management of the construction of CIP projects at Apple Valley Airport, including \$490,000 for a solar powered obstruction lighting project, \$449,750 for taxiway and parking lot reconstruction projects, \$275,000 for the terminal Heating, Ventilation, Air Conditioning (HVAC) upgrades, \$250,000 for t-hangar improvements and \$50,000 for the initial phase of the drainage basin land acquisition. Capital Expenditures of \$250,000 include \$200,000 for fog sealing and striping and \$50,000 for Phase I of the Comprehensive Land Use Plan (CLUP).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$296,912 due to an increase in Operating Expenses of \$378,088 primarily due to the addition of new capital projects including the roofing maintenance program for \$14,000, drainage land basin acquisition for \$50,000 and an additional \$275,000 transfer to PMD for the terminal HVAC upgrades project. The increase in Operating Expenses is offset by a decrease in Capital Expenditures of \$675,000 due to the completion of the airport runway rehab design phase I and decreased expenses for the solar powered obstruction lighting project.

Sources are increasing by \$23,900 in anticipation of FAA grant funding.



ANALYSIS OF NET POSITION

The 2016-17 budget includes the Use of Net Position of \$1.9 million for planned CIP projects. This budget unit funds CIP projects for the Apple Valley Airport. Funds are transferred from the CSA 60 – Apple Valley Airport operating budget unit when a new project requires funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



COUNTY LIBRARY

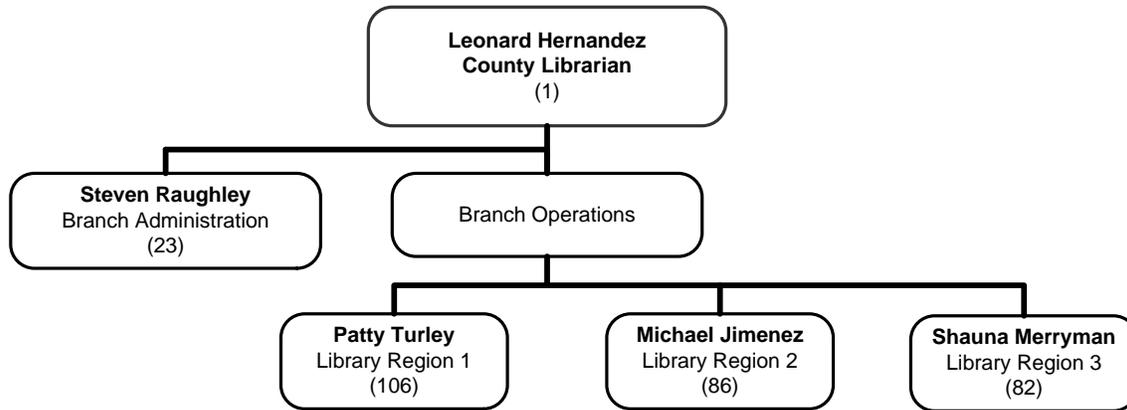
Leonard X. Hernandez

DEPARTMENT MISSION STATEMENT

The San Bernardino County Library System (SBCL) is a dynamic network of 32 branches that serves a diverse population over a vast geographic area. SBCL strives to provide equal access to information, technology, programs, and services for all the people who call San Bernardino County home.



ORGANIZATIONAL CHART



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						
County Library	17,799,116	16,024,589		1,774,527		298
Bloomington Library Reserve	176,900	550		176,350		0
Total Special Revenue Funds	17,976,016	16,025,139	0	1,950,877	0	298
Total - All Funds	17,976,016	16,025,139	0	1,950,877	0	298



2015-16 MAJOR ACCOMPLISHMENTS

- Completed light remodel of the Big Bear Library which included new carpet and paint, new furniture, new early learning computers, and a reconfiguration of the children’s area.
- Added new self-service materials sorters to the Chino Hills, Fontana, and Hesperia branch libraries.
- Completed refresh of user friendly self-checkout units at nine locations enabling patrons to checkout their own library materials.
- Opened the new Bloomington Library as part of the Bloomington Intergenerational Housing Project which includes a computer lab, self-checkout units, dedicated children’s area, expanded materials collection, and a floorplan that is almost four times larger than the current facility.
- Completed the largest Summer Reading Program in County Library history with 30,817 participants, a 25% increase over the previous year’s program.

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 desktop computers replaced less than four years ago.	N/A	95%	100%	100%
STRATEGY	Maintain a replacement cycle for computer hardware between four to five years to ensure that public access computers are available for use and fully functional with reliable hardware and software.					
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 attendees at branch library programs.	222,074	145,000	195,000	200,000
STRATEGY	Offer programs for multiple age groups to promote the Countywide Vision of cradle-to-career education, fostering personal and professional development and enrichment.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	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 digital materials checked out.	95,063	80,000	140,000	160,000
STRATEGY	Continue to enhance digital eBook / audiobook offerings for easy anytime access to materials across a multitude of digital devices to aid in job enrichment.					



County Library

DESCRIPTION OF MAJOR SERVICES

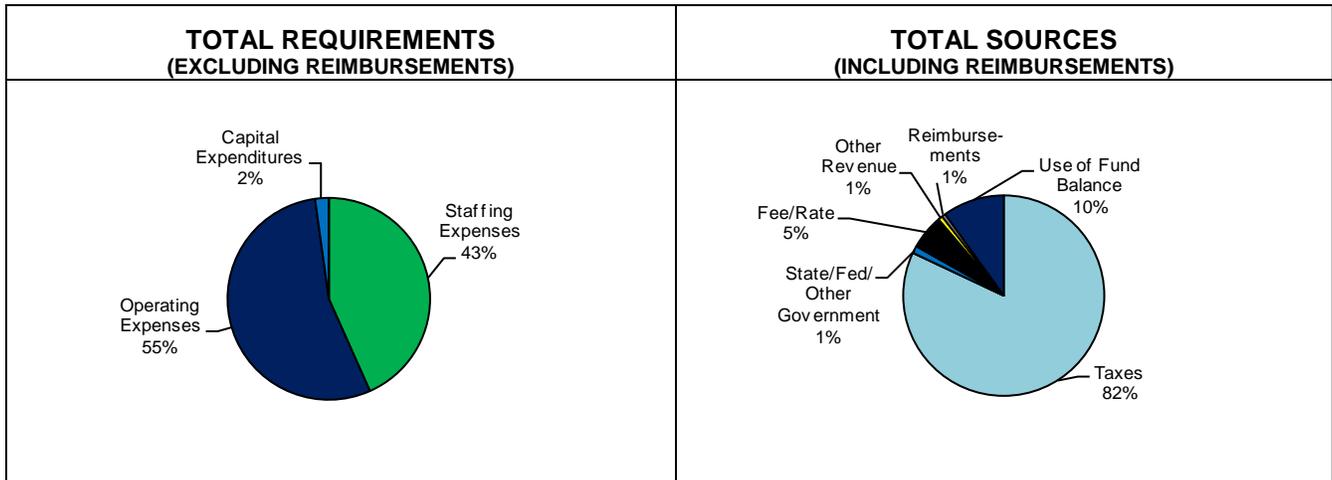
The San Bernardino County Library (Library) provides public library services through a network of thirty two branches in the unincorporated areas and seventeen cities within the County. The Library provides free access to information through its materials collection and offers almost 1,000 public accessible computers for internet, productivity use and browsing the library's online catalog.

These public computers also provide access to a number of online databases and other electronic resources. Electronic access to the County Library's collection of materials is available through the Internet and daily delivery services provide for materials to be shared among the various branches. The Library's online catalog provides access to over 1 million items. In addition, the Library's OverDrive, 3M Cloud, Fregal and Zinio systems allows online access for library patrons to thousands of eBooks, audiobooks, magazines, music, and movies through their tablet, eReader, or web browser.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$17,907,375
Total Sources (Incl. Reimb.)	\$16,132,848
Use of/ (Contribution to) Fund Balance	\$1,774,527
Total Staff	298

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: SAP CLB
FUNCTION: Education
ACTIVITY: Library

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Modified Budget
Requirements							
Staffing Expenses	6,847,673	7,101,062	6,118,669	7,403,096	6,274,678	7,761,698	358,602
Operating Expenses	6,071,809	7,619,788	8,464,728	11,405,137	10,365,859	9,755,677	(1,649,460)
Capital Expenditures	0	24,268	270,511	737,000	578,780	390,000	(347,000)
Total Exp Authority	12,919,482	14,745,118	14,853,908	19,545,233	17,219,317	17,907,375	(1,637,858)
Reimbursements	(73,177)	(105,384)	(148,543)	(101,858)	(106,259)	(108,259)	(6,401)
Total Appropriation	12,846,305	14,639,734	14,705,365	19,443,375	17,113,058	17,799,116	(1,644,259)
Operating Transfers Out	40,825	82,991	61,791	81,791	81,791	0	(81,791)
Total Requirements	12,887,130	14,722,725	14,767,156	19,525,166	17,194,849	17,799,116	(1,726,050)
Sources							
Taxes	13,155,918	13,883,392	14,441,702	14,416,813	14,477,279	14,688,039	271,226
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	253,000	248,004	248,324	261,000	257,624	209,000	(52,000)
Fee/Rate	1,026,706	1,046,064	1,053,323	1,008,800	998,800	998,800	(10,000)
Other Revenue	1,749,615	1,010,963	431,730	153,778	165,733	128,750	(25,028)
Total Revenue	16,185,239	16,188,423	16,175,079	15,840,391	15,899,436	16,024,589	184,198
Operating Transfers In	168,397	87,863	0	0	0	0	0
Total Financing Sources	16,353,636	16,276,286	16,175,079	15,840,391	15,899,436	16,024,589	184,198
Fund Balance							
Use of / (Contribution to) Fund Balance	(3,466,506)	(1,553,561)	(1,407,923)	3,684,775	1,295,413	1,774,527	(1,910,248)
Available Reserves				3,966,460	6,355,822	4,581,295	614,835
Total Fund Balance				7,651,235	7,651,235	6,355,822	(1,295,413)
Budgeted Staffing*	279	279	291	295	295	298	3

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$7.8 million fund 298 positions that provide services at 32 library branches and support staff at Library Administration. Operating Expenses of \$9.8 million include general operating expenses for branch locations, telecommunication charges for internet access at branch locations, utilities, COWCAP charges, one-time branch remodel expenses and custodial/maintenance charges. Sources of \$16.0 million primarily represent property tax allocations and library fines and fees collected from patrons.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the department include a decrease in Requirements of \$1.7 million due to a one-time loan payoff that occurred last year. Sources are increasing by \$184,198 primarily due to an increase in property tax revenue and a decrease in state aid as the result of the State Library's decision not to guarantee an annual funding amount for literary services.

ANALYSIS OF FUND BALANCE

All Use of Fund Balance is for one-time expenditures. The department will be utilizing \$1.8 million of Fund Balance to perform several anticipated branch remodels which include new furniture, branch reconfiguration, and new paint and carpet. The department will also continue on its four year replacement cycle for computer equipment to keep staff and public machines up to date to meet today's demands. In addition to these expenses, the department will be replacing several pieces of equipment which includes two camera systems, a virtual server, two book drops, a circulation desk and also new items that include a book sorter, three self-checkout units, a router and a firewall for internet service upgrades.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Branch Administration	23	2	-1	0	24	0	24	
Library Region 1	106	0	0	0	106	6	100	
Library Region 2	85	1	0	0	86	3	83	
Library Region 3	81	1	0	0	82	3	79	
Total	295	4	-1	0	298	12	286	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$7.8 million fund 298 budgeted positions of which 286 are regular positions and 12 are limited term positions. The department is adding two Library Assistant positions to assist with the new Bloomington Library and the bookmobile, one Library Regional Manager position to perform writing and analysis of system-wide procedures, branch supervision, and program implementation and one Staff Analyst I position to perform budgetary analysis, reports, and create procedures. The department has also deleted one Library Services Manager position as the position is no longer needed.



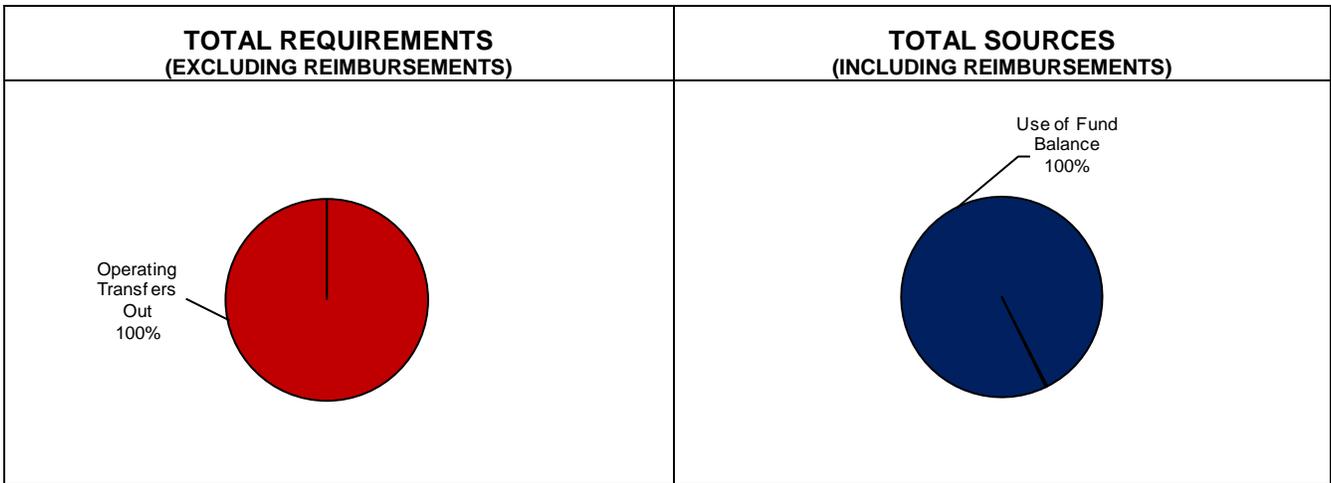
Bloomington Library Reserve

DESCRIPTION OF MAJOR SERVICES

The Bloomington Library was opened in May 2016 as part of the Bloomington Intergenerational Housing Project and provides public library services to the residents of the unincorporated community of Bloomington and surrounding areas. Due to the Bloomington Library being co-located within the housing project, future repairs are to be shared by the Library and the building management company. The Bloomington Library Reserve was established through funds provided by the developer and set aside to be used for future building repairs at the Bloomington Library.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$176,900
Total Sources (Incl. Reimb.)	\$550
Use of/ (Contribution to) Fund Balance	\$176,350
Total Staff	0

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: SZC CLB
FUNCTION: Education
ACTIVITY: Library

	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	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	176,900	176,900
Total Requirements	0	0	0	0	0	176,900	176,900
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	176,350	550	550
Total Revenue	0	0	0	0	176,350	550	550
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	176,350	550	550
Fund Balance							
Use of / (Contribution to) Fund Balance**	0	0	0	0	(176,350)	176,350	176,350
Available Reserves				0	176,350	0	0
Total Fund Balance				0	0	176,350	176,350
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

Requirements of \$176,900 represent Operating Transfers Out to the County Library budget unit for potential building repairs at the Bloomington Library. Sources of \$550 is annual interest earned on cash in the fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating Transfers Out are increasing by \$176,900 due to reserve funds being set aside to plan for future building repairs. No new deposits are budgeted for 2016-17. Sources are increasing by \$550, which represents interest earned on funds deposited.

ANALYSIS OF FUND BALANCE

Fund Balance can only be used to pay for one-time building repairs that may be required at the Bloomington Library. It is likely that Fund Balance won't be used for the next four to five years until a repair is needed on the new building. Use of Fund Balance totaling \$176,350 is budgeted in 2016-17 in case an emergency repair is needed, to minimize impacts to Bloomington Library patrons.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



COUNTY MUSEUM

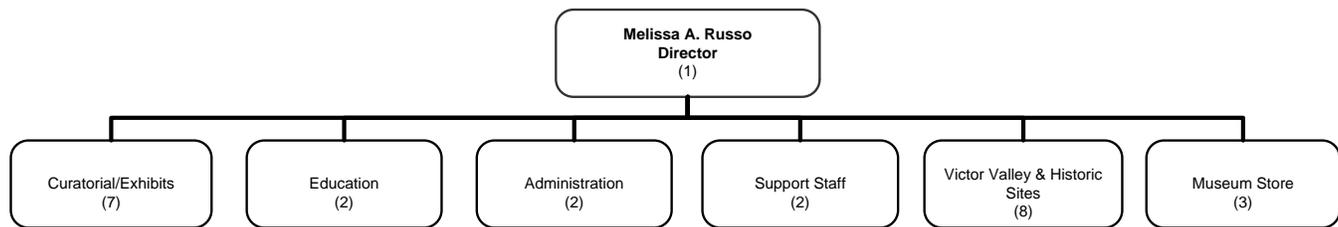
Melissa A. Russo

DEPARTMENT MISSION STATEMENT

The San Bernardino County Museum maintains and develops unique cultural and natural science collections related to San Bernardino County and surrounding regions. Through responsible collection, preservation, exhibition, and education, the County Museum inspires the public to a deeper understanding of their cultural and natural history.



ORGANIZATIONAL CHART



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 Museum	3,848,945	395,700	3,453,245	0	0	22
Total General Fund	3,848,945	395,700	3,453,245	0	0	22
Enterprise Fund						
Museum Store	80,092	68,092	0	0	12,000	3
Total Enterprise Fund	80,092	68,092	0	0	12,000	3
Total - All Funds	3,929,037	463,792	3,453,245	0	12,000	25



2015-16 MAJOR ACCOMPLISHMENTS

- Exceeded performance measure to secure funding support from the Museum Association which provided \$84,725 to support museum exhibits, programs and initiatives.
- Finished the renovation of a new multipurpose space, the Learning Depot, to provide expanded classroom and facility rental opportunities.
- Opened five new exhibits developed in-house including: “Welcome to Our World: Adaptations, Environments, Exploration”, “California Bling: Minerals from the Museum’s Collection”, “Community Chronicles: The Photos of Henry Hooks”, “Mysteries in the Museum”, and one exhibit creating two life size replica Mastodon figures.
- Initiated Family Fun Sundays to highlight topics such as El Niño and the math formula Pi.
- Expanded Train Days from a two day event to an eight day event featuring 11 groups including activities for the Victor Valley Museum.
- Partnered with the Museum Association to develop successful member, public and media events including: “Art & The Great Outdoors”, “Community Chronicles”, “Soul Train Dance World Record Challenge”, “May the 4th Dance Sunriser”, and the First Annual Bucky Ball fundraiser.

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.	NEW				
STRATEGY	Execute events that educate the public on current public safety issues including earthquakes, droughts, floods, and climate change to improve resiliency, adaptation, and inspire preparedness amongst homes, schools, and organizations.	Number of entities participating in public safety and college and career readiness programming at County Museum.	N/A	N/A	N/A	50
STRATEGY	Develop and implement programming for current students to promote the Countywide Vision of cradle-to-career education, fostering personal and professional development and enrichment.					
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 general attendees visiting the Redlands Museum.	50,633	55,000	52,000	56,000
STRATEGY	Open new exhibits and offer enhanced educational programming to promote repeat attendance and boost admission sales and interest in the Museum.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	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.	Secure programmatic and special event funding support from the Museum Association.	\$43,704	\$45,000	\$84,725	\$85,000
STRATEGY	Partner with the Museum Association to develop special events and programs that benefit the community and promote greater interest in the Museum.					
STRATEGY	Develop partnerships with key regional corporations to secure funding and programmatic sponsorships.					



County Museum

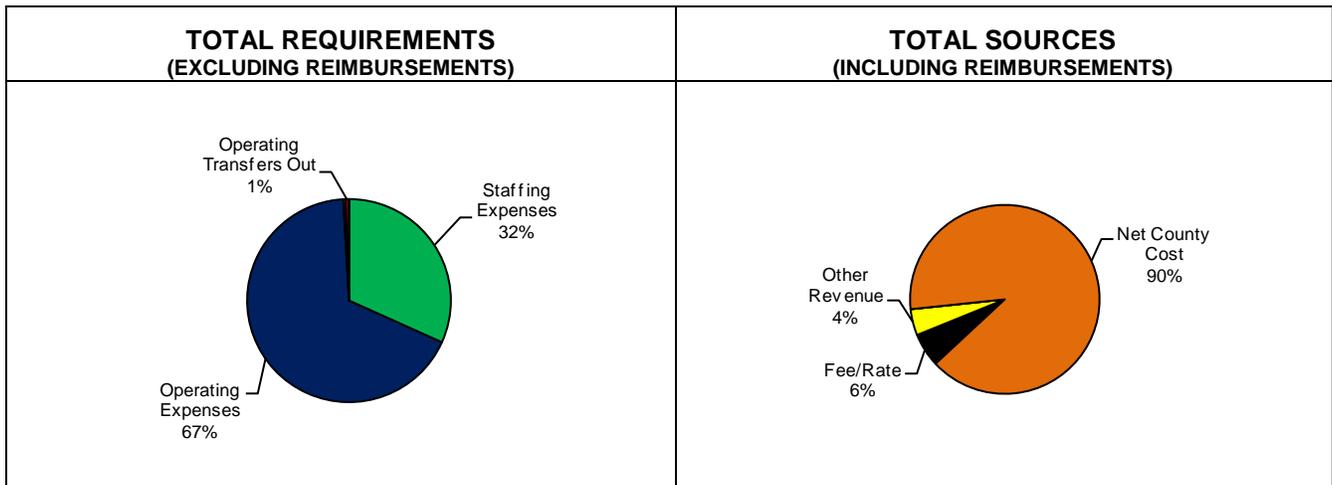
DESCRIPTION OF MAJOR SERVICES

The County Museum (Museum) is an accredited regional museum in California and provides enhanced “Quality of Life” for County and regional residents. The Museum is comprised of the following divisions: Anthropology, Biology, Education, Geology, History, and Paleontology. All divisions enhance public learning through exhibits and educational programs and activities for families, individuals, school groups, and educators at the main Museum facility in Redlands, Victor Valley Museum in Apple Valley, and the six historic sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (John Rains House) in Rancho Cucamonga, Daggett Stone Hotel in Daggett, Asistencia Outpost of the Mission San Gabriel in Redlands, Yorba Slaughter Families Adobe in Chino, and Yucaipa Adobe in Yucaipa. The Museum partners with the Yucaipa Historical Society to operate the Mousley Museum in Yucaipa. These programs and activities involve the exhibition, interpretation, and preservation of cultural and natural heritage collections depicting the history, culture, and natural science of San Bernardino County and surrounding regions.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,848,945
Total Sources (Incl. Reimb.)	\$395,700
Net County Cost	\$3,453,245
Total Staff	22
Funded by Net County Cost	90%

In 2015-16, the County Museum continued to complete steps outlined in the Bridge Plan (prepared by consultants in 2014-15) in an effort to enhance the Museum’s current service offerings and increase attendance. Some of the steps taken included hiring a permanent Museum Director and reviewing museum operations and collections to prepare for accreditation. The Museum was also invited to participate in a review of collections management practices sponsored by The American Alliance of Museums to help prepare for accreditation. The Museum and Museum Association have worked collaboratively to develop ongoing sponsorships that will expand programs, update existing exhibits, and create new exhibits.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	1,682,722	1,470,764	894,191	1,310,326	1,045,973	1,221,885	(88,441)
Operating Expenses	1,535,055	1,598,512	1,886,279	2,598,211	2,553,222	2,592,060	(6,151)
Capital Expenditures	0	0	0	0	0	15,000	15,000
Total Exp Authority	3,217,777	3,069,276	2,780,470	3,908,537	3,599,195	3,828,945	(79,592)
Reimbursements	(136,000)	(66,000)	0	0	0	0	0
Total Appropriation	3,081,777	3,003,276	2,780,470	3,908,537	3,599,195	3,828,945	(79,592)
Operating Transfers Out	0	0	0	0	0	20,000	20,000
Total Requirements	3,081,777	3,003,276	2,780,470	3,908,537	3,599,195	3,848,945	(59,592)
Sources							
Taxes	0	0	60	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	27,604	0	0	0	0	0	0
Fee/Rate	804,497	484,603	381,597	228,750	231,495	223,000	(5,750)
Other Revenue	(151,424)	101,287	445,757	204,150	202,750	172,700	(31,450)
Total Revenue	680,677	585,890	827,414	432,900	434,245	395,700	(37,200)
Operating Transfers In	138,000	0	0	0	0	0	0
Total Financing Sources	818,677	585,890	827,414	432,900	434,245	395,700	(37,200)
Net County Cost	2,263,100	2,417,386	1,953,056	3,475,637	3,164,950	3,453,245	(22,392)
Budgeted Staffing*	30	22	21	22	22	22	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$1.2 million fund 22 positions that provide program services and oversight for the main Museum facility in Redlands, Victor Valley Museum in Apple Valley, and six historic sites throughout the County. Operating Expenses of \$2.6 million primarily include services and supplies expenses for educational programming, exhibits, insurance, advertising, security services, COWCAP charges, central services charges for Facilities Management and Information Services, and rent for the Museum's off-site storage. Sources of \$395,700 are primarily derived from admission fees, education services, facility rentals and sponsorships from the Museum Association.

BUDGET CHANGES AND OPERATIONAL IMPACT

The budget includes one-time allocations of Net County Cost in the amount of \$1.1 million, \$588,097 to support operations, and \$542,160 to fund accreditation activities. These activities include: relocating museum storage to a new fully climate controlled facility, hiring a consultant to develop an organizational strategic plan and exhibit interpretative master plan, improving wayfinding and interpretative signage for the Redlands and Victor Valley Museum sites, updating current exhibit spaces at the Redlands site, and various other needs including the Museum's collection management system.

Requirements are decreasing \$59,592 primarily due to a decrease in one-time leave cash outs for departing staff as compared to 2015-16. Sources are decreasing by \$37,200 primarily due to a decrease in Other Revenue which reflects one-time revenue received from the City of Victorville for the Victor Valley Museum.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration	3	0	0	0	3	0	3	
Curatorial/Exhibits	7	0	0	0	7	0	7	
Education	2	0	0	0	2	0	2	
Support Staff	2	0	0	0	2	0	2	
Victor Valley & Historic Sites	8	0	0	0	8	7	1	
Total	22	0	0	0	22	7	15	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.2 million fund 22 budgeted positions of which 15 are regular positions and seven are limited term positions.



Museum Store

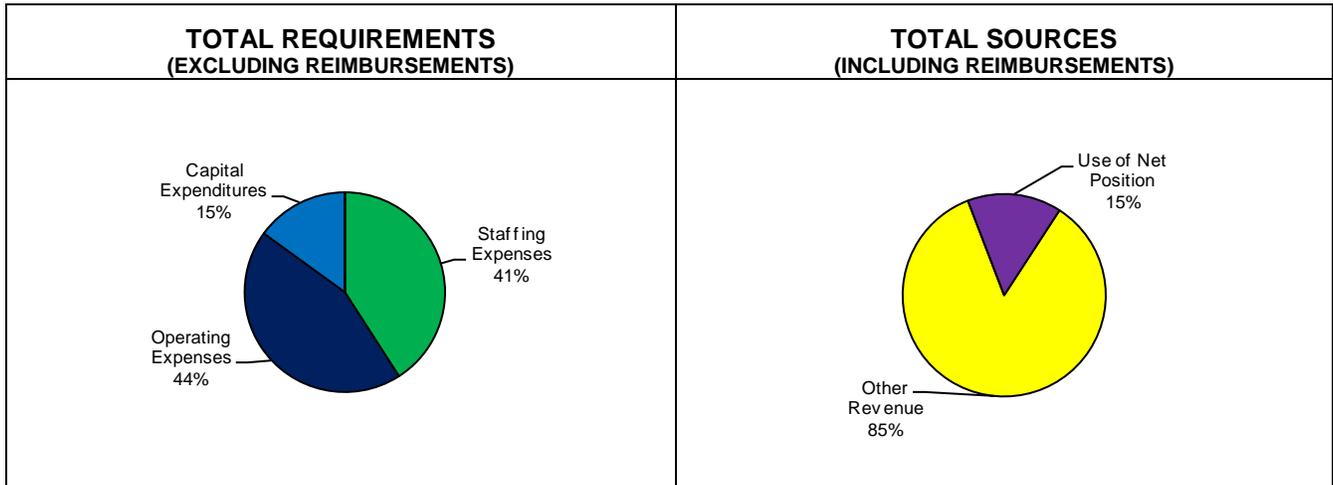
DESCRIPTION OF MAJOR SERVICES

The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The store is considered a critical part of the K-12 visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items related to exhibitions, jewelry, minerals, and souvenirs.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$80,092
Total Sources (Incl. Reimb.)	\$68,092
Use of / (Contribution To) Net Position	\$12,000
Total Staff	3

The Museum Store provides important information to patrons regarding current exhibitions in the Museum and enhances lifelong learning for families and adult audiences. The Museum Store continues to develop its operations and product offerings to ensure sales correspond with new exhibits, services, and new programs. Alternative store products will continue to be introduced and evaluated to maintain a positive cash balance.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	<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	12,247	3,144	16,479	19,235	19,235	32,777	13,542
Operating Expenses	39,836	23,962	20,999	36,639	30,381	35,315	(1,324)
Capital Expenditures	0	0	0	12,000	0	12,000	0
Total Exp Authority	52,083	27,106	37,478	67,874	49,616	80,092	12,218
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	52,083	27,106	37,478	67,874	49,616	80,092	12,218
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	52,083	27,106	37,478	67,874	49,616	80,092	12,218
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	43,523	83,767	64,304	55,000	55,000	68,092	13,092
Total Revenue	43,523	83,767	64,304	55,000	55,000	68,092	13,092
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	43,523	83,767	64,304	55,000	55,000	68,092	13,092
Net Position							
Use of/ (Contribution to) Net Position	8,560	(56,661)	(26,826)	12,874	(5,384)	12,000	(874)
Est. Net Position Available						152,257	
Total Est. Unrestricted Net Position						164,257	
Budgeted Staffing*	1	1	2	3	3	3	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 \$32,777 fund two part-time regular positions and one part-time limited term public service employee that operates the Museum Store. Operating Expenses of \$35,315 are for purchases for resale (inventory). Capital Expenditures of \$12,000 are included to purchase hardware to replace the current point-of-sale (POS) system that no longer meets the needs of the store. Sources of \$68,092 are from revenue generated from novelty items/souvenir sales, books and publications.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing \$12,218 primarily due to an increase in Staffing Expenses of \$13,542 that reflects additional hours scheduled to be worked by part-time employees.

Sources are increasing by \$13,092 as a result of dedicated staff to support an anticipated increase in attendance and sales activity.

ANALYSIS OF NET POSITION

Use of Net Position funds the replacement of the POS system in the Museum Store and at the front desk, improving inventory tracking, reporting capabilities and overall functionality.



2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Museum Store	3	0	0	0	3	1	2
Total	3	0	0	0	3	1	2

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$32,777 fund two part-time regular positions and one part-time limited term public service employee. These three positions allow for coverage in the Museum Store to ensure that it is open during the peak hours each day the Museum is open and to greet and accept entrance fees from customers at the front desk.

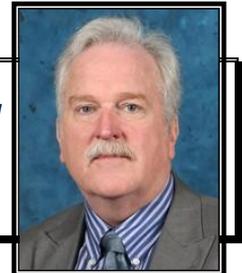


LAND USE SERVICES

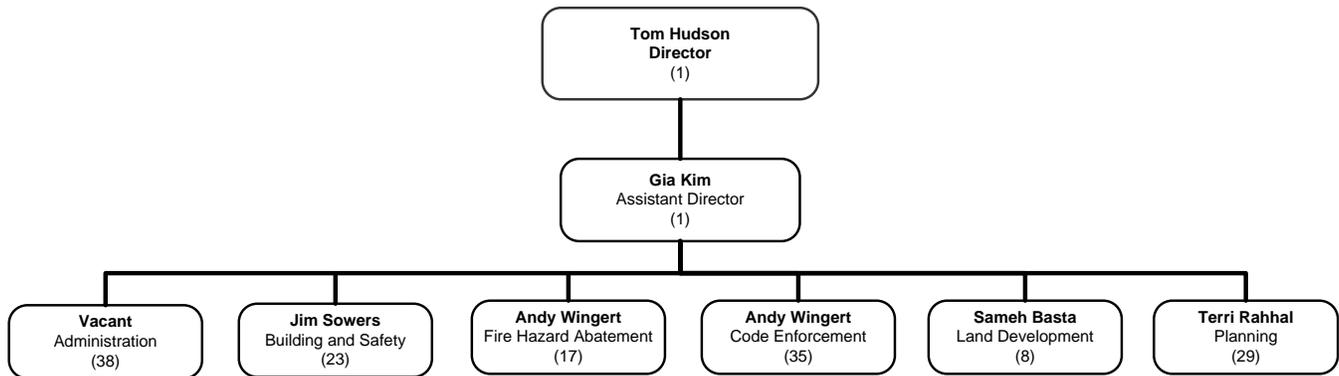
Tom Hudson

DEPARTMENT MISSION STATEMENT

The Land Use Services Department is dedicated to ensuring a balance in the areas of housing, business, and recreational needs for the diverse cultures and communities of San Bernardino County. This is accomplished through comprehensive regional planning and enforcement of building standards, land uses, and environmental impacts.



ORGANIZATIONAL CHART



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						
Administration	1,286,340	0	1,286,340			40
Planning	7,325,595	2,595,000	4,730,595			29
Building and Safety	5,349,734	4,792,424	557,310			23
Code Enforcement	5,822,393	694,588	5,127,805			35
Fire Hazard Abatement	2,589,266	2,291,073	298,193			17
Land Development	928,324	281,112	647,212			8
Total General Fund	23,301,652	10,654,197	12,647,455			152
Total - All Funds	23,301,652	10,654,197	12,647,455	0	0	152



2015-16 MAJOR ACCOMPLISHMENTS

- Selected Countywide Plan and Community Plan consultants and initiated Countywide Plan Updates.
- Successfully completed the Virtual Inspection pilot program that allows the use of a smartphone to perform remote inspections, and will implement the program in Building and Safety.
- San Bernardino County became one of the best lead agencies in California under Surface Mining and Reclamation Act regulation with 100% success of completing mining inspections and submitting reports timely.
- Continued work on the Accela Permitting System upgrade, successfully completing the workflow documentation process and transitioning efforts to engaging with the implementation team.
- Performed inspections on over 400,000 parcels within the County that resulted in 47,551 abatement notices and 3,136 administrative citations being issued to property owners, and the abatement of 2,021 parcels.
- Demolished and abated 22 structures identified as substandard.
- Removed over 560 tons of illegally dumped material and 7,600 tires from County unincorporated areas.
- Sponsored multiple community cleanup events that resulted in over 26 tons of tires and 38 tons of E-Waste being diverted from landfills.



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.	Complete initial plan reviews within 4 weeks (BNS)	88%	80%	85%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
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.	Complete initial residential plan reviews within 3 weeks (BNS)	62%	80%	80%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
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.	Complete initial small miscellaneous plan reviews within 2 weeks (BNS)	75%	80%	80%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
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.	Complete building inspections within one business day (BNS)	99%	80%	85%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
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.	Review drainage studies, grading plans and WQMPs within 4 weeks (LND)	100%	80%	90%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
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.	Review ministerial Building & Safety permits within 2 weeks (LND)	100%	75%	85%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
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.	Complete initial review of planning permit applications within 3 weeks of acceptance (PLN)	87%	70%	70%	70%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms.					



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.	Complete 100% of the following Countywide Plan tasks: 1. Strategic Advisory Series 2. First round of four Regional Meetings 3. Draft Web-based Platform Structure 4. Draft Governance Element 5. Framework for the Regional Issues Forum 6. Draft Web-Based Community Plans Framework (PLN)	N/A	100%	90%	100%
OBJECTIVE	Work collaboratively with cities on zoning and development standards in their spheres of influence.					
STRATEGY	Create systematic, timely and efficient strategic planning processes consistent with the Countywide Vision.					
STRATEGY	Prepare the framework processes for the Countywide Plan.					
STRATEGY	Include public outreach to elicit public input.					
STRATEGY	Establish a framework for the Web-Based Platform					



Administration

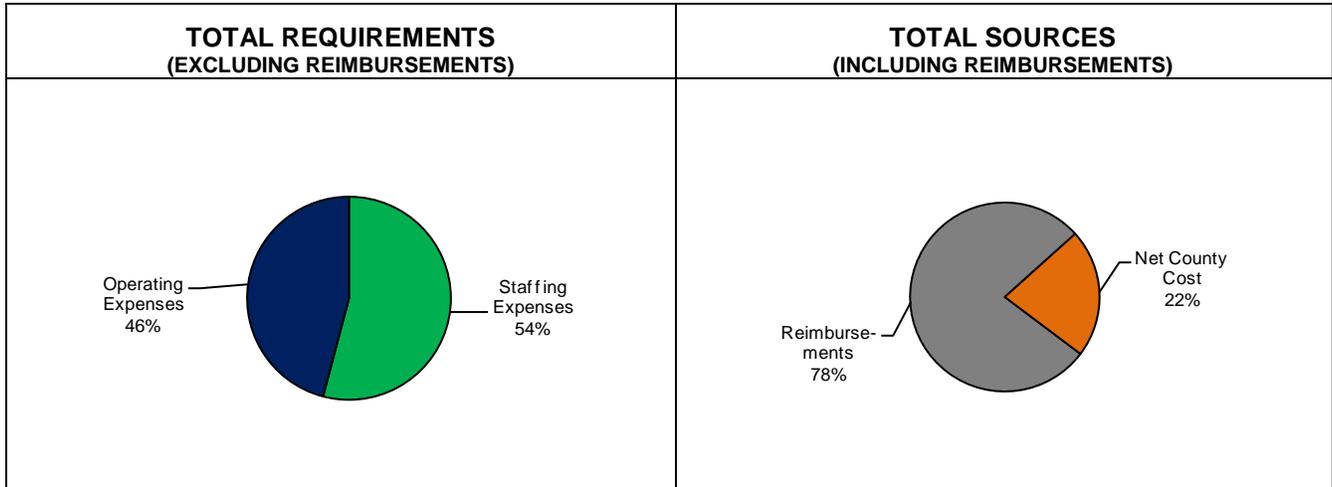
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$5,861,998
Total Sources (Incl. Reimb.)	\$4,575,658
Net County Cost	\$1,286,340
Total Staff	40
Funded by Net County Cost	22%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA LUS
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) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	2,363,182	2,592,364	2,528,765	3,010,230	2,746,264	3,171,461	161,231
Operating Expenses	1,510,832	1,920,197	4,169,156	2,557,911	2,497,248	2,690,537	132,626
Capital Expenditures	0	634,950	0	0	0	0	0
Total Exp Authority	3,874,014	5,147,511	6,697,921	5,568,141	5,243,512	5,861,998	293,857
Reimbursements	(3,852,761)	(4,040,418)	(4,437,582)	(3,975,821)	(3,986,738)	(4,575,658)	(599,837)
Total Appropriation	21,253	1,107,093	2,260,340	1,592,320	1,256,774	1,286,340	(305,980)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	21,253	1,107,093	2,260,340	1,592,320	1,256,774	1,286,340	(305,980)
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	67	0	22,107	0	0	0	0
Total Revenue	67	0	22,107	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	67	0	22,107	0	0	0	0
Net County Cost	21,186	1,107,093	2,238,233	1,592,320	1,256,774	1,286,340	(305,980)
Budgeted Staffing*	32	37	36	38	38	40	2

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$3.2 million fund 40 budgeted positions, of which three are limited term. Operating Expenses of \$2.7 million include \$354,186 for COWCAP charges, \$135,384 in licensing for the department's electronic document review software and Enterprise Agreement, and \$1.3 million for applications development and direct labor charges, primarily related to the Accela Permitting System upgrade. Reimbursements of \$4.6 million are primarily comprised of transfers in from the other Land Use Services divisions for administrative support.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$305,980 primarily due to the reduction in costs related to the utilization of temporary services for the Accela Project and increased Reimbursements from other Land Use Services divisions for recovery of administrative costs. An increase in Staffing Expenses of \$161,231 is primarily due to the addition of two Senior Land Use Technicians to assist with the processing of more complex applications, and the addition of one Fiscal Specialist to centralize billing, and data processing and applications development costs.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration	38	3	-1	0	40		3	37
Total	38	3	-1	0	40		3	37

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$3.2 million fund 40 budgeted positions of which 37 are regular positions and three are limited term positions. Changes in staffing include the addition of two Senior Land Use Technician and one Fiscal Specialist, and the deletion of one Contract Office Assistant II. These additions will enable the department to provide additional customer service support in processing applications throughout the various Land Use Services offices and streamline the annual permit process.



Planning

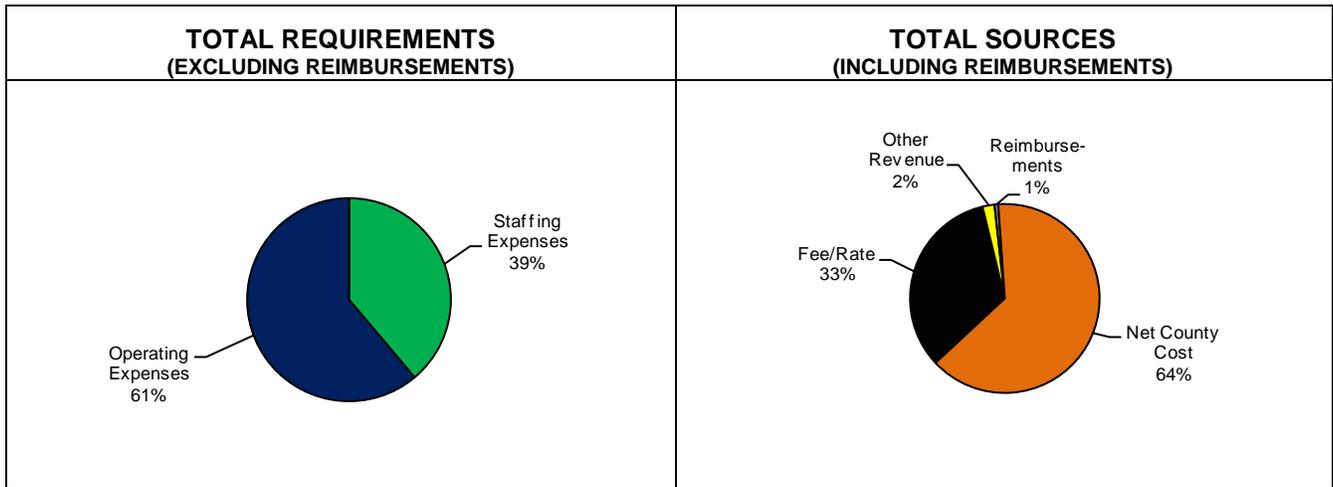
DESCRIPTION OF MAJOR SERVICES

The Planning Division oversees land use, housing, and community design. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law; maintains, updates, and interprets the Development Code; serves as the County lead for California Environmental Quality Act (CEQA) compliance, oversees the preparation of environmental reports for private and capital improvement projects; reviews and processes mining and reclamation plans in compliance with Surface Mining and Reclamation Act (SMARA); and conducts annual mine inspections to ensure adequate reclamation financial assurances for mining operations.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$7,373,220
Total Sources (Incl. Reimb.)	\$2,642,625
Net County Cost	\$4,730,595
Total Staff	29
Funded by Net County Cost	64%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	1,452,249	1,732,320	2,111,326	3,013,946	2,281,201	2,866,224	(147,722)
Operating Expenses	4,860,695	3,179,318	8,843,851	6,682,597	4,185,737	4,506,996	(2,175,601)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	6,312,944	4,911,638	10,955,177	9,696,543	6,466,938	7,373,220	(2,323,323)
Reimbursements	(515,831)	(320,172)	(17,224)	(20,581)	19,146	(47,625)	(27,044)
Total Appropriation	5,797,113	4,591,466	10,937,953	9,675,962	6,486,084	7,325,595	(2,350,367)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,797,113	4,591,466	10,937,953	9,675,962	6,486,084	7,325,595	(2,350,367)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	112,040	507,999	380,000	380,000	0	(380,000)
Fee/Rate	2,550,431	2,473,615	2,350,023	3,261,034	1,474,482	2,445,000	(816,034)
Other Revenue	7,977	10,109	102,579	5,000	196,941	150,000	145,000
Total Revenue	2,558,408	2,595,764	2,960,601	3,646,034	2,051,423	2,595,000	(1,051,034)
Operating Transfers In	64,161	0	0	349,000	349,000	0	(349,000)
Total Financing Sources	2,622,569	2,595,764	2,960,601	3,995,034	2,400,423	2,595,000	(1,400,034)
Net County Cost	3,174,544	1,995,701	7,977,352	5,680,928	4,085,661	4,730,595	(950,333)
Budgeted Staffing*	20	26	31	31	31	29	(2)

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$2.9 million fund 29 budgeted positions, of which 24 are regular positions and five are limited term. Operating Expenses of \$4.5 million include \$1.3 million in professional services related to the utilization of consultant services, \$634,237 for COWCAP, \$277,000 in litigation expenses for the Cadiz project that are fully reimbursed by the applicant, and \$150,000 for the preparation of a Morongo Basin Cultural Plan. Other major expenses include consultants, project expenses reimbursable by applicants, and transfers out to Land Use Services – Administration for administrative support.

Sources of \$2.6 million include \$1.5 million in revenues from applicants for project expenses and \$1.1 million in fees for current services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2.4 million primarily due to a reduction in the use of one-time funding for the Countywide Plan project.

Sources are decreasing by \$1.4 million primarily as a result of the completion of the second grant for the renewable energy element of the General Plan and a reduction in the number of complex projects requiring the utilization of EIR consultants after spike in these types of projects in 2015-16.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Planning	31	0	-2	0	29	5	24	
Total	31	0	-2	0	29	5	24	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.9 million fund 29 budgeted positions, of which 24 are regular positions and five are limited term. Changes in staffing include the deletion of one Contract Countywide and Community Plan Marketing Coordinator and one Contract Community Planning Coordinator. These deletions do not impact the workload relating to the General Plan Update as the workload has been shifted from staff to consultants, and the remaining work was able to be absorbed by the three existing staff.



Building & Safety

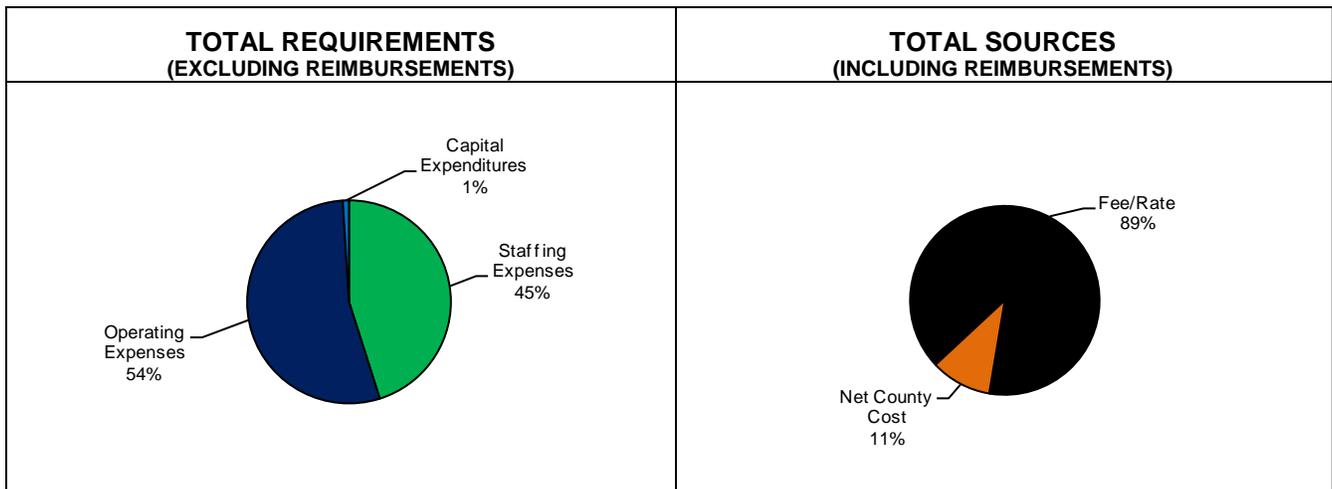
DESCRIPTION OF MAJOR SERVICES

Building and Safety administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the County. The Division applies state law and County ordinances and inspects the construction, alteration, relocation, demolition, repair, occupancy, and use of buildings and structures to ensure compliance.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$5,349,734
Total Sources (Incl. Reimb.)	\$4,792,424
Net County Cost	\$557,310
Total Staff	23
Funded by Net County Cost	11%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	1,697,028	1,444,114	1,340,231	1,904,734	1,674,597	2,413,470	508,736
Operating Expenses	1,950,030	2,607,926	3,387,203	3,146,670	3,320,881	2,883,258	(263,412)
Capital Expenditures	0	0	0	0	0	53,006	53,006
Total Exp Authority	3,647,058	4,052,040	4,727,434	5,051,404	4,995,478	5,349,734	298,330
Reimbursements			(92,624)	(28,556)	(28,556)	0	28,556
Total Appropriation	3,647,058	4,052,040	4,634,810	5,022,848	4,966,922	5,349,734	326,886
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,647,058	4,052,040	4,634,810	5,022,848	4,966,922	5,349,734	326,886
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	3,917,268	5,517,750	5,248,436	4,444,719	4,701,390	4,781,424	336,705
Other Revenue	7,207	2,739	18,420	14,000	75,077	11,000	(3,000)
Total Revenue	3,924,475	5,520,488	5,266,856	4,458,719	4,776,467	4,792,424	333,705
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,924,475	5,520,488	5,266,856	4,458,719	4,776,467	4,792,424	333,705
Net County Cost	(277,417)	(1,468,448)	(632,046)	564,129	190,455	557,310	(6,819)
Budgeted Staffing*	21	21	23	21	21	23	2

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$2.4 million fund 23 budgeted positions. Operating Expenses of \$2.9 million are comprised mostly of transfers out to Land Use Services – Administration for administrative support, vehicle services charges, COWCAP, and consultants.

Sources of \$4.8 million are primarily related to fees charged for permit and plan reviews.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$326,886, primarily due to increases in Staffing Expenses from the addition of one Supervising Building & Safety Engineer and two Building and Safety Engineers. The addition of these engineers will improve the quality and consistency of plan reviews through the increased expertise of these dedicated staff, and allow the division to reduce the utilization of consultants to perform plan reviews.

Sources are increasing by \$333,705 primarily due to an increase in permit and plan review fees.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Building & Safety	21	3	-1	0	23	0	23
Total	21	3	-1	0	23	0	23

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.4 million fund 23 budgeted regular positions. Changes in budgeted staffing include the addition of one Supervising Building & Safety Engineer and two Building and Safety Engineers. The addition of these positions will improve the quality and consistency of plan reviews through the increased expertise of these dedicated staff. Also included is the deletion of one Contract Engineering Geologist position as a result of the workload being transferred the Planning Division’s Engineering Geologist positions.



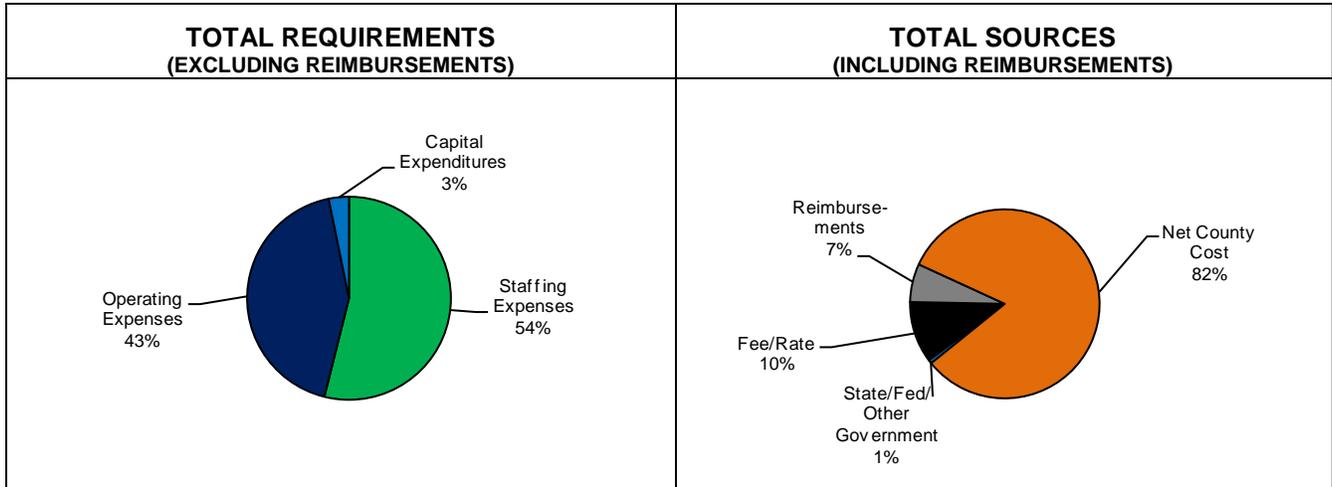
Code Enforcement

DESCRIPTION OF MAJOR SERVICES

Code Enforcement administers programs designed to protect the public's safety, welfare, and property through enforcement of County ordinances and state laws related to housing and property.

2016-17 RECOMMENDED BUDGET

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$6,230,337
Total Sources (Incl. Reimb.)	\$1,102,532
Net County Cost	\$5,127,805
Total Staff	35
Funded by Net County Cost	82%



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA CEN
 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	2,741,668	2,969,924	2,665,772	3,445,435	2,935,842	3,357,544	(87,891)
Operating Expenses	1,853,483	2,573,586	2,713,123	3,756,467	3,605,299	2,672,789	(1,083,678)
Capital Expenditures	0	0	0	50,000	10,348	200,004	150,004
Total Exp Authority	4,595,151	5,543,510	5,378,895	7,251,902	6,551,489	6,230,337	(1,021,565)
Reimbursements	(428,149)	(346,422)	(387,232)	(674,985)	(674,985)	(407,944)	267,041
Total Appropriation	4,167,002	5,197,088	4,991,663	6,576,917	5,876,504	5,822,393	(754,524)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,167,002	5,197,088	4,991,663	6,576,917	5,876,504	5,822,393	(754,524)
Sources							
Taxes	3	32,840	3	0	2	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	39,990	0	39,990	0
Fee/Rate	478,394	599,493	568,703	752,000	472,260	654,098	(97,902)
Other Revenue	602	4,492	160,239	3,500	157,301	500	(3,000)
Total Revenue	478,999	636,825	728,945	795,490	629,563	694,588	(100,902)
Operating Transfers In	0	0	278,084	0	0	0	0
Total Financing Sources	478,999	636,825	1,007,029	795,490	629,563	694,588	(100,902)
Net County Cost	3,688,003	4,560,263	3,984,634	5,781,427	5,246,941	5,127,805	(653,622)
Budgeted Staffing*	27	28	30	33	33	35	2

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$3.4 million fund 35 regular positions. Operating Expenses of \$2.7 million include \$123,154 in COWCAP and \$500,000 for the demolition of derelict properties. Other major expenditures include \$130,000 in graffiti abatement contracts, \$275,000 in vehicle service charges, \$150,000 in litigation expenses, \$61,000 for blight abatement, \$40,000 for illegal dumping enforcement, and \$454,046 in transfers to Land Use Services – Administration for administrative support. Sources of \$694,588 are primary related to administrative citations and home rental permits.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$754,524 primarily due to the decrease in one-time funding for the illegal dumping pilot program.

Sources are decreasing by \$100,902 primarily due to reduced administrative citation revenues from Medical Marijuana dispensary cases as a result of improved compliance outcomes earlier in the citation process and fewer compliance cases requiring advanced enforcement activities.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Code Enforcement	33	2	0	0	35	0	35	
Total	33	2	0	0	35	0	35	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$3.4 million fund 35 budgeted regular positions. The addition of two Office Assistant III positions is necessary to provide additional clerical support in the outlying Code Enforcement offices.



Fire Hazard Abatement

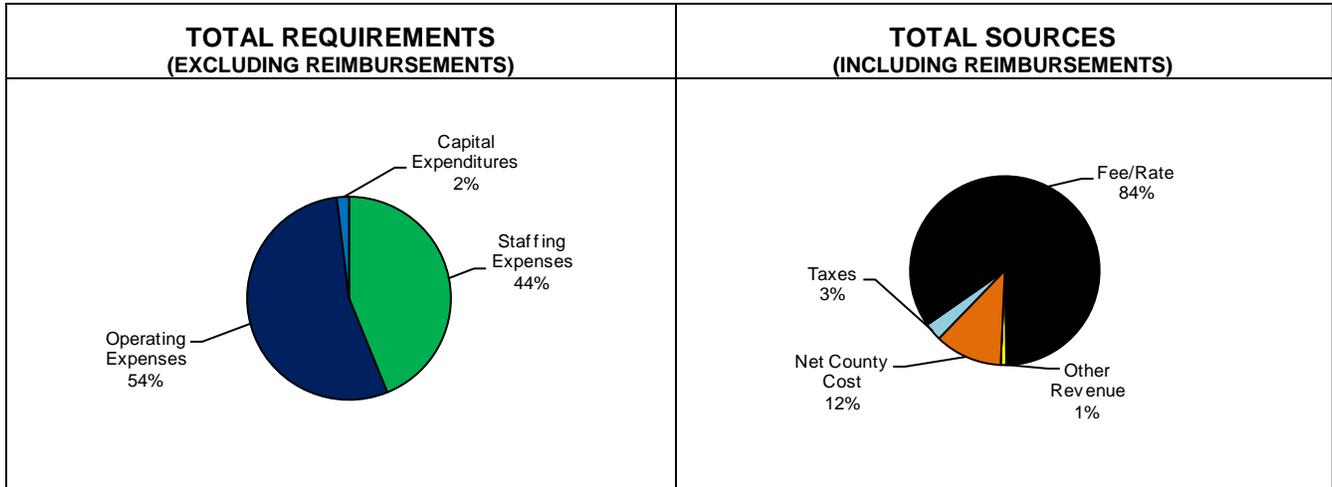
DESCRIPTION OF MAJOR SERVICES

Fire Hazard Abatement enforces the Fire and Hazardous trees Ordinance in the unincorporated portions of the County and provides contract services to specified cities and fire districts within the County.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$2,589,266
Total Sources (Incl. Reimb.)	\$2,291,073
Net County Cost	\$298,193
Total Staff	17
Funded by Net County Cost	12%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	<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	805,363	795,217	779,801	994,288	787,213	1,135,850	141,562
Operating Expenses	1,042,780	1,292,679	1,269,894	1,545,023	1,391,282	1,403,416	(141,607)
Capital Expenditures	0	0	0	0	0	50,000	50,000
Total Exp Authority	1,848,143	2,087,896	2,049,695	2,539,311	2,178,495	2,589,266	49,955
Reimbursements	(2,385)	(624)	0	0	0	0	0
Total Appropriation	1,845,758	2,087,272	2,049,695	2,539,311	2,178,495	2,589,266	49,955
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,845,758	2,087,272	2,049,695	2,539,311	2,178,495	2,589,266	49,955
Sources							
Taxes	53,290	69,756	122,685	80,000	81,464	80,000	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	1,683,888	1,803,319	1,935,313	2,150,165	1,803,011	2,186,073	35,908
Other Revenue	157,175	74,566	12,427	25,000	10,244	25,000	0
Total Revenue	1,894,353	1,947,640	2,070,425	2,255,165	1,894,719	2,291,073	35,908
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,894,353	1,947,640	2,070,425	2,255,165	1,894,719	2,291,073	35,908
Net County Cost	(48,595)	139,632	(20,730)	284,146	283,776	298,193	14,047
Budgeted Staffing*	15	15	17	14	14	17	3

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$1.1 million fund 17 budgeted positions, of which 15 are regular positions and two are limited term. Operating Expenses of \$1.4 million include \$508,806 for contract weed abatement services and \$65,000 for vehicle service charges. These expenses are necessary to identify and mitigate fire hazard risks throughout the County.

Sources of \$2.3 million are primarily from contracts with cities and fire protection districts (\$306,573), administrative citations (\$200,000), and charges to property owners for abatement services (\$1.0 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$49,955 primarily due to the addition of three additional positions and two vehicles for Fire Hazard Abatement Officers to perform inspections, partially offset by a reduction in the utilization of contract weed abatement services.

Sources are increasing by \$35,908 primarily due to the addition of the Crest Forest Fire District contract.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Fire Hazard Abatement	14	3	0	0	17	2	15	
Total	14	3	0	0	17	2	15	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.1 million fund 17 budgeted positions of which 15 are regular positions and two are limited term. Changes to staffing include the addition of two Fire Hazard Abatement Officers and one Office Assistant III which will enable the division to perform more inspections and provide additional clerical support to the division.



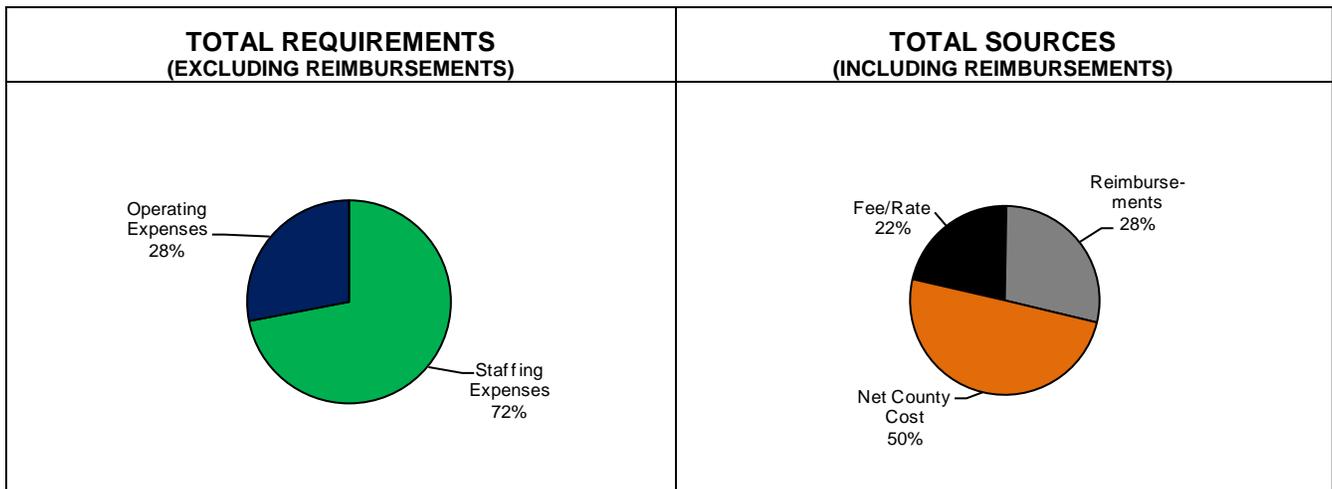
Land Development

DESCRIPTION OF MAJOR SERVICES

The Land Development division is responsible for review of local area drainage, grading plans, tentative, and final maps, conditioning of new developments and reviewing and processing improvement plans for roads and drainage facilities associated with land development projects in accordance with the San Bernardino County Development Code and General Plan within the County area.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$1,298,324
Total Sources (Incl. Reimb.)	\$651,112
Net County Cost	\$647,212
Total Staff	8
Funded by Net County Cost	50%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA LND
 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	926,966	817,417	963,838	888,000	934,491	(29,347)
Operating Expenses	0	242,936	409,325	345,187	310,931	363,833	18,646
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	1,169,902	1,226,741	1,309,025	1,198,931	1,298,324	(10,701)
Reimbursements	0	(116,444)	(295,943)	(292,532)	(375,819)	(370,000)	(77,468)
Total Appropriation	0	1,053,458	930,798	1,016,493	823,112	928,324	(88,169)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	1,053,458	930,798	1,016,493	823,112	928,324	(88,169)
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	452,648	464,348	384,810	210,778	281,112	(103,698)
Other Revenue	0	(118)	15,152	0	752	0	0
Total Revenue	0	452,530	479,499	384,810	211,530	281,112	(103,698)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	452,530	479,499	384,810	211,530	281,112	(103,698)
Net County Cost	0	600,928	451,299	631,683	611,582	647,212	15,529
Budgeted Staffing*	0	8	8	8	8	8	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$934,491 fund eight budgeted regular positions. Operating Expenses of \$363,833 include expenses for County Counsel, computer software, and transfers to Land Use Services – Administration for administrative support. Reimbursements of \$370,000 are comprised mostly of transfers from Building and Safety and from the Department of Public Works for work performed.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$88,169 primarily as a result of increased reimbursements from the Building and Safety division and from the Department of Public Works for work performed. The Land Development division has improved customer service and streamlined current operation process to the development community. This includes grading plan reviews being performed by the Land Development division for Building & Safety. Sources are decreasing by \$103,698 as a result of anticipated reductions in the volume of land development fee based applications.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Land Development	8	0	0	0	8	0	8
Total	8	0	0	0	8	0	8

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$934,491 fund eight budgeted regular positions. There are no staffing changes for 2016-17.



PUBLIC WORKS

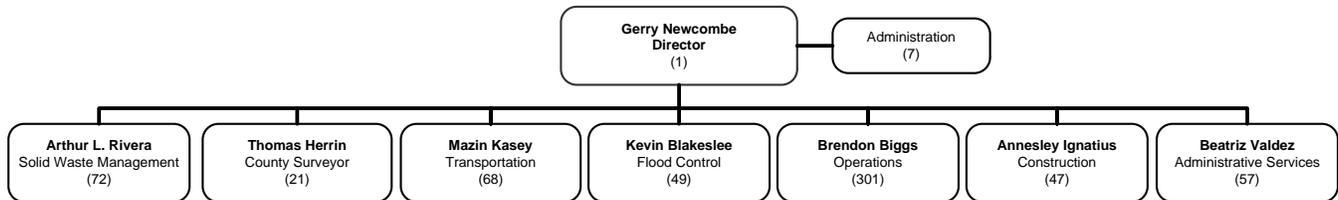
Gerry Newcombe

DEPARTMENT MISSION STATEMENT

The mission of the Department of Public Works is to enhance the quality of life for our communities by developing and maintaining public infrastructure and providing a variety of municipal services that complements our natural resources and environment.



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						
Surveyor	3,281,366	2,546,047	735,319	0	0	23
Total General Fund	3,281,366	2,546,047	735,319	0	0	23
Special Revenue Funds - Consolidated						
Transportation	115,469,787	99,776,557	0	15,693,230	0	343
Monument Preservation	80,516	80,000	0	516	0	0
Total Special Revenue Funds	115,550,303	99,856,557	0	15,693,746	0	343
Enterprise Funds						
Solid Waste Consolidated	79,966,633	85,135,177	0	0	(5,168,544)	87
Total Enterprise Funds	79,966,633	85,135,177	0	0	(5,168,544)	87
Other Agencies						
Flood Control District - Consolidated	99,927,568	68,018,379	0	31,909,189	0	170
Flood Control Equipment	3,920,317	2,612,000	0	0	1,308,317	0
Total Other Agencies	103,847,885	70,630,379	0	31,909,189	1,308,317	170
Total - All Funds	302,646,187	258,168,160	735,319	47,602,935	(3,860,227)	623



2015-16 MAJOR ACCOMPLISHMENTS

- Surveyor –
 - Completed a Public Works Storm Patrol interface to consolidate reports from County staff in the field, US weather warnings, United States Geological Survey stream gauges and other weather related Geographic Information Systems (GIS) data into a common operational web GIS platform.
 - Continued to expand services for GIS support, with projects performed for Public Works and other County departments.
 - Continued work on preservation of survey monumentation work for all Transportation and Flood Control projects administered.
- Solid Waste –
 - Completed three Capital Improvement Projects at Mid-Valley Sanitary Landfill (Partial Final Closure Construction of Unit 1; Phase 6 & 7 Liner Construction of Unit 3; and a Soil Vapor Extraction System).
 - Completed major improvements to landfill gas extraction systems at Colton, Mid-Valley, San Timoteo, and Victorville Sanitary Landfills.
 - Obtained regulatory approvals of three regional water quality control boards, resulting in \$140,000 per year savings in water quality monitoring costs.
 - Received approval of the Environmental Impact Report for the expansion of the Landers Sanitary Landfill.
 - Received 460 completed commercial business surveys, providing information on the types and level of diversion programs being conducted by this sector.
 - Implemented the use of 100 roll-off bins to be used for community clean ups throughout the unincorporated areas of the County.
 - Added three new community partners to the Beverage Container Recycling Grant Program.
- Transportation –
 - Received a \$3.1 million design grant from the Federal Highway Bridge Program (HBP) for nine bridges along National Trails Highway.
 - Received a \$360,000 design grant from the Federal Highway Bridge Program (HBP) for the Adena Ditch Bridge along National Trails Highway.
 - Reconstructed 3.92 miles of North Bay Road - \$2.3 million.
 - Reconstructed 2.90 miles of Jurupa and Cactus Avenues - \$2.0 million.
 - Applied chip seals to 131.43 miles of roadway - \$6.0 million.
 - Applied overlays to 30.08 miles of roadway - \$7.2 million.
 - Applied fog seals to 21.15 miles of roadway - \$400,000.
 - Invested \$493,000 in preparatory work for future chip seal projects.
 - Completed widening the Yates Road portion of the Yucca Loma Corridor project in the Spring Valley Lakes area - \$11.7 million.
- Flood Control –
 - Executed an agreement with the City of Fontana for the City to pass-through approximately \$9.9 million of Proposition 1E grant funding from the State Department of Water Resources as the City's contribution toward the West Fontana Channel project. The project is in the design phase and is estimated to cost \$38.4 million.
 - Received approval from the State Department of Safety of Dams (DSOD) for the construction of Cactus Basin No. 3 and awarded a construction contract for \$12.4 million. The project is currently in the construction phase and is estimated to cost \$17.0 million.
 - Completed Phase I of the Laverne Avenue drainage improvement project, which is a cooperative agreement project with the City of Barstow. The District's share of cost of \$2.3 million.
 - Executed a funding agreement with the City of Ontario for the improvement of Francis Street Storm Drain. The project is currently under construction and the District's share of cost is \$8.2 million.
 - Received accreditation from the Federal Emergency Management Agency as part of the levee certification program for following levees: Twin Creek, Waterman, Lynwood, and Muscoy Groin #2.
 - Initiated the DSOD approval process on the following dams: Bandicoot, Amethyst and Cactus Basin No. 4.



- Assisted the Regional Parks Department with the rehabilitation and repair of their Yucaipa Regional Park channel.
- Completed 31 priority projects in preparation for the El Nino storm season in facilities such as the Santa Ana River, San Timoteo Creek, Rialto Channel, City Creek and Wilson Creek.
- Completed a joint repair project with the City of Yucaipa on Wildwood Basins and assumed responsibility for the future maintenance and operations of Wildwood Basins.

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.	Cost per standard mile of chip seal road preservation treatment (staff)	\$45,288	\$45,000	\$45,000	\$45,000
STRATEGY	Increase efficiency in the use of labor, equipment and materials in delivery of roadway preservation projects.					
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 flood control basins cleaned out to full capacity before rainy season	99%	99%	99%	99%
STRATEGY	Maximize utilization and efficiency of flood control facilities for flood protection and water conservation.					
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.	Contingency dollars spent as a percentage of contract cost	1.90%	2.00%	2.00%	2.00%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	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.	Percentage of construction projects completed on time	92%	85%	95%	85%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					



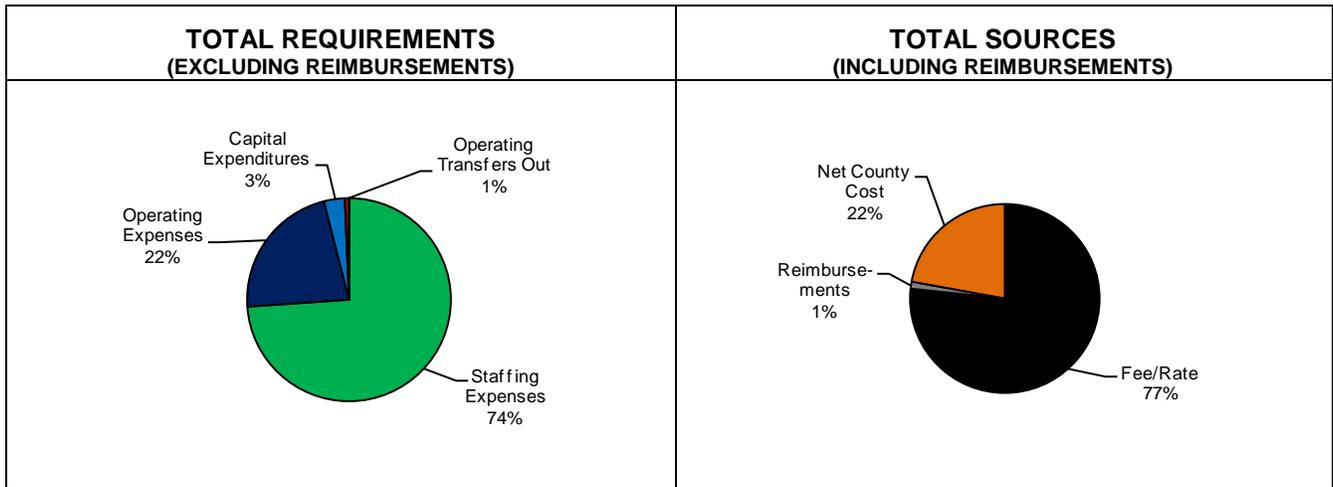
Surveyor

DESCRIPTION OF MAJOR SERVICES

The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used in the preparation of maps and plans for project development within the County. The County Surveyor ensures these maps and plans conform to conditions of approval, local ordinances, standards for development, and state laws. Field crews perform boundary and construction surveys for other County departments and are responsible for perpetuation of controlling survey monuments. The County Surveyor also maintains the integrity of the Countywide Geographic Information Services Parcel Basemap.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,321,366
Total Sources (Incl. Reimb.)	\$2,586,047
Net County Cost	\$735,319
Total Staff	23
Funded by Net County Cost	22%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA SVR
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) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	2,790,927	2,753,960	2,329,391	2,444,881	2,214,824	2,454,558	9,677
Operating Expenses	541,864	770,760	548,215	738,296	600,425	734,908	(3,388)
Capital Expenditures	59,710	129,483	0	172,000	169,244	110,000	(62,000)
Total Exp Authority	3,392,501	3,654,203	2,877,606	3,355,177	2,984,493	3,299,466	(55,711)
Reimbursements	(69,395)	(29,271)	(36,535)	(111,628)	(113,655)	(40,000)	71,628
Total Appropriation	3,323,106	3,624,932	2,841,071	3,243,549	2,870,838	3,259,466	15,917
Operating Transfers Out	0	0	0	0	8,652	21,900	21,900
Total Requirements	3,323,106	3,624,932	2,841,071	3,243,549	2,879,490	3,281,366	37,817
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	3,150,330	3,100,786	2,314,319	2,502,650	2,253,321	2,546,022	43,372
Other Revenue	9,473	371	22,915	25	3,009	25	0
Total Revenue	3,159,803	3,101,157	2,337,235	2,502,675	2,256,330	2,546,047	43,372
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,159,803	3,101,157	2,337,235	2,502,675	2,256,330	2,546,047	43,372
Net County Cost	163,303	523,775	503,836	740,874	623,160	735,319	(5,555)
Budgeted Staffing*	26	25	25	23	23	23	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of \$3.3 million include primarily \$2.5 million in Staffing Expenses to fund 23 positions, Operating Expenses of \$734,908 and Capital Expenditures of \$110,000. Significant Operating Expenses include COWCAP, vehicle charges, central services, and transfers to fund administration and fiscal support provided by the Transportation Division and the Flood Control District. Capital Expenditures of \$110,000 will fund two Trimble receivers and a microfiche scanner/printer which are needed to replace aging equipment that is no longer serviceable.

Sources of \$2.5 million include fees charged to customers for field surveys, review of subdivision maps, and the preparation of legal descriptions and maps.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources have minor changes. The most significant are decreases in Capital Expenditures and Reimbursements. These decreases relate to a one-time purchase in 2015-16 of a Trimble Drone Capital Expenditure which was funded by the Solid Waste Division and the Flood Control District. For 2016-17, the department's planned Capital purchases are lower than 2015-16 and are not reimbursable.

Net County Cost is decreasing by \$5,555 primarily due to a reduction in one-time funding for costs associated with processing old Record of Surveys.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Surveyor Administration	1	0	0	0	1	0	1	
Office Section	10	0	0	0	10	1	9	
Field Section	10	0	0	0	10	0	10	
Administrative Services	2	0	0	0	2	0	2	
Total	23	0	0	0	23	1	22	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.5 million fund 23 budgeted positions of which 22 are regular positions and 1 is a limited term position. There are no changes to Budgeted Staffing.



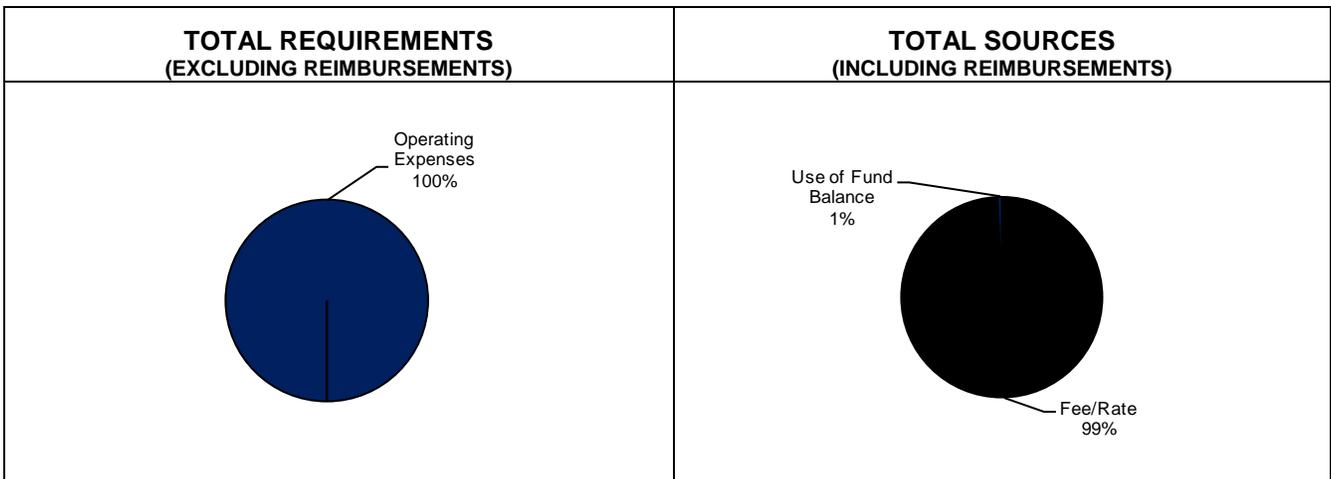
Monument Preservation

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$80,516
Total Sources (Incl. Reimb.)	\$80,000
Use of/ (Contribution to) Fund Balance	\$516
Total Staff	0

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Surveyor
FUND: Survey Monument Preservation

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

	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	0	0	0	0	0	0	0
Operating Expenses	17,550	0	52,297	80,561	411	80,516	(45)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	17,550	0	52,297	80,561	411	80,516	(45)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	17,550	0	52,297	80,561	411	80,516	(45)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	17,550	0	52,297	80,561	411	80,516	(45)
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	60,120	64,760	64,110	70,411	80,180	80,000	9,589
Other Revenue	0	0	0	0	0	0	0
Total Revenue	60,120	64,760	64,110	70,411	80,180	80,000	9,589
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	60,120	64,760	64,110	70,411	80,180	80,000	9,589
Fund Balance							
Use of / (Contribution to) Fund Balance**	(42,570)	(64,760)	(11,813)	10,150	(79,769)	516	(9,634)
Available Reserves				115,065	204,984	204,468	89,403
Total Fund Balance				125,215	125,215	204,984	79,769
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

Operating Expenses of \$80,516 are for services specifically related to retracement or re-monument surveys. Sources of \$80,000 are from fees charged to the public for filing or recording specific types of grant deeds conveying real property. Fund Balance of \$516 will be used to fund one-time expenditures.

BUDGET CHANGES AND OPERATIONAL IMPACT

Sources are increasing by \$9,589 based on the current year revenue trend.

ANALYSIS OF FUND BALANCE

Fund Balance of \$516 is planned to be used to fund one-time expenditures in 2016-17. The monument preservation services are provided based on availability of staff resources and the available fund balance. Available Reserves of \$204,468 is being set aside for future services.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



DPW – Transportation Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

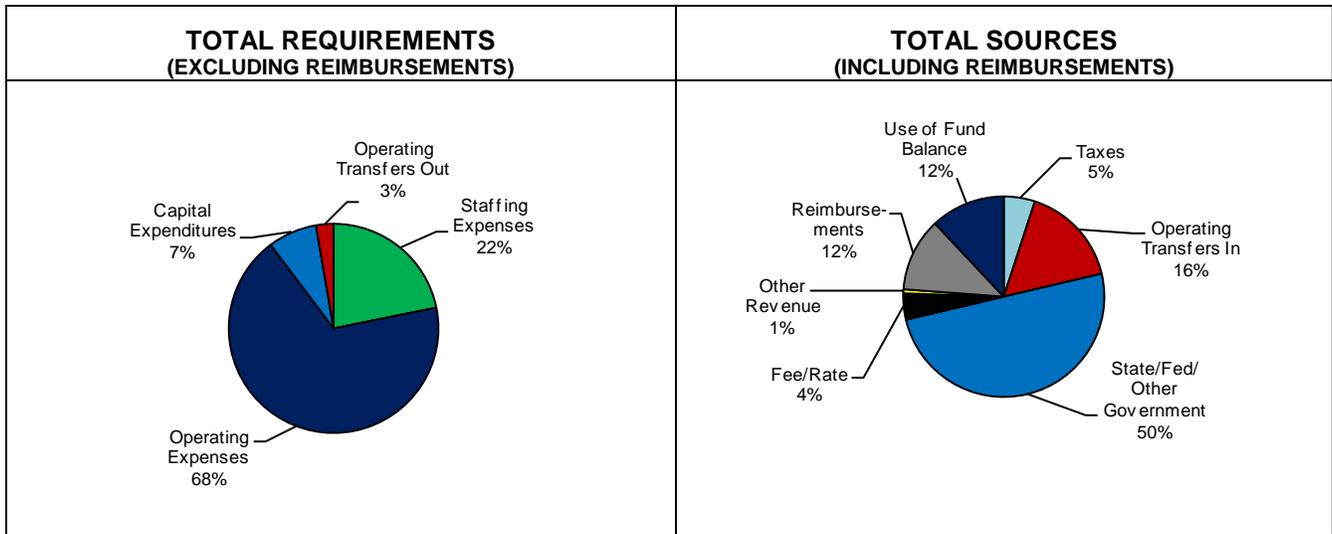
The Transportation division is responsible for the operation, maintenance, and improvement of the County’s Maintained Road System (Road System) that currently includes approximately 2,550 miles of roadways. Additional activities include administration, planning, design, construction, environmental management,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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$130,962,260
Total Sources (Incl. Reimb.)	\$115,269,030
Use of/ (Contribution to) Fund Balance	\$15,693,230
Total Staff	343

Operations and routine maintenance activities include patching and crack filling of asphalt pavement, grading of 421 miles of unpaved roads, shoulder maintenance, snowplowing of over 500 miles of mountain roads, traffic signal maintenance at 88 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance, storm repairs and cleanup, maintenance of 380 bridges and thousands of concrete box and metal pipe culverts, as well as maintenance of drainage facilities such as inlets, ditches, dikes, and gutters. Maintenance functions are provided through 13 yard districts with regional facilities located to best service the 20,000 square-mile area of the County.

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Transportation
FUND: Transportation Special Revenue Fund - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	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	28,153,395	29,000,383	25,187,400	28,167,163	26,701,415	28,570,213	403,050
Operating Expenses	74,313,532	72,274,471	58,577,893	107,596,182	54,194,691	88,949,148	(18,647,034)
Capital Expenditures	4,246,050	4,655,084	4,751,154	6,294,955	4,043,815	9,903,000	3,608,045
Total Exp Authority	106,712,977	105,929,938	88,516,447	142,058,300	84,939,921	127,422,361	(14,635,939)
Reimbursements	(15,297,971)	(17,659,771)	(16,994,222)	(30,072,653)	(17,434,168)	(15,492,473)	14,580,180
Total Appropriation	91,415,006	88,270,167	71,522,225	111,985,647	67,505,753	111,929,888	(55,759)
Operating Transfers Out	5,158,358	629,116	111,399	410,661	712,268	3,539,899	3,129,238
Total Requirements	96,573,364	88,899,283	71,633,624	112,396,308	68,218,021	115,469,787	3,073,479
Sources							
Taxes	6,880,906	6,293,699	5,986,421	6,405,581	7,267,715	6,567,918	162,337
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	50,740,447	75,539,535	62,435,379	47,645,444	41,957,115	65,458,388	17,812,944
Fee/Rate	8,973,013	9,348,611	8,305,520	2,515,433	4,484,472	5,531,784	3,016,351
Other Revenue	5,993,955	953,632	1,600,879	2,058,045	625,304	864,018	(1,194,027)
Total Revenue	72,588,321	92,135,477	78,328,200	58,624,503	54,334,606	78,422,108	19,797,605
Operating Transfers In	11,797,291	5,100,429	5,925,918	18,764,937	18,744,937	21,354,449	2,589,512
Total Financing Sources	84,385,612	97,235,906	84,254,118	77,389,440	73,079,543	99,776,557	22,387,117
Fund Balance							
Use of / (Contribution to) Fund Balance**	12,187,752	(8,336,623)	(12,620,494)	35,006,868	(4,861,522)	15,693,230	(19,313,638)
Available Reserves				47,108,668	86,977,058	71,283,828	24,175,160
Total Fund Balance				82,115,536	82,115,536	86,977,058	4,861,522
Budgeted Staffing*	354	345	341	341	341	343	2

*Data represents modified budgeted staffing

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

DETAIL OF 2016-17 RECOMMENDED BUDGET

2016-17

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Road Operations	102,435,187	87,211,203	15,223,984	34,602,649	343
Measure I	9,284,350	9,406,375	(122,025)	21,267,869	0
Facilities Development Plans	858,500	722,333	136,167	1,724,607	0
Regional Development Mitigation Plan	2,891,750	2,436,646	455,104	13,688,703	0
Total Special Revenue Funds	115,469,787	99,776,557	15,693,230	71,283,828	343

Road Operations include \$102.4 million in Requirements including \$28.6 million in Staffing Expenses to fund 343 positions; \$77.0 million in Operating Expenses primarily includes professional services, equipment usage, and materials purchases for road construction and maintenance projects, vehicle maintenance, and transfers for labor/equipment usage within all Department of Public Works divisions which have a corresponding offsetting reimbursement of \$15.5 million. Remaining Requirements consist of Capital Expenditures (\$9.9 million) which include \$4.0 million to purchase land and right-of-way needed for road construction projects and \$5.9 million to replace heavy equipment needed for daily road operations and maintenance and Operating Transfers Out (\$2.5 million) which are being transferred to the equipment fund to fund future equipment replacements. Major road construction projects include: realignment and reconstruction of Needles Highway in the Needles area, and Green



Tree Boulevard Connection in the Spring Valley Lake area, which is in the design phase; multi-year structural improvements to 127 historically significant bridges on National Trails Highway, design and/or right of way activities on Interstate 10 at Cedar Avenue interchange project, Baker Boulevard bridge at the Mojave River and Yermo Road bridge at the Manix wash; reconstruction of Garnet Street bridge at Mill Creek; construction of Phase III of the trail system on the Santa Ana River; and \$22.2 million in pavement improvement and preservation projects.

Sources of \$87.2 million include \$35.2 million in Gas Tax, \$25.7 million in State, Federal and Other Governmental Aid for pavement improvement and capital construction projects, \$21.0 million in Operating Transfers In, of which \$18.3 million is Discretionary General Funding for pavement improvement and capital projects, and \$5.3 million in revenue from miscellaneous reimbursements for services to outside agencies, sales of fixed assets for fully depreciated equipment, road permit and inspection fees, and interest earnings.

The use of \$15.2 million of Fund Balance consists of one-time expenditures for carried over projects and one-time expenditures for future equipment purchases to replace aging equipment. Because of the reduction and volatility of Gas Tax allocations and other funding sources, ongoing Discretionary General Funding assistance has been necessary to reduce severe impacts to the Road System until additional funding sources are identified.

Measure I has Requirements of \$9.3 million which fund pavement preservation and improvement projects of \$8.4 million, intersection improvements of \$256,600, bridge replacement of \$450,000, and bike path reconstruction of \$143,000. Major pavement preservation projects include: \$2.2 million of surface seals in the Spring Valley Lake and San Bernardino Valley Areas; and \$6.2 million of reconstruction projects including Etiwanda Avenue and Randall Avenue in the Fontana area, Park Boulevard in the Joshua Tree area, and Luna Road in the Victorville area.

Sources of \$9.4 million include Measure I sales tax, interest earnings, reimbursements from Regional Development Mitigation Funds and contributions from the State of California and San Bernardino Associated Governments for the Trona Bike Path in the Trona area, Arrowbear Drive in the Arrowbear area, and Park Boulevard in the Joshua Tree area. Contribution to Fund Balance of \$122,025 will be used for future capital improvement projects.

Facilities Development Plans has Requirements of \$858,500 for Operating Expenses for the design of Shadow Mountain Road in the Helendale/Oro Grande Area and the Rock Springs Road Widening and Bridge over the Mojave River in the Southeast Apple Valley area. Sources of \$722,333 consist of anticipated development fees and estimated interest earnings. Fund Balance of \$136,167 is being used for design activities of the capital projects noted above.

Regional Development Mitigation Plan has Requirements of \$2.9 million for Operating Expenses to reimburse the development share portion of projects advanced by Road Operations and Measure I, primarily the Slover Avenue widening project. Sources of \$2.4 million include reimbursement from San Bernardino Associated Governments for the public local share of various road projects, development fees and a small amount of interest earnings. Fund Balance of \$455,104 is being used to reimburse the County's development contribution towards capital projects.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of \$115.5 million consist of Staffing Expenses of \$28.6 million; Operating Expenses of \$88.9 million, predominantly for capital and pavement improvement projects (\$56.0 million), equipment and material usage for maintenance activities (\$11.2 million), administrative functions (\$6.8 million), and transfers of \$14.9 million which are offset by Reimbursements (\$15.5 million) as they fund internal labor and equipment usage; and Capital Expenditures of \$9.9 million for heavy equipment replacement and right of way purchases.

Sources of \$99.8 million include \$65.5 million from Gas Tax and State, Federal and Other Government Sources for capital projects; \$21.3 million in Operating Transfers In, which include \$18.3 million in Discretionary General



Funding for pavement improvement and capital projects, \$2.0 million transferred to the equipment fund, and \$1.0 million in transfers from the Regional Development Mitigation Plan for the developer's share of various projects for contributions for capital and pavement improvement projects; \$6.6 million from Measure I sales tax; and \$6.4 million from miscellaneous revenue including miscellaneous reimbursements for services to outside agencies, sales of fixed assets for fully depreciated equipment, road permit and inspection fees, and interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$3.1 million primarily due to an increase in Capital Expenditures (\$3.6 million) for heavy equipment purchases, an increase in Operating Transfers Out (\$3.1 million) and a decrease of \$18.7 million in Operating Expenses partially offset by a \$14.6 million decrease in Reimbursements as a result of a reduction in projects funded by Measure I and the Facilities and Regional Development Mitigation Plans.

Sources are increasing by \$22.4 million predominantly due to a \$19.1 million increase in revenue from the state, federal and other governmental agencies for road construction projects, a \$2.0 million increase in miscellaneous revenue for project related expenses, a \$2.6 million increase in Operating Transfers In for cash transferred within the Transportation division primarily to fund future equipment purchases, and a decrease of \$1.3 million in Gas Tax. Discretionary General Funding decreased by a net \$500,000, from \$18.8 million to \$18.3 million, as a result of the following: the ongoing Discretionary General Funding allocation for pavement improvement projects increased by \$5.4 million, from \$8.8 million to \$14.2 million, while the one-time allocation for replacement of heavy equipment purchases decreased by \$5.9 million.

ANALYSIS OF FUND BALANCE

Use of Fund Balance of \$15.7 million is for one-time expenditures of \$13.7 million from revenues that are dedicated to, and reserved for, the construction of transportation projects and \$2.0 million for one-time expenditures for future equipment purchases to replace aging equipment, which are necessary for maintenance activities to keep the Road System investment from deteriorating. Due to the reduction and volatility of Gas Tax allocations and other funding sources, ongoing Discretionary General Funding assistance has been necessary to reduce severe impacts to the Road System until additional funding sources are identified. Furthermore, the remaining Available Fund Balance Reserves of \$71.3 million are set aside for one-time expenditures as follows: capital projects of \$62.6 million, equipment replacement of \$7.8 million, and technology systems improvements of \$900,000.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Administration	5	0	0	0	5	0	5
Design	24	0	0	0	24	1	23
Planning	18	1	0	1	20	1	19
Traffic	24	0	0	0	24	0	24
Operations	186	0	0	3	189	44	145
Contracts/Inspections	20	0	0	-2	18	3	15
Traffic Operations Services	25	0	0	-3	22	1	21
Administrative Services	16	1	-1	0	16	1	15
Permits	8	0	0	1	9	1	8
Information Technology Services	7	0	0	0	7	2	5
Budget/Revenue Claiming	7	1	0	0	8	2	6
Environmental Management	1	0	0	0	1	1	0
Total	341	3	-1	0	343	57	286

*Detailed classification listing available in Appendix D.



STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$28.6 million fund 343 budgeted positions of which 286 are regular positions and 57 are limited term positions. This includes a net increase of two positions.

A total of three positions were added to the budget (two regular and one limited term):

- Public Works Engineer II (regular) in the Transportation Planning section to assist with planning, programming and budgeting of transportation projects.
- Systems Accountant II (regular) in the Administrative Services section to support and perform systems upgrades of the multiple accounting systems in use.
- Transportation Analyst II (limited term) in the Administrative Services section to assist with billing activities for various projects due to vacancies.

One vacant limited position has been deleted:

- Contract Accountant III is no longer necessary because the Accela Project and other ongoing accounting systems related projects are now assigned to a regular position.



Solid Waste Enterprise Funds - Consolidated

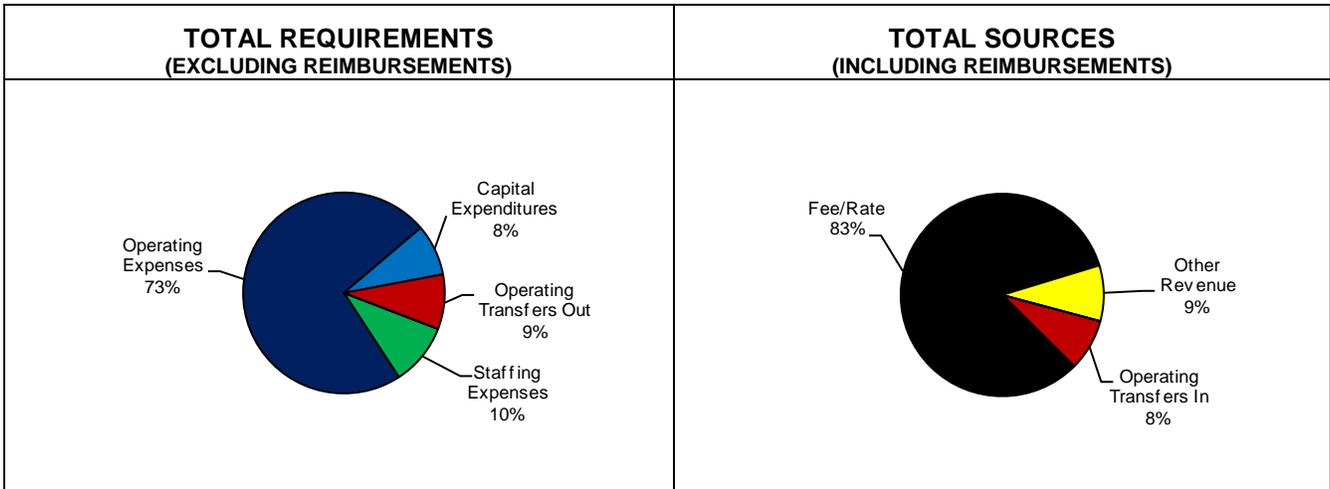
DESCRIPTION OF MAJOR SERVICES

The Solid Waste Management Division (SWMD) provides for the operation and management of the County's solid waste disposal system, which consists of five regional landfills, nine transfer stations, and 34 closed landfills or disposal sites. SWMD also administers the County's solid waste franchise program, which authorizes and regulates trash collection by private haulers in the County unincorporated area, and state mandated waste diversion and recycling programs.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$80,132,414
Total Sources (Incl. Reimb.)	\$85,300,958
Use of / (Contribution To) Net Position	(\$5,168,544)
Total Staff	87

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: EAA, EAB, EAC, EAL, EWD, EAN, IDA
 FUNCTION: Health and Sanitation
 ACTIVITY: Sanitation

	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	6,486,789	6,989,496	6,869,541	7,748,938	7,399,848	8,004,636	255,698
Operating Expenses	85,597,992	50,256,405	56,544,863	67,517,501	62,606,061	58,456,138	(9,061,363)
Capital Expenditures	1,079,216	4,678,879	3,643,579	7,836,000	3,348,220	6,608,500	(1,227,500)
Total Exp Authority	93,163,997	61,924,780	67,057,983	83,102,439	73,354,129	73,069,274	(10,033,165)
Reimbursements	(43,474)	(69,931)	(101,202)	(133,575)	(132,507)	(165,781)	(32,206)
Total Appropriation	93,120,523	61,854,849	66,956,781	82,968,864	73,221,622	72,903,493	(10,065,371)
Operating Transfers Out	34,002,942	10,467,120	7,000,000	10,550,000	7,118,600	7,063,140	(3,486,860)
Total Requirements	127,123,465	72,321,969	73,956,781	93,518,864	80,340,222	79,966,633	(13,552,231)
Sources							
Taxes	220,863	247,413	248,388	205,000	208,327	233,000	28,000
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	1,750,845	671,436	78,500	0	81,290	78,000	78,000
Fee/Rate	57,782,418	59,544,160	75,769,677	75,107,250	75,341,310	70,675,380	(4,431,870)
Other Revenue	2,419,018	8,280,920	11,062,359	2,057,600	2,610,451	7,098,797	5,041,197
Total Revenue	62,173,144	68,743,929	87,158,924	77,369,850	78,241,378	78,085,177	715,327
Operating Transfers In	32,003,142	10,550,000	7,000,000	10,550,000	7,050,000	7,050,000	(3,500,000)
Total Financing Sources	94,176,286	79,293,929	94,158,924	87,919,850	85,291,378	85,135,177	(2,784,673)
Net Position							
Use of/ (Contribution to) Net Position**	32,947,179	(6,971,960)	(20,202,144)	5,599,014	(4,951,156)	(5,168,544)	(10,767,558)
Est. Net Position Available						(11,293,479)	
Total Est. Unrestricted Net Position						(16,462,023)	
Budgeted Staffing*	81	82	83	86	86	87	1

*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.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
Enterprise Funds					
Operations Fund (Fund EAA)	57,000,763	64,883,243	(7,882,480)	0	87
Site Closure and Maintenance Fund (Fund EAB)	100,000	723,193	(623,193)	0	0
Site Enhancement, Expansion & Acquisition Fund (Fund EAC)	2,651,799	3,570,260	(918,461)	0	0
Environmental Fund (Fund EAL)	13,971,471	9,395,746	4,575,725	0	0
Environmental Mitigation Fund (Fund EWD)	6,242,600	6,512,735	(270,135)	0	0
Earned Leave Fund (Fund IDA)	0	50,000	(50,000)	0	0
Total Enterprise Funds	79,966,633	85,135,177	(5,168,544)	0	87

Note: Negative Net Position is not allocated between funds.



MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operations Fund includes Requirements of \$57.0 million for operation of the County's solid waste disposal system. This includes \$8.0 million for Staffing Expenses that fund 87 budgeted positions. Operating Expenses of \$39.2 million consists primarily of \$35.2 million for Services and Supplies (including \$30.8 million for the landfill operations contract and \$4.4 million for other professional services needed to maintain the County's disposal sites) and other charges of \$4.0 million (including \$2.4 million for landfill waste payments to the Board of Equalization, \$500,000 set aside for potential legal settlements, and \$1.1 million in other operating expenses). Remaining Requirements consist of Capital Expenditures (\$2.9 million) and Operating Transfers Out (\$6.9 million transferred to the Environmental Fund for capital projects and operations, maintenance and monitoring of landfill environmental control systems). Sources of \$64.9 million includes funds generated from landfill gate fees, special land use assessments, solid waste franchise fees, royalty agreements, land leases, and interest earned on fund balance. This fund will contribute \$7.9 million to Net Position primarily due to a planned \$5.0 million one-time sale of surplus property and reduction in operating costs.

Site Closure and Maintenance Fund includes Requirements of \$100,000 for on-call professional engineering services. Sources of \$723,193 include allocated landfill gate fees and special assessments that support closure activities, and interest earnings. This fund will contribute \$623,193 to Net Position.

Site Enhancement, Expansion and Acquisition Fund includes Requirements of \$2.7 million for the Barstow Landfill Perimeter Fencing, the San Timoteo Landfill Liner project, the Landers Landfill Lateral Expansion, and the Storm Water Drainage Basin and Unit 4 Liner Design projects at Mid-Valley Landfill. Sources of \$3.6 million are from allocated landfill gate fees that support expansion activities and interest earnings. This fund will contribute \$918,461 to Net Position.

Environmental Fund includes Requirements of \$14.0 million for the following projects: \$1.8 million for the Barstow and Big Bear Landfills for construction of Landfill Gas Extraction Systems; \$1.5 million for the closed Heaps Peak Disposal Site for East Slope Stabilization mitigation; \$8.9 million for the Countywide landfill gas and groundwater OM&M per Title 5 and Title 27 regulations; and \$1.8 million for other projects, including \$957,000 for the closed Lenwood-Hinkley Landfill and Yucaipa Disposal Site for construction of Groundwater Treatment Systems. Sources of \$9.4 million are from allocated landfill gate fees (\$2.4 million) and Operating Transfers In from the Operations Fund (\$7.0 million). This fund will use \$4.6 million of Net Position to fund capital improvement projects.

Environmental Mitigation Fund includes Requirements of \$6.2 million for payments to six host cities with a landfill or transfer station in their sphere of influence or within incorporated city limits for addressing solid waste facilities impact on local communities. Sources of \$6.5 million are from allocated landfill gate fees. This fund will contribute \$270,135 to Net Position.

Closure and Post-Closure Maintenance Fund is not expected to have any required Financial Assurance activity for 2016-17.

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

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$13.6 million. Significant changes includes a net decrease in Operating Expenses of \$9.1 million due primarily to a decrease of import tonnage and a negative Cost of Living Adjustment (COLA) for contracted operational rates, a net \$1.2 million decrease in Capital Expenditures, and a \$3.5 million decrease in Operating Transfers Out due to less overall operating requirements and environmental costs.



Sources are decreasing by \$2.8 million. This is primarily due to a net \$4.4 million decrease in gate fees primarily due to decreased import tonnage offset by an increase of \$5.0 million for a one-time sale of surplus property and a \$3.5 million decrease to Operating Transfers In due to less overall operating requirements and environmental costs.

ANALYSIS OF NET POSITION

Unrestricted Net Position is anticipated to increase by \$5.2 million from an estimated deficit of \$16.5 million to an estimated deficit of \$11.3 million due to the reduction of operating costs, the delay of capital improvement projects, and a \$5.0 million one-time sale of surplus property.

It is the division's intent to use Net Position to fund only capital improvement project costs that exceed available annual operating revenues. Net Position does not fund ongoing operations. The SWMD will have approximately \$97.7 million in short-term assets, such as cash, and long-term settlement receivables used to support the operations of the system. The Division is estimating its Unrestricted Net Position to be in deficit by \$11.3 million at June 30, 2017 due to the inclusion of an estimated \$151.2 million of long-term landfill liabilities for pollution remediation obligations, post-closure maintenance, earned leave and net pension liability, which excludes future closure construction liabilities of \$59.5 million which are funded and set aside as Restricted Net Position. These liabilities do not come due within the current year and represent future costs that will be funded with future revenue. While the unrestricted net asset position is negative due to these long-term obligations, the SWMD has sufficient operating funds to support ongoing operations of the system. The 10-year financial forecast projects fully funding the current portion of these liabilities, including ongoing operating expenses. Additionally, the SWMD continues to reduce ongoing expenses by (when cost effective) performing maintenance activities in house and continues to seek opportunities for additional import tonnage to increase revenue.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration	6	0	0	0	6	0	6	
Special Projects	8	0	0	0	8	1	7	
Operations and Scales	36	0	0	0	36	0	36	
Engineering	21	1	0	0	22	0	22	
Administrative Services	12	0	0	0	12	0	12	
Information Technology Services	3	0	0	0	3	0	3	
Total	86	1	0	0	87	1	86	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$8.0 million fund 87 budgeted positions of which 86 are regular positions and one is a limited term position. Budgeted staffing is increasing by one Public Works Engineer II to perform duties related to regulatory permitting requirements and coordinating internal procedures for approval more effectively than contracted consultant services, resulting in the division being able to meet program and capital project implementation timelines.



San Bernardino County Flood Control District - Consolidated

DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Flood Control District (District) was created in 1939 under special state legislation. Since its inception, the District has developed an extensive system of flood control and water conservation facilities, including dams, conservation basins, debris basins, channels and storm drains. The purpose of these facilities is to intercept and convey flood flows through and away from developed areas of the County, as well as to promote water conservation and improved water quality.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$116,378,384
Total Sources (Incl. Reimb.)	\$84,469,195
Use of/ (Contribution to) Fund Balance	\$31,909,189
Total Staff	170

The District covers the entire County, including all of the incorporated cities. The District is divided into six geographic flood zones (in recognition of the different characteristics and flood control needs in various areas). Zone 1 encompasses the County's West End, from the Los Angeles and Riverside County lines to West Fontana. Zone 2 encompasses the central area of the San Bernardino Valley easterly of Zone 1 to approximately the Santa Ana River and City Creek demarcations. Zone 3 covers the East end of San Bernardino Valley, east of Zone 2. Zone 4 covers the Mojave River Valley region, from the San Bernardino Mountains to Silver Lakes. Zone 5 primarily includes the San Bernardino mountains. Zone 6 encompasses the remainder of the County not covered by other zones. The District has also established a Countywide administrative zone (Zone 7).

The District's principal functions are as follows:

Flood Protection on Major Streams: In cooperation with the federal government, and through its own projects, the District conducts programs for channel and levee construction, floodwater retention, and debris basin maintenance. Programs or projects are often done in cooperation with the incorporated cities, the U.S. Army Corps of Engineers, and the U.S. Bureau of Reclamation.

Water Conservation: The District operates and maintains water conservation basins and spreading grounds. Water from the local mountains and Northern California is spread and percolated into the groundwater basins underlying the County. The District has numerous joint use agreements with water districts allowing use of District facilities for groundwater recharge.

Storm Drain Construction: The District is active in comprehensive storm drain master planning/construction and cooperates with incorporated cities and other agencies in storm drain projects.

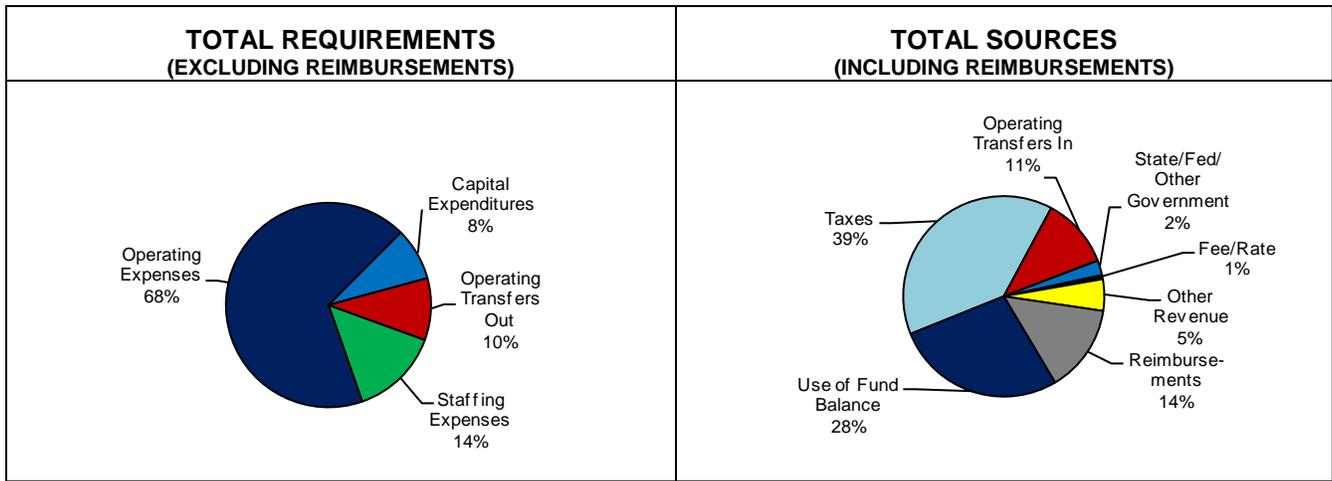
Facility Maintenance: The District has a proactive maintenance program for its facilities. Regular inspections of the storm drains, channels, and basins are made as required by various state and federal agencies.

National Pollutant Discharge Elimination System (NPDES): The District is the lead permittee in the San Bernardino Valley area-wide NPDES permit with 16 cities as co-permittees. The NPDES program, through the State Water Quality Management Board, regulates storm water quality through very detailed and complex permits, which affect everyone within the Santa Ana River Watershed and now in the high desert area of the Victor Valley under Phase II of the permit.

Flood Operations: During the flood season, District operations staff regularly patrol and monitor District facilities and perform flood fighting operations and emergency repairs as needed. The District also maintains telemetry systems for monitoring rainfall and runoff and dispatches storm patrols as dictated by the projected severity of a storm. The District has access to a weather satellite data delivery system to provide state-of-the-art weather information. The system provides advance warning of major storm activity. During the non-storm season, the flood operations staff performs routine maintenance of flood control facilities.



2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	13,393,032	13,479,022	13,493,019	15,937,551	14,929,249	16,419,616	482,065
Operating Expenses	41,241,614	47,704,012	43,790,822	100,431,517	69,296,015	78,892,807	(21,538,710)
Capital Expenditures	163,184	1,481,205	7,922	7,756,631	1,250,248	9,667,684	1,911,053
Total Exp Authority	54,797,830	62,664,239	57,291,763	124,125,699	85,475,512	104,980,107	(19,145,592)
Reimbursements	(13,588,422)	(13,392,910)	(14,268,750)	(16,031,251)	(14,939,926)	(16,450,816)	(419,565)
Total Appropriation	41,209,408	49,271,329	43,023,013	108,094,448	70,535,586	88,529,291	(19,565,157)
Operating Transfers Out	8,911,024	6,231,215	7,093,645	9,466,728	7,785,147	11,398,277	1,931,549
Total Requirements	50,120,432	55,502,544	50,116,658	117,561,176	78,320,733	99,927,568	(17,633,608)
Sources							
Taxes	38,785,707	40,793,120	43,554,376	42,045,300	44,571,421	45,315,452	3,270,152
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	3,975,617	5,025,892	3,761,936	3,187,491	4,613,984	2,767,476	(420,015)
Fee/Rate	1,407,106	586,280	715,203	481,030	689,737	774,400	293,370
Other Revenue	23,583,086	2,660,378	16,017,862	5,006,025	10,863,278	5,922,234	916,209
Total Revenue	67,751,516	49,065,670	64,049,377	50,719,846	60,738,420	54,779,562	4,059,716
Operating Transfers In	10,211,024	7,539,515	8,393,645	11,514,576	9,963,169	13,238,817	1,724,241
Total Financing Sources	77,962,540	56,605,185	72,443,022	62,234,422	70,701,589	68,018,379	5,783,957
Fund Balance							
Use of / (Contribution to) Fund Balance	(27,842,108)	(1,102,641)	(22,326,364)	55,326,754	7,619,144	31,909,189	(23,417,565)
Available Reserves				54,916,038	102,623,648	70,714,459	15,798,421
Total Fund Balance				110,242,792	110,242,792	102,623,648	(7,619,144)
Budgeted Staffing*	158	150	162	166	166	170	4

*Data represents modified budgeted staffing



MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of \$99.9 million include the following: Staffing Expenses of \$16.4 million to fund 170 budgeted positions; Operating Expenses of \$78.9 million consisting primarily of professional services for construction projects (\$32.9 million), operations and maintenance activities (\$10.7 million), debt service (\$11.0 million), administrative functions (\$6.8 million), and transfers out for internal administrative transfers between the District's zones and other divisions within Public Works (\$17.5 million) which is partially offset by \$16.5 million in Reimbursements; Capital Expenditures of \$9.7 million primarily to purchase right of way for construction projects; and Operating Transfers Out of \$11.4 million primarily for internal administrative cash transfers between the District's zones.

Sources of \$68.0 million include the following: \$45.3 million in Property Taxes; \$2.8 million in Other Governmental Aid to partially fund Seven Oaks Dam maintenance and the NPDES program; \$13.2 million in Operating Transfers In which includes \$11.2 million in internal administrative cash transfers between funds as reflected above, and \$2.0 million in Discretionary General Funding for the NPDES program and the Rimforest Drainage project; and Fee/Rate and Other Revenue of \$6.7 million primarily from litigation settlements to partially fund the Cactus Basin #3 project.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$17.6 million. Reductions primarily include \$21.5 million in Operating Expenses for debt service due to one-time funds used to finance the refunding of the District's Judgement Obligation Bonds Series A (\$9.9 million) and professional services for construction projects (\$11.6 million). These reductions are partially offset by an increase of \$1.9 million in Capital Expenditures to purchase right of way for construction projects and an increase of \$1.9 million in Operating Transfers Out for internal administrative transfers.

Sources are increasing by \$5.8 million. This is primarily due to an anticipated increase in property tax revenue and land sales.

ANALYSIS OF FUND BALANCE

Over the years, fund balance has been increasing due to delayed capital improvement projects as a result of environmental clearance delays from regulatory agencies. Fund balance usage of \$31.9 million is anticipated for the following projects planned for construction: Patton Basin Levee Certification Restoration Project; Mojave River Levee; Sand Creek/Warm Creek Confluence; Santa Ana River Flood Wall Repair; and the waterline relocations for Bandicoot Basin and Amethyst Basin. The remaining available fund balance reserves of \$70.7 million are set aside for future planned capital projects and the potential need for responding to emergency storm events. Fund balance is only used for one-time expenditures.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Administration	3	0	0	0	3	0	3
Water Resources	10	0	0	1	11	0	11
Environmental Management/NPDES	27	2	0	-1	28	1	27
Flood Design	23	0	0	0	23	1	22
Seven Oaks Dam	2	0	0	0	2	0	2
Administrative Services	5	0	-1	0	4	0	4
Flood Planning	13	0	0	0	13	2	11
Permits	11	1	0	0	12	0	12
Operations	69	0	0	0	69	5	64
Budget/Revenue Claiming	2	0	0	0	2	0	2
Information Technology	1	2	0	0	3	0	3
Total	166	5	-1	0	170	9	161

*Detailed classification listing available in Appendix D.



STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$16.4 million fund 170 budgeted positions of which 161 are regular positions and nine are limited term positions. This includes a net increase of four regular positions.

A total of five regular positions are being added to the budget as follows:

- Automated Systems Analyst I in the Information Technology section to support existing technology assets while performing analysis to implement new systems.
- Business Systems Analyst II in the Information Technology section to provide analysis and support related to the implementation of multiple enterprise business systems and long-term technology planning.
- Cultural Resources Specialist in the Environmental Management section to provide stability and consistency with the cultural resources component of the environmental process for projects.
- Engineering Technician III in the Permits section to perform office work and video van inspections in order to allow existing Engineering Technician IV staff to focus on performing higher level duties of permit review and facility inspections.
- Supervising Planner in the Environmental Management section to provide supervision of staff and the oversight of the complex environmental requirements necessary for capital improvement projects.

One vacant regular position is being deleted from the budget as follows:

- Fiscal Assistant in the Administrative Services section is no longer necessary due to streamlining business processes and redistributing workload among existing staff.



CAPITAL IMPROVEMENT PROJECTS IN 2016-17 RECOMMENDED BUDGET

The following Capital Improvement projects are included in the 2016-17 budget:

# Proj.	Location/ Address	District	Project Name-Description	Fund	Total Project Budget	New Projects	Carryover Balances	2016-17 Recommended Requirements
1	Highland	District 3	Sand/Warm Creek Confluence	RFF	5,191,139	-	4,214,450	4,214,450
2	Rialto	District 5	Cactus Basin #3	RFF	17,060,166	-	7,734,750	7,734,750
3	Highland	District 3	Elder Creek	RFL	8,719,426	-	283,500	283,500
4	Twentynine Palms	District 3	Donnell Basin Phase I	RFV	7,168,040	-	498,000	498,000
5	Victorville	District 1	Mojave River I-15 Levee	RFQ	2,734,169	-	1,891,800	1,891,800
6	Victorville	District 1	Amethyst Basin	RFQ	12,813,392	-	2,490,500	2,490,500
7	Rimforest	District 2	Rimforest Drainage Mitigation	RFT	6,909,914	-	1,008,000	1,008,000
8	Hesperia	District 1	Bandicoot Basin	RFQ	24,850,646	-	2,276,000	2,276,000
9	Yucaipa	District 3	Wilson Creek	RFL	1,074,327	-	688,115	688,115
10	Apple Valley	District 1	Desert Knolls Wash	RFQ	11,702,306	-	803,500	803,500
11	Rialto	District 5	Rialto Channel at Riverside Avenue	RFF	8,088,290	-	22,000	22,000
12	San Bernardino	District 5	29th Street Basin Levee Certification Restoration Project	RFF	1,193,833	-	990,200	990,200
13	San Bernardino	District 5	Patton Basin Levee Certification Restoration Project	RFF	1,436,620	-	1,206,050	1,206,050
14	Rialto	District 5	Cactus Basin #4	RFF	20,510,933	-	308,250	308,250
15	Rialto	District 5	Rialto Channel from Willow Avenue to Etiwanda Avenue	RFF	31,569,359	-	62,000	62,000
16	Fontana	District 2	West Fontana Channel Phase I	RFA/ RFF	38,409,541	-	2,110,000	2,110,000
17	Ontario	District 4	Francis Street Storm Drain	RFA	8,244,887	-	5,470,910	5,470,910
18	Hesperia	District 1	Oak Hills Basin	RFQ	32,339,612	-	2,430,000	2,430,000
19	Ontario	District 4	West State Street Storm Drain	RFA	10,026,765	-	189,000	189,000
20	Barstow	District 3	Avenue I - Barstow Project	RFQ	3,272,394	-	1,295,096	1,295,096
21	Chino Hills	District 4	English Channel	RFA	4,370,000	-	601,218	601,218
22	San Bernardino	District 5	Del Rosa Channel	RFF	33,106,133	50,000	-	50,000
23	Redlands	District 3	San Timoteo Creek - Reach 3B Levee Repair	RFA	365,000	355,000	-	355,000
24	San Bernardino	District 3	Santa Ana River Wall Repair	RFL	600,000	600,000	-	600,000
25	Victorville	District 1	Seneca Basin	RFQ	8,977,585	10,000	-	10,000
TOTAL 2016-17 CIP BUDGET FOR FLOOD CONTROL DISTRICT					300,734,477	1,015,000	36,573,339	37,588,339

Expenses associated with these Major Improvements consist primarily of right-of-way acquisition expenses, consultants for design or geotechnical services, labor, and construction costs. Of the total Capital Improvement project expenditures budgeted for 2016-17 of \$37.6 million, \$9.7 million is budgeted in the Capital Expenditures line of the Analysis of 2016-17 Recommended Budget, with the remaining expenditures budgeted under Staffing Expenses and Operating Expenses.



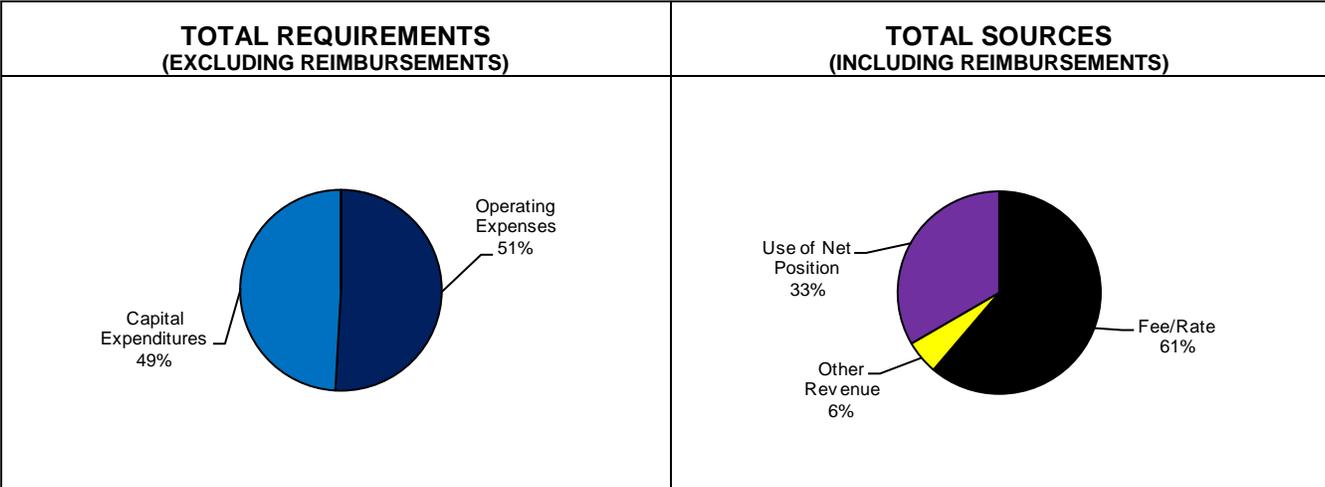
Flood Control Equipment

DESCRIPTION OF MAJOR SERVICES

The Flood Control District Equipment budget unit is an internal service fund established to fund the purchase and maintenance of all District vehicles and heavy equipment. This fund is funded by equipment user fee charges to the various Flood Control District zones and to other divisions within the Department of Public Works.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,920,317
Total Sources (Incl. Reimb.)	\$2,612,000
Use of / (Contribution To) Net Position	\$1,308,317
Total Staff	0

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: ICA 097
FUNCTION: Flood Control
ACTIVITY: Equipment 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	1,588,387	1,579,616	1,730,479	2,145,850	1,825,198	1,995,317	(150,533)
Capital Expenditures	622,759	557,613	918,710	3,426,350	2,940,724	1,925,000	(1,501,350)
Total Exp Authority	2,211,146	2,137,229	2,649,189	5,572,200	4,765,922	3,920,317	(1,651,883)
Reimbursements	0	0	0	(70,000)	(70,000)	0	70,000
Total Appropriation	2,211,146	2,137,229	2,649,189	5,502,200	4,695,922	3,920,317	(1,581,883)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,211,146	2,137,229	2,649,189	5,502,200	4,695,922	3,920,317	(1,581,883)
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	2,478,788	1,855,141	2,136,020	2,187,070	2,400,000	2,400,000	212,930
Other Revenue	34,973	31,894	199,097	146,500	159,875	212,000	65,500
Total Revenue	2,513,761	1,887,035	2,335,117	2,333,570	2,559,875	2,612,000	278,430
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,513,761	1,887,035	2,335,117	2,333,570	2,559,875	2,612,000	278,430
Net Position							
Use of/ (Contribution to) Net Position	(302,615)	250,194	314,072	3,168,630	2,136,047	1,308,317	(1,860,313)
Est. Net Position Available						2,599,909	
Total Est. Unrestricted Net Position						3,908,226	
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 \$3.9 million consist primarily of Operating Expenses (\$2.0 million) for motor pool and maintenance charges, equipment repairs, and Capital Expenditures (\$1.9 million) to purchase vehicles.

Sources of \$2.6 million include the District's heavy equipment fleet rates and revenue from the sale of surplus equipment and vehicles.

Unrestricted Net Position of \$1.3 million is being used to fund one-time Capital Expenditures.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.6 million to reflect a reduction in vehicle purchases.



ANALYSIS OF NET POSITION

The budget includes a \$1.3 million use of Unrestricted Net Position for one-time Capital Expenditures. In order to reduce the amount of net position used every year, a consultant is currently analyzing and will present a recommendation on a new usage rate that will provide additional on-going revenue to support the increased costs of maintenance and repairs and the cost of replacing outdated units. However, in order to comply with state requirements for internal services funds and since the capital assets have exceeded their useful life, the Net Position is anticipated to decrease by approximately \$3.5 million over the next two years.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



REAL ESTATE SERVICES

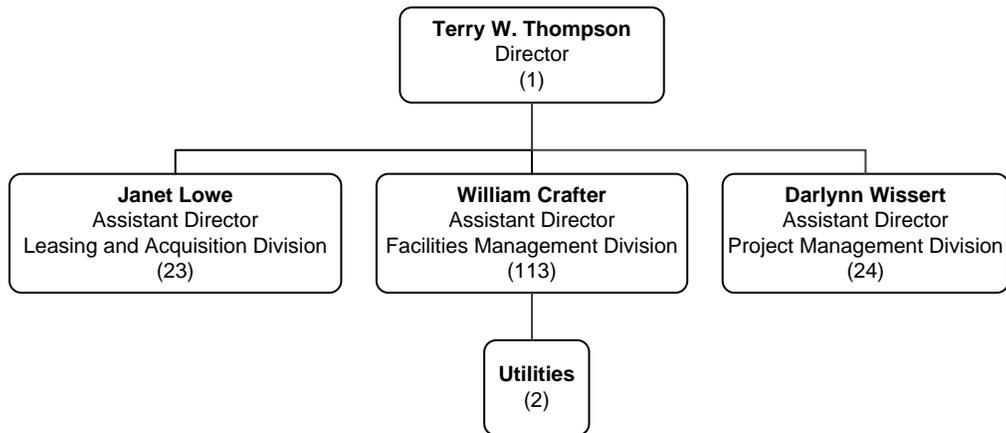
Terry W. Thompson

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



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						
Real Estate Services	1,315,417	1,315,417	0			24
Rents and Leases	1,130,994	1,130,994	0			0
Courts Property Management	1,873,885	1,873,885	0			0
Project Management Division	0	0	0			24
Facilities Management Division	17,273,477	17,065,477	208,000			113
Utilities	19,585,889	253,268	19,332,621			2
Total General Fund	41,179,662	21,639,041	19,540,621			163
Special Revenue Funds						
Chino Agricultural Preserve	2,641,030	484,596		2,156,434		0
Total Special Revenue Funds	2,641,030	484,596		2,156,434		0
Total - All Funds	43,820,692	22,123,637	19,540,621	2,156,434	0	163



2015-16 MAJOR ACCOMPLISHMENTS

Leasing and Acquisition

- Completed a total of 37 new lease deals and 79 renewal lease deals, totaling in excess of 1.5 million square feet of space on behalf of 26 County departments.
- Completed a lease agreement for 44,190 square feet of office space for Human Services in North San Bernardino, scheduled to open in early 2017.
- Acquired four office buildings totaling 127,655 square feet for various County Departments as follows:
 - 15,768 square foot office building in Barstow and 18,869 square foot office building in San Bernardino for the Probation Department.
 - 48,440 square foot office complex in Colton for consolidation of Sheriff programs.
 - 44,578 square foot office building in downtown San Bernardino for the Public Defender and other County uses.

Project Management

- Completed 143 projects of varying size and locations, with total project budgets of approximately \$45.0 million.
- Completed projects supporting the local economy and maximizing job creation with approximately \$16.3 million in construction payroll and \$2.2 million in consultant and management fees.
- Improved the safety, health and social service needs of County residents through the completion of capital projects for Arrowhead Regional Medical Center (ARMC), Sheriff's facilities, Parks, Libraries, Museums and other County departments. Major projects completed included:
 - ARMC Sterile Processing Decontamination Plumbing, Breathing Air Systems Upgrade, and the Cath Lab Suite Replacement.
 - Sheriff's Crime Lab Expansion, Training Center Expansion, Glen Helen Rehabilitation Center Video Camera Installation.
 - Calico Ghost Town Off Highway Vehicle Campground Hook-ups.
 - Yucaipa Regional Park Restroom Rehabilitation.
 - Redlands Museum Education Center Flooring and Association Building Roof and Siding Replacement
 - 268 Hospitality Building Improvements for ATC consolidation.
 - 303 3rd Street Building Remodel for District Attorney.
 - 41 weatherization projects, which included roofing system maintenance and repair, roof replacement, exterior sealing and siding replacement, retention basin restoration, storm water pump replacements, and erosion control improvements.

Facilities Management

- Developed and implemented a formal MOU between the Facilities Management Division (FMD) and the Sheriff for FMD maintenance responsibilities, expanding the level of service for West Valley Detention Center, Central Detention Center and to include High Desert Detention Center into FMD Maintenance responsibilities.
- Improved efficiency and service through streamlining Work Request processes and processed over 25,500 Work Requests.
- Collaborated with various departments to improve building security access and lighting in view of the recent terrorist attack within the County.



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.	Number of Preventative Maintenance tasks completed	8,489	9,000	9,000	9,360
STRATEGY	Increase number of preventative maintenance tasks for County equipment and building systems to extend useful life					
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 lease renewal processes initiated not later than 6 months prior to the termination date	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to the lease termination date					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	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 relocation processes initiated not later than 18 months prior to the termination date	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to the lease termination date					
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.	Reduction in electricity usage (kilowatt hours - kWh)	493,341	970,000	624,023	600,000
STRATEGY	Continue to implement and build upon strategies developed under the County's energy partnership with SCE					
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.	Reduction in electricity costs	\$70,917	\$145,000	\$93,603	\$90,000
STRATEGY	Continue to implement and build upon strategies developed under the County's energy partnership with SCE					
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.	Incentives received from energy saving measures	\$364,378	\$775,000	\$422,111	\$160,000
STRATEGY	Continue to implement and build upon strategies developed under the County's energy partnership with SCE					
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 projects completed within one year of annual budget approval	71%	90%	90%	85%
STRATEGY	Complete capital projects on schedule					



Real Estate Services

DESCRIPTION OF MAJOR SERVICES

The Real Estate Services Department (RES D) consists of the Leasing and Acquisition Division, Project Management Division, and the Facilities Management Division.

The Leasing/Property Management section negotiates and administers revenue and expenditure leases on behalf of County departments. Revenue leases allow for the use of County-owned facilities, generally at County parks and airports, to generate revenue to offset expenses incurred to provide such facilities to residents and users. Expenditure leases provide space in leased facilities throughout the County for departments and their employees to support the delivery of services in locations convenient to the residents served. In addition, this section is responsible for the property management of court facilities within the County and the County-owned land and dairy facilities in the Chino Agricultural Preserve.

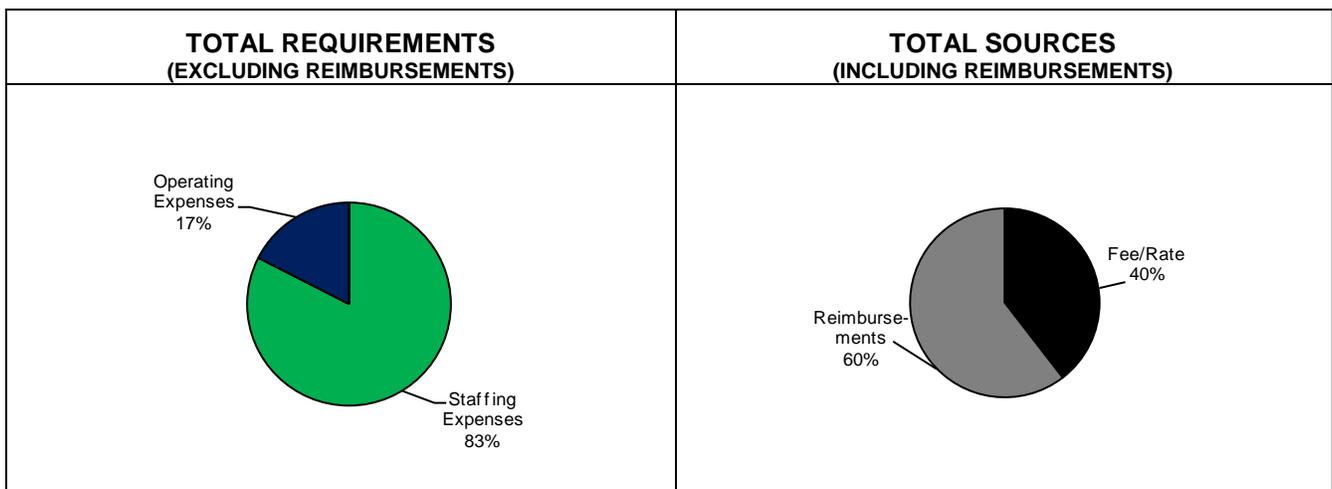
The Acquisition/Appraisal section provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. Staff establishes values and acquires the necessary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

The Project Management Division provides planning and implementation of design and construction projects for County departments. These projects are administered from conceptual design through construction to completion and close-out.

The Facilities Management Division serves the public by providing quality custodial, grounds and maintenance services that enable County departments and staff to effectively meet the expectations of their employees and customers.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,326,959
Total Sources (Incl. Reimb.)	\$3,326,959
Net County Cost	\$0
Total Staff	24
Funded by Net County Cost	0%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	2,456,624	2,527,520	2,361,329	2,679,149	2,526,964	2,745,389	66,240
Operating Expenses	311,174	313,709	434,530	589,496	551,914	581,570	(7,926)
Capital Expenditures	0	0	79,988	0	0	0	0
Total Exp Authority	2,767,798	2,841,229	2,875,847	3,268,645	3,078,878	3,326,959	58,314
Reimbursements	(1,612,260)	(1,639,570)	(1,876,070)	(2,030,854)	(1,896,354)	(2,011,542)	19,312
Total Appropriation	1,155,538	1,201,659	999,777	1,237,791	1,182,524	1,315,417	77,626
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,155,538	1,201,659	999,777	1,237,791	1,182,524	1,315,417	77,626
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	1,244,450	1,214,215	1,160,426	1,237,791	1,275,613	1,315,417	77,626
Other Revenue	41,826	0	1,762	0	130	0	0
Total Revenue	1,286,276	1,214,215	1,162,188	1,237,791	1,275,743	1,315,417	77,626
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,286,276	1,214,215	1,162,188	1,237,791	1,275,743	1,315,417	77,626
Net County Cost	(130,738)	(12,556)	(162,411)	0	(93,219)	0	0
Budgeted Staffing*	23	23	26	24	24	24	0

*Data represents modified budgeted staffing

Note: Real Estate 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 \$81,009 which represents Real Estate Services' share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$2.7 million fund 24 positions and make up a majority of Real Estate Services Department's expenditures within this budget unit. Operating Expenses of \$581,570 fund services and supplies, central services, travel, and transfers. Reimbursements of \$2.0 million are from the Project Management Division and Facilities Management Division for department overhead for shared administrative and fiscal staff, and from the Rents budget for administration of expenditure leases (based on 3% of annual lease costs in excess of \$36,000). Sources of \$1.3 million are for billable labor hours for leases with annual lease costs less than \$36,000 and for acquisition and appraisal services billed at an hourly rate.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$77,626 primarily due to increases in Staffing Expenses as a result of negotiated salary increases. This increase is offset by a decrease in Operating Expenses due to a reduction of equipment purchases. Sources are increasing by \$77,626 primarily due to additional billable labor hours charged to departments.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Administrative and Fiscal	8	0	0	0	8	0	8
Leasing and Acquisition Division	16	0	0	0	16	0	16
Total	24	0	0	0	24	0	24

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.7 million fund 24 budgeted regular positions. There is no change to budgeted staffing.



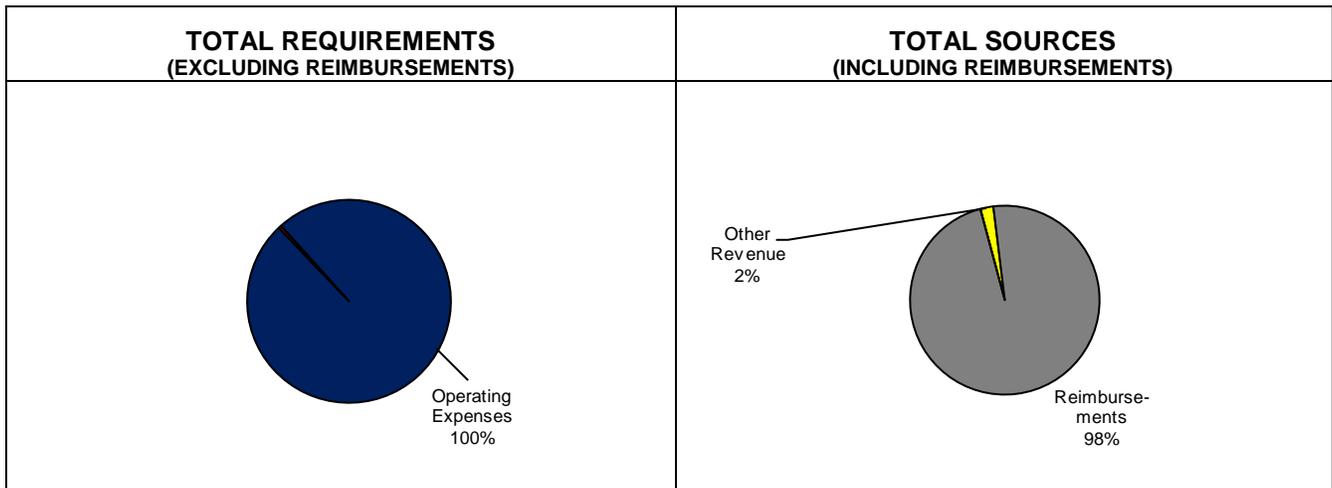
Rents and Leases

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$50,697,360
Total Sources (Incl. Reimb.)	\$50,697,360
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA RNT
 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) 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	42,928,640	44,441,205	48,712,171	50,329,249	49,874,959	50,476,360	147,111
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	42,928,640	44,441,205	48,712,171	50,329,249	49,874,959	50,476,360	147,111
Reimbursements	(42,022,549)	(43,406,267)	(47,833,107)	(49,436,143)	(48,910,760)	(49,566,366)	(130,223)
Total Appropriation	906,091	1,034,938	879,064	893,106	964,199	909,994	16,888
Operating Transfers Out	627,822	1,150,000	93,307	50,178	50,178	221,000	170,822
Total Requirements	1,533,913	2,184,938	972,371	943,284	1,014,377	1,130,994	187,710
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	75	252	76	0	225	0	0
Other Revenue	1,807,514	2,332,451	1,030,677	943,284	1,046,454	1,130,994	187,710
Total Revenue	1,807,589	2,332,703	1,030,753	943,284	1,046,679	1,130,994	187,710
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,807,589	2,332,703	1,030,753	943,284	1,046,679	1,130,994	187,710
Net County Cost	(273,676)	(147,765)	(58,382)	0	(32,302)	0	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing

Note: Real Estate Services – Rents and Leases 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 \$58,594 which represents Real Estate Services – Rents and Leases’ share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of \$50.5 million primarily include rent and lease payments paid to landlords. In addition, expenditures include transfers to Facilities Management for operating expenses of non-billable vacant and tenant space, transfers to Real Estate Services for property lease management, and transfers to the Sheriff/Coroner/Public Administrator for the 303 W. 3rd Street Office Building security costs. Reimbursements of \$49.6 million represent payments from County departments for lease payments and administrative fees. Sources of \$1.1 million are primarily from lease payments received from tenants in County-owned facilities and vending machine revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$187,710 primarily due to an increase of Operating Transfers Out for a capital improvement project for tenant improvements to space leased by Loma Linda University in connection with their exercise of an option to extend the term of the lease at 268 Hospitality Lane in San Bernardino. Sources are increasing by \$187,710, primarily due to modifications to the revenue lease with Teddy Bear Tymes and a new revenue lease with Inland Empire Autism Spectrum.

STAFFING CHANGES AND OPERATIONAL IMPACT

There are no staffing costs associated with this budget unit.



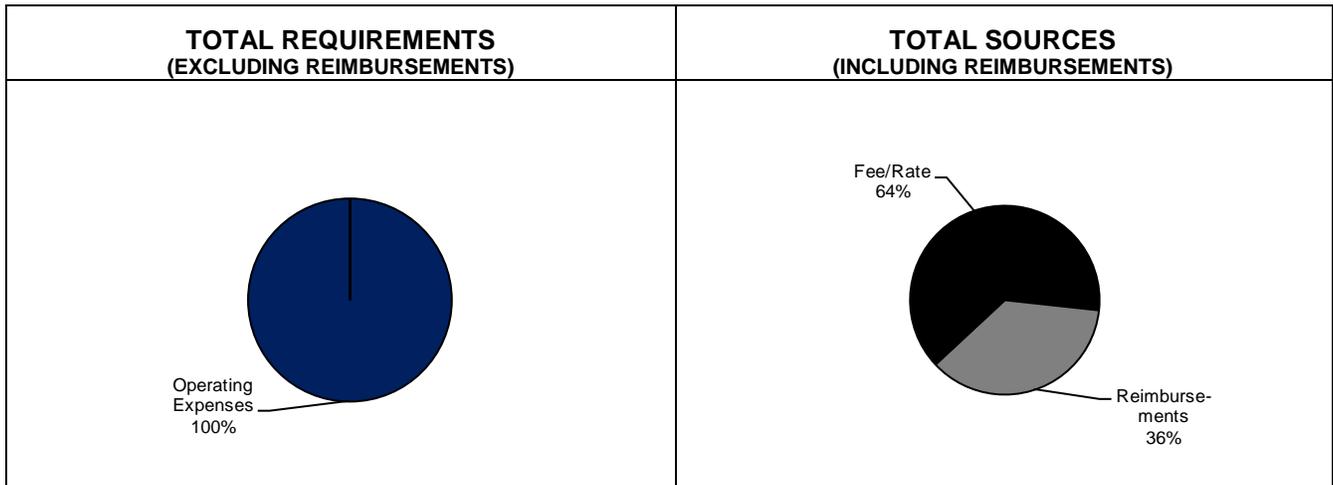
Courts Property Management

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,943,027
Total Sources (Incl. Reimb.)	\$2,943,027
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Real Estate Services - Courts Property Management
 FUND: General

BUDGET UNIT: AAA CRT
 FUNCTION: Public Protection
 ACTIVITY: Judicial

	<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	3,526,603	3,155,526	3,452,621	2,985,952	3,250,837	2,943,027	(42,925)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,526,603	3,155,526	3,452,621	2,985,952	3,250,837	2,943,027	(42,925)
Reimbursements	(1,106,595)	(1,050,484)	(1,217,348)	(921,011)	(1,050,129)	(1,069,142)	(148,131)
Total Appropriation	2,420,008	2,105,042	2,235,273	2,064,941	2,200,708	1,873,885	(191,056)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,420,008	2,105,042	2,235,273	2,064,941	2,200,708	1,873,885	(191,056)
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	2,420,008	2,102,852	2,237,942	2,064,941	2,200,708	1,873,885	(191,056)
Other Revenue	0	37,716	0	0	0	0	0
Total Revenue	2,420,008	2,140,568	2,237,942	2,064,941	2,200,708	1,873,885	(191,056)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,420,008	2,140,568	2,237,942	2,064,941	2,200,708	1,873,885	(191,056)
Net County Cost	0	(35,526)	(2,669)	0	0	0	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

This budget unit acts as a clearinghouse between County departments and the JCC for management of court facilities. Operating Expenses of \$2.9 million include maintenance and utility costs of \$1.3 million for space occupied by County departments in JCC-managed court facilities and transfers of \$1.6 million for the JCC's share of operations, maintenance, utility and administrative costs in County-managed court facilities. Reimbursements of \$1.1 million are from the Facilities Management and Utilities budgets for County maintenance and utility costs in JCC-managed court facilities. Sources of \$1.9 million represent the JCC's share of operations, maintenance, utility, administrative, and insurance costs for County-managed court facilities.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing by \$191,056 due to a decrease in operations and maintenance costs primarily as a result of transferring ownership of the Chino Courthouse to the City of Chino.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



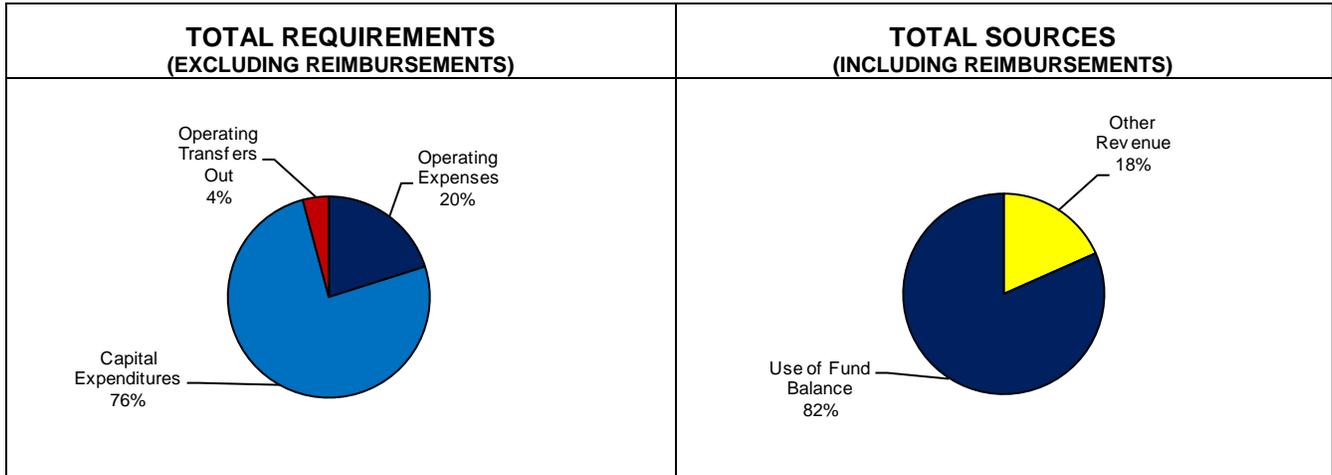
Chino Agricultural Preserve

DESCRIPTION OF MAJOR SERVICES

The Real Estate Services Department administers a special revenue fund to continue the Agricultural Land Acquisition and Preservation Program under the California Wildlife, Coastal, and Parkland Conservation Act (Proposition 70). The department is responsible for negotiating and managing leases for the properties acquired and developing recommendations for the ultimate use/disposition of these properties. Property management activities include arranging for all ordinary and emergency repairs and improvements necessary to preserve and maintain the properties in their present condition and improve operating efficiency, or altering them to enhance lease potential and/or comply with lease requirements. Expenditures are fully funded through revenues received from the lease of acquired properties.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,641,030
Total Sources (Incl. Reimb.)	\$484,596
Use of/ (Contribution to) Fund Balance	\$2,156,434
Total Staff	0

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services Department
FUND: Chino Agricultural Preserve

BUDGET UNIT: SIF INQ
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	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	0	0	0	0	0	0	0
Operating Expenses	275,922	325,732	209,943	340,771	298,726	531,030	190,259
Capital Expenditures	0	0	0	1,500,000	0	2,000,000	500,000
Total Exp Authority	275,922	325,732	209,943	1,840,771	298,726	2,531,030	690,259
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	275,922	325,732	209,943	1,840,771	298,726	2,531,030	690,259
Operating Transfers Out	0	0	0	89,000	80,214	110,000	21,000
Total Requirements	275,922	325,732	209,943	1,929,771	378,940	2,641,030	711,259
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	700	0	1,050	0	0
Other Revenue	601,734	6,879,007	526,695	501,516	12,993,774	484,596	(16,920)
Total Revenue	601,734	6,879,007	527,395	501,516	12,994,824	484,596	(16,920)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	601,734	6,879,007	527,395	501,516	12,994,824	484,596	(16,920)
Fund Balance							
Use of / (Contribution to) Fund Balance**	(325,812)	(6,553,275)	(317,452)	1,428,255	(12,615,884)	2,156,434	728,179
Available Reserves				14,568,046	28,612,185	26,455,751	11,887,705
Total Fund Balance				15,996,301	15,996,301	28,612,185	12,615,884
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

Operating Expenses of \$531,030 represents the cost to maintain County Dairies, such as utility costs associated with vacant properties, property management charges, County Counsel, audit fees, professional services, and maintenance charges. Capital Expenditures of \$2.0 million represent the anticipated cost to acquire easement interests over 47 acres of replacement land near Prado Regional Park in Chino planned to be improved at a later date with expanded recreational vehicle (RV) parking for Prado Regional Park using Proposition 70 funds. Operating Transfers Out of \$110,000 represent a capital improvement project to clean-up trash on dairy sites. Sources of \$484,596 include revenue anticipated from the leasing of dairy properties and interest revenue. Reserves of \$26.5 million are planned to be used at a later date for Proposition 70 approved improvements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$711,259 primarily due to an increase in anticipated capital expenditures to acquire easement interests and the cost of an audit of this special revenue fund. Sources are decreasing by \$16,920 due to a decrease in tenant rent revenue from the sale of one of the dairies.

ANALYSIS OF FUND BALANCE

The use of Fund Balance of \$2.2 million is for one-time costs related to the acquisition of easement rights over 47 acres near Prado Regional Park in Chino.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



Project Management Division

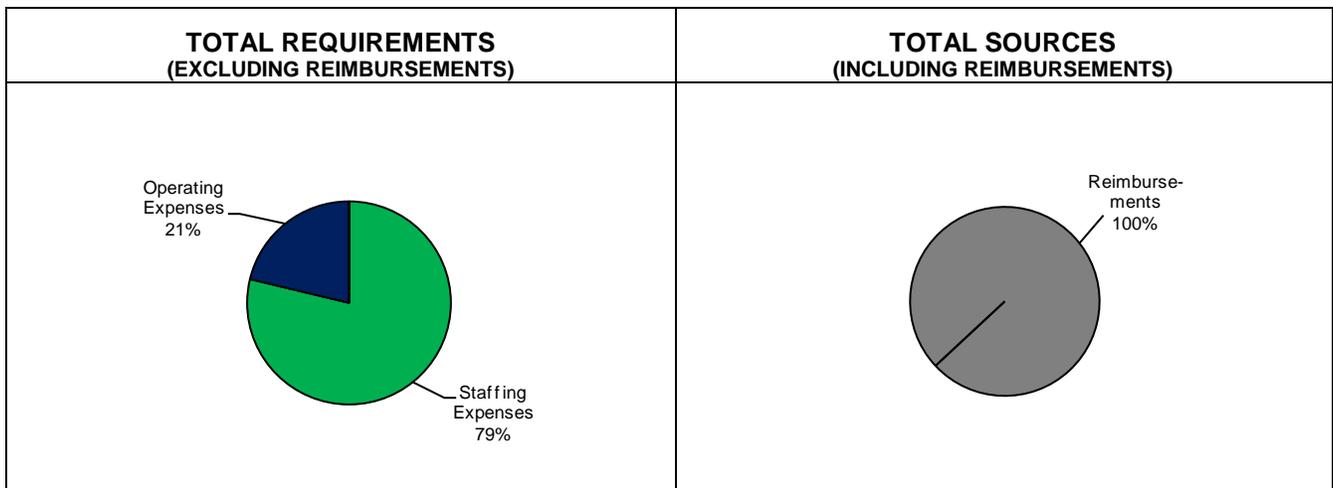
DESCRIPTION OF MAJOR SERVICES

The Project Management Division (PMD) is responsible for planning and implementing the design and construction of projects for Arrowhead Regional Medical Center, Airports, Regional Parks, Community Development and Housing, and other County departments. These projects are approved as part of the annual Capital Improvement Program (CIP), or added during the year as organizational needs and priorities change. PMD collaborates with County departments and County Finance and Administration to develop the scope, schedule and budget for these projects. Following approval of the project elements, PMD administers the projects from conceptual design through construction to completion and close-out.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,092,334
Total Sources (Incl. Reimb.)	\$3,092,334
Net County Cost	\$0
Total Staff	24
Funded by Net County Cost	0%

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA ANE
 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) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	2,003,957	2,106,223	2,019,315	2,237,387	2,142,291	2,435,639	198,252
Operating Expenses	378,562	243,895	377,643	594,318	588,278	656,695	62,377
Capital Expenditures	53,000	38,574	0	27,000	26,698	0	(27,000)
Total Exp Authority	2,435,519	2,388,692	2,396,958	2,858,705	2,757,267	3,092,334	233,629
Reimbursements	(2,470,129)	(2,357,756)	(2,376,077)	(2,858,705)	(2,811,435)	(3,092,334)	(233,629)
Total Appropriation	(34,610)	30,936	20,881	0	(54,168)	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	(34,610)	30,936	20,881	0	(54,168)	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	1,185	0	0	0	0	0	0
Other Revenue	56,103	0	2,569	0	0	0	0
Total Revenue	57,288	0	2,569	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	57,288	0	2,569	0	0	0	0
Net County Cost	(91,898)	30,936	18,312	0	(54,168)	0	0
Budgeted Staffing*	19	21	22	22	22	24	2

*Data represents modified budgeted staffing

Note: Real Estate Services – Project Management 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 \$24,938 which represents Real Estate Services – Project Management’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 \$2.4 million fund 24 positions and make up a majority of PMD’s expenditures within this budget unit. Operating Expenses of \$656,695 fund services and supplies, central services, travel, and transfers to the Information Services Department for support and to the Real Estate Services Department for overhead. Reimbursements of \$3.1 million are for project management and inspection services provided by PMD staff on capital projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements (excluding Reimbursements) are increasing by \$233,629 primarily due to the addition of a Staff Analyst II position and a part-time contract Project Executive. Additionally, Operating Expenses are increasing due to an adjustment of overhead charges due to the reorganization of the PMD as a division of the Real Estate Services Department. Reimbursements of \$3.1 million are increasing due to an increase in billable hours and the addition of a part-time Project Executive. The total departmental expenditure authority is fully reimbursed from services provided to the Capital Improvement Program.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration and Fiscal	8	1	0	0	9	0	9	
Project Management	11	1	0	0	12	1	11	
Project Inspection	3	0	0	0	3	0	3	
Total	22	2	0	0	24	1	23	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.4 million fund 23 budgeted regular positions and one limited term position. This includes the addition of a Staff Analyst II position to assist with contract administration and a part-time contract Project Executive to work on specific projects fully reimbursed by the CIP.



Facilities Management Division

DESCRIPTION OF MAJOR SERVICES

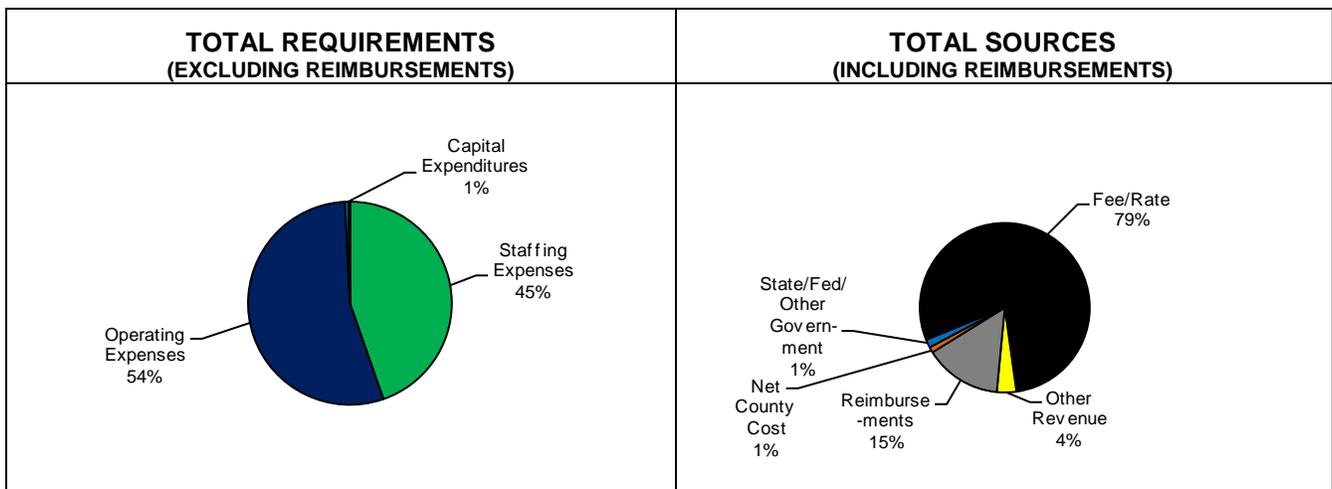
The Facilities Management Division (FMD) provides routine maintenance, grounds, and custodial services to ensure County facilities are well maintained, including 24 hours per day – seven days per week emergency building maintenance. Services also include repairing building structures, equipment, and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

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$20,246,619
Total Sources (Incl. Reimb.)	\$20,038,619
Net County Cost	\$208,000
Total Staff	113
Funded by Net County Cost	1%

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Real Estate Services - Facilities Management Division
 FUND: General

BUDGET UNIT: AAA FMD
 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) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	7,743,227	8,422,233	7,687,188	8,400,721	8,247,114	9,043,849	643,128
Operating Expenses	8,061,333	9,119,159	9,526,641	10,870,386	10,663,481	11,045,470	175,084
Capital Expenditures	0	0	77,073	0	0	117,300	117,300
Total Exp Authority	15,804,560	17,541,392	17,290,902	19,271,107	18,910,595	20,206,619	935,512
Reimbursements	(2,994,605)	(3,195,967)	(3,357,483)	(3,131,064)	(3,175,184)	(2,973,142)	157,922
Total Appropriation	12,809,955	14,345,425	13,933,419	16,140,043	15,735,411	17,233,477	1,093,434
Operating Transfers Out	4,095	0	0	45,000	45,000	40,000	(5,000)
Total Requirements	12,814,050	14,345,425	13,933,419	16,185,043	15,780,411	17,273,477	1,088,434
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	1,203,715	915,695	331,768	325,000	327,888	325,000	0
Fee/Rate	11,161,422	11,562,527	12,373,972	14,840,043	14,801,082	15,988,477	1,148,434
Other Revenue	1,918,135	1,079,940	1,577,560	812,000	1,248,808	752,000	(60,000)
Total Revenue	14,283,272	13,558,162	14,283,300	15,977,043	16,377,778	17,065,477	1,088,434
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	14,283,272	13,558,162	14,283,300	15,977,043	16,377,778	17,065,477	1,088,434
Net County Cost	(1,469,222)	787,263	(349,881)	208,000	(597,367)	208,000	0
Budgeted Staffing*	106	110	102	111	111	113	2

*Data represents modified budgeted staffing

Note: Real Estate Services – Facilities Management 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 \$321,230 which represents Real Estate Services – Facilities Management'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 \$9.0 million fund 113 positions and include the majority of FMD's expenditure authority. Operating Expenses of \$11.0 million fund contracts for grounds, maintenance, and custodial services; materials for repairs and maintenance of County facilities and equipment; and vehicles, tools, supplies, systems development charges, overhead, and administrative costs. Reimbursements of \$3.0 million and Sources of \$17.1 million are from County departments, the Judicial Council of California, and local courts who are billed for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.1 million primarily due to the addition of two staffing positions, a capital improvement project to increase security, and fixed asset purchases consisting of three trucks and equipment.

Sources are increasing by \$1.1 million primarily due to an increase in basic service charges to County departments for grounds, custodial and maintenance services, including rate increases in each service division.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration	8	0	0	1	9	0	9	
Custodial	33	0	0	0	33	0	33	
Grounds	4	0	0	0	4	0	4	
Maintenance	66	2	0	-1	67	0	67	
Total	111	2	0	0	113	0	113	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$9.0 million fund 113 budgeted regular positions. This includes the addition of two positions: one Office Assistant III that will assist maintenance supervisors to allow more time in the field and one Facilities Project Manager that will manage minor capital improvement projects which were previously handled by the Project Management Division. Also, an Office Assistant II was moved from Maintenance to Administration.



Utilities

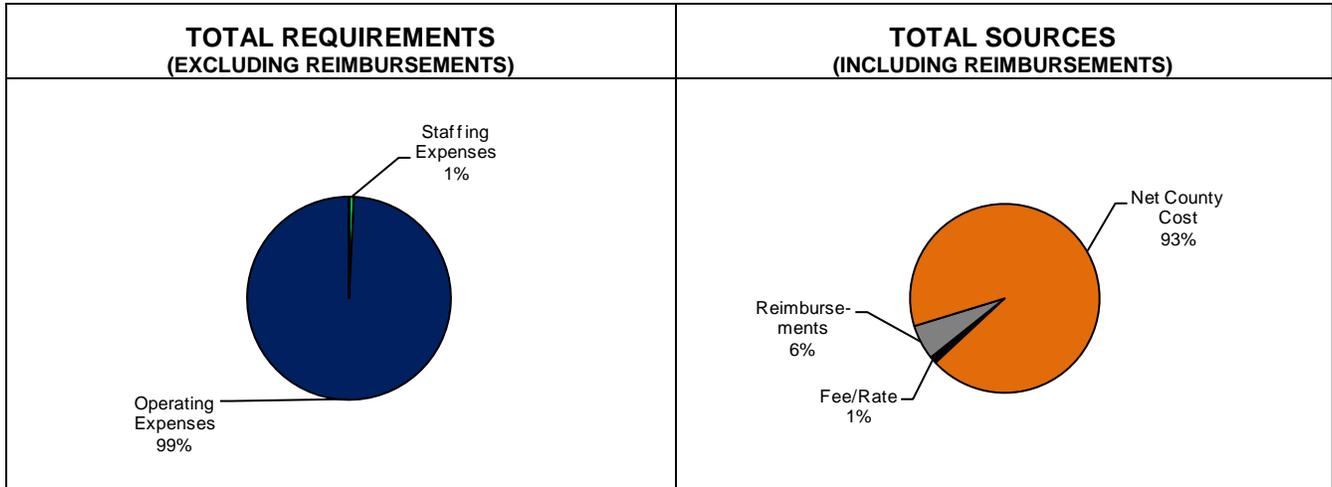
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$20,832,429
Total Sources (Incl. Reimb.)	\$1,499,808
Net County Cost	\$19,332,621
Total Staff	2
Funded by Net County Cost	93%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	152,064	164,163	160,809	183,928	164,162	166,452	(17,476)
Operating Expenses	17,624,452	19,698,984	18,521,900	21,911,859	20,215,904	20,665,977	(1,245,882)
Capital Expenditures	0	126,600	166,523	50,000	50,000	0	(50,000)
Total Exp Authority	17,776,516	19,989,747	18,849,232	22,145,787	20,430,066	20,832,429	(1,313,358)
Reimbursements	(1,411,052)	(1,118,760)	(1,233,598)	(1,251,246)	(1,272,516)	(1,246,540)	4,706
Total Appropriation	16,365,464	18,870,987	17,615,634	20,894,541	19,157,550	19,585,889	(1,308,652)
Operating Transfers Out	125,543	0	0	0	0	0	0
Total Requirements	16,491,007	18,870,987	17,615,634	20,894,541	19,157,550	19,585,889	(1,308,652)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	125,543	0	0	0	0	0	0
Fee/Rate	312,040	328,510	176,242	347,495	238,651	253,268	(94,227)
Other Revenue	30,019	40,723	55,749	0	3,272	0	0
Total Revenue	467,602	369,233	231,991	347,495	241,923	253,268	(94,227)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	467,602	369,233	231,991	347,495	241,923	253,268	(94,227)
Net County Cost	16,023,405	18,501,754	17,383,643	20,547,046	18,915,627	19,332,621	(1,214,425)
Budgeted Staffing*	2	2	2	2	2	2	0

*Data represents modified budgeted staffing



MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of \$20.7 million represent utility costs for County facilities and constitute the largest portion of the expenses. Staffing Expenses of \$166,452 constitute the remainder of the expenses for this budget unit. Sources of \$253,268 are from utility costs passed on to customers and third parties that occupy County-owned space.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.3 million due to excluding Glen Helen Water System’s highline cost, lower sewer costs from a new County agreement with the Inland Empire Utilities Agency, transfer of the Chino Courthouse to the City of Chino, anticipated decrease in Southern California Edison electricity rates, and lower central services cost. Capital Expenditures are decreasing by \$50,000 due to completing enhancements to the Utilities Payment System and the Archibus, Environmental and Risk Management module.

Sources are decreasing by \$94,227 for utility costs passed on to customers and third parties that occupy County-owned space. Net County Cost is decreasing by \$1.2 million due to lower utility costs for County facilities occupied by General Fund departments.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Utilities	2	0	0	0	2	0	2	
Total	2	0	0	0	2	0	2	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$166,452 fund two regular positions. There is no change in budgeted staffing.



REGIONAL PARKS

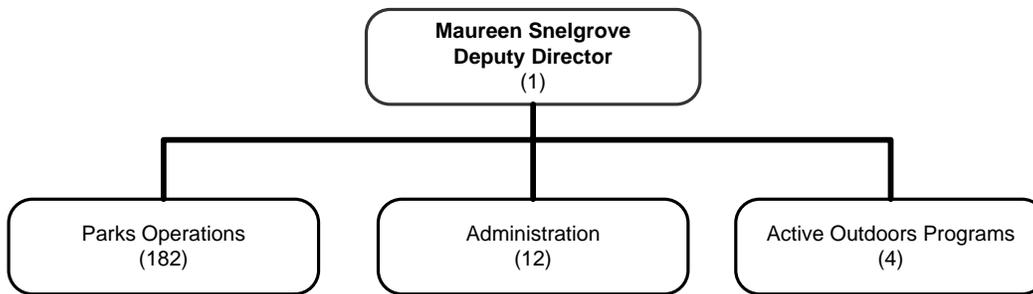
Maureen A. Snelgrove

DEPARTMENT MISSION STATEMENT

Regional Parks Department ensures diversified recreational opportunities for the enrichment of County residents and visitors while protecting the County's natural, cultural, historical and land resources.



ORGANIZATIONAL CHART



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						
Regional Parks	9,891,178	7,612,000	2,279,178			195
Total General Fund	9,891,178	7,612,000	2,279,178	0	0	195
Special Revenue Funds						
Regional Parks - Consolidated	4,795,381	3,664,840		1,130,541		0
Total Special Revenue Funds	4,795,381	3,664,840	0	1,130,541	0	0
Enterprise Funds						
Active Outdoors	40,761	28,855			11,906	4
Total Enterprise Funds	40,761	28,855	0	0	11,906	4
Total - All Funds	14,727,320	11,305,695	2,279,178	1,130,541	11,906	199

2015-16 MAJOR ACCOMPLISHMENTS

- Operationally realigned staffing and work assignments at Mojave Narrows Regional Park to create a more valuable experience for customers.
- Successfully negotiated a subcontract between the City of Needles and the County for the delivery of Lower Colorado Water Supply to Moabi Regional Park for use on non-federal lands.
- Concluded the initial phase of operational park assessments. This process has identified areas of critical concern regarding deferred maintenance, the need for standardization of staff scheduling and work flows.



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.	Level of ongoing County General Fund support received.	\$3.2 million	\$2.0 million	\$1.9 million	\$2.0 million
STRATEGY	Enhance and develop new amenities that will enhance the park experience for patrons, which generate additional revenues hence less reliance on the County General Fund.					
STRATEGY	Continue to streamline park operations and identify supply cost inefficiencies using preventative maintenance measures to reduce ongoing repair costs.					
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.	NEW	N/A	N/A	N/A	110,000
STRATEGY	Continue to offer special events and increase promotion of Calico Regional Park to travel agents and international tour agencies, and track tour bus visits.	Number of tourist visitors to Regional Parks.				
STRATEGY	Promote camping at Regional Parks to domestic and international travelers, maximizing current non-peak periods, and track camping reservations by non-county residents.					
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.	NEW	56	N/A	59	63
STRATEGY	Promote Regional Parks as venues for special events to event organizers and outside organizations needing open space and facilities.	Number of special events.				
STRATEGY	Increase number of department sponsored events and programs at Regional Parks.					



Regional Parks

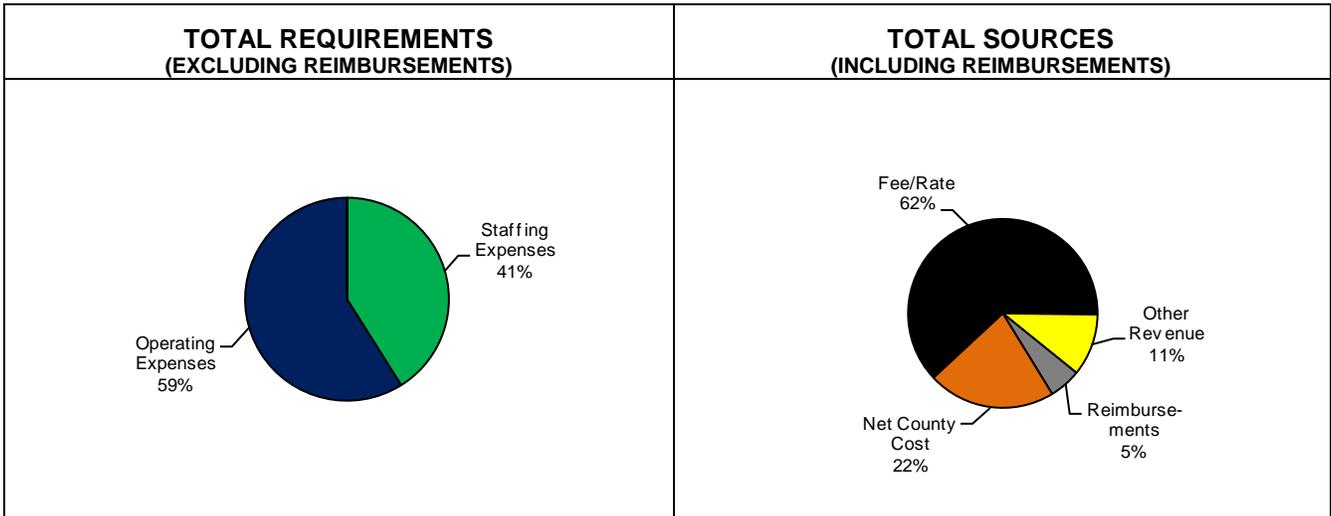
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$10,459,978
Total Sources (Incl. Reimb.)	\$8,180,800
Net County Cost	\$2,279,178
Total Staff	195
Funded by Net County Cost	22%

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

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	5,408,959	5,637,957	5,373,601	4,806,111	4,605,432	4,297,447	(508,664)
Operating Expenses	5,832,788	5,557,737	6,858,423	6,536,191	6,083,783	6,162,531	(373,660)
Capital Expenditures	6,684	0	0	0	0	0	0
Total Exp Authority	11,248,431	11,195,694	12,232,024	11,342,302	10,689,215	10,459,978	(882,324)
Reimbursements	(817,577)	(743,001)	(955,262)	(666,768)	(587,912)	(568,800)	97,968
Total Appropriation	10,430,854	10,452,693	11,276,762	10,675,534	10,101,303	9,891,178	(784,356)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	10,430,854	10,452,693	11,276,762	10,675,534	10,101,303	9,891,178	(784,356)
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	5,517,926	6,426,810	6,327,868	6,835,927	6,287,476	6,500,000	(335,927)
Other Revenue	1,213,944	1,331,831	1,460,534	1,248,493	1,432,750	1,112,000	(136,493)
Total Revenue	6,731,870	7,758,641	7,788,402	8,084,420	7,720,226	7,612,000	(472,420)
Operating Transfers In	941,864	85	29,420	486,936	486,936	0	(486,936)
Total Financing Sources	7,673,734	7,758,726	7,817,822	8,571,356	8,207,162	7,612,000	(959,356)
Net County Cost	2,757,120	2,693,967	3,458,940	2,104,178	1,894,141	2,279,178	175,000
Budgeted Staffing*	259	252	232	205	205	195	(10)

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$4.3 million are budgeted for personnel to oversee administration, operations and maintenance of the County's nine regional parks, County trails system, and various special events/programs. Operating Expenses of \$6.2 million primarily consists of \$3.3 million in COWCAP charges. Other major Operating Expenses include stocking fish at park lakes, turf maintenance contracts (Prado, Cucamonga-Guasti, Yucaipa, Mojave Narrows, and Glen Helen Regional Parks), supplies for general maintenance and special projects, aquatic facility supplies, office supplies, interchange fees for credit card usage, advertising park events/amenities, restroom supplies, and insurance. Sources of \$7.6 million represent fees from camping, fishing, park entrance, swimming, facility use and special events, as well as revenue from concessionaire and partnership agreements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$784,356 reflecting the department's continued review of staffing levels and the provision of park service. The \$508,664 reduction in Staffing Expenses is primarily the result of a net decrease in budgeted staffing as further explained in the "Staffing Changes and Operational Impact" section. The \$373,660 decrease in Operating Expenses is primarily due to a \$268,160 decrease in insurance costs, \$120,644 decrease in security services, \$125,000 decrease in fees paid to Urban Parks for managing Lake Gregory offset by \$185,208 increase in COWCAP charges.

Sources are decreasing by \$959,356 primarily due to a \$486,936 decrease in transfers in from Regional Parks Consolidated Special Revenue Funds for one-time park expenses incurred in 2015-16, \$335,927 decrease in park & recreation fees mainly due to an operational review of swim complexes, a \$138,953 decrease in rents & concessions driven by a forecasted decrease in sales by contracted concessionaires, and a slight increase in other revenue.



The \$175,000 increase in Net County Cost is due to \$300,000 of one-time funding for the Prado Regional Park Master Plan offset by a decrease of \$125,000 in one-time funding received in 2015-16 for the final year of the Lake Gregory Management fee paid to the operator per the current agreement.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration	18	0	-5	0	13	0	13	
Parks Operations	187	0	-5	0	182	134	48	
Total	205	0	-10	0	195	134	61	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$4.3 million fund 195 budgeted positions of which 61 are regular positions and 134 are limited term positions.

The budget reflects a decrease of 10 budgeted positions as follows:

- Deletion of six vacant regular positions (one Revenue and Development Manager, one Staff Analyst II, one Fiscal Specialist and one Park Planner III, one Fiscal Assistant and one Office Assistant III). Four of these positions have been vacant for the majority of 2015-16, so the department is anticipating a negligible impact on administrative and operational functions.
- Deletion of four vacant limited term Public Service Employee positions.



Regional Parks Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

County Trails System was established by the Board of Supervisors and assigned to the Regional Parks Department as the steward charged with the development, operation and maintenance of regional trails throughout the County. This budget unit was established to follow compliance requirements for federal and state grant funding used in the development and construction of the trail system.

Currently, the Department has developed seven miles of the Santa Ana River Trail, linking to Riverside County and offering users over 22 miles on contiguous trail along the Santa Ana River.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$4,820,381
Total Sources (Incl. Reimb.)	\$3,689,840
Use of/ (Contribution to) Fund Balance	\$1,130,541
Total Staff	0

San Manuel Amphitheater was established to account for lease payments received annually from the operators of the San Manuel Amphitheater at Glen Helen Regional Park. Each year, 70% of this revenue is transferred to the County General Fund to fund the cost of the amphitheater’s debt service payment.

Amphitheater Improvements at Glen Helen was established to provide for improvements to the San Manuel Amphitheater at Glen Helen Regional Park. These improvements are designed to maintain the amphitheater and its facilities in their current condition in order to preserve a quality entertainment experience for its visitors. This budget unit is funded jointly by deposits from the County and the operators of the amphitheater.

Park Maintenance/Development was established to provide for the maintenance, development and emergency repairs at all regional parks. The costs associated with this budget unit are funded through camping reservation fees.

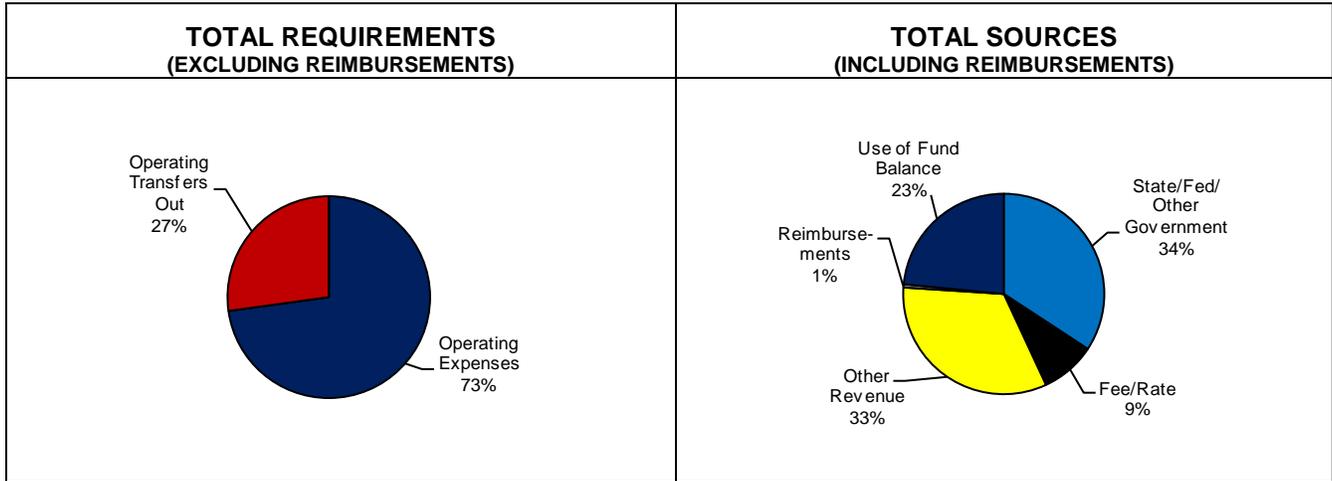
Calico Ghost Town Marketing Services was established to provide separate accountability and operations of marketing services for Calico Ghost Town Regional Park. A portion of revenues from Calico Ghost Town concessionaire operations and park admission fees are used to advertise and market several special events including Calico Days, Calico Ghost Haunt, Civil War, and Bluegrass in the Spring.

Off-Highway Vehicle License Fee was established by Off-Highway Vehicle (OHV) “in-lieu of taxes.” Fees are provided from the California State Controller’s Office based on the amount of OHV recreation in the County. The state collects these fees for each OHV identification plate sold by the Department of Motor Vehicles; four dollars from the fee of each plate goes into a pool of funds that are distributed statewide.

Fish and Game Commission was established to manage California’s diverse fish, wildlife, plant resources and habitats. Its primary function is to act as the liaison between the State Department of Fish and Wildlife, the County Board of Supervisors (Board), and the public. This budget unit receives funding from fines imposed on hunting, fishing, and environmental infractions, as well as from the sale of shooting maps. These funds are used by the Commission to assist qualified organizations with projects that assist in enhancing wildlife and its propagation in San Bernardino County.



2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	2,822,805	2,494,026	2,500,397	3,967,367	2,417,162	3,509,884	(457,483)
Capital Expenditures	16,775	0	78,698	20,000	0	0	(20,000)
Total Exp Authority	2,839,580	2,494,026	2,579,095	3,987,367	2,417,162	3,509,884	(477,483)
Reimbursements	(185,000)	(33,000)	(85,000)	(30,000)	(30,000)	(25,000)	5,000
Total Appropriation	2,654,580	2,461,026	2,494,095	3,957,367	2,387,162	3,484,884	(472,483)
Operating Transfers Out	3,378,115	393,024	320,331	2,413,364	1,490,786	1,310,497	(1,102,867)
Total Requirements	6,032,695	2,854,050	2,814,426	6,370,731	3,877,948	4,795,381	(1,575,350)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	515,914	338,868	405,522	1,351,000	643,683	1,651,000	300,000
Fee/Rate	967,342	547,527	727,950	585,480	590,391	427,020	(158,460)
Other Revenue	1,568,204	1,686,937	1,853,769	2,149,619	2,084,978	1,586,820	(562,799)
Total Revenue	3,051,460	2,573,332	2,987,241	4,086,099	3,319,052	3,664,840	(421,259)
Operating Transfers In	5,403	286	8,839	0	0	0	0
Total Financing Sources	3,056,863	2,573,618	2,996,080	4,086,099	3,319,052	3,664,840	(421,259)
Fund Balance							
Use of / (Contribution to) Fund Balance	2,975,832	280,432	(181,654)	2,284,632	558,896	1,130,541	(1,154,091)
Available Reserves				1,694,459	3,420,195	2,289,654	595,195
Total Fund Balance				3,979,091	3,979,091	3,420,195	(558,896)
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing



DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
County Trails System (RTS)	1,003,498	602,000	401,498	436,256	0
San Manuel Amphitheater (SGH)	1,425,042	1,463,000	(37,958)	125,501	0
Amphitheater Improvements at Glen Helen (SGR)	225,000	27,020	197,980	403,531	0
Park Maintenance / Development (SPR)	953,015	838,000	115,015	768,580	0
Calico Ghost Town Marketing Services (SPS)	480,511	423,800	56,711	210,371	0
Off-Highway Vehicle License Fee (SBY)	700,585	305,000	395,585	338,850	0
Fish and Game Commission (SBV)	7,730	6,020	1,710	6,565	0
Total Special Revenue Funds	4,795,381	3,664,840	1,130,541	2,289,654	0

County Trails System: Requirements of \$1.0 million include \$700,000 for finalizing the design, environmental costs, and acquiring trail right-of-way for Phase III (Waterman Avenue to California Street) of the Santa Ana River Trail (SART). An additional \$300,000 is for environmental/design for Reach "A" of Phase IV of the SART from California Street to Orange Street in Redlands (3.5 miles). Sources of \$602,000 include an allocation of Proposition 84 grant funds from the Coastal Conservancy for SART-Phase III and IV funding and an allocation of Local Transportation Funds from SANBAG for Phase III. This grant revenue is contingent upon initially incurring project expenses, which may create cash flow challenges for this fund. Use of Fund Balance is to assist with the design and environmental costs of the SART.

San Manuel Amphitheater: Requirements of \$1.4 million include payment to the County General Fund for the annual debt service cost on the amphitheater (\$1.0 million), transfers to the Regional Parks General Fund budget unit for upkeep and management of the amphitheater (\$395,000), and a transfer to the Amphitheater Improvements at Glen Helen fund (\$25,000) as required per the lease agreement with the operators of the amphitheater. Sources of \$1.5 million include \$1.4 million in rent from the operators of the amphitheater and \$60,000 for naming rights.

Amphitheater Improvements at Glen Helen: Requirements of \$225,000 include \$250,000 for the provision of maintaining the amphitheater to preserve quality entertainment experiences for its visitors, partially offset by a \$25,000 reimbursement from the San Manuel Amphitheater Fund that represents the County's contribution towards improvements at the amphitheater per provisions of the lease. Sources of \$27,020 reflect a matching contribution from the operators of the amphitheater of \$25,000 per the lease agreement and \$2,020 in interest earned throughout the year. Use of Fund Balance is for various improvements to the Amphitheater.

Park Maintenance/Development: Requirements of \$953,015 primarily represent the cost of a state grant project for a boat wash and road repairs at Moabi Regional Park for \$834,309, and a new point of sale system at all parks for \$100,000. Sources of \$838,000 are primarily due to state aid in the amount of \$750,000 to pay for the boat wash at Moabi and \$85,000 in reservation fees collected from campers. Fund Balance is being used in 2016-17 due to the delay of full reimbursement from the state for boat wash expenses.

Calico Ghost Town Marketing Services: Requirements of \$480,511 include \$289,648 for the cost of producing park special events, \$100,000 in advertising expense and \$90,863 for salaries & benefits transfers for program manager labor. Sources of \$423,800 primarily include special event gate revenue of \$336,000 and a percentage of rent payments received from Calico concessionaires specifically for advertising totaling \$84,800.



Off-Highway Vehicle License Fee: Requirements of \$700,585 primarily consist of Operating Transfers Out totaling \$400,188 for new construction of cabins at the Calico OHV campground. Also, \$224,334 is budgeted as transfers for salaries and benefits related to enforcement, safety and administration of off-highway vehicle development at Calico Ghost Town and Moabi Regional Park. Sources of \$305,000 represent the amount anticipated to be received from the state for the County's portion of off-highway vehicle registrations/licensing fees. California Public Resources Code 5090.50 specifies that these funds may be used for planning, acquisition, development, maintenance, administration, operation, enforcement, restoration, and conservation of trails, trailheads, areas and other facilities associated with the use of off-highway motor vehicles, and programs involving off-highway motor vehicle safety or education. One-time Use of Fund Balance is primarily for new construction of cabins at the Calico OHV campground.

Fish and Game Commission: Requirements of \$7,730 includes administrative costs and printing expenses for shooting maps. Sources of \$6,020 include revenue from fines imposed on hunting, fishing and environmental infractions in addition to sales of shooting maps. Use of Fund Balance of \$1,710 is for costs to print shooting maps in bulk to take advantage of quantity discounts. Fund Balance will be replenished over the next five years as maps are sold.

BUDGET CHANGES AND OPERATIONAL IMPACT

Significant budget changes for 2016-17 include the following:

- \$457,483 decrease in Operating Expenses primarily due to budgeting all park maintenance expenses in the Regional Parks General Fund budget unit instead of the Park Maintenance/Development special revenue fund.
- \$1.1 million decrease in Operating Transfers Out primarily due to a decrease in transfers to Real Estate Services – Project Management Division related to the Calico Ghost Town Off-Highway Vehicle campground "O" hook ups and to Regional Parks General Fund budget unit related to one-time park expenses in the prior year.
- \$562,799 decrease in Other Revenue due to less rent revenue earned from special events held at the San Manuel Amphitheater.
- \$300,000 increase in State/Fed/Other Government primarily due to state aid to pay for the boat wash at Moabi Regional Park.

ANALYSIS OF FUND BALANCE

The 2016-17 budget includes the Use of Fund Balance of \$1.1 million. The vast majority of fund balance being used is for one-time projects. The most significant of these projects include \$834,309 for the boat wash and road repairs at Moabi Regional Park and \$400,188 for the construction of new cabins at the Calico OHV campground.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.



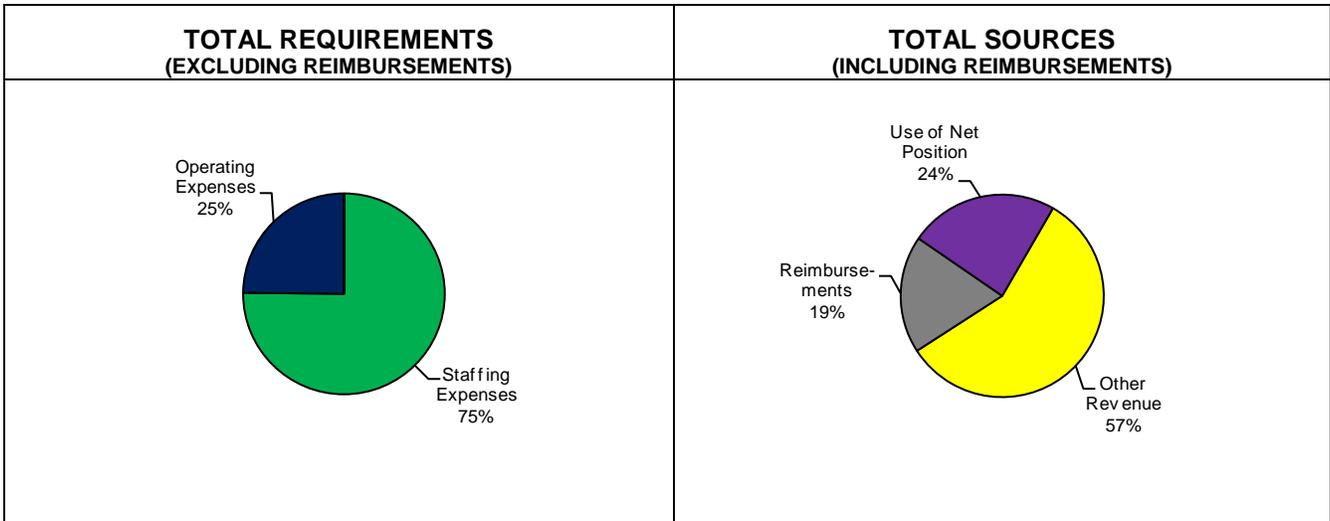
Active Outdoors

DESCRIPTION OF MAJOR SERVICES

The Active Outdoors Program was created to provide programs that promote a healthy outdoor lifestyle. The Environmental Science Day Camp (ESDC) is a part of this program and is offered at Yucaipa Regional Park. ESDC takes place during the traditional school year, Wednesday through Friday, and follows the State of California 4th and 5th grade science curriculum for wildlife, botany and geology. Each student attends the ESDC with their class for a full day of learning, exploration, and hiking. Other programs in addition to ESDC include the Junior Fishing Workshops, Fishing Derbies and Doggie Pool-ooza.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$50,157
Total Sources (Incl. Reimb.)	\$38,251
Use of / (Contribution To) Net Position	\$11,906
Total Staff	4

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	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	26,534	27,043	17,264	51,333	27,668	37,702	(13,631)
Operating Expenses	24,122	23,632	17,126	28,895	14,469	12,455	(16,440)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	50,656	50,675	34,390	80,228	42,137	50,157	(30,071)
Reimbursements	0	0	(12,000)	(31,246)	8,486	(9,396)	21,850
Total Appropriation	50,656	50,675	22,390	48,982	50,623	40,761	(8,221)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	50,656	50,675	22,390	48,982	50,623	40,761	(8,221)
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	(15,587)	9,613	25,464	24,040	18,287	28,855	4,815
Total Revenue	(15,587)	9,613	25,464	24,040	18,287	28,855	4,815
Operating Transfers In	45,000	42,109	35,000	37,322	0	0	(37,322)
Total Financing Sources	29,413	51,722	60,464	61,362	18,287	28,855	(32,507)
Net Position							
Use of/ (Contribution to) Net Position**	21,243	(1,047)	(38,074)	(12,380)	32,336	11,906	24,286
Est. Net Position Available						7,246	
Total Est. Unrestricted Net Position						19,152	
Budgeted Staffing*	5	4	4	6	6	4	(2)

*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

Requirements include Staffing Expenses of \$37,702 and Operating Expenses of \$12,455 primarily associated with the ESDC and other Active Outdoors programs. Sources of \$28,855 are derived from anticipated vendor sponsorships and participation fees collected for these events.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$8,221 due to a reduction in Staffing Expenses and Operating Expenses in an effort to align expenditures with declining funding sources. Sources are decreasing by \$32,507 as the Park Maintenance/Development special revenue budget unit no longer supports Active Outdoors events.

ANALYSIS OF NET POSITION

A one-time Use of Net Position of \$11,906 will be used in 2016-17 as the department assesses the feasibility of increasing fees for participants of the Environmental Science Day Camp.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Active Outdoors	6	0	-2	0	4	4	0	
Total	6	0	-2	0	4	4	0	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$37,702 fund four budgeted limited term Public Service Employee positions. A reduction of two Public Service Employees is the result of the department’s effort to consolidate the use of staff for its educational programs and special events due to the declining funding sources.



REGISTRAR OF VOTERS

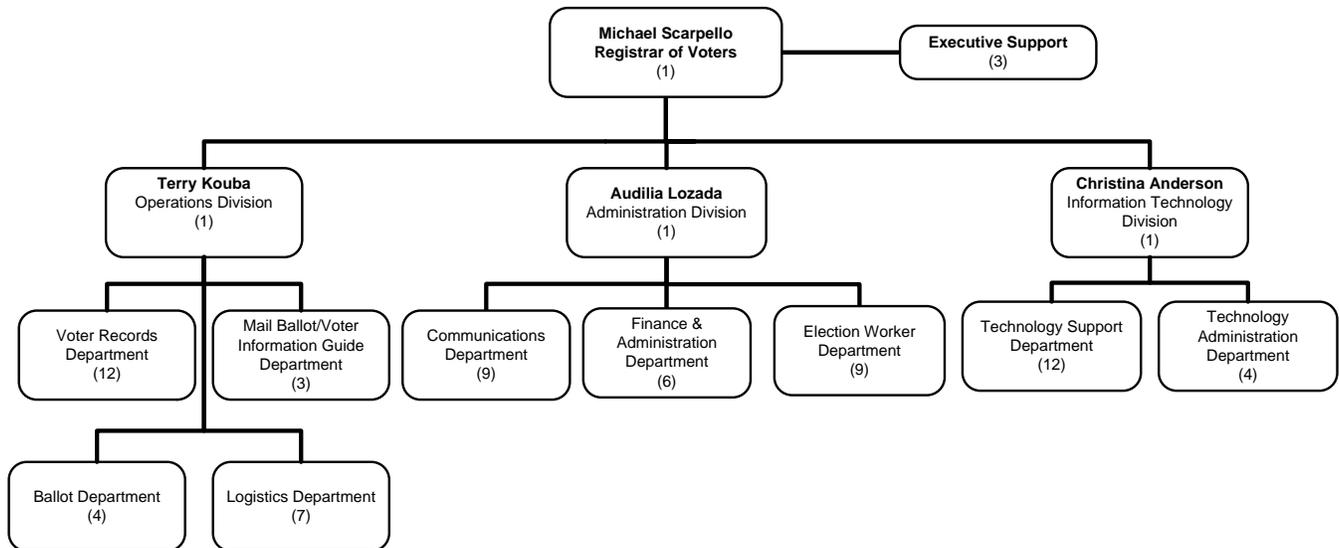
Michael Scarpello

DEPARTMENT MISSION STATEMENT

To promote the Countywide Vision, the Elections Office of the Registrar of Voters maintains accurate voter registration and election records; provides the highest quality information and customer service to the public; and conducts the County's elections in a fair, accurate, secure, transparent, 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						
Registrar of Voters	9,571,324	2,365,573	7,205,751			73
Total General Fund	9,571,324	2,365,573	7,205,751	0	0	73
Total - All Funds	9,571,324	2,365,573	7,205,751	0	0	73

2015-16 MAJOR ACCOMPLISHMENTS

- Successfully conducted the November 3, 2015 Consolidated Election and five unscheduled special elections.
- Won the Election Center's Eagles Award for Outstanding Use of Technology for the development of My Elections Gateway.
- Won a NACo Award for the Elections Office's Provisional Ballot Reduction Program.
- Played a key role on the State's Business Process Committee throughout the conversion to VoteCal, California's new statewide voter registration system.



- Reviewed, revised, and documented over 300 Elections Office policies and procedures related to the conversion to VoteCal and other state mandated changes from new election laws.
- Provided significant leadership in the California Association of Clerks and Elections Officials' (CACEO) Voting Opportunities Committee in its efforts to develop Senate Bill 450, the state's new Vote by Mail and Vote Center election legislation.
- Established the Elections Office's Bilingual Advisory Group, Alternate Language Advisory Group, and Voter Accessibility Advisory committee (VAAC) to solicit feedback from community leaders to improve accessibility to voters with specific 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.	Percentage of new or modified tasks populated and performed in EDATE (% of cumulative completion of the building the tool).	70%	75%	75%	80%
STRATEGY	Populate and perform new or modified tasks in the office's Election Deadline, Assignment and Task Engine (EDATE) to maximize effectiveness and efficiency of election operations.					
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 processes, procedures, flowcharts, and checklists reviewed.	32	120	300	100
STRATEGY	Review, revise, and document Elections Office policies, procedures, flowcharts, and checklists in the office's Election Document Change System (EDoCS).					
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 new website customer information applications or website pages developed and released.	14	5	5	12
STRATEGY	Expand the Elections Office website by adding new applications that present personalized customer information or web pages that provide general election information.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Collaborate with other agencies to help shape legislation and regulations which affect the County.	Number of national, state and regional committees of which the department is a member.	N/A	12	14	12
STRATEGY	Participate on national, state, and regional committees focused on improving election administration and shaping the future of California's elections.					



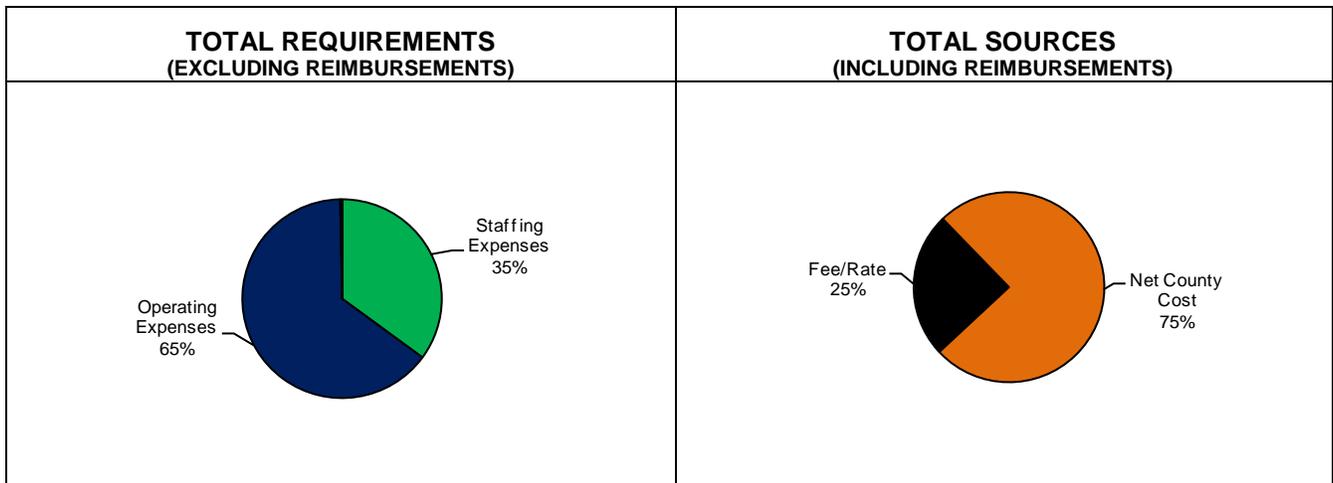
Registrar of Voters

DESCRIPTION OF MAJOR SERVICES

The Elections Office of the Registrar of Voters is responsible for conducting efficient and impartial elections, and providing the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and Federal and California Election codes. To support this function, the department is organized into three divisions and nine sections that are in alignment with the County's goals of improving County Government operations and operating in a fiscally-responsible and business-like manner.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$9,571,324
Total Sources (Incl. Reimb.)	\$2,365,573
Net County Cost	\$7,205,751
Total Staff	73
Funded by Net County Cost	75%

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA ROV
 FUNCTION: General
 ACTIVITY: Elections

	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	2,517,890	2,238,660	2,378,405	3,423,618	3,156,091	3,356,779	(66,839)
Operating Expenses	7,764,430	6,436,294	5,540,838	5,638,627	5,518,384	6,186,545	547,918
Capital Expenditures	7,980	189,273	40,053	155,000	155,000	28,000	(127,000)
Total Exp Authority	10,290,300	8,864,227	7,959,296	9,217,245	8,829,475	9,571,324	354,079
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	10,290,300	8,864,227	7,959,296	9,217,245	8,829,475	9,571,324	354,079
Operating Transfers Out	0	15,000	155,000	0	0	0	0
Total Requirements	10,290,300	8,879,227	8,114,296	9,217,245	8,829,475	9,571,324	354,079
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	160,086	21,809	132,348	252,123	243,711	34,000	(218,123)
Fee/Rate	2,972,380	2,534,431	2,237,149	1,983,600	2,178,043	2,310,973	327,373
Other Revenue	39,913	19,085	33,361	17,000	15,498	20,600	3,600
Total Revenue	3,172,379	2,575,325	2,402,859	2,252,723	2,437,252	2,365,573	112,850
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,172,379	2,575,325	2,402,859	2,252,723	2,437,252	2,365,573	112,850
Net County Cost	7,117,921	6,303,902	5,711,437	6,964,522	6,392,223	7,205,751	241,229
Budgeted Staffing*	24	27	37	73	73	73	0

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of \$9.6 million enable the department to conduct one major (November 2016), one minor (December 2016), and three special elections. This includes Staffing Expenses of \$3.4 million for 73 budgeted positions, Operating Expenses of \$6.2 million, and Capital Expenditures of \$28,000. Operating Expenses primarily consist of services and supplies of \$6.0 million for routine operations and election-related expenditures (such as temporary labor, ballots, postage, poll workers and other professional services). Capital Expenditures of \$28,000 include costs for purchasing election related equipment. Sources of \$2.4 million are derived from Secretary of State reimbursements (\$30,000), Program Grant (\$4,000), the sale of services and products including maps, voter files, and certified documents (\$20,600), and election services for participating jurisdictions (\$2.3 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and related sources fluctuate based on a four-year election cycle. There are two scheduled elections occurring in 2016-17 (one major Presidential General election and one minor election). In addition, Requirements and Sources include the costs and revenue associated with three anticipated, but unscheduled, special elections.

Requirements are increasing by \$354,079 and Sources are increasing by \$112,850, primarily due to the changes in the number and type of elections. Net County Cost increases during Presidential election years due to a surge in the number of federal and state contests that the County is not reimbursed for. As such, Net County Cost is increasing by \$241,229.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration Division	28	0	0	1	29	18	11	
Operations Division	24	0	0	3	27	17	10	
Information Technology Division	21	0	0	-4	17	10	7	
Total	73	0	0	0	73	45	28	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$3.4 million fund 73 budgeted positions of which 28 are regular positions and 45 are limited term positions. There are no changes to staffing.

