

COUNTY OF SAN BERNARDINO

The County of San Bernardino's 2010-11 Recommended Budget covers the period from July 1, 2010 – June 30, 2011. The budget consisting of the general fund, restricted financing funds, capital project funds, special revenue funds, internal service funds, and enterprise funds has a total appropriation of \$3.8 billion. Each department is responsible for operating within their budget and has the authority to spend up to the approved budget.

When developing their individual budgets, each department considers the following mission, vision, and value statements of the County of San Bernardino:

Mission Statement

The mission of the government of the County of San Bernardino is to satisfy its customers by providing service that promotes the **health, safety, well-being, and quality of life** of its residents according to the County Charter, general laws, and the will of the people it serves.

Vision Statement

Our vision is to create a safe, clean, and healthy environment that appeals to families and individuals, and attracts the best in business and industry. We will create, support, and enhance vibrant communities that emphasize beauty, culture, art, recreation, education, and a sense of history.

VALUES Statement

To achieve our Vision, we dedicate ourselves to these values:

- **Valuing our workforce** by providing recognition, training and education, opportunities for customer service and career development, a safe and healthy work environment and fair compensation.
- **Appreciation and promotion** of the diverse cultures that comprise our workforce and the communities we serve.
- **Leadership** by coordinating regional planning through collaboration with local communities and businesses.
- **Unquestioned integrity** that embraces a culture of honor and trustworthiness.
- **Excellence** in the development of efficient and cost-effective strategies to improve customer service in an atmosphere that allows and encourages new ideas.
- **Service of the highest quality** to our customers delivered with dignity and respect.

The County of San Bernardino's annual budget process starts with the development of the Annual Report and Business Plan document. The Annual Report and Business Plan document is the instrument used by the county to tie departmental budgets to departmental goals, objectives, and performance measures. This recommended budget book is the product of the annual budget process. While this recommended budget book includes departmental strategic goals and performance measures, which demonstrate how departments meet their overall departmental mission as well as the global mission of the county, it does not list the departmental objectives contained in the Annual Report and Business Plan document. Therefore, the following two pages provide a high-level overview of county departments. For those departments offering primary services, a single goal and objective has been listed that best highlights the county's global mission statement.



COUNTYWIDE SERVICES

The services provided by the county are arranged into categories in accordance with the County Mission Statement. Therefore, the public services provided are categorized by health, safety, well-being, and quality of life services. In addition, the county’s fiscal services provide public support. The categories of leadership and support services are essential to the administration of county government.

PUBLIC SERVICES

Health Services

- Arrowhead Regional Medical Center
- Behavioral Health
- Public Health

Safety Services

- County Fire
- District Attorney
- Law and Justice Group Administration
- Probation
- Public Defender
- Sheriff-Coroner/Public Administrator

Well-Being Services

- Aging and Adult Services/Public Guardian
- Agriculture/Weights and Measures
- Child Support Services
- Human Services Administration
 - Transitional Assistance
 - Children and Family Services
- Land Use Services
- Public Works
- Registrar of Voters
- Special Districts
- Veterans Affairs

Quality of Life Services

- Airports
- Community Development and Housing
- Economic Development
- County Library
- County Museum
- Preschool Services
- Redevelopment Agency
- Regional Parks
- Workforce Development

Fiscal Services

- Assessor
- Auditor-Controller/Recorder/Treasurer/Tax Collector

ADMINISTRATIVE SERVICES

Leadership

- Board of Supervisors
- County Administrative Office

Support Services

- Architecture and Engineering
- Capital Improvement Program
- Clerk of the Board
- County Counsel
- Facilities Management
- Fleet Management
- Human Resources
- Information Services
- Purchasing
- Real Estate Services
- Risk Management



SYNOPSIS OF SAN BERNARDINO COUNTY GOALS AND OBJECTIVES

SERVICES	GOALS	OBJECTIVES
HEALTH:		
Arrowhead Regional Medical Center	Increase selected medical center volumes.	Initiate radiation therapy through Linear Accelerator Services, with an estimated 3,125 treatments for 2010-11.
Behavioral Health	Increase access to behavioral health services for individuals that are underserved or who are receiving a limited level of services.	Continue to implement community-based behavioral health care and treatment programs that serve as alternatives to more restrictive levels of care.
Public Health	Prevent disease and disability, and promote healthy lifestyles.	Decrease the number of babies born with exposure to drugs and/or alcohol due to their mother's substance abuse during pregnancy.
SAFETY:		
District Attorney	Promote public safety by punishing criminal conduct.	Continue to promptly, effectively, and ethically prosecute criminal offenses.
Law and Justice Group Administration	Reduce the length of time required to move cases through the criminal justice system.	Increase the number of criminal cases that are electronically filed.
Probation	Ensure treatment and supervision levels are based on criminogenic risk factors.	Assess new juvenile and adult probationers to determine expected risk of recidivating.
Public Defender	Reduce backlog of old cases.	Increase early resolution of cases, thus minimizing custody time and costs.
Sheriff-Coroner	Maintain response capabilities to disasters and other emergencies.	Improve skills training and intelligence gathering.
WELL BEING:		
Aging & Adult Services/Public Guardian	Ensure the safety of at-risk adults and the elderly to improve or maintain quality of life.	Respond to emergency Adult Protective Services (APS) referrals within state mandated time frames.
Agriculture/Weights and Measures	Protect the public's health and the environment by preventing foreign pest infestations and the misuse of pesticides in light of increases in county population.	Inspect all common land and airfreight carriers in the county receiving shipments of plant material for compliance with quarantines and freedom from foreign pests.
Child Support Services	Improve service delivery to provide timely, effective, and professional service.	Ensure that the automated system supports the delivery of quality services by evaluating and restructuring business practices.
Human Services Administration: <i>Transitional Assistance</i>	Increase the work participation rate of recipients of CalWORKs benefits.	Increase the number of Welfare-to-Work mandatory CalWORKs participants who are engaged in a Federal Welfare-to-Work activity.
<i>Children's Services</i>	Reduce the number of children who enter foster care each year.	Continue implementation of Family-to-Family and other practices that reduce the number of children who must enter foster care.
Land Use Services	Code Enforcement - decrease time between receipt of a complaint and performance of initial inspection.	Perform initial inspections within one week of receiving the complaint.
Public Works	Maintain the level of safety and maintenance for county maintained roads.	Maintain the average Pavement Condition Index (PCI) for county roads at 'good' or higher PCI category.
Registrar of Voters	Increase voter participation in the electoral process.	Continue to analyze the effectiveness of off-site early voting at various locations.
Special Districts	Increase staff proficiency to promote health and safety and program enhancements for all districts.	Provide for key staff to receive emergency preparedness training.
Veterans Affairs	Emphasize higher standards of customer service.	Review customer service policy to ensure full commitment to customers.
QUALITY OF LIFE:		
Airports	Improve airport infrastructure.	Develop specific studies and plans to identify necessary infrastructure improvements, such as storm water drainage, fire suppression, sewer, etc.
Community Development and Housing	Expand the supply of quality, safe, sanitary, and affordable housing for residents of San Bernardino County.	Increase the availability of low, moderate, and middle income housing.
Economic Development	To foster job creation, increase private investment and enhance county revenues through the attraction and expansion of business.	Assist in keeping existing businesses progressive and profitable and allowing companies the opportunity to grow within our community.
County Library	Enhance computer and electronic resources for the public.	Increase the number of computers available to the public.
County Museum	Improve customer service by enhancing public awareness of museum services and programs.	Increase school group visitations and outreach programs to schools.
Preschool Services	Achieve school readiness of enrolled children to ensure progress toward positive outcomes.	Teachers will share child assessment information with parents and use this input to prepare home and classroom activities responsive to children's individual needs.
Regional Parks	Provide opportunities that promote a healthy outdoor lifestyle.	Create diverse recreational activities.
Workforce Development	Increase employability of county residents through services provided.	Maintain number of county residents receiving intensive WIA services.



FINANCIAL PLANNING CALENDAR

Ongoing

The Board of Supervisors provides ongoing policy direction to the County Administrative Officer.

Departments provide year end estimates of revenues and expenditures to the County Administrative Office on a monthly basis.

October through December

Annual Report and Business Plan – Department-wide Annual Report and Business Plan are developed and serve as a guideline to lead the county in preparing the upcoming budget. The Annual Report and Business Plan is a comprehensive and systematic management tool designed to help each department assess the current environment, anticipate and respond appropriately to changes in the environment, envision the future, increase effectiveness, develop commitment to the department's mission, and achieve consensus on goals and objectives for achieving that mission. The Annual Report and Business Plan supports the annual budget plan by illustrating how a department's budget and available resources can be tied to goals and objectives, and is used to track, monitor, and evaluate departmental progress by establishing timelines and milestones, and comparing projections to actual accomplishments.

Capital Improvement Plan – Departments submit annual capital improvement requests for improvements to land or structures that exceed \$5,000. These requests include a project description and justification, financial impact, and funding source. The requests are evaluated and prioritized by the County Administrative Office and presented to the Board of Supervisors for comments and recommendations. In addition, departmental five-year capital improvement plans are updated to re-evaluate priorities based on changing circumstances, staffing levels, and available funding.

Fee and Internal Service Rate Development – Departments develop their proposed fee changes and internal service rate adjustments for the upcoming budget year and submit them to the County Administrative Office for review and recommendation to the Board of Supervisors.

January and February

Five-year Financial Plan – The County Administrative Office develops a five-year forecast of financial operations for general fund programs, projecting major revenues and expenditures, based on current service levels and expected future changes to those programs or service levels. The analysis includes the identification of trends, significant impacts, and recommendations, which are reported to the Board of Supervisors.

Business Plan – Delivery annual report and business plan book.

Budget Prep System – The in-house budget system is updated for changes in the various Memorandums of Understanding between the county and the various employee representation units.



March and April

Budget Prep System – The system is opened up for departmental input into preparation of the budget submittal and internal training is conducted for all users of the system.

Business Plan Briefings - Business Plan Briefings are held to provide the County Administrative Office the opportunity to review departmental goals and objectives.

Internal Service Rates – The rates charged by departments for services provided to other departments are brought before the Board of Supervisors for approval. In addition to rates for internal service funds, rates for services provided by general fund departments, such as Facilities Management, Human Resources, and Architecture and Engineering are also approved.

Fee Hearing – The Board of Supervisors conducts a public hearing on the Proposed Fee changes for the upcoming fiscal year. Approved fee changes are included in the Recommended Budget submittals to the Board of Supervisors.

Financing Plan – The upcoming budget year financing plan is developed based on revenue projections and estimates for cost increases of ongoing costs. This plan includes the allocation of general fund financing (local cost) and provides estimates of remaining funding available to meet unmet needs of the county.

Preparation of Recommended Budget – Departments develop their respective recommended budgets and submit them to the County Administrative Office for review and recommendation to the Board of Supervisors. General fund departments must budget within their respective local cost allocations given to them based on the financing plan.

May and June

Submission of Recommended Budget – The Recommended Budget Book is finalized and presented to the Board of Supervisors. The County Administrative Office publishes notices and schedules public hearings to discuss the recommended budget.

Budget Hearing – The Board of Supervisors conducts a public hearing on the Recommended Budget. At this time, the Board may modify the Recommended Budget.

Adoption of Adopted Budget – All Board approved changes are incorporated into the Adopted Budget.

July through September

Budget Prep System – The County Administrative Office makes final budget changes to the Budget Prep System for items approved by the Board of Supervisors, including final fund balance adjustments.

Preparation of Adopted Budget Book – The County Administrative Office updates the Recommended Budget Book for final changes.



Calendar for the 2010-11 Budget

October 29, 2009	Capital Improvement Call Letter to Departments
November 12, 2009	Business Plan Instructions to Departments
November 16, 2009	Fee Instructions to Departments
December 14, 2009	Departments Submit Capital Improvement Requests
December 16, 2009	Departments Submit Business Plans
January 6, 2010	Departments Submit Fee Workbooks
March 2010	2010-11 Business Plan Briefings
March 3, 2010	Budget Preparation System opened for Departmental Input
March 5, 2010	Budget Preparation System Training
March 12, 2010	Budget Instructions to Departments
March 23, 2010	2010-11 Internal Service Rates Approved
March 23, 2010	Fee Hearing
May 5 and May 10, 2010	Departments Submit Budget Workbooks
June 2, 2010	Recommended Budget Delivered to the Board of Supervisors
June 28, 2010	Budget Hearing and Adoption of 2010-11 Budget
September 2010	Adopted Budget Book Printed



Annual Report and Business Plan

In January, the Board of Supervisors received the county's Annual Report and Business Plan. The Annual Report provides an overview of the county, including countywide facts and figures, quick facts by department, and a review of the county's highlights for the prior calendar year. Significant events, the county's outstanding employees, and national awards are accentuated. The Business Plan document is the starting point for San Bernardino County's budget process and it is intended to support the annual budget plan by tying the budget to the department's goals, objectives, and performance measures necessary to meet the overall mission of the department. The Annual Report and Business Plan is used to help track, monitor, and evaluate the progress by establishing timelines and milestones, where each department can monitor their progress and compare their projections to actual accomplishments.

Business Plan Briefings were held on various dates in March 2010. These briefings provided the County Administrative Office the opportunity to review departmental goals and objectives. The departments explained how they utilize their allocated resources in terms of meeting projected goals and objectives and what additional resources would be needed for new projects not yet funded. At this time, departments also presented fee adjustments and/or requests for additional general fund financing, which included funding requests for those workload and program changes that are not financed within their existing general fund allocations.

General Fund Budget Process

The County Administrative Office has the responsibility of developing the county financing plan for all general fund departments. This plan begins with a five-year operating forecast which is detailed in the General Fund Financing section of this budget book. This forecast highlights what costs are planned to be incurred and the revenue projections in the upcoming fiscal year as well as the next four fiscal years. The county uses this forecast to start building their financing plan for 2010-11.

The financing plan also focuses on the two restricted financing sources, Proposition 172 and Realignment. Proposition 172 assists in financing the Sheriff-Coroner/Public Administrator, District Attorney, and Probation departments. Realignment assists in financing the general fund departments of Human Services, Behavioral Health, and Public Health for mental health, social services, and health programs. If these financing sources are not sufficient to pay for those departments' costs, then general fund discretionary sources are considered.

For some departments, budgets are also built utilizing revenues generated from fees. On March 23, 2010, the Board of Supervisors held a Fee Hearing. The Fee Hearing is designed to take public testimony related to fee changes for the 2010-11 fiscal year. The fees were approved on April 13, 2010. This early approval date allows for the incorporation of any fee changes into the recommended budgets. The majority of approved fees become effective with the start of the fiscal year, with the exception of Regional Park fees that generally become effective one month after adoption. Also, an additional fee hearing is scheduled for June 15, 2010 to further revise the 2010-11 County Fee Ordinance, as some departments required further fee analysis to be performed before recommending changes to the Board.

The County Administrative Office developed a 2010-11 financing plan and incorporated adjustments to ongoing discretionary revenue and Prop 172 revenue, as well as costs for maintaining current services. Due to the current economic conditions, the 2010-11 financing plan was similar to fiscal year 2009-10 as there was no additional financing available to finance the increase in costs to maintain current services. Therefore, the decline in ongoing revenue projections warranted the implementation of a strategic plan.

The strategic plan incorporated several ongoing measures in order to balance the budget for 2010-11. Countywide measures that have no departmental impact include debt savings, reduced obligations to the Courts, use of additional available revenue and other program and funding changes. Debt savings consists of the optional prepayment of capital leases using funds from the Retirement Reserve and debt portfolio savings due to low short-term interest rates. Obligations to the Courts are reduced due to a lower maintenance of effort requirement, a change in the court facilities payments, and a decrease in judicial benefits due to judge retirements. Additional available revenue includes the use of Master Settlement Agreement funds that in prior years was unallocated. Other program and funding changes includes a revenue agreement with the City of Adelanto, utilities savings, and program changes.



Strategic measures that have a departmental impact include reduced allocation of discretionary general funding (local cost reductions), department specific savings, the retirement incentive plan, and programmed salary savings. Discretionary general funding allocations are being recommended to be reduced for all departments with some non-law and justice departments facing reductions up to 40%. The largest single cost reduction measure is the delay of all formerly contracted salary increases (deferred raises from 2009-10 and 2010-11 raises). The county is currently in negotiations with the labor unions.

The 2010-11 Adopted Budget is scheduled for hearing and adoption on June 28, 2010.

Other Funds Budget Process

In addition to the general fund, the County of San Bernardino has capital project funds, special revenue funds, enterprise funds, and internal service funds. All of these funds are restricted to the revenue sources they receive. Each department having these types of funds is responsible for developing its budget based on the revenue resources available to them. These resources include projected revenue to be collected in 2010-11 and any revenue not spent and carried forward from prior years (for example, fund balance for special revenue funds). These budgets will also be discussed during the Budget Hearing. In addition, when the Board of Supervisors approves the adopted budget, they will also approve the necessary fund balance adjustments to these funds to agree to the Auditor-Controller/Recorder/Treasurer/Tax Collector's actual fund balance.

Amending the Adopted Budget

An operating budget is adopted each fiscal year for all Governmental Funds. Expenditures are controlled at the appropriation unit level within budget units for the county. Any increases in appropriation in a budget unit after adoption of the adopted budget require an item to be placed on the agenda of the Board of Supervisors and a four-fifths vote is necessary for approval.

Transfers of appropriation within the same budget unit may be approved by the County Administrative Office or the Board of Supervisors depending upon the appropriation unit. Exceptions are noted below:

Transfer of Salaries and Benefits Appropriation:

- Transfers out funded with local financing are not allowed.
- Transfers out not funded with local financing requires an item to be placed on the agenda of the Board of Supervisors for approval.
- Transfers in from other available appropriation within the budget unit will be required if budgeted salaries and benefits appropriation is inadequate to meet expenditures.

Transfer of Fixed Asset Appropriation:

- Transfers out requires an item to be placed on the agenda of the Board of Supervisors for approval.
- Transfers in, less than \$10,000, may be approved by the County Administrative Office.
- Transfers in, greater than \$10,000, requires an item to be placed on the agenda of the Board of Supervisors for approval.



BUDGET BOOK FORMAT

Budget units presented in this book are displayed at a fund/department level. Although some departments incorporate additional organizational levels when developing their budgets, the fund/department level of presentation was selected to provide consistency between all budget units. A sample of the departmental budget format is included in this overview.

DEPARTMENT
Department Head

The department name and responsible administrator are listed at the top.

MISSION STATEMENT

A clear, concise statement of purpose for the department that focuses on the broad, yet distinct, results the department will achieve.

ORGANIZATIONAL CHART

Demonstrates the names of key personnel and departmental structure by function, including budgeted staffing counts.

To determine total budgeted staffing, count the values listed in each box.

STRATEGIC GOALS

Strategic goals for which measures can be objectively determined and ultimately linked to performance measures.

PERFORMANCE MEASURES				
Description of Performance Measure	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
Insert Performance Measurement				
Insert Performance Measurement				
Insert Performance Measurement				
Insert Performance Measurement				

The above schedule describes the department's performance goals for the 2010-11 recommended budget year.



SUMMARY OF BUDGET UNITS

	2010-11					
	Operating Exp/ Appropriation	Revenue	Local Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Name of Budget Unit	-	-	-			-
Name of Budget Unit	-	-	-			-
Name of Budget Unit	-	-	-			-
Total General Fund	-	-	-			-

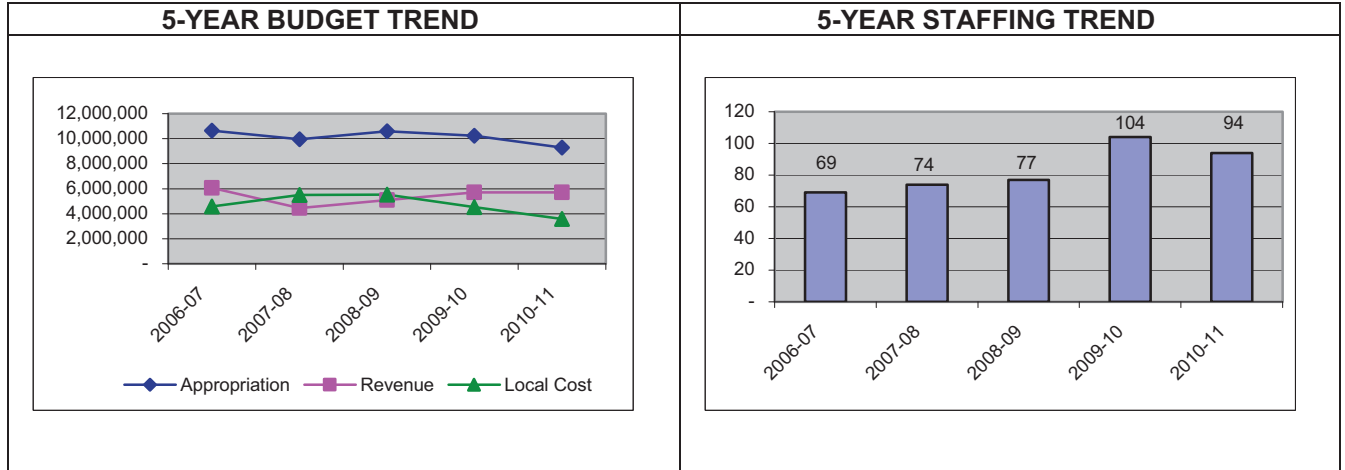
Departments that have multiple budget units will have a summary at the front of their section that lists the individual budget units and amounts for 2010-11 that they are responsible for.



DESCRIPTION OF MAJOR SERVICES

Description of Major Services provides a narrative describing the function and activity of the budget unit.

BUDGET HISTORY



These graphs display a visual picture of the department's trends for the current year and prior four years in budgeted local cost or fund balance or revenue over/(under), where applicable, and budgeted staffing.

Beginning in 2009-10, headcount versus FTE was used for budgeted staffing. Prior year values, therefore, were restated for comparative purposes.

PERFORMANCE HISTORY

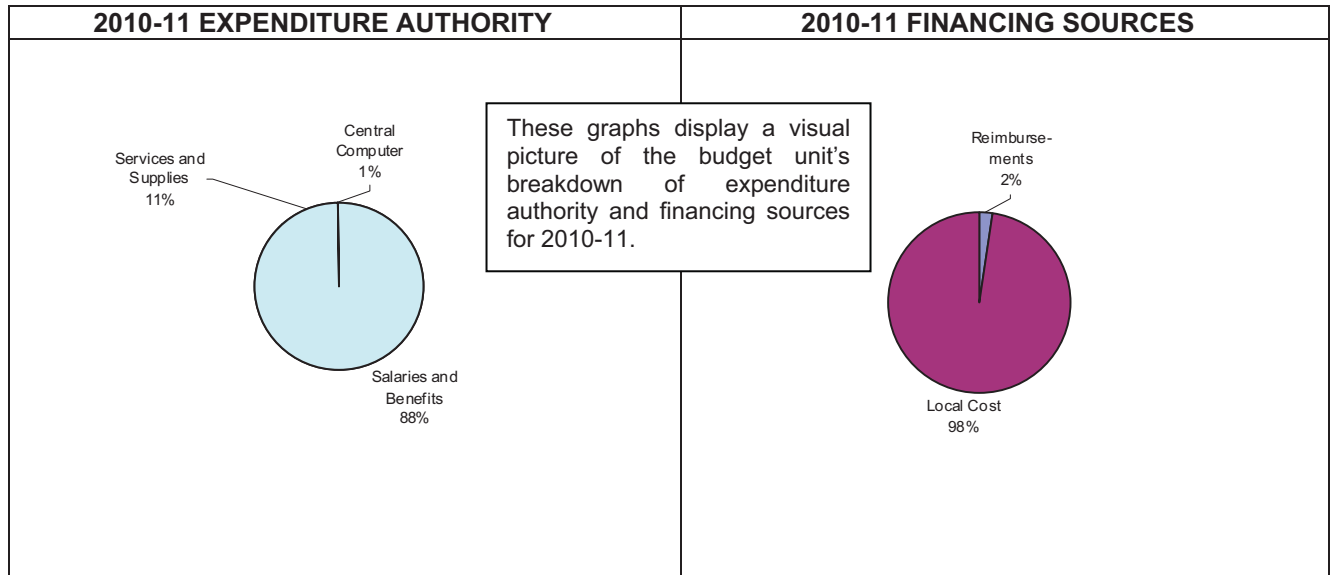
Performance History provides a historical overview of the budget unit, including actual amounts for 2006-07, 2007-08, and 2008-09, the 2009-10 modified budget and an estimate for 2009-10.

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Modified Budget	2009-10 Estimate
Appropriation	-	-	-	-	-
Departmental Revenue	-	-	-	-	-
Local Cost	-	-	-	-	-
Budgeted Staffing					-

For those departments that have significant variances between modified budget and actual in 2009-10, there will be an explanation of why this occurred.



ANALYSIS OF RECOMMENDED BUDGET



The header shows which budget unit you are looking at and lists the Function and Activity per state guidelines.

GROUP:	-	BUDGET UNIT:	-				
DEPARTMENT:	-	FUNCTION:	-				
FUND:	-	ACTIVITY:	-				
	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Estimate	2009-10 Adopted Budget	2010-11 Recommended Budget	Change From 2009-10 Adopted Budget
Appropriation							
Salaries and Benefits	-	-	-	-	-	-	-
Services and Supplies	-	-	-	-	-	-	-
Central Services	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Total Exp Authority	-	-	-	-	-	-	-
Reimbursements	-	-	-	-	-	-	-
Total Appropriation	-	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-	-
Total Requirements	-	-	-	-	-	-	-
Departmental Revenue							
Taxes	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-
Operating Transfers In	-	-	-	-	-	-	-
Total Financing Sources	-	-	-	-	-	-	-
Local Cost	-	-	-	-	-	-	-
Budgeted Staffing					-	-	-

The narrative section that follows the analysis schedule briefly explains the 2010-11 recommended budget by appropriation unit or line item, including significant changes from the prior year adopted budget.

