GOVERNMENT FINANCE OFFICERS ASSOCIATION

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DATE May 25, 2012 **PHONE** 387-5417

FROM GREGORY C. DEVEREAUX
Chief Executive Officer

TO MEMBERS
Board of Supervisors

SUBJECT 2012-13 RECOMMENDED BUDGET

On June 30, 2011, the Board of Supervisors and the San Bernardino Associated Governments (SANBAG) Board adopted a Countywide Vision, which has since been adopted by nearly every city and town in the County as well as many school, water, and special districts. This fulfilled a key goal established by the Board of Supervisors, and has provides County government with clearer direction as it makes budget decisions.

The Countywide Vision calls for the creation of a "complete county" that capitalizes on its many assets to collaboratively establish a sustainable system of economic opportunity, education, well-being and amenities. In this document you will see that the County organization incorporated the Countywide Vision's elements and values into the 2012-13 Recommended Budget.

I hereby submit for the Board's consideration the 2012-13 Recommended Budget, guided by the Countywide Vision. This budget of $4.06 billion lays the framework to achieve the "complete county" by allocating resources to achieve Board priorities and objectives. The 2012-13 Recommended Budget has been balanced and is consistent with policy direction received from the Board of Supervisors. No reserves are being used to fund ongoing costs. There is limited use of one-time sources to fund costs as part of a multi-year plan to address the five-year structural deficit, which is consistent with county policy. The 2012-13 Recommended Budget addresses the following key issues:

- A continuing structural budget deficit in both the General Fund and the Fire District;
- Underfunded programs/projects, in Land Use Services and Public Works which could result in service deficiencies;
- Unaddressed needs for basic operating systems, such as maintenance, support, and upgrade of countywide applications;
- Facility needs, such as the Downtown Building Project and the Sheriff/Coroner/Public Administrator's Crime Lab and Aviation Facility.

In May 2011, a plan was implemented to eliminate the cumulative five-year structural deficit for fiscal years 2011-12 through 2015-16. The County continues to focus on this five-year period. The County has resolved the 2011-12 structural deficit, so the 2012-13 Recommended Budget focuses on the remaining $91.5 million cumulative structural budget deficit though 2015-16, of which $33.2 million pertains to 2012-13. Significant ongoing issues include declining revenues, previously negotiated salary and benefit increases, retirement cost increases, a necessary increase to the County Fire subsidy, and additional staffing requirements for the Sheriff/Coroner/Public Administrator Adelanto Detention Center Expansion.

To address this deficit, the County Administrative Office has developed a strategic plan which includes the following measures:

- Defer funding the $34.2 million Adult Detention Center Staffing cost by funding it from non-general fund sources or mothball older, less efficient facilities and shift staff to this facility;
- Implement departmental reductions of $11.8 million;
- Achieve employee compensation reductions of $8.9 million;
- Increase AB 109 revenue for jailed prisoners by $5.8 million;
- End funding of increased health care benefits after current labor agreement expires estimated at $5.2 million;
- Reduce contributions to the 800 MHz Upgrade project by $4.0 million;
- Reduce the base allocation to the Capital Improvement Program by $3.3 million.

It is important to note that this strategic plan does not include any potential impacts of the 2012-13 State Budget, which are unknown and unpredictable at this time.

Ongoing mitigations beginning in 2012-13 that have a departmental impact include a reduction of discretionary general funding for the Economic Development Agency, Public Defender, Regional Parks, County Counsel, and Assessor/Recorder/County Clerk. In addition, reductions were achieved in the Information Services Department internal service fund programs. The Sheriff/Coroner/Public Administrator will also have a departmental impact as a result of anticipated employee compensation reductions not achieved in 2011-12 and funding prior year MOU increases with one-time sources. County Fire also had to make service reductions totaling $3.0 million to be in balance in 2012-13, despite increased discretionary general funding of $4.6 million in 2012-13.

THE BUDGET IN BRIEF

This budget book presents the general fund, special revenue funds, capital project funds, internal service funds and enterprise funds of the County. The total spending authority for these funds in 2012-13 is $4.06 billion. The general fund spending authority totals $2.3 billion and is funded by countywide discretionary revenues (primarily property taxes), departmental revenues, and other funding sources of the General Fund. Of this $2.3 billion, only $446.3 million is truly discretionary.

	Spending Authority (In Millions)		
	2011-12 Modified	**2012-13 Recommended**	**Change**
General Fund	$ 2,234.9	$ 2,289.7	$ 54.8
Restricted Funds	$ 100.9	$ 92.7	$ (8.2)
Capital Project and Debt Service Funds	$ 231.8	$ 228.5	$ (3.3)
Special Revenue Funds	$ 620.8	$ 580.5	$ (40.3)
Enterprise Funds	$ 662.4	$ 670.5	$ 8.1
Internal Service Funds	$ 180.8	$ 194.7	$ 13.9
	$ 4,031.6	$ 4,056.6	$ 25.0

For 2012-13, the $54.8 million increase in spending authority for the General Fund is primarily the result of increases in Public Safety Realignment funding (AB 109) for

Sheriff/Coroner/Public Administrator-Detentions and the Probation Department, to house/supervise inmate and parolee populations classified as low-level offenders, an increase to the Human Services Administrative Claim due to continuing caseload growth, and increased In-Home Supportive Services provider payments.

The $40.3 million decrease in Special Revenue Funds can be primarily attributed to a reduction in projected costs in the Community Development and Housing and Mental Health Services Act budget units due to the use of one-time funding in 2011-12 to complete projects.

The increase of $13.9 million in Internal Service Funds is primarily due to an increase in Risk Management's Insurance Funds resulting from costly settlements and increased liability claims experience.

	Budgeted Staffing		
	2011-12 Modified	2012-13 Recommended	Change
General Fund	13,165	13,193	28
Other Funds	5,777	5,856	79
	18,942	19,049	107

Recommended budgeted staffing for 2012-13 is 19,049, a total increase of 107 positions from the 2011-12 modified budget. General Fund staffing has been increased by 28 positions, from 13,165 to 13,193 primarily resulting from increased staffing for the Sheriff/Coroner/Public Administrator due to the implementation of AB 109 (Public Safety Realignment). The additional staffing will help ensure the overall safety for employees and inmates of the County jail system. The staffing in all other funds has been increased by 79 positions from 5,777 to 5,856, primarily resulting from ARMC's participation in the Low Income Health Program and a Delivery System Reform Incentive Plan. Although staffing increased significantly, many of the positions are part-time and will allow ARMC to meet required staffing ratios in addition to scheduling flexibility.

IDENTIFIED NEEDS

The County Administrative Office has identified and recommends the following critical areas be addressed in 2012-13 in order to prevent unnecessary costs and risks:

- General Plan and Development Code updates, and development of Specific Plans or Community Plans
- System related upgrade, maintenance, and support costs
- Replacement of buildings beyond their useful life
- Public Works and County Fire funding shortfalls

HIGHLIGHTS OF 2012-13 RECOMMENDED BUDGET

Following are programmatic and budgetary highlights in relation to the 2012-13 Countywide Goals as adopted by the Board of Supervisors on April 10, 2012.

Create, Maintain, and Grow Jobs and Economic Value in the County

- In 2012-13, a key strategy of the Economic Development Agency (EDA) is to support businesses coming into and currently existing in the County, by ensuring that Workforce Investment Act (WIA) funding assists with layoff aversion, business services and training for specific workforce skills. Through these efforts, EDA will work to keep existing businesses thriving and create an environment that is appealing to businesses looking to relocate.

Improve County Government Operations

- In 2011-12, the County Administrative Office set aside $30.0 million to facilitate the Downtown Building Project including the purchase of new buildings, the seismic retrofit and modernization of certain existing buildings, and the demolition of older facilities in which additional investment is not recommended. To support additional square footage requirements and fund furniture, fixtures, and equipment, the County Administrative Office recommends adding an additional $10.0 million in 2012-13.

- Due to budget reductions in 2008-09, the Information Services Department Application Development Division eliminated 7 programmer positions. As a result, the maintenance and support of locally funded applications has fallen behind. The 2012-13 Recommended Budget builds back $1.6 million in ongoing discretionary general funding (net county cost) into the base to fund 4 additional positions to move toward supporting and maintaining locally funded applications and systems at "ideal" levels, as recommended by the Information Services Department.

- Phase one of the San Bernardino County Electronic Procurement Network (ePro) implementation was completed in May 2012, resulting in approximately 3,000 registered vendors and 1,000 county users across all County departments. Phase two, funded by an additional $368,000 ongoing allocation of discretionary general funding beginning in 2012-13, will include integration with the financial accounting system (FAS) in order to eliminate manual entry of encumbrances and further streamline the procurement process.

- For 2012-13, the Sheriff/Coroner/Public Administrator has established separate budget units for its detention facilities and law enforcement contracts, thus providing for more effective budget management, reporting and control of these functions.

- The 2012-13 recommended spending plan includes one-time discretionary general funding of $700,000 for the provision of new permitting software for Land Use Services to allow interfaces between Land Use Services, Public Works, and County Fire to help streamline the permitting process; and $2.0 million to upgrade the Public Works Financial Cost Accounting system, which provides tracking and reporting information for projects to comply with federal and state requirements.

- An additional one-time allocation of discretionary general funding of $760,000 has been included for Land Use Services, $400,000 to fund high-level consulting services to identify efficiencies in business processes, streamline day-to-day operations, assist with high profile project management, and provide staff training; and $360,000 to enable the continuation of the Medical Marijuana enforcement program.

Operate in a Fiscally Responsible and Business-like Manner

- The Human Resources Department is negotiating with four labor unions to obtain employee concessions to address the five-year structural deficit. If achieved, these concessions will generate $8.9 million in ongoing savings. The recommended spending plan includes $4.5 million in bridge funding as reductions may not be implemented until mid-year 2012-13.

- With the recent California Supreme Court decision pertaining to ABx1 26, a one-time allocation of $300,000 in 2012-13 to fund costs associated with Oversight Boards and the dissolution of Redevelopment Agencies is recommended for Economic Development Agency.

- In December 2011, the Board approved additional funding for Land Use Services to hire a consultant to conduct a Development Impact Fee analysis and recommended fee structure. This project will continue in 2012-13, and a report is estimated to be presented to the Board of Supervisors by the end of the fiscal year.

- The Sheriff/Coroner/Public Administrator decreased reliance on U.S. Marshal inmate housing revenues by $7.0 million; this reduction is being offset by additional AB 109 funding.

- The 2012-13 Recommended Budget includes a $300,000 increase in ongoing discretionary general funding to Flood Control to comply with current National Pollutant Discharge Elimination System (NPDES) permit activities in the unincorporated areas outside of the Santa Ana River Watershed.

Ensure Development of a Well-Planned, Balanced, and Sustainable County

- Public Works – Transportation Proposition 1B projects in 2012-13 of $17.0 million include rehabilitation of Sheep Creek Road; Yucca Loma/Yates road widening: Caughlin Road in Phelan and Hatchery Drive in Moonridge paving; and Valley Boulevard and Cedar Avenue new median construction.

- Public Works – This budget funds Transportation at a level which will sustain the pavement condition index (PCI) of 76 for county maintained roads by doing surface treatments on 45 miles and rehabilitating 5.9 miles of roads by providing a one-time $5.0 million allocation of discretionary general funding; and will provide for the installation of a signal at Valley Boulevard at Banana Avenue in the Fontana area due to a one-time $250,000 allocation of discretionary general funding.

- The 2012-13 recommended spending plan also includes one-time allocations of $5.9 million to fund right-of-way, environmental, and construction costs for the Rim Forest Storm Drain Project to avert runoff damage; and $4.0 million for Lake Gregory Dam remediation to meet State seismic stability requirements and evacuation rates.

- In 2012-13, the County Library will be opening the Baker Family Learning Center in the unincorporated Muscoy Community. Looking ahead to 2013-14, the Library anticipates some serious financial challenges due to declining property tax revenues and increasing costs. Therefore, the Library is exploring several cost savings measures that may be implemented in early 2013, as a preemptive measure to lessen the "all at once" impact in 2013-14.

- The Regional Parks Department plans to improve and reopen the campground at Glen Helen Regional Park and commit $100,000 in Capital Improvement Funds for deferred maintenance projects at Calico Ghost Town. The department is planning to have an increased number of special events and new activities through public/private partnerships at Prado and Cucamonga-Guasti Regional Parks, and Calico Ghost Town. Also planned is the construction of 3.5 miles of extension to the Santa Ana River Trail in the San Bernardino/Redlands area.

- The 2012-13 Recommended Budget reflects an additional one-time allocation of $2.3 million for Land Use Services-Planning to update the General Plan, create more specific plans to better reflect the unique character of all areas of the County, and to amend the development code and master plans. These revisions will ensure the most appropriate standards are being applied in all areas of the County.

Maintain Public Safety

- Construction commenced in June 2011 on the Sheriff/Coroner/Public Administrator's Adelanto Jail Expansion Project, which is projected to add approximately 1,400 jail beds to the county's Adelanto Detention Center by late August 2013. In order to help fund the $120 million project, the Sheriff/Coroner/Public Administrator pursued and was awarded $82.3 million from the State as part of its Assembly Bill (AB) 900 County Jail Lease-Revenue Funding Program.

- In 2012-13, the Sheriff/Coroner/Public Administrator's Aviation Division is negotiating to move its operations to the San Bernardino International Airport, as the current hangar used by the Aviation Division requires millions of dollars in repairs and upgrades. Moving to the new location will result in increased square footage and an updated facility. The new lease will be funded from the termination of existing leases and federal asset forfeiture money will be used to fund one-time costs associated with the move.

- The Sheriff/Coroner/Public Administrator is adding 38 new positions due to implementation of AB 109 (Public Safety Realignment). These positions are needed to manage the "low-level" offenders now being ordered to serve their sentence in a county facility rather than the state prison system. The additional staffing will help ensure the overall safety for employees and inmates of the County's jail system. The costs of these positions are offset by AB 109 funding.

- A one-time allocation of $1.3 million is recommended in 2012-13 for redesign to expand and remodel the Sheriff/Coroner/Public Administrator's existing Crime Lab facility; and additional $0.7 million has been included for the Fire Station in Needles.

- The 2012-13 Recommended Budget includes a $4.6 million increase in the ongoing County Fire subsidy for emergency vehicle replacement and operational needs due to continued property tax revenue reductions. Despite this funding increase, County Fire still has to reduce their budget by $3.0 million resulting in a reduction of 23 positions which includes replacing full-time fire fighters with paid call fire fighters at two fire stations.

- The Probation Department's budget is increased by $5.7 million primarily due to additional appropriation for the full year cost of implementing AB 109. These costs include staffing, operation of day reporting centers, contracts with community based organizations, and transitional housing needed to supervise and rehabilitate "low

level" adult offenders transferred to the County from state parole caseloads. The department's 2012-13 budget also reflects the addition of $5.3 million in Juvenile Probation funding from the state to support a broad spectrum of services targeting at-risk youth, juvenile offenders and their families.

- Ongoing funding of $20.0 million has been included for the 800 MHz Upgrade project to address the aging public safety 800MHz digital radio system and infrastructure requirements. This is a reduction of $4.0 million a year which has been redirected to other general fund needs and was made possible because of a projected fund balance for this project from this fiscal year.

Provide for the Health and Social Services Needs of County Residents

- The County successfully implemented its Low Income Health Program, ArrowCare, January 1, 2012 which is intended to be a bridge to healthcare reform in 2014. This program covers childless adults ages 19-64 not otherwise covered by Medi-Cal. By implementing this program, the County's goal is to provide coverage to this population through the health departments so that the County will be the provider of choice in 2014. To this end, the Department of Public Health has begun providing primary care services, and has received a Federally Qualified Health Center designation for the Hesperia clinic to serve both the existing and new population. The Arrowhead Regional Medical Center (ARMC), Behavioral Health, Public Health, and Transitional Assistance departments will continue their collaborative relationships to offer fully integrated care to County residents.

- Meeting the increased volume demands and to comply with regulations, ARMC opened two additional nursing units in 2011-12, and will be opening an observation unit in 2012-13. ARMC continues to take the steps necessary to respond quickly to the needs of County residents while maximizing reimbursements and controlling costs. These steps will ensure ARMC's viability with healthcare reform.

- ARMC also successfully met the current milestones associated with the new Incentive Plan, a new funding source in 2012-13 under the current Medi-cal waiver that provides for infrastructure development, innovation redesign, population focused improvement and urgent improvement in quality and safety. This funding is designed to provide an innovative approach for an improved delivery system, patient satisfaction and outcomes.

- Human Services (HS) continues to provide quality service to its clients despite the tremendous burdens brought upon by the economic downturn. As a result, state and federal funding increases in the HS - Administrative Claim, mostly in Transitional Assistance programs, and subsistence programs of CalWORKs, AFDC-Foster Care, and Aid to Adoptive Children were made to assist residents in need. HS departments are anticipated to serve an additional 381 CalWORKs cases (1% increase), 4,521 Medi-Cal cases (4% increase) and 16,014 Food Stamp cases (15% increase) over the prior year.

Pursue County Goals and Objectives by Working with Other Government Agencies

- In 2012-13, a $2.6 million one-time allocation of discretionary general funding has been included for the potential amendment to the Sales Tax Agreement with the City of Fontana for projects within the unincorporated area which would free-up over $1.5 million per year in ongoing revenue.

- A $268,250 one-time allocation in support of grants development and non-profit capacity building initiatives is also recommended in 2012-13.

CHALLENGES IN FISCAL YEAR 2012-13 AND BEYOND

In the coming years, the county faces the challenge of continuing to provide quality services to its residents while managing the impacts of reduced revenues and increased costs. In addition to the general economy, other major challenges facing the County include state budget impacts.

State Budget

In January, the Governor's Budget estimated that the State faced a $9.2 billion budget deficit for fiscal year 2012-13. The May Revision, however, estimates that the deficit has increased to $15.7 billion as a result of a reduced revenue outlook, a required increase in K-12 education spending and decisions by the federal government and courts to block previous budget reductions. The proposed budget attempts to close a portion of this gap through a revenue proposal by imposing a temporary personal income tax increase on the state's top income earners and a temporary quarter-cent increase in the State sales tax.

The May Revise proposes County impacts, including public safety and social services realignment and requisite funding; changes to CalWORKs, CalFresh, Child Support Services, Juvenile Offenders, Preschool Services and In-Home Supportive Services (IHSS) programs. While some state funding reductions are anticipated, adjustments for these impacts will be made in the quarterly budget reports, after the fiscal year 2012-13 State Budget is adopted and impacts are confirmed.

Retirement Costs

Due to the 2008-09 market losses, the County will still experience high retirement contribution rates over the next three fiscal years to ensure retirement liabilities will be funded at a proper level. Additionally, it is anticipated that the County could see an additional $10.0 million in discretionary general fund retirement costs through 2015-16 as a result of insufficient market earnings for the County's Retirement Fund in 2011-12. As of March 31, 2012, the County's Retirement Fund had earned 0.6% for 2011-12, while the fund is required to earn 7.75% each fiscal year in order to adequately fund retirement liabilities. The County is continuing to actively seek to reduce future retirement costs through proposed compensation reductions as detailed above.

CONCLUSION

The 2012-13 spending plan is structured to solve the remaining five-year $91.5 million cumulative structural budget deficit. The strategic plan developed by the County Administrative Office outlines measures to address the anticipated cost increases for the next four years so that both the Board and staff can shift their focus to rebuilding the county. This approach eliminates the need to continually focus on programmatic cuts and mitigations, and creates a more positive dynamic.

The 2012-13 Recommended Budget focuses on major policy issues and key projects that require additional funding in an economic climate that continues to cause reductions in county programs and local government. The County is committed to making the most of its funding to provide necessary public services in an effective and efficient manner and fulfilling its role in the achievement of the Countywide Vision.

CONTENTS OF 2012-13 RECOMMENDED BUDGET

There are two workbooks for the 2012-13 Recommended Budget, both are user friendly for the public, Board of Supervisors, and departments. The first workbook is 2012-13 Recommended Budget Executive Summary and the second workbook is 2012-13 Recommended Budget. Both workbooks have tabbed sections that are described below:

The first workbook, 2012-13 Recommended Budget Executive Summary, is a summary of the 2012-13 Recommended Budget, which begins with a memo from the Chief Executive Officer (CEO), and includes the following sections:

- **Strategic Plan**, which summarizes the CEO's plan to address the five-year cumulative deficit and the detailed changes in ongoing discretionary general funding and the cost to maintain services in the 2012-13 fiscal year, as well as mitigations required to be implemented in the 2012-13 fiscal year to maintain a structurally balanced budget.

- **Identified Needs**, which summarizes the one-time discretionary general funding available and the recommended one-time costs and allocation for 2012-13 and identifies future needs that are currently unfunded that the county will have to address.

- **County Budget Summary**, which shows total appropriation and total revenue included in the 2012-13 Recommended Budget with comparative numbers from the 2011-12 modified budget. Also included is total budgeted staffing recommended for 2012-13 with comparative numbers from the 2011-12 modified budget.

- **Discretionary General Funding**, which summarizes how the general fund is funded in 2012-13 as well as the balances of unallocated discretionary sources (contingencies) and reserves.

The second workbook, 2012-13 Recommended Budget, begins with a **County Budget Overview,** which provides information about the County and the budget process and explains to the reader how the workbook functions. There is a tab for each budget group and behind each tab is all the budget unit details within that budget group.

For each department the following is included:

- **Department's Mission Statement**.

- **Department's Organizational Chart**, which includes the names of key personnel of the department, what functions the department performs and budgeted staffing counts by function included in their 2012-13 Recommended Budget.

- **Department's 2010-11 and 2011-12 Accomplishments**.

- **Department's 2012-13 Strategic Goals, Objectives and Performance Measures**, which includes performance measures that can monitor the success of their objectives which tie to their goals.

- **Summary of Budget Units**, which summarizes the 2012-13 Recommended Budget by appropriation, revenue, net county cost, fund balance, revenue over/(under) expense and staffing for all budget units under the direction of a specific department and/or group. This section also includes a five-year trend for each budget unit listed.

For each departmental budget unit the following details are included:

- **Description of Major Services**, provides information regarding the main functions of each budget unit.

- **Budget at a Glance,** lists the budget unit's 2012-13 expenditure authority, sources (including reimbursements), budgeted staffing, and percentage of net county cost, if any.

- **Expenditure Authority and Sources pie charts**, illustrate what percentage of 2012-13 budgeted expenditure authority is spent on staffing expenses, operating expenses, etc., as well as, the percentage of the 2012-13 budgeted sources that come from net county cost, taxes, fee/rate supported revenues, etc.

- **Budgeted Staffing Analysis and 5-Year Staffing Trend**, displays the budget unit's current staffing trend, including regular and limited term positions and associated staffing expenses for the current and two prior fiscal years, and illustrates with a bar graph the budgeted staffing amounts for the past four fiscal years and the upcoming fiscal year.

- **Analysis of 2012-13 Recommended Budget**, includes line item budget amounts by appropriation such as staffing expenses, operating expenses, etc. and line items by revenue sources for the most recent and upcoming fiscal year, as well as actual results for the past three fiscal years, and current year estimates.

- **Budget Changes and Operational Impact,** briefly describes any major budget unit program impacts, and highlights the 2012-13 budget including significant changes in appropriation and revenue from the prior year modified budget.

- **Major Expenditures and Revenue in 2012-13 Recommended Budget,** provides explanations of major departmental expenditures and sources included in the 2012-13 Recommended Budget.

- **Staffing Changes and Operational Impact,** briefly highlights budgeted staffing changes and operational impacts for 2012-13, including significant changes from prior year budgeted staffing.

- **2012-13 Position Summary**, identifies by functions all the classifications budgeted in 2012-13 and separates them by type, regular and limited term, as well as by status, filled, vacant or new when the budget was built.

Long Term Financial Planning

Long-term financial planning is an effective tool for creating sustainable budgets and providing fiscal stability beyond the annual budget horizon. Long-term financial planning is a strategic process that provides governments with the insights and information needed to establish multi-year budget solutions and financial policies and actions that maintain good fiscal health. The County creates a five-year operating forecast for the purpose of providing the Board of Supervisors with a framework for use in decision-making in order to maintain and continue the fiscal health of the County to ensure and enable a plan for the provision of services and capital assets.

The forecast is updated annually and is not a budget. It does not establish policy or priorities, it simply summarizes fiscal capacity. The forecast identifies key factors that affect the County's fiscal outlook and assesses how difficult balancing the budget may be in the future. It helps the County to understand the fiscal challenges ahead and the need to establish priorities.

The forecast is developed using a baseline environment, that is, revenues and expenditures are projected based primarily on trend analysis, specific circumstances and present level of services provided by the County. This forecast is not a prediction of what is certain to happen but rather a projection of what will occur in the absence of any mitigating actions or changing circumstances. As such, this plan highlights significant issues or problems that must be addressed in order to maintain a structurally balanced budget.

Significant Ongoing Issues Impacting the General Fund:

Salaries and Benefits are projected to increase. The increase in the forecast reflects only current negotiated agreements between the county and employee representation units, and includes costs for budgeted positions.

Retirement costs in part are anticipated to increase due to market losses incurred by the County pension system.

Additional Staffing for the Adult Detention Center Expansion under construction will require a significant amount of funding beginning in 2013-14.

The reduction in property tax revenue for County Fire increases the general fund subsidy required to maintain needed fire services and replace aged emergency fire vehicles.

The following table summarizes the County's five-year financial forecast as it relates to ongoing expenditures funded with ongoing discretionary revenue in the County's General Fund. The forecast shows that although revenues are beginning to stabilize, cost increases create continued structural issues that need to be addressed.

COUNTY OF SAN BERNARDINO
FIVE-YEAR OPERATING FORECAST
FISCAL YEARS 2011-12 THROUGH 2015-16
(dollars in millions)

	2011-12	2012-13	2013-14	2014-15	2015-16
Assessed Valuation Change	-0.5%	-1.0%	0.0%	2.0%	2.0%
Revenue Growth:					
Property Related	$ 3.1	$ (4.9)	$ –	$ 7.8	$ 7.9
Proposition 172	2.5	8.5	6.1	6.3	5.6
Other Revenue	(9.0)	0.9	0.8	0.8	0.9
Total	$ (3.4)	$ 4.5	$ 6.9	$ 14.9	$ 14.4
Increase in Costs:					
Salaries & Benefits	$ (15.1)	$ (2.4)	$ (1.9)	$ (3.0)	$ (3.3)
Retirement Increases	(13.4)	(15.1)	(19.9)	(17.1)	(3.5)
Insurance and Central Services	(2.5)	(0.5)	0.2	(0.1)	(0.6)
Adult Detention Center Staffing	–	–	(34.2)	–	–
Sheriff Revenue (federal prisoners)	–	(5.8)	–	–	–
Unfunded Leave Liability	(3.9)	–	–	–	–
Increase Subsidy to County Fire	(5.4)	(4.6)	(1.2)	(0.8)	–
Other Costs	(3.5)	(9.3)	(1.6)	(4.4)	(3.1)
Total	$ (43.8)	$ (37.7)	$ (58.6)	$ (25.4)	$ (10.5)
Net Yearly Operating Deficit	$ (47.2)	$ (33.2)	$ (51.7)	$ (10.5)	$ 3.9
Cumulative Yearly Operating Deficit	$ (47.2)	$ (80.4)	$ (132.1)	$ (142.6)	$ (138.7)

In May 2011, the Chief Executive Officer (CEO) presented a plan to address the cumulative five year structural deficit forecast for the fiscal years 2011-12 through 2015-16. The County continues to focus on this five year period. Measures have been implemented by the County to eliminate the structural deficit of $47.2 million in 2011-12, which leaves a remaining structural deficit of $91.5 million for fiscal years 2012-13 to 2015-16. The CEO recommends the following approach to address the remaining structural deficit:

- Defer funding the $34.2 million Adult Detention Center Staffing until the County can afford it. In the interim, work with the Sheriff/Coroner/Public Administrator to look into funding from non-general fund sources or mothball older, less efficient facilities and shift staff to this facility.

- Remove $5.2 million of increased salary and benefit costs, $2.5 million in 2014-15 and $2.7 million in 2015-16. These represent increased medical-related benefits for the County's largest union that will automatically take effect if not addressed in the next round of negotiations.

- With respect to the remaining $52.1 million structural deficit, the recommended solutions include departmental reductions, a reduction in the annual allocation to the 800 MHz Upgrade Project, a reduction in the annual allocation to the Capital Improvement Program (CIP), cost reductions, and employee concessions. These recommended solutions are summarized on the next page:

COUNTY OF SAN BERNARDINO
FIVE-YEAR FORECAST SOLUTIONS
REMAINING STRUCTURAL DEFICIT
FISCAL YEARS 2012-13 TO 2015-16
($ in millions)

	2012-13	2013-14	2014-15	2015-16	Total
Yearly Operating Available (Budget Gap)	($33.2)	($51.7)	($10.5)	$3.9	($91.5)
Remove Adult Detention Center Staffing		$34.2			$34.2
Remove $5.2 million in Salaries and Benefits			$2.5	$2.7	$5.2
Revised Yearly Operating Deficit	**($33.2)**	**($17.5)**	**($8.0)**	**$6.6**	**($52.1)**
Recommended Mitigations					
Recommended Mitigations in 2012-13:					
- Departmental Reductions	$11.8				$11.8
- AB 109 Revenue for jailed prisoners	5.8				5.8
- Reduce contribution to 800 MHz Upgrade	4.0				4.0
- Reduce base allocation to CIP	3.3				3.3
- Cost reductions	2.9				2.9
- Other solutions	2.1				2.1
- Employee Concessions Achieved	1.5				1.5
- Employee Concessions Still Needed	8.9				8.9
Recommended Mitigations in Future Years					
- Employee Concessions Still Needed			9.5		9.5
Subtotal of Recommended Mitigations	**$40.3**	**$0.0**	**$9.5**	**$0.0**	**$49.8**
Additional Mitigation Needed in 2013-14		**$2.3**			**$2.3**
Remaining Yearly Operating Deficit	**$7.1**	**($15.2)**	**$1.5**	**$6.6**	**$0.0**
Cumulative Operating Excess (Deficit)	**$7.1**	**($8.1)**	**($6.6)**	**$0.0**	**$0.0**

As reflected above, the recommended solutions for the remaining structural deficit for fiscal years 2012-13 to 2015-16 include:

Departmental reductions ($11.8 million) – Departmental reductions include $7.8 million to the Sheriff as a result of anticipated employee compensation reductions not achieved in 2011-12 and funding prior year MOU increases with one-time sources, and a $2.0 million reduction to Economic Development, which will now receive a base amount of ongoing funding, with additional one-time funding added annually reflecting County revenue receipts that are a result of their work. In addition, less ongoing funding was given to Public Defender ($1.0 million), Regional Parks ($0.5 million), County Counsel ($0.4 million), and Assessor ($0.1 million).

AB 109 Revenue for jailed prisoners ($5.8 million) – The number of federal inmates held in County jails has decreased in 2011-12, making bed space available for prisoners that are being jailed in County facilities as a result of AB 109. This allocation of AB 109 revenue represents the cost of jailing these prisoners.

Reduce contributions to 800 MHz Upgrade Project ($4.0 million) – In the 2011-12 Adopted Budget the County allocated the $24.0 million ongoing contingency set-aside for Future Space Needs to the 800 MHz Upgrade Project. This annual allocation is reduced by $4.0 million in the 2012-13 Recommended Budget. Therefore, there will be $20.0 million annually to fund this project.

Reduce annual base allocation to CIP ($3.3 million) - For the past several years, the County has allocated an annual amount of $15.3 million for minor capital projects. This annual base is reduced by $3.3 million in the 2012-13 Recommended Budget. The revised annual amount of $12.0 million will not jeopardize the County's infrastructure since the County invested almost $290 million in the past five years to address the County's deferred maintenance backlog.

Cost reductions ($2.9 million) – Cost reductions include a reduction in costs for telecommunication, central computer and radio subsidy in the amount of $2.0 million. The cost reduction amount also reflects the optional prepayment of $2.245 million of the County's outstanding Certificates of Participation on November 1, 2011, and the refinancing of $50.6 million of the County's outstanding Certificates of Participation in March 2012, which together result in total annual debt service savings of $920,000.

Other solutions ($2.1 million) – Other solutions include the use of $1.9 million in ongoing contingencies not allocated in 2011-12 and $0.2 million in savings from departments that are no longer funded by the general fund.

Employee concessions achieved ($1.5 million) – Based on concessions approved in 2011-12, there are additional savings to be realized in 2012-13 of $0.7 million from Safety Management Employees and $0.8 million from Specialized Peace Officers.

Employee concessions still needed ($8.9 million in 2012-13 and $9.5 million in 2014-15) – The County is seeking concessions from unions in both 2012-13 and 2014-15 in an attempt to reduce salary and benefit costs. These concessions, if achieved, will generate a total of $18.4 million in savings.

The Five-Year Forecast Solutions resolve all but $2.3 million of the County structural deficit; this amount will be addressed in fiscal year 2013-14. Given that the structural deficit is resolved in the next four fiscal years, and to retain acceptable service levels to the public, the CEO has recommended that the cumulative operating deficit in fiscal years 2013-14 and 2014-15 be resolved with one-time funding. The use of one-time funding to fund ongoing operations does not violate the County's budget policy when it is part of a multi-year plan to balance expenditures and revenues.

2012-13 Recommended Budget

The 2012-13 Recommended Budget is structurally balanced and mitigates a $33.2 million structural deficit as shown in the "Five-Year Forecast Solutions" presented previously. A total of $40.3 million in mitigations are recommended leaving $7.1 million in ongoing funding unallocated and placed in contingencies.

As reflected in the five-year forecast, the County anticipates ongoing discretionary revenue increases of $4.5 million and $70.4 million in one-time sources in 2012-13.

COUNTY OF SAN BERNARDINO
CHANGES IN DISCRETIONARY REVENUE AVAILABLE FOR FISCAL YEAR 2012-13
(in millions)

	Ongoing	One-Time
Adjusted Ongoing Discretionary Sources:		
Property Related Revenue	($4.9)	
Interest Revenue	(3.5)	
Net COWCAP Revenue	4.0	
Sales Tax Revenue	1.4	
Property Tax Administration Fees	(1.0)	
Adjusted Ongoing Proposition 172 Revenue	8.5	
Estimated One-Time Discretionary Sources:		
Use of Reserve		$5.0
Operating Transfers In		26.5
2011-12 Discretionary Results		38.9
Changes in Available Financing	**$4.5**	**$70.4**

Property Related Revenue (-$4.9 million) – The decrease in property-related revenue is due to a $2.7 million decrease in Fiscal Year 2011-12 revenue and a decrease of $2.2 million in Fiscal Year 2012-13, based on an estimated Fiscal Year 2012-13 assessed valuation decrease of 1.0%. The County has not budgeted any additional property tax revenue that might result due to the dissolution of Redevelopment Agencies pursuant to ABX1 26, as no estimate of this amount is available. The County does continue to budget for pass-through payments consistent with ABX1 26.

Interest Revenue (-$3.5 million) – The decrease in interest revenue includes a $2.7 million decrease in Fiscal Year 2011-12 revenue, and an additional $0.8 million decrease in Fiscal Year 2012-13, both caused primarily by decreased interest and penalties from the County's Teeter program, and decreasing interest rates earned on investments.

Net COWCAP Revenue ($4.0 million) – The increase in COWCAP revenue is due to increased costs in departments that receive reimbursements from various state and federal grant programs as well as increased costs in fee supported general fund departments and taxing entities such as the County Library and Board-governed special districts.

Sales Tax Revenue ($1.4 million) – Sales tax is projected to increase in 2012-13 due to increases in recent sales tax receipts as well as projections of the County's sales tax consultants.

Property Tax Administration Fees Revenue (-$1.0 million) – The decrease in property tax administration fees revenue is due to a one-time positive correction in 2011-12.

Proposition 172 Revenue ($8.5 million) – This revenue is derived from a half-cent sales tax that provides funding for public safety services. The County allocates its Proposition 172 revenues as follows: 70% to the Sheriff/Coroner/Public Administrator, 17.5% to the District Attorney and 12.5% to the

Probation Department. The Proposition 172 change of $8.5 million represents the $5.8 million increase projected for next year due to increases in recent sales tax receipts and projections of the County's sales tax consultants, and the portion of the Fiscal Year 2011-12 increase, $2.7 million, that has not been allocated in Fiscal Year 2011-12. For Fiscal Year 2011-12, the County's Proposition 172 revenue is expected to exceed budget by $9.8 million, $7.1 million used in Fiscal Year 2011-12 as an alternative measure to produce savings in lieu of anticipated compensation decreases that were not achieved, and $2.7 million to be recommended to use in 2012-13 by waiving policy. Per County's Budgeting Policy, revenues in excess of the lesser of 8% or the average annualized rate of growth will be deposited into a revenue stabilization contingency set-aside. However, due to the difficult economic times, the 2012-13 Recommended Budget requests a waiver of this policy to allow the allocation of this $2.7 million in the 2012-13 budget. In total, Proposition 172 revenue is expected to increase by $15.6 million in 2012-13, as compared to the Fiscal Year 2011-12 Adopted Budget.

Use of Reserve ($5.0 million) – The County is recommending to use the entire amount of the High Desert Fire Station Reserve to fund a $2.6 million contribution to the Needles fire station and a $2.4 million contribution to the fire station at Spring Valley Lake.

Operating Transfers In ($26.5 million) – Operating transfers in includes the return of $17.0 million from Capital Improvement Program that was previously allocated for the Sheriff's new Crime Lab and other one-time sources totaling $9.5 million anticipated to be received in 2012-13.

2011-12 Discretionary Results ($38.9 million) – At the end of 2011-12 the County is anticipating $20.6 million in unspent contingency appropriation and projected departmental appropriation savings of $12.1 million. In addition, discretionary revenues are projected to be approximately $6.2 million over budgeted amounts due to property tax revenues estimated to be $2.7 million less than budgeted amounts, interest revenues estimated to be $2.7 million less than budgeted amounts, a $2.1 million increase in sales tax revenue, $1.5 million in unclaimed property tax refunds, $2.5 million in excess employee benefit administration funds, and the $5.5 million one-time bridge funding included in the 2011-12 Adopted Budget but not used.

As reflected in the five year forecast, the County anticipates ongoing cost increases of $37.7 million in 2012-13 and $65.4 million in one-time costs and allocations.

COUNTY OF SAN BERNARDINO
CHANGES IN COSTS FUNDED WITH DISCRETIONARY REVENUE
FOR FISCAL YEAR 2012-13
(in millions)

	Ongoing	One-Time
Increase in Ongoing Costs		
Salaries and Benefits	$2.4	
Retirement Increases	15.1	
Sheriff Revenue Loss	5.8	
Increased Insurance/Central Services	0.5	
Increase Subsidy to County Fire	4.6	
Utilities and Mandated Costs	9.3	
One-Time Costs		
Department Allocations		$16.8
Operating Transfers Out		32.3
Contingency Appropriation		9.7
Reserve Contributions		6.6
	$37.7	**$65.4**

Salaries and Benefits ($2.4 million) – Approved compensation increases pursuant to negotiated memoranda of understanding with employee groups of the County, and increased retirement costs associated with these raises.

Retirement Increases ($15.1 million) – Estimated increases in retirement costs unrelated to the salary increases caused primarily by market losses incurred by the retirement system.

Sheriff Revenue Loss ($5.8 million) – The federal inmate population in County jails has declined, resulting in a decline in sheriff revenue.

Increased Insurance/Central Services ($0.5 million) – Estimated increases funded for Risk Management's self-insurance costs, facilities costs for county buildings and emergency fuel costs.

Increase Subsidy to County Fire ($4.6 million) – Increase subsidy to County Fire to maintain needed services in light of fire district property tax revenue reductions and for replacement of aged emergency fire vehicles.

Utilities and Mandated Costs ($9.3 million) – These costs primarily include $2.0 million for human services programs, $1.6 million for application maintenance and support for countywide computer systems, $1.4 million for utilities, $1.0 million Trial Court Funding MOE, and $0.5 million for Indigent Defense costs.

Departmental Allocations ($16.8 million) – These costs include $3.0 million to Land Use Services, $2.9 million to the Registrar of Voters for the upcoming presidential election, $4.5 million to fund salaries and benefits in anticipation of compensation reductions pending the outcome of labor negotiations, $3.1 million to Sheriff/Coroner/Public Administrator to maintain crucial public safety services, and $2.0 million to Economic Development from revenue the department generated for the County from the previous fiscal year.

Operating Transfers Out ($32.3 million) – These allocations include $5.0 million to Transportation for maintenance of County roads, $5.9 million to Flood Control for construction of the Rimforest storm drain, $4.0 million for a rehabilitation and seismic safety project at Lake Gregory Dam, $2.6 million for potential amendments to the Fontana Sales Tax Agreement, $2.0 million for Public Works computer systems, $1.3 million for Sheriff's Crime Lab Addition Design, and $10.0 million to the Capital Improvement Program for the Downtown Building Project.

Contingency Appropriation ($9.7 million) – This appropriation includes $8.4 million allocated to mandatory contingencies (1.5% of locally funded appropriation) and $1.3 million in board approved contingency set-asides.

Reserve Contributions ($6.6 million) – The contribution of $5.6 million is allocated to the general purpose reserve, and $1.0 million is allocated to the High Desert Fire Station Reserve.

COUNTY OF SAN BERNARDINO
SUMMARY OF COUNTY'S FISCAL YEAR 2012-13 STRATEGIC PLAN
AND RECOMMENDED MITIGATIONS
(in millions)

	Ongoing	One-Time
Change in Available Discretionary Sources	$ 4.5	$70.4
Change in Costs Funded with Discretionary Sources	(37.7)	(65.4)
Recommended Cost Mitigations	$40.3	0.0
2012-13 Unallocated	$7.1	$5.0

The Unallocated amounts above will be budgeted in Contingency for Uncertainties and are planned to be used in 2013-14.

The County Strategic Plan (five-year forecast) primarily focuses on increases in costs to maintain current services and how much discretionary revenue is available to fund these costs and/or what mitigations are needed. In addition to preparing the five-year forecast the County Administrative Office also identifies needs within the County that are not currently funded and require funding with ongoing or one-time sources.

ONGOING NEEDS

As reflected in the strategic plan the 2012-13 Recommended Budget funds $37.7 million in increased ongoing costs ($35.1 million to maintain current services and $2.6 million in increased needs as detailed below).

Ongoing Costs Identified to be Funded
(in millions)

	Ongoing
Application maintenance and support for countywide computer systems	$1.6
Maintain ePro System	0.4
Finance and Administration Support	0.3
Stormwater Permit	0.3
Additional Ongoing Costs in 2012-13 Recommended Budget	**$2.6**

$1,600,000 ongoing for application maintenance and support

In 2008-09, the Information Services Department's Application Development division sustained a 20% budget reduction, resulting in the elimination of 7 programmer positions. As a result, the maintenance and support of locally funded applications has fallen behind. Building back this funding will add 4 positions and 21,112 hours to support and maintain general fund systems at "ideal" levels, as recommended by the Information Services Department.

$368,000 ongoing for ePro

The projected 2012-13 increased costs of $368,000 associated with the San Bernardino County Electronic Procurement Network (ePro) are critical to proceed with implementation and to allow time for the Contract Transaction Charge (CTC) to be realized. In 2012-13 the costs incurred will be for the integration of ePro with the financial accounting system in order to eliminate manual entry of encumbrances and further streamline the procurement process. The goal is to have all costs associated with ePro to be funded by the CTC. In addition, since vendors will be remitting their CTC quarterly, the department has requested lead time to allow for the fee ordinance to become effective and for the process to begin which will also be accomplished with this funding. These costs are subject to be offset with the fee revenue associated with the (CTC). As CTC is realized, savings in Net County Cost associated with this program will be returned to the general fund.

$300,000 ongoing for two administrative analysts

Finance and Administration has been reduced by four administrative analysts over the past few years. As a result, key finance duties have not been analyzed or performed. Two administrative analysts need to be added in order to concentrate on 1) providing relevant and timely information to the Board of Supervisors to make informed decisions, 2) developing the true cost of providing services independently, 3) developing contracts that protect the financial interests of the County, 4) ensuring policy and standards of practice are being followed and 5) analyzing and monitoring revenue sources.

$300,000 ongoing for additional NPDES permit activities

The County currently has $1.0 million in discretionary general funding to comply with the current National Pollutant Discharge Elimination System (NPDES) permit activities in the unincorporated areas outside of the Santa Ana River Watershed. This additional $300,000 will fund the County to continue these permit activities include providing public education and the preparation and submittal of the Annual Report. In addition, this amount will assist in implementing the upcoming Phase II MS4 permit.

ONE-TIME NEEDS

As reflected in the strategic plan, the 2012-13 Recommended Budget funds $65.4 million in increased one-time costs ($19.6 million per Board policy or direction and $45.8 million in increased needs as detailed below).

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

	One-time
Downtown Building Project	$10.0
Rimforest Storm Drain Project	5.9
Pavement Management Program	5.0
Bridge Funding for Employee Concessions	4.5
Lake Gregory Dam	4.0
Land Use Services Activities	3.8
Sheriff/Coroner/Public Administrator Funding	3.1
Fontana Sales Tax Agreement	2.6
Economic Development Funding	2.0
Comprehensive Public Works Financial Cost Accounting System	2.0
Sheriff/Coroner/Public Administrator Crime Lab Addition Design	1.3
Additional Funding for Fire Station in Needles	0.7
Oversight Board Costs	0.3
Traffic Signal at Valley and Banana in Fontana	0.3
Community Foundation	0.3
Additional One-time Costs in 2012-13 Recommended Budget	**$45.8**

$10.0 million one-time for Downtown Building Project

This project will purchase existing buildings, seismically retrofit and modernize certain existing buildings, and demolish older facilities in which additional investment is not recommended. Additional funding of $10,000,000 is recommended to be added to the current funding of $30,000,000 for a total of $40,000,000. It is anticipated that additional square footage will be acquired than originally anticipated and the project budget will also include furniture, fixtures and equipment that was previously anticipated would be funded by departments.

$5.9 million one-time for Rimforest Storm Drain Project

Due to severe erosion and land sliding in the Rimforest community a study was performed to evaluate the impact of the drainage on the stability of the slope. The study identified a potential construction project to reroute the drainage back into Little Bear Creek which flows through Blue Jay and into Lake Arrowhead (Mojave Watershed). This would require construction of storm drain systems along Highway 18 and inside the village of Rimforest. Peak-flow regulation basins would be required to avert runoff damage to Blue Jay and structures along Little Bear Creek. This amount will fund right of way, environmental, and construction. An estimated $400,000 is needed for the design in 2012-13 and $5.5 million will be set aside for the construction and will be transferred to the Public Works Department when needed.

$5.0 million one-time for Pavement Management Program

On June 9, 2011, the Board created Public Work's Pavement Management Program as part of the Board's effort to realize the Countywide Vision by improving the quality of life for County residents. The Pavement Management Program will sustain the pavement condition index (PCI) of 76 for county maintained roads by doing surface treatments on 45 miles and rehabilitating 5.9 miles of roads. This program requires $18.0 million per year to implement which is $5 million above the Fiscal Year 2012-13 available departmental funds. In order to fully fund the Pavement Management Program in 2012-13 an allocation of $5.0 million is needed.

$4.5 million one-time for bridge funding for employee concessions

The Human Resources Department is negotiating with four labor unions to obtain employee concessions to reduce salary and benefit costs as part of the five-year forecast solutions to address the County structural deficit. These concessions, if achieved, will generate $8.9 million in annual savings. The County is setting aside $4.5 million in bridge funding as reductions may not be implemented until mid-year 2012-13.

$4.0 million one-time for Lake Gregory Dam

The County received a violation notice from the California Department of Safety of Dams (DSOD) on April 29, 2008 stating that the Lake Gregory Dam did not meet the State's requirements for stability during a major seismic event and the required evacuation rate (how fast the lake level could be lowered). Special Districts did a Final Stability Analysis of the dam which was approved by DSOD on May 2, 2012. The plans and specifications to modify the outlet works for the dam to meet the State required evacuation rate are currently under review by the DSOD. Special Districts are now preparing a study that identifies 11 alternatives (ranging in value from $2 - $15 million) to remediate the dam and stabilize it.

This $4.0 million will be used to construct the outlet works upgrade project, estimated at $500,000, and can fund the construction of the dam remediation option selected if in the $2.0 - $3.0 million range. This funding will also cover the costs for inspection during construction, construction management of the projects, permits and fees to DSOD for their inspections, and any and all changes to the work generated by changed site conditions. DSOD will ultimately have to approve the selected and preferred alternative.

$3.8 million one-time for Land Use Services activities

$2.3 million to Land Use Services – Planning will allow department to update the General Plan, create more specific plans to better reflect the unique character of all areas of the county, and amend the development code and master plans. These revisions will ensure the most appropriate standards are being applied in all areas of the county.

$0.7 million to Land Use Services - Administration will allow the department to purchase a new permitting software. This new software will allow all of the divisions of LUS, Public Works, and County Fire to interface with each other for the purposes of issuing permits. A new permitting application will also increase the efficiency of the department and help to streamline the permitting process.

$400,000 to Land Use Services - Planning will fund high-level consulting services to identify efficiencies in business processes, streamline day-to-day operations, assist with high profile project management, and provide training to staff. In addition, mid-level and day-to-day consultant services will be utilized to assist with various types of routine project management on an as-needed basis to keep up with current workloads.

$360,000 to Land Use Services - Code Enforcement will enable the continuation of the Medical Marijuana enforcement program. This includes supporting a specialized Code Officer to address Medical Marijuana code cases and supporting County Counsel costs specific to Medical Marijuana litigation.

$3.1 million one-time for Sheriff/Coroner/Public Administrator activities

$3.1 million to Sheriff/Coroner/Public Administrator will allow the department to maintain necessary public safety services.

$2.6 million one-time for Fontana Sales Tax Agreement

On August 26, 2008 the County approved an agreement with the City of Fontana where 37% of the sales tax received in the Western Sphere of Influence of the City of Fontana (8.5 square miles of unincorporated area within the County) would be set aside to use on projects within this Sphere that are mutually agreed upon by both parties. During the adoption of the 2011-12 Budget, the Board of Supervisors allowed the County to substitute money from the County redevelopment area, which is also in the Sphere, to free up money for the general fund. With the dissolution of the redevelopment agencies, negotiations are in process to potentially amend this agreement. There is currently $3.9 million from sales tax set aside from this agreement and an additional $2.6 million will be needed based on current

negotiations. The County's goal is to get the ongoing sales tax back into the general fund on an ongoing basis.

$2.0 million one-time for Economic Development

The Economic Development Department will now receive a base amount of ongoing funding of about $1.0 million and additional one-time funding up to $2.0 million based on the County revenue that is received in the prior fiscal year as a result of their work. The department has generated over $2.0 million in new revenue to the County in 2011-12.

$2.0 million one-time for Comprehensive Public Works Financial Cost accounting system

The Public Works Department needs to upgrade its cost accounting system which is utilized to provide tracking and reporting information for public works projects at the project level in order to comply with federal and state requirements. The system also tracks equipment, maintenance, and materials. The department would like to implement a public works financial system that includes, work order budgeting, and other functions to allow the department to track projects from the Planning phase to the construction phase, as well as tracking maintenance and paving condition of the County Maintained Road System.

$1.3 million one-time for Sheriff's Crime Lab Addition Design

This project will provide funding of $1.3 million to redesign an expansion and remodel of the existing Sheriff's Crime Lab located at 200 S. Lena Road in San Bernardino.

$0.7 million one-time for Fire Station in Needles

An additional $0.7 million is needed in 2012-13 to finish construction of the Fire Station in Needles. This is funded with the High Desert Fire Station Reserve.

$0.3 million one-time for Oversight Board Costs

With the State's dissolution of local redevelopment agencies in 2011-12, 26 Oversight Boards, each of which includes a County representative and a public representative appointed by the Board of Supervisors, were created within the County to ensure that ongoing redevelopment expenses and assets are managed properly. The County Economic Development Agency will serve as a resource to those appointees to ensure the County's interests are represented on all Oversight Boards. Funding of $0.3 million is needed in 2012-13 to provide this resource.

$0.3 million one-time for Traffic Signal at Banana

The intersection of Valley Boulevard and Banana Avenue is at the top of the County's traffic signal priority list and is located 50% within the City of Fontana and 50% within the County. In May 2011, the County and former Speedway Redevelopment Agency (RDA) entered into an agreement for the RDA to fund the County's share of the project which is estimated at $277,000. Subsequently, the County entered into an agreement with the City of Fontana to complete design and construction of the signal. Both the County and Fontana have obtained gratis right of way or easement for construction of the project from the adjacent property owners in anticipation of completing improvements that would benefit those properties. With the dissolution of the RDA, the County funding was lost. In order to complete this much needed project and avoid issues with the adjacent property owners, an allocation of $250,000 is needed.

$0.3 million one-time to Community Foundation

This funding of $268,250 to the Community Foundation will support grants development and non-profit capacity building initiatives in 2012-13.

ONGOING AND ONE-TIME COSTS NOT FUNDED IN 2012-13

The immediate one-time costs and allocations were addressed in the 2012-13 Recommended Budget. However, the County has long-term needs summarized below that still need to be addressed in the upcoming years.

Ongoing Costs Still Need Ongoing Funding
(in millions)

	Ongoing
Adelanto Detention Center Staffing	$34.2
Pavement Management Program	5.0
Ongoing Costs Not Funded	**$39.2**

One-time Costs Still Need One-time Funding
(in millions)

	One-time
Various Transportation Projects	$253.3
Construction of Public Safety Operations Center in the Valley	75.0
Fire Training and Support Services	15.0
Sheriff/Coroner/Public Administrator aviation relocation	9.0
Additional District Attorney and Public Defender space for New SB Courthouse	1.5
EMACS Upgrade	1.0
One-time Costs Not Funded	**$354.8**

SUMMARY

	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2011-12 Modified Budget	Fiscal Year 2012-13 Recommended Budget
Requirements				
Staffing Expenses	1,419,302,940	1,491,395,717	1,535,001,381	1,602,792,002
Operating Expenses	1,792,009,603	1,955,539,548	1,994,008,485	2,083,367,525
Capital Expenditures	275,912,993	322,105,810	329,436,421	255,414,566
Reimbursements	(194,812,962)	(203,895,082)	(217,059,502)	(251,138,053)
Contingencies	522,887,720	416,885,182	390,258,341	366,160,886
Subtotal Appropriation	3,815,300,294	3,982,031,175	4,031,645,126	4,056,596,926
Operating Transfers Out	274,634,761	235,581,786	266,346,657	267,029,549
Total Requirements	4,089,935,055	4,217,612,961	4,297,991,783	4,323,626,475
Sources				
Taxes	571,745,866	575,277,685	575,464,238	586,759,926
Realignment	152,027,441	197,904,540	203,491,346	209,720,945
State, Federal, or Government Aid	1,700,393,572	1,707,974,809	1,739,417,137	1,763,243,612
Fee/Rate	642,733,960	723,945,231	727,850,862	682,676,712
Other Revenue	131,037,340	109,293,209	125,820,540	130,758,898
Operating Transfers In	245,271,842	222,344,041	249,915,897	204,052,456
Fund Balance/Unrestricted Net Assets	524,891,887	632,597,693	627,401,797	698,043,660
Fund Balance for Board Discretionary Fund Allocations	0	0	0	11,081,283
General Fund Unassigned Fund Balance	51,474,803	69,913,117	69,913,117	38,883,880
Use of Reserves	71,358,344	4,864,427	5,218,640	5,000,000
Contributions to Reserves	(1,000,000)	(26,501,791)	(26,501,791)	(6,594,897)
Total Sources	4,089,935,055	4,217,612,961	4,297,991,783	4,323,626,475

The schedule above represents the entire County Budget from the 2010-11 Final Budget through the 2012-13 Recommended Budget. The 2012-13 Recommended Budget for the County includes $4,323,626,475 in budgeted requirements and sources as well as 19,049 in budgeted staffing. Further detail is provided in the following pages related to the County's Recommended Appropriation, Revenue, and Budgeted Staffing for the upcoming fiscal year.

APPROPRIATION SUMMARY

The 2012-13 Recommended Budget includes appropriation of $4,056,596,926, which is an increase of $24,951,800 or 0.62% over the 2011-12 Modified Budget. The 2011-12 Adopted and Modified Budget has been restated due to the movement of the Automated Systems Development budget unit from Fiscal to Restricted Funds in this appropriation summary schedule. The schedule below lists appropriation, however, it does not include operating transfers out. This schedule shows the change from the prior year modified budget.

	2010-11 Actual	2011-12 Adopted	2011-12 Modified Budget	2012-13 Recommended Budget	Change Between 2011-12 Modified & 2012-13	Percentage Change
Countywide Operations (General Fund)						
Administration	54,020,281	60,905,525	65,454,453	67,694,603	2,240,150	3.42%
Economic Development Agency	3,017,803	2,967,151	3,192,151	3,045,214	(146,937)	(4.60%)
Fiscal	52,515,836	53,721,388	53,783,888	58,848,867	5,064,979	9.42%
Human Services	1,173,258,845	1,242,782,393	1,248,352,824	1,269,010,827	20,658,003	1.65%
Law and Justice	656,579,143	691,262,326	721,126,768	754,324,519	33,197,751	4.60%
Operations and Community Services	79,366,694	88,463,200	88,962,651	92,092,967	3,130,316	3.52%
Capital Facilities Leases	52,176,465	16,258,391	16,258,391	13,052,882	(3,205,509)	(19.72%)
Contingencies	-	40,096,166	29,983,169	24,166,844	(5,816,325)	(19.40%)
Countywide Discretionary	1,277,452	7,500,000	7,794,705	7,500,000	(294,705)	(3.78%)
Total General Fund	**2,072,212,519**	**2,203,956,540**	**2,234,909,000**	**2,289,736,723**	**54,827,723**	**2.45%**
Special Revenue Funds	333,709,973	624,859,826	620,765,268	580,498,361	(40,266,907)	(6.49%)
Enterprise Funds	480,864,526	654,057,856	662,389,474	670,540,725	8,151,251	1.23%
Internal Service Funds	142,575,135	161,714,312	180,840,666	194,697,940	13,857,274	7.66%
Capital Project and Debt Service Funds	79,586,472	242,535,763	231,833,840	228,464,273	(3,369,567)	(1.45%)
Restricted Funds	-	94,906,878	100,906,878	92,658,904	(8,247,974)	(8.17%)
Subtotal	**1,036,736,106**	**1,778,074,635**	**1,796,736,126**	**1,766,860,203**	**(29,875,923)**	**(1.66%)**
Total Countywide Funds	**3,108,948,625**	**3,982,031,175**	**4,031,645,126**	**4,056,596,926**	**24,951,800**	**0.62%**

Countywide Operations (General Fund)

The County General Fund contains the following operational groups, which have a total budgeted appropriation of $2,289,736,723 recommended for 2012-13:

Administration has appropriation of $67,694,603 and contains County departments and functions that provide leadership and support for departments that provide direct public services to County residents. The leadership section of this operational group includes the Board of Supervisors ($7.6 million), which is the governing body of county government, and the County Administrative Office ($3.9 million), which directs and coordinates departmental activities according to the law and strategic goals set by the Board of Supervisors. Various support functions include civil legal services provided by County Counsel ($8.5 million), employment and employee related services provided by Human Resources ($7.4 million), and information technology support provided by the Information Services Department ($15.4 million).

Economic Development Agency has appropriation of $3,045,214 and provides services that seek to create, maintain, and grow the economic value of the County. Such services include small business assistance and technical support, permitting assistance, international trade services, and business site selection assistance.

Fiscal has budgeted appropriation of $58,848,867 and includes the Auditor-Controller/Treasurer/Tax Collector ($37.1 million) as well as the Assessor/Recorder/County Clerk ($21.8 million). These departments provide services to the public and other County departments related to the establishment and collection of County property taxes along with other fiscal services that ensure the proper reporting and usage of taxpayer funds. Specifically, the Auditor-Controller/Treasurer/Tax Collector processes, safeguards and provides information regarding County financial activities, manages the County treasury pool, collects and distributes property taxes and other obligations owed to County agencies and courts. The Assessor/Recorder/County Clerk performs mandated assessment of properties, recording, and County clerk functions.

Human Services is the largest operational group within the County with appropriation totaling $1,269,010,827. This group provides health and social service programs to County residents through a number of County departments. Health services are provided primarily through the Department of Behavioral Health ($129.3 million), Public Health ($71.1 million), and California Children's Services ($19.6 million). Social services are provided primarily through the Human Services Administrative Claim budget unit ($442.5 million), Human Service Subsistence Payments budget units ($495.0 million), Child Support Services Department ($40.2 million), and the Aging and Adult Services Department ($10.0 million).

Law and Justice has appropriation of $754,324,519 and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator ($476.7 million) provides law enforcement services for the unincorporated areas of the County and provides some countywide law enforcement services as well ($201.8 million for general operations). Another primary function of the Department is to provide Detention facilities ($153.6 million) for all of the County pre-sentenced inmates as well as sentenced inmates no longer required to go to State prison as a result of the realignment by the State of adult offenders (AB 109). The Department also provides law enforcement services to 14 County cities through contractual agreements ($121.3 million). The Probation Department ($139.4 million) provides supervision of adult and juvenile probationers throughout the County as well as for recently realigned State parolees (AB 109). The District Attorney's Office ($63.1 million) is responsible for prosecuting crimes committed within the County and the Public Defender ($34.4 million) provides legal counsel for indigent defendants within the County.

Operations and Community Services has appropriation of $92,092,967 and provides both internal support of County operations as well as external services to the public that promote the quality of life and well-being of County residents. Services that support the general operation of County government include custodial, grounds, and maintenance by Real Estate Services - Facilities Management Division ($12.7 million), the payment of County utilities ($19.5 million), and real estate services ($4.3 million). Departments that provide direct services to the community include Agriculture/Weights and Measures ($6.7 million), Land Use Services ($19.4 million), Registrar of Voters ($8.8 million), Regional Parks ($10.6 million), and County Museum ($3.5 million).

Capital Facilities Leases has appropriation of $13,052,882 and funds the cost of long-term capital lease payments for major County facilities financed by the General Fund. Lease payments include the Justice Center/Chino Airport Improvements and the West Valley Detention Center.

Contingencies of $24,166,844 represent the County mandatory 1.5% contingency ($8.4 million) per Policy 02-10 in the general fund to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting County operations that could not have been reasonably anticipated. The remaining $15.8 million represents the County General Fund – Uncertainties Contingencies, which is unallocated funding available from 2012-13 sources that has not been set-aside and any unassigned fund balance estimated to be carried over from 2011-12.

Countywide Discretionary of $7,500,000 primarily represents expenses related to the County issuing Tax Revenue Anticipation Notes (TRANs), which is a short term note issued by the County to address cash flow needs throughout the year because expenditures are incurred before County property tax revenues are received.

Special Revenue Funds

Special Revenue Funds have appropriation totaling $580,498,361. These funds account for the proceeds of specific sources that are legally restricted to expenditures for specific purposes and are primarily used to fund the following operational units within the County:

Administration has appropriation totaling $5.5 million that is funded by Special Revenue Funds. Specifically, the Human Resources Department receives funds for Commuter Services ($1.4 million) to pay for mobile source air pollution reduction programs for County employees. Additionally, Human Resources receives funding, under its Employee Benefits and Services unit ($4.0 million), to administer the County's health, dental, vision, and life insurance plans as well as its integrated leave programs.

Economic Development has appropriation of $91.2 million, including $47.8 million for Community Development and Housing services funded primarily by federal Community Development Block Grant funds and $21.6 million to the Department of Workforce Development, which is funded by federal Workforce Investment Act revenue. Additionally, $21.8 million in appropriation will assist the County in managing the dissolution of the County's former Redevelopment Agency (RDA) as required by State Assembly Bill X1 26 (Dissolution Act), which was approved by the Governor on June 29, 2011. Additional appropriation associated with the dissolution of the County's former RDA is included in various Capital Projects and Debt Service Funds detailed below.

Fiscal has appropriation of $9.6 million and primarily represent statutory fees collected by the County to assist with services provided by the County Recorder (in the Assessor/Recorder/County Clerk Department). Funds are used to support the creation, retention, and retrieval of information in the County's system of recorded documents.

Human Services has appropriation of $224.7 million, which primarily contains restricted funds for health services provided by the Department of Behavioral Health ($144.5 million) and Public Health ($7.9 million). The largest Special Revenue Fund in the health related operational group is the Mental Health Services Act fund ($124.0 million). Passed by voters on November 2, 2004 (Proposition 63), taxpayers with an annual income exceeding $1 million receive an income tax surcharge of 1% that is to be used to reduce the long-term adverse impact on individuals, families, and state and local budgets resulting from untreated serious mental illness. Human Services also contains the Preschool Services Department ($48.4 million), which administers the Federal Head Start and Early Head Start programs, California Department of Education State Preschool Program, as well as the Child and Adult Food Care Program.

Law and Justice has appropriation of $66.1 million primarily associated with various Sheriff/Coroner/Public Administrator ($37.2 million), Probation Department ($13.8 million), and District Attorney ($9.6 million) restricted funding sources. The Sheriff/Coroner/Public Administrator major Special Revenue Funds include appropriation to provide law enforcement training at the Sheriff's Academy ($5.9 million), operate the Local Automated Fingerprint Identification System (CAL-ID Program - $4.9 million), and utilize federal seized asset funds for various law enforcement related purposes ($6.8 million). The Probation Department's primary Special Revenue Fund is associated with the Juvenile Justice Grant Program ($9.6 million), which allocates state resources to fund programs that address juvenile crime prevention and focus on public safety. The District Attorney receives a variety of special funds, principally including a Specialized Prosecution fund ($3.0 million) that is used to prosecute crimes such as hazardous waste dumping and consumer fraud and a Workers' Compensation Insurance Fraud Prosecution fund ($2.6 million).

Operations and Community Services appropriation of $182.1 million is primarily for utilization by the Department of Public Works – Transportation ($141.4 million). This department is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,768 miles of roadway. Other notable funds include appropriation for the County Library ($13.9 million) and County Airport Capital Improvement programs ($6.1 million).

Enterprise Funds

Enterprise funds have appropriation of $670,540,725. These proprietary funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the public be financed or recovered primarily through user charges. There are two main enterprise fund operating groups within the County, as follows:

Arrowhead Regional Medical Center (ARMC) has appropriation of $470.8 million and provides medical services to County residents. ARMC is an acute care facility that provides a full range of inpatient and outpatient services, has three off campus community health centers, and provides Department of Behavioral Health's inpatient activities and numerous specialty activities.

Operations and Community Service's Department of Public Works – Solid Waste Management has appropriation of $192.2 million and is responsible for the operation and management of the County solid waste disposal system, which consists of six regional landfills, nine transfer stations, two low volume transfer operations/community collection centers and thirty-three closed landfills or disposal sites.

Internal Service Funds

Internal Service Funds have appropriation of $194,697,940. These proprietary funds are used to account for the funding of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis. All Internal Service Funds are located within the Administration operating group, and include these main departments:

Department of Risk Management has appropriation of $89.6 million and administers the County self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs as well as its insured programs.

Information Services Department has appropriation of $48.8 million to run its Computer Operations division, which provides enterprise data center services and a portion of the County communications services to County departments on a 24/7 basis. Additionally, the Department has a Telecommunications Services division that provides for the design, operation, maintenance and administration of the County-operated telecommunications phone network; the County Regional Public Safety Radio System; and the County Wide Area Network that joins approximately 16,600 County users together for the efficient use of technology.

Fleet Management Department has appropriation of $28.2 million in order to provide vehicles, equipment, and related services to officials and employees of the County.

Purchasing Department has appropriation of $10.4 million to provide printing services, mail and courier services, and management of county surplus property and storage for County departments.

Capital Project and Debt Service Funds

Capital Project Funds have appropriation of $221,627,884 and Debt Service Funds have appropriation of $6,836,389, for a total appropriation of $228,464,273. Capital Project Funds are used to account for financial resources designated for the acquisition or construction of major capital facilities and Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. The primary Capital Project Fund for the County is the Capital Improvement Program (CIP) budget unit totaling $177.7 million in appropriation. Further detail on major capital projects for 2012-13 are shown in the Capital Improvement Program section. The remaining $50.8 million in appropriation is associated with managing the dissolution of the County's former Redevelopment Agency (RDA) as required by State Assembly Bill X1 26 (Dissolution Act), and is included as part of the Economic Development operational group.

Restricted Funds

Restricted Funds (General Fund) have appropriation of $92,658,904 consist of three limited use budgets – Propositions 172 Half-Cent Sales tax, Realignment, and Automated Systems Development. Proposition 172 revenue assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. Realignment assists in funding mental health, social services and health programs within the County. Automated Systems Development is funding that is set aside for the purpose of developing, upgrading, and/or replacing the County Financial Accounting System and other future developments. All funding not anticipated to be utilized during the fiscal year are appropriated in contingencies in these restricted funds.

APPROPRIATION CHANGES AND OPERATIONAL IMPACT

Countywide Operations (General Fund)

Countywide Operations in the General Fund show an increase in appropriation of $54,827,723 over the prior year modified budget, which is a 2.45% change. The largest increases are seen in the Human Services and Law and Justice operational groups. Human Services is increasing budgeted appropriation by $20.7 million primarily as a result of increased staffing costs associated with rising retirement rates as well as increased In-Home Supportive Services provider payments. The recommended appropriation by the Human Services operating group is based on the latest information available from the State. The economic downturn has caused significant budget issues for the State and could result in future cuts to funding of social service programs. Until such time that the State makes changes to its current budget plan, it has been deemed necessary to plan for the maximum possible available funding in order to effectively take advantage of potential funding increases. Plans for significant expenditures, whether for staff, services, supplies, equipment, or services to clients will be monitored closely until such time that future changes to the State budget are known.

Law and Justice is increasing appropriation by a net $33.2 million primarily related to both increased staffing costs associated with retirement rate increases as well as to accommodate for the realignment of responsibility for specific State prisoners and parolees from the State to the County (AB 109). The largest increase in appropriation is seen in the Sheriff/Coroner/Public Administrator($22.3 million), which is seeing retirement increases associated with rate changes of approximately $11.5 million. The Department also added 38 positions ($4.2 million) and added appropriation for alternative housing costs ($2.0 million) and enhanced medical services ($1.5 million) at its Detention facilities to assist the Department in dealing with the realignment of State prisoners. The Probation Department is also increasing its appropriation by a net $6.2 million primarily due to an additional amount for the full year cost of implementing the public safety realignment.

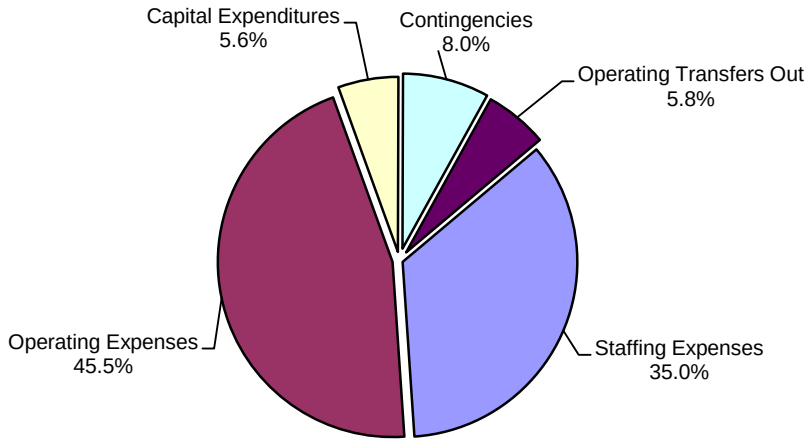
Significant reductions are seen in Capital Facilities Leases ($3.2 million) as well as Contingencies ($5.8 million). The County is recognizing ongoing savings in the Capital Facilities Leases budget unit totaling $0.9 million achieved through the optional pre-payment of a portion of the County outstanding principal in 2011-12 as well as through the refinancing of the 2001-02 West Valley Detention Center certificates of participation. Additionally, this unit is decreasing $2.3 million related to the reduction of the one-time expenditure in 2011-12 referenced above to prepay the County outstanding principal. The reduction in Contingencies represents the net change from the 2011-12 Modified Budget to the 2012-13 Recommended Budget in unallocated funding that is available. This is a result of the need to fund many one-time projects throughout the County that have not been addressed in prior years. Such projects include $5.9 million for construction of a storm drain in the community of Rimforest, $5.0 million in pavement improvement expenditures for unincorporated communities, and $4.0 million for improvements at Lake Gregory Dam.

Other County Funds

The total net reduction in appropriation for other County funds is $29.9 million, which is a 1.66% net change. Notable changes include a net $40.3 million reduction in appropriation for **Special Revenue Funds** partially offset by a net $13.9 million increase in **Internal Service Funds**. Special Revenue Funds that are seeing significant reductions include Economic Development's Community Development and Housing Department ($24.6 million) as well as Operation and Community Service's Department of Public Works – Transportation ($15.8 million). The reduction in appropriation by Community Development and Housing is primarily due to the use of one-time funding in 2011-12 for projects that will be completed in that fiscal year. The Department of Public Works reduction is associated with a reduction in Departmental contingencies. The increase in appropriation for Internal Service Funds is primarily a result of the projections of costly settlements and increased liability claim experience for the Department of Risk Management ($13.0 million).

TOTAL APPROPRIATION BY CATEGORY

Appropriation		Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2011-12 Modified Budget	Fiscal Year 2012-13 Recommended Budget
Staffing Expenses		1,419,302,940	1,491,395,717	1,535,001,381	1,602,792,002
Operating Expenses		1,792,009,603	1,955,539,548	1,994,008,485	2,083,367,525
Capital Expenditures		275,912,993	322,105,810	329,436,421	255,414,566
Reimbursements		(194,812,962)	(203,895,082)	(217,059,502)	(251,138,053)
Contingencies		522,887,720	416,885,182	390,258,341	366,160,886
	Subtotal	3,815,300,294	3,982,031,175	4,031,645,126	4,056,596,926
Operating Transfers Out		274,634,761	235,581,786	266,346,657	267,029,549
	Total	4,089,935,055	4,217,612,961	4,297,991,783	4,323,626,475
Budgeted Staffing		19,260	18,631	18,942	19,049



Percentages may not add to 100% due to rounding.

Below is detail of what is included in the County 2012-13 Recommended Budget as well as significant changes from the 2011-12 Modified Budget by appropriation category for all appropriated funds:

Staffing Expenses represent 35.0% of total appropriation within the County, for a total of $1,602,792,002. Departments with significant budgeted staffing expenses includes the Sheriff/Coroner/Public Administrator ($391.7 million, 3,538 positions), Human Services Administrative Claim ($298.7 million, 4,208 positions), and Arrowhead Regional Medical Center ($234.4 million, 3,507 positions). Total budgeted salary costs for the County in 2012-13 is $1.04 billion while costs for benefits make up the remaining $563.0 million. The largest benefit related cost for the County is for employee pensions (retirement), which makes up 59% ($333.1 million) of all appropriation associated with employee benefits.

Staffing expenses are increasing by $67.8 million from the prior year primarily due to increased retirement costs ($46.8 million). Most of the increased retirement cost in the County is a result of significant market losses to the County pension fund in 2008-09, which the County is required to pay back over several years. This has increased the retirement rate the County is paying on employee's compensation from 20.8% (2011-12) to 23.72% (2012-13) for General employees and from 36.79% (2011-12) to 42.79% (2012-13) for Safety employees.

Operating Expenses in the County include costs for services and supplies, internal service fund charges, travel, transfers to other County departments, and other charges. These expenses represent 45.5% of the County appropriation, for a total of $2,083,367,525. The Human Services operating group makes up almost half of the County operating expenses with a total appropriation of $949.5 million. Most of Human Services operating expenses include subsistence payments to help County residents in need throughout the County. Services and supplies appropriation accounts for half of the County operating expenses and includes notable costs for professional and specialized services ($309.8 million), rents and leases ($100.1 million), and medical expenses at ARMC ($54.5 million).

Operating expenses are increasing a net $89.4 million in 2012-13. The County has approximately $70.0 million in additional operating expenses associated with managing the dissolution of the County's former Redevelopment Agency (RDA) as required by State Assembly Bill X1 26 (Dissolution Act), and is included as part of the Economic Development operational group. Most of the remaining increase is the result of the Sheriff/Coroner/Public Administrator establishing separate budget units for its detentions and contract law enforcement services this fiscal year, resulting in an increase in transfer costs to its main operating unit. These transfers are directly offset by an increase in County reimbursements.

Capital Expenditures represent all fixed asset related expenditures with a unit valuation of $5,000 or more and a useful life of one-year or more. This includes costs related to purchases of land, structures and improvements to structures, equipment, vehicles, lease purchases, and capitalized software. These expenses represent 5.6% of the County appropriation, for a total of $255,414,566. The Capital Improvement Program (CIP) contains most of the County appropriation in this category of expenditures ($167.6 million). Besides structures and improvements to structures ($170.6 million), which is the major budgeted expenditure of the Capital Improvement Program, capitalized software ($19.8 million) is a large expense due to the recommended development, upgrade, and/or replacement of the County Financial Accounting System in the Automated Systems Development budget unit.

Capital expenditures are decreasing a net $74.0 million in 2012-13. This is primarily due to a $57.0 million reduction in the CIP budget related to a lower number of carryover projects from prior years as well as less new projects that the County is entering into this fiscal year.

Reimbursements represent the amount received as a payment for the services provided on behalf of another governmental unit or department. Reimbursements are considered a funding source and total $251,138,053 in 2012-13. As noted above, the Sheriff/Coroner/Public Administrator established separate budget units for its detentions and contract law enforcement services this fiscal year, resulting in increased reimbursements from those budget units to the Sheriff/Coroner/Public Administrator's main operating unit. This is the primary reason for the increase in reimbursements of $34.1 million in 2012-13.

Contingencies of $366,160,886 represent unallocated funding available from 2012-13 sources that has not been set-aside and any unassigned fund balance estimated to be carried over from 2011-12 for all County funds. The Operations and Community Services group has the largest amount of contingencies ($166.2 million), which is primarily funding set aside for future projects in the Department of Public Works. Contingencies are also decreasing by $24.1 million primarily due to decreases in contingencies for the Department of Public Works.

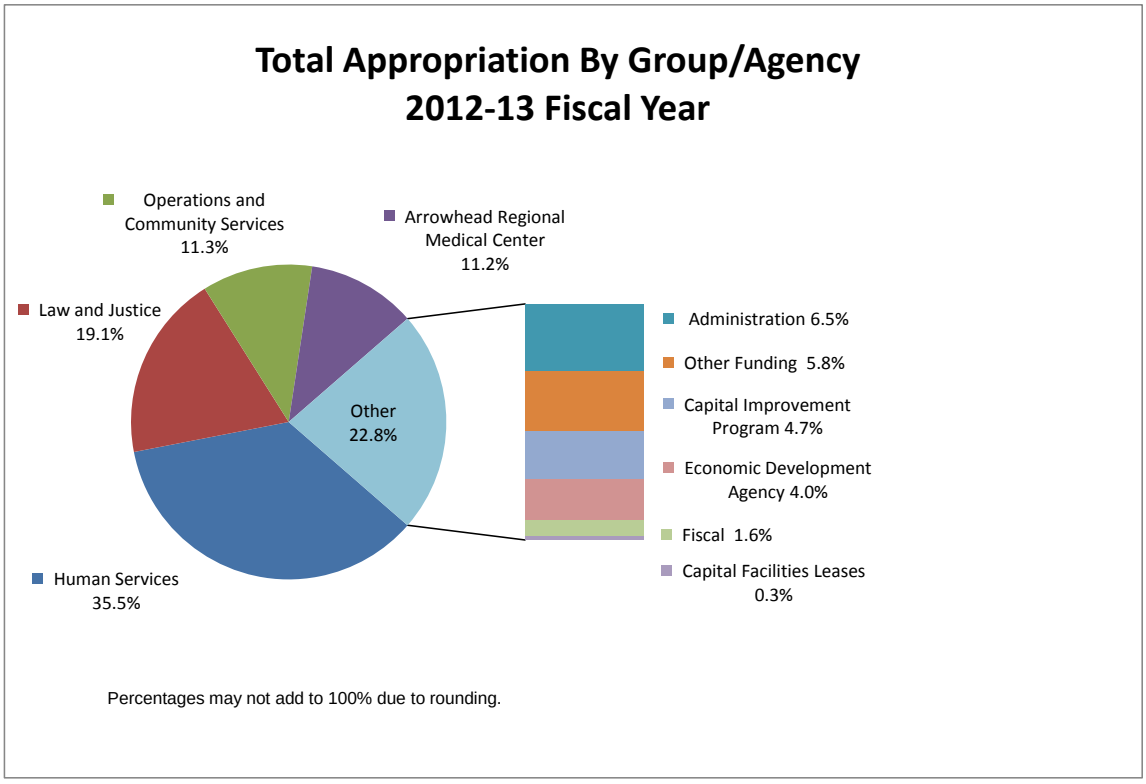
Operating Transfers Out of $267,029,549 is a method of providing funding from one budget unit to another for the implementation of a project or program. The most significant usage of Operating Transfers Out is the Countywide Discretionary budget unit, which transfers discretionary general funding to various budget units outside the General Fund for various programs and projects. For 2012-13, significant projects and programs include funding for the Capital Improvement Program ($12.0 million ongoing, $14.6 million one-time), the 800 MHz digital radio system for public safety project ($20.0 million ongoing), as well as funding for County Fire totaling $17.5 million.

TOTAL APPROPRIATION BY GROUP/AGENCY

	Fiscal Year 2010-11 Final Budget	Restated* Fiscal Year 2011-12 Adopted Budget	Restated* Fiscal Year 2011-12 Modified Budget	Fiscal Year 2012-13 Recommended Budget
Administration	215,116,036	239,741,441	265,022,106	280,366,728
Capital Facilities Leases	54,640,359	16,258,391	16,258,391	13,052,882
Economic Development Agency	68,806,594	98,833,178	104,024,821	170,853,858
Fiscal	67,838,728	68,090,565	68,228,065	68,479,013
Arrowhead Regional Medical Center	447,534,276	459,416,270	470,904,812	484,623,725
Human Services	1,451,877,164	1,519,292,111	1,527,425,003	1,536,791,038
Law and Justice	727,962,786	754,660,183	795,160,539	826,448,052
Operations and Community Services	491,919,035	536,408,953	516,585,902	489,903,264
Capital Improvement Program	269,682,461	246,736,656	247,244,617	202,386,706
Other Funding	294,557,616	278,175,213	287,137,527	250,721,209
Total	4,089,935,055	4,217,612,961	4,297,991,783	4,323,626,475
Budgeted Staffing	19,260	18,631	18,942	19,049

* Restatement represents the transfer of the Automated Systems Development Budget unit to Other Funding from Fiscal .

The above chart lists appropriation by group/agency. The Other Funding group includes budget units that are predominately countywide in nature, have no budgeted staffing associated with them, or exist for proper budgetary accounting purposes. Included in this group are contingencies, countywide discretionary, the restricted funds of Realignment, Proposition 172, and Automated Systems Development, and some special revenue funds that incur no expenditures and only appropriate transfers and operating transfers out.



Governmental Fund Types

General Fund: The General Fund is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The General Fund is the County primary operating fund and the appropriation is separated into discretionary versus categorical. General Fund – Restricted Funds consists of Proposition 172, Realignment funds, and Automated Systems Development.

Special Revenue Funds: Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects).

Capital Project and Debt Service Funds: Capital Project Funds account for financial resources designated for the acquisition or construction of major capital facilities other than those funded by Enterprise and Internal Service Funds. Debt Service Funds account for the accumulation of resources for, and payment of, general long-term debt principal and interest.

Proprietary Fund Types

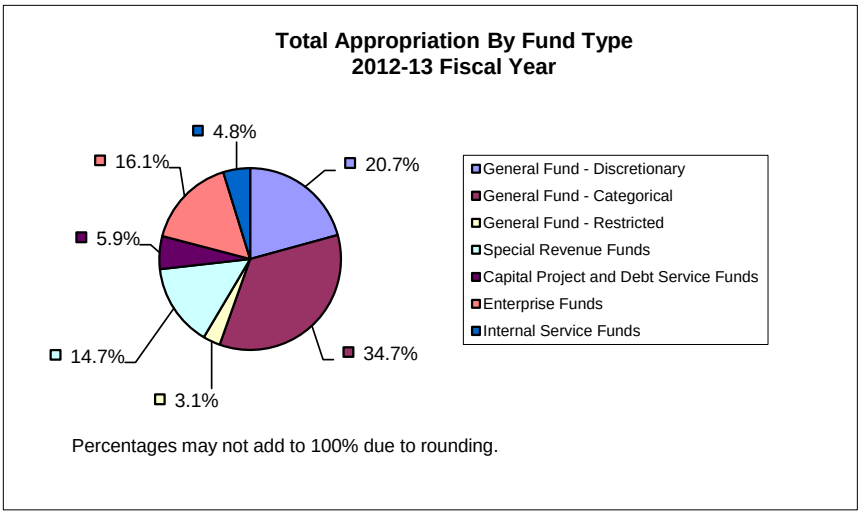
Enterprise Funds: Enterprise Funds account for operations that are funded and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be funded or recovered primarily through user charges.

Internal Service Funds: Internal Service Funds account for the funding of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis.

TOTAL APPROPRIATION BY FUND TYPE

	Fiscal Year 2010-11 Final Budget	Restated Fiscal Year* 2011-12 Adopted Budget	Restated Fiscal Year* 2011-12 Modified Budget	Fiscal Year** 2012-13 Recommended Budget
General Fund - Discretionary	978,584,442	964,690,923	1,002,685,604	896,877,138
General Fund - Categorical	1,323,966,662	1,358,390,035	1,365,387,198	1,500,522,302
General Fund - Restricted	91,248,075	137,776,878	143,776,878	132,897,972
Special Revenue Funds	610,647,183	663,042,061	659,700,799	635,286,088
Capital Project and Debt Service Funds	269,682,461	246,736,656	247,244,617	253,282,981
Enterprise Funds	662,395,259	676,603,396	688,091,938	697,792,763
Internal Service Funds	153,410,973	170,373,012	191,104,749	206,967,231
Total	4,089,935,055	4,217,612,961	4,297,991,783	4,323,626,475
Budgeted Staffing	19,260	18,631	18,942	19,049

* Restatement represents the transfer of the Automated Systems Development Budget unit to Restricted from Discretionary.
** For 2012-13 - total appropriation now includes the County's RDA - Successor Agencies, which is included in Special Revenue Funds and Capital Project and Debt Service Funds.

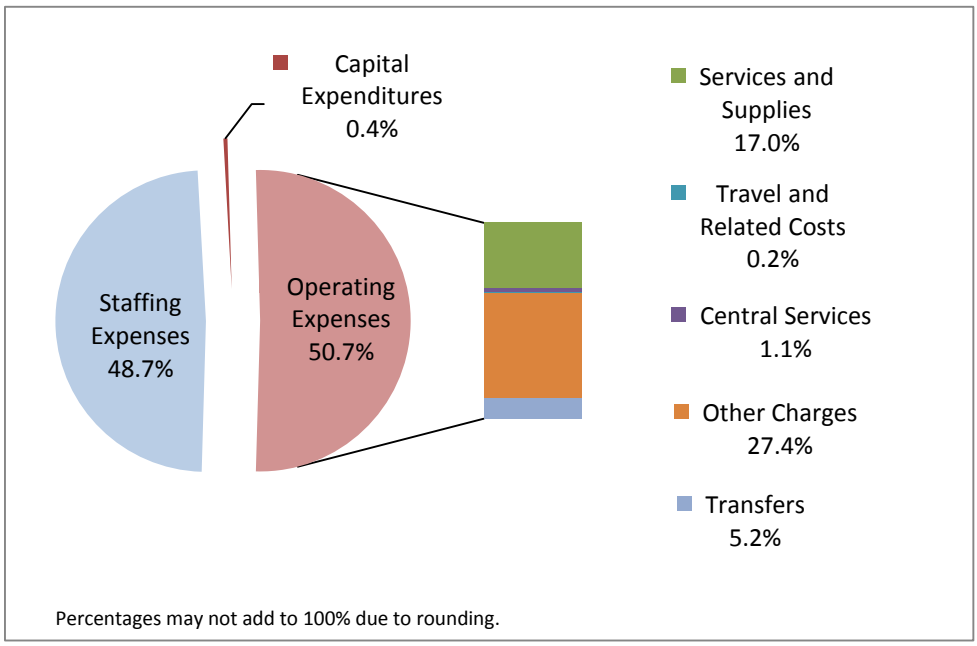


GENERAL FUND APPROPRIATION BREAKDOWN

The appropriation breakdown below represents General Fund – Discretionary and General Fund – Categorical components and does not include General Fund – Restricted, which are the Realignment, Proposition 172 budget, and Automated Systems Development budget units.

The appropriation components included in this pie chart represent spending authority for operations and consist of staffing expenses, operating expenses, and capital expenditures. Operating expenses are further divided into the various subcategories of services and supplies, central services, travel and related costs, other charges, and transfers.

Components not incorporated into this pie chart are operating transfers out, which are a funding mechanism between budget units; reimbursements, which are considered a funding source; and contingencies, as no expenditures can be made from this appropriation.



The matrix below lists the group/agency as depicted in the organizational chart of the county. For each group/agency listed, the various fund types utilized are shown with their appropriation (including Operating Transfers Out).

	General Fund	Special Revenue Funds	Capital Projects & Debt Service Funds	Enterprise Funds	Internal Service Funds
Administration					
Board of Supervisors	7,647,052				
Board Discretionary Funds - Priority Policy Needs	11,081,283				
Clerk of the Board	1,851,963				
County Administrative Office	4,301,016				
County Counsel	8,551,502				
Finance and Administration	2,640,486	15,000			
Human Resources	11,354,349	5,478,951			11,532,836
Fleet Management					30,423,701
Information Services	15,406,101				58,381,831
Purchasing	1,684,799				10,427,786
Risk Management					96,201,077
Local Agency Formation Commission	301,000				
County Schools	3,085,995				
Capital Facilities Leases					
Capital Facilities Leases	13,052,882				
Arrowhead Regional Medical Center					
Arrowhead Regional Medical Center				484,623,725	
Economic Development Agency					
Economic Development	3,045,214				
Community Development and Housing		52,000,681			
Workforce Development		21,620,583			
Housing Successor to the Former Redevelopment Agency		16,872,927	12,722,638		
Successor Agency to the County Redevelopment Agency		26,418,178	38,173,637		
Fiscal					
Assessor/Recorder/County Clerk	21,770,606	9,360,927			
Auditor-Controller/Treasurer/Tax Collector	37,078,261	269,219			
Human Services					
Aging and Adult Services	10,903,183				
Behavioral Health	131,127,574	144,451,119			
Child Support Services	40,156,213				
Health Administration	77,560,645	25,084,177			
Human Services	937,397,264	20,787,746			
Preschool Services		48,365,185			
Public Health	91,174,767	7,932,552			
Veterans Affairs	1,850,613				
Law and Justice					
County Trial Courts	40,747,178	3,612,013			
District Attorney	63,129,854	9,642,856			
Law and Justice Group Administration	101,300	4,664,575			
Probation	139,379,794	13,770,594			
Public Defender	34,386,987				
Sheriff/Coroner/Public Administrator	477,312,627	39,700,274			
Operations and Community Services					
Agriculture/Weights and Measures	6,699,811	141,506			
Airports	2,799,545	6,784,727			
Architecture and Engineering	0				
County Library		13,934,855			
County Museum	3,458,127			79,407	
Land Use Services	19,356,859				
Public Works	3,808,406	142,260,558		212,990,533	
Real Estate Services	37,257,338	9,324,601			
Regional Parks	10,610,675	11,450,263		99,098	
Registrar of Voters	8,834,337				
Fish and Game Commission		12,618			
Capital Improvement Program					
Capital Improvement Program			202,386,706		
Other Funding					
All Other Funding (e.g. Countywide Discretionary, Prop 172, Realignment)	249,391,806	1,329,403			
Grand Total:	**2,530,297,412**	**635,286,088**	**253,282,981**	**697,792,763**	**206,967,231**

REVENUE SUMMARY

The 2012-13 Recommended Budget is funded from a variety of sources (revenue, operating transfers in, fund balance, and reserves). This schedule does not include fund balance carried over from the prior year or the use of reserves. It also does not include operating transfers in as they are a mechanism for providing funding from one budget unit to another within the county. This schedule shows the change from the prior year modified budget.

	2010-11 Actual	2011-12 Adopted	2011-12 Modified Budget	2012-13 Recommended Budget	Change Between 2011-12 Modified & 2012-13	Percentage Change
REVENUE FOR ALL COUNTY FUNDS						
Taxes						
Property Related Revenue	435,838,634	437,966,141	436,152,694	432,797,066	(3,355,628)	(0.77%)
Other Taxes	139,354,561	137,331,729	139,331,729	153,927,860	14,596,131	10.48%
Realignment	148,526,443	160,534,540	166,121,346	172,350,945	6,229,599	3.75%
State, Federal or Government Aid	1,310,869,116	1,414,349,199	1,435,906,450	1,437,175,787	1,269,337	0.09%
Fee/Rate	359,121,644	443,766,012	443,329,901	402,386,161	(40,943,740)	(9.24%)
Other Revenue	71,119,459	93,755,293	93,034,610	104,499,161	11,464,551	12.32%
Subtotal	**2,464,829,857**	**2,687,702,914**	**2,713,876,730**	**2,703,136,980**	**(10,739,750)**	**(0.40%)**
ENTERPRISE FUNDS	481,085,025	481,534,949	492,278,045	505,701,901	13,423,856	2.73%
INTERNAL SERVICE FUNDS	142,461,751	145,157,611	165,889,348	164,321,212	(1,568,136)	(0.95%)
Subtotal	**623,546,776**	**626,692,560**	**658,167,393**	**670,023,113**	**11,855,720**	**1.80%**
Total County Budget	**3,088,376,633**	**3,314,395,474**	**3,372,044,123**	**3,373,160,093**	**1,115,970**	**0.03%**

Property Related Revenue

Property related revenue of $432,797,066 primarily consists of funding from property taxes and is projected to decrease by $3.4 million or 0.77% from the 2011-12 modified budget. This is the result of a projected 1.0% decline in the assessed valuation of properties within the County. This is the fourth consecutive year of assessed valuation decline. For more detail refer to the paragraph titled 'Property Related Revenue' found in the Discretionary General Funding section of the 2012-13 Recommended Budget, Executive Summary book.

Other Taxes

Other taxes of $153,927,860 primarily consist of Proposition 172 Half-Cent Sales Tax as well as the County's portion of sales tax and are increasing by a net $14.6 million over the prior year modified budget. This is due to Proposition 172 Half-Cent Sales Tax projected to increase by $15.6 million in 2012-13 as compared to the 2011-12 modified budget amounts.

Realignment

Realignment revenues of $172,350,945 are increasing over the prior year modified budget. This amount does not include Realignment funds allocated to Arrowhead Regional Medical Center of $37,370,000, as this amount in included as part of Enterprise Funds. For more detail refer to the Discretionary General Funding section of the 2012-13 Recommended Budget, Executive Summary book.

State, Federal or Government Aid

The County receives funding from State, Federal, and Other Government Aid totaling $1,437,175,787. The Human Services operational group receives the largest amount of funds from other governments, with $539.5 million from the State and $560.3 million from the Federal Government. There is an overall increase of $1.3 million from the prior year modified budget in the revenue category of state, federal or government aid. This increase is comprised of both increases and decreases in various programs.

Primary increases in State, Federal or Government Aid include:

- The **Law and Justice** operational group increased $52.6 million over the prior year modified budget primarily related to the realignment of State prisoners and parolees to supervision by the County and subsequent funding from the State for these purposes.
- **Human Services** operational group increased slightly by a net $3.6 million primarily due to additional anticipated Medi-Cal funding for the Transitional Assistance Department.

Significant decreases in State, Federal or Government Aid include:

- **Community Development and Housing** decreased a net $22.8 million primarily as a result of less funding available from the federal grant system.
- The **Capital Improvement Program** budget is decreasing by $32.0 million primarily related to the near completion of the Adelanto Detention Center Expansion Project, which is partially funded utilizing State AB 900 funds.

Fee/Rate

The revenue category of fee/rate includes the following types of revenues: licenses, permits, fines, fees, rates, and other services. Total revenue of $402,386,161 is anticipated to decrease from the 2011-12 modified budget by $40.9 million.

The following provides the most significant decreases in this revenue category.

- **Countywide Discretionary** is decreasing by $4.6 million as a result of decreased charges as part of the Countywide Cost Allocation Plan (COWCAP) billed to general fund departments.
- **Public Works – Transportation – Road Operations** is decreasing current service revenues in 2012-13 by a net $18.4 million over the prior year modified budget. This is primarily a result of a decrease in revenue from the former County Redevelopment Agency.
- The **Sheriff/Coroner/Public Administrator** has a net $19.1 million decrease showing in current services due to a change in the categorization of Court Security law enforcement services from a current service to State funding (AB 109 funding).

Other Revenue

Other revenue of $104,499,161 includes interest earnings, rents and concessions, and tobacco settlement funds. This revenue source is anticipated to increase by a net $11.5 million over the prior year modified budget.

The increase in this category includes an additional $10.4 million in revenue from the Redevelopment Property Tax Trust Fund, as established by Assembly Bill X1 26. These funds are to be used to assist the County in managing the dissolution of the County's former Redevelopment Agency (RDA) as required by the State.

Enterprise Funds

Enterprise Funds revenue totaling $505,701,901 is increasing by $13.4 million. Detail on significant budgeted revenue for Enterprise Funds is detailed below:

Arrowhead Regional Medical Center (ARMC) revenue of $429.2 million include state and federal funding primarily from Medicare and Medi-Cal, current service change from private pay patients and insurance, and other revenue from cafeteria sales, interest, and miscellaneous grants. ARMC revenue is expected to increase by a net $14.4 million. This overall increase is primarily attributable to additional managed care revenue and higher Medi-Cal reimbursements due to increased volume.

Public Works – Solid Waste Management revenue of $57.6 million primarily includes landfill gate fees, royalty agreements, land leases, and interest earned on fund balance. There is a slight decrease in revenue totaling $0.9 million based on a reduction in gate fees based on a continuing drop in tons.

Internal Service Funds

Internal Service Funds totaling $164,321,212 are decreasing by $1.6 million. These funds charge other County departments for specific services. Notable changes in revenue are detailed below:

The internal service fund budget units that comprise **Risk Management's** insurance program decreased revenues by $5.6 million. This decrease is a result of diminishing interest earnings as well as a decrease in prior excess insurance reimbursements.

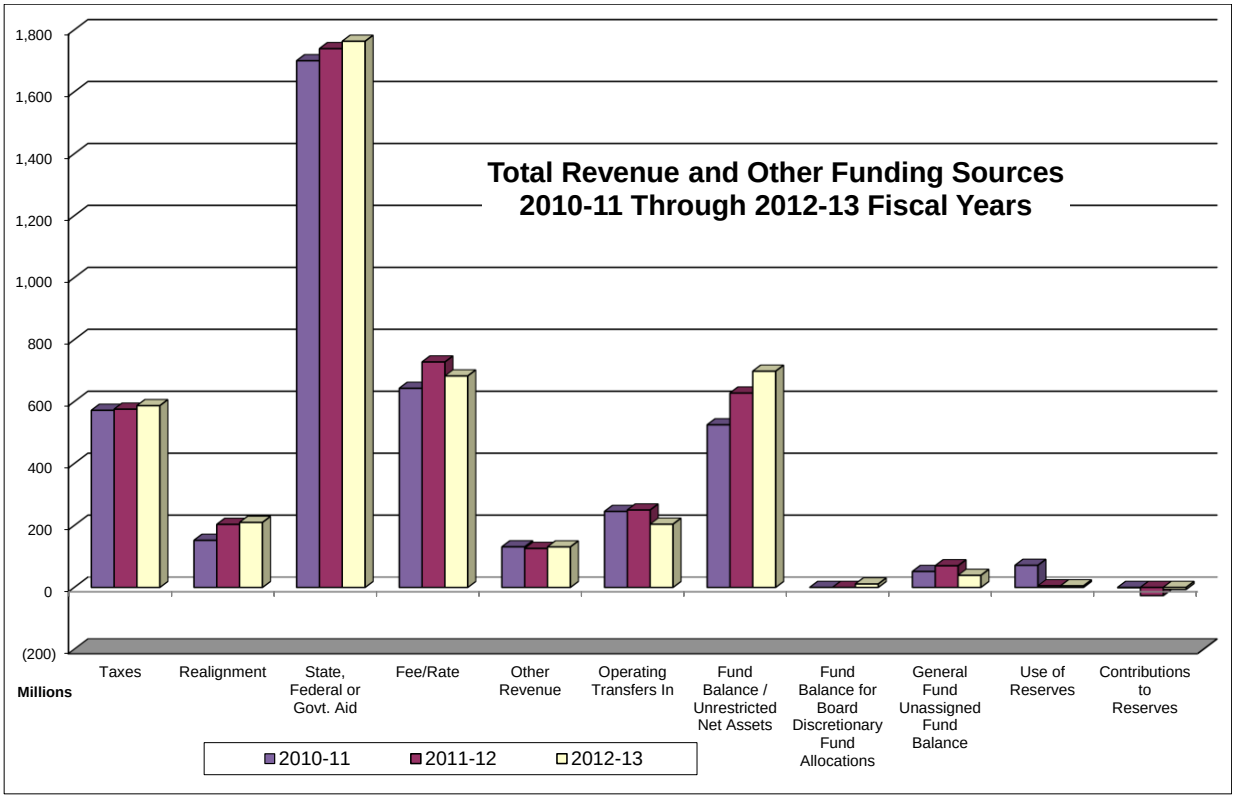
Information Services – Telecommunications Services increased revenues by $3.5 million primarily as a result of 800 MHz radio access revenue now being received directly from internal County departments instead of from the General Fund as an Operating Transfer in.

TOTAL REVENUE AND OTHER FUNDING SOURCES

	Restated Fiscal Year 2010-11 Final Budget	Restated Fiscal Year 2011-12 Adopted Budget	Restated Fiscal Year 2011-12 Modified Budget	Fiscal Year 2012-13 Recommended Budget
Revenue				
Taxes	571,745,866	575,277,685	575,464,238	586,759,926
Realignment	152,027,441	197,904,540	203,491,346	209,720,945
State, Federal or Government Aid	1,700,393,572	1,707,974,809	1,739,417,137	1,763,243,612
Fee/Rate	642,733,960	723,945,231	727,850,862	682,676,712
Other Revenue	131,037,340	109,293,209	125,820,540	130,758,898
Total Revenue	3,197,938,179	3,314,395,474	3,372,044,123	3,373,160,093
Other Funding Sources				
Operating Transfers In	245,271,842	222,344,041	249,915,897	204,052,456
Fund Balance/Unrestricted Net Assets	524,891,887	632,597,693	627,401,797	698,043,660
Fund Balance for Board Discretionary Fund Allocations	0	0	0	11,081,283
General Fund Unassigned Fund Balance	51,474,803	69,913,117	69,913,117	38,883,880
Use of Reserves	71,358,344	4,864,427	5,218,640	5,000,000
Contributions to Reserves	(1,000,000)	(26,501,791)	(26,501,791)	(6,594,897)
Total Other Funding Sources	891,996,876	903,217,487	925,947,660	950,466,382
Total Revenue and Other Funding Sources	4,089,935,055	4,217,612,961	4,297,991,783	4,323,626,475

* Restatement represents the transfer of Arrowhead Regional Medical Center State and Federal Aid funds to be properly categorized as Realignment.

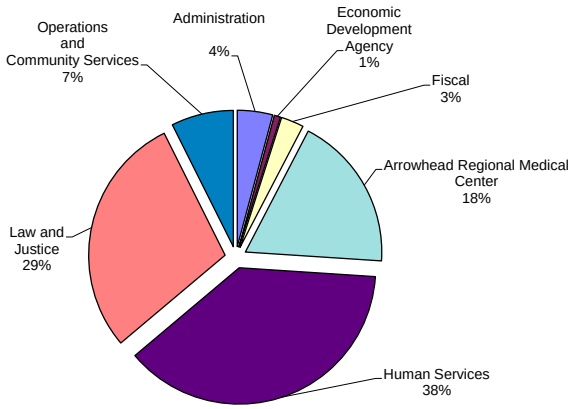
The revenue and other funding sources schedule above includes all County funds. This schedule includes operating transfers in, which are the mechanism for providing funding from one budget unit to another within the County. Additionally, this schedule summary provides the fund balance/unrestricted net assets for all non-general funds, the general fund's unassigned fund balance, as well as, the use of, and the contributions to the County reserves as committed in the strategic plan.



BUDGETED STAFFING SUMMARY

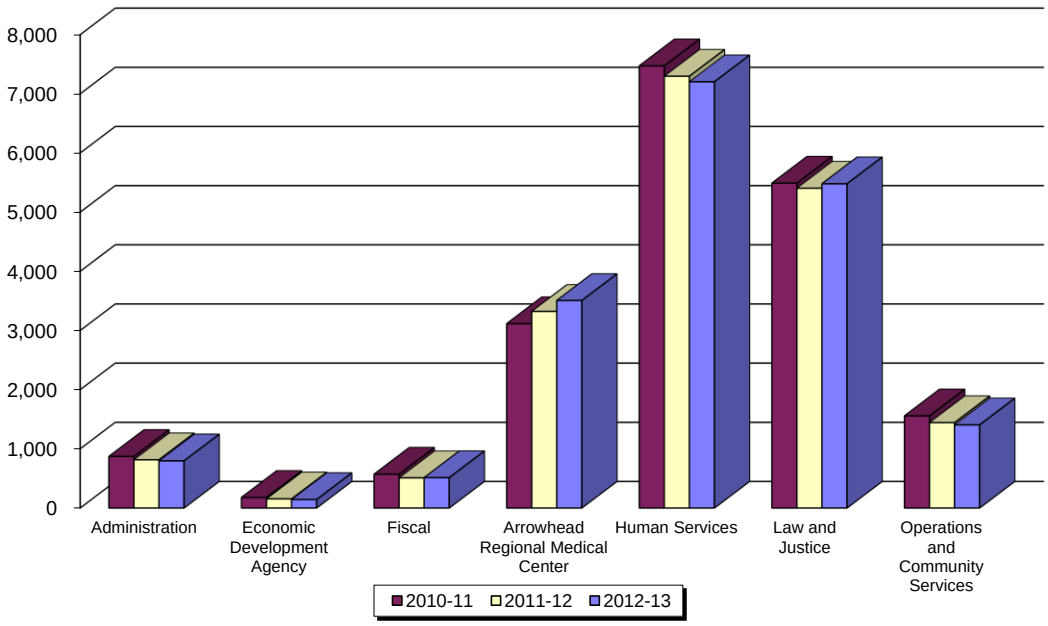
Budgeted staffing is accounted for using headcount; each position, whether full time or part time, is counted as one. The pie chart below depicts the budgeted staffing by group/agency for the current fiscal year. The following bar graph illustrates the budgeted staffing for the current fiscal year as well as the prior two fiscal years.

Budgeted Staffing By Group / Agency
2012-13 Fiscal Year



Percentages may not add to 100% due to rounding.

Budgeted Staffing By Group / Agency
2010-11 Through 2012-13 Fiscal Years



	2011-12 Modified Budget Staffing	Change from Modified Budget: Caseload Driven/ Grant or Special Funded Programs	Change from Modified Budget: All Other Programs	Change from Modified Budget: Total Change	2012-13 Recommended Budget Staffing	Percentage Change
General Fund	13,165	19	9	28	13,193	0.2%
Other Funds	5,777	79	-	79	5,856	1.4%
Total	18,942	98	9	107	19,049	

Budgeted staffing for caseload driven/grant, or special funded programs, increased overall by a net 98 positions. Significant changes from the previous year's final budgeted staffing in caseload driven, grant or special funded programs include the following:

General Fund

- **Behavioral Health** increased budgeted staffing by 18 positions. This is primarily the result of the addition of 20 positions as a result of the new AB 109 Public Safety.

- **Public Health** decreased budgeted staffing by a net 31 positions. This decrease is the result of the deletion of 63 positions. These deletions were offset by several new positions, including additional medical professional positions and support staff that will be utilized in outlying clinics assisting with an increase in community outreach and primary care services.

- **Human Services Administrative Claim** had a net decrease of 13 budgeted positions. The net deletions were the result of funding for programs staying relatively flat from the previous year while staffing costs have continued to rise.

- **District Attorney – Criminal Prosecution** increased 9 budgeted positions in the caseload driven, grant or special funded programs category as follows: 1 Deputy District Attorney for the Let's End Truancy (LET) Program funded through AB 1913; 4 extra-help investigator positions to assist with the backlog of real estate fraud cases; and 4 Victim Advocate positions, funded through AB 109, to help provide crime victims with access to comprehensive and quality service.

- **Probation – Administration, Corrections and Detention** has seen a net increase of 5 budgeted positions in the caseload driven, grant or special funded programs category. The department is adding 12 new Office Assistant III positions to help fulfill the clerical work demands associated with implementing AB 109 Public Safety Realignment. An extra-help Correctional Nurse-Per Diem positions is also being added to assist with the health needs at the juvenile detention and assessment centers. The additions within the department are being offset by the deletion of 8 extra-help/recurrent Probation Corrections Officer positions that have been vacant for more than one year.

- **Sheriff/Coroner/Public Administrator** increased 38 budgeted positions in this category resulting from additional AB 109 funding anticipated for 2012-13 as part of Public Safety Realignment. These positions are needed to manage the "low level" offenders now being ordered to serve their sentence in county facilities rather than the state prison system. The additional staffing will help ensure the overall safety of employees and inmates of the county's jail system.

Other Funds

- **Information Services Department's** internal service funds (Computer Operations and Telecommunications Services) are decreasing by a net 14 budgeted positions. A net 9 positions (7 filled) are being deleted in the Computer Operations division primarily due to budget constraints. A net 5 vacant positions are being deleted in the Telecommunication Services Division, as these positions are no longer required by the Department.

- **Community Development and Housing** – decreased by a net 10 budgeted positions. Notable changes for the department included the deletion of 14 positions as a result of the decrease in federal funding for departmental programs. This reduction in staff resulted in major restructuring and consolidation of functions within the Department. These deletions were partially offset by the addition of 3 positions that were transferred from the County's dissolved Redevelopment Agency as well as one extra help position that will assist in winding down programs that have been eliminated.

- **Arrowhead Regional Medical Center (ARMC)** had a net increase of 184 budgeted positions. 21 of the additional positions reflect ARMC's participation in the Low Income Health Program and a Delivery System Reform Incentive Plan. Additionally, 27 positions were added for a new observation unit, 89 positions were added for two new nursing units, and 45 positions were added in Nursing Administration. A net 2 positions were added to other divisions. While the number of positions has increased significantly, many of the positions are part-time positions that will allow ARMC to meet required staffing ratios in addition to scheduling flexibility.

- **Preschool Services** decreased a net 41 budgeted positions. 26 budgeted positions were reduced primarily due to the elimination of the County's Save the Children contract that was no longer needed by the department. Furthermore, the closure of the Copper Mountain and North Redlands Head Start sites resulted in a decrease of 15 positions.

Budgeted staffing for all other programs increased a net 9 positions. Significant changes from the previous year's modified budgeted staffing in all other programs include the following:

General Fund

- **Sheriff/Coroner/Public Administrator** increased budgeted staffing by restoring 35 Sheriff Trainee positions. This will eliminate the need for underfilling certain budgeted Deputy Sheriff positions while new recruits are receiving training at the Sheriff's Academy. The addition of these Trainee positions will not result in additional costs for the Department. The Department is also deleting two extra-help vacant that are no longer needed.

- **Regional Parks** reduced budgeted staffing by a net 19 positions due to projected budgetary constraints. A reorganization plan includes the reduction of 21 vacant budgeted positions, offset by the addition of 2 new positions. Under this continued reorganization of the department, some of the related duties/responsibilities of positions will be streamlined and spread amongst existing regular staff, and other responsibilities will be addressed by assigning the workload to part-time General Service Worker II positions.

Countywide staffing changes are outlined by County department in the following chart:

BUDGETED STAFFING SUMMARY

Department	2010-11 Final Budget	2011-12 Modified Budget	2012-13 Recommended Budget	Change Between 2011-12 & 2012-13
ADMINISTRATION				
GENERAL FUND				
BOARD OF SUPERVISORS	57	45	44	(1)
CLERK OF THE BOARD	17	13	13	-
COUNTY ADMINISTRATIVE OFFICE	30	16	16	-
COUNTY COUNSEL	94	91	88	(3)
FINANCE AND ADMINISTRATION	-	14	14	-
HUMAN RESOURCES	81	73	73	-
HUMAN RESOURCES - CENTER FOR EMPLOYEE HEALTH AND WELLNESS	11	11	11	-
INFORMATION SERVICES - APPLICATION DEVELOPMENT	97	91	94	3
PURCHASING	16	15	17	2
SUBTOTAL GENERAL FUND	403	369	370	1
OTHER FUNDS				
FLEET MANAGEMENT - GARAGE	85	82	82	-
FLEET MANAGEMENT - MOTOR POOL	4	3	3	-
HUMAN RESOURCES - COMMUTER SERVICES	3	3	3	-
HUMAN RESOURCES - EMPLOYEE BENEFITS AND SERVICES	30	28	28	-
INFORMATION SERVICES - COMPUTER OPERATIONS	133	130	121	(9)
INFORMATION SERVICES - TELECOMMUNICATIONS SERVICES	101	97	92	(5)
PURCHASING - PRINTING SERVICES	18	15	14	(1)
PURCHASING - SURPLUS PROPERTY AND STORAGE OPERATIONS	2	2	2	-
PURCHASING - MAIL/COURIER SERVICES	28	25	25	-
RISK MANAGEMENT - OPERATIONS	65	61	57	(4)
SUBTOTAL OTHER FUNDS	469	446	427	(19)
TOTAL ADMINISTRATION	**872**	**815**	**797**	**(18)**
ECONOMIC DEVELOPMENT AGENCY				
GENERAL FUND				
ECONOMIC DEVELOPMENT	19	15	14	(1)
OTHER FUNDS				
COMMUNITY DEVELOPMENT AND HOUSING	26	25	15	(10)
WORKFORCE DEVELOPMENT	134	114	114	-
SUBTOTAL OTHER FUNDS	160	139	129	(10)
TOTAL ECONOMIC DEVELOPMENT AGENCY	**179**	**154**	**143**	**(11)**
FISCAL				
GENERAL FUND				
ASSESSOR/RECORDER/COUNTY CLERK	238	215	216	1
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	330	291	285	(6)
SUBTOTAL GENERAL FUND	568	506	501	(5)
OTHER FUNDS				
ASSESSOR/RECORDER/COUNTY CLERK - SYSTEMS DEVELOPMENT	-	-	8	8
ASSESSOR/RECORDER/COUNTY CLERK - RECORDER RECORDS	4	4	4	-
SUBTOTAL OTHER FUNDS	4	4	12	8
TOTAL FISCAL	**572**	**510**	**513**	**3**

BUDGETED STAFFING SUMMARY

Department	2010-11 Final Budget	2011-12 Modified Budget	2012-13 Recommended Budget	Change Between 2011-12 & 2012-13
ARROWHEAD REGIONAL MEDICAL CENTER				
OTHER FUNDS				
ARROWHEAD REGIONAL MEDICAL CENTER	3,116	3,323	3,507	184
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	**3,116**	**3,323**	**3,507**	**184**
HUMAN SERVICES				
GENERAL FUND				
AGING AND ADULT SERVICES - AGING PROGRAMS	48	48	47	(1)
AGING AND ADULT SERVICES - PUBLIC GUARDIAN - CONSERVATOR	22	18	19	1
CHILD SUPPORT SERVICES	436	435	435	-
HEALTH ADMINISTRATION	2	1	2	1
BEHAVIORAL HEALTH	529	507	525	18
PUBLIC HEALTH	774	759	728	(31)
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	156	159	161	2
HUMAN SERVICES - ADMINISTRATIVE CLAIM	4,345	4,221	4,208	(13)
VETERANS AFFAIRS	19	18	18	-
SUBTOTAL GENERAL FUND	6,331	6,166	6,143	(23)
OTHER FUNDS				
HUMAN SERVICES - WRAPAROUND REINVESTMENT FUND	27	28	6	(22)
BEHAVIORAL HEALTH - MENTAL HEALTH SERVICE ACT	352	367	364	(3)
PRESCHOOL SERVICES	763	732	691	(41)
SUBTOTAL OTHER FUNDS	1,142	1,127	1,061	(66)
TOTAL HUMAN SERVICES	**7,473**	**7,293**	**7,204**	**(89)**
LAW AND JUSTICE				
GENERAL FUND				
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	492	469	478	9
LAW AND JUSTICE GROUP ADMINISTRATION	1	1	1	-
PROBATION - ADMINISTRATION, CORRECTIONS & DETENTION	1,112	1,190	1,195	5
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	27	32	32	-
PUBLIC DEFENDER	255	246	236	(10)
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	3,514	3,467	1,656	(1,811)
SHERIFF/CORONER/PUBLIC ADMINISTRATOR - CONTRACTS	-	-	580	580
SHERIFF/CORONER/PUBLIC ADMINISTRATOR - DETENTIONS	-	-	1,302	1,302
SUBTOTAL GENERAL FUND	5,401	5,405	5,480	75
OTHER FUNDS				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR - PUBLIC GATHERINGS	90	-	-	-
SUBTOTAL OTHER FUNDS	90	-	-	-
TOTAL LAW AND JUSTICE	**5,491**	**5,405**	**5,480**	**75**

BUDGETED STAFFING SUMMARY

Department	2010-11 Final Budget	2011-12 Modified Budget	2012-13 Recommended Budget	Change Between 2011-12 & 2012-13
OPERATIONS AND COMMUNITY SERVICES				
GENERAL FUND				
AGRICULTURE/WEIGHTS AND MEASURES	70	61	63	2
AIRPORTS	28	24	19	(5)
ARCHITECTURE AND ENGINEERING	15	16	17	1
COUNTY MUSEUM	44	30	30	-
LAND USE SERVICES - ADMINISTRATION	21	27	31	4
LAND USE SERVICES - PLANNING	18	20	20	-
LAND USE SERVICES - BUILDING AND SAFETY	15	22	21	(1)
LAND USE SERVICES - CODE ENFORCEMENT	35	31	26	(5)
LAND USE SERVICES - FIRE HAZARD ABATEMENT	11	9	15	6
PUBLIC WORKS - SURVEYOR	35	34	29	(5)
REAL ESTATE SERVICES	22	22	23	1
RES - FACILITIES MANAGEMENT DIVISION	116	103	105	2
RES - UTILITIES	1	2	2	-
REGIONAL PARKS	289	279	260	(19)
REGISTRAR OF VOTERS	28	24	24	-
SUBTOTAL GENERAL FUND	748	704	685	(19)
OTHER FUNDS				
COUNTY LIBRARY	324	281	279	(2)
COUNTY MUSEUM - MUSEUM STORE	3	1	1	-
PUBLIC WORKS - TRANSPORTATION - ROAD OPERATIONS	382	364	355	(9)
PUBLIC WORKS - SOLID WASTE MANAGEMENT - OPERATIONS	88	84	80	(4)
REGIONAL PARKS - CALICO GHOST TOWN MARKETING SVCS	2	2	-	(2)
REGIONAL PARKS - SNACK BARS	2	1	1	-
REGIONAL PARKS - ACTIVE OUTDOORS	8	5	4	(1)
SUBTOTAL OTHER FUNDS	809	738	720	(18)
TOTAL OPERATIONS AND COMMUNITY SERVICES	**1,557**	**1,442**	**1,405**	**(37)**
TOTAL COUNTY DEPARTMENTS - GENERAL FUND	**13,470**	**13,165**	**13,193**	**28**
TOTAL COUNTY DEPARTMENTS - OTHER FUNDS	**5,790**	**5,777**	**5,856**	**79**
COUNTY DEPARTMENTS GRAND TOTAL	**19,260**	**18,942**	**19,049**	**107**

CAPITAL IMPROVEMENT PROGRAM

The County Capital Improvement Program includes construction, rehabilitation and repair projects for numerous facilities and structures.

The capital project funds listed in the appropriation summary schedules in this County Budget Summary and presented in the schedule below represent those managed by the Architecture and Engineering Department and accounted for in the following funds: CJP, CJV, and CJY. These schedules do not include operating transfers out.

	Nbr of Projects	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total
New Projects					
Fund CJP					
Contributions to Other Agencies	1	2,600,000	-	-	2,600,000
Contributions to Non-Owned Projects	2	-	180,000	-	180,000
Improvements to Land	9	3,340,000	780,000	265,640	4,385,640
Structures and Improvements	45	40,556,000	769,717	591,336	41,917,053
*Total **CJP** New Projects*	57	46,496,000	1,729,717	856,976	49,082,693
Fund CJV					
Improvements to Land	-	-	-	-	-
Structures and Improvements	1	104,000	-	-	104,000
*Total **CJV** New Projects*	1	104,000	-	-	104,000
Total New Projects	58	46,600,000	1,729,717	856,976	49,186,693
Carryover Projects					
Fund CJP					
Contributions to Other Agencies	1	-	3,882,641	-	3,882,641
Contributions to Non-Owned Projects	4	-	-	116,306	116,306
Improvements to Land	24	4,299,276	1,238,189	1,329,600	6,867,065
Structures and Improvements	113	79,180,157	5,569,972	2,619,745	87,369,874
Equipment	1	-	277,257	-	277,257
Transfers	2	248,725	-	-	248,725
*Total **CJP** Carryover Projects*	145	83,728,158	10,968,059	4,065,651	98,761,868
Fund CJV					
Contributions to Other Agencies	1	23,000	-	-	23,000
Contributions to Non-Owned Projects	1	-	-	12,665	12,665
Improvements to Land	1	11,792	-	-	11,792
Structures and Improvements	29	3,947,925	94,040	22,603,795	26,645,760
*Total **CJV** Carryover Projects*	32	3,982,717	94,040	22,616,460	26,693,217
Fund CJY					
Contributions to Non-Owned Projects	1	3,058,235	-	-	3,058,235
Total Carryover Projects	178	90,769,110	11,062,099	26,682,111	128,513,320
Total Capital Project Funds	**236**	**137,369,110**	**12,791,816**	**27,539,087**	**177,700,013**

Note: The above appropriation excludes operating transfers out.

In the 2012-13 Recommended Budget, $49,186,698 in new projects are funded, primarily using County discretionary general funding. Major projects include directing the revised annual allocation of $20.0 million for future space needs to the 800 MHz digital radio system upgrade project; $10.0 million in additional new discretionary general funding to increase the budget from $30.0 million to $40.0 million for the Downtown Building Project to acquire existing buildings, seismically retrofit and modernize certain existing buildings and demolish older facilities; $2.6 million to amend an existing agreement with the City of Fontana for projects within the unincorporated area; $1.3 million to provide funding for redesign to expand and remodel the existing Sheriff/Coroner/Public Administrator Crime Lab; and an additional $0.7 million to increase the budget from $1.9 to $2.6 million for the new Needles Fire Station Project. In addition, the base budget for CIP of $12.0 million includes funding of $3.5 million for deferred maintenance at various county and Regional Park facilities; $4.0 million for building system improvements such as generator replacements, elevator modernization, boiler replacements, heating, ventilation and air conditioning upgrades and maintenance, and various energy efficiency projects; $2.2 million to repair or replace parking lots at various county buildings; $1.2 million for site infrastructure such as drainage, lighting and demolition; $1.0 million to repair and/or replace roofs; and $0.1 million to continue to fund Americans with Disabilities Act (ADA) improvements to improve accessibility for the disabled.

Projects approved in prior years but not yet completed total an additional $128,513,320. The major carryover projects are the expansion of the Adelanto Detention Center, the Downtown Building Project, 800 MHz Upgrade Project, High Desert Government Center Public Safety Operations Center, and the construction of the Baker Family Learning Center, a multi-use facility for Preschool Services and the County Library in Muscoy.

The County has several other capital projects that are accounted for in various special revenue funds belonging to the respective project departments, such as Airports, Regional Parks, and the Department of Public Works Solid Waste Management and Transportation Divisions. Additionally, there is one enterprise fund, which is part of the Arrowhead Regional Medical Center (ARMC), used for capital projects of ARMC.

For a complete listing of capital improvement program highlights in all funds, please refer to the Capital Improvement Program section of the 2012-13 Recommended Budget book.

DISCRETIONARY GENERAL FUNDING

County general fund operations are funded with four major types of sources: departmental revenue, Proposition 172 revenue, Realignment revenue, and countywide discretionary revenue.

- Departmental revenue includes fees, service charges, and state and federal support for programs such as welfare, health care, and behavioral health.

- Proposition 172 revenue is a permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety. Proposition 172 revenue is restricted and is used solely for funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments.

- Realignment revenue provides health and welfare funding. In 1991-92, the state approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the state to the County. This shift is funded through a corresponding shift of dedicated sales tax and vehicle license fee revenue. Realignment revenue is also restricted and used in funding mental health, social services and health programs within the county.

- Countywide discretionary revenue includes a variety of revenue sources that are not legally designated for a specific purpose or program. The majority of discretionary revenue is property related revenue, primarily property tax. Other revenue sources in this category include: sales and other taxes, net interest earnings, Countywide Cost Allocation Plan (COWCAP) revenue which is a reimbursement for overhead/indirect costs incurred by the general fund, property tax administration revenues, recording fees, other state and federal aid, and other revenue. Additionally, the general fund's unassigned fund balance, use of reserves and operating transfers in, are other funding sources that can be allocated to general fund departments in the same manner as countywide discretionary revenue.

The balance of departmental costs not funded by departmental revenue, Proposition 172 revenue, and/or Realignment revenue is considered net county cost or discretionary general funding. Net county cost is funded by countywide discretionary revenue, which is primarily property related revenue.

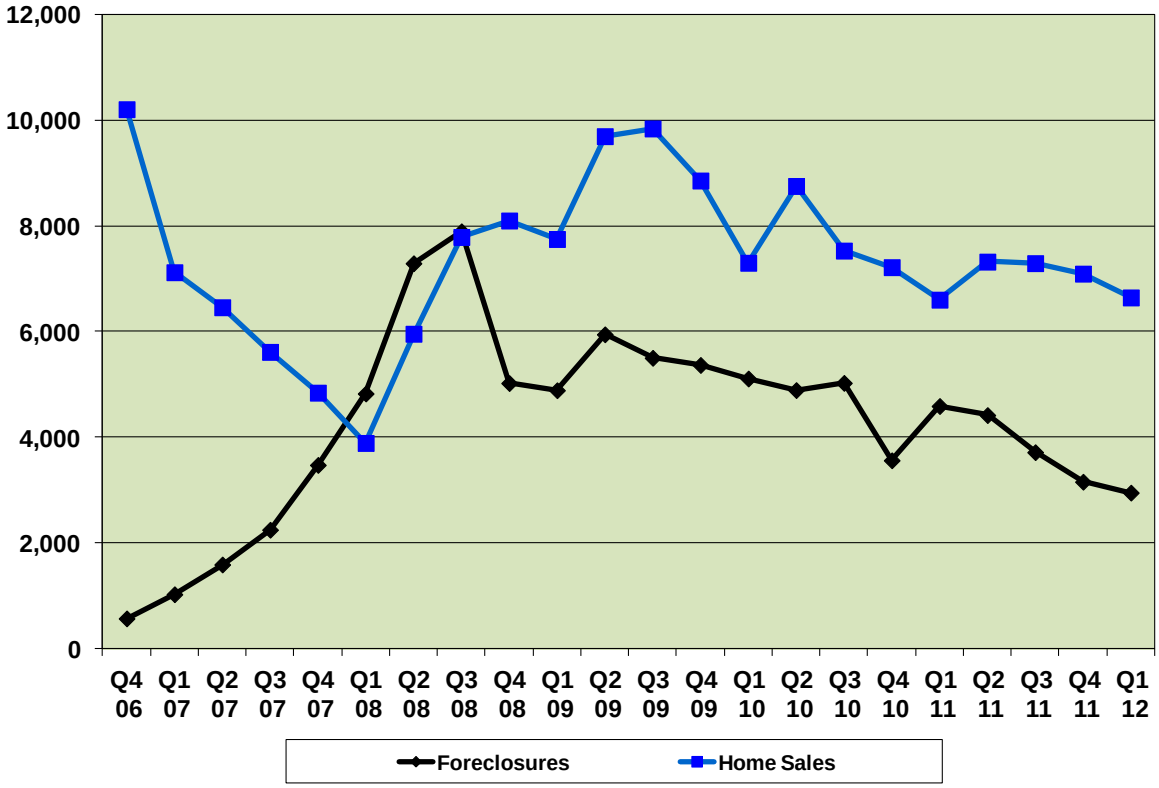
Any countywide discretionary revenue not distributed to departments through their net county cost allocation is placed in contingencies. Every year the County of San Bernardino has set aside a prudent dollar amount in contingencies and reserves for two purposes: 1) to ensure that the County can accommodate unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the County; and 2) to be proactive and set aside funds to meet future known obligations or to build a reserve for large capital projects.

The following sections provide details of the economic indicators that are factored into the County strategic plan and how these indicators affect the discretionary general funding comprised of Proposition 172 revenue, Realignment revenue, and countywide discretionary revenue. Additionally, for 2012-13 there has been detail added in this section on the County Restricted General Fund - Automated Systems Development budget unit. Furthermore, detailed information is included on the contributions and uses of County general fund contingencies and reserves for 2011-12 and the recommended contributions and uses of general fund contingencies and reserves for 2012-13.

ECONOMIC INDICATORS

Property related revenue accounts for approximately two-thirds of the County's discretionary revenue. These revenues continue to be severely impacted by the mortgage and financial crisis, which has had a significant effect on the housing market within the County. Home values have plummeted as foreclosures and notices of default have skyrocketed. As shown in the chart below, foreclosures, although currently declining, have at times out-stripped home sales. This has negatively impacted the assessed valuation of properties within the County as homes have been selling at prices lower than their assessed valuations, and by homes that have received downward adjustments to their assessed valuation because the current assessed valuation is above the fair market value of the home.

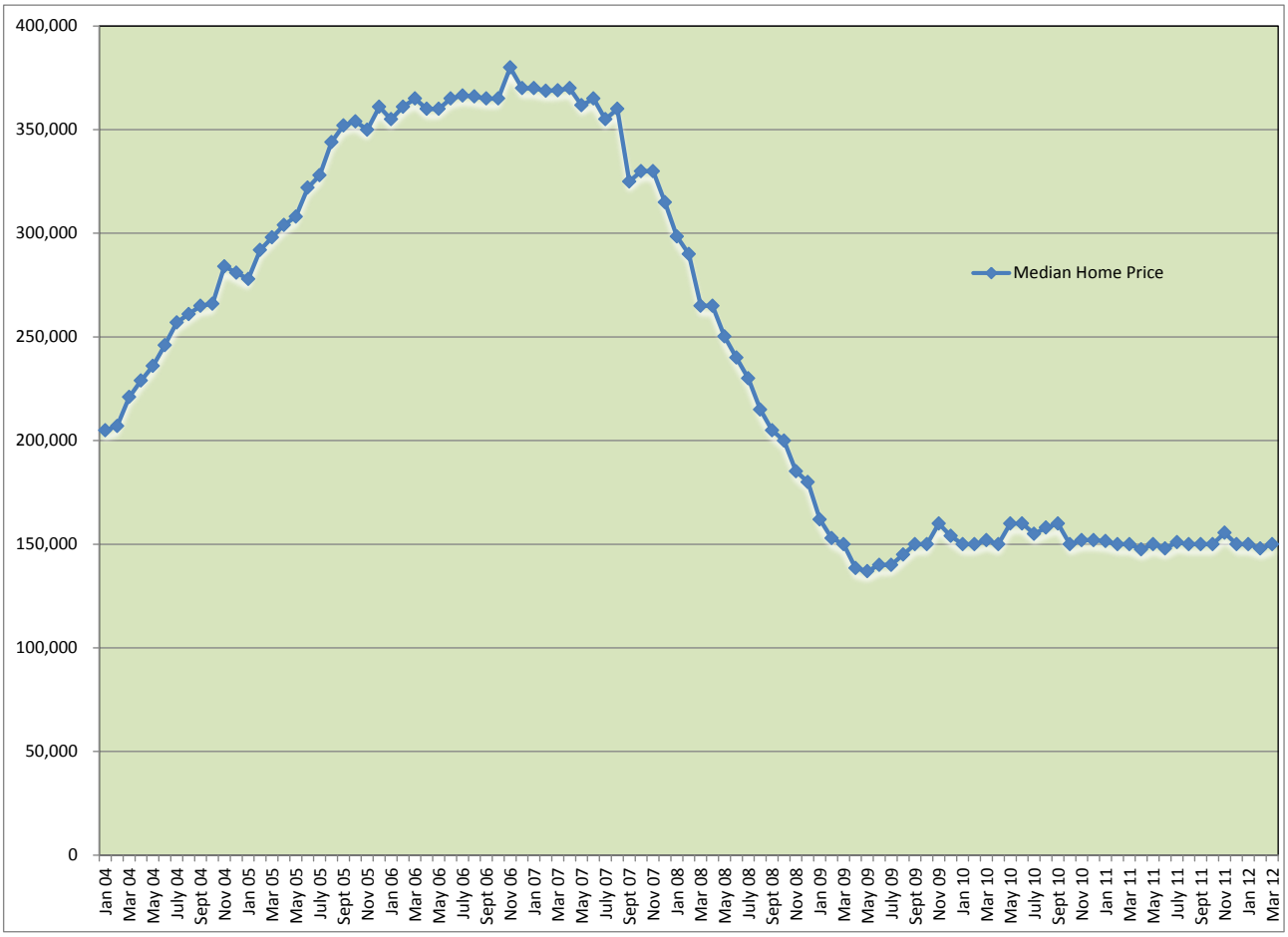
COUNTY OF SAN BERNARDINO
FORECLOSURES/HOME SALES BY QUARTER
QUARTER 4 2006 THROUGH QUARTER 1 2012



Source: County Assessor and Dataquick

In 2011 foreclosures were down 14.6% from 2010. 2011 Notices of Default were down by 22% from the prior year. As foreclosures and notices of default continue to decline, the County is also seeing stability in the median price of a home. The chart below shows median prices from January 2004 through March 2012. The Median price has been stable, at approximately $150,000, for the last 31 months. This median price is affordable for 78% of local families.

COUNTY OF SAN BERNARDINO
MEDIAN HOME PRICE BY MONTH
JANUARY 2004 THROUGH MARCH 2012

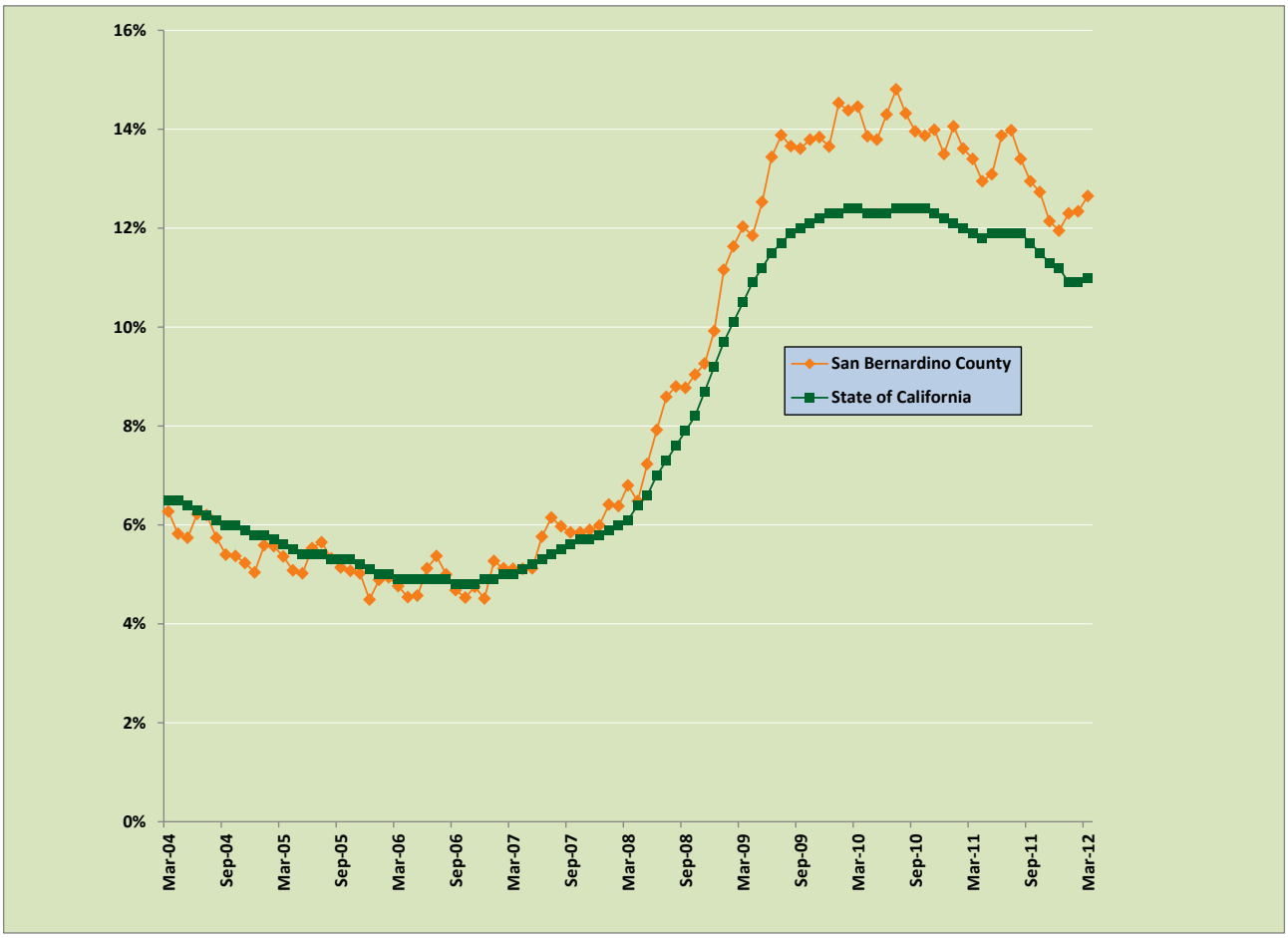


Source: Dataquick

The mortgage and economic crisis has also negatively impacted the residents of the County. In addition to the decline in property values, the loss of jobs in the County has led to high levels of unemployment, as shown in the chart below. Job losses from 2008 through 2010 totaled 146,458, in large part due to the downturn in the construction sector. Unemployment reached 14.8% in July 2010.

However there are some signs of improvement. 2011 saw job gains of 3,767 and forecasted job growth for 2012 is 16,300. Unemployment remains high at 12.7% in March 2012 compared to unemployment rates for the State and the United States of America which were 11.0% and 8.2%, respectively.

COUNTY OF SAN BERNARDINO
UNEMPLOYMENT RATES
STATE OF CALIFORNIA AND SAN BERNARDINO COUNTY
MARCH 2004 THROUGH MARCH 2012



Source: CA Employment Development Department

AUTOMATED SYSTEMS DEVELOPMENT

The Automated Systems Development budget unit is a restricted general fund that was established in 2011-12 to fund the development, upgrade, and/or replacement of the County's Financial Accounting System (FAS 2012 Project), a core information technology system; and for other future developments.

The FAS 2012 project is a countywide collaborative effort to upgrade or replace the existing financial accounting system that was implemented over 20 years ago and does not provide either the efficiencies or information for managing County functions that modern systems provide. In 2011-12, the Board of Supervisor's approved a $6.0 million allocation of discretionary general funding to fund this project, and added an additional $6.0 million mid-year. A Request for Information was released in July 2011 and the resulting information was utilized to prepare a scope of services. Currently, the project is actively seeking an independent project management firm with a history of successful government accounting information system installations to oversee the Request for Proposal and ultimate installation.

Appropriation of $12.0 million represents anticipated capitalized software and application development costs associated with the FAS 2012 project.

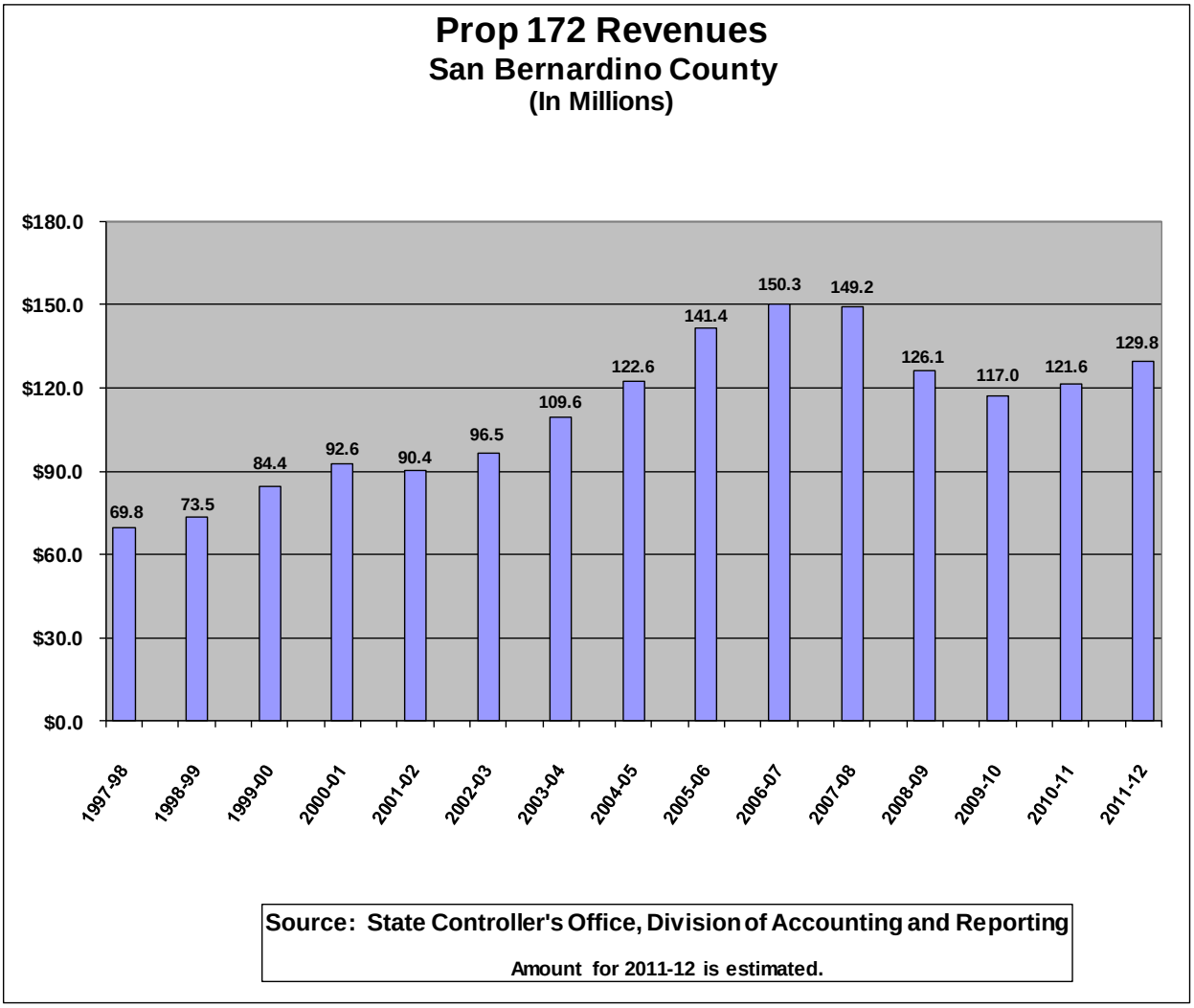
Below is a table detailing budgeted appropriation for this unit in 2012-13.

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	500,000	500,000	**0**
Capital Expenditures	0	0	0	0	11,500,000	11,500,000	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	12,000,000	12,000,000	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	12,000,000	12,000,000	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	12,000,000	12,000,000	**0**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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**
				Fund Balance	12,000,000	12,000,000	**0**
				Budgeted Staffing	0	0	**0**

PROPOSITION 172

Proposition 172 (Prop 172), which became effective January 1, 1994, placed a one-half percent sales tax rate in the state's constitution and required that revenue from the additional one-half percent sales tax be used only for local public safety activities, which include but are not limited to sheriff, police, fire protection, county district attorney, and county corrections. Funding from Prop 172 enabled counties and cities to substantially offset the public safety impacts of property tax losses resulting from the state property tax shift to the Educational Revenue Augmentation Fund (ERAF).

The one-half percent sales tax imposed by Prop 172 is collected by the state and apportioned to each county based on its proportionate share of statewide taxable sales. In accordance with Government Code 30055, of the total Prop 172 revenue allocated to San Bernardino County, 5% is distributed to cities affected by the property tax shift and 95% remains within the County. The following chart reflects the annual amount of Prop 172 revenues received by San Bernardino County, excluding the cities' distributions, for the past 15 years.



On August 22, 1995, the County of San Bernardino Board of Supervisors approved the recommendation that defined the following departments as the public safety services designated to receive the County's 95% share of Prop 172 revenue, consistent with Government Code Section 30052, and authorized the Auditor-Controller/Treasurer/Tax Collector to deposit the County's portion of the Prop 172 revenue as follows:

- Sheriff/Coroner/Public Administrator 70.0%
- District Attorney 17.5%
- Probation 12.5%

Prop 172 revenue currently represents a significant funding source for the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. Each year, as part of the budget development process, Prop 172 projections are developed based on staff analysis of revenue trends and forecasts provided by an outside economist.

On February 13, 2007, the Board of Supervisors approved a policy which requires the County to maintain an appropriation for contingency for Prop 172 funds targeted at no less than 10% of the current year's budgeted Prop 172 revenues. This 10% contingency was created to ensure funding for these public safety departments should the County experience Prop 172 revenue shortfalls in the future. These contingencies are maintained for each respective department within the Prop 172 restricted general fund.

The chart below illustrates the beginning and ending estimated fund balances of the Prop 172 restricted general fund, budgeted revenue and departmental usage for 2012-13, the required 10% contingency target, and the amount in excess of that target.

	Estimated Beginning Fund Balance	2012-13 Budgeted Revenue	2012-13 Budgeted Usage	Estimated Ending Fund Balance	10% Contingency	Amount in Excess of Required Contingency
Sheriff	11,061,950	95,005,000	(96,481,450)	9,585,500	9,500,500	85,000
District Attorney	3,366,868	23,765,000	(24,720,368)	2,411,500	2,376,500	35,000
Probation	4,922,433	16,990,000	(16,950,000)	4,962,433	1,699,000	3,263,433
Total	**19,351,251**	**135,760,000**	**(138,151,818)**	**16,959,433**	**13,576,000**	**3,383,433**

REALIGNMENT

In 1991, the state shifted responsibility for a number of mental health, social services, and health programs to counties. This shift, known as Realignment, resulted in the creation of two dedicated funding streams to pay for the shifted services: a ½ cent Sales Tax and 24.33% of Vehicle License Fee (VLF) revenues made available by a change in the depreciation schedule for vehicles. Pursuant to SB 1096, Chapter 21, Statutes of 2004, the Vehicle License Fee was reduced from 2.0% of the market value of a vehicle to 0.65% of the market value. SB 1096 also changed the percentage of the VLF revenue allocated to Realignment from 24.33% to 74.9%. This change did not result in increased VLF revenues to Realignment, but simply reflects the same funding amount expressed as a percentage of the reduced revenue collected. Each of the three service areas identified was required to have their own separate accounts established and each of those service areas receive a different share of statewide Realignment revenue.

Within the mental health area, the programs the County is now responsible for are: community-based mental health programs, State Hospital services for County patients, and Institutions for Mental Disease. Within the social services area, the programs the County is now responsible for are: the County revenue stabilization program and the County justice subvention program. Within the health area, the programs the County is now responsible for are: AB8 County health services, local health services, medically indigent services, and the County medical services program.

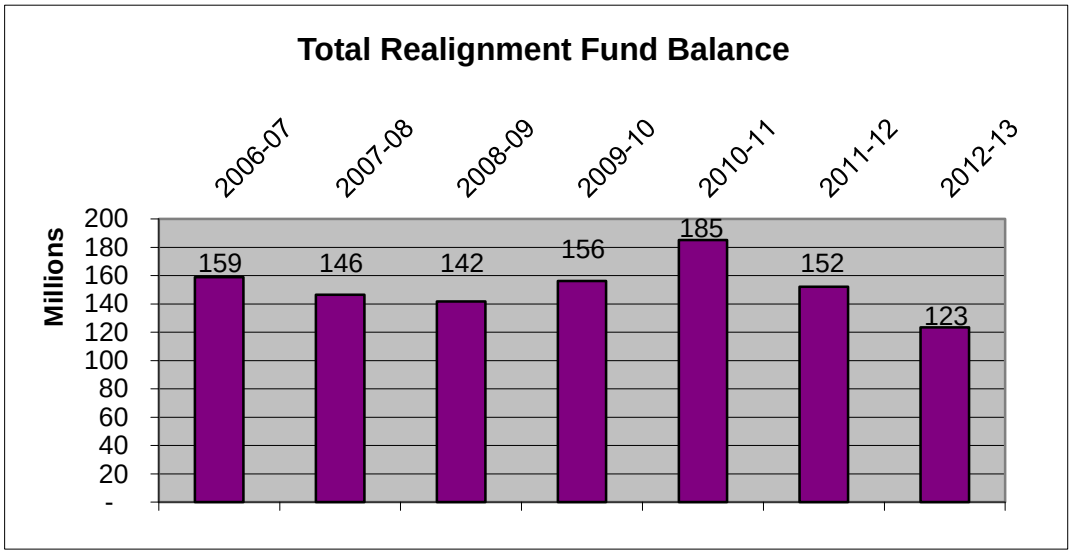
In addition to these program responsibility shifts, a number of programs had changes made to their cost sharing ratios. For example, prior to Realignment, Foster Care costs were funded by 95% state resources and 5% County resources. Now Foster Care is funded by 40% state resources and 60% County resources, which is a significant impact to the County.

The Realignment program has some flaws in its design that adversely impact County of San Bernardino revenues. First, San Bernardino County is an “under equity county,” meaning that the County receives a lesser share of revenue relative to other counties based on population and estimated poverty population. Revenue distributions among counties were determined by expenditures in the programs that were transferred just prior to the adoption of Realignment. San Bernardino County was under equity in those programs. Realignment did attempt to address the inequity issue, but the effort fell short. The County continues to be under equity at this time and barring any legislative action the amount of inequity will increase over time. As growth occurs in the revenue streams, incremental new funding is distributed on existing sharing arrangements between the counties. The counties that are already over equity get a higher percentage of the new revenue while those that are under equity get less.

In addition to the under equity issue is the fact that the demand for the services the County is providing and the revenue streams funding them are both sensitive to the economy. When the economy does poorly, demand for services is high, but revenues under perform. When the economy is doing well, demand for services is reduced, sales taxes and vehicle license fees revenues are high, and growth in these funding streams is experienced. Social Services has priority claim on any sales tax growth received. If the growth is sufficient to cover the increasing Social Services caseload costs, then anything remaining is distributed to the Mental Health and Health Realignment funds.

Budgetary Note: Financial information presented in this Realignment budget section is consistent with state reporting requirements for the Realignment funds. The state’s reporting requirements are not consistent with the County’s implementation of GASB 34 as it relates to revenue accrual. As such, within the County financial accounting system, an adjustment will be made to show the correct revenues in accordance with the County accrual procedures. This is a revenue timing issue only as a result of delays by the state in distributing sales tax growth revenue.

The graph below shows the history of fund balance for all Realignment funds.



During 2007-08 an unanticipated increase in departmental usage for Behavioral Health, resulting from un-reimbursed Medi-Cal and Title XIX EPSDT claims, coupled with sales tax and vehicle license fee revenue base short falls, resulted in a decrease of $13 million in fund balance.

During 2008-09, revenue shortfalls of 13.2% and 8.5% in sales tax and vehicle license fee revenue, respectively, offset with decreased departmental usage resulted in a slight decrease in fund balance of $4 million for the period ending June 30, 2009.

During 2009-10, revenue shortfalls continued at 3.69% and 6.73% in sales tax and vehicle license fee revenue, respectively. These shortfalls were offset, however, by even greater departmental savings, resulting in a slight increase in fund balance of $5 million for the period ending June 30, 2010.

During 2010-11, as compared to prior year revenue, sales tax realized a 3.59% increase while VLF continued to decline with a 1.50% shortfall. Those factors would have normally caused a decline in fund balance given departmental needs. However, the Health Realignment fund experienced a one-time savings due to state legislation regarding hospital fees. The net effect was an increase to overall fund balance of $29 million.

Projected revenues for 2011-12 are $7.3 million below the adopted budget figure. Sales tax is projected to increase 3.8% but VLF continues to fall with a projected decline of 10.2%. At the same time the demands for County services, as expected, continue to increase as economic recovery remains sluggish. Departmental usage of realignment funds continue to increase and exceed the budget figure by over $4 million. All these factors combined result in an expected decline of nearly $33 million in Realignment fund balance during the course of Fiscal Year 2011-12.

For 2012-13, revenues are projected to increase as the state expects sales tax receipts to increase by nearly 8%. However, the state continues to propose further realignment, making the County increasingly responsible for programs experiencing increased expenditures. As a result, departmental usage continues to exceed budgeted revenues, resulting in an anticipated decrease in fund balance of $28.6 for the period ending June 30, 2013.

Budget History for All Realignment Budget Units

	ACTUAL 2010-11	MODIFIED 2011-12	ESTIMATED 2011-12	RECOMMENDED 2012-13
Beginning Fund Balance	156,341,656	185,141,698	185,141,698	152,155,411
Revenue	178,187,486	176,319,784	168,980,128	181,054,863
Departmental Usage	149,387,444	197,919,387	201,966,415	209,720,945
Ending Fund Balance	185,141,698	163,542,095	152,155,411	123,489,329
Change in Fund Balance	28,800,042	(21,599,603)	(32,986,287)	(28,666,082)

Departmental usage of $209.7 million exceeds the revenue projection of $181.0 million, resulting in a net usage of $28.7 million in total fund balance. Expenditure levels continue to be monitored closely, with specific measures being developed to reduce overall departmental usage until such time as revenue growth is realized and fund balance is restored.

SUMMARY OF REALIGNMENT BUDGET UNITS FOR 2012-13

	Mental Health	Social Services	Health	Total
Estimated Beginning Fund Balance	26,434,435	56,687,954	69,033,022	152,155,411
Budgeted Revenue	45,611,825	84,129,059	51,313,979	181,054,863
Budgeted Departmental Usage	50,878,562	102,512,103	56,330,281	209,720,945
Budgeted 10% Transfers	-	-	-	-
Estimated Ending Fund Balance	21,167,698	38,304,910	64,016,721	123,489,329
Estimated Change in Fund Balance	(5,266,737)	(18,383,044)	(5,016,302)	(28,666,082)
Estimated Ending Fund Balance	21,167,698	38,304,910	64,016,721	123,489,329
10% Contingency Target	4,561,183	8,412,906	5,131,398	18,105,486
Available Ending Fund Balance	16,606,516	29,892,004	58,885,323	105,383,843

The Realignment budget units do not directly spend funds or provide service. They are strictly funding budget units with the actual expenditures occurring within the operating budget units of the departments that receive Realignment revenue.

The Realignment legislation does allow for some flexibility in usage of funds at the County level. Upon action by the Board of Supervisors, a County can transfer 10% of a given year's revenue from one fund to another. San Bernardino County has used the provision repeatedly over the years to help support either the health or social services programs. The County did not do a 10% transfer in the prior three fiscal years and is not budgeting one for 2011-12. However, in the event that such transfer is needed, Board of Supervisors approval is required.

The breakdown of the fund balance calculations and departmental usage for each of the three individual Realignment funds are on the following pages.

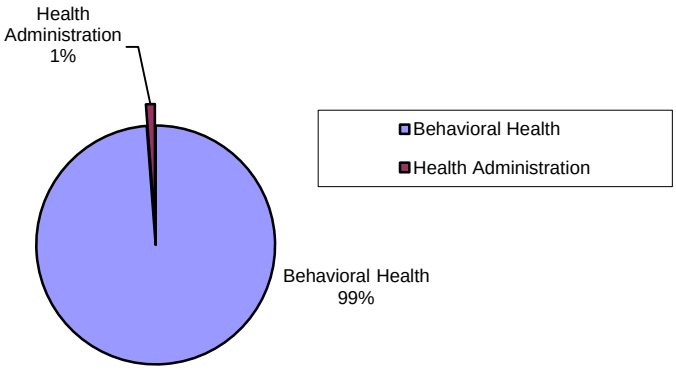
Mental Health

	ACTUAL 2010-11	MODIFIED 2011-12	ESTIMATED 2011-12	RECOMMENDED 2012-13
Beginning Fund Balance	21,612,701	29,449,375	29,449,375	26,434,435
Revenue	50,574,115	47,842,753	44,027,083	45,611,825
Departmental Usage	42,737,441	48,423,916	47,042,024	50,878,562
10% Transfers	0	0	0	0
Ending Fund Balance	29,449,375	28,868,212	26,434,435	21,167,698
Change in Fund Balance	7,836,674	(581,163)	(3,014,940)	(5,266,737)

For 2012-13, the Mental Health fund is budgeted to decrease $5.3 million in fund balance. The Department of Behavioral Health is perhaps the department most negatively affected by continuing realignment efforts by the state. Revenues from all sources are projected to decline 7.6% in Fiscal Year 2011-12. While sales tax is projected to increase state-wide, the allocation provided to the Mental Health Realignment account is a fixed amount. A strong year in 2010-11 that saw a substantial increase in fund balance should allow the fund to weather the ongoing changes over the next few years.

Breakdown of Departmental Usage of Mental Health Realignment

	ACTUAL 2010-11	MODIFIED 2011-12	ESTIMATED 2011-12	RECOMMENDED 2012-13
Behavioral Health	42,342,914	47,842,753	46,569,724	50,342,753
Health Administration	394,527	581,163	472,300	535,809
Total Departmental Usage	42,737,441	48,423,916	47,042,024	50,878,562



Social Services

	ACTUAL 2010-11	MODIFIED 2011-12	ESTIMATED 2011-12	RECOMMENDED 2012-13
Beginning Fund Balance	92,335,714	77,289,620	77,289,620	56,687,954
Revenue	75,661,024	76,524,684	78,756,266	84,129,059
Departmental Usage	90,707,118	90,633,560	99,357,932	102,512,103
10% Transfers	-	-	-	-
Ending Fund Balance	77,289,620	63,180,744	56,687,954	38,304,910
Change in Fund Balance	(15,046,094)	(14,108,876)	(20,601,666)	(18,383,044)

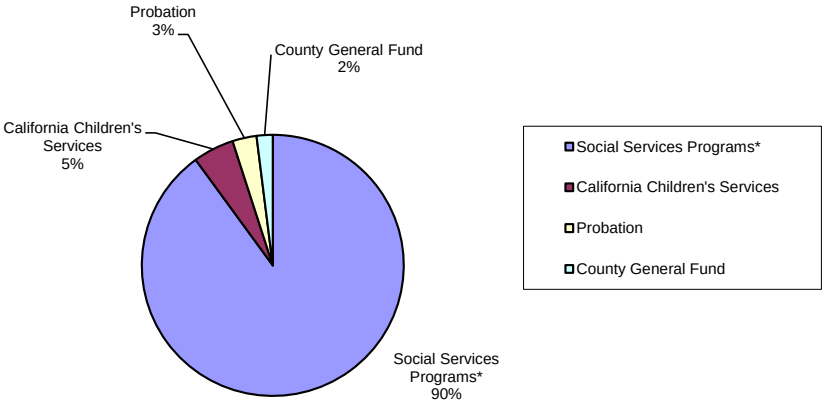
Social Services realignment revenue is composed primarily of sales tax. The split is currently 96% sales tax and 4% vehicle license fees.

For 2012-13, budgeted expense and ongoing revenue are expected to result in usage of fund balance of $18.4 million. In addition, budgeted departmental usage for 2011-12 continues to outpace revenues, and as such, will be monitored closely to ensure that fund balance is maintained at adequate levels.

Breakdown of Departmental Usage of Social Services Realignment

	ACTUAL 2010-11	MODIFIED 2011-12	ESTIMATED 2011-12	RECOMMENDED 2012-13
Social Services Programs*	82,864,756	81,555,838	91,238,752	93,435,503
California Children's Services	3,342,732	4,578,092	3,619,550	4,576,970
Probation	2,700,630	2,700,630	2,700,630	2,700,630
County General Fund	1,799,000	1,799,000	1,799,000	1,799,000
Total Departmental Usage	90,707,118	90,633,560	99,357,932	102,512,103

* Soc. Svcs. Programs include: Foster Care (AAB BHI), Administrative Claim Matches (DPA), Aid to Adoptive Children (AAB ATC) and Health



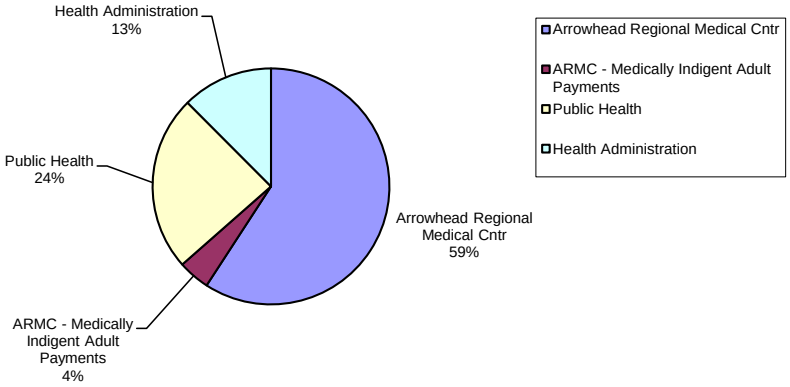
Health

	ACTUAL 2010-11	MODIFIED 2011-12	ESTIMATED 2011-12	RECOMMENDED 2012-13
Beginning Fund Balance	42,393,241	78,402,703	78,402,703	69,033,022
Revenue	51,952,347	51,952,347	46,196,779	51,313,979
Departmental Usage	15,942,885	58,861,911	55,566,460	56,330,281
10% Transfers	-	-	-	-
Ending Fund Balance	78,402,703	71,493,139	69,033,022	64,016,721
Change in Fund Balance	36,009,462	(6,909,564)	(9,369,681)	(5,016,302)

For 2012-13, the Health fund is budgeted to spend $5 million of fund balance. Revenue is projected to increase over actuals from 2011-12. However, they are still not on par with departmental usage. However, significant savings in Fiscal Year 2010-11 built a substantial fund balance that should allow the fund to be viable until the economy rebounds.

Breakdown of Departmental Usage of Health Realignment

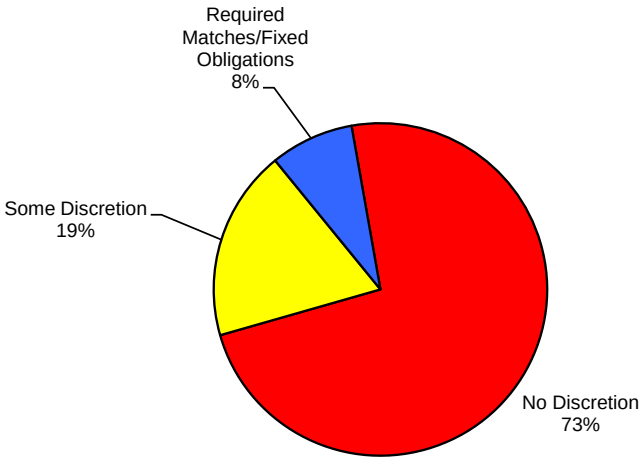
	ACTUAL 2010-11	MODIFIED 2011-12	ESTIMATED 2011-12	RECOMMENDED 2012-13
Arrowhead Regional Medical Cntr	-	34,820,000	34,820,000	34,820,000
ARMC - Medically Indigent Adult Payments	798,556	2,550,000	2,550,000	2,550,000
Public Health	9,834,560	14,164,292	10,842,792	14,164,292
Health Administration	5,309,769	7,327,619	7,353,668	4,795,989
Total Departmental Usage	15,942,885	58,861,911	55,566,460	56,330,281



COUNTYWIDE DISCRETIONARY REVENUE

The entire general fund budget including operating transfers in is $2.4 billion, however, only $0.45 billion is truly discretionary as seen in this pie chart.

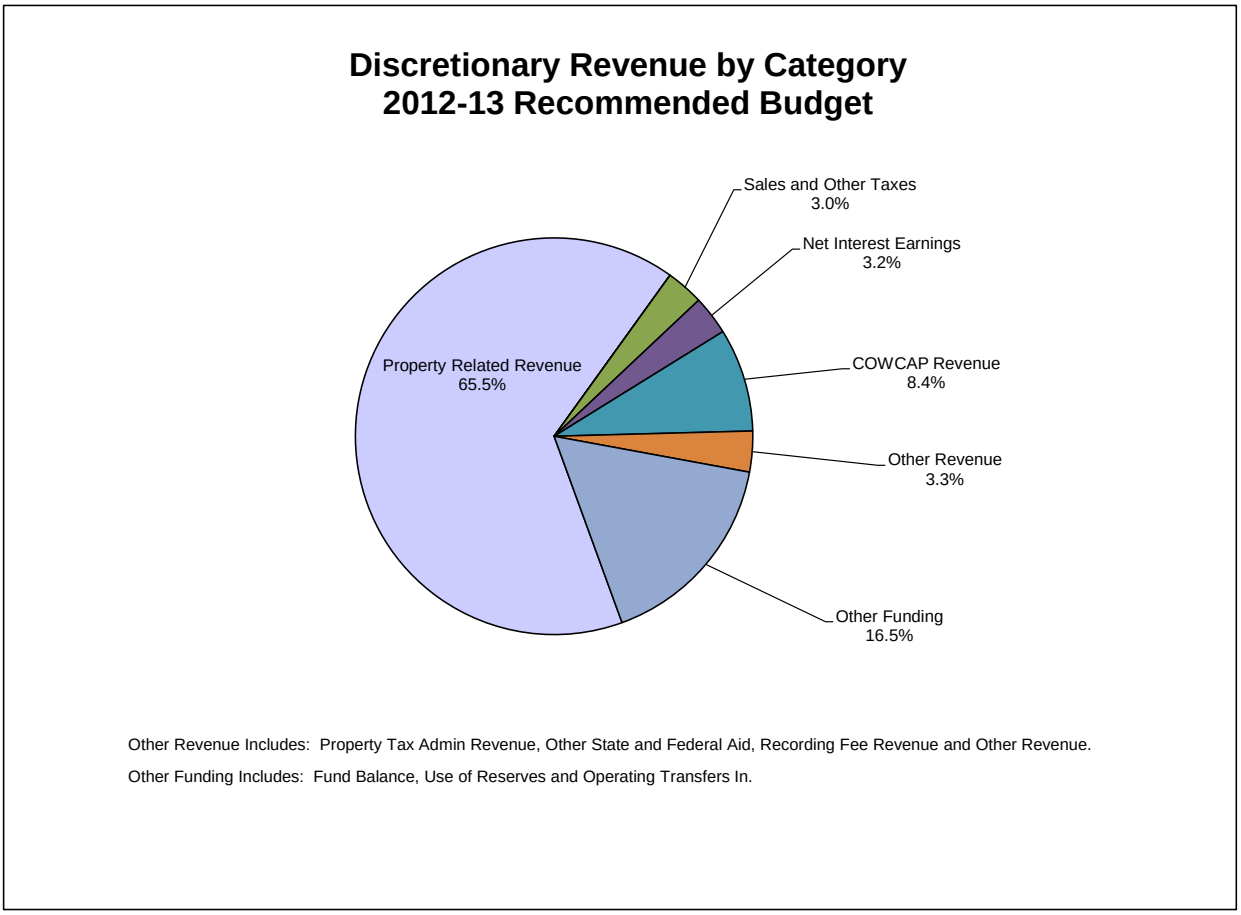
2012-13 Recommended Budget
General Fund Spending



SPENDING WHERE THERE IS NO DISCRETION. INCLUDES:	**1,763,003,041**
Welfare costs reimbursed by state and federal monies ($911.7 million)	
Other program costs funded by program revenues such as user fees ($851.3 million)	
REQUIRED HEALTH AND WELFARE MATCHES AND OTHER FIXED OBLIGATIONS:	**194,660,388**
SPENDING WHERE THERE IS DISCRETION. INCLUDES:	**446,330,908**
Reserve Contributions ($0.0 million)	
Contingencies Contributions ($15.8 million)	
Law and justice program costs funded by local revenues ($296.4 million)	
All other program costs funded by local revenues ($134.2 million)	
TOTAL:	**$2,403,994,337**

The countywide discretionary revenue is $640,991,296 and is first obligated to pay for the required health and welfare matches and other fixed obligations, which total $194,660,388. The remaining amount of $446,330,908 is available to fund departmental budgets' net county cost or other expenditures.

Shown below are the sources of the countywide discretionary revenue of $640,991,296 for the 2012-13 recommended budget:



Percentages may not add to 100% due to rounding.

COUNTYWIDE DISCRETIONARY REVENUE WHICH PAY FOR NET COUNTY COST

	2011-12 Adopted Budget	2011-12 Modified Budget	2011-12 Estimate	2012-13 Recommended Budget
Countywide Discretionary Revenue				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	201,890,667	201,890,667	202,270,093	200,406,123
VLF/Property Tax Swap	202,506,520	200,679,043	200,679,043	198,672,252
Supplemental Property Tax	4,000,000	4,000,000	4,000,000	4,000,000
Property Transfer Tax	5,400,000	5,400,000	5,100,000	5,100,000
Sales Tax/Property Tax Swap	4,356,763	4,370,793	4,370,793	5,542,503
Penalty on Current Taxes	2,470,000	2,470,000	2,470,000	2,470,000
Prior Property Taxes, Penalties and Interest	4,000,000	4,000,000	4,000,000	3,500,000
Total Property Related Revenue	424,623,950	422,810,503	422,889,929	419,690,878
Sales and Other Taxes:				
Sales and Use Tax	10,437,472	12,437,472	12,437,472	11,749,685
Franchise Fees	5,474,044	5,474,044	5,810,000	5,810,000
Hotel/Motel Tax	1,200,000	1,200,000	1,200,000	1,200,000
Other Taxes	790,000	790,000	790,000	790,000
Total Sales and Other Taxes	17,901,516	19,901,516	20,237,472	19,549,685
Net Interest Earnings	23,887,241	22,192,139	21,231,940	20,408,500
COWCAP Revenue	58,564,924	58,564,924	58,564,924	53,996,755
Property Tax Admin Revenue	13,888,257	13,888,257	13,888,257	12,888,257
Recording Fee Revenue	3,400,000	3,400,000	3,100,000	3,100,000
State and Federal Aid	4,883,223	4,883,223	4,883,223	4,883,223
Other Revenue	3,030,000	3,888,019	5,528,033	430,000
Total Countywide Discretionary Revenue	**550,179,111**	**549,528,581**	**550,323,778**	**534,947,298**
Other Funding Sources				
Available Fund Balance, beginning	69,913,117	69,913,117	69,913,117	38,883,880
Fund Balance for Board Discretionary Fund Allocations	-	-	-	11,081,283
Use of Reserves	4,864,427	5,218,640	5,218,640	5,000,000
Operating Transfers In (One-Time)	44,346,012	46,035,481	29,344,964	26,536,474
Operating Transfers In (Ongoing)	24,839,880	24,839,880	24,473,181	24,542,361
Total Other Funding Sources	**143,963,436**	**146,007,118**	**128,949,902**	**106,043,998**
Total Countywide Discretionary Revenue and Other Funding Sources	**694,142,547**	**695,535,699**	**679,273,680**	**640,991,296**
Locally Funded Appropriation				
Total Countywide Discretionary Revenue	550,179,111	549,528,581	550,323,778	534,947,298
Operating Transfers In (Ongoing)	24,839,880	24,839,880	24,473,181	24,542,361
Locally Funded Appropriation	575,018,991	574,368,461	574,796,959	559,489,659

The 2012-13 discretionary general funding of $640,991,296 includes Countywide Discretionary Revenue of $534.9 million and Other Funding Sources of $106.0 million. Per the County Fund Balance and Reserve Policy, the General Purpose Reserve is currently targeted at 20% of locally funded appropriation ($559,489,659 per above schedule) and a minimum of 1.5% of locally funded appropriation is to be placed in general fund mandatory contingencies. The County increased the target for the General Purpose Reserve to 20%, from the previous target of 10%, in June 2011. The Fund Balance and Reserve Policy directs that one-time money be used to increase the General Purpose reserve until the 20% target is reached. The 2012-13 Recommended Budget includes a contribution of $5.6 million, which will bring the General Purpose Reserve to 12.7% of locally funded appropriation.

Countywide Discretionary Revenue

Property Related Revenue account for over 65% of countywide discretionary revenue and other funding sources. These revenues have been severely impacted as a result of the financial crisis, which has had a significant effect on the housing market within the County. For the fourth consecutive year, the County is anticipating a decrease in the assessed valuation of properties within the County. The anticipated decrease for 2012-13 of 1.0% compares to an assessed valuation decline of 6.17% in 2009-10, a decline of 4.55% in 2010-11, and a decline of 0.87% in 2011-12.

Assessed valuation has been negatively affected both by homes selling at prices lower than their current assessed valuation, and by Proposition 8 reassessments, which lower valuations of properties (where no change in ownership has occurred) if the current assessed value of such property is greater than the fair market value of the property.

Although assessed valuations have continued to decline, there are indications that the housing market is stabilizing. The median price of a home has remained at approximately $150,000 for the thirty-one months ending March 2012. During that period, from September 2009 through March 2012, the median price has only dipped below $150,000 three of the thirty-one months, with the lowest of those three months being at $147,500.

Elimination of Redevelopment Agencies

A portion of the general fund's property tax revenue is pass-through of property tax increment belonging to redevelopment agencies. Redevelopment agencies were dissolved as of February 1, 2012, pursuant to ABX126. Pursuant to ABX126, revenues that would have been directed to the dissolved redevelopment agencies will continue to be used to make pass-through payments to other public agencies (i.e., payments that such entities would have received under prior law). In addition, the State projects that the elimination of redevelopment agencies will provide additional property tax revenue for local public agencies, including the County. The County has not budgeted any additional property tax revenue that might result from the dissolution of Redevelopment Agencies pursuant to ABX126, but does continue to budget for pass-through payments consistent with ABX126.

The Teeter Plan

The Teeter Plan is an alternate property tax distribution procedure authorized by the California Legislature in 1949 and implemented by the County in fiscal year 1993-94. Generally, the Teeter Plan provides for a property tax distribution procedure by which secured roll taxes are distributed based on the tax levy, rather than on the basis of actual tax collections, for agencies that elect to participate in the Teeter Plan (including the county general fund). Under the Teeter Plan, the County advances each participant an amount equal to the participant's Teeter Secured Levy (adjusted at year end for corrections to the assessment roll) that remains unpaid at the end of the fiscal year. In return, the county general fund receives all future delinquent tax payments, penalties and interest. The County bears the risk of loss on the delinquent property taxes but benefits from the penalties and interest associated with these delinquent taxes when they are paid. Under the Teeter Plan the County is also required to establish a tax loss reserve fund to cover losses that may occur as a result of sales of tax-defaulted properties.

The levy secured by the Teeter Plan (the Teeter Secured Levy), includes each participating agency's share of the 1% ad valorem secured levy plus any ad valorem levy for the debt service of voter-approved general obligation bonds. Not included in the Teeter Secured Levy are supplemental roll revenues, special assessments, utility roll revenues, or property tax pass-through amounts from redevelopment agencies within the County (see 'Elimination of Redevelopment Agencies' above).

As a participant in the Teeter Plan, the county general fund receives the entire share of its Teeter Secured Levy, regardless of delinquencies. The county general fund also receives all participating agencies share of the penalties and interest associated with the delinquent taxes advanced under the Teeter Plan once they are paid. These interest and penalties are accounted for as interest earnings in countywide discretionary revenue.

The annual advance of the amount of delinquent taxes under the Teeter Plan is anticipated to increase slightly for the 2011-12 property tax cycle. However, penalties and interest from the Teeter Plan are projected to decline, due to downward corrections in assessed valuation of properties that make up the Teeter Plan receivable amount.

The following paragraphs describe the components of property related revenue in detail:

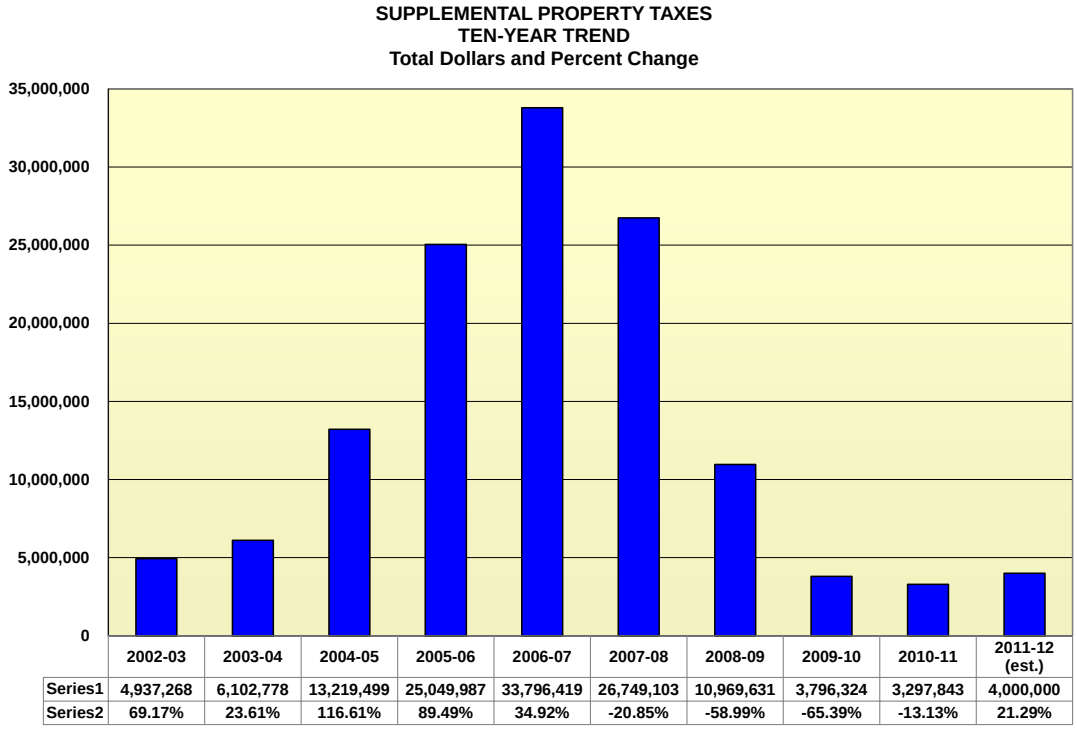
Current Secured, Unsecured, Unitary
Secured Property Tax Revenue makes up $176.8 million of the $200.4 million in the 2012-13 "Current Secured, Unsecured, Unitary" budgeted revenue number, down from $179.0 million in the 2011-12 Modified Budget. This reflects the projected decrease in assessed valuation of 1.0%. The County has not budgeted any additional property tax revenue that might result from the dissolution of Redevelopment Agencies pursuant to ABX126, but does continue to budget for pass-through payments consistent with ABX126 (see 'Elimination of Redevelopment Agencies' above).

VLF/Property Tax Swap
Historically, approximately three-fourths of Vehicle License Fee (VLF) revenue was allocated to cities and counties as general purpose funding. Beginning in 1998-99, the state reduced the VLF payment required from vehicle owners. However, the state made up the revenue impact of the VLF rate reductions with state general fund revenue (the 'VLF Backfill').

The VLF Backfill was eliminated in the 2004-05 state budget. In that year, the VLF Backfill to cities and counties was permanently replaced with an equivalent increase in property tax revenues (VLF/Property Tax Swap revenues). This increase was funded by decreases in property tax revenues allocated to schools and community colleges.

For 2004-05, the state established the base amount of the VLF/Property Tax Swap. The base is equal to the amount of VLF backfill that the counties and cities would have received in 2004-05, calculated using actual VLF receipt amounts for 2004-05. For years beginning in 2005-06, the VLF/Property Tax Swap amount is calculated using the prior year VLF/Property Tax Swap amount adjusted by the percent change in assessed valuation. This percent change includes both secured and unsecured assessed valuation, but excludes the change in unitary valuations. The 2012-13 budgeted amount reflects the projected decrease in assessed valuation of 1.0%, as compared to the 2011-12 Modified Budget.

Supplemental Property Tax
Supplemental Property Tax payments are required from property owners when there is a change in the assessed valuation of their property after the property tax bill for that year has been issued. Generally there are two types of events that will require a supplemental property tax payment: a change in ownership or the completion of new construction. As a result, when property values have been increasing and sales activity is high, there will be an increase in the number and dollar amount of supplemental property tax bills, which will result in increased supplemental property tax revenue to the county. Conversely, when values are decreasing and home sales are high, refunds may be due to homeowners, and supplemental property tax revenues will decrease. Because the collection of these revenues may not occur for one to two years after the sale of the property, supplemental property tax revenue will generally lag the reality in the housing market by at least a year.

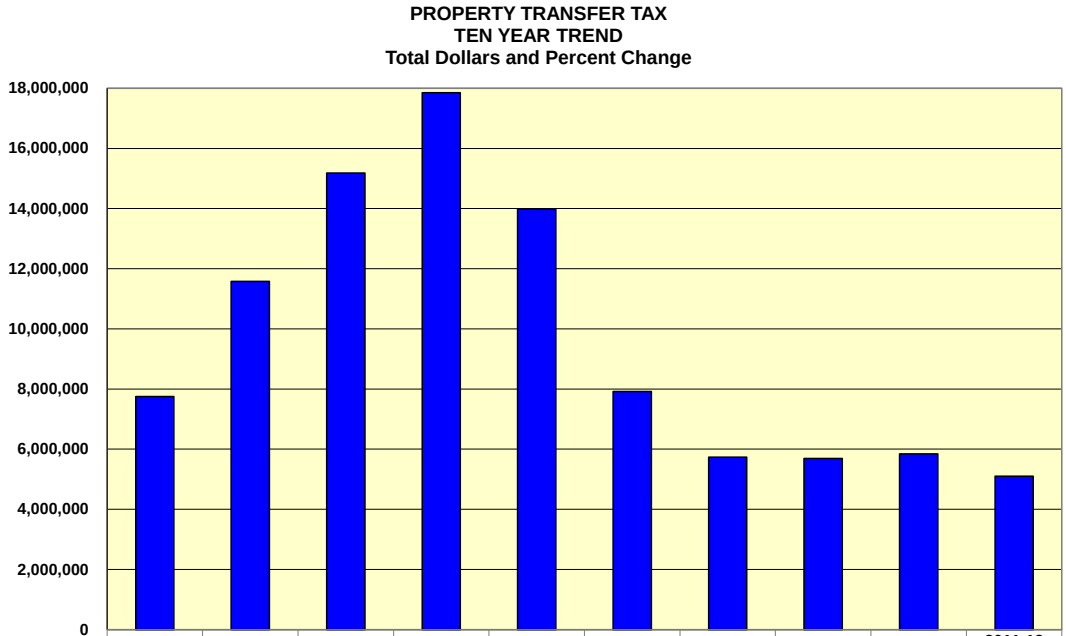


	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12 (est.)
Series1	4,937,268	6,102,778	13,219,499	25,049,987	33,796,419	26,749,103	10,969,631	3,796,324	3,297,843	4,000,000
Series2	69.17%	23.61%	116.61%	89.49%	34.92%	-20.85%	-58.99%	-65.39%	-13.13%	21.29%

As discussed above, when homes sell at prices lower than the current assessed value reflected on the property tax bill, a refund may be due to the taxpayer. Because many homes have been selling at prices lower than their current assessed values, resulting in the payment of refunds, the county estimates only $4.0 million in supplemental property tax revenues in 2012-13.

Property Transfer Tax

The Property Transfer Tax is collected when any lands, tenements, or other realty sold within the County is granted, assigned, transferred, or otherwise conveyed to or vested in the purchaser. The tax is imposed when the value of the property exceeds $100. The tax rate is $0.55 for each $500 of property value. For sales in the unincorporated areas of the County, the County receives 100% of the tax. For sales in cities, the County receives 50% of the tax. The County anticipates that property transfer tax will be $5.1 million in 2012-13, consistent with the 2011-12 year end estimate. The following chart presents the most recent ten year trend of property transfer tax revenue.



	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12 (est.)
Series1	7,752,989	11,578,232	15,184,960	17,855,238	13,978,462	7,913,918	5,730,249	5,692,883	5,844,456	5,100,000
Series2	30.5%	49.3%	31.2%	17.6%	-21.7%	-43.4%	-27.6%	-0.7%	2.7%	-12.7%

Sales Tax/Property Tax Swap

Effective with the fiscal year that began on July 1, 2004, the state changed the way sales tax revenue is distributed to counties and cities. Previously, counties and cities received 1% of the state's base sales tax rate, which is currently 7.25%. Pursuant to new provisions enacted by the legislature, this 1% share of sales tax was reduced by 0.25%, to 0.75%. The additional 0.25% in sales tax revenue was redirected to the state to be used to fund debt service on the California Economic Recovery Bonds, which were approved by voters as Proposition 57. In return, counties and cities receive additional property tax revenue (funded by reducing the schools' share of property tax revenue) in an amount equal to the 0.25% sales tax revenues forgone. The state general fund then makes up the loss of property tax revenue to the schools. This change is referred to as the 'Triple Flip'. This Triple Flip will continue until the California Economic Recovery Bonds are paid.

The Triple Flip was designed to replace sales tax revenue on a dollar for dollar basis with property tax revenue. In practice, the additional property tax revenue paid to the counties and cities each year is based on an estimate of the agencies' sales tax revenue for the year plus a 'true-up' from the prior year. This true-up represents the difference between the additional property tax revenue paid to the local agency and the actual amount of sales tax revenue (the 0.25%) lost by the local agency.

For 2012-13 the County anticipates $5.5 million in Triple Flip revenue which includes an estimated $0.7 million in true-up from the prior year.

Sales and Use Tax

Countywide discretionary revenue includes 0.75% of the county's 7.75% sales tax rate charged on purchases made in the unincorporated areas of the county.

When preparing the annual budget, the county projects future sales tax revenue based on data provided by a local economist and the County's sales tax consultant. For 2012-13, ongoing sales tax revenue is anticipated to decrease slightly from 2011-12 estimated receipts. This is because the 2011-12 estimate includes one-time use tax receipts for energy related projects. 2012-13 sales tax revenue in the unincorporated area is projected to total $14.4 million (after adjusting for the Triple Flip). The County has budgeted $11.7 million in 2012-13.

The sales tax revenue projection of $11.7 million is net of the portion of the County ongoing sales tax revenue remitted to the City of Redlands under the sales tax sharing agreement explained below:

Sales Tax Sharing Agreement with the City of Redlands

In August of 2003, the County entered into a sales tax sharing agreement with the City of Redlands. Under the terms of this agreement, the City of Redlands provides government services to an unincorporated area of the County, and in return the County pays the city a percentage of the sales tax revenue generated in that geographical area. This geographical area has numerous retail establishments and generates a considerable amount of sales tax revenue. Under the terms of the sales tax sharing agreement, the County currently pays the City of Redlands 90% of the County discretionary sales tax revenue generated in this area.

Potential Annexations and Incorporations

Based on recent estimates, and adjusted for recent annexations, approximately 31.4% of the County's discretionary sales tax revenue is generated in the unincorporated portion of the spheres of influence of the 24 cities that are within the County's boundaries. A sphere of influence is a 'planning boundary' within which a city or district is expected to grow over time. Therefore, the areas within these spheres are likely to be annexed, and once annexed, the discretionary sales tax revenue generated in that area will go to the city instead of the County. The County would also lose sales tax revenue if a community in the unincorporated area of the County decided to create a new city (incorporate).

Net Interest Earnings

Net interest earnings for 2012-13 are projected at $20.4 million. This is $0.8 million lower than 2011-12 estimated revenue. The decrease is due to lower available investment rates and lower interest and penalties from delinquent property taxes from the County's Teeter Plan. For more information see the section titled 'The Teeter Plan' on page 15 of this section.

COWCAP (Countywide Cost Allocation Plan) Revenue

The budgeted COWCAP Revenue amount reflects the recovered allowable costs included in the 2012-13 Countywide Cost Allocation Plan (COWCAP) published by the Auditor-Controller/Treasurer/Tax Collector. COWCAP revenue is reimbursement for overhead/indirect costs incurred by the general fund. Reimbursements are received from various state and federal grant programs (that permit such reimbursement) and fee supported general fund departments and taxing entities such as the County Library and Board-governed special districts. The County anticipates an increase in COWCAP revenue in an amount of $6.5 million from these departments in 2012-13.

In 2011-12 the County began charging COWCAP to general fund departments that receive Net County Cost to fund their programs. This was a change in practice, since Net County Cost then needed to be allocated to these departments to pay for these COWCAP charges. However, to ensure that the full cost of services was included in fees that they charge for services, locally funded general fund departments began paying COWCAP, using an increased Net County Cost allocation. For 2012-13 COWCAP charges for these departments fell by $11.1 million, which is offset by a decrease in their Net County Cost allocation in the same amount.

Property Tax Admin Revenue
Property Tax Administration revenue consists of:

- SB 813 cost reimbursement, which represents allowable charges for administration and operation of the supplemental property tax program. This reimbursement is tied directly to the performance of supplemental property tax revenue.
- The property tax administrative fee, which is allowed by the legislature, recovers a portion of the County's cost of the property assessment and tax collection process from certain other local jurisdictions. This revenue is tied directly to the cost of that collection effort. School Districts are not required to pay their share of this fee, so not all county costs are recovered.

This revenue is projected to decline by $1.0 million from the 2011-12 modified budget. This decline reflects a $1.0 million positive correction to the 2011-12 revenue amount, that is eliminated in 2012-13.

Recording Fee Revenue
The Recorder's Division of the County's Assessor/Recorder/County Clerk's Office collects certain fees for the official recording of documents. Recording Fees are expected to remain flat as compared to the 2011-12 Modified Budget.

State and Federal Aid
State and Federal aid consists of a payment from the welfare realignment trust fund, which replaced the state revenue stabilization program, and SB90 reimbursements from the state. It also includes revenues received from the federal government's Payment in Lieu of Taxes (PILT) program. The Emergency Economic Stabilization Act of 2008 (Public Law 110-343) was enacted on October 3, 2008 and authorized full funding for the PILT program from 2008 through 2012, which will generate approximately $1.0 million in additional PILT revenue annually. 2012-13 is the last year that this additional PILT revenue will be received. The Board of Supervisors approved placing this additional $1.0 million in the High Desert Fire Station Reserve.

Other Revenue
Other revenue includes voided warrants issued by the County, projected transfers of unclaimed property tax refunds to the general fund, the county share of vehicle code violation revenue, and other miscellaneous revenues. Beginning in 2012-13, Other Revenue no longer includes overhead charges recovered through city law enforcement contracts with the Sheriff/Coroner/Public Administrator, which, in 2011-12, is currently budgeted in the amount of $2.6 million. This overhead charge is now being retained by the Sheriff/Coroner/Public Administrator since they are being charged the full amount of COWCAP expense and are only being funded for the locally funded portion of these costs.

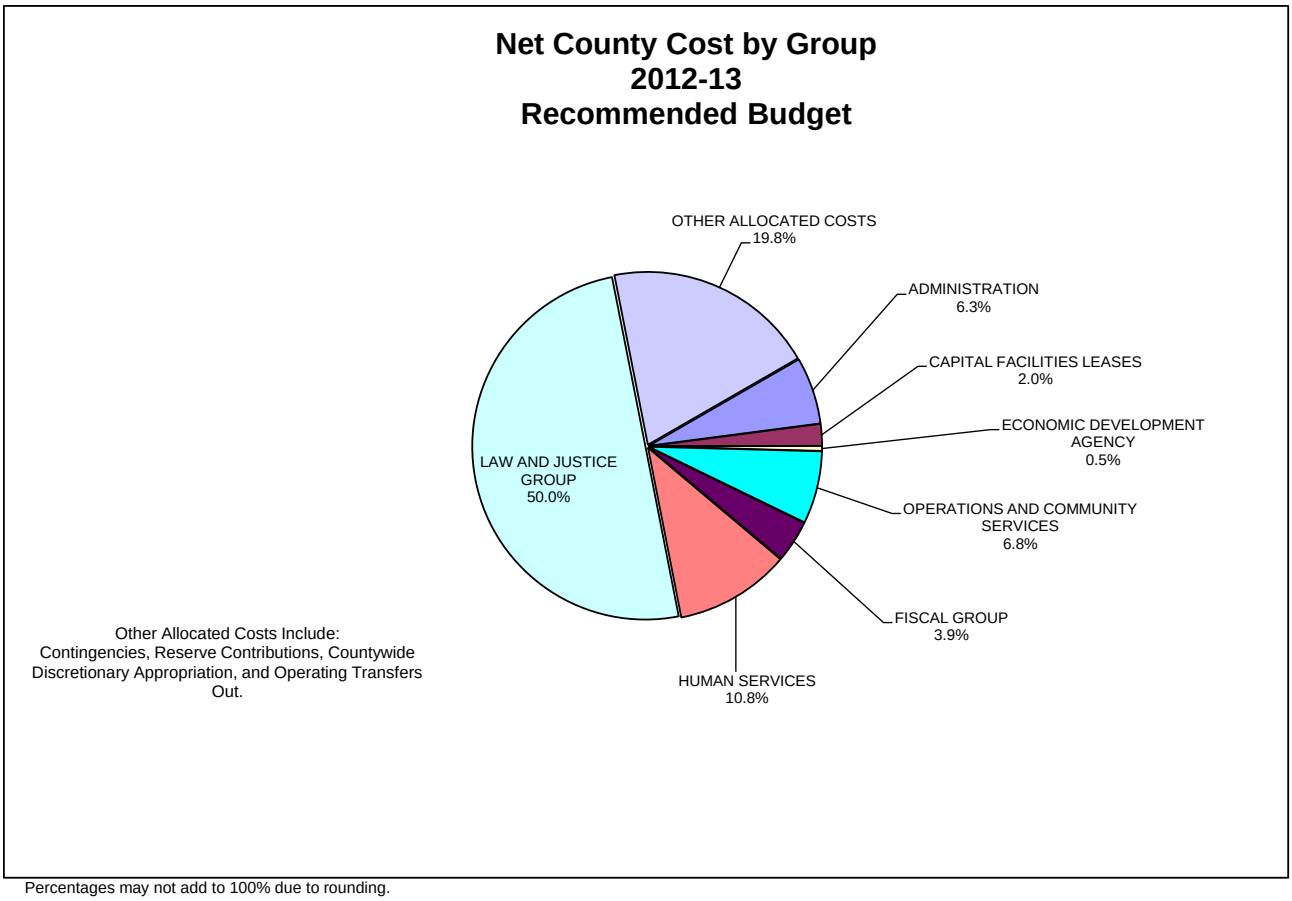
<u>Other Funding Sources</u>

Fund Balance and Reimbursements
The 2011-12 estimated year-end fund balance for the general fund is $38.9 million.

Use of Reserves
The 2012-13 budget anticipates the use of the full amount of the High Desert Fire Station Reserve, which will fund a $2.6 million contribution to the fire station at Needles and a $2.4 million contribution to the fire station at Spring Valley Lake.

Operating Transfers In
Operating transfers in primarily include $17.0 million of ongoing tobacco settlement funds to provide $15.0 million of ongoing funding for debt service on the Arrowhead Regional Medical Center and $2.0 million of ongoing funding for Public Health, $5.0 million of ongoing Courthouse and Criminal Justice Construction funds to fund debt service on the Foothill Law and Justice Center, and the return of $17.0 million in one-time money from the Capital Improvement Program previously allocated to the Crime Lab project. The Crime Lab project is currently being redesigned.

Countywide discretionary revenue is allocated as net county cost to various general fund departments within the County. The pie chart below shows what percentage of the net county cost is allocated to each of the groups.



Percentages may not add to 100% due to rounding.

The schedule on the following page shows a comparison of 2011-12 modified net county cost and 2012-13 recommended net county cost by department. This schedule also includes appropriation and revenue, including operating transfers, which are mechanisms to move funding between the various county budget units. Operating transfers are presented in the following chart because the intended purpose is to provide a complete picture of the department's appropriation and revenue. Operating transfers are excluded from the countywide appropriation and revenue summaries presented in the County Budget Summary section of the 2012-13 Recommended Budget Executive Summary book, as their inclusion would overstate countywide appropriation and revenue on a consolidated basis.

Department Title	2011-12 Modified Budget: Appropriation	Revenue	Net County Cost	2012-13 Recommended Budget: Appropriation	Revenue	Net County Cost	Change Between 2011-12 Modified & 2012-13 Recommended: Appropriation	Revenue	Net County Cost
BOARD OF SUPERVISORS (ALL DISTRICTS)	7,903,032	-	7,903,032	7,647,052	-	7,647,052	(255,980)	-	(255,980)
CLERK OF THE BOARD	1,776,092	383,750	1,392,342	1,851,963	371,138	1,480,825	75,871	(12,612)	88,483
COUNTY ADMINISTRATIVE OFFICE	4,075,332	-	4,075,332	3,911,078	-	3,911,078	(164,254)	-	(164,254)
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	392,708	-	392,708	389,938	-	389,938	(2,770)	-	(2,770)
COUNTY COUNSEL	8,663,610	5,455,250	3,208,360	8,551,502	5,444,400	3,107,102	(112,108)	(10,850)	(101,258)
FINANCE AND ADMINISTRATION	2,272,535	-	2,272,535	2,640,486	-	2,640,486	367,951	-	367,951
HUMAN RESOURCES	4,720,452	312,700	4,407,752	5,374,265	448,409	4,925,856	653,813	135,709	518,104
HUMAN RESOURCES - UNEMPLOYMENT INSURANCE	4,000,500	-	4,000,500	4,000,500	-	4,000,500	-	-	-
HUMAN RESOURCES - EMPLOYEE HEALTH AND WELLNESS	1,034,048	1,034,048	-	1,979,584	1,979,584	-	945,536	945,536	-
INFORMATION SERVICES - APPLICATION DEVELOPMENT	15,244,223	8,043,518	7,200,705	15,406,101	7,938,173	7,467,928	161,878	(105,345)	267,223
PURCHASING	1,308,823	500,198	808,625	1,684,799	498,168	1,186,631	375,976	(2,030)	378,006
LOCAL AGENCY FORMATION COMMISSION	311,213	-	311,213	301,000	-	301,000	(10,213)	-	(10,213)
COUNTY SCHOOLS	3,286,324	-	3,286,324	3,085,995	-	3,085,995	(200,329)	-	(200,329)
ADMINISTRATION SUBTOTAL:	**54,988,892**	**15,729,464**	**39,259,428**	**56,824,263**	**16,679,872**	**40,144,391**	**1,835,371**	**950,408**	**884,963**
CAPITAL FACILITIES LEASES	16,258,391	-	16,258,391	13,052,882	-	13,052,882	(3,205,509)	-	(3,205,509)
CAPITAL FACILITIES LEASES SUBTOTAL:	**16,258,391**	**-**	**16,258,391**	**13,052,882**	**-**	**13,052,882**	**(3,205,509)**	**-**	**(3,205,509)**
ECONOMIC DEVELOPMENT	3,192,151	125,000	3,067,151	3,045,214	130,000	2,915,214	(146,937)	5,000	(151,937)
ECONOMIC DEVELOPMENT AGENCY SUBTOTAL:	**3,192,151**	**125,000**	**3,067,151**	**3,045,214**	**130,000**	**2,915,214**	**(146,937)**	**5,000**	**(151,937)**
ASSESSOR/RECORDER/COUNTY CLERK	20,026,859	5,348,400	14,678,459	21,770,606	6,563,500	15,207,106	1,743,747	1,215,100	528,647
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	33,757,029	24,086,883	9,670,146	37,078,261	27,026,066	10,052,195	3,321,232	2,939,183	382,049
FISCAL SUBTOTAL:	**53,783,888**	**29,435,283**	**24,348,605**	**58,848,867**	**33,589,566**	**25,259,301**	**5,064,979**	**4,154,283**	**910,696**
HEALTH ADMINISTRATION	75,802,735	60,799,005	15,003,730	77,560,645	62,560,645	15,000,000	1,757,910	1,761,640	(3,730)
BEHAVIORAL HEALTH	129,222,181	127,229,970	1,992,211	131,127,574	129,135,363	1,992,211	1,905,393	1,905,393	-
PUBLIC HEALTH	70,108,259	66,543,051	3,565,208	71,133,895	67,304,428	3,829,467	1,025,636	761,377	264,259
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	18,863,281	14,290,446	4,572,835	19,568,371	14,991,401	4,576,970	705,090	700,955	4,135
PUBLIC HEALTH - INDIGENT AMBULANCE	472,501	-	472,501	472,501	-	472,501	-	-	-
AGING AND ADULT SERVICES	9,898,469	9,898,469	-	9,956,414	9,956,414	-	57,945	57,945	-
AGING AND ADULT SERVICES - PUBLIC GUARDIAN-CONSERVATOR	833,145	242,858	590,287	946,769	325,663	621,106	113,624	82,805	30,819
CHILD SUPPORT SERVICES	40,408,395	40,408,395	-	40,156,213	40,156,213	-	(252,182)	(252,182)	-
HUMAN SERVICES - ADMINISTRATIVE CLAIM	430,197,625	416,817,886	13,379,739	442,482,268	427,905,404	14,576,864	12,284,643	11,087,518	1,197,125
DOMESTIC VIOLENCE/CHILD ABUSE SERVICES	656,812	656,812	-	531,812	531,812	-	(125,000)	(125,000)	-
ENTITLEMENT PAYMENTS (CHILDCARE)	26,264,832	26,264,832	-	28,468,013	28,468,013	-	2,203,181	2,203,181	-
OUT-OF-HOME CHILD CARE	660,566	-	660,566	660,566	-	660,566	-	-	-
AID TO ADOPTIVE CHILDREN	49,988,138	48,038,618	1,949,520	52,913,715	50,964,195	1,949,520	2,925,577	2,925,577	-
AFDC - FOSTER CARE	106,784,212	94,547,104	12,237,108	111,663,120	97,714,103	13,949,017	4,878,908	3,166,999	1,711,909
REFUGEE CASH ASSISTANCE	67,738	67,738	-	77,075	77,075	-	9,337	9,337	-
CASH ASSISTANCE FOR IMMIGRANTS	1,297,984	1,297,984	-	1,614,063	1,614,063	-	316,079	316,079	-
CALWORKS - ALL OTHER FAMILIES	258,668,563	252,201,849	6,466,714	249,805,920	243,560,772	6,245,148	(8,862,643)	(8,641,077)	(221,566)
KINSHIP GUARDIANSHIP ASSISTANCE PROGRAM	5,928,840	4,594,851	1,333,989	6,352,298	5,018,309	1,333,989	423,458	423,458	-
SERIOUSLY EMOTIONALLY DISTURBED	-	-	-	-	-	-	-	-	-
CALWORKS - 2 PARENT FAMILIES	42,389,301	41,329,568	1,059,733	40,896,298	39,873,890	1,022,408	(1,493,003)	(1,455,678)	(37,325)
AID TO INDIGENTS (GENERAL RELIEF)	1,785,134	495,375	1,289,759	1,932,116	495,375	1,436,741	146,982	-	146,982
VETERANS AFFAIRS	1,714,566	438,000	1,276,566	1,850,613	451,000	1,399,613	136,047	13,000	123,047
HUMAN SERVICES SUBTOTAL:	**1,272,013,277**	**1,206,162,811**	**65,850,466**	**1,290,170,259**	**1,221,104,138**	**69,066,121**	**18,156,982**	**14,941,327**	**3,215,655**
COUNTY TRIAL COURTS - DRUG COURT PROGRAMS	368,185	368,185	-	390,103	390,103	-	21,918	21,918	-
COUNTY TRIAL COURTS - GRAND JURY	412,540	-	412,540	420,520	-	420,520	7,980	-	7,980
COUNTY TRIAL COURTS - INDIGENT DEFENSE PROGRAM	9,784,045	120,000	9,664,045	9,802,555	90,000	9,712,555	18,510	(30,000)	48,510
COUNTY TRIAL COURTS - COURT FACILITIES/JUDICIAL BENEFITS	1,288,342	-	1,288,342	1,230,902	-	1,230,902	(57,440)	-	(57,440)
COUNTY TRIAL COURTS - COURT FACILITIES PAYMENTS	2,505,233	-	2,505,233	2,505,233	-	2,505,233	-	-	-
COUNTY TRIAL COURTS - FUNDING OF MAINTENANCE OF EFFORT	27,054,567	17,926,316	9,128,251	26,397,865	16,269,848	10,128,017	(656,702)	(1,656,468)	999,766
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	59,439,855	26,654,164	32,785,691	63,129,854	30,383,610	32,746,244	3,689,999	3,729,446	(39,447)
LAW & JUSTICE GROUP ADMINISTRATION	270,164	270,164	-	101,300	101,300	-	(168,864)	(168,864)	-
PROBATION - ADMINISTRATION, CORRECTIONS AND DETENTION	132,134,337	62,604,949	69,529,388	137,850,019	73,337,575	64,512,444	5,715,682	10,732,626	(5,016,944)
PROBATION - COURT-ORDERED PLACEMENTS	1,529,717	-	1,529,717	1,529,775	-	1,529,775	58	-	58
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	-	-	-	-	-	-	-	-	-
PUBLIC DEFENDER	32,844,802	2,845,231	29,999,571	34,386,987	3,719,568	30,667,419	1,542,185	874,337	667,848
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	454,547,251	277,433,736	177,113,515	202,390,831	137,332,204	65,058,627	(252,156,420)	(140,101,532)	(112,054,888)
SHERIFF - DETENTIONS	-	-	-	153,623,662	51,750,275	101,873,387	153,623,662	51,750,275	101,873,387
SHERIFF - CONTRACTS	-	-	-	121,298,134	121,298,134	-	121,298,134	121,298,134	-
LAW AND JUSTICE SUBTOTAL:	**722,179,038**	**388,222,745**	**333,956,293**	**755,057,740**	**434,672,617**	**320,385,123**	**32,878,702**	**46,449,872**	**(13,571,170)**
AGRICULTURE/WEIGHTS AND MEASURES	6,435,146	5,383,670	1,051,476	6,699,811	5,403,365	1,296,446	264,665	19,695	244,970
AIRPORTS	3,168,349	3,168,349	-	2,799,545	2,799,545	-	(368,804)	(368,804)	-
ARCHITECTURE AND ENGINEERING	-	-	-	-	-	-	-	-	-
COUNTY MUSEUM	3,533,743	1,673,195	1,860,548	3,458,127	1,582,111	1,876,016	(75,616)	(91,084)	15,468
LAND USE SERVICES - ADMINISTRATION	224,775	-	224,775	700,000	-	700,000	475,225	-	475,225
LAND USE SERVICES - PLANNING	6,080,765	2,642,008	3,438,757	8,154,674	2,100,618	6,054,056	2,073,909	(541,390)	2,615,299
LAND USE SERVICES - BUILDING AND SAFETY	3,465,788	2,952,731	513,057	3,844,567	3,305,184	539,383	378,779	352,453	26,326
LAND USE SERVICES - CODE ENFORCEMENT	4,744,996	568,950	4,176,046	4,774,147	408,955	4,365,192	29,151	(159,995)	189,146
LAND USE SERVICES - FIRE HAZARD ABATEMENT	1,899,146	1,679,965	219,181	1,883,471	1,626,270	257,201	(15,675)	(53,695)	38,020
PUBLIC WORKS-SURVEYOR	3,938,358	3,678,455	259,903	3,808,406	3,528,503	279,903	(129,952)	(149,952)	20,000
REAL ESTATE SERVICES	1,243,884	1,243,884	-	1,225,745	1,225,745	-	(18,139)	(18,139)	-
REAL ESTATE SERVICES - RENTS AND LEASES	1,857,058	1,857,058	-	1,482,408	1,482,408	-	(374,650)	(374,650)	-
REAL ESTATE SERVICES - COURTS PROPERTY MANAGEMENT	2,336,364	2,336,364	-	2,221,510	2,221,510	-	(114,854)	(114,854)	-
REAL ESTATE SERVICES - FACILITIES MANAGEMENT	12,261,739	12,261,739	-	12,709,438	12,709,438	-	447,699	447,699	-
REAL ESTATE SERVICES - UTILITIES	19,786,736	1,957,093	17,829,643	19,618,237	385,292	19,232,945	(168,499)	(1,571,801)	1,403,302
REGIONAL PARKS	11,216,005	7,651,925	3,564,080	10,610,675	7,847,404	2,763,271	(605,330)	195,479	(800,809)
REGISTRAR OF VOTERS	9,471,048	2,513,500	6,957,548	8,834,337	2,700,500	6,133,837	(636,711)	187,000	(823,711)
OPERATIONS AND COMMUNITY SERVICES SUBTOTAL:	**91,663,900**	**51,568,886**	**40,095,014**	**92,825,098**	**49,326,848**	**43,498,250**	**1,161,198**	**(2,242,038)**	**3,403,236**
GENERAL FUND DEPARTMENT SUBTOTAL:	**2,214,079,537**	**1,691,244,189**	**522,835,348**	**2,269,824,323**	**1,755,503,041**	**514,321,282**	**55,744,786**	**64,258,852**	**(8,514,066)**
CONTINGENCIES	29,983,169	-	29,983,169	24,166,844	-	24,166,844	(5,816,325)	-	(5,816,325)
RESERVE CONTRIBUTIONS	26,501,791	-	26,501,791	6,594,897	-	6,594,897	(19,906,894)	-	(19,906,894)
BOARD DISCRETIONARY FUNDS	12,997,953	-	12,997,953	11,081,283	-	11,081,283	(1,916,670)	-	(1,916,670)
NON DEPARTMENTAL APPROPRIATION	7,794,705	7,794,705	-	7,500,000	7,500,000	-	(294,705)	(294,705)	-
OPERATING TRANSFERS OUT	103,217,438	-	103,217,438	84,826,990	-	84,826,990	(18,390,448)	-	(18,390,448)
TOTAL COUNTYWIDE ALLOCATED COSTS:	**180,495,056**	**7,794,705**	**172,700,351**	**134,170,014**	**7,500,000**	**126,670,014**	**(46,325,042)**	**(294,705)**	**(46,030,337)**
GRAND TOTAL:	**2,394,574,593**	**1,699,038,894**	**695,535,699**	**2,403,994,337**	**1,763,003,041**	**640,991,296**	**9,419,744**	**63,964,147**	**(54,544,403)**

NOTE: Total countywide allocated costs on this schedule includes appropriation for Non Departmental budget unit. This appropriation is offset in the countywide discretionary revenue schedule on the net interest earnings line.

NON DEPARTMENTAL BUDGET UNIT

The non departmental budget unit includes discretionary revenue of the general fund that is detailed in the table titled 'Countywide Discretionary Revenue Which Pay for Net County Cost' found earlier in this section of the budget book.

APPROPRIATION

	2011-12 Adopted Budget	2011-12 Modified Budget	2011-12 Estimate	2012-13 Recommended Budget
Appropriation				
Salaries & Benefits	435,051	435,051	179,889	-
Services & Supplies	1,000,000	1,000,000	420,111	1,000,000
Other Charges	6,064,949	6,359,654	1,394,705	6,500,000
Total Expenditure Authority	7,500,000	7,794,705	1,814,816	7,500,000

Non departmental appropriation pays for countywide expenditures not allocable to a specific department, and interest expense on the County's annual Tax and Revenue Anticipation Notes. The net interest earnings revenue reported in the table titled 'Countywide Discretionary Revenue Which Pay for Net County Cost' is reduced by these expenditures.

In addition to expenditures, this budget unit also includes operating transfers out which are transfers of cash to fund programs accounted for outside of the general fund.

OPERATING TRANSFERS OUT

	2011-12 Adopted Budget	2011-12 Modified Budget	2011-12 Estimate	2012-13 Recommended Budget
One-Time				
Capital Improvement Fund - County Building Program	20,221,931	20,221,931	20,221,931	10,000,000
Capital Improvement Fund - Lake Mojave Narrows Dam Project	2,100,000	2,100,000	2,100,000	
Capital Improvement Fund - Needles Fire Station				700,000
Capital Improvement Fund - Fontana Western Sphere MOU				2,600,000
Capital Improvement Fund -Design Sheriff Crime Lab Addition				1,300,000
Business Process Improvement Reserve allocations	287,270	287,270	287,270	
Garage - Motor Pool	386,565	386,565	386,565	
Flood Control - Rim Forest Drainage	350,000	350,000	350,000	5,900,000
Flood Control - Stormwater Program	4,297,504	4,297,504	4,391,756	
Transportation - Maintain County Roads (PCI) and Traffic Signal	8,000,000	8,000,000	8,000,000	5,250,000
District Attorney Fraud Unit		780,606	780,606	
New Financial Accounting System		12,000,000	12,000,000	
Public Works - System Changes				2,000,000
Special District - Lake Gregory Dam				4,000,000
Contributions to Oversight Board				300,000
Community Development/Foundation				268,250
Ongoing				
Capital Improvement Fund - Annual Allocation	15,300,000	15,300,000	15,300,000	12,000,000
Aging and Adult Services	1,057,620	1,057,620	1,057,620	1,057,620
800 MHz Project	24,000,000	24,000,000	24,000,000	20,000,000
Public Works - Fund 2 positions in land development	283,000	283,000	283,000	283,000
General Fund Subsidy to County Fire Protection District	12,799,942	12,799,942	12,799,942	17,542,970
County Redevelopment Agency to fund Sales Tax Sharing Agreement	353,000	353,000	124,636	325,150
Flood Control District Stormwater Permit	1,000,000	1,000,000	1,000,000	1,300,000
Total Operating Transfers Out	90,436,832	103,217,438	103,083,326	84,826,990

GENERAL FUND – FIVE-YEAR OPERATING FORECAST, 2011-12 THROUGH 2015-16

Long-term financial planning is an effective tool for creating sustainable budgets and providing fiscal stability beyond the annual budget horizon. Long term financial planning is a strategic process that provides governments with the insights and information needed to establish multi-year budget solutions and financial policies and actions that maintain good fiscal health. The County creates a five-year operating forecast for the purpose of providing the Board of Supervisors with a framework for use in decision-making in order to maintain and continue the fiscal health of the county to ensure and enable a plan for the provision of services and capital assets.

The forecast is updated annually and is not a budget. It does not establish policy or priorities, it simply summarizes fiscal capacity. The forecast identifies key factors that affect the county's fiscal outlook and assesses how difficult balancing the budget may be in the future. It helps the County to understand the fiscal challenges ahead and the need to establish priorities.

The forecast is developed using a baseline environment, that is, revenues and expenditures are projected based primarily on trend analysis, specific circumstances and present level of services provided by the County. This forecast is not a prediction of what is certain to happen but rather a projection of what will occur in the absence of any mitigating actions or changing circumstances. As such, this plan highlights significant issues or problems that must be addressed in order to maintain a structurally balanced budget.

Significant Issues Impacting the General Fund:

- Salaries and Benefits are projected to increase. The increase in the forecast reflects only current negotiated agreements between the County and employee representation units, and includes costs for budgeted positions.
- Retirement costs, in part, are anticipated to increase due to market losses incurred by the County's pension system.
- Additional Staffing for the Adult Detention Center Expansion will require a significant amount of funding beginning in 2013-14.
- The reduction in property tax revenue for County Fire increases the general fund subsidy required to maintain needed fire services and replace aged emergency fire vehicles.

The following table summarizes the County's five-year financial forecast as it relates to ongoing expenditures funded with ongoing discretionary revenue in the County General Fund. The forecast shows that although revenues are beginning to stabilize, cost increases create continued structural issues that need to be addressed.

Five-Year Operating Forecast
(in millions)

	2011-12	2012-13	2013-14	2014-15	2015-16
Assessed Valuation Change	-0.5%	-1.0%	0.0%	2.0%	2.0%
Revenue Growth:					
Property Related	$ 3.1	$ (4.9)	$ –	$ 7.8	$ 7.9
Proposition 172	2.5	8.5	6.1	6.3	5.6
Other Revenue	(9.0)	0.9	0.8	0.8	0.9
Total	$ (3.4)	$ 4.5	$ 6.9	$ 14.9	$ 14.4
Increase in Costs:					
Salaries & Benefits	$ (15.1)	$ (2.4)	$ (1.9)	$ (3.0)	$ (3.3)
Retirement Increases	(13.4)	(15.1)	(19.9)	(17.1)	(3.5)
Insurance and Central Services	(2.5)	(0.5)	0.2	(0.1)	(0.6)
Adult Detention Center Staffing	–	–	(34.2)	–	–
Sheriff Revenue (federal prisoners)	–	(5.8)	–	–	–
Unfunded Leave Liability	(3.9)	–	–	–	–
Increase Subsidy to County Fire	(5.4)	(4.6)	(1.2)	(0.8)	–
Other Costs	(3.5)	(9.3)	(1.6)	(4.4)	(3.1)
Total	$ (43.8)	$ (37.7)	$ (58.6)	$ (25.4)	$ (10.5)
Net Yearly Operating Deficit	$ (47.2)	$ (33.2)	$ (51.7)	$ (10.5)	$ 3.9
Cumulative Yearly Operating Deficit	$ (47.2)	$ (80.4)	$ (132.1)	$ (142.6)	$ (138.7)

Measures have been implemented by the County to eliminate the structural deficit of $47.2 million in 2011-12, which leaves a remaining structural deficit of $91.5 million for fiscal years 2012-13 to 2015-16. Due to the projected budget gaps and operating cost pressures, the County Administrative Office has developed a strategic plan to address the $91.5 million cumulative structural budget deficit for the remaining four years. The plan maintains a structurally balanced budget for 2012-13 and future years. This strategic plan is detailed in the County Strategic Plan section of this 2012-13 Recommended Budget Executive Summary book. The process of developing this plan began by identifying several critical areas which have, or are expected to have, an impact on the financial condition of the County in 2012-13. Once the critical issues were identified, specific measures have begun to be implemented. The County anticipates it will adhere to policy, make the necessary tough decisions, and adopt a structurally balanced budget each fiscal year.

CONTINGENCIES

The County Contingencies includes the following elements:

Contingencies

Mandatory Contingencies
Board Policy requires the county to maintain an appropriated contingency fund to accommodate unanticipated operational changes, legislative impacts or other economic events affecting the county's operations, which could not have reasonably been anticipated at the time the budget was prepared. Funding is targeted at 1.5% of locally funded appropriation.

Uncertainties Contingencies
Any unallocated funding available from current year sources (both ongoing and one-time) that has not been set-aside and any unallocated fund balance carried over from the prior year, is budgeted in the contingencies for uncertainties. Adopted budget action includes a provision that allocates any difference between estimated and final fund balance to this contingencies account.

Ongoing Set-Aside Contingencies

The County budget process differentiates between ongoing and one-time revenue sources. Ongoing set-asides represent ongoing sources of funding that have been targeted for future ongoing program needs.

	2011-12 Adopted Budget	2011-12 Approved Contributions/ (Uses)	2012-13 Recommended Contributions / (Uses)	2012-13 Recommended Budget
Contingencies				
Mandatory Contingencies (1.5% of Locally Funded Appropriation)	8,625,285		(232,940)	8,392,345
Uncertainties Contingencies	31,470,881	(10,112,997)	(5,583,385)	15,774,499
Total Contingencies	**40,096,166**	**(10,112,997)**	**(5,816,325)**	**24,166,844**

2011-12 Changes to Uncertainties Contingencies

In 2011-12 quarterly budget reports through the second quarter resulted in negative adjustments to the Uncertainties Contingencies of $10,112,997 as follows:

- $9,264,703 decrease due to $23,029,376 in revenue increases, $354,213 in reserve uses and $32,648,292 in expenditure increases. This reflects the budget adjustments for the first quarter of 2011-12.
- $141,675 decrease to fund a contract in Land Use Services to conduct a Development Impact Fee analysis and recommended fee structure for the County.
- $706,619 decrease due to $1,692,401 in revenue decreases offset by $985,782 in expenditure decreases. This reflects the budget adjustments for the second quarter of 2011-12.

2011-12 Changes to Ongoing Set-Aside Contingencies

No Ongoing Set-Aside Contingencies are appropriated in the 2011-12 Modified Budget.

2012-13 Mandatory Contingencies

The base allocation to the mandatory contingencies is $8,392,345, the amount required pursuant to Board policy, based on projected locally funded appropriation of $559.5 million.

2012-13 Uncertainties Contingencies

The amount in the uncertainties contingencies represents the estimate of 2012-13 funding sources not appropriated for expenditure in the general fund.

2012-13 Ongoing Set-Aside Contingencies

No Ongoing Set-Aside Contingencies are appropriated in the 2012-13 Recommended Budget.

RESERVES

The County has a number of reserves that have been established over the years. Some are for specific purposes, such as to meet future known obligations or to build a reserve for capital projects. The general purpose reserve are funds held to protect the County from unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the County. On January 6, 1998, the Board of Supervisors adopted a County policy to provide guidelines and goals for reserve levels. The current policy calls for the County General Purpose Reserve to equal 20% of locally funded appropriation. The Board of Supervisors also established specific purpose reserves to temporarily help meet future needs.

Total Reserves

	6/30/11 Ending Balance	Approved 2011-12 Contributions	Approved 2011-12 Uses	6/30/12 Estimated Balance	Recommended 2012-13 Contributions	Recommended 2012-13 Uses	6/30/13 Estimated Balance
General Purpose Reserve	**59,733,617**	5,501,791		**65,235,408**	**5,594,897**		**70,830,305**
Specific Purpose Reserves							
Future Space Needs	22,878,705			22,878,705			22,878,705
New Property Tax System	-	9,000,000		9,000,000			9,000,000
Retirement	8,500,000			8,500,000			8,500,000
Medical Center Debt Service	32,074,905			32,074,905			32,074,905
Teeter	24,709,925			24,709,925			24,709,925
Capital Projects	4,000,000		(4,000,000)	-			-
Insurance	3,000,000			3,000,000			3,000,000
High Desert Fire Station	3,000,000	1,000,000		4,000,000	1,000,000	(5,000,000)	-
Restitution	1,545,025			1,545,025			1,545,025
Business Process Improvement	1,218,640		(1,218,640) (1)	-			-
Total Specific Purpose	**100,927,200**	10,000,000	(5,218,640)	**105,708,560**	1,000,000	(5,000,000)	101,708,560
Total Reserves	**160,660,817**			**170,943,968**			**172,538,865**

(1) $287,270 of this amount represents funding for projects carried over from the prior year.

2011-12 Contributions

The Fund Balance and Reserve Policy, revised in June 2011, calls for a General Purpose Reserve targeted at 20% of locally funded appropriation, up from the previous target of 10%. For 2011-12 the general purpose reserve is increased by $5.5 million. This brings the balance in the General Purpose Reserve to 11.3% of locally funded appropriation. The revised Fund Balance and Reserve Policy calls for continued annual contributions of one-time sources to this reserve until the 20% target is achieved.

- $1.0 million contribution to the High Desert Fire Station Reserve.
- $9.0 million contribution to the Reserve for a New Property Tax System.

2011-12 Uses

- Use of the Business Process Improvement Reserve, including $287,270 to fund a case management project for the Public Defender. The Business Process Improvement Reserve is eliminated in 2011-12, and any remaining amount will fall into fund balance at the end of the fiscal year.
- $4,000,000 use of the Capital Projects Reserve to be contributed towards the funding of the Downtown Building Project.

2012-13 Recommended Contributions and Uses

For 2012-13, there is a recommended increase to the General Purpose Reserve of $5,594,897. This brings the balance of the General Purpose Reserve to $70,830,305, or 12.7% of locally funded appropriation. The recommended budget also includes:

- $1.0 million contribution to the High Desert Fire Station Reserve.
- The use of the entire $5.0 High Desert Fire Station Reserve, which will fund a $2.6 million contribution to a fire station in Needles, and a $2.4 million contribution to a fire station at Spring Valley Lake.

The chart below shows recent history of the County Reserve levels.

		Year End Actual Balances				Estimated	Recommended
		2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Total General Purpose Reserve		**57.2**	**59.7**	**59.7**	**59.7**	**65.2**	**70.8**
Specific Purpose Reserves							
Future Space Needs		37.7	31.9	55.5	22.9	22.9	22.9
New Property Tax System						9.0	9.0
Retirement		38.6	46.5	46.5	8.5	8.5	8.5
Medical Center Debt Service		32.1	32.1	32.1	32.1	32.1	32.1
Jail Expansion (formerly Future Financing)		21.5	-	-	-	-	-
Juvenile Maximum Security		13.9	-	-	-	-	-
Teeter		17.7	24.7	24.7	24.7	24.7	24.7
Moonridge Zoo		4.8	-	-	-	-	-
Capital Projects		4.0	4.0	4.0	4.0	-	-
Insurance		3.0	3.0	3.0	3.0	3.0	3.0
High Desert Fire Station		-	-	2.0	3.0	4.0	-
Restitution		1.8	1.7	1.5	1.5	1.5	1.5
Electronic Voting System		0.4	0.3	-	-	-	-
Business Process Improvement		4.4	2.1	1.3	1.2	-	-
Justice Facilities		0.1	0.1	0.1	-	-	-
Total Specific Purpose Reserves	(1)	**180.0**	**146.4**	**170.7**	**100.9**	**105.7**	**101.7**
Total Reserves	(1)	**237.2**	**206.1**	**230.4**	**160.7**	**170.9**	**172.5**

(1) Totals may not add due to rounding.

County of San Bernardino

RECOMMENDED BUDGET

2012-13

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COUNTY OF SAN BERNARDINO

The County of San Bernardino's 2012-13 Recommended Budget covers the period from July 1, 2012 – June 30, 2013. The budget consisting of the general fund, restricted funds, capital project funds, special revenue funds, internal service funds, and enterprise funds has a total appropriation of $4.06 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 goals 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.

Countywide Vision Statement

The following Countywide Vision statement, was adopted on June 30, 2011, by the County Board of Supervisors and SANBAG Board of Directors.

We envision a complete county that capitalizes on the diversity of its people, its geography, and its economy to create a broad range of choices for its residents in how they live, work, and play.

We envision a vibrant economy with a skilled workforce that attracts employers who seize the opportunities presented by the county's unique advantages and provide the jobs that create countywide prosperity.

We envision a sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure, in which development complements our natural resources and environment.

We envision a model community which is governed in an open and ethical manner, where great ideas are replicated and brought to scale, and all sectors work collaboratively to reach shared goals.

From our valleys, across our mountains, and into our deserts, we envision a county that is a destination for visitors and a home for anyone seeking a sense of community and the best life has to offer.

The County and SANBAG are now committed to facilitating discussions centered on how each of the ten following core vision elements can be effectively focused to implement the Countywide Vision for a complete community – one that affords all citizens an opportunity for healthy lifestyles, strong public safety and quality amenities. These discussions involve diverse stakeholders representing residents, employers, educators, community and faith-based organizations, and government.

- Jobs and the Economy
- Education
- Healthcare
- Public Safety
- The Environment
- Housing
- Water
- Infrastructure
- Image
- Quality of Life

Employee groups were established to organize internal Vision Element meetings and to develop a Paradigm and Job Statement that would define County government's role in achieving the Countywide Vision. The internal Vision Element meetings were conducted in October and November 2011. On April 10, 2012, the County Board of Supervisors approved the Paradigm and Job Statement. The Paradigm states that the County shall take responsibility for ensuring that efforts to achieve the Countywide Vision will be pursued, and the Job Statement simply states, "Our job is to create a county in which those who reside and invest can prosper and achieve well-being." The first two Regional Implementation Goals developed through the Countywide Vision process focus on cradle-to-career assistance and creating a business-friendly environment. These goals were developed by external Vision Element groups and were jointly adopted by

the County Board of Supervisors and the SANBAG Board on May 2, 2012. The Countywide Vision statement, report and related documents are available for review at www.sbcounty.gov/vision.

2012-13 Countywide Goals

- Implement the Countywide Vision
- Create, Maintain, and Grow Jobs and Economic Value in the County
- Improve County Government Operations
- Operate in a Fiscally Responsible and Business-Like Manner
- Ensure Development of a Well-Planned, Balanced, and Sustainable County
- Maintain Public Safety
- Provide for the Health and Social Services Needs of County Residents
- Pursue County Goals and Objectives by Working with Other Governmental Agencies

The 2012-13 Recommended Budget book includes prior year accomplishments, departmental strategic goals, objectives, and performance measures, which demonstrate how departments meet their overall departmental mission as well as the global mission of the County. The following two pages provide a high-level overview of county departments, and 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

- 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
- Veterans Affairs

Quality of Life Services

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

Fiscal Services

- Assessor/Recorder/County Clerk
- Auditor-Controller/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
- Finance and Administration
- 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	Promote and increase community collaboration and involvement to enhance access to care.	Collaborate with other county departments to maximize the Low Income Health Program (LIHP) to provide improved coordinated care that will equate to better patient outcomes.
Behavioral Health	Increase access and reduce behavioral health disparities among the diverse racial, ethnic, and cultural communites in San Bernardino County.	Increase number of clients among specified ethnic and cultural groups that are currently underserved or inappropriately served.
Public Health	Promote and increase community collaboration and involvement to enhance access to care.	Develop and implement programs and strategies to increase access to coordinated behavioral and primary health services.
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 offenders to determine expected risk of recidivating and crimonogenic risk factors.
Public Defender	Maintain early case resolution.	Maintain early resolution of cases thus minimizing custody time (and attendant costs).
Sheriff/Coroner/Public Administrator	Maintain response capabilities to disasters and other emergencies.	To be able to provide necessary police service to citizens in the unincorporated area of the county.
WELL BEING:		
Aging & Adult Services/Public Guardian	Assist seniors to maintain choices and improve quality of life by increasing knowledge and awareness of available programs and assistance.	Increase individual customers contacted by Senior Information and Assistance (SIA) outreach efforts.
Agriculture/Weights and Measures	Protect the public's health and the environment by preventing foreign pest infestations .	Maintain and service insect detection traps throughout the areas specified by the California Department of Food and Agriculture.
Child Support Services	Provide for health and social service needs of County residents.	Provide for the social service needs of residents through the collection of child support.
Transitional Assistance	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.
Children and Family Services	Reduce the number of children who enter foster care each year.	Continue implementation of Family-to-Family (F2F) and other practices that reduce the number of children who must enter foster care.
Land Use Services	Planning-Improve the processing time of project development applications and environmental reviews.	Improve the processing time of project development applications and environmental reviews to be consistent with the Permits Streamlining Act and California Environmental Quality Act (CEQA).
Public Works	Maintain the level of safety and maintenance for county maintained roads.	Maintain the average Pavement Condition Index (PCI) for county maintained roads at "good" or higher PCI category.
Registrar of Voters	Provide convenient and efficient methods for voters to participate in the electoral process.	Continue to survey existing and potential polling places to increase the quality of polling places and expand accessibility to the disabled.
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.	Implement plans to address deficiencies in Airport infrastructure.
Community Development and Housing	Ensure development of well planned, balanced, and sustainable communities.	Expand the supply of quality, safe, sanitary, and affordable housing for residents of San Bernardino County.
Economic Development	Foster job creation and improve the welfare of county residents.	Identify, attract and facilitate the location and/or relocation of businesses that offer jobs suitable for the job skills available within the County.
County Library	Increase community participation in Library services and programs.	Develop system-wide practices that recruit, train, and promote the successful involvement of volunteers.
County Museum	Enhance public awareness of museum services/programs and increase accessibility to museum collections.	Increase public visitation and use of the County Museum and branch sites.
Preschool Services	Achieve school readiness of enrolled children to ensure they are making progress toward positive outcomes as required by the Desired Results Developmental Profile-Revised Program.	Assess children 3 times per year in accordance with Federal and State Regulations. Teachers will share assessment information with parents and use this input to prepare home and classroom activities responsive to the child's needs.
Regional Parks	Provide opportunities that promote outdoor recreation.	Continue development of youth programs.
Workforce Development	Increase employability of county residents through services provided.	Provide Workforce Investment Act (WIA) services to County residents..

BUDGET PLANNING CALENDAR

ONGOING

Policy Direction - The Board of Supervisors provides ongoing policy direction to the Chief Executive Officer.

Significant Budgetary or Programmatic Impacts – Significant budgetary or programmatic changes and potential impacts are immediately communicated to the County Administrative Office and the Board of Supervisors to allow for timely decision-making and policy direction.

Year-End Estimates - Departments provide year-end estimates of revenues and expenditures to Finance and Administration on a monthly basis and any significant changes are addressed timely.

Quarterly Budget Reports - Each quarter the County Administrative Office brings an agenda item to the Board of Supervisors requesting modification to the adopted budget. These quarterly budget adjustments serve as a management tool to help each department assess the current environment, and anticipate and respond appropriately to that environment. In addition, the quarterly budget adjustments provide the Board of Supervisors with the most current information on county department revenues (sources) and appropriation (requirements) with which to base decisions, and serve as a guideline to lead the county in preparing the upcoming budget.

OCTOBER THROUGH DECEMBER

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 Finance and Administration and provided to the Chief Executive Officer for comments and recommendations, and presented to the Board of Supervisors for final approval. 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 recommended fee changes and internal service rate adjustments for the upcoming budget year and submit them to Finance and Administration for review and recommendation to the Chief Executive Officer, and to the Board of Supervisors for final approval. Beginning in 2011-12, Finance and Administration required departments to compute their full cost of service, capturing both direct and indirect costs associated with fees and internal service rates. Departments are able to provide an alternate fee amount for the Board of Supervisors, if based on their knowledge, implementation of a full cost fee or internal service rate would not be beneficial.

JANUARY AND FEBRUARY

Five-year Operating Forecast – Finance and Administration develops a five-year operating forecast of financial operations for general fund programs, projecting major revenues (sources) and expenditures (requirements), 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 presented to the Chief Executive Officer for recommendation to the Board of Supervisors for final approval.

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 in preparation of the budget submittal and internal training is conducted for all users of the system.

Strategic Plan – The upcoming five-year strategic plan is developed based on revenue projections and estimates for cost increases of ongoing costs for the five years. This plan includes the allocation of discretionary general funding (net county cost) and provides estimates of any remaining funding or shortfall needed to maintain current services.

Preparation of Recommended Budget – Departments develop their respective recommended budgets and submit them to Finance and Administration for review, and to the Chief Executive Officer for recommendation, and to the Board of Supervisors for final approval. General fund departments must budget within their respective net county cost allocations given to them based on the strategic plan.

MAY AND JUNE

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 Recommended Fee changes for the upcoming fiscal year. Approved fee changes are included in the Recommended Budget submittals to the Board of Supervisors.

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 and Adoption of Adopted Budget – The Board of Supervisors conducts a public hearing on the Recommended Budget. At this time, the Board may modify the Recommended Budget. All Board approved changes are incorporated into the Adopted Budget.

JULY THROUGH SEPTEMBER

Budget Prep System – Finance and Administration 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 – Finance and Administration updates the Recommended Budget Book to reflect final changes.

Calendar for the 2012-13 Budget

September 29, 2011	Fee Instructions to Departments
December 19, 2011	Capital Improvement Call Letter to Departments
January 30, 2012	Departments Submit Capital Improvement Requests
January 16, 2012	Departments Submit Fee Workbooks
March 22, 2012	Budget Preparation System Training
March 23, 2012	Budget Preparation System opened for Departmental Input
April 4, 2012	Budget Instructions to Departments
April 18, 2012	Departments Submit Budget Workbooks
May 8, 2012	2012-13 Internal Service Rates Approved
May 25, 2012	Recommended Budget Delivered to the Board of Supervisors
June 5, 2012	Fee Hearing
June 15, 19 and 26, 2012	Budget Hearing and Adoption of 2012-13 Budget
September 2012	Adopted Budget Book Printed

General Fund Budget Process

The County Administrative Office has the responsibility of developing the county strategic plan for all general fund departments. This plan begins with a five-year operating forecast which is detailed in the Discretionary General Funding section of the Executive Summary. 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 build their strategic plan for the five years beginning 2011-12.

The strategic plan also focuses on the two restricted funding sources, Proposition 172 and Realignment. **Proposition 172** assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. **Realignment** assists in funding the general fund departments of Human Services (well-being services for citizens), Behavioral Health, and Public Health for mental health, social services, and health programs. Discretionary general funding (net county cost) is considered if the restricted funding sources, which are determined by the state, are not sufficient to pay for those departments' costs.

For some departments, budgets are also built utilizing revenues generated from fees. On June 5, 2012 the Board of Supervisors will hold a Fee Hearing. The Fee Hearing is designed to take public testimony related to fee changes for the 2012-13 fiscal year. The majority of approved fees become effective July 19, 2012.

Due to the current economic conditions, there is no additional funding available to fund the ongoing cost increases needed to maintain current services including countywide insurance, central services, and retirement cost increases. Therefore, beginning with fiscal year 2011-12, the County Administrative Office developed a strategic plan focused on addressing the five-year cumulative structural budget deficit that warrants the implementation of various measures. It is important to note that this strategic plan does not include any potential impacts of the 2012-13 State Budget, which are unknown and unpredictable at this time.

The strategic plan incorporates several ongoing measures in order to balance the budget over five years beginning in 2011-12, including a request to employee unions to make employee concessions; deferring funding of the Adult Detention Center staffing, which is anticipated to be completed in August 2013; and reducing allocations to the 800 MHz Upgrade Project and Capital Improvement Program. Measures that have a departmental impact include reduced allocations of discretionary general funding (net county cost), employee compensation reductions, and service level reductions. The Sheriff/Coroner/Public Administrator will also have a departmental impact as a result of anticipated employee compensation reductions not achieved in 2011-12 and funding prior year MOU increases with one-time sources. The Economic Development Agency, Public Defender, Regional Parks, County Counsel, and Assessor/Recorder/County Clerk received reductions in net county cost allocations. In addition, the Information Services Department reduced costs in central computer and telecommunications services, and decreased the radio subsidy.

The 2012-13 Adopted Budget is scheduled for hearing and adoption on June 15, 19, and 26, 2012.

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 (sources) available to them. These sources include projected revenue to be collected in 2012-13 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. When the Board of Supervisors approves the adopted budget, they will also approve the necessary fund balance adjustments to special revenue funds to agree to the Auditor-Controller/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 will be submitted on a quarterly budget report 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 discretionary general funding (net county cost) are not allowed.
- Transfers out not funded with discretionary general funding require Board of Supervisors approval and should be included in a quarterly budget report.
- 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 require Board of Supervisors approval and should be included in a quarterly budget report.
- Transfers in less than $10,000, may be approved by the County Administrative Office.
- Transfers in greater than $10,000, require Board of Supervisors approval and should be included in a quarterly budget report.

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.

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

DEPARTMENT
Department Head

MISSION STATEMENT

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

Photo of the Department Head

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.

2010-11 AND 2011-12 ACCOMPLISHMENTS

Significant departmental accomplishments for the last two fiscal years.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1:

Objective:

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target

The above table describes the department's goals, objectives, and performance measures for the 2012-13 fiscal year, including any status updates if applicable.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Name of General Fund Budget Unit	0	0	0			0
Name of General Fund Budget Unit	0	0	0			0
Total General Fund	0	0	0			0
Special Revenue Funds						
Name of Special Revenue Fund Budget Unit	0	0		0		0
Name of Special Revenue Fund Budget Unit	0	0		0		0
Total Special Revenue Funds	0	0		0		0
Internal Service Funds						
Name of ISF Budget Unit	0	0			0	0
Total Internal Service Funds	0	0			0	0
Enterprise Funds						
Name of EF Budget Unit	0	0			0	0
Total Enterprise Funds	0	0			0	0
Total - All Funds	0	0	0	0	0	0

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Total	0	0	0	0	0

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Total	0	0	0	0	0

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Total	0	0	0	0	0

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Total	0	0	0	0	0

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Total	0	0	0	0	0

The above schedule displays a summary of all departmental budget units including budgeted staffing, and the five-year budget trend for the current year and prior four years including appropriation, revenue, and net county cost, fund balance, or revenue over/(under) expense where applicable.

Name of Budget Unit

The budget unit name is listed at the top, and begins the section on specific budget unit information. Up to this point the data has been departmental.

Budget at a Glance

Total Expenditure Authority	$1,851,963
Total Sources	$371,138
Net County Cost	$1,480,825
Total Staff	13
Funded by Net County Cost	80%

DESCRIPTION OF MAJOR SERVICES

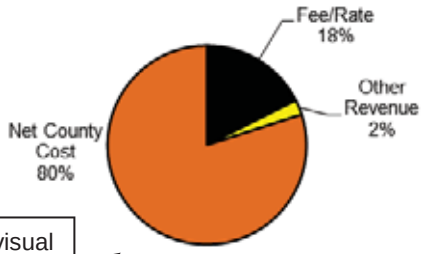
Description of Major Services provides a narrative describing the function and activity of the budget unit.

Budget at a Glance lists the budget unit's 2012-13 expenditure authority, sources (including reimbursements), total budgeted staffing, and percentage of net county cost, if any.

2012-13 BUDGET

EXPENDITURE AUTHORITY

SOURCES



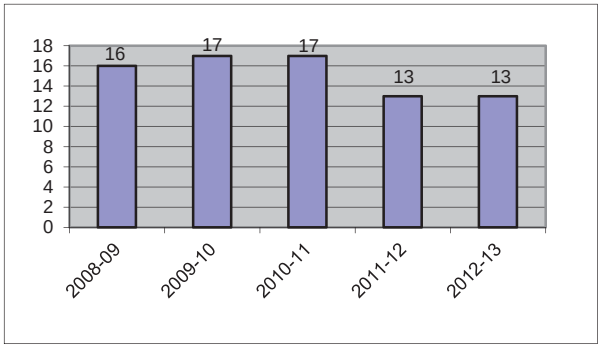
These graphs display a visual picture of the budget unit's breakdown of expenditure authority and sources for 2012-13.

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	15	11	10	10
Limited Term	2	2	3	3
Total	17	13	13	13
Staffing Expenses	$1,271,303	$1,013,488	$1,013,488	$1,086,413

5-YEAR STAFFING TREND



The first graph displays the budget unit's current staffing trend, including regular and limited term positions and associated staffing expenses for the current and two prior fiscal years.

The second graph displays a visual picture of the budget unit's five-year budgeted staffing trend for the current year and prior four years.

ANALYSIS OF 2012-13 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:	-

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
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**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	0	**0**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	0	0	0	**0**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

This narrative section briefly describes any major budget unit program impacts, and highlights the 2012-13 budget including significant changes in appropriation and revenue from the prior year modified budget.

DETAIL OF 2012-13 RECOMMENDED BUDGET

This section is new for 2012-13 and only applies to funds that have been consolidated for presentation purposes (i.e. Assessor/Recorder/County Clerk Recorder Special Revenue Funds, Human Services Subsistence funds, etc.) This section depicts the budget detail of each individual budget unit for 2012-13, including staffing, appropriation, revenue, net county cost, fund balance, and revenue over/(under) expense, where applicable; and also includes a description of major programmatic changes, expenditures and revenues (sources).

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

This narrative section briefly describes significant budgeted expenditures and revenue included within the Departments' recommended budget.

STAFFING CHANGES AND OPERATIONAL IMPACT

This narrative section briefly highlights budgeted staffing changes and operational impacts for 2012-13, including significant changes from the prior year budgeted staffing.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration/Special Projects/Environm	4	0	4	4	0	0	4
Agenda Process	3	0	3	3	0	0	3
Assessment Appeals	2	3	5	5	0	0	5
Business License/Form 700	1	0	1	1	0	0	1
Total	10	3	13	13	0	0	13

Administration/Special Projects/Environmental Notices

	Classification
1	Clerk of the Board of Supervisors
1	Chief Deputy Clerk of the Board
1	Board Services Supervisor
1	Executive Secretary III
4	Total

Agenda Process

	Classification
2	Senior Board Services Specialists
1	Board Services Specialist
3	Total

Assessment Appeals

	Classification
1	Board Services Technician
1	Board Services Specialist
3	Assessment Appeals Processors
5	Total

Business License/Form 700

	Classification
1	Board Services Specialist
1	Total

The 2012-13 Position Summary above displays regular and limited term positions by division within the budget unit; including details regarding if the positions are filled, vacant, or new (as of the 2011-12 2nd Quarter Budget Report adopted on February 14, 2012). It also provides classification detail and position counts for 2012-13 budgeted staffing.

ADMINISTRATION SUMMARY

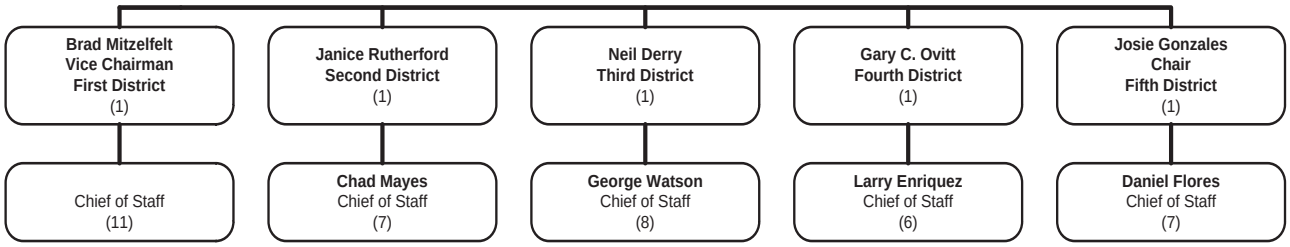
GENERAL FUND	Page #	Appropriation	Revenue	Net County Cost	Staffing
BOARD OF SUPERVISORS	2				
BOARD OF SUPERVISORS	3	7,647,052	0	7,647,052	44
BOARD DISCRETIONARY FUND	6	11,081,283	0	11,081,283	0
CLERK OF THE BOARD OF SUPERVISORS	8	1,851,963	371,138	1,480,825	13
COUNTY ADMINISTRATIVE OFFICE	14				
COUNTY ADMINISTRATIVE OFFICE	17	3,911,078	0	3,911,078	16
LITIGATION	20	389,938	0	389,938	0
COUNTY COUNSEL	21	8,551,502	5,444,400	3,107,102	88
FINANCE AND ADMINISTRATION	26				
FINANCE AND ADMINISTRATION	29	2,640,486	0	2,640,486	14
HUMAN RESOURCES DEPARTMENT	43				
HUMAN RESOURCES	46	5,374,265	448,409	4,925,856	73
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	49	1,979,584	1,979,584	0	11
UNEMPLOYMENT INSURANCE	51	4,000,500	0	4,000,500	0
INFORMATION SERVICES DEPARTMENT	60				
APPLICATION DEVELOPMENT	63	15,406,101	7,938,173	7,467,928	94
PURCHASING DEPARTMENT	75				
PURCHASING	78	1,684,799	498,168	1,186,631	17
LOCAL AGENCY FORMATION COMMISSION	98	301,000	0	301,000	0
COUNTY SCHOOLS	100	3,085,995	0	3,085,995	0
TOTAL GENERAL FUND		67,905,546	16,679,872	51,225,674	370
CAPITAL FACILITIES LEASES	31	13,052,882	0	13,052,882	0

SPECIAL REVENUE FUNDS	Page #	Appropriation	Revenue	Fund Balance	Staffing
FINANCE AND ADMINISTRATION					
DISASTER RECOVERY FUND	33	15,000	15,000	0	0
HUMAN RESOURCES:					
COMMUTER SERVICES	53	1,446,887	669,466	777,421	3
EMPLOYEE BENEFITS AND SERVICES	55	4,032,064	3,040,635	991,429	28
TOTAL SPECIAL REVENUE FUNDS		5,493,951	3,725,101	1,768,850	31

INTERNAL SERVICES FUNDS	Page #	Appropriation	Revenue	Revenue Over (Under) Exp	Staffing
FLEET MANAGEMENT DEPARTMENT	34				
GARAGE	37	14,405,027	14,144,800	(260,227)	82
MOTOR POOL	40	13,765,674	13,200,500	(565,174)	3
HUMAN RESOURCES					
EARNED LEAVE PROGRAM	58	11,532,836	11,532,836	0	0
INFORMATION SERVICES:				0	
COMPUTER OPERATIONS	66	24,952,951	21,615,460	(3,337,491)	121
TELECOMMUNICATION SERVICES	70	28,774,438	28,834,645	60,207	92
800 MEGAHERTZ - REBANDING PROJECT	74	0	0	0	0
PURCHASING:					
PRINTING SERVICES	81	3,386,749	3,369,329	(17,420)	14
SURPLUS PROPERTY AND STORAGE OPERATIONS	84	374,266	268,045	(106,221)	2
MAIL/COURIER SERVICES	87	6,552,661	6,452,587	(100,074)	25
RISK MANAGEMENT DEPARTMENT	90				
OPERATIONS	93	6,313,948	6,313,948	0	57
INSURANCE PROGRAMS	96	89,862,129	64,773,010	(25,089,119)	0
TOTAL INTERNAL SERVICE FUNDS		199,920,679	170,505,160	(29,415,519)	396

BOARD OF SUPERVISORS
Josie Gonzales, Chair

ORGANIZATIONAL CHART



SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Board of Supervisors	7,647,052	0	7,647,052			44
Board Discretionary Fund*	11,081,283	0	11,081,283			0
Total General Fund	18,728,335	0	18,728,335			44

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Board of Supervisors	6,975,899	7,515,146	8,869,044	7,903,032	7,647,052
Board Discretionary Fund*	4,358,896	6,519,645	1,382,855	12,997,953	11,081,283
Total	**11,334,795**	**14,034,791**	**10,251,899**	**20,900,985**	**18,728,335**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Board of Supervisors	0	0	0	0	0
Board Discretionary Fund*	0	0	196,888	0	0
Total	**0**	**0**	**196,888**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Board of Supervisors	6,975,899	7,515,146	8,869,044	7,903,032	7,647,052
Board Discretionary Fund*	4,358,896	6,519,645	1,185,967	12,997,953	11,081,283
Total	**11,334,795**	**14,034,791**	**10,055,011**	**20,900,985**	**18,728,335**

* The Board Discretionary Fund budget unit was previously referred to as the Priority Policy Needs budget unit in prior years.

Board of Supervisors

DESCRIPTION OF MAJOR SERVICES

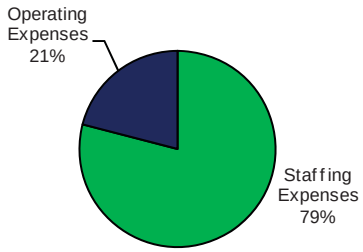
The Board of Supervisors is the governing body of the County government and Board-governed special districts. The Board of Supervisors establishes policy and exercises supervision over the official conduct of all County officers, Board-governed districts and special commissions. The Board of Supervisors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

Budget at a Glance

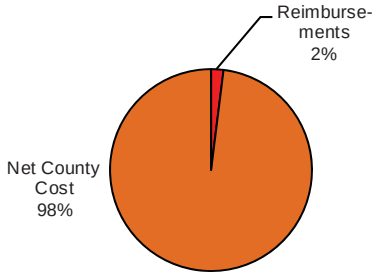
Total Expenditure Authority	$7,802,096
Total Sources	$155,044
Net County Cost	$7,647,052
Total Staff	44
Funded by Net County Cost	98%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

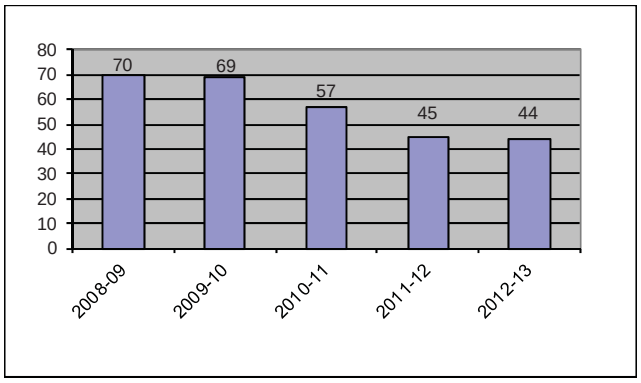


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	5	5	5	5
Limited Term	52	44	40	39
Total	57	49	45	44
Staffing Expenses	$7,694,612	$6,012,708	$6,136,251	$6,166,553

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Board of Supervisors
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	9,098,516	9,294,598	7,694,504	6,134,317	6,136,251	6,166,553	**30,302**
Operating Expenses	969,257	1,156,337	1,488,376	1,860,163	2,030,938	1,635,543	**(395,395)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	10,067,773	10,450,935	9,182,880	7,994,480	8,167,189	7,802,096	**(365,093)**
Reimbursements	(2,394,035)	(2,935,989)	(313,836)	(262,262)	(264,157)	(155,044)	**109,113**
Total Appropriation	7,673,738	7,514,946	8,869,044	7,732,218	7,903,032	7,647,052	**(255,980)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	7,673,738	7,514,946	8,869,044	7,732,218	7,903,032	7,647,052	**(255,980)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	7,673,738	7,514,946	8,869,044	7,732,218	7,903,032	7,647,052	**(255,980)**
				Budgeted Staffing	45	44	**(1)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Board of Supervisors (Board) include a reduction in operating expenses of $395,395 primarily due to a reduction of $434,060 related to COWCAP charges billed to the Board's budget units and an increase in the amount of central services charges associated with Board facilities totaling $38,653. Staffing expenses are increasing by $30,302 due to increases in retirement costs which are offset by a net reduction of 1 position within this budget unit.

The decrease of $255,980 in net county cost reflects the reduction in funding which corresponds to the net change in total requirements. This includes increases in retirement, short term disability costs, and central services charges associated with Board facilities but is offset by reductions in telecommunications and COWCAP costs.

In 2011-12, each district received a share of augmentation funding based on the Board's augmentation plan (adopted on November 15, 2011) which distributed an additional $214,257 based on a weighted distribution formula (75% population served and 25% supervisorial district area). These funds are available to be distributed again in 2012-13 based on the Board's direction which is undetermined at this point in time. Based on the Board's direction for the 2012-13 augmentation funds, districts may be required to adjust staffing and/or expenditures accordingly. Any changes required as a result of future Board direction will be addressed in a 2012-13 quarterly budget report.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses make up the majority of the Board's expenditures within this budget unit for 2012-13. These expenses total $6,166,553 and fund 44 positions across the five supervisorial districts. Operating expenses of $1,635,543 include phone services, office expenses, courier and printing charges, facilities management basic services, travel and related expenses, costs for Human Resources programs and rents.

STAFFING CHANGES AND OPERATIONAL IMPACT

For 2012-13 there is a net reduction of 1 budgeted position in this budget unit. Staffing changes are as follows (affected district noted in parenthesis):

Deletions

- 1 Chief of Staff (First District)
- 2 Community Service Liaisons (First District)
- 1 Special Projects Coordinator (Second District)
- 1 Field Representative (Fifth District)

Additions

- 1 Field Representative (First District)
- 1 Field Representative (Second District)
- 1 Staff Assistant (Second District)
- 1 Field Representative (Fifth District)

In January of 2012, the Board directed that Board Discretionary Funds were no longer to be used to reimburse salary and benefits of supervisorial staff members. While this direction has stabilized the amount of funding available for staff services in each District, current services to constituents may be impacted by the net reduction in staffing discussed above.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
First District	1	11	12	12	0	0	12
Second District	1	7	8	8	0	0	8
Third District	1	8	9	9	0	0	9
Fourth District	1	6	7	7	0	0	7
Fifth District	1	7	8	8	0	0	8
Total	5	39	44	44	0	0	44

First District

	Classification
1	Elected Supervisor
1	Executive Secretary III
1	BOS Executive Secretary
1	District Director
1	Special Assistant
4	Field Representative
1	Special Projects Coordinator
2	Community Service Liaison
12	Total

Second District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
2	Field Representative
1	District Representative
1	Special Projects Coordinator
1	Staff Assistant
8	Total

Third District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
1	BOS Executive Secretary
3	Field Representative
1	Special Projects Coordinator
1	Intern Staff Assistant
9	Total

Fourth District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
1	BOS Executive Secretary
1	District Director
1	District Representative
1	Field Representative
7	Total

Fifth District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
1	BOS Administrative Analyst
1	BOS Executive Secretary
2	Field Representative
1	Intern Staff Assistant II
8	Total

Board Discretionary Funding

DESCRIPTION OF MAJOR SERVICES

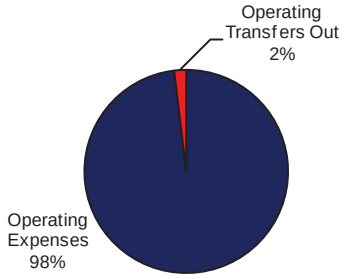
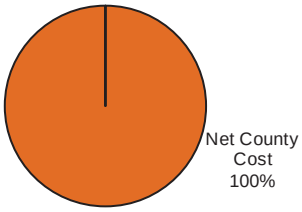
Budget at a Glance

Total Expenditure Authority	$11,081,283
Total Sources	$0
Net County Cost	$11,081,283
Total Staff	0
Funded by Net County Cost	100%

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

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

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Board of Supervisors - Board Discretionary Fund
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,608,251	2,714,721	2,160,675	2,100,000	12,497,953	10,870,340	**(1,627,613)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,608,251	2,714,721	2,160,675	2,100,000	12,497,953	10,870,340	**(1,627,613)**
Reimbursements	0	(11,665)	(1,036,042)	0	0	0	**0**
Total Appropriation	2,608,251	2,703,056	1,124,633	2,100,000	12,497,953	10,870,340	**(1,627,613)**
Operating Transfers Out	231,000	29,804	57,358	325,000	500,000	210,943	**(289,057)**
Total Requirements	2,839,251	2,732,860	1,181,991	2,425,000	12,997,953	11,081,283	**(1,916,670)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	196,889	0	0	0	**0**
Total Financing Sources	0	0	196,889	0	0	0	**0**
Net County Cost	2,839,251	2,732,860	985,102	2,425,000	12,997,953	11,081,283	**(1,916,670)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

These funds are utilized by Supervisorial Districts to support community programs and projects. In accordance with County Policy 02-18, these funds are allocated at the sole discretion of the Supervisor within his or her own Supervisorial District. On February 7, 2012, the Board of Supervisor's adopted an amendment to County Policy 02-18 which revised the policy related to the administration of these funds. In addition to new procedures regarding the administration of these funds, the amended policy also provides that these funds are to be exhausted by the end of Fiscal Year 2015-16. Any unspent Board Discretionary Fund appropriation remaining after 2015-16 is to be returned to the County General Fund.

The 2012-13 recommended budget estimates a reduction in appropriation totaling $1,916,670 representing payments made to support community programs and projects during the 2011-12 fiscal year. There is currently no ongoing funding included in this budget unit. The 2012-13 recommended budget is an estimate of available appropriation and will be reconciled to actuals in the 2012-13 adopted budget.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Appropriation of $11,081,283 represents an estimate of unspent appropriation carried over from prior fiscal years to support various community programs and projects that promote the health, safety, well-being, and quality of life for county residents. Operating expenses make up the majority of expenditures within this budget unit and includes allocations made directly to local agencies and non-profits as well as allocations to county departments to support various public works and community improvement projects.

STAFFING CHANGES AND OPERATIONAL IMPACT

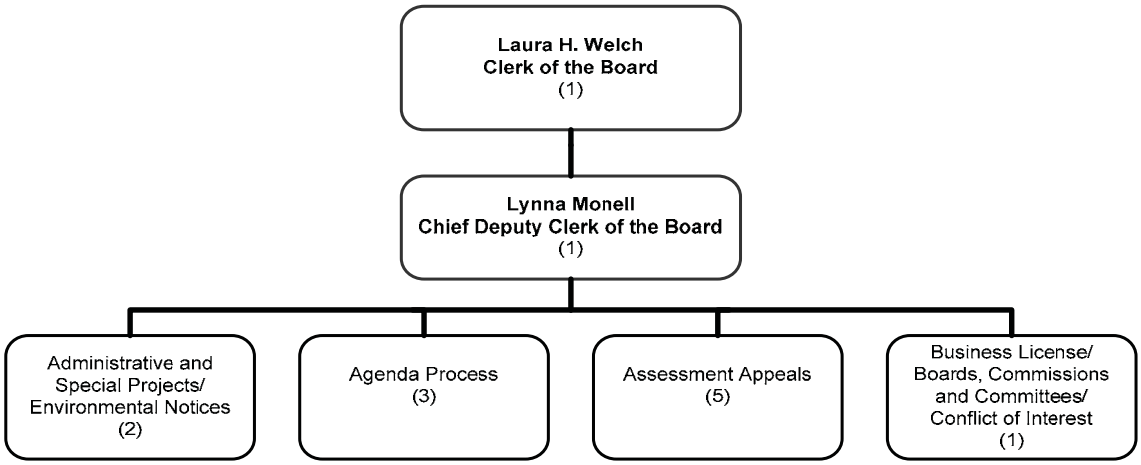
There is no staffing associated with this budget unit.

CLERK OF THE BOARD
Laura H. Welch

MISSION STATEMENT

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

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Implemented online agenda search feature for use by County staff and the public for greater access to current and archived agenda documents.
- Implemented upgrade to the streaming of video content.
- Implemented videoconferencing project at the High Desert Transitional Assistance Department Office.
- Implemented Hearing Confirmation Card to reduce hearing preparation time for Assessment Appeals Hearings.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPLEMENT TECHNOLOGY IMPROVEMENTS TO INCREASE OR MAINTAIN OPERATIONAL EFFICIENCY.

Objective A: Reduction in amount of staff time needed to prepare and process assessment appeals.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Staff time required to input and review Assessment Appeal Applications	9.3 min	11 min	9.5 min	8.5 min	8 min

The Clerk of the Board (COB) utilizes an online Assessment Appeals Application form which eliminated the initial manual data-entry step of processing an application. Therefore, the more online applications received, the greater the potential reduction in processing time per application. In 2011-12 COB made operational changes to the input and review process, whereby staff reviews a case at the time of input. This resulted in a reduction of time required to process a case at the onset. Therefore, COB is anticipating an improvement of the current performance level when processing Assessment Appeals Applications, whether received online or hard copy.

Objective B: Increase in electronic submission of Assessment Appeal Applications vs. hard copy submission of applications.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of electronic submission of Assessment Appeal Applications	N/A	12.3%	20%	36%	40%

Public use of the online form has increased due to implementation of an enhancement to the online application to retain essential information, which has made the online application process more user friendly. COB will implement further improvements to the online application process in the upcoming fiscal year. Currently applicants are unable to review information contained in the application prior to submission. The additional enhancement will allow for review of an application prior to submission. The intent is to reduce the number of errors contained in applications, as well as reduce the number of duplicate applications.

GOAL 2: IMPROVE BUSINESS LICENSE PROCESSES AND PROCEDURES TO ENSURE HIGH QUALITY SERVICE AND COMPLIANCE WITH ORDINANCES.

Objective: Improve efficiency of tracking and processing business licenses.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Turnaround time for processing of new business licenses	36 days	29 days	29 days	69 days	29 days
Turnaround time for processing renewal business licenses	25 days	26 days	26 days	37 days	26 days

In 2011-12, COB experienced a marked increase in the number of days required to process new and renewal business licenses. Due to processing delays in 2011-12, COB is working with the approving agency to implement a change in the tracking and approval of business license applications. It is anticipated that this collaborative effort will return the approval time to previous levels, if not show an improvement.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Clerk of the Board	1,851,963	371,138	1,480,825			13
Total General Fund	1,851,963	371,138	1,480,825			13

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Clerk of the Board	1,558,975	2,017,276	2,013,815	1,776,092	1,851,963
Total	**1,558,975**	**2,017,276**	**2,013,815**	**1,776,092**	**1,851,963**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Clerk of the Board	126,665	122,556	335,155	383,750	371,138
Total	**126,665**	**122,556**	**335,155**	**383,750**	**371,138**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Clerk of the Board	1,432,310	1,894,720	1,678,660	1,392,342	1,480,825
Total	**1,432,310**	**1,894,720**	**1,678,660**	**1,392,342**	**1,480,825**

Clerk of the Board

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

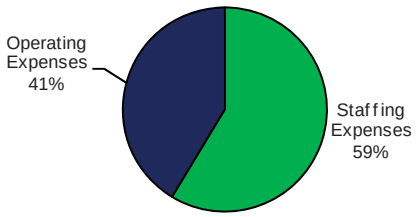
Total Expenditure Authority	$1,851,963
Total Sources	$371,138
Net County Cost	$1,480,825
Total Staff	13
Funded by Net County Cost	80%

The Clerk of the Board (COB) provides legislative and administrative support services to the Board of Supervisors (BOS). The department coordinates, prepares and maintains minutes, ordinances, resolutions, contracts, agreements and other official records and documents related to meetings conducted by the BOS. The COB coordinates the annual filing of financial disclosure documents in accordance with state law and local conflict of interest codes. The County has more than 200 advisory boards, commissions and committees (BCCs) and the COB maintains records and membership information for the County's BCCs. Responsibilities include posting of vacancies, processing of appointments and monitoring of ethics training for more than 1,000 BCC members.

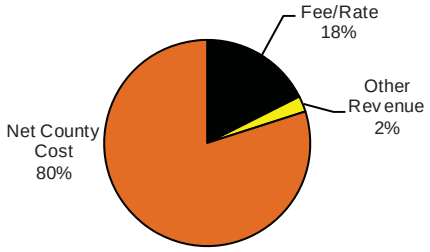
In accordance with state law, appeals of assessed property valuation are heard and determined by the County's Assessment Appeals Boards (AABs). The COB provides staff support to the AABs, facilitating the filing, hearing and disposition of thousands of appeals annually. The County requires that businesses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

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

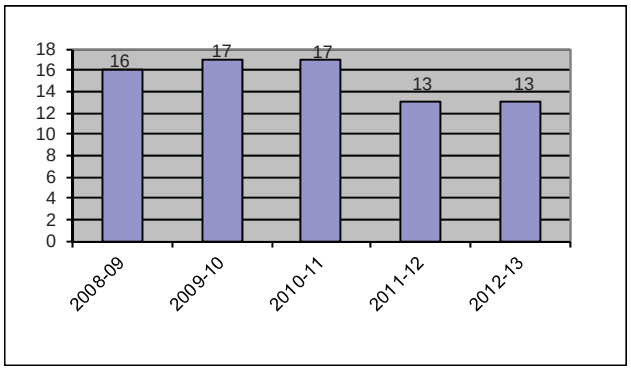


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	15	11	11	10
Limited Term	2	2	2	3
Total	17	13	13	13
Staffing Expenses	$1,271,303	$1,013,488	$1,013,488	$1,086,413

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	1,196,684	1,312,033	1,270,932	1,023,971	1,013,488	1,086,413	**72,925**
Operating Expenses	256,804	705,243	730,064	739,219	762,604	765,550	**2,946**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,453,488	2,017,276	2,000,996	1,763,190	1,776,092	1,851,963	**75,871**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,453,488	2,017,276	2,000,996	1,763,190	1,776,092	1,851,963	**75,871**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,453,488	2,017,276	2,000,996	1,763,190	1,776,092	1,851,963	**75,871**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	7,660	0	0	0	0	0	**0**
Fee/Rate	122,297	72,436	294,306	346,912	338,500	325,638	**(12,862)**
Other Revenue	(356)	50,121	40,848	43,295	45,250	45,500	**250**
Total Revenue	129,601	122,557	335,154	390,207	383,750	371,138	**(12,612)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	129,601	122,557	335,154	390,207	383,750	371,138	**(12,612)**
Net County Cost	1,323,887	1,894,719	1,665,842	1,372,983	1,392,342	1,480,825	**88,483**
				Budgeted Staffing	13	13	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Department include an increase in staffing expenses of $72,925 due to increases associated with retirement and short term disability costs as well as the elimination of the work schedule reduction plan for SBPEA members. The decrease of $12,612 in departmental revenue is primarily due to a comprehensive evaluation and subsequent reduction in the amount charged for business licenses.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

The majority of the Clerk of the Board expenses consists of salaries and benefits for staff to support functions of Board of Supervisors and Assessment Appeals processing. Services and supplies include costs related to office supplies, vendor service contracts, ISD support charges and assessment appeals costs.

Departmental revenue of $371,138 primarily consists of the Assessment Appeals application filings, new and renewal business licenses and CEQA filing fees.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing changes for 2012-13 includes budgeting 1 limited term Assessment Appeals Processor contract position versus 1 vacant Board Services Specialist position.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration/Special Projects/Environm	4	0	4	4	0	0	4
Agenda Process	3	0	3	3	0	0	3
Assessment Appeals	2	3	5	5	0	0	5
Business License/Form 700	1	0	1	1	0	0	1
Total	10	3	13	13	0	0	13

Administration/Special Projects/Environmental Notices

	Classification
1	Clerk of the Board of Supervisors
1	Chief Deputy Clerk of the Board
1	Board Services Supervisor
1	Executive Secretary III
4	Total

Agenda Process

	Classification
2	Senior Board Services Specialists
1	Board Services Specialist
3	Total

Assessment Appeals

	Classification
1	Board Services Technician
1	Board Services Specialist
3	Assessment Appeals Processors
5	Total

Business License/Form 700

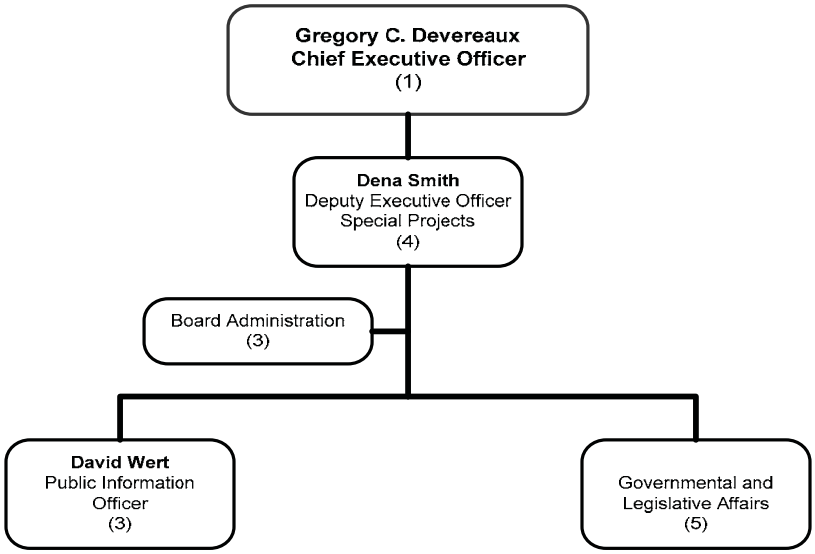
	Classification
1	Board Services Specialist
1	Total

COUNTY ADMINISTRATIVE OFFICE
Gregory C. Devereaux

MISSION STATEMENT

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

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- In 2011, the Board of Supervisors (Board) approved an agreement with the City of Hesperia to construct a new Public Safety Operations Center (PSOC) in the High Desert Government Center. This new state-of-the-art facility will provide improved coverage in case of a disaster, the ability to undertake a major upgrade to the 911 system, and establish a single High Desert location for Sheriff and County Fire dispatch.
- The San Bernardino County Government Center Citrus Room was converted into an Emergency Communication and Operations Center to ensure a central, accessible, and reliable location for Board members and County Administrative Office (CAO) officials to gather, receive information, and take necessary action. The room includes television monitors, computer and communications equipment.
- In June 2011, the County Board of Supervisors and the SANBAG Board of Directors adopted the Countywide Vision. External efforts in 2011-12 to achieve the Countywide Vision included the convening of Element Group discussions which led to development of two Regional Implementation Goals adopted in May 2012. Internally, employee groups developed and recommended a Paradigm and Job Statement to define County government's role in achieving the Countywide Vision, both of which were also adopted in May 2012.
- The state and federal legislative platforms were revamped to reflect the Board's more proactive approach and interest in sponsoring legislation rather than simply reacting to existing legislative proposals and activity.
- The CAO, with the assistance of County Counsel and the Information Services Department, managed the process to redraw the boundaries of the five supervisorial districts to reflect population shifts identified in the 2010 U.S. Census. A series of public workshops and hearings helped ensure the public was kept abreast of the County's procedures and redistricting proposals, and a variety of redistricting scenarios were developed and tested. The result was a legally sound and defensible Board-adopted plan that will be in effect until 2021.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPLEMENT THE COUNTYWIDE VISION.

Objective A: Determine County government's role in realization of the Countywide Vision.
Objective B: Continue the County role of convening conversations on community collaboration and collective action.

The first two Countywide Vision Regional Implementation Goals have been adopted by the Board of Supervisors and SANBAG Board. They focus on supporting the success of our children from "cradle-to-career" and creating a business-friendly environment. The CAO will continue to serve in a leadership role for the Countywide Vision Project, working with the Vision Team, the Board of Supervisors and County staff, the SANBAG Board and staff, the element groups, and the community to develop action steps to implement the Regional Implementation Goals, and incorporate the Board-approved Paradigm and Job Statement to the organization.

GOAL 2: IMPROVE COUNTY GOVERNMENT OPERATIONS.

Objective A: Enhance and protect the Board of Supervisors' policy-making role and ensure authority exists for staff actions.
Objective B: Create clear lines of authority within the County organization.
Objective C: Clarify roles, responsibilities and governance of all County programs.

The CAO will work with County Counsel to review and update the County Code and Policy Manual to reflect the current organizational structure and Board of Supervisors policies. The Policy Manual is already subject to an ongoing review, with revisions coming before the Board as appropriate.

The CAO will continue to work with departments and provide support for organizational reviews to document operations and clarify legal authority, roles and responsibilities for County operations.

GOAL 3: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER.

Objective A: Eliminate silos and consolidate administrative functions.
Objective B: Ensure that County Redevelopment Oversight Board appointees understand and represent County interests.

On December 6, 2011, the Board of Supervisors entered into an agreement with the City of Hesperia to establish a state-of-the-art Public Safety Operations Center (PSOC) at the High Desert Government Center facility. The project concept addresses several critical capital and programmatic issues, across a multitude of departments and functions, virtually eliminating many long-standing operational silos. The project will feature a "fusion center" with technology and software that will allow public safety personnel to work together across agencies and disciplines to identify trends and issues, and develop effective plans of action. Led by the County Administrative Office, and with enthusiastic participation of all the impacted elected officials and department heads, the project also advances development of the infrastructure required for the 800 MHz Radio Upgrade Project and facilitates integrated service delivery through collaboration and co-location of County departments. In addition, the overall construction and implementation project is currently ahead of schedule and under budget.

The State's dissolution of local redevelopment agencies in 2011-12 created a process that included the creation of Oversight Boards to ensure that ongoing redevelopment expenses and assets are managed properly. There are 26 such Oversight Boards in San Bernardino County, each of which includes a County representative and a public representative appointed by the Board of Supervisors. The CAO and the County Economic Development Agency will serve as a resource to those appointees to ensure the County's interests are represented on all Oversight Boards.

GOAL 4: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY.

Objective A: Take steps to ensure the Land Use Services Department continues to make progress in terms of operating more efficiently.
Objective B: Continue to identify and implement short-term solutions (i.e. code amendments) to systemic problems.
Objective C: Fund an update to the General Plan and create more community and Specific Plans in order to move away from a "one size fits all" approach and better reflect the unique character of all areas of the County.
Objective D: Fund amendments to the Development Code and Master Plans, such as infrastructure, to implement those changes.

It has become clear that the County General Plan and Development Code utilize a "one size fits all" approach when the County's diversity demands, and the Board of Supervisors desires, a more customized approach to development. For 2012-13, the CAO has recommended additional one-time funding of $2.3 million for the purpose of updating the General Plan, creating additional Specific Plans or Community Plans, and incorporating changes to those policy documents into the Development Code.

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
County Administrative Office	3,911,078	0	3,911,078			16
Litigation	389,938	0	389,938			0
Total General Fund	4,301,016	0	4,301,016			16

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Administrative Office	5,608,994	5,496,379	5,796,162	4,075,332	3,911,078
Litigation	388,681	789,492	270,081	392,708	389,938
Total	**5,997,675**	**6,285,871**	**6,066,243**	**4,468,040**	**4,301,016**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Administrative Office	0	92,142	0	0	0
Litigation	0	125,000	48,510	0	0
Total	**0**	**217,142**	**48,510**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Administrative Office	5,608,994	5,404,237	5,796,162	4,075,332	3,911,078
Litigation	388,681	664,492	221,571	392,708	389,938
Total	**5,997,675**	**6,068,729**	**6,017,733**	**4,468,040**	**4,301,016**

County Administrative Office

DESCRIPTION OF MAJOR SERVICES

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

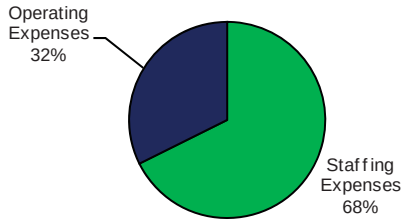
Budget at a Glance

Total Expenditure Authority	$4,325,943
Total Sources	$414,865
Net County Cost	$3,911,078
Total Staff	16
Funded by Net County Cost	90%

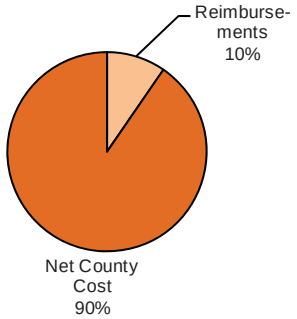
The CAO is also responsible for public information and legislative activities, and coordination of county activities with other local government entities, including cities and other counties.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

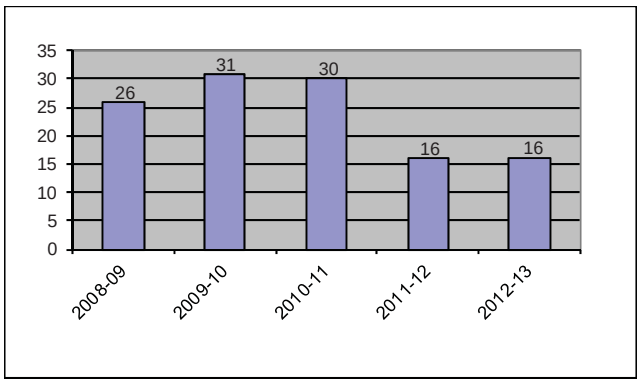


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	28	18	16	16
Limited Term	2	0	0	0
Total	30	18	16	16
Staffing Expenses	$5,547,597	$3,129,290	$3,129,290	$2,926,313

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	4,085,251	5,179,978	5,547,597	2,580,109	3,129,290	2,926,313	**(202,977)**
Operating Expenses	3,776,116	668,270	1,121,556	1,327,773	1,363,264	1,399,630	**36,366**
Capital Expenditures	18,760	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	7,880,127	5,848,248	6,669,153	3,907,882	4,492,554	4,325,943	**(166,611)**
Reimbursements	(352,451)	(351,869)	(873,013)	(462,222)	(417,222)	(414,865)	**2,357**
Total Appropriation	7,527,676	5,496,379	5,796,140	3,445,660	4,075,332	3,911,078	**(164,254)**
Operating Transfers Out	21,370	0	0	0	0	0	**0**
Total Requirements	7,549,046	5,496,379	5,796,140	3,445,660	4,075,332	3,911,078	**(164,254)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	92,142	0	0	0	0	**0**
Total Revenue	0	92,142	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	92,142	0	0	0	0	**0**
Net County Cost	7,549,046	5,404,237	5,796,140	3,445,660	4,075,332	3,911,078	**(164,254)**
				Budgeted Staffing	16	16	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

The reduction of $202,977 in staffing expenses primarily relates to the elimination of two positions in 2011-12 due to the consolidation of the Office of Legislative Affairs with the Governmental Relations unit detailed below. The increase in operating expenses relates to a transfer to the Real Estate Services Department for staffing costs related to franchise administration, and additional support for the Countywide Visioning effort. The net county cost reduction of $164,254 is primarily due to the transfer of funding for the Clerk of the Board's information technology costs to that budget unit; and moving funding for the Global Compliance contract for ethics case management services to the Human Resources budget unit.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $2,926,313 fund 16 budgeted positions. Major operating expenses of $457,000 consist of the Quad State annual subscription, and the federal and state lobbyist contracts, which are partially offset by reimbursements from other departments.

STAFFING CHANGES AND OPERATIONAL IMPACT

In the first quarter of 2011-12, the Office of Legislative Affairs and the Governmental Relations unit were consolidated to improve communication with Board offices by taking advantage of the natural synergy between the two missions. This consolidation resulted in the elimination of the Director of Governmental Relations and Governmental Relations Analyst positions, and reclassifying the vacant Director of Legislative Affairs position to Director of Governmental and Legislative Affairs.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
County Administrative Office	1	0	1	1	0	0	1
Public Information Office	3	0	3	3	0	0	3
Governmental and Legislative Affairs	5	0	5	4	1	0	5
Special Projects	4	0	4	4	0	0	4
Board Administration	3	0	3	3	0	0	3
Total	16	0	16	15	1	0	16

County Administrative Office

	Classification
1	Chief Executive Officer
1	Total

Board Administration

	Classification
1	Executive Secretary III - Unclassified
2	Executive Secretary II
3	Total

Public Information Office

	Classification
1	Public Information Officer
1	Administrative Analyst III
1	Executive Secretary III - Unclassified
3	Total

Governmental and Legislative Affairs

	Classification
1	Director of Gov/Legislative Affairs
1	Dep. Dir. of Gov/Legislative Affairs
1	Legislative Analyst II
1	Government Relations Analyst
1	Executive Secretary III - Unclassified
5	

Special Projects

	Classification
1	Deputy Executive Officer
2	Principal Management Analyst
1	Administrative Aide
4	Total

Litigation

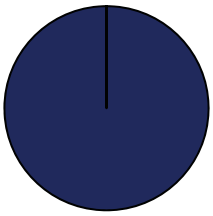
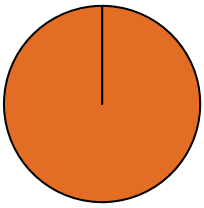
DESCRIPTION OF MAJOR SERVICES

The Litigation budget unit funds external attorney services and other litigation related expenses. The Board of Supervisors approved the establishment of this budget unit in 2001-02. The use of general fund contingencies may be required for any new major contracts, or for any material amendments to existing legal contracts during the fiscal year.

Budget at a Glance

Total Expenditure Authority	$389,938
Total Sources	$0
Net County Cost	$389,938
Total Staff	0
Funded by Net County Cost	100%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
 Operating Expenses 100%	 Net County Cost 100%

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office - Litigation
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,800,555	789,492	270,070	263,651	392,708	389,938	**(2,770)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,800,555	789,492	270,070	263,651	392,708	389,938	**(2,770)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,800,555	789,492	270,070	263,651	392,708	389,938	**(2,770)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,800,555	789,492	270,070	263,651	392,708	389,938	**(2,770)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	48,510	1,200	0	0	**0**
Total Revenue	0	0	48,510	1,200	0	0	**0**
Operating Transfers In	120,000	125,000	0	0	0	0	**0**
Total Financing Sources	120,000	125,000	48,510	1,200	0	0	**0**
Net County Cost	3,680,555	664,492	221,560	262,451	392,708	389,938	**(2,770)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

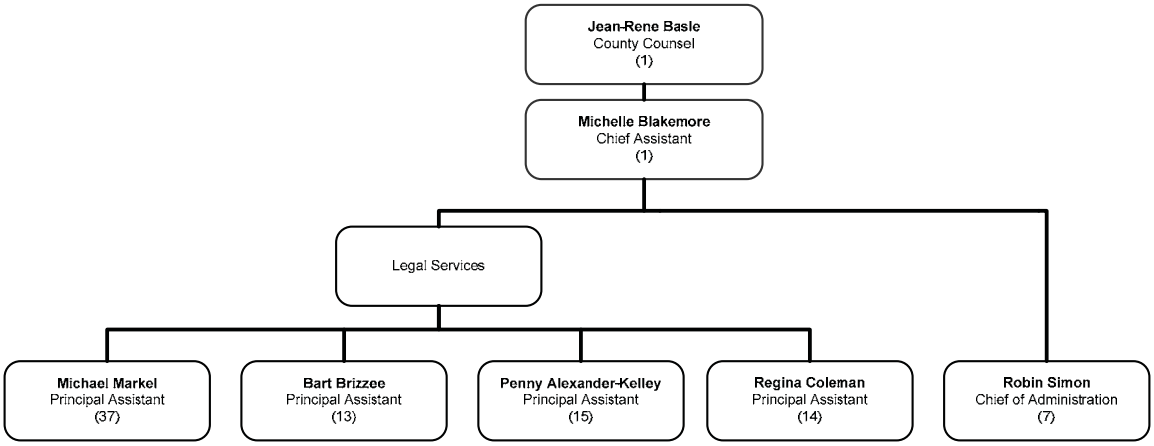
Operating expenses of $389,938 represent costs for outside legal counsel. The $2,770 decrease results from a reduction in Countywide Cost Allocation Plan (COWCAP) charges to this budget unit.

COUNTY COUNSEL
Jean-Rene Basle

MISSION STATEMENT

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

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Assisted in the redistricting of the County Supervisorial Districts.
- Prepared Ordinances on a variety of issues including:
  - Land Use Mountain Parking
  - Fire Business Plan exemption for Helium and Carbon Dioxide
  - Boating Waterways
  - Municipal Advisory Councils
- Provided assistance in transitioning Redevelopment Agencies.
- Achieved a near perfect success rate in defending the dozens of administrative citations issued in regard to illegal medical marijuana dispensaries and in defending the County's regulations from additional legal challenges.
- Provided assistance on the re-drafting of County Policy 02-18, the Board Discretionary Funds policy.
- Provided legal guidance regarding solar farm developments being proposed throughout the County, including those within the jurisdiction of the California Energy Commission.
- Drafted new County Policy 08-17, regarding the naming of County facilities or County-funded facilities or events.
- Provided legal support to the team formulating the County's Greenhouse Gas Emissions Reduction Plan.
- Had a favorable appeals court outcome published (County of San Bernardino v. Workers' Compensation Appeals Board) which clarified the good faith personnel action defense in favor of employers.
- Opened 1,043 juvenile dependency cases and 179 appeals.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE ACCURATE, TIMELY AND RELIABLE LEGAL ADVICE TO CLIENTS TO ASSIST THEM TO ACHIEVE THEIR OBJECTIVES.

Objective: Respond to requests for other legal services, including drafting of legal analysis, by agreed upon target date.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of clients who ranked service they receive from County Counsel as satisfactory or above.	95%	100%	97%	97%	98%

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
County Counsel	8,551,502	5,444,400	3,107,102			88
Total General Fund	8,551,502	5,444,400	3,107,102			88

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Counsel	10,600,311	8,343,431	9,111,036	8,663,610	8,551,502
Total	**10,600,311**	**8,343,431**	**9,111,036**	**8,663,610**	**8,551,502**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Counsel	5,080,585	5,597,616	5,850,483	5,455,250	5,444,400
Total	**5,080,585**	**5,597,616**	**5,850,483**	**5,455,250**	**5,444,400**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Counsel	5,519,726	2,745,815	3,260,553	3,208,360	3,107,102
Total	**5,519,726**	**2,745,815**	**3,260,553**	**3,208,360**	**3,107,102**

County Counsel

DESCRIPTION OF MAJOR SERVICES

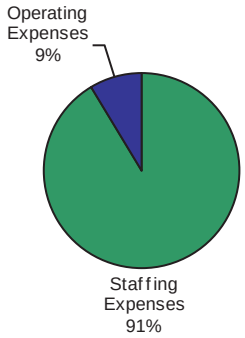
County Counsel provides civil legal services to the Board of Supervisors, the County Administrative Office, County departments, commissions, special districts, and school districts. County Counsel also provides legal services to various joint powers authorities and represents the courts and judges on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

Budget at a Glance

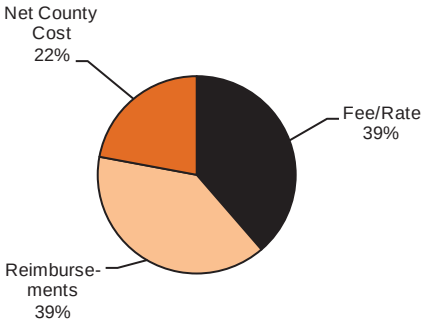
Total Expenditure Authority	$14,083,462
Total Sources	$10,976,360
Net County Cost	$3,107,102
Total Staff	88
Funded by Net County Cost	22%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

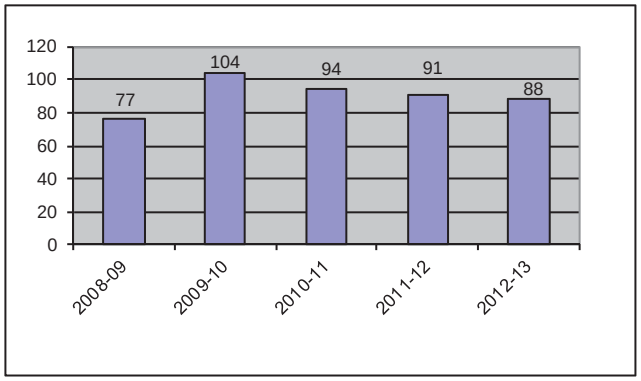


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	87	85	85	82
Limited Term	7	6	6	6
Total	94	91	91	88
Staffing Expenses	$13,356,528	$12,647,684	$12,647,684	$12,866,928

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Counsel
FUND: General

BUDGET UNIT: AAA CCL
FUNCTION: General
ACTIVITY: Counsel

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	12,142,068	11,177,755	13,356,526	12,407,073	12,647,684	12,866,928	**219,244**
Operating Expenses	1,410,869	729,030	847,720	959,059	1,100,959	1,216,534	**115,575**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	13,552,937	11,906,785	14,204,246	13,366,132	13,748,643	14,083,462	**334,819**
Reimbursements	(3,038,231)	(3,576,956)	(5,095,035)	(5,023,526)	(5,085,033)	(5,531,960)	**(446,927)**
Total Appropriation	10,514,706	8,329,829	9,109,211	8,342,606	8,663,610	8,551,502	**(112,108)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,514,706	8,329,829	9,109,211	8,342,606	8,663,610	8,551,502	**(112,108)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	5,038,084	5,596,036	5,849,925	5,866,320	5,454,500	5,443,650	**(10,850)**
Other Revenue	751	1,580	606	1,250	750	750	**0**
Total Revenue	5,038,835	5,597,616	5,850,531	5,867,570	5,455,250	5,444,400	**(10,850)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	5,038,835	5,597,616	5,850,531	5,867,570	5,455,250	5,444,400	**(10,850)**
Net County Cost	5,475,871	2,732,213	3,258,680	2,475,036	3,208,360	3,107,102	**(101,258)**
				Budgeted Staffing	91	88	**(3)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Budget changes include a decrease in overall appropriation of $112,108, of which the majority is offset by a reduction in net county cost. For 2012-13, reimbursements will increase by $446,927 due to a change in billing methodology; any department formerly reimbursing only for the actual cost of the position, will now pay the fully burdened fee.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Total expenditure authority of $14,083,462 primarily represents staffing expenses to provide adequate legal services. Departmental revenue and reimbursements combine for a total of $10,976,360 which represents fees for services provided to county departments, commissions, special districts, school districts and other County Counsel clients.

STAFFING CHANGES AND OPERATIONAL IMPACT

For 2012-13, County Counsel is eliminating the following 4 vacant positions: 1 County Counsel Lead Secretary, 2 Principal Assistant County Counsel's, and 1 County Counsel (the County Counsel position was only budgeted last year due to exhausting leave balances prior to retirement); and has added 1 Deputy County Counsel IV position to help reduce costs and better meet client needs. In addition, the organizational structure of the department has been revised to better reflect the actual level of responsibility for the Principal Assistant County Counsels.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration/Fiscal	8	1	9	9	0	0	9
Legal Services	74	5	79	75	3	1	79
Total	82	6	88	84	3	1	88

Administration/Fiscal

	Classification
1	County Counsel
1	Chief Assistant County Counsel
1	Chief of County Counsel Admin
1	Executive Secretary III
1	Extra Help Executive Secretary II
1	Executive Secretary I
1	Accounting Technician
1	Fiscal Assistant
1	Office Assistant III
9	Total

Legal Services

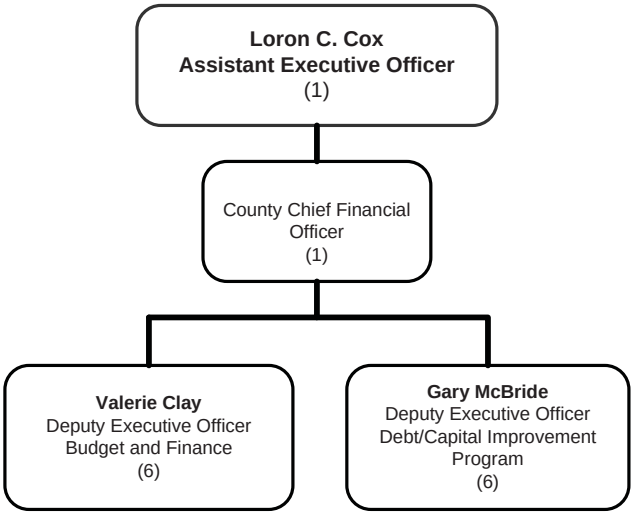
	Classification
4	Principal Assistant County Counsel
3	Extra Help Principal Assistant
37	Deputy County Counsel
2	Extra Help Deputy County Counsel
1	Research Attorney II
8	County Counsel Paralegals
2	Lead Secretary
16	Executive Secretary II
1	Office Assistant IV
5	Office Assistant III
79	Total

FINANCE AND ADMINISTRATION
Loron C. Cox

MISSION STATEMENT

The Finance and Administration section provides timely and accurate financial information to the public, Board of Supervisors, Chief Executive Officer, and County departments; and strives to identify and implement best practices whenever possible while focusing on required services and responsibilities, true cost methodologies, alternative service delivery models, and high-productivity public investments.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- In June 2011, the Board of Supervisors adopted a budget proposal that closed a $47.2 million gap, the first step in a multi-year process to align revenues and expenditures while putting the County in the best possible position to maintain public services and recover as the economy improves.
- In November 2011, the County Administrative Office initiated a new encumbrance review process to reduce the number of outstanding encumbrances at year-end, including automatic cancellation of encumbrances which fall under a pre-determined threshold and an ongoing review of those which exceed certain age limits.
- In February 2012, for the sixth consecutive year, the County Administrative Office was awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA).
- In March 2012, the County refinanced the West Valley Detention Center lease, resulting in a $540,000 annual savings.
- In March 2012, Standard and Poor's affirmed the County's issuer credit rating, and the long term issuer ratings on the County's Certificates of Participation and Pension Obligation Bonds; the stable outlook was also affirmed.
- In 2012-13, the County Fee Ordinance project is expected to be complete. This was a two-year project to review all County fees to ensure and document full cost recovery. It is anticipated that the 2012-13 recommended fees will generate $6.1 million in additional revenue.
- The 2012-13 Recommended Budget book will have a reduction of approximately 74 pages due to the reformatting and consolidation in presentation of many special revenue funds and Human Services Subsistence funds, resulting in a reduction in printing costs and administrative efficiencies.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: CREATE, MAINTAIN, AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY.

Objective: Develop financing plans and approaches that will ensure provision of the infrastructure necessary for development and the movement of goods.

The 2012-13 strategic plan developed by the County Administrative Office (CAO) includes one-time funding of $5.0 million to Public Works for pavement management to maintain the current pavement condition index (PCI), and $10.15 million in support of other Public Works projects including the Lake Gregory Dam, Rim Forest Storm Drain, and a traffic signal at Valley Blvd. and Banana Ave. in the Fontana area.

GOAL 2: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER.

Objective A: Develop and maintain a multi-year plan to address projected shortfalls in the County's budget.
Objective B: Develop a budget for the coming fiscal year that brings the County into fiscal balance and addresses the most pressing countywide needs.
Objective C: Develop a long-term budget plan which brings the County into operational and programmatic balance.
Objective D: Live within our means, fully funding liabilities and reserves, while forming capital to strategically invest in the future.
Objective E: Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.
Objective F: Fully fund basic operating systems.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
General Purpose Reserve as a percentage of locally funded appropriation	10%	11%	12%	11%	12%
Variable rate debt as a percentage of total debt outstanding	16.05%	14.42%	<25%	14.91%	<25%

Stability of the County's financial health, especially in these hard economic times, is an important goal of Finance and Administration. By maximizing the use of County resources, being vigilant regarding expenditures, billing at full cost of services, and maintaining adequate reserves, the department strives to meet this goal. Based on the short-term and long-term forecasting of ongoing revenue and expenses, the upcoming and future fiscal years will be very challenging for the County. The 2012-13 strategic plan closes the majority of the five-year budget gap.

Beginning December 2011, the CAO began hosting Forward Planning meetings with the Office of the Auditor-Controller/Treasurer/Tax Collector, the Purchasing Department, the Information Services Department, the Human Resources Department, Land Use Services, and Fleet Management to discuss planning and strategic direction for internal service fund departments. Thus far, these meetings have resulted in a reconciliation of information services application maintenance and support costs and future planning requirements, which lead to the recommendation to include an additional $1.6 million in on-going funding beginning in 2012-13 to support general fund applications at ideal levels. The 2012-13 Recommended Budget also includes $700,000 for the Land Use Services Department to upgrade their permitting software; $2.0 million for Public Works to fund system related costs including WINCAMS, PermitsPlus, and the Job Cost system; and $368,000 for the Purchasing Department in support of the new electronic procurement network (ePro).

In March 2012, the County refunded the 2001/2002 Certificates of Participation (West Valley Detention Center) through a private placement to provide annual budgetary savings of $540,000 due to the low interest rate environment and the relatively short remaining life of the current lease obligation.

In 2011-12, the Board approved increasing the General Purpose Reserve target to 20% of locally funded appropriation at the beginning of each budget fiscal year and using one-time sources until the target is achieved. This General Purpose Reserve is intended for unanticipated major emergencies; to allow a transition period when key economic indicators point to a recession likely to substantially reduce county revenues and increase required safety net expenditures; and to ensure the County's ability to make debt service payments in periods of declining general purpose revenues. Currently, the County has to borrow money yearly to meet cashflow needs. The 2011-12 target was not achieved since locally funded appropriation was redefined to include ongoing operating transfers in, which increased the base.

In addition, County Policy 02-11 requires that variable rate bonds be structured to protect the County against cyclical interest rate fluctuations and limits total variable rate debt to no more than 25% of the total debt outstanding.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Finance and Administration	2,640,486	0	2,640,486			14
Capital Facilities Leases	13,052,882	0	13,052,882			0
Total General Fund	15,693,368	0	15,693,368			14
Special Revenue Fund						
Disaster Recovery Fund	15,000	15,000		0		0
Total Special Revenue Fund	15,000	15,000		0		0
Total - All Funds	15,708,368	15,000	15,693,368	0		14

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Finance and Administration	0	0	0	2,272,535	2,640,486
Capital Facilities Leases	21,812,356	20,933,394	54,640,359	16,258,391	13,052,882
Disaster Recovery Fund	77,227	394,182	173,135	209,310	15,000
Total	**21,889,583**	**21,327,576**	**54,813,494**	**18,740,236**	**15,708,368**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Finance and Administration	0	0	0	0	0
Capital Facilities Leases	0	0	38,000,000	0	0
Disaster Recovery Fund	76,385	9,820	20,547	30,000	15,000
Total	**76,385**	**9,820**	**38,020,547**	**30,000**	**15,000**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Finance and Administration	0	0	0	2,272,535	2,640,486
Capital Facilities Leases	21,812,356	20,933,394	16,640,359	16,258,391	13,052,882
Total	**21,812,356**	**20,933,394**	**16,640,359**	**18,530,926**	**15,693,368**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Disaster Recovery Fund	842	384,362	152,588	179,310	0
Total	**842**	**384,362**	**152,588**	**179,310**	**0**

Finance and Administration

DESCRIPTION OF MAJOR SERVICES

The Finance and Administration budget unit was created in 2011-12 to centralize financial management and oversight. In alignment with priorities of the Board of Supervisors and the Chief Executive Officer, this section provides timely and accurate financial information, assists County departments in implementing best practices, and provides explanations, including alternative solutions, when best practices cannot be implemented.

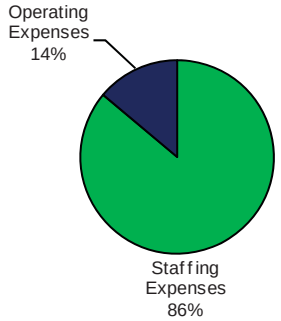
Budget at a Glance

Total Expenditure Authority	$3,002,344
Total Sources	$361,858
Net County Cost	$2,640,486
Total Staff	14
Funded by Net County Cost	88%

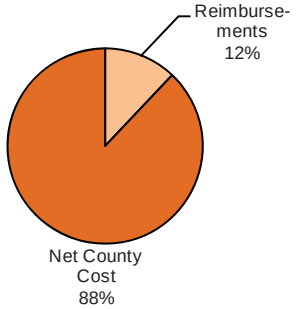
Finance and Administration is responsible for the preparation and administration of the County budget, including development of the five-year forecast and annual strategic plan; the administration and monitoring of the County general fund long-term debt portfolio, which includes both issuance and post-issuance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

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

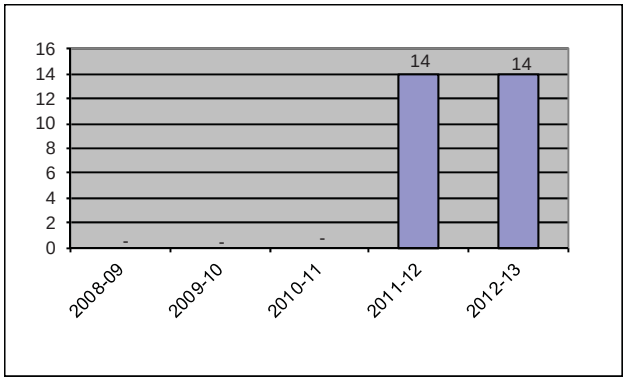


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	0	12	12	14
Limited Term	0	2	2	0
Total	0	14	14	14
Staffing Expenses	$0	$2,402,656	$2,402,656	$2,585,530

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Finance and Administration
FUND: General

BUDGET UNIT: AAA FAB
FUNCTION: General
ACTIVITY: Finance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	1,974,855	2,402,656	2,585,530	**182,874**
Operating Expenses	0	0	0	250,916	344,339	416,814	**72,475**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	2,225,771	2,746,995	3,002,344	**255,349**
Reimbursements	0	0	0	(377,029)	(474,460)	(361,858)	**112,602**
Total Appropriation	0	0	0	1,848,742	2,272,535	2,640,486	**367,951**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	1,848,742	2,272,535	2,640,486	**367,951**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	1,848,742	2,272,535	2,640,486	**367,951**
				Budgeted Staffing	14	14	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2012-13, appropriation is increasing by $367,951 primarily due to retirement increases and other costs associated with the replacement of two part-time positions with two full-time positions, enhancements to the countywide BudgetPrep system, and a reduction in reimbursements from the Health Administration budget unit.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Other than staffing expenses, major expenditures include $223,000 for systems development charges to enhance the countywide BudgetPrep system and complete the Purchase Order project. The majority of reimbursements are from Health Administration, County Fire, and Special Districts for administrative oversight.

STAFFING CHANGES AND OPERATIONAL IMPACT

The 2012-13 budget includes the addition of 2 Administrative Analyst III positions offset by the reduction of 1 Extra-Help Administrative Analyst III and 1 Public Service Employee. Over the last four years, the County Administrative Office has reduced four Administrative Analyst positions, and in the current economic climate, these positions are critical to analyze departmental revenues and expenses, and identify cost saving measures.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Finance and Administration	14	0	14	11	1	2	14
Total	14	0	14	11	1	2	14

Finance and Administration

	Classification
1	Assistant Executive Officer-Finance and Administration
1	County Chief Financial Officer
2	Deputy Executive Officer
2	Principal Administrative Analyst
6	Administrative Analyst III
2	Executive Secretary III-Classified
14	Total

Capital Facilities Leases

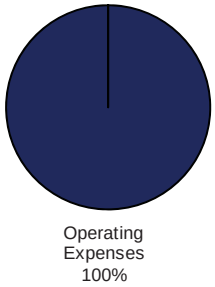
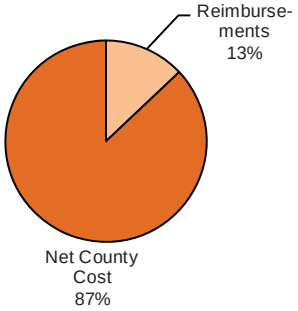
DESCRIPTION OF MAJOR SERVICES

This budget unit funds the cost of long-term capital lease payments for the major county facilities financed by the general fund.

Budget at a Glance

Total Expenditure Authority	$14,998,418
Total Sources	$1,945,536
Net County Cost	$13,052,882
Total Staff	0
Funded by Net County Cost	87%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	22,406,840	22,503,854	54,214,260	18,145,624	18,202,053	14,998,418	**(3,203,635)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	22,406,840	22,503,854	54,214,260	18,145,624	18,202,053	14,998,418	**(3,203,635)**
Reimbursements	(2,173,150)	(1,816,051)	(2,037,795)	(1,943,662)	(1,943,662)	(1,945,536)	**(1,874)**
Total Appropriation	20,233,690	20,687,803	52,176,465	16,201,962	16,258,391	13,052,882	**(3,205,509)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	20,233,690	20,687,803	52,176,465	16,201,962	16,258,391	13,052,882	**(3,205,509)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	17,995	55	4,413	0	0	0	**0**
Total Revenue	17,995	55	4,413	0	0	0	**0**
Operating Transfers In	0	0	38,000,000	0	0	0	**0**
Total Financing Sources	17,995	55	38,004,413	0	0	0	**0**
Net County Cost	20,215,695	20,687,748	14,172,052	16,201,962	16,258,391	13,052,882	**(3,205,509)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of $14,998,418 represent lease payments and related fees and administrative costs for the major county assets financed by the general fund.

In 2012-13, operating expenses are decreasing by $3,203,635 as follows:

- A $2,284,071 reduction of one-time expenditure authority used to optionally prepay a portion of the County's outstanding principal in 2011-12, using savings from variable rate interest expense realized in 2009-10.
- A $380,000 decrease which reflects ongoing savings achieved as a result of the 2011-12 optional prepayment using the one-time expenditure authority referred to above.
- A $540,000 decrease which reflects ongoing savings achieved via the refinancing of the 2001-02 West Valley Detention Center certificates of participation.
- A $436 increase in expenditure authority representing a $1,438 decrease in the annual COWCAP charge offset by a $1,874 increase in expenditures funded by reimbursements.

Reimbursements of $1,945,536 reflect an increase of $1,874 from 2011-12. This includes an increase of $1,900 in the reimbursement from the Preschool Services Department, and a $26 decrease in reimbursement from the Airport.

Lease payments in this budget unit for 2012-13 are:

Justice Center/Chino Airport Improvements		6,581,000
West Valley Detention Center - 2001/02 Financing		8,090,058
	Subtotal:	14,671,058
Debt Administration (including Trustee Fees, Audit and Arbitrage)		215,287
COWCAP		112,073
Reimbursements		(1,945,536)
	Subtotal:	(1,618,176)
	Total:	13,052,882

Disaster Recovery Fund

DESCRIPTION OF MAJOR SERVICES

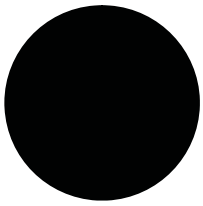
The Disaster Recovery Fund was established to provide separate accountability for specific administrative and program costs related to the county's disaster recovery efforts which are reimbursed through state and federal funds. Prior incidents have included the Grand Prix/Old Fires in October 2003, Grass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

Budget at a Glance

Total Expenditure Authority	$15,000
Total Sources	$15,000
Fund Balance	$0
Total Staff	0

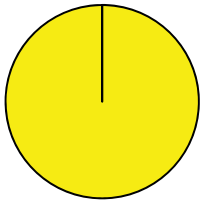
2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



Contin-
gencies
100%

SOURCES



Other
Revenue
100%

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	6,587	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	15,000	**15,000**
Total Exp Authority	0	6,587	0	0	0	15,000	**15,000**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	6,587	0	0	0	15,000	**15,000**
Operating Transfers Out	0	0	0	191,310	209,310	0	**(209,310)**
Total Requirements	0	6,587	0	191,310	209,310	15,000	**(194,310)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	305,797	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	77,723	19,161	20,548	12,000	30,000	15,000	**(15,000)**
Total Revenue	383,520	19,161	20,548	12,000	30,000	15,000	**(15,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	383,520	19,161	20,548	12,000	30,000	15,000	**(15,000)**
				Fund Balance	179,310	0	**(179,310)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

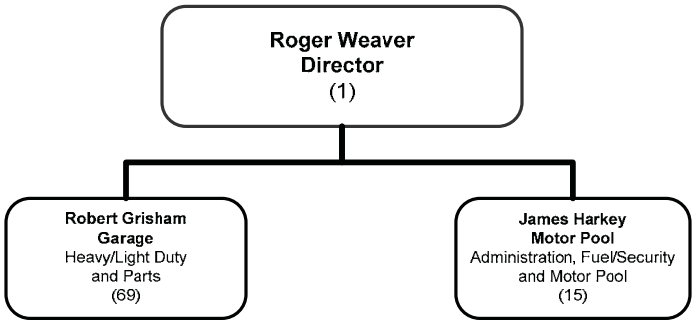
This budget unit is currently used as a suspense account to track payments by state and federal agencies for reimbursable disaster recovery efforts that are then distributed to County departments. In 2011-12, the entire unreserved fund balance was used to repay prior years' disallowed costs. Contingencies of $15,000 represent funding for any future disallowed costs. Other revenue of $15,000 represents anticipated interest earnings based on the entire fund balance which consists of restricted funds due to other agencies.

FLEET MANAGEMENT
Roger Weaver

MISSION STATEMENT

The Fleet Management Department provides vehicles, equipment, and related Services to the officials and employees of the county so that they may, in turn, provide services that promote health, safety, well being, and quality of life to the residents of the county.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Incorporated the recommendations from the 2010 consultant's vehicles study into the department's ongoing operational strategy.
- Assigned management oversight of County Fire garage activities to identify and evaluate efficiencies and operational redundancies.
- Purchased two Chevrolet Volts (low emission, green vehicles) to evaluate and compare the total "Life Cycle Cost" with similar vehicles currently in the fleet.
- Assisted County Fire in adapting the county's Fleet Management Information System (FMIS) to track County Fire's self-contained breathing apparatus (SCBA) and associated equipment thereby avoiding purchasing/training of another unique stand-alone program/system.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: DECREASE VEHICLE DOWNTIME FOR PREVENTATIVE MAINTENANCE AND ROUTINE REPAIRS.

Objective: Reduce time to maintain and to repair vehicles.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of programmed maintenance (PM) services completed the same day the vehicle is delivered to Fleet Management.	77%	87%	80%	77%	80%
Percentage of repairs completed within two days of vehicle delivery to Fleet Management.	85%	88%	85%	83%	85%

The department measures turnaround time by noting the start and completion times on each PM and repair work order. Vehicle availability is critical to all County departments in order for them to deliver their services. Therefore, it is important that Fleet Management complete all vehicle maintenance and repairs timely without sacrificing quality. Additionally, timely vehicle maintenance/repair turnaround should improve overall customer satisfaction for Garage services.

GOAL 2: SUSTAIN GREEN COUNTY INITIATIVE BY REDUCING OVERALL MOTOR POOL VEHICLE EMISSIONS.

Objective: Purchase the lowest emission vehicle available that meet the county's operational and fiscal requirements.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of Motor Pool vehicles classified as ultra low emission vehicles or better.	85%	85%	90%	87%	90%

An element of the county's mission is to improve the quality of life for its residents. Improving air quality by reducing vehicle emissions supports the County's mission. During its regular purchasing cycle, Fleet Management will continue replacing the existing fleet with ultra low emission vehicles (ULEV) or cleaner/better emissions, including hybrid vehicles, when practical. It is estimated that the entire fleet will consist of only ULEV's (or better) by 2014-15.

The "lower than target" estimate for 2011-12 is due to delaying vehicle purchases as Fleet Management has originally intended in response to the current economic conditions.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Internal Service Funds						
Garage	14,405,027	14,144,800			(260,227)	82
Motor Pool	13,765,674	13,200,500			(565,174)	3
Total Internal Service Funds	28,170,701	27,345,300			(825,401)	85

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Garage	14,225,859	12,408,040	12,893,225	13,728,900	14,405,027
Motor Pool	13,169,738	13,721,600	12,641,066	13,407,703	13,765,674
Total	**27,395,597**	**26,129,640**	**25,534,291**	**27,136,603**	**28,170,701**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Garage	14,483,400	12,355,000	11,831,655	13,760,765	14,144,800
Motor Pool	14,306,500	14,479,000	11,708,378	12,996,500	13,200,500
Total	**28,789,900**	**26,834,000**	**23,540,033**	**26,757,265**	**27,345,300**

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Garage	257,541	(53,040)	(1,061,570)	31,865	(260,227)
Motor Pool	1,136,762	757,400	(932,688)	(411,203)	(565,174)
Total	**1,394,303**	**704,360**	**(1,994,258)**	**(379,338)**	**(825,401)**

Garage

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

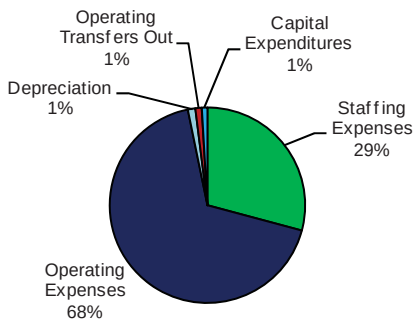
Total Expenditure Authority	$24,431,224
Total Sources	$24,170,997
Rev Over/(Under) Exp	($260,227)
Total Staff	82

Fleet Management's Garage Division provides fuel, maintenance, repair, fabrication, generator services and emergency field services for the County's fleet of vehicles and heavy equipment.

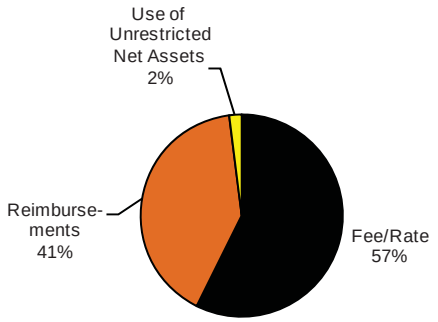
The Garage budget unit is an internal service fund (ISF). All operational costs of the Garage Division are funded through Board of Supervisor approved rates. As an ISF, any unrestricted net assets available at the end of fiscal year are carried over to the next fiscal year to provide working capital, fund the replacement of fixed assets and fund capital improvements. Any excess/shortage is incorporated into rate structure during the annual rate review process.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

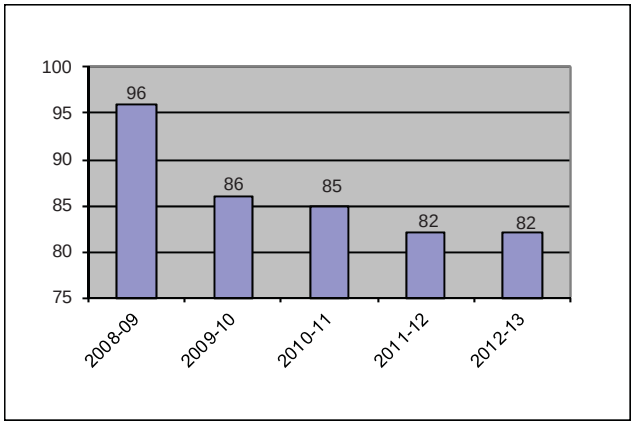


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Adopted
Regular	85	83	82	82
Limited Term	0	0	0	0
Total	85	83	82	82
Staffing Expenses	$6,288,500	$6,438,655	$6,328,155	$7,191,241

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Fleet Management
FUND: Garage

BUDGET UNIT: ICB VHS
FUNCTION: General
ACTIVITY: Other General

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	6,687,510	6,465,592	6,288,472	6,250,000	6,328,155	7,191,241	**863,086**
Operating Expenses	13,376,836	12,541,746	14,205,213	15,876,000	15,533,071	16,673,274	**1,140,203**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	20,064,346	19,007,338	20,493,685	22,126,000	21,861,226	23,864,515	**2,003,289**
Reimbursements	(9,153,148)	(8,771,686)	(8,174,669)	(9,112,900)	(8,834,326)	(10,026,197)	**(1,191,871)**
Total Appropriation	10,911,198	10,235,652	12,319,016	13,013,100	13,026,900	13,838,318	**811,418**
Depreciation	345,000	255,509	300,000	276,000	276,000	306,000	**30,000**
Operating Transfers Out	102,800	187,649	176,494	266,000	426,000	260,709	**(165,291)**
Total Requirements	11,358,998	10,678,810	12,795,510	13,555,100	13,728,900	14,405,027	**676,127**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	11,914,511	10,978,458	11,750,728	13,200,500	12,893,200	14,137,300	**1,244,100**
Other Revenue	105,675	36,504	81,259	25,200	481,000	7,500	**(473,500)**
Total Revenue	12,020,186	11,014,962	11,831,987	13,225,700	13,374,200	14,144,800	**770,600**
Operating Transfers In	0	0	0	386,600	386,565	0	**(386,565)**
Total Financing Sources	12,020,186	11,014,962	11,831,987	13,612,300	13,760,765	14,144,800	**384,035**
Rev Over/(Under) Exp	661,188	336,152	(963,523)	57,200	31,865	(260,227)	**(292,092)**
				Budgeted Staffing	82	82	**0**
Fixed Assets							
Capital Expenditures	37,048	31,447	5,040	59,200	77,000	229,000	**152,000**
Total Fixed Assets	37,048	31,447	5,040	59,200	77,000	229,000	**152,000**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Garage fund include an increase in staffing expenses of $863,086 due primarily to the elimination of the work-schedule reduction for SBPEA-represented employees. Additionally, operating expenses are increasing by $1,140,203 due primarily to increased demand and costs of fuel.

Decreases in operating transfers in of $386,565, offset by increased reimbursements, results from reclassification of the emergency fuel provision for departments providing emergency services. Increases in staffing and operating expenses are offset by increases in rate revenue and reimbursements totaling $2,049,406.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses make up the majority of the department's expenditures within this budget unit. These expenses include $10.5 million for the purchase of fuel, $3.3 million for the purchase of automotive parts and sublet services and $0.9 million for intra-fund charges for maintenance and repairs.

Departmental revenue of $14,144,800 primarily represents reimbursements from other County departments and outside agencies for fuel supplied and vehicles' maintenance and repair services.

STAFFING CHANGES AND OPERATIONAL IMPACT

Total budgeted staffing includes no net change compared to the 2011-12 modified budget. During 2011-12, the department deleted 1 vacant Equipment Services Specialist as part of the budget gap mitigation plan. The 2012-13 budget includes the deletion of 1 vacant Automated Systems Analyst II while restoring 1 Motor Fleet Shop Superintendent. The function of the deleted Automated Systems Analyst II is now provided through Information Systems Department (ISD). The new Shop Superintendent will provide management oversight of Light Duty and Fuel/Security divisions.

Current strategy is to maintain staffing at its current levels in order to match the total billable hours target to the current demand for vehicle maintenance and repair. As the demand for services increases, the department will consider filling positions on an as needed basis.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	7	0	7	7	0	0	7
Light Duty	38	0	38	31	6	1	38
Fuel/ Security	6	0	6	5	1	0	6
Heavy Duty	24	0	24	20	4	0	24
Parts	7	0	7	6	1	0	7
Total	82	0	82	69	12	1	82

Administration

	Classification
1	Director of Fleet Management
1	Executive Secretary II
1	Staff Analyst II
1	Motor Fleet Shop Supervisor
1	Fiscal Specialist
1	Payroll Specialist
1	Office Assistant III
7	Total

Heavy Duty

	Classification
1	Motor Fleet Maint Superintendent
2	Motor Fleet Shop Supervisor
1	Motor Fleet Mechanic II
17	Motor Fleet Mechanic I
2	Mechanics Assistant
1	Equipment Services Specialist I
24	Total

Light Duty

	Classification
1	Motor Fleet Maint Superintendent
2	Motor Fleet Shop Supervisor
7	Motor Fleet Mechanic II
15	Motor Fleet Mechanic I
1	Garage Service Writer
6	Mechanics Assistant
3	Equipment Services Specialist I
3	Motor Pool Assistant
38	Total

Parts

	Classification
1	Equipment Parts Supervisor
4	Equipment Parts Specialist I
1	Stores Specialist
1	Storekeeper
7	Total

Fuel/Security

	Classification
1	Fuel and Security Supervisor
2	Equipment Services Specialist II
2	Equipment Services Specialist I
1	Garage Services Assistant
6	Total

Motor Pool

DESCRIPTION OF MAJOR SERVICES

Fleet Management's Motor Pool Division has ownership and/or maintenance responsibility for approximately 1,700 automobiles, vans, pick-up trucks and various specialty vehicles/equipment assigned to county departments. The Motor Pool coordinates collection and distribution of vehicle replacement funds, fuel, maintenance, insurance, overhead and other operational costs of fleet vehicles.

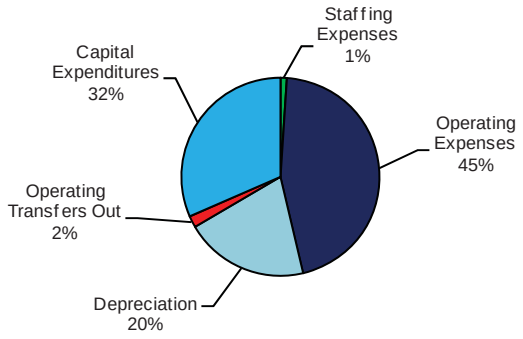
Budget at a Glance

Total Expenditure Authority	$14,099,374
Total Sources	$13,534,200
Rev Over/(Under) Exp	($565,174)
Total Staff	3

The Motor Pool budget unit is an internal service fund (ISF). All operational costs of the Motor Pool Division are financed through Board of Supervisor's approved rates. As an ISF, any unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year to provide working capital, finance the replacement of fixed assets, and fund capital improvements. Any excess/shortage is incorporated into the rate structure during the annual rate review process.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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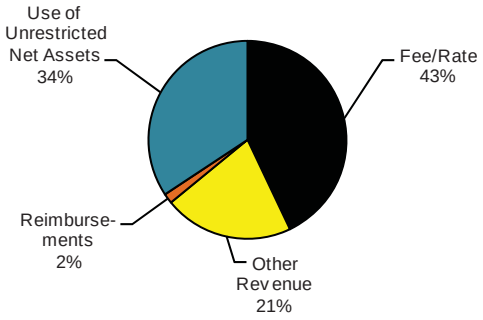
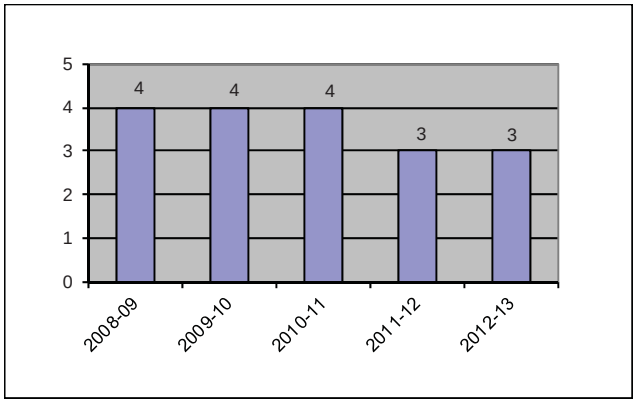


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Adopted
Regular	4	3	3	3
Limited Term	0	0	0	0
Total	4	3	3	3
Staffing Expenses	$254,857	$193,355	$216,355	$211,768

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Fleet Management
FUND: Motor Pool

BUDGET UNIT: IBA VHS
FUNCTION: General
ACTIVITY: Other General

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	241,981	248,824	254,780	181,700	216,355	211,768	**(4,587)**
Operating Expenses	9,417,112	8,945,664	8,634,668	8,851,300	8,684,383	9,330,590	**646,207**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	9,659,093	9,194,488	8,889,448	9,033,000	8,900,738	9,542,358	**641,620**
Reimbursements	(284,137)	(311,120)	(350,448)	(378,200)	(435,600)	(333,700)	**101,900**
Total Appropriation	9,374,956	8,883,368	8,539,000	8,654,800	8,465,138	9,208,658	**743,520**
Depreciation	3,390,000	3,870,000	3,287,426	4,170,000	4,170,000	4,170,000	**0**
Operating Transfers Out	64,809	0	231,612	799,600	772,565	387,016	**(385,549)**
Total Requirements	12,829,765	12,753,368	12,058,038	13,624,400	13,407,703	13,765,674	**357,971**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	49,800	0	0	**0**
Fee/Rate	8,778,729	9,358,649	9,204,941	8,549,700	8,554,000	8,845,500	**291,500**
Other Revenue	5,711,083	3,374,435	2,458,430	4,125,000	4,373,000	4,355,000	**(18,000)**
Total Revenue	14,489,812	12,733,084	11,663,371	12,724,500	12,927,000	13,200,500	**273,500**
Operating Transfers In	0	93,502	1,378	0	69,500	0	**(69,500)**
Total Financing Sources	14,489,812	12,826,586	11,664,749	12,724,500	12,996,500	13,200,500	**204,000**
Rev Over/(Under) Exp	1,660,047	73,218	(393,289)	(899,900)	(411,203)	(565,174)	**(153,971)**
				Budgeted Staffing	3	3	**0**
Fixed Assets							
Capital Expenditures	4,434,729	177,489	2,397,490	3,403,200	3,898,080	6,500,000	**2,601,920**
Total Fixed Assets	4,434,729	177,489	2,397,490	3,403,200	3,898,080	6,500,000	**2,601,920**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Motor Pool fund include an increase in capital expenditures of $2,601,920 due primarily to an increase in the number of assigned vehicles that have exceeded the replacement cycle. The department uses a nationally recognized, state-of-the-art, “life cycle cost” financial model to determine the optimal vehicle/equipment replacement point. Additionally, operating expenses are increasing by $646,207 due primarily to an increase in costs of maintenance, repairs, and fuel.

Departmental revenue is increasing by $204,000 due primarily to an increase in variable/per-mile revenue and an increase in monthly fixed charges.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses make up the majority of the budget unit’s expenditures. These expenses include transfers to the Garage fund of $4.1 million and $3.7 million for vehicle maintenance and repair, and fuel, respectively. Additionally, capital expenditures include $6.5 million for the purchase of new vehicles. These expenditures include an approximate distribution of $2.7 million for the purchase of trucks/sport utility vehicles, $2.3 million for sedans, $1.0 million for vans, and $0.5 million for service trucks.

Departmental revenue of $13.2 million primarily includes $7.1 million from variable/per-mile revenue, $5.5 million from monthly fixed charges and $0.5 million from auction proceeds.

STAFFING CHANGES AND OPERATIONAL IMPACT

The department is deleting 1 vacant Fleet Services Manager position and adding 1 Staff Analyst II position. This staffing change will better match the department’s requirements.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Motor Pool	3	0	3	2	0	1	3
Total	3	0	3	2	0	1	3

Motor Pool

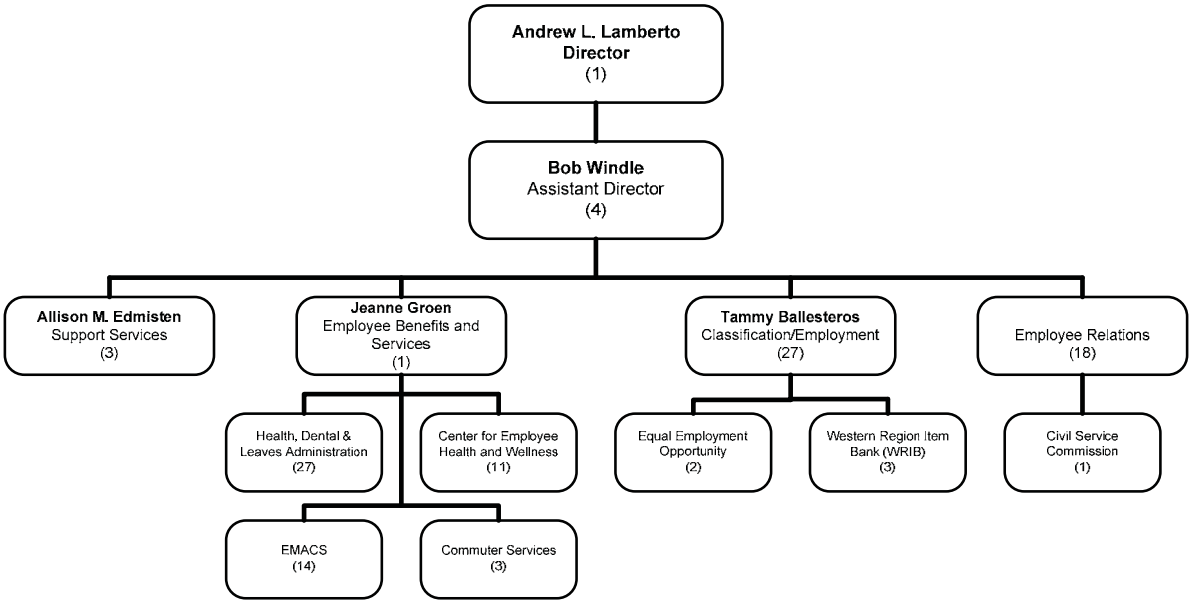
	Classification
1	Staff Analyst II
1	Vehicle Services Shop Supervisor
1	Motor Pool Assistant
3	Total

HUMAN RESOURCES
Andrew Lamberto

MISSION STATEMENT

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

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Early Retiree Reimbursement Program-ERRP. The County applied for and received approximately $282,000 to be distributed to both the early and medi-care eligible retirees.
- Successfully completed a state Merit Systems audit of personnel practices affecting Child Support Services, Children and Family Services, Department of Aging and Adult Services and the Transitional Assistance Department.
- Fitbit Step and Calorie Tracker - Piloted the Fitbit for the “A New You” 2011-12 Wellness Plan Year. Due to its success, the Fitbit will be rolled out Countywide for eligible Wellness participants in 2012-13.
- Equal Employment Office (EEO) in conjunction with the Equal Opportunity Commission organized and hosted the first annual Diversity Forum, bringing together representatives from all county departments, the Board of Supervisors, and the County Administrative Office, in support of the County’s commitment of EEO and diversity.
- Smoking Cessation – In partnership with the American Lung Association, conducted a smoking cessation program with 15 field staff from the Department of Public Works.
- Hybrid Vehicle Carpool Program – Rolled out phase I of the hybrid vehicle carpool program which allowed 24 ridesharing participants to utilize County vehicles for commuting purposes at a reduced cost.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ASSIST COUNTY DEPARTMENTS IN ATTRACTING AND RETAINING HIGHLY QUALIFIED STAFF.

Objective: Develop and implement an online countywide ethics and compliance training program.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of employees participating in compliance and ethics training.	N/A	N/A	85%	89%	91%

In September 2009, the Office of Compliance and Ethics (OCE) was transferred to the Human Resources Department. The OCE aggressively worked to complete delivery of the ethics training module that was under development. This mandatory training, designed to reach all county employees, will increase employee awareness of the county's ethics program, address the basic requirements and expectations for ethical behavior, and provide an overview of the resources available to our employees.

GOAL 2: INCREASE AND IMPROVE DELIVERY OF HUMAN RESOURCES SERVICES.

Objective A: Expand participation in "My Health Matters!" through "Steps to Success" walking program.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of employees registered in "Steps to Success" program (increased employees). 2008-09 Base Year – 16,000 employees	18% (2,900)	28% (4,396)	33% (5,220)	29% (4,625)	32% (5,000)

According to the 2009 California Health Interview Survey, approximately 58.5% of adults in San Bernardino County are obese. Given the staggering obesity prevalence, the County acknowledges the need for employee outreach and health education specific to the benefits of maintaining a healthy lifestyle through proper nutrition and weight management. Additionally, this statistic correlates to chronic medical conditions, such as high blood pressure, high cholesterol, diabetes, etc. These conditions are a contributing factor to the significant increases in healthcare premiums for County employees. The 2012-13 MHM! Campaign will include a partnership between the County, Core Health-the Steps to Success portal, and the Fitbit, an exercise and meal tracker. The Fitbit will provide the County detailed statistical analysis that will be used to determine progress in the program.

Objective B: Train/Refresh Managers/Supervisors knowledge of Leaves and Disabilities

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of managers/supervisors trained in leaves and disabilities. 2011-12 Base Year – 1,600 total managers/supervisors	N/A	N/A	N/A	N/A	75% (1,200)

Effective July 28, 2012, the County will contract with a new carrier to administer leaves and disabilities for County employees. Employee Relations and Employee Benefits and Services will combine efforts to provide training and/or refresher training to approximately 1,600 managers and supervisors regarding the employee and/or supervisor's responsibilities in the FMLA and short-term disability benefits processes.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Human Resources	5,374,265	448,409	4,925,856			73
The Center for Employee Health and Wellness	1,979,584	1,979,584	0			11
Unemployment Insurance	4,000,500	0	4,000,500			0
Total General Fund	11,354,349	2,427,993	8,926,356			84
Special Revenue Funds						
Commuter Services	1,446,887	669,466		777,421		3
Employee Benefits and Services	4,032,064	3,040,635		991,429		28
Total Special Revenue Funds	5,478,951	3,710,101		1,768,850		31
Internal Service Funds						
Earned Leaves	11,532,836	11,532,836			0	0
Total Internal Service Funds	11,532,836	11,532,836			0	0
Total - All Funds	28,366,136	17,670,930	8,926,356	1,768,850	0	115

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Human Resources	7,311,757	5,044,562	5,005,730	4,720,452	5,374,265
The Center for Employee Health and Wellness	1,375,368	439,491	437,707	1,034,048	1,979,584
Unemployment Insurance	4,000,500	4,007,687	4,010,028	4,000,500	4,000,500
Commuter Services	1,218,927	1,228,054	1,304,147	1,449,887	1,446,887
Employee Benefits and Services	3,890,523	4,183,782	3,902,200	4,271,315	4,032,064
Earned Leaves Program	0	0	0	11,532,836	11,532,836
Total	**17,797,075**	**14,903,576**	**14,659,812**	**27,009,038**	**28,366,136**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Human Resources	343,750	183,057	278,392	312,700	448,409
The Center for Employee Health and Wellness	1,059,368	1,001,407	953,156	1,034,048	1,979,584
Unemployment Insurance	0	0	0	0	0
Commuter Services	548,000	581,996	677,725	631,702	669,466
Employee Benefits and Services	2,684,008	3,095,302	2,704,050	3,349,135	3,040,635
Earned Leaves Program	0	0	0	11,532,836	11,532,836
Total	**4,635,126**	**4,861,762**	**4,613,323**	**16,860,421**	**17,670,930**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Human Resources	6,968,007	4,861,505	4,727,338	4,407,752	4,925,856
The Center for Employee Health and Wellness	316,000	(561,916)	(515,449)	0	0
Unemployment Insurance	4,000,500	4,007,687	4,010,028	4,000,500	4,000,500
Total	**11,284,507**	**8,307,276**	**8,221,917**	**8,408,252**	**8,926,356**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Commuter Services	670,927	646,058	626,422	818,185	777,421
Employee Benefits and Services	1,206,515	1,088,480	1,198,150	922,180	991,429
Total	**1,877,442**	**1,734,538**	**1,824,572**	**1,740,365**	**1,768,850**

Human Resources

DESCRIPTION OF MAJOR SERVICES

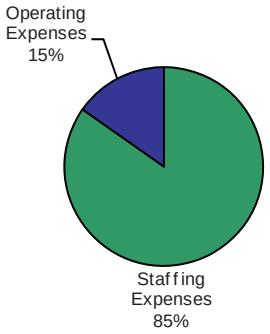
Budget at a Glance	
Total Expenditure Authority	$9,379,082
Total Sources	$4,453,226
Net County Cost	$4,925,856
Total Staff	73
Funded by Net County Cost	53%

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

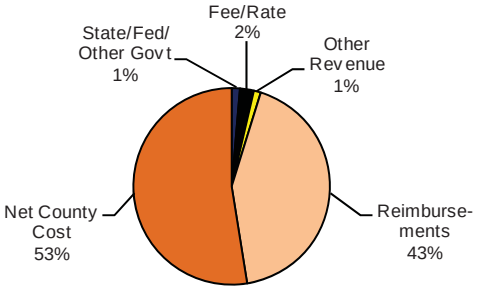
In addition, the department is responsible for the management of the Western Region Item Bank (WRIB), a cooperative, computer-based test question bank used by 120 public agencies to develop employment tests. Each WRIB participating agency pays an annual fee.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

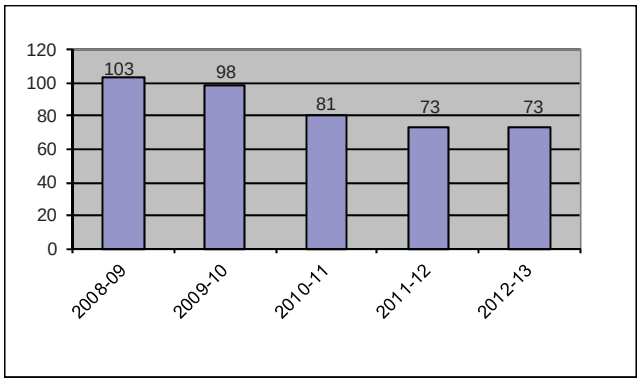


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	81	74	73	73
Limited Term	0	0	0	0
Total	81	74	73	73
Staffing Expenses	$7,965,434	$7,656,775	$7,730,873	$7,949,422

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: General

BUDGET UNIT: AAA HRD
FUNCTION: General
ACTIVITY: Personnel

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	9,698,640	8,978,789	7,965,434	7,722,893	7,730,873	7,949,422	**218,549**
Operating Expenses	2,930,706	1,784,940	682,278	1,021,127	1,089,776	1,429,660	**339,884**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	12,629,346	10,763,729	8,647,712	8,744,020	8,820,649	9,379,082	**558,433**
Reimbursements	(5,456,050)	(5,719,167)	(3,641,984)	(4,124,153)	(4,100,197)	(4,004,817)	**95,380**
Total Appropriation	7,173,296	5,044,562	5,005,728	4,619,867	4,720,452	5,374,265	**653,813**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	7,173,296	5,044,562	5,005,728	4,619,867	4,720,452	5,374,265	**653,813**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	126,409	**126,409**
Fee/Rate	380,359	173,907	250,470	242,016	235,500	214,000	**(21,500)**
Other Revenue	31,208	9,150	27,922	47,401	77,200	108,000	**30,800**
Total Revenue	411,567	183,057	278,392	289,417	312,700	448,409	**135,709**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	411,567	183,057	278,392	289,417	312,700	448,409	**135,709**
Net County Cost	6,761,729	4,861,505	4,727,336	4,330,450	4,407,752	4,925,856	**518,104**
				Budgeted Staffing	73	73	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation for 2012-13 is increasing primarily as a result of a rise in retirement costs as well as the reinstatement of MOU tuition funds for San Bernardino Public Employees Association (SBPEA) members. Departmental revenue for this budget unit has also increased due to the implementation of AB109 funding for an additional Human Resources Officer I.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses make up the majority of the Department's expenditures within this budget unit for 2012-13. These expenses are necessary primarily in order to provide human resource services to the County's approximately 18,000 employees. Departmental revenue primarily represents revenue from Western Region Item Bank (WRIB) memberships.

STAFFING CHANGES AND OPERATIONAL IMPACT

There have been no staffing changes in this budget unit.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	8	0	8	8	0	0	8
Classification/Employment	27	0	27	25	2	0	27
Equal Employment Opportunity	2	0	2	2	0	0	2
Western Region Item Bank	3	0	3	3	0	0	3
Employee Relations	18	0	18	17	1	0	18
Civil Service Commission	1	0	1	1	0	0	1
EMACS	14	0	14	14	0	0	14
Total	73	0	73	70	3	0	73

Administration

	Classification
1	Director of Human Resources
1	Asst Director of Human Resources
1	Human Resources Analyst I
1	Executive Secretary II
1	Administrative Analyst III
1	Accountant II
1	Labor Relations Financial Analyst
1	Fiscal Specialist
8	Total

Classification/Employment

	Classification
1	Human Recources Division Chief
1	Executive Secretary I
1	Human Resources Analyst III
2	Human Resources Analyst II
1	Testing & Certification Supervisor
13	Human Resources Analyst I
2	Personnel Technician
1	Office Assistant IV
5	Office Assistant III
27	Total

Equal Employment Opportunity

	Classification
1	Human Resources Analyst II
1	Secretary I
2	Total

Western Region Item Bank

	Classification
1	Personnel Technician
2	Office Assistant III
3	Total

Civil Service Commission

	Classification
1	Secretary, Civil Service Commission
1	Total

Employee Relations

	Classification
1	Executive Secretary I
1	Human Resources Officer III
9	Human Resources Officer II
7	Human Resouces Officer I
18	Total

EMACS - HR

	Classification
1	EMACS-HR Supervisor
1	Human Resources Analyst II
2	Systems Procedures Analyst I
9	Office Specialist
1	Office Assistant III
14	Total

The Center for Employee Health and Wellness

DESCRIPTION OF MAJOR SERVICES

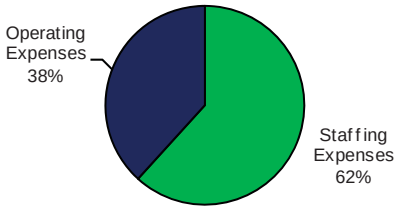
The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. The CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the county in hearings before the Civil Service Commission regarding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

Budget at a Glance

Total Expenditure Authority	$1,979,584
Total Sources	$1,979,584
Net County Cost	$0
Total Staff	11
Funded by Net County Cost	0%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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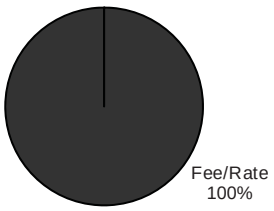
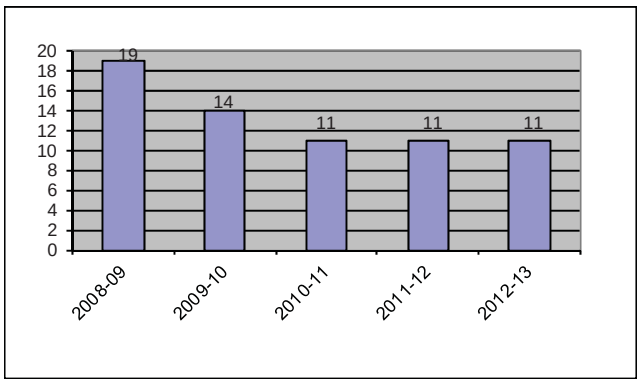


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	9	9	9	9
Limited Term	2	2	2	2
Total	11	11	11	11
Staffing Expenses	$1,142,098	$1,143,674	$1,172,496	$1,222,246

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA OCH
FUNCTION: General
ACTIVITY: Personnel

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	1,918,286	1,335,263	1,142,098	1,137,802	1,172,496	1,222,246	**49,750**
Operating Expenses	474,276	717,047	665,121	524,598	637,333	757,338	**120,005**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,392,562	2,052,310	1,807,219	1,662,400	1,809,829	1,979,584	**169,755**
Reimbursements	(1,694,642)	(1,612,819)	(1,369,513)	(777,693)	(775,781)	0	**775,781**
Total Appropriation	697,920	439,491	437,706	884,707	1,034,048	1,979,584	**945,536**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	697,920	439,491	437,706	884,707	1,034,048	1,979,584	**945,536**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	547,411	1,001,407	953,156	974,099	1,034,048	1,979,584	**945,536**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	547,411	1,001,407	953,156	974,099	1,034,048	1,979,584	**945,536**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	547,411	1,001,407	953,156	974,099	1,034,048	1,979,584	**945,536**
Net County Cost	150,509	(561,916)	(515,450)	(89,392)	0	0	**0**
				Budgeted Staffing	11	11	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation for 2012-13 increased by $945,536 as a result of eliminating reimbursements. In the prior year, the reimbursements were a result of the rates that were allocated to departments based on staffing. Going forward, the CEHW will be completely fee based and departments will be billed based on a fee for service.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses make up the majority of the Department's expenditures within this budget unit for 2012-13. These expenses are necessary in order to provide employee and applicant pre-placement and in-service medical examinations to the County's approximate 18,000 employees as well as employees of various external agencies. Revenue is collected for various pre-placement and in-service medical examinations provided for a fee as detailed in the County's fee ordinance.

STAFFING CHANGES AND OPERATIONAL IMPACT

There have been no staffing changes in this budget unit.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
CEHW	9	2	11	11	0	0	11
Total	9	2	11	11	0	0	11

CEHW

	Classification
1	Chief of Clinical Operations
1	Supv Occupational Health Physician
1	Nurse Practitioner II
1	Cont Occupational Physician Assistant
1	Licensed Vocational Nurse II
1	Registered Nurse II - Clinic
1	Office Assistant IV
4	Clinic Assistants
11	Total

Unemployment Insurance

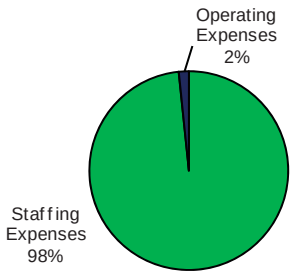
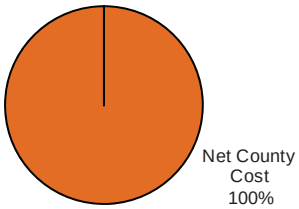
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Expenditure Authority	$4,000,500
Total Sources	$0
Net County Cost	$4,000,500
Total Staff	0
Funded by Net County Cost	100%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA UNI
FUNCTION: General
ACTIVITY: Personnel

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	2,927,518	3,967,063	3,968,036	4,306,491	3,955,514	3,935,426	**(20,088)**
Operating Expenses	32,668	40,624	41,991	52,456	44,986	65,074	**20,088**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,960,186	4,007,687	4,010,027	4,358,947	4,000,500	4,000,500	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,960,186	4,007,687	4,010,027	4,358,947	4,000,500	4,000,500	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,960,186	4,007,687	4,010,027	4,358,947	4,000,500	4,000,500	**0**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	2,960,186	4,007,687	4,010,027	4,358,947	4,000,500	4,000,500	**0**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation for 2012-13 is not changing from 2011-12. However, there is an anticipated increase for the new contract for claims management which has increased operating expenses and has decreased staffing expenses.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses represent the amount available for unemployment claims to be paid during 2012-13. Operating expenses represent the quarterly payment to the vendor that administers the unemployment insurance claims as well as transfers for internal staffing expenses for administration of the program.

Commuter Services

DESCRIPTION OF MAJOR SERVICES

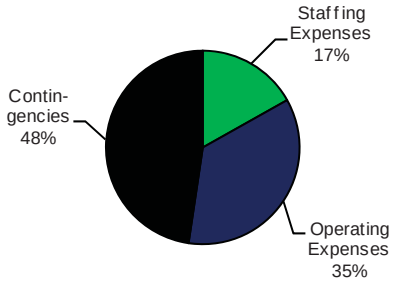
Budget at a Glance

Total Expenditure Authority	$1,446,887
Total Sources	$669,466
Fund Balance	$777,421
Total Staff	3

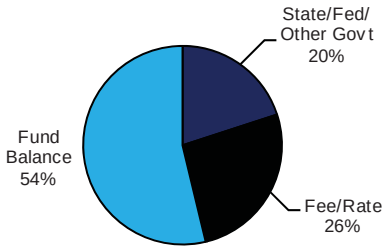
The Commuter Services budget unit was established to account for funds received under AB 2766 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department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

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

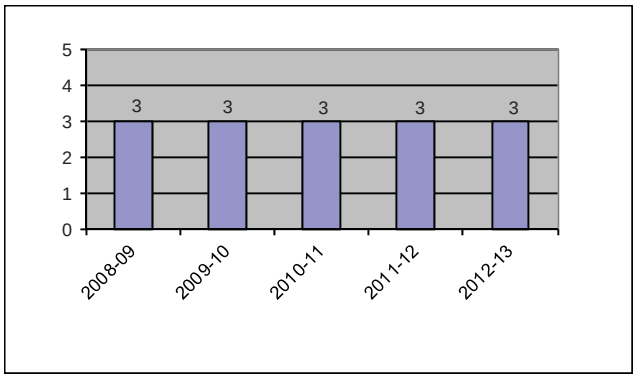


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	3	3	3	3
Limited Term	0	0	0	0
Total	3	3	3	3
Staffing Expenses	$245,771	$234,924	$234,924	$243,841

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: Commuter Services

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	177,277	240,135	245,771	185,280	234,924	243,841	**8,917**
Operating Expenses	393,516	361,509	240,190	494,105	478,492	513,450	**34,958**
Capital Expenditures	24,348	0	0	0	30,000	0	**(30,000)**
Contingencies	0	0	0	0	706,471	689,596	**(16,875)**
Total Exp Authority	595,141	601,644	485,961	679,385	1,449,887	1,446,887	**(3,000)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	595,141	601,644	485,961	679,385	1,449,887	1,446,887	**(3,000)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	595,141	601,644	485,961	679,385	1,449,887	1,446,887	**(3,000)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	289,284	282,957	288,632	289,929	291,380	289,302	**(2,078)**
Fee/Rate	264,932	291,370	263,806	342,134	336,000	376,164	**40,164**
Other Revenue	16,055	7,682	125,286	6,558	4,322	4,000	**(322)**
Total Revenue	570,271	582,009	677,724	638,621	631,702	669,466	**37,764**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	570,271	582,009	677,724	638,621	631,702	669,466	**37,764**
				Fund Balance	818,185	777,421	**(40,764)**
				Budgeted Staffing	3	3	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation for 2012-13 will for the most part remain unchanged from the prior year. Revenue is increasing slightly as a result of an increase of vanpool charges.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Services and supplies expenses make up the majority of the expenditures within this budget unit for 2012-13. These expenses include charges for operating vanpools and other ride share programs. Departmental revenue includes payroll deductions from employees participating in the rideshare programs, as well as funds from the Air Quality Management Districts.

STAFFING CHANGES AND OPERATIONAL IMPACT

There have been no staffing changes in this budget unit.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Commuter Services	3	0	3	3	0	0	3
Total	3	0	3	3	0	0	3

Commuter Services

	Classification
1	Human Resources Analyst I
1	Office Specialist
1	Office Assistant
3	Total

Employee Benefits and Services

DESCRIPTION OF MAJOR SERVICES

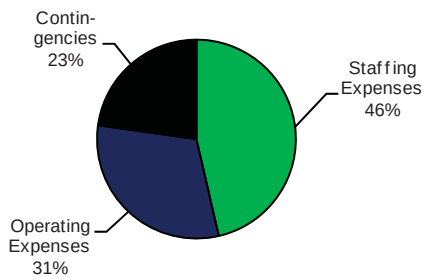
Employee Benefits and Services, under the direction of the Human Resources Department, administers the county's health, dental, vision and life insurance plans as well as its integrated leave programs.

Budget at a Glance

Total Expenditure Authority	$5,296,425
Total Sources	$4,304,996
Fund Balance	$991,429
Total Staff	28

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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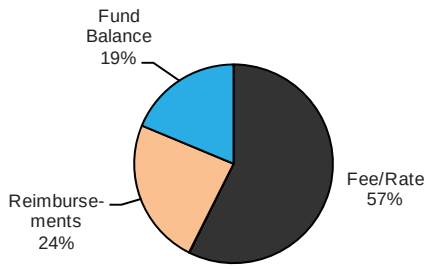
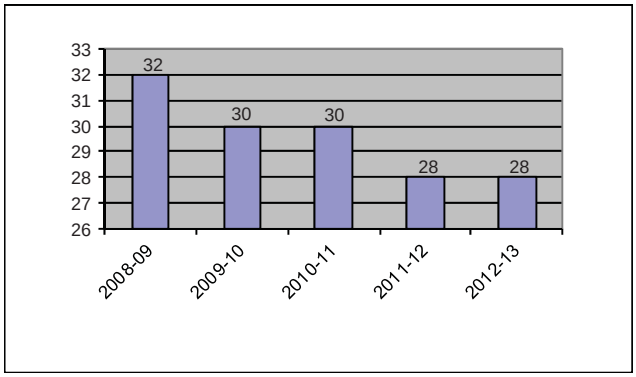


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	30	30	28	28
Limited Term	0	0	0	0
Total	30	30	28	28
Staffing Expenses	$2,490,428	$2,386,015	$2,398,240	$2,457,810

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	2,371,201	2,248,133	2,490,428	2,392,151	2,398,240	2,457,810	**59,570**
Operating Expenses	1,434,656	1,699,174	1,714,059	1,504,061	2,119,817	1,632,188	**(487,629)**
Capital Expenditures	0	0	29,299	0	0	0	**0**
Contingencies	0	0	0	0	975,266	1,206,427	**231,161**
Total Exp Authority	3,805,857	3,947,307	4,233,786	3,896,212	5,493,323	5,296,425	**(196,898)**
Reimbursements	(939,012)	(949,843)	(1,251,795)	(1,222,008)	(1,222,008)	(1,264,361)	**(42,353)**
Total Appropriation	2,866,845	2,997,464	2,981,991	2,674,204	4,271,315	4,032,064	**(239,251)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,866,845	2,997,464	2,981,991	2,674,204	4,271,315	4,032,064	**(239,251)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	17	1,315	13,654	14,419	0	0	**0**
Fee/Rate	2,746,041	3,076,088	2,679,292	2,724,634	3,336,135	3,036,135	**(300,000)**
Other Revenue	2,752	17,899	11,104	4,400	13,000	4,500	**(8,500)**
Total Revenue	2,748,810	3,095,302	2,704,050	2,743,453	3,349,135	3,040,635	**(308,500)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,748,810	3,095,302	2,704,050	2,743,453	3,349,135	3,040,635	**(308,500)**
				Fund Balance	922,180	991,429	**69,249**
				Budgeted Staffing	28	28	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation for 2012-13 is decreasing as a result of changes in the Wellness funding. In prior years, the expense for Wellness programs was included in the Employee Benefits and Services budget and was reimbursed by the health carriers. In 2012-13, the health carriers will manage the majority of the expenses directly which has resulted in a decrease in the Employee Benefits and Services budget. In addition, because of this change the revenue has decreased from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses are the majority of the Department's expenditures within this budget unit for 2012-13. These expenses are necessary to manage the County employee health, dental, vision, life insurance and integrated leave plan benefits. Departmental revenue of $3.0 million primarily represents revenue from Administrative Fees for administering the employee benefits programs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There have been no staffing changes in this budget unit.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Health, Dental and Leaves Administration	28	0	28	28	0	0	28
Total	28	0	28	28	0	0	28

Health, Dental and Leaves Administration

	Classification
1	Human Resources Benefits Chief
2	Human Resources Analyst II
5	Human Resources Analyst I
3	Staff Analyst
2	Supervising Office Specialist
1	Executive Secretary I
1	Fiscal Specialist
11	Office Specialist
2	Office Assistant III
28	Total

Earned Leave Program

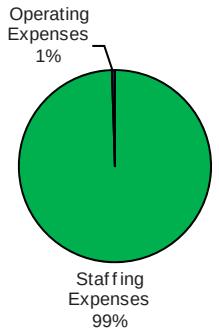
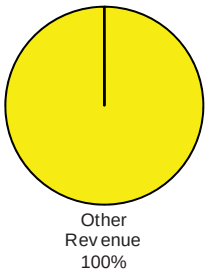
DESCRIPTION OF MAJOR SERVICES

The Earned Leave Program was established in 2011-12 to fund costs associated with certain cashable employee leave balances. These costs are included in departmental budgets and will be rebated back to departments based on actual leave cashouts.

Budget at a Glance

Total Expenditure Authority	$11,532,836
Total Sources	$11,532,836
Rev Over/(Under) Exp	$0
Total Staff	0

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: Earned Leaves

BUDGET UNIT: IBU HRD
FUNCTION: General
ACTIVITY: Personnel

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	11,472,836	11,472,836	11,472,836	**0**
Operating Expenses	0	0	0	60,000	60,000	60,000	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	11,532,836	11,532,836	11,532,836	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	11,532,836	11,532,836	11,532,836	**0**
Depreciation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	11,532,836	11,532,836	11,532,836	**0**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	11,532,836	11,532,836	11,532,836	**0**
Total Revenue	0	0	0	11,532,836	11,532,836	11,532,836	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	11,532,836	11,532,836	11,532,836	**0**
Rev Over/(Under) Exp	0	0	0	0	0	0	**0**
				Budgeted Staffing	0	0	**0**
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	**0**
Total Fixed Assets	0	0	0	0	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

This fund was established in the second quarter of 2011-12 to fund the costs associated with cashable employee leave balances. Historically, these costs have been funded from departmental operating budgets as they occur, with no reserve set up to fund future liabilities. The establishment of this fund will guard against spikes in operating budgets due to employee retirements and other separations resulting in cost increases associated with cashable employee leave balances.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

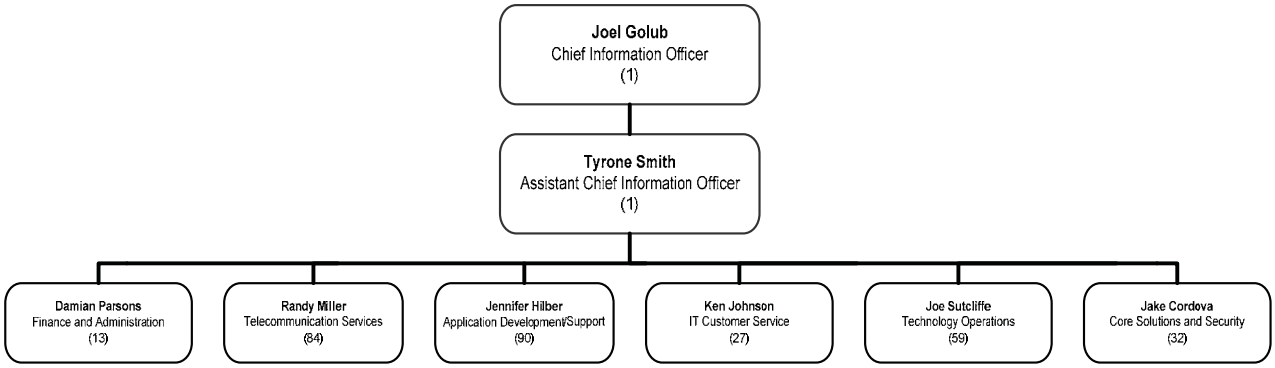
Appropriation of $11.5 million will fund actual costs associated with cashouts of employee vacation, sick, holiday, and attorney leaves, where applicable. Operating expenses will fund the cost of an actuarial study to determine necessary funding levels and future departmental contributions to the fund. Other revenue consists of departmental contributions to the Earned Leave Program based on averages of historical leave cashouts and estimated leave balances.

INFORMATION SERVICES
Joel Golub

MISSION STATEMENT

The Information Services Department leverages advanced technologies, improves public access to services and enables its customers through the delivery of secure, innovative and efficient products for both internal customers and the public.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Implemented the Community Relationship Management (CRM) system to develop a replacement solution for the Board of Supervisor's constituent tracking application.
- Installed a videoconferencing system to link the High Desert Government Center in Victorville with the Board of Supervisors chamber in San Bernardino, allowing public testimony from a remote location for the first time in county history.
- Implemented a web-based product for Land Use Services that serves as an electronic online repository of existing plans for use by multiple departments who participate in the County's Development review process.
- Implemented a service request tracking system allowing various divisions within the Department of Public Works to enter and track service requests from the public, the Board of Supervisors and other agencies.
- San Bernardino County has been identified by Gartner as an example of using innovative techniques to administer identity management across a federated technology infrastructure.
- Completed the replacement of all Sheriff patrol station portable radios and continued the replacement of legacy mobile and portable radios county-wide through the rebanding program. This program allows for the utilization of better technology by way of new and improved equipment.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE TECHNOLOGY SOLUTIONS THAT ENABLE DEPARTMENTS TO BETTER SERVE COUNTY RESIDENTS.

Objective A: Build and sustain a robust hardware and software support infrastructure to deploy countywide technology solutions.

Objective B: Implement Wide Area Network (WAN) backbone redesign to increase capacity for additional throughput and redundancy.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of all physical servers virtualized.	47%	62%	65%	67%	70%

GOAL 2: IMPROVE CUSTOMER SATISFACTION BY DELIVERING PRODUCTS AND SERVICES THAT EXCEED EXPECTATIONS.

Objective A: Implement new application source code control system to provide improved manageability of application programs, source code and related documentation.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Applications migrated to new team foundation server repository.	N/A	37%	50%	50%	100%

In 2010-11, the Application Development/Support division of ISD began to replace the existing source code management system with a new tool called Team Foundation Services (TFS). The previous tool, Visual Source Safe (VSS), had reached capacity limits and was prone to data corruption. The TFS system provides more capacity and improved recoverability for application source code management, which in turn reduces the risk of lost or corrupted data. The TFS system also provides project management features not available in the VSS tool. The achievement for implementation in 2010-11 was 37%, which exceeded the original target of 25%. The replacement is expected to be 50% complete for 2011-12.

GOAL 3: IMPROVE TELECOMMUNICATION AND DATA TRANSMISSION CAPABILITIES TO BETTER RESPOND TO EMERGENCIES AND DISASTERS.

Objective A: To increase the 911 calling line identification accuracy at 18 campuses.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Implement enhanced 911 calling identification software and hardware.	83%	98%	100%	100%	N/A

Enhanced 911 services allow emergency personnel to accurately pinpoint where emergency callers are located, improving emergency response times at these locations. The original project included twenty-two campuses, but after evaluation, it was determined that only eighteen of these facilities could accommodate this system. By the end of 2010-11, Information Services Department (ISD) achieved 98% completion. For 2011-12, ISD reached the 100% completion target.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Application Development	15,406,101	7,938,173	7,467,928			94
Total General Fund	15,406,101	7,938,173	7,467,928			94
Internal Service Funds						
Computer Operations	24,952,951	21,615,460			(3,337,491)	121
Telecommunication Services	28,774,438	28,834,645			60,207	92
Total Internal Service Funds	53,727,389	50,450,105			(3,277,284)	213
Total - All Funds	69,133,490	58,388,278	7,467,928		(3,277,284)	307

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Application Development	16,518,216	14,882,807	14,885,831	15,244,223	15,406,101
Computer Operations	21,130,603	21,359,070	20,591,052	22,793,538	24,952,951
Telecommunication Services	26,949,631	26,906,390	23,839,343	29,923,974	28,774,438
800 Megahertz - Rebanding Project	25,000	25,000	0	25,000	0
Total	**64,623,450**	**63,173,267**	**59,316,226**	**67,986,735**	**69,133,490**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Application Development	5,089,326	5,711,543	7,582,884	8,043,518	7,938,173
Computer Operations	21,130,603	22,260,488	21,363,918	21,578,322	21,615,460
Telecommunication Services	27,934,628	34,610,180	26,516,866	27,397,682	28,834,645
800 Megahertz - Rebanding Project	25,000	25,000	0	25,000	0
Total	**54,179,557**	**62,607,211**	**55,463,668**	**57,044,522**	**58,388,278**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Application Development	11,428,890	9,171,264	7,302,947	7,200,705	7,467,928
Total	**11,428,890**	**9,171,264**	**7,302,947**	**7,200,705**	**7,467,928**

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Computer Operations	0	901,418	772,866	(1,215,216)	(3,337,491)
Telecommunication Services	984,997	7,703,790	2,677,523	(2,526,292)	60,207
800 Megahertz - Rebanding Project	0	0	0	0	0
Total	**984,997**	**8,605,208**	**3,450,389**	**(3,741,508)**	**(3,277,284)**

Application Development

DESCRIPTION OF MAJOR SERVICES

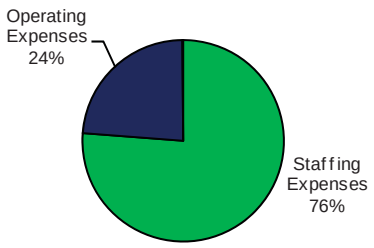
Budget at a Glance

Total Expenditure Authority	$15,431,061
Total Sources	$7,963,133
Net County Cost	$7,467,928
Total Staff	94
Funded by Net County Cost	48%

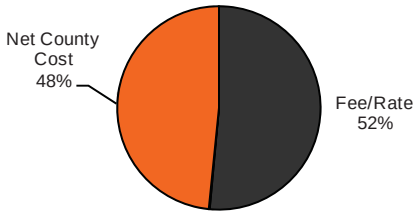
The Application Development division provides support for county departments as they develop, enhance and maintain business applications on a variety of hardware and software platforms. These applications include the County's enterprise accounting, payroll, budget, personnel, document imaging, public web sites, geographical information system and many other business line systems. ISD consults with departments to identify cost effective ways of conducting business and often provides business process reviews, cost analysis, and overall recommendations in the acquisition and integration of new systems.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

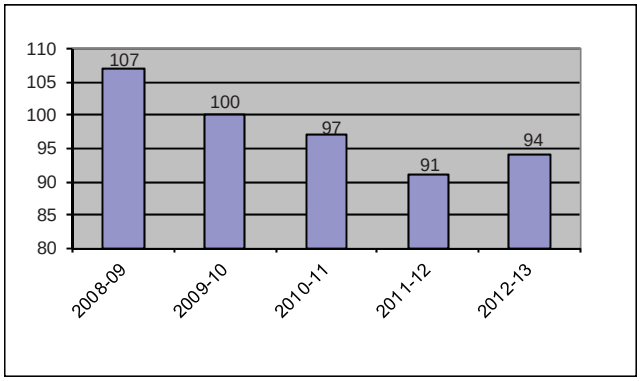


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	97	94	91	94
Limited Term	0	0	0	0
Total	97	94	91	94
Staffing Expenses	$10,808,719	$10,313,831	$11,032,401	$11,760,046

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services - Application Development
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	11,379,968	11,040,926	10,808,719	10,769,641	11,032,401	11,760,046	**727,645**
Operating Expenses	2,449,276	1,872,997	2,146,621	2,359,879	2,437,009	3,653,015	**1,216,006**
Capital Expenditures	25,615	7,499	6,856	18,000	18,000	18,000	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	13,854,859	12,921,422	12,962,196	13,147,520	13,487,410	15,431,061	**1,943,651**
Reimbursements	(89,427)	(71,007)	(108,758)	(98,395)	(275,579)	(24,960)	**250,619**
Total Appropriation	13,765,432	12,850,415	12,853,438	13,049,125	13,211,831	15,406,101	**2,194,270**
Operating Transfers Out	2,032,392	2,032,392	2,032,392	2,032,392	2,032,392	0	**(2,032,392)**
Total Requirements	15,797,824	14,882,807	14,885,830	15,081,517	15,244,223	15,406,101	**161,878**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	4,936,969	5,704,543	7,568,019	7,888,595	8,043,518	7,938,173	**(105,345)**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	4,936,969	5,704,543	7,568,019	7,888,595	8,043,518	7,938,173	**(105,345)**
Operating Transfers In	0	0	14,866	0	0	0	**0**
Total Financing Sources	4,936,969	5,704,543	7,582,885	7,888,595	8,043,518	7,938,173	**(105,345)**
Net County Cost	10,860,855	9,178,264	7,302,945	7,192,922	7,200,705	7,467,928	**267,223**
				Budgeted Staffing	91	94	**3**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are increasing by $727,645 due the addition of 4 programmer positions, an increase in retirement costs, workers' compensation, and regular salary due to the removal of the time bank. These increases were offset by the deletion of 1 Information Services Division Chief position as well as a reduction in overtime and callback.

Operating expenses are increasing as a result of Information Technology (IT) contractor services that are required to accommodate the anticipated programming revenue increase for customer enhancements. In addition, systems development charges are new for Geographic Information System (GIS) due to 3 positions being transferred to Application Development. These positions will charge GIS for their time spent on projects.

Reimbursements have decreased as a result of the deletion of the position above as well as reimbursement from another department that will be collected via revenue in 2012-13. Operating transfers out have been removed. ISD previously paid for the 800 MHz radio program for general fund departments with previously allocated net county cost. Beginning in 2012-13, the net county cost was given to the user department to pay for the 800 MHz radio program.

The department was allocated an additional $1.6 million in net county cost to fund maintenance and support costs for County departments. This increase was offset by a reduction in the radio subsidy that will now be included as net county cost for the departments that utilize the radios.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

The majority of the department's expenditures in 2012-13 are for staffing expenses. These expenses are necessary in order to provide support for county departments for a variety of business systems and applications.

Departmental revenue consists of system development charges, GIS programming, aerial imagery, and Street Network subscription services.

Last year the department performed a comprehensive evaluation to identify computer applications and systems deemed critical to County operations that were in need of major upgrades or replacement. The department identified $2.3 million in projects that met these criteria and would be funded via the use of residual equity from the Telecommunication internal services fund over the next several years. It is estimated that two years remain for the completion of these upgrades and replacements. The department will continue to evaluate and identify such projects to develop an application replacement/upgrade plan and a long term financing plan.

STAFFING CHANGES AND OPERATIONAL IMPACT

Budgeted staffing has increased with the addition of 4 programming positions, funded by additional net county cost for maintenance and support of computer applications. Also, staffing has decreased by 1 Information Services Division Chief position. The previous reimbursement for this position from Arrowhead Regional Medical Center has also been removed.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Application Development	81	0	81	76	1	4	81
Geographic Information Systems	9	0	9	9	0	0	9
Multimedia Services	4	0	4	4	0	0	4
Total	94	0	94	89	1	4	94

Application Development

	Classification
1	Business Systems Analyst III
3	IT Technical Assistant II
1	Office Assistant II
49	Programmer Analyst III
18	Programmer III
1	Secretary I
1	Systems Development Division Chief
7	Systems Development Team Leader
81	Total

Geographic Information Systems

	Classification
1	Geographic Info. Systems Technician I
2	Geographic Info. Systems Technician II
1	Geographic Info. Systems Technician III
1	GIMS Manager
1	Office Assistant II
1	Programmer Analyst III
1	Programmer III
1	Systems Development Team Leader
9	Total

Multimedia Services

	Classification
3	Multimedia Coordinator
1	Multimedia Supervisor
4	Total

Computer Operations

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$35,981,636
Total Sources	$32,644,145
Rev Over/(Under) Exp	($3,337,491)
Total Staff	121

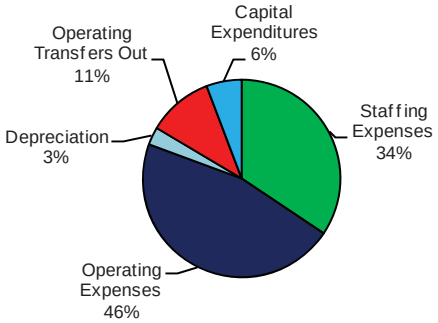
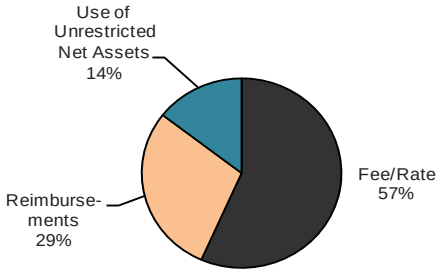
The Computer Operations division provides enterprise data center services and a portion of the County's communications services to County departments on a 24/7 basis. The division is comprised of three sections: Technology Operations, Information Technology (IT) Customer Service, and Core Solutions and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

Technology Operations provides for the design, operation, maintenance and administration of the County's Enterprise Data Center which supports the County's mainframe and includes server management for approximately 543 physical and 209 virtual servers, integrated document imaging infrastructure for digitizing paper records, and print operations for bulk printing functions required by the County.

IT Customer Service assists departments in ensuring that their technology and business objectives are achieved. The division provides a Technology Support Center to handle service requests and problem tickets and IT Account Representatives to coordinate and assist departments in meeting their business and technology objectives.

Core Solutions and Security provides the County with global email, security direction and technology policies and procedures, along with technical services that support desktop communications and functions across the County.

2012-13 RECOMMENDED BUDGET

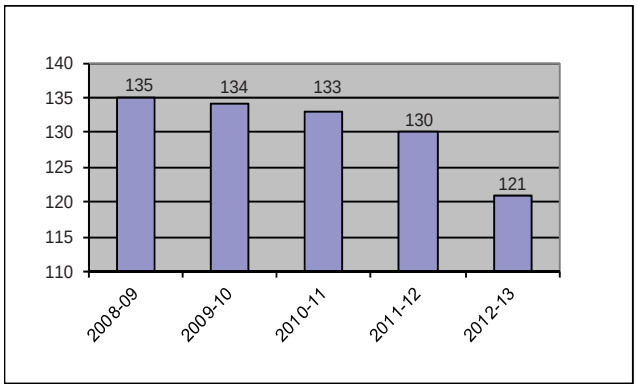
EXPENDITURE AUTHORITY	SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Adopted
Regular	132	132	130	121
Limited Term	1	2	0	0
Total	133	134	130	121
Staffing Expenses	$12,505,093	$12,697,997	$13,398,460	$13,126,366

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Computer Operations

BUDGET UNIT: IAJ Various
FUNCTION: General
ACTIVITY: Computer Services

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	12,384,110	12,220,953	12,505,093	13,058,390	13,398,460	13,126,366	**(272,094)**
Operating Expenses	12,762,052	13,135,434	12,950,863	16,558,615	16,504,426	17,655,107	**1,150,681**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	25,146,162	25,356,387	25,455,956	29,617,005	29,902,886	30,781,473	**878,587**
Reimbursements	(7,577,902)	(7,534,600)	(7,884,019)	(9,617,986)	(9,927,396)	(11,028,685)	**(1,101,289)**
Total Appropriation	17,568,260	17,821,787	17,571,937	19,999,019	19,975,490	19,752,788	**(222,702)**
Depreciation	1,415,579	1,347,462	1,695,334	1,208,300	1,208,300	1,113,163	**(95,137)**
Operating Transfers Out	137,000	504,530	506,471	1,609,748	1,609,748	4,087,000	**2,477,252**
Total Requirements	19,120,839	19,673,779	19,773,742	22,817,067	22,793,538	24,952,951	**2,159,413**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	20,715,794	20,963,825	21,363,918	20,767,509	21,359,405	21,615,460	**256,055**
Other Revenue	2,530	0	0	0	0	0	**0**
Total Revenue	20,718,324	20,963,825	21,363,918	20,767,509	21,359,405	21,615,460	**256,055**
Operating Transfers In	100,000	47,420	0	0	218,917	0	**(218,917)**
Total Financing Sources	20,818,324	21,011,245	21,363,918	20,767,509	21,578,322	21,615,460	**37,138**
Rev Over/(Under) Exp	1,697,485	1,337,466	1,590,176	(2,049,558)	(1,215,216)	(3,337,491)	**(2,122,275)**
				Budgeted Staffing	130	121	**(9)**
Fixed Assets							
Capital Expenditures	1,273,738	1,362,084	2,611,459	3,789,211	5,387,822	2,199,844	**(3,187,978)**
Total Fixed Assets	1,273,738	1,362,084	2,611,459	3,789,211	5,387,822	2,199,844	**(3,187,978)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses are increasing by $1.1 million as a result of an increase in COWCAP charges and internal cost allocations. These costs are offset by a decrease in charges from Facilities Management. Reimbursements are increasing by $1.1 million due to internal reimbursements for administrative overhead costs from other ISD budget units as well as a rate increase for Computer Operations services.

Operating transfers out are increasing by $2.4 million as a result of the Data Center Electrical Capital Improvement Project. Capital expenditures are decreasing as a result of budgeting the fixed asset budget for the Data Center Electrical Capital Improvement Project in the operating transfers out.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $13.1 million fund 121 regular budgeted positions that support the Technology Operations, IT Customer Service, and Core Solutions and Security Divisions. Operating expenses of $17.6 million include costs of computer software, systems development charges, and equipment maintenance, services provided by Facilities Management, travel and operating transfers out.

Reimbursements of $11.0 million are for internal administrative allocations, salary reimbursements from various County departments for IT support and Information Services Department's other budget units and intra-fund revenues. Operating transfers out of $4.1 million represent year five of a five year reimbursement to the general fund for one-time Disaster Recovery policy item and charges for the third year of the Data Center Electrical Capital Improvement Project.

Departmental revenue of $21.6 million is comprised of central computer revenues and other information technology services. Capital expenditures of $2.2 million is comprised of equipment and capitalized software purchases. Equipment purchases of $1,579,611 represent $1,179,611 for regular equipment replacement and $400,000 for unplanned requirements. Capitalized software purchases of $620,233 are for the purchase of software licenses.

STAFFING CHANGES AND OPERATIONAL IMPACT

Computer Operations made the following staffing changes:

- Deleted the following vacant positions as they are no longer needed by the division:
    - 1 Computer Operations Specialist
    - 1 Automated Systems Analyst II
    - 1 Quality Assurance Specialist
- Deleted the following filled positions as a result of necessary budget reductions:
    - 1 Secretary I
    - 2 Automated Systems Technicians
    - 2 Business Applications Manager
    - 1 Office Assistant II
    - 1 Storekeeper
- Reclassified the following filled positions to align with the actual job duties:
    - 2 Programmer Analyst III's to 2 Systems Support Analyst III's
- Add 1 Business Systems Analyst III position to provide support to other County departments. This position is funded by the elimination of the vacant Automated Systems Analyst II position above.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Enterprise Processing	20	0	20	19	1	0	20
Customer Service	17	0	17	16	0	1	17
Central Imaging	11	0	11	11	0	0	11
Finance and Admin	13	0	13	13	0	0	13
EMACS Support	1	0	1	1	0	0	1
Enterprise Printing	8	0	8	8	0	0	8
Server Management	19	0	19	19	0	0	19
Core Solutions and Security	32	0	32	32	0	0	32
Total	121	0	121	119	1	1	121

Enterprise Processing

	Classification
1	Systems Support Division Chief
5	Systems Support Analyst III
2	Production Control Supervisor
1	Automated Systems Analyst I
1	Computer Operations Supervisor
1	Computer Facilities Specialist
3	Computer Operations Specialist
5	Computer Operator III
1	Office Assistant III
20	Total

Central Imaging

	Classification
1	Systems Development Team Leader
2	Programmer Analyst III
2	Systems Support Analyst III
1	Office Assistant IV
1	Photographic Laboratory Technician
1	Microfilm Technician III
3	Office Assistant II
11	Total

EMACS Support

	Classification
1	Systems Support Analyst III
1	Total

Customer Service

	Classification
1	Systems Development Division Chief
1	Product Management Supervisor
1	Business Applications Manager
3	IT Account Representative II
3	Business Systems Analyst III
1	Technology Helpdesk Supervisor
1	Product Specialist
1	Automated Systems Analyst I
5	Help Desk Technician II
17	Total

Finance and Administration

	Classification
1	Chief Information Officer
1	Assistant Chief Information Officer
1	Information Services Division Chief
1	Information Services Finance Officer
1	Supervising Accountant II
1	Administrative Supervisor I
2	Staff Analyst II
1	Executive Secretary II
1	Accounting Technician
1	Fiscal Specialist
2	Fiscal Assistant
13	Total

Enterprise Printing

	Classification
1	Computer Operations Specialist
4	Computer Operator III
1	Office Assistant III
2	Office Assistant II
8	Total

Server Management

	Classification
2	Systems Support Supervisor
14	Systems Support Analyst III
2	Computer Operations Specialist
1	IT Technical Assistant
19	Total

Core Solutions and Security

	Classification
1	Information Services Division Chief
1	Systems Support Supervisor
1	Information Services Security Officer
8	Systems Support Analyst III
1	Business Systems Analyst III
1	Business Systems Analyst II
1	Supv Automated Systems Analyst II
2	Automated Systems Analyst II
1	Applications Specialist
8	Automated Systems Analyst I
4	Automated Systems Technician
1	Teleprocessing Specialist
1	Fiscal Specialist
1	Office Assistant III
32	Total

Telecommunication Services

DESCRIPTION OF MAJOR SERVICES

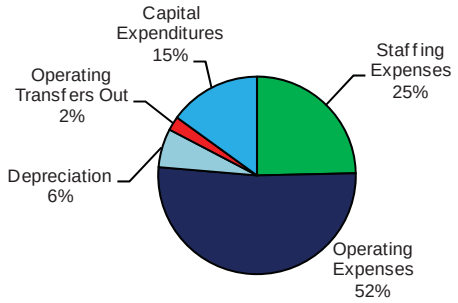
Budget at a Glance

Total Expenditure Authority	$34,828,420
Total Sources	$34,888,627
Rev Over/(Under) Exp	$60,207
Total Staff	92

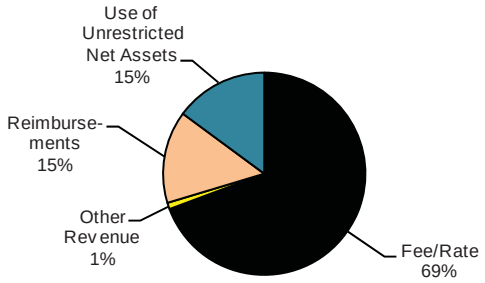
The Telecommunication Services division provides for the design, operation, maintenance and administration of the largest county-operated telecommunications phone network in the country; the County's Regional Public Safety Radio System that integrates all Countywide sheriff, police and fire emergency radio dispatch capabilities; the paging system that consists of over 3,600 pagers; and the Wide Area Network (WAN) that securely joins approximately 16,600 County users together for the efficient use of technology. The Telecommunication Services division manages the Countywide microwave system (64 sites) that provides transport capabilities for each of the individual systems listed above.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

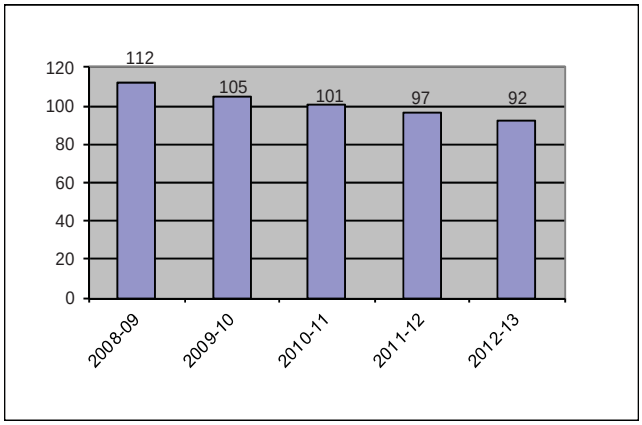


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Adopted
Regular	96	96	95	92
Limited Term	5	1	2	0
Total	101	97	97	92
Staffing Expenses	$9,029,473	$9,381,366	$10,149,000	$10,107,543

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Telecommunications Services

BUDGET UNIT: IAM Various
FUNCTION: General
ACTIVITY: Telephone and Radio Services

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	9,877,199	8,963,900	9,029,473	9,720,230	10,149,000	10,107,543	**(41,457)**
Operating Expenses	16,086,901	14,077,777	16,156,961	19,818,478	21,524,278	21,184,231	**(340,047)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	25,964,100	23,041,677	25,186,434	29,538,708	31,673,278	31,291,774	**(381,504)**
Reimbursements	(3,703,368)	(2,903,876)	(4,887,323)	(5,573,160)	(5,573,160)	(6,053,982)	**(480,822)**
Total Appropriation	22,260,732	20,137,801	20,299,111	23,965,548	26,100,118	25,237,792	**(862,326)**
Depreciation	2,146,707	2,890,516	3,495,000	2,624,449	2,624,449	2,593,239	**(31,210)**
Operating Transfers Out	43,407	858,877	45,327	714,407	1,199,407	943,407	**(256,000)**
Total Requirements	24,450,846	23,887,194	23,839,438	27,304,404	29,923,974	28,774,438	**(1,149,536)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	652,545	4,495,587	(1)	196,774	0	0	**0**
Fee/Rate	24,739,776	24,235,465	24,433,912	24,488,331	24,887,331	28,417,686	**3,530,355**
Other Revenue	42,123	47,031	62,627	33,212	477,959	416,959	**(61,000)**
Total Revenue	25,434,444	28,778,083	24,496,538	24,718,317	25,365,290	28,834,645	**3,469,355**
Operating Transfers In	1,975,667	2,032,392	2,032,392	2,032,392	2,032,392	0	**(2,032,392)**
Total Financing Sources	27,410,111	30,810,475	26,528,930	26,750,709	27,397,682	28,834,645	**1,436,963**
Rev Over/(Under) Exp	2,959,265	6,923,281	2,689,492	(553,695)	(2,526,292)	60,207	**2,586,499**
				Budgeted Staffing	97	92	**(5)**
Fixed Assets							
Capital Expenditures	3,410,962	8,784,597	1,490,297	3,898,089	4,828,475	6,161,000	**1,332,525**
Total Fixed Assets	3,410,962	8,784,597	1,490,297	3,898,089	4,828,475	6,161,000	**1,332,525**

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses are declining by $340,047 as a result of decreases in internal software development expense and costs associated with the telephone function of the Department. Reimbursements are increasing by $480,822 due to growth in intra-fund transfers for the reimbursement of microwave network usage by the Telephone, 800 Megahertz (MHz) Radio and WAN units.

Operating transfers out are decreasing by $256,000 due to the completion of Capital Improvement Projects. The remaining $943,407 funds the reimbursement of a one-time policy item to the general fund received for the disaster recovery project and the following Capital Improvement Projects:

- General Services Administration (GSA) Fiber Optic Project
- Construction of new 800 MHz radio system communication sites

The increase in fee/rate revenue of $3,530,355 is primarily the result of 800 MHz radio access revenue that will now be received directly from internal County departments and the addition of a communications installation labor after hour's rate. Operating transfers in will not be budgeted for fiscal year 2012-13 due to the elimination of $2,032,392 from ISD to fund general fund departments use of the 800 MHz radio system. These departments will now directly fund their use of the system. The net increase of $1,332,525 in fixed assets is primarily attributed to the increased appropriation necessary for the replacement and upgrade of 800 MHz radio equipment.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $10.1 million are a primary expense for this department. These expenses fund 92 regular budgeted positions that are responsible for the maintenance and administration of the County's phone network, radio system, paging system, the Wide Area Network and the Countywide microwave system.

Operating expenses of $21.1 million are also a significant portion of the department expense and primarily fund telephone and communications related costs and services, travel and transfers.

Departmental revenue of $28.8 million is the result of the many services the department provides. Two primary services include the Telephone and Radio systems which support a multitude of internal and external customers. This revenue supports the mission critical services that customers rely on to provide public safety and in the pursuit of the County's overall goals and objectives. In 2012-13 revenue will be used to fund infrastructure enhancements and upgrades to the telephone and radio systems, as well as, software to administer these respective systems to ensure the efficient operation of critical systems.

Fixed assets of $6,161,000 include the following:

- Radio system enhancement equipment - $2,800,000, to be purchased from Motorola, a sole source vendor.
- Telephone Equipment Replacement - $500,000.
- Microwave Radios - $168,500; microwave test equipment - $30,000, to be purchased from Aviat, a sole source vendor.
- An Eltek 600-Amp System - $7,500.
- MIMO Radios - $45,000, to be purchased from Motorola, a sole source vendor.
- WAN Equipment Replacement - $500,000.
- Equipment in the event of catastrophic events/unplanned requirements to be expended only as needed - $400,000.
- Narrow band radio equipment - $150,000
- Communications installation and maintenance test equipment - $60,000
- Data center switch enhancement and WAN acceleration equipment - $400,000.
- WECA digital radio system upgrades - $500,000, to be purchased from Motorola, a sole source vendor.
- Acquisition and implementation of a Telecommunication Management System - $200,000.
- Acquisition and implementation of a Radio Management System - $400,000.

STAFFING CHANGES AND OPERATIONAL IMPACT

Telecommunications Services has reduced budgeted staffing by 6 vacant positions consisting of 1 extra help Communications Technician III, 1 extra help Public Service Employee, 1 800 MHz Analyst, 1 Network Analyst and 2 Communications Installer positions. Telecommunications Services has added an Office Assistant II position as a result of workload requirements. The deleted positions are no longer required by the Department.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Data and Cabling Services	15	0	15	15	0	0	15
Management Services	14	0	14	13	1	0	14
Radio Access	17	0	17	15	1	1	17
Radio Subscriber Maintenance	5	0	5	4	1	0	5
Radio Time and Materials	3	0	3	3	0	0	3
Transport Operations	8	0	8	8	0	0	8
Telephone Operations	25	0	25	25	0	0	25
Wide Area Network	5	0	5	5	0	0	5
Total	92	0	92	88	3	1	92

Data and Cabling Services

	Classification
1	Supv Communications Technician
1	Communications Technician III
3	Communications Technician II
5	Communications Technician I
5	Communications Installer
15	Total

Radio Access

	Classification
1	Network Services Supervisor
1	Special Projects Leader
6	800 Megahertz Analyst
1	Network Analyst
1	Telecommunications Engineer II
1	Communications Technician III
1	Communications Technician II
1	Communications Technician I
1	IT Technical Assistant II
1	Communications Installer
1	Office Assistant III
1	Office Assistant II
17	Total

Radio Time and Material

	Classification
2	Communications Technician I
1	Communications Installer
3	Total

Management Services

	Classification
1	Network Services Division Chief
2	Deputy Chief of Network Services
1	Network Services Supervisor
2	Special Projects Leader
1	Systems Support Analyst III
1	Staff Analyst II
1	Equipment Parts Supervisor
1	Equipment Parts Specialist II
1	Equipment Parts Specialist I
1	Secretary I
1	Fiscal Specialist
1	Storekeeper
14	Total

Radio Subscriber Maintenance

	Classification
1	800 Megahertz Analyst
1	Supv Communications Technician
1	Communications Technician III
1	Communications Technician II
1	Multimedia Coordinator
5	Total

Transport Operations

	Classification
1	Network Services Supervisor
2	Network Analyst
1	Supv Communications Technician
2	Communications Technician III
2	Communications Technician II
8	Total

Telephone Operations

	Classification
1	Special Projects Leader
2	Network Analyst
2	Suprv Communications Technician
2	Telecommunications Engineer II
5	Communications Technician III
1	Product Specialist
1	Communications Technician II
6	Telephone Service Specialist
1	Supervising Office Assistant
4	Office Assistant II
25	Total

Wide Area Network

	Classification
1	Network Services Supervisor
4	Systems Support Analyst III
5	Total

800 Megahertz – Rebanding Project

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$0
Total Sources	$0
Rev Over/(Under) Exp	$0
Total Staff	0

The Information Services Department (ISD) operates and maintains the county's 800 MHz Radio Communications System. This system provides countywide, fully interoperable radio communications by which dispatch centers, public safety locations, mobile and portable radios communicate via voice transmission. This system is primarily for local government agency use, and secondarily for additional governmental and related non-governmental users to facilitate public safety. The users consist of county departments, cities within the county, special districts and several outside agencies. This system supports approximately 12,800 radios used by the county's public safety agencies and public health providers throughout the county.

There is no longer a need to have a separate budget unit for this program. The 800 MHz project will be handled as a Capital Improvement Project (CIP) going forward.

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: 800 MHZ Rebanding Project

BUDGET UNIT: IBT MHZ
FUNCTION: General
ACTIVITY: Other

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,553	0	0	0	25,000	0	**(25,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,553	0	0	0	25,000	0	**(25,000)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,553	0	0	0	25,000	0	**(25,000)**
Depreciation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,553	0	0	0	25,000	0	**(25,000)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	3,552	(16,773)	0	0	25,000	0	**(25,000)**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	3,552	(16,773)	0	0	25,000	0	**(25,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,552	(16,773)	0	0	25,000	0	**(25,000)**
Rev Over/(Under) Exp	(1)	(16,773)	0	0	0	0	**0**
				Budgeted Staffing	0	0	**0**
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	**0**
Total Fixed Assets	0	0	0	0	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

As a result of closing out this budget unit, the appropriation and revenue have each decreased by $25,000.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

There are no expenditures or revenue budgeted for 2012-13.

STAFFING CHANGES AND OPERATIONAL IMPACT

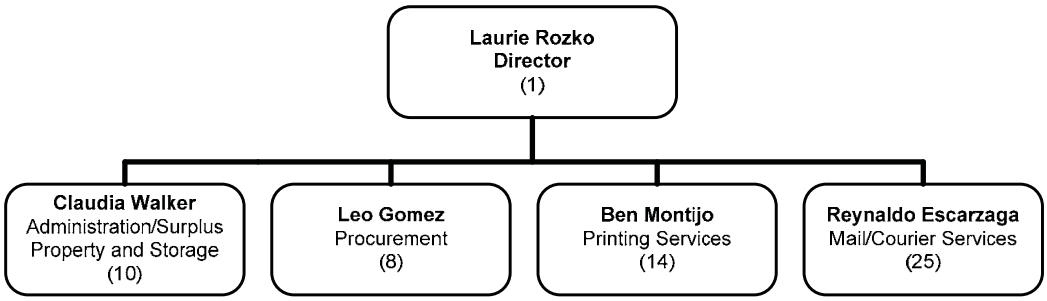
There is no staffing associated with this budget unit.

PURCHASING
Laurie Rozko

MISSION STATEMENT

The Purchasing Department is dedicated to making government purchasing easy for businesses, while managing cost-effective and efficient acquisition of goods & services. We offer exceptional customer service, innovative processes, and proven business practices in support of County of San Bernardino goals and objectives.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Received an “Achievement of Excellence in Procurement” Award from the National Institute for Governmental Purchasing, ranking in the top 20 percent of public agencies nationwide.
- Implemented phase one of the County of San Bernardino Electronic Procurement Network (ePro) to provide better internal controls and procurement reporting, efficient processing including a transaction charge to fund re-investment in system enhancements, and an upgraded vendor database to maximize competition and support business involvement and retention.
- Completed the solicitation, evaluation, and Best and Final Offer processes to move forward with a travel booking system upon adoption of recommended policy revisions.
- Coordinated countywide development of a Disaster Response and Recovery Services solicitation to secure contingency contracts.
- Upgraded the department’s website to enhance versatility and content.
- Received the Equal Opportunity Commission’s “Moving Ahead” award for proactive employment activities.
- Began targeting product and service categories to aggregate demand across county departments, in order to negotiate more advantageous contracts.
- Sharpened the department’s focus on support for small and local business initiatives, vendor shows, and training activities in general that support economic development goals to re-employ residents.
- Consolidated lease costs of production copy equipment at multiple printing locations, resulting in significant contract savings and reduced user costs.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPLEMENT THE COUNTY OF SAN BERNARDINO ELECTRONIC PROCUREMENT NETWORK (ePRO).

Objective A: Initiate and process purchasing requisitions electronically.
Objective B: Implement phase two of ePro including integration with the financial management system to automate encumbrances now that bidding, requisitioning, contracting, receiving, and vendor management are in use.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
1A. Percentage of departments utilizing ePro to requisition products and services.	N/A	N/A	80%	100%	100%
1B. Percentage of reduction in cycle times for purchase orders.	N/A	N/A	N/A	N/A	20%

In April 2011, the Board of Supervisors approved an agreement for electronic procurement. The first phase of this project included vendor management, automated workflows, online bidding, electronic requisitions and purchase orders, automated receiving, and budgetary controls derived from Financial Accounting System (FAS) data extracts that populate ePro. Phase one was completed in May 2012, resulting in nearly 4,000 registered vendors and approximately 1,000 county users. More than 800 users received hands-on training during the six-week period leading up to the rolling launch that began on March 28, 2012. Phase two will eliminate dual entry of encumbrances in FAS by Purchasing staff.

GOAL 2: DEVELOP THE COUNTY TRAVEL PORTAL WITH ONLINE BOOKING AND REPORTING.

Objective: Create and customize an online booking tool to generate savings and facilitate county policy compliance.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of departments using online booking travel arrangements.	N/A	N/A	90%	0%	90%

With recommended travel procedures in mind, the scope of work was developed for a service contract to enable implementation of online travel booking in accordance with county policy. In partnership with a travel management company, and with approval from the Board, the revised policy will be put in place along with a system that will be efficient, save money, and consolidate booking and reporting of travel arrangements.

This project is currently in the developmental stage pending completion of the travel management Request for Proposal (RFP) and adoption of recommended travel policies and procedures. Upon completion of the RFP and adoption of the new policies, the implementation stage will begin with an anticipated go-live occurring in 2012-13.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Purchasing	1,684,799	498,168	1,186,631			17
Total General Fund	1,684,799	498,168	1,186,631			17
Internal Service Funds						
Printing Services	3,386,749	3,369,329			(17,420)	14
Surplus Property and Storage Operations	374,266	268,045			(106,221)	2
Mail/Courier Services	6,552,661	6,452,587			(100,074)	25
Total Internal Service Funds	10,313,676	10,089,961			(223,715)	41
Total - All Funds	11,998,475	10,588,129	1,186,631		(223,715)	58

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Purchasing	1,436,783	1,350,519	1,301,517	1,308,823	1,684,799
Printing Services	4,148,499	4,616,238	4,161,457	4,030,879	3,386,749
Surplus Property and Storage Operations	367,700	267,199	405,430	365,341	374,266
Mail/Courier Services	7,384,760	6,902,390	6,320,690	6,507,468	6,552,661
Total	**13,337,742**	**13,136,346**	**12,189,094**	**12,212,511**	**11,998,475**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Purchasing	184,143	431,428	413,692	500,198	498,168
Printing Services	4,159,689	4,033,168	4,451,662	3,956,976	3,369,329
Surplus Property and Storage Operations	372,700	286,870	360,819	271,856	268,045
Mail/Courier Services	7,386,411	6,887,926	6,302,495	6,345,026	6,452,587
Total	**12,102,943**	**11,639,392**	**11,528,668**	**11,074,056**	**10,588,129**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-12	2011-12	2012-13
Purchasing	1,252,640	919,091	887,825	808,625	1,186,631
Total	**1,252,640**	**919,091**	**887,825**	**808,625**	**1,186,631**

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Printing Services	11,190	(583,070)	290,205	(73,903)	(17,420)
Surplus Property and Storage Operations	5,000	19,671	(44,611)	(93,485)	(106,221)
Mail/Courier Services	1,651	(14,464)	(18,195)	(162,442)	(100,074)
Total	**17,841**	**(577,863)**	**227,399**	**(329,830)**	**(223,715)**

Purchasing

DESCRIPTION OF MAJOR SERVICES

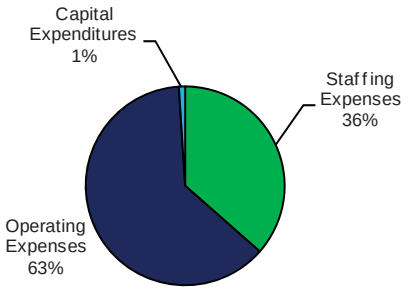
Budget at a Glance	
Total Expenditure Authority	$4,463,756
Total Sources	$3,277,125
Net County Cost	$1,186,631
Total Staff	17
Funded by Net County Cost	27%

The Purchasing Department manages vendor relationships and acquires equipment, services, and supplies used by county departments and Board-governed districts. Staff facilitates the procurement process, administers contracts and the CAL-Card program, and promotes cost-saving initiatives throughout the county. In addition, the department provides in-house printing, mail, surplus property, and storage services which are accounted for in the department's three internal service funds.

The Purchasing Department values integrity, and strives to: source quality products with reasonable prices and timely deliveries; offer progressive services through the efficient use of automation; give all willing vendors the opportunity to provide their products and services in a fair, open, and competitive environment; and treat each department, employee, and vendor with respect and understanding. By meeting these objectives, the department fulfills its purchasing obligations and the legal requirements of San Bernardino County.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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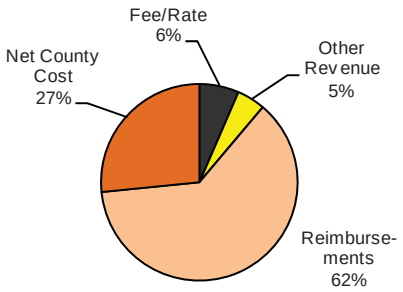
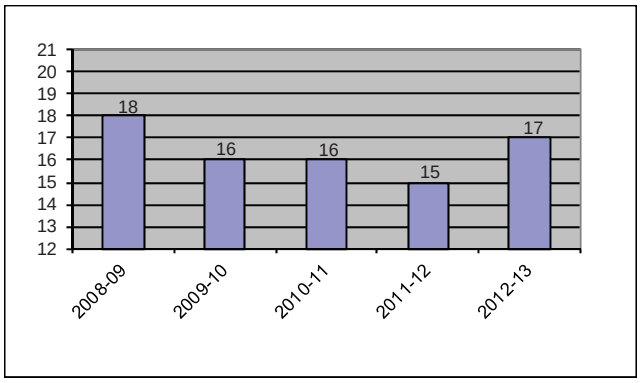


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	16	16	15	17
Limited Term	0	0	0	0
Total	16	16	15	17
Staffing Expenses	$1,497,693	$1,410,541	$1,478,893	$1,628,611

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: General Fund

BUDGET UNIT: AAA PUR
FUNCTION: General
ACTIVITY: Finance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	1,509,903	1,474,553	1,497,693	1,413,257	1,478,893	1,628,611	**149,718**
Operating Expenses	3,278,860	2,653,542	2,635,555	2,714,073	2,814,390	2,789,765	**(24,625)**
Capital Expenditures	0	13,319	216,937	163,102	163,116	45,380	**(117,736)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,788,763	4,141,414	4,350,185	4,290,432	4,456,399	4,463,756	**7,357**
Reimbursements	(3,334,325)	(2,803,918)	(3,048,672)	(3,021,279)	(3,147,576)	(2,778,957)	**368,619**
Total Appropriation	1,454,438	1,337,496	1,301,513	1,269,153	1,308,823	1,684,799	**375,976**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,454,438	1,337,496	1,301,513	1,269,153	1,308,823	1,684,799	**375,976**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	1,246	0	255	0	0	0	**0**
Fee/Rate	386,831	320,480	293,606	304,502	364,317	290,982	**(73,335)**
Other Revenue	124,778	110,949	119,827	183,908	135,881	207,186	**71,305**
Total Revenue	512,855	431,429	413,688	488,410	500,198	498,168	**(2,030)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	512,855	431,429	413,688	488,410	500,198	498,168	**(2,030)**
Net County Cost	941,583	906,067	887,825	780,743	808,625	1,186,631	**378,006**
				Budgeted Staffing	15	17	**2**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation of $1,684,799 reflects an increase of $375,976 for implementation of phase two of ePro, including a one percent contract transaction charge (CTC) on eligible contracts in the system. As CTC revenue is realized net county cost requirements will decrease.

Appropriation for ePro includes completion of the current contract to integrate ePro with the financial accounting system (FAS), along with ongoing vendor help desk, system support, software maintenance, and hosting by the Information Services Department. In 2012-13 it is also expected that the department will complete the ePro failover capacity plan which includes the deployment of additional servers in the High Desert Government Center to allow for normal functions to be maintained despite interruptions caused by problems with equipment or emergencies at the local data center. Additional enhancements that can be considered include a module to certify local vendor preference eligibility, ePayables (invoice matching for electronic payment), and an inventory module.

Accomplishing FAS integration will further reduce workload related to manual entry of encumbrances by both Purchasing and Auditor-Controller/Treasurer/Tax Collector staffs.

Departmental revenue of $498,168 is approximately the same as last year.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses make up the majority of the department's expenditures within this budget unit for 2012-13. These expenses include approximately $2.3 million in general office expense which covers countywide office supply orders. These expenditures are offset by reimbursements of $2.3 million from County departments. Other major expenses include staffing which is required to provide adequate procurement services countywide as well as staff to support the continued implementation of ePro. Departmental revenue of $498,168 includes $290,982 from the service charge for administering the county office supply program and consolidated billing, as well as $207,186 from various rebate agreements associated with other countywide procurement programs.

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2011-12, the department deleted 1 Buyer II position as part of the work schedule reduction plan. As a result, there have been delays in processing of purchase orders and countywide contracts for various services. As part of the 2011-12 Third Quarter Budget Report, the department is requesting the reclassification of 1 Office Assistant II and 1 Office Specialist. Pending the outcome of the reclassification study, any necessary budget adjustments will be included in the 2012-13 adopted budget.

Also, following cuts to the Printing Services and Surplus/Property and Storage Operations division, 1 Office Assistant II position is to be transferred to Purchasing Administration to assume additional fiscal responsibilities while continuing to perform work for printing services. The cost for this position is partially offset by reimbursements from Purchasing's three internal service funds for services provided.

Following the launch of ePro, job duties changed for certain positions in the department due to automated systems replacing previously manual processes. In addition, the department has new needs to draft protocols and procedures, track and reconcile vendor remittances, and develop and utilize custom reports. As a result of these changes, the department is requesting to add 1 Accounting Technician position in 2012-13.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director	1	0	1	1	0	0	1
Administration	8	0	8	7	0	1	8
Procurement	8	0	8	8	0	0	8
Total	17	0	17	16	0	1	17

Director

	Classification
1	Director of Purchasing
1	Total

Administration

	Classification
1	Executive Secretary II
1	Business Systems Analyst III
1	Administrative Supervisor I
1	Staff Analyst II
1	Accounting Technician
1	Fiscal Assistant
2	Office Assistant II
8	Total

Procurement

	Classification
1	Supervising Buyer
2	Buyer III
4	Buyer II
1	Office Specialist
8	Total

Printing Services

DESCRIPTION OF MAJOR SERVICES

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

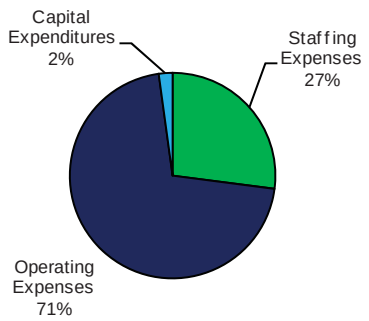
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage in fund balance is reviewed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

Budget at a Glance

Total Expenditure Authority	$3,386,749
Total Sources	$3,369,329
Rev Over/(Under) Exp	($17,420)
Total Staff	14

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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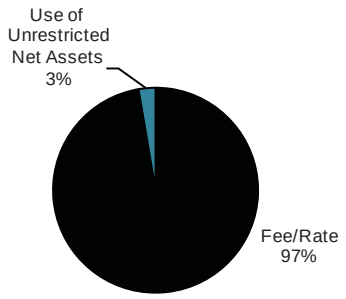
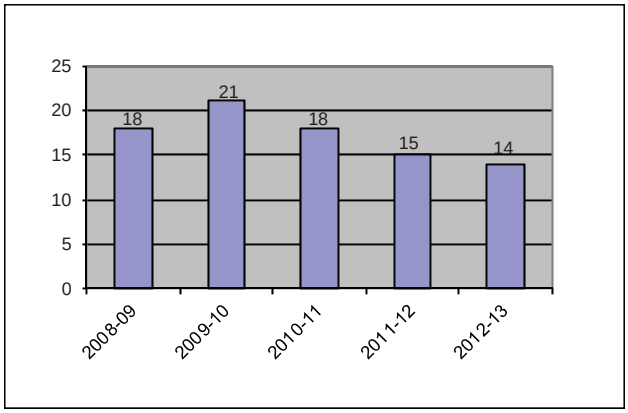


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Adopted
Regular	18	17	15	14
Limited Term	0	0	0	0
Total	18	17	15	14
Staffing Expenses	$1,070,388	$984,600	$1,017,043	$934,520

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Printing Services

BUDGET UNIT: IAG PUR
FUNCTION: General
ACTIVITY: Printing

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	1,192,904	1,123,607	1,070,388	972,376	1,017,043	934,520	**(82,523)**
Operating Expenses	3,386,528	3,241,560	3,081,818	2,672,032	2,973,485	2,444,358	**(529,127)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,579,432	4,365,167	4,152,206	3,644,408	3,990,528	3,378,878	**(611,650)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	4,579,432	4,365,167	4,152,206	3,644,408	3,990,528	3,378,878	**(611,650)**
Depreciation	36,705	9,214	12,399	7,871	13,351	7,871	**(5,480)**
Operating Transfers Out	0	0	0	27,000	27,000	0	**(27,000)**
Total Requirements	4,616,137	4,374,381	4,164,605	3,679,279	4,030,879	3,386,749	**(644,130)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	4,745,298	4,485,828	4,451,608	4,059,236	3,936,976	3,369,329	**(567,647)**
Other Revenue	0	0	54	0	20,000	0	**(20,000)**
Total Revenue	4,745,298	4,485,828	4,451,662	4,059,236	3,956,976	3,369,329	**(587,647)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,745,298	4,485,828	4,451,662	4,059,236	3,956,976	3,369,329	**(587,647)**
Rev Over/(Under) Exp	129,161	111,447	287,057	379,957	(73,903)	(17,420)	**56,483**
				Budgeted Staffing	15	14	**(1)**
Fixed Assets							
Capital Expenditures	(224)	0	67,632	1,997	20,000	75,000	**55,000**
Total Fixed Assets	(224)	0	67,632	1,997	20,000	75,000	**55,000**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation of $3,386,749 reflects a decrease of $644,130 due to savings in equipment leases and reduction in one position due to the elimination of the warehouse inventory function.

Departmental revenue is decreasing by $587,647 to reflect reduced workload and a rate decrease for color copies.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses make up the majority of the department's expenditures. These expenses include the direct costs of materials, outside printing and lease costs for printing equipment.

Expenses are charged to county departments and outside agencies through the rates that the department prepares annually. In 2012-13, the department has recommended a reduction in the rates for color copies based on a reduction in overall lease costs for copiers located at county Quick Copy centers. Departmental revenue of $3,369,329 represents the projected revenue from the collection of rates for color copies, black and white copies, graphic design services and outside printing.

In 2012-13, the division plans to purchase a two-color press to replace an aging fixed asset that is fully depreciated. This is being funded by retained earnings and will be depreciated over the useful life of the machine. Operating expenses and continued application development for web-based billing comprise the balance of the budget.

STAFFING CHANGES AND OPERATIONAL IMPACT

During 2011-12, the Printing Services Supervisor was reclassified to a Printing Services Manager due to the scope and nature of the job duties and succession planning efforts.

The staffing changes reflect the elimination of 2 Storekeeper positions during 2011-12 and the transfer of 1 Office Assistant II in 2012-13 to Purchasing Administration in order to assume additional fiscal responsibilities.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Printing Services Manager	1	0	1	1	0	0	1
Graphic Arts	3	0	3	3	0	0	3
Quick Copy and Print Shop	10	0	10	10	0	0	10
Total	14	0	14	14	0	0	14

Printing Services Manager

	Classification
1	Printing Services Manager
1	Total

Graphic Arts

	Classification
2	Graphic Designer I
1	Graphic Designer II
3	Total

Quick Copy and Print Shop

	Classification
1	Binder Equipment Operator
7	Reproduction Operator I
2	Reproduction Operator II
10	Total

Surplus Property and Storage Operations

DESCRIPTION OF MAJOR SERVICES

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

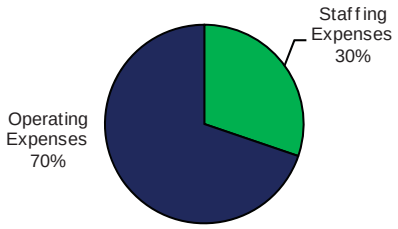
Budget at a Glance

Total Expenditure Authority	$374,266
Total Sources	$268,045
Rev Over/(Under) Exp	($106,221)
Total Staff	2

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

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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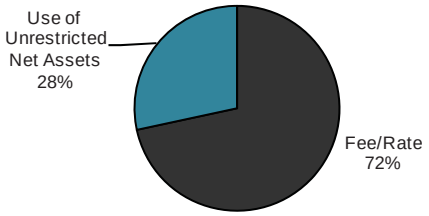
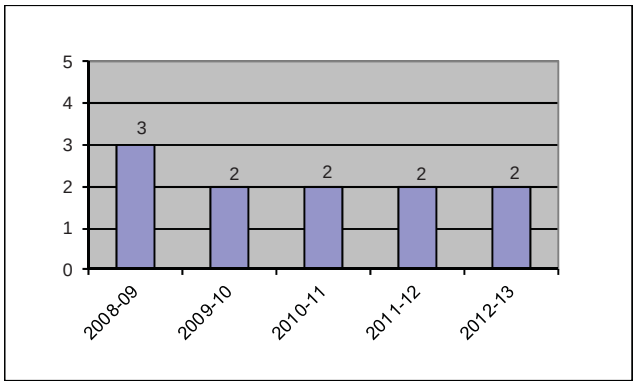


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Adopted
Regular	2	2	2	2
Limited Term	0	0	0	0
Total	2	2	2	2
Staffing Expenses	$102,719	$100,284	$100,284	$112,617

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Surplus Property and Storage Operations

BUDGET UNIT: IAV-PUR
FUNCTION: General
ACTIVITY: Surplus and Storage

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	140,468	98,737	102,719	106,656	100,284	112,617	**12,333**
Operating Expenses	235,789	143,947	301,165	245,183	263,512	260,104	**(3,408)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	376,257	242,684	403,884	351,839	363,796	372,721	**8,925**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	376,257	242,684	403,884	351,839	363,796	372,721	**8,925**
Depreciation	1,568	1,545	1,545	1,545	1,545	1,545	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	377,825	244,229	405,429	353,384	365,341	374,266	**8,925**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	355,051	333,042	360,903	272,602	271,856	268,045	**(3,811)**
Other Revenue	0	(489)	0	0	0	0	**0**
Total Revenue	355,051	332,553	360,903	272,602	271,856	268,045	**(3,811)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	355,051	332,553	360,903	272,602	271,856	268,045	**(3,811)**
Rev Over/(Under) Exp	(22,774)	88,324	(44,526)	(80,782)	(93,485)	(106,221)	**(12,736)**
				Budgeted Staffing	2	2	**0**
Fixed Assets							
Capital Expenditures	5,663	0	0	0	0	0	**0**
Total Fixed Assets	5,663	0	0	0	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation of $374,266 is approximately the same as last year. The department is expecting a slight increase due to increased retirement costs. Departmental revenue of $268,045 is slightly less than last year. Proceeds from live auctions have declined, most likely due to recycling more e-waste. Handling charges have increased, likely due to departments looking for cost-effective solutions to replenish equipment, computers, and supplies. Toner rebates have also increased somewhat. However, expenses for this mandated function continue to outpace revenue, despite staffing at a minimum level. Therefore, in 2012-13 the department plans to restructure the rate strategy in order to address the consistent under-funding of this budget unit.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $112,617 fund two positions. Operating expenses of $260,104 includes COWCAP, insurance charges, facilities charges, professional services and transfers for a share of administrative staff budgeted in Purchasing's general fund budget unit. Departmental revenue of $268,045 includes auction revenue, handling charges billed to county departments, and proceeds from recycling.

STAFFING CHANGES AND OPERATIONAL IMPACT

There are no changes to budgeted staffing within this budget unit. Two positions operate the surplus property and storage operations.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Stores Supervisor I	1	0	1	1	0	0	1
Storekeeper	1	0	1	1	0	0	1
Total	2	0	2	2	0	0	2

Surplus Property and Storage

	Classification
1	Stores Supervisor I
1	Storekeeper
2	Total

Mail/Courier Services

DESCRIPTION OF MAJOR SERVICES

Mail/Courier Services provides mail handling and interoffice mail delivery. Mail handling includes various expedited shipping services, along with automated mail duties. There are 10 courier routes, four postage meter stations, two interoffice mail sorters, and a certified mail post.

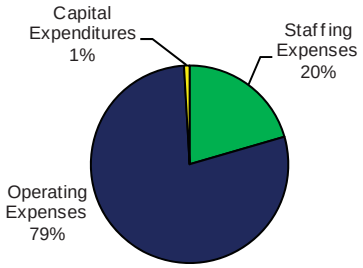
Budget at a Glance

Total Expenditure Authority	$6,552,661
Total Sources	$6,452,587
Rev Over/(Under) Exp	($100,074)
Total Staff	25

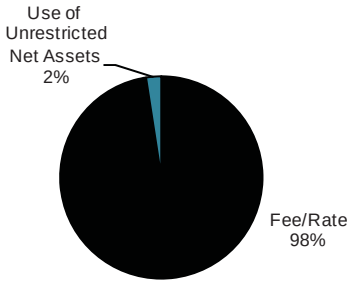
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage in fund balance is reviewed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

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

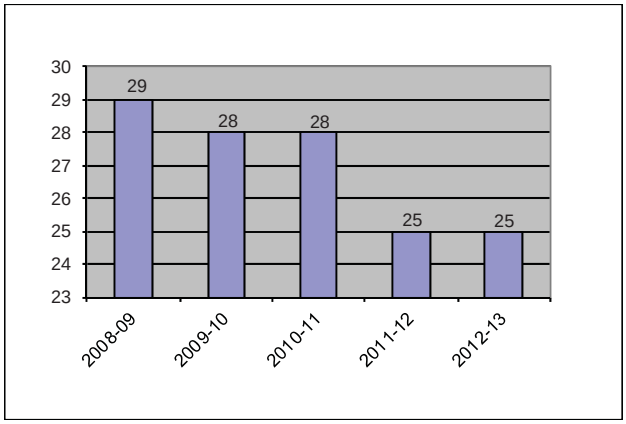


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Adopted
Regular	28	27	25	25
Limited Term	0	0	0	0
Total	28	27	25	25
Staffing Expenses	$1,317,875	$1,281,679	$1,330,401	$1,354,044

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

BUDGET UNIT: IAY PUR
FUNCTION: General
ACTIVITY: Mail/Courier Services

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	1,342,193	1,306,725	1,317,875	1,237,306	1,330,401	1,354,044	23,643
Operating Expenses	5,243,551	5,017,325	4,951,443	5,159,143	5,165,993	5,187,543	21,550
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	6,585,744	6,324,050	6,269,318	6,396,449	6,496,394	6,541,587	45,193
Reimbursements	(36,772)	0	0	0	0	0	0
Total Appropriation	6,548,972	6,324,050	6,269,318	6,396,449	6,496,394	6,541,587	45,193
Depreciation	24,543	9,674	10,185	11,074	11,074	11,074	0
Operating Transfers Out	0	0	40,000	0	0	0	0
Total Requirements	6,573,515	6,333,724	6,319,503	6,407,523	6,507,468	6,552,661	45,193
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	6,921,662	6,358,703	6,279,024	6,369,682	6,345,026	6,452,587	107,561
Other Revenue	0	0	0	0	0	0	0
Total Revenue	6,921,662	6,358,703	6,279,024	6,369,682	6,345,026	6,452,587	107,561
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	6,921,662	6,358,703	6,279,024	6,369,682	6,345,026	6,452,587	107,561
Rev Over/(Under) Exp	348,147	24,979	(40,479)	(37,841)	(162,442)	(100,074)	62,368
				Budgeted Staffing	25	25	0
Fixed Assets							
Capital Expenditures	64,131	0	0	0	0	59,600	59,600
Total Fixed Assets	64,131	0	0	0	0	59,600	59,600

BUDGET CHANGES AND OPERATIONAL IMPACT

Overall this budget unit is only slightly increasing appropriation over the current year. Increases in appropriation totaling $45,193 include increased costs as a result of increased postage rates but is offset by reductions in professional services.

Revenue is increasing by $107,561 due to the increase in postage costs as well as an increase in the rate for interoffice mail delivery to account for increased costs and reduced billable units.

In 2011-12, the department reorganized the rate structure for the mail/courier function to improve cost accounting and use by departments. This included consolidating various mail handling functions into one rate which has allowed the department to process billing faster and also to provide for a simplified rate calculation. As of June 30, 2011, this blended rate has improved the cost accounting methodology for the department and revenues have come further in line with expenditures. According to the June 30, 2011 financial statements prepared by the Auditor-Controller/Treasurer/Tax Collector, unrestricted net assets for this fund have increased to $123,070. The rates for 2012-13 were constructed in order to maintain this level of unrestricted net assets throughout the coming year.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses represent the majority of this budget units expenditures totaling $5,187,543. This includes direct postage expenses, equipment leases and maintenance, postal software upgrades, application development for web-based billing, and other related services and supplies. In 2012-13, the division plans to purchase four new postage meter machines and replace four old meter machines that are fully depreciated. This is being funded by retained earnings and will be depreciated over the useful life of the machine.

Revenue totaling $6,452,587 represents payments from departments for mail handling and mail delivery.

STAFFING CHANGES AND OPERATIONAL IMPACT

During 2011-12, 1 Mail Services Supervisor II was reclassified to a Mail Services Manager due to the scope and nature of job duties and 2 Mail Courier II positions were eliminated due to the work schedule reduction plan. There are no staffing changes recommended in 2012-13.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Mail Services Manager	1	0	1	1	0	0	1
Mail/Courier	20	0	20	20	0	0	20
Automated Mail	4	0	4	4	0	0	4
Total	25	0	25	25	0	0	25

Mail Services Manager

	Classification
1	Mail Services Manager
1	Total

Mail/Courier

	Classification
17	Mail Processor II
2	Mail Processor III
1	Mail Services Supervisor I
20	Total

Automated Mail

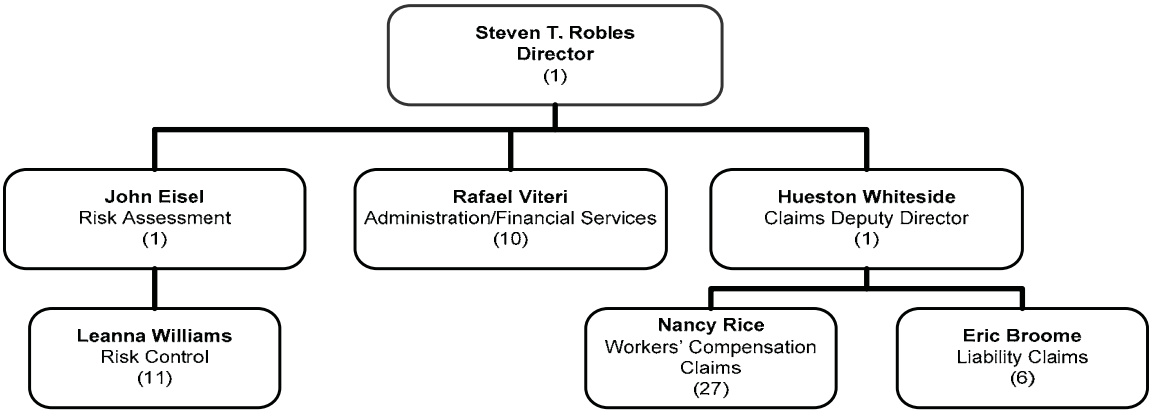
	Classification
2	Mail Processor II
1	Mail Processor III
1	Mail Services Supervisor I
4	Total

RISK MANAGEMENT
Steven T. Robles

MISSION STATEMENT

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

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Deployed internal online claim reporting.
- Deployed nurse triage for injury reporting in selected departments.
- Maintained self-insurance reserves at 80% confidence level.
- Received positive external audit results on Workers' Compensation and Liability programs.
- Maintained the Cost of Risk below 2% of the County budget.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MINIMIZE THE TOTAL COST OF RISK.

Objective A: Optimize insurance vs. risk retention.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Cost of risk as a percent of County budget. Target less than 2%.	1.8%	1.9%	<2%	1.8%	<2%

GOAL 2: SUPPORT COUNTYWIDE RISK CONTROL EFFORTS.

Objective A: Provide formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments.

Objective B: Expand participation in Arrowhead Achievement Program.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage increase in formal training classes offered.	5%	9%	10%	14%	15%
Number of departments participating in Arrowhead Achievement Program.	7	7	15	7	10

The Arrowhead Achievement Program is an action based, self-driven, incentive program designed to assist departments in reducing their overall cost of risk by merging risk management techniques with fundamental safety principles; thus, increasing productivity, public safety, customer service and positively impacting the cost of risk. The program consists of five (5) basic components: identifying loss exposures, analyzing loss exposures, examining risk control techniques, implementing risk control techniques and evaluating results. The estimate for 2011-12 is lower than the target as a result of less departments joining the program than was originally anticipated. Risk Management is actively working with departments in an effort for them to join the program in 2012-13.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Internal Service Funds						
Operations	6,313,948	6,313,948			0	57
Insurance Programs	89,862,129	64,773,010			(25,089,119)	0
Total Internal Service Funds	96,176,077	71,086,958			(25,089,119)	57

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Risk Management Operations	7,180,783	6,541,581	5,833,825	6,106,689	6,313,948
Insurance Programs	64,286,186	66,040,123	67,582,150	76,723,028	89,862,129
Total	**71,466,969**	**72,581,704**	**73,415,975**	**82,829,717**	**96,176,077**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Risk Management Operations	7,180,783	6,570,156	6,351,588	6,106,689	6,313,948
Insurance Programs	84,075,100	68,127,100	62,912,172	70,326,842	64,773,010
Total	**91,255,883**	**74,697,256**	**69,263,760**	**76,433,531**	**71,086,958**

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Risk Management Operations	0	28,575	517,763	0	0
Insurance Programs	19,788,914	2,086,977	(4,669,978)	(6,396,186)	(25,089,119)
Total	**19,788,914**	**2,115,552**	**(4,152,215)**	**(6,396,186)**	**(25,089,119)**

Operations

DESCRIPTION OF MAJOR SERVICES

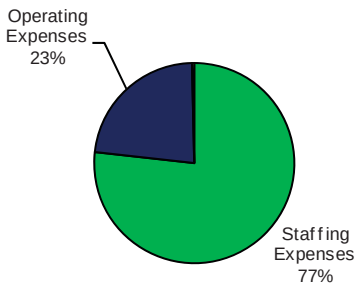
Budget at a Glance

Total Expenditure Authority	$6,935,514
Total Sources	$6,935,514
Rev Over/(Under) Exp	$0
Total Staff	57

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

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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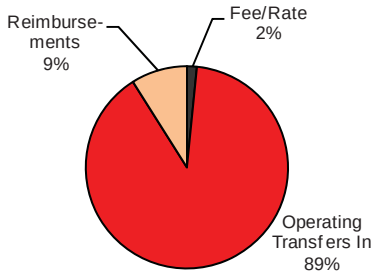
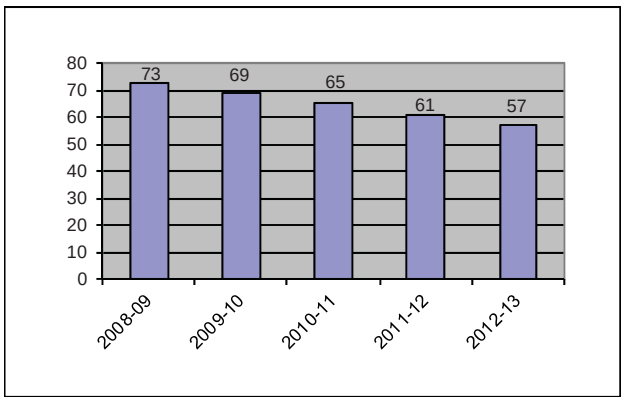


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Adopted
Regular	65	65	61	57
Limited Term	0	0	0	0
Total	65	65	61	57
Staffing Expenses	$5,243,193	$5,296,564	$5,296,564	$5,342,818

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Risk Management
FUND: Operations

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	5,602,880	5,383,835	5,243,193	5,179,658	5,296,564	5,342,818	**46,254**
Operating Expenses	1,580,240	1,131,401	1,160,681	1,391,618	1,355,632	1,592,696	**237,064**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	7,183,120	6,515,236	6,403,874	6,571,276	6,652,196	6,935,514	**283,318**
Reimbursements	(633,153)	(664,636)	(570,052)	(545,507)	(545,507)	(621,566)	**(76,059)**
Total Appropriation	6,549,967	5,850,600	5,833,822	6,025,769	6,106,689	6,313,948	**207,259**
Depreciation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	6,549,967	5,850,600	5,833,822	6,025,769	6,106,689	6,313,948	**207,259**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	205	29	0	0	0	0	**0**
Fee/Rate	198,872	97,610	125,214	92,000	136,000	110,000	**(26,000)**
Other Revenue	(282,886)	(334,872)	(12,133)	19,074	50,000	20,000	**(30,000)**
Total Revenue	(83,809)	(237,233)	113,081	111,074	186,000	130,000	**(56,000)**
Operating Transfers In	6,660,783	6,516,493	6,238,507	6,010,689	5,920,689	6,183,948	**263,259**
Total Financing Sources	6,576,974	6,279,260	6,351,588	6,121,763	6,106,689	6,313,948	**207,259**
Rev Over/(Under) Exp	27,007	428,660	517,766	95,994	0	0	**0**
				Budgeted Staffing	61	57	**(4)**
Fixed Assets							
Capital Expenditures	0	31,500	35,822	65,542	52,735	25,000	**(27,735)**
Total Fixed Assets	0	31,500	35,822	65,542	52,735	25,000	**(27,735)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation is increasing by $207,259 based primarily on the increase of the COWCAP allocation partially offset by the decrease in transfers.

Departmental revenue will increase by $207,259 primarily due to higher operating transfers in from the insurance funds.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses make up the majority of the Department's expenditures within this budget unit for 2012-13. These expenses fund 57 budgeted positions and are necessary to administer the County's insurance programs. Departmental revenue is primarily made up of operating transfers in from the insurance funds which are funded through Board of Supervisor's approved premiums paid by departments, Board-Governed Special Districts, and County Service Areas. In addition, departmental revenue includes administrative fee revenue from the Emergency Medical Services Program of $110,000 and interest.

STAFFING CHANGES AND OPERATIONAL IMPACT

The department eliminated 4 vacant positions (1 Liability Claims Representative III, 1 Liability Claims Representative II, and 2 Risk Control Specialists). There is no operational impact as a result of these deletions, the duties will be performed by existing staff.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	13	0	13	13	0	0	13
Risk Control	11	0	11	11	0	0	11
Workers' Compensation Claims	27	0	27	27	0	0	27
Liability Claims	6	0	6	6	0	0	6
Total	57	0	57	57	0	0	57

Administration

	Classification
1	Director of Risk Management
2	Deputy Director of Risk Management
1	Executive Secretary II
1	Risk Assessment Officer
1	Staff Analyst II
1	Accountant II
1	Accounting Technician
2	Fiscal Assistant
1	Office Assistant II
2	Applications Specialist
13	Total

Risk Control

	Classification
1	Risk Control Officer
5	Dept. Risk Control Specialist
1	Staff Analyst II
3	Risk Control Specialist
1	Office Assistant III
11	Total

Workers' Compensation Claims

	Classification
1	Supervising Workers Comp Adjuster
1	Workers Comp Adjuster III
13	Workers Comp Adjuster II
1	Medical Only Claims Adjuster
7	Claims Assistant
1	Fiscal Assistant
1	Office Assistant III
2	Office Assistant II
27	Total

Liability Claims

	Classification
1	Supervising Liability Claims Rep
1	Liability Claims Rep II
3	Liability Claims Rep I
1	Office Assistant III
6	Total

Insurance Programs

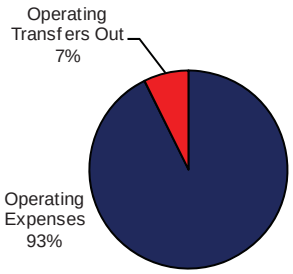
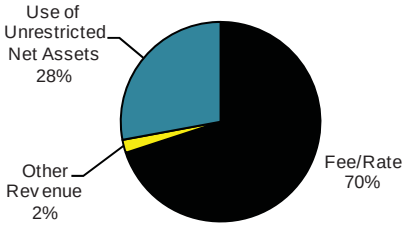
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Total Expenditure Authority	$89,862,129
Total Sources	$64,773,010
Rev Over/(Under) Exp	($25,089,119)
Total Staff	0

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

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Risk Management
FUND: Insurance Programs

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Insurance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	48,881,889	58,310,699	60,568,396	67,429,212	70,493,665	83,270,970	**12,777,305**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	48,881,889	58,310,699	60,568,396	67,429,212	70,493,665	83,270,970	**12,777,305**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	48,881,889	58,310,699	60,568,396	67,429,212	70,493,665	83,270,970	**12,777,305**
Depreciation	0	0	0	0	0	0	**0**
Operating Transfers Out	6,681,112	7,114,024	6,558,844	6,229,363	6,229,363	6,591,159	**361,796**
Total Requirements	55,563,001	65,424,723	67,127,240	73,658,575	76,723,028	89,862,129	**13,139,101**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	41,250	16,875	0	0	0	0	**0**
Fee/Rate	81,284,460	67,247,750	58,486,072	66,893,396	62,853,000	62,878,000	**25,000**
Other Revenue	7,641,363	4,721,680	3,415,163	1,918,772	7,473,842	1,895,010	**(5,578,832)**
Total Revenue	88,967,073	71,986,305	61,901,235	68,812,168	70,326,842	64,773,010	**(5,553,832)**
Operating Transfers In	0	1,778	0	0	0	0	**0**
Total Financing Sources	88,967,073	71,988,083	61,901,235	68,812,168	70,326,842	64,773,010	**(5,553,832)**
Rev Over/(Under) Exp	33,404,072	6,563,360	(5,226,005)	(4,846,407)	(6,396,186)	(25,089,119)	**(18,692,933)**
				Budgeted Staffing	0	0	**0**
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	**0**
Total Fixed Assets	0	0	0	0	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses have increased $12.7 million due to costly settlements and increased liability claim experience. Additionally, there are increased claims costs in workers' compensation and premiums for excess insurance are also anticipated to increase.

Departmental revenue is decreasing by $5.5 million as a result of diminishing interest earnings as well as a decrease in prior excess insurance reimbursements.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $83.0 million primarily consist of judgment and settlement costs, medical treatment and expenses, temporary disability and loss earnings, property insurance, and legal defense services. Operating transfers out of $6.5 million represent funding to Risk Management's Operations budget unit.

Departmental revenue of $64.7 million includes insurance premiums collected from user departments.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

LOCAL AGENCY FORMATION COMMISSION
Kathleen Rollings-McDonald

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Local Agency Formation Commission	301,000	0	301,000			0
Total General Fund	301,000	0	301,000			0

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Local Agency Formation Commission	350,000	344,637	344,637	311,213	301,000
Total	**350,000**	**344,637**	**344,637**	**311,213**	**301,000**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Local Agency Formation Commission	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Local Agency Formation Commission	350,000	344,637	344,637	311,213	301,000
Total	**350,000**	**344,637**	**344,637**	**311,213**	**301,000**

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

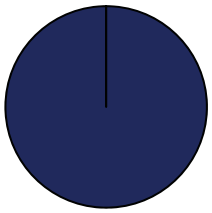
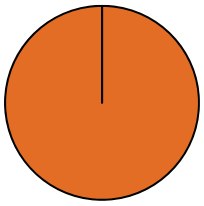
Total Expenditure Authority	$301,000
Total Sources	$0
Net County Cost	$301,000
Total Staff	0
Funded by Net County Cost	100%

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

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

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

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
 Operating Expenses 100%	 Net County Cost 100%

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	350,000	344,637	333,805	311,213	311,213	301,000	**(10,213)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	350,000	344,637	333,805	311,213	311,213	301,000	**(10,213)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	350,000	344,637	333,805	311,213	311,213	301,000	**(10,213)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	350,000	344,637	333,805	311,213	311,213	301,000	**(10,213)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	350,000	344,637	333,805	311,213	311,213	301,000	**(10,213)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses represent the County's mandated contribution of one-third of LAFCO's net operating costs, which include salaries and benefits, services and supplies, and travel related expenses offset by revenue from fees and other revenues. The County's mandated contribution for 2012-13 is $301,000 resulting in additional Net County Cost savings from the prior year.

COUNTY SCHOOLS
Gary Thomas

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
County Schools	3,085,995	0	3,085,995			0
Total General Fund	3,085,995	0	3,085,995			0

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Schools	4,308,605	2,876,738	2,897,138	3,286,324	3,085,995
Total	**4,308,605**	**2,876,738**	**2,897,138**	**3,286,324**	**3,085,995**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Schools	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Schools	4,308,605	2,876,738	2,897,138	3,286,324	3,085,995
Total	**4,308,605**	**2,876,738**	**2,897,138**	**3,286,324**	**3,085,995**

County Schools

DESCRIPTION OF MAJOR SERVICES

This budget unit represents the County's total legal and contractual obligations to contribute to the costs of the Superintendent of Schools and District Financial Services, known collectively as the San Bernardino County Superintendent of Schools. San Bernardino County Superintendent of Schools is one of the last dependent County office of education in the state.

Budget at a Glance

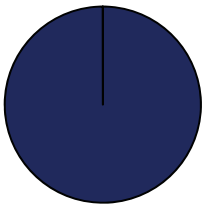
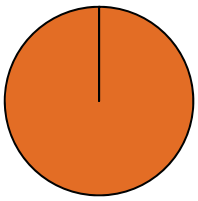
Total Expenditure Authority	$3,085,995
Total Sources	$0
Net County Cost	$3,085,995
Total Staff	0
Funded by Net County Cost	100%

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

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

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

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Schools
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,366,237	2,876,737	2,897,138	3,122,072	3,286,324	3,085,995	**(200,329)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,366,237	2,876,737	2,897,138	3,122,072	3,286,324	3,085,995	**(200,329)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,366,237	2,876,737	2,897,138	3,122,072	3,286,324	3,085,995	**(200,329)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,366,237	2,876,737	2,897,138	3,122,072	3,286,324	3,085,995	**(200,329)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	3,366,237	2,876,737	2,897,138	3,122,072	3,286,324	3,085,995	**(200,329)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of $3,085,995 primarily include lease costs, information technology services, auditing services, costs for utilities, and other contractual agreements. The $200,329 decrease in operating expenses is primarily due to a reduction in overhead charges as provided in the Countywide Cost Allocation Plan (COWCAP).

ECONOMIC DEVELOPMENT AGENCY
SUMMARY

GENERAL FUND	Page #	Appropriation	Revenue	Net County Cost	Staffing
ECONOMIC DEVELOPMENT AGENCY	104				
ECONOMIC DEVELOPMENT	106	3,045,214	130,000	2,915,214	14
TOTAL GENERAL FUND		3,045,214	130,000	2,915,214	14

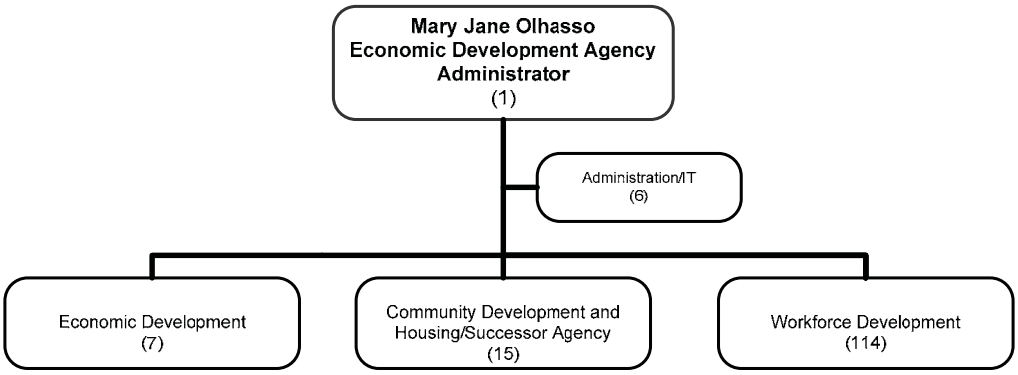
SPECIAL REVENUE FUNDS	Page #	Appropriation	Revenue	Fund Balance	Staffing
ECONOMIC DEVELOPMENT:					
SAN BERNARDINO VALLEY ENTERPRISE ZONE	112	0	0	0	0
COMMUNITY DEVELOPMENT AND HOUSING	114	52,000,681	33,858,606	18,142,075	15
HOUSING SUCCESSOR TO FORMER REDEVELOPMENT AGENCY	120	29,595,565	0	29,595,565	0
SUCCESSOR AGENCY TO THE FORMER REDEVELOPMENT AGENCY	122	64,591,815	17,372,289	47,219,526	0
WORKFORCE DEVELOPMENT	128	21,620,583	21,620,583	0	114
TOTAL SPECIAL REVENUE		167,808,644	72,851,478	94,957,166	129

ECONOMIC DEVELOPMENT AGENCY
Mary Jane Olhasso

MISSION STATEMENT

The Economic Development Agency's mission is to create, maintain, and grow the economic value of San Bernardino County.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Identified new one-time general fund revenue for the County of San Bernardino estimated at $4.0 million for 2011-12.
- Developed relationships on behalf of the County with senior level executives nationwide.
- Developed and implemented a plan to dissolve the County's Redevelopment Agency, as required by Assembly Bill X1 26, which was signed by the Governor on June 29, 2011 and upheld by the California Supreme Court on December 29, 2011.
- Developed a plan to construct a catalyst project in a highly visible low income neighborhood utilizing multiple funding streams overseen by different departments.
- Met all state and federal deadlines for all programs and funding within the Economic Development Agency.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Over/ (Under) Exp	Staffing
General Fund						
Economic Development	3,045,214	130,000	2,915,214			14
Total General Fund	3,045,214	130,000	2,915,214			14
Special Revenue Funds						
San Bernardino Valley Enterprise Zone	0	0		0		0
Community Development and Housing	52,000,681	33,858,606		18,142,075		15
Housing Successor to the Former Redevelopment Agency	29,595,565	0		29,595,565		0
Successor Agency to the Former Redevelopment Agency	64,591,815	17,372,289		47,219,526		0
Workforce Development	21,620,583	21,620,583		0		114
Total Special Revenue Funds	167,808,644	72,851,478		94,957,166		129
Other Agencies						
Economic and Community Development Corp	92	1		91		0
County Industrial development Authority	49,314	600		48,714		0
Total Other Agencies	49,406	601		48,805		0
Total - All Funds	170,903,264	72,982,079	2,915,214	95,005,971		143

The Agency provides overall administrative support and policy implementation to three departments as well as the Successor Agency to the County of San Bernardino Redevelopment Agency. This includes the facilitation of communication between the County Administrative Office as well as the Board of Supervisors. In addition, the Agency oversees the information technology function, public relations and marketing support.

Through the combination of four entities with common goals and objectives, the Agency provides leadership and direction to all 24 cities and private economic development organizations within the county.

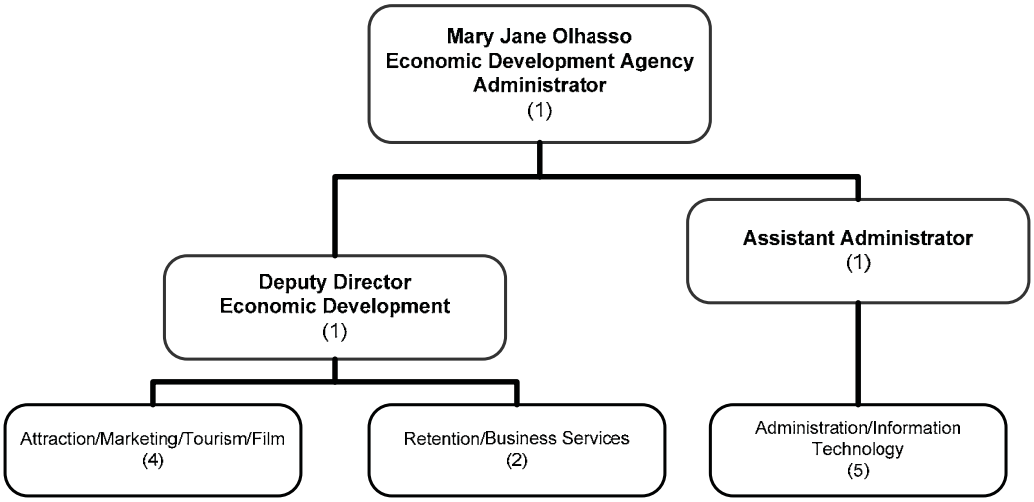
NOTE: The “Other Agencies” units are reported in a separate document. The budget for the Agency is incorporated within the Department of Economic Development’s budget unit.

ECONOMIC DEVELOPMENT
Mary Jane Olhasso

MISSION STATEMENT

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

ORGANIZATIONAL CHART



2010-11 and 2011-12 ACCOMPLISHMENTS

- The department successfully implemented programs to strengthen the County's brand regionally and nationally to site selectors, corporate real estate executives, investors, brokers and other stakeholders through speaking engagements, partnerships, advertising, direct outreach, public relations and further enhancement to the Economic Development Agency's website: sbcountyadvantage.com and www.sbcountybuzz.com.
- The department has incorporated the County Vision into the websites, press releases and other related collateral materials.
- The department responded to over 130 inquiries for site selection packages and over 200 inquiries for incentive information and other technical assistance.
- The department successfully launched the County's Domestic Tourism Program with "DiscoverIE" and International Tourism Program. The International Tourism program successfully implemented the familiarization tour of "Route 66 & Beyond" with international travel writers.
- The department successfully executed the State of the County event on February 29, 2012. This event seeks to attract and retain businesses within the County.
- The department began regular meetings with San Bernardino County cities and towns economic development personnel to leverage community strengths and work cooperatively in economic development efforts.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: FOSTER JOB CREATION AND IMPROVE THE WELFARE OF COUNTY RESIDENTS.

Objective: Identify, attract and facilitate the location and/or relocation of businesses that offer jobs suitable for the job skills available within the County.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of new businesses attracted to the County through the attraction and expansion efforts of the Department of Economic Development.	N/A	202	220	350	400
Number of estimated new jobs created through attraction and expansion efforts.	N/A	N/A	New	5000	6000

The Department of Economic Development's attraction efforts are based primarily on a site selection process. This involves identifying sites that meet the requirements and coordinating site tours with brokers and developers. During this process, other departments including Land Use/Building and Safety, etc., are brought in to ensure a seamless progression of services for the requesting client.

In 2011-12, the Department plans to create an action plan that will position the County to take advantage of key economic development opportunities during the economic recovery. The Department will create collaborative forums with key industry sector leaders and educators to discuss potential technical transfer programs and the potential for creating regional innovation corridors.

To successfully foster job creation, increase private investment and enhance county revenues through retention, attraction and expansion of business, the Department of Economic Development plans to create and develop strong regional relationships with local businesses, cities and chambers of commerce.

GOAL 2: ENHANCE THE COUNTY OF SAN BERNARDINO'S POSITION AS A TOURIST DESTINATION AND PROMOTE THE COUNTY AS A VIABLE FILM LOCATION.

Objective: Enhance the image of the County as a viable film location and create awareness of the economic benefits of filming in the County through ongoing branding and marketing.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of International/Technical Tour excursions booked to the County.	N/A	N/A	50	50	60
Number of Film Permits issued annually.	N/A	164	164	150	150

The Department of Economic Development, in an effort to build its tourism program, has hired an international tourism development consultant to develop a strategic marketing program that incorporates destination branding; technical tour programming; travel product development and project management to create a sustainable tourism industry for the County. The Department has also hired the Inland Empire Film Commission to promote locations within the County and execute film permits.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Economic Development	3,045,214	130,000	2,915,214			14
Total General Fund	3,045,214	130,000	2,915,214			14
Special Revenue Fund						
San Bernardino Valley Enterprise Zone	0	0		0		0
Total Special Revenue Fund	0	0		0		0
Total - All Funds	3,045,214	130,000	2,915,214	0		14

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Economic Development	7,318,898	3,595,461	3,065,030	3,192,151	3,045,214
San Bernardino Valley Enterprise Zone	392,911	208,967	248,989	248,704	0
Total	**7,711,809**	**3,804,428**	**3,314,019**	**3,440,855**	**3,045,214**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Economic Development	580,000	339,247	201,441	125,000	130,000
San Bernardino Valley Enterprise Zone	101,891	97,498	103,782	104,650	0
Total	**681,891**	**436,745**	**305,223**	**229,650**	**130,000**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Economic Development	6,738,898	3,256,214	2,863,589	3,067,151	2,915,214
Total	**6,738,898**	**3,256,214**	**2,863,589**	**3,067,151**	**2,915,214**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
San Bernardino Valley Enterprise Zone	291,020	111,469	145,207	144,054	0
Total	**291,020**	**111,469**	**145,207**	**144,054**	**0**

Economic Development

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$3,886,355
Total Sources	$971,141
Net County Cost	$2,915,214
Total Staff	14
Funded by Net County Cost	75%

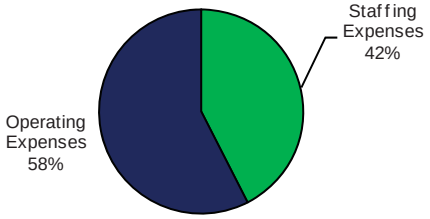
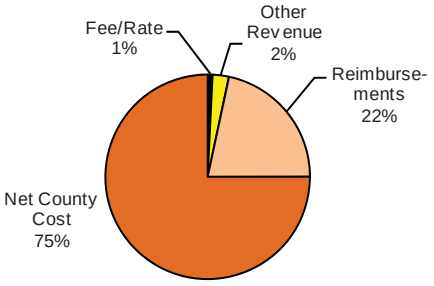
The Department of Economic Development's (ED) major goals are to foster job creation, increase private investment and enhance county revenues through the implementation of a countywide economic development strategy. The strategy focuses on maximizing the standard of living of the county's residents, providing economic opportunities for the county's businesses, fostering a competitive environment and positioning the county as a highly competitive region for business opportunities. The strategy will emphasize industry sectors with high-growth potential and offering high paying jobs.

The department spearheads initiatives having local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations including, but not limited to, the State of California, San Bernardino County cities, the County of Riverside, as well as non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives. Outreach to private sector stakeholders is conducted via a comprehensive media/marketing campaign.

The department also creates and develops necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services including the following:

- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- International Trade Services
- Enterprise Zone and Program Management
- Small Business Assistance and Technical Support
- Technical assistance and marketing support to county cities and economic development stakeholders.

2012-13 RECOMMENDED BUDGET

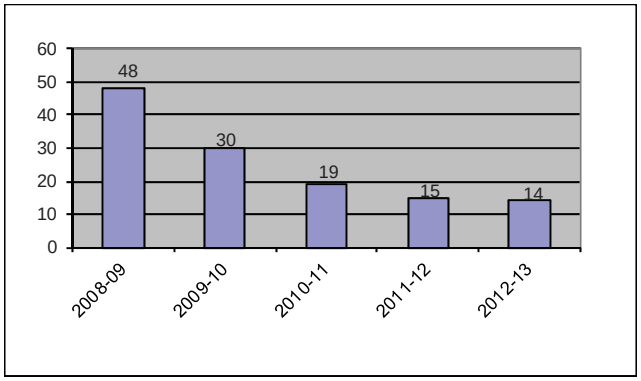
EXPENDITURE AUTHORITY	SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	19	16	15	13
Limited Term	0	0	0	1
Total	19	16	15	14
Staffing Expenses	$1,931,327	$1,783,666	$1,783,666	$1,650,731

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	2,670,061	2,533,189	1,931,327	1,619,746	1,783,666	1,650,731	**(132,935)**
Operating Expenses	4,007,203	2,735,356	2,187,151	2,291,505	2,412,856	2,235,624	**(177,232)**
Capital Expenditures	19,998	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	6,697,262	5,268,545	4,118,478	3,911,251	4,196,522	3,886,355	**(310,167)**
Reimbursements	(2,079,632)	(1,716,566)	(1,100,675)	(748,826)	(1,004,371)	(841,141)	**163,230**
Total Appropriation	4,617,630	3,551,979	3,017,803	3,162,425	3,192,151	3,045,214	**(146,937)**
Operating Transfers Out	0	40,000	0	0	0	0	**0**
Total Requirements	4,617,630	3,591,979	3,017,803	3,162,425	3,192,151	3,045,214	**(146,937)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	15,351	31,176	33,415	25,000	30,000	**5,000**
Other Revenue	16,220	20,476	158,865	104,475	100,000	100,000	**0**
Total Revenue	16,220	35,827	190,041	137,890	125,000	130,000	**5,000**
Operating Transfers In	500,000	300,000	11,400	0	0	0	**0**
Total Financing Sources	516,220	335,827	201,441	137,890	125,000	130,000	**5,000**
Net County Cost	4,101,410	3,256,152	2,816,362	3,024,535	3,067,151	2,915,214	**(151,937)**
				Budgeted Staffing	15	14	**(1)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.7 million fund 14 budgeted positions. This represents a decrease of approximately $133,000 from the 2011-12 modified budget due to less staffing.

Operating expenses decreased by approximately $177,000 primarily due to the elimination of one-time general fund funding of $125,000.

Reimbursements of $841,141 were reduced by approximately $163,000 reflecting a shift in the cost allocation of reimbursable positions and the transfer of one position to the Department of Workforce Development.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $2.2 million include costs of various Economic Development programs (real estate related trade shows, advertising, public relations, and tourism); travel and internal transfers out (County Counsel charges, Facilities etc.).

Reimbursements of $841,141 represent the cost allocation to other EDA departments of Economic Development Agency staff.

Departmental revenue of $130,000 represents registration fees and sponsorships for the State of the County event planned for the spring of 2013.

STAFFING CHANGES AND OPERATIONAL IMPACT

Budget reductions, cost increases and program changes in 2012-13 resulted in the deletion of 1 Economic Development Manager position and the transfer of 1 Automated Systems Technician position to the Department of Workforce Development for an estimated savings of $277,000. These savings were partially offset by the addition of 1 Extra Help position in the 2011-12 Third Quarter Budget Report, to assist with specific economic development projects at an estimated cost of $40,000.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Economic Development Agency	2	0	2	2	0	0	2
Economic Development	6	1	7	6	1	0	7
Administration / Information Technology	5	0	5	5	0	0	5
Total	13	1	14	13	1	0	14

Economic Development Agency

	Classification
1	Administrator
1	Assistant Administrator
2	Total

Economic Development

	Classification
1	Deputy Director
1	Economic Development Manager
3	Economic Dev. Coordinator III
1	Graphic Artist
1	Extra Help-Event Coordinator
7	Total

Administration / Information Technology

	Classification
2	Staff Analyst II
1	Automated Systems Analyst
1	Payroll Specialist
1	Executive Secretary III
5	Total

San Bernardino Valley Enterprise Zone

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$0
Total Sources	$0
Fund Balance	$0
Total Staff	0

On August 22, 2006 (Item No. 50), the Board of Supervisors approved a Memorandum of Understanding with the City of Colton, City of San Bernardino, and the Inland Valley Development Agency (IVDA) to fund, manage and describe the jurisdictional responsibilities of the San Bernardino Valley Enterprise Zone (SBVEZ). The SBVEZ is a state designated geographical area that offers local businesses state tax incentives in order to stimulate economic growth in the economically distressed areas of the City of Colton, City of San Bernardino, and the county.

The San Bernardino Valley Enterprise Zone facilitates economic growth through assistance to local businesses, jurisdictional leadership, public/private collaborations, attraction of new investment, the retention/expansion of existing businesses, and the employment of the most difficult-to-hire workers into private sector jobs.

Major services offered to SBVEZ businesses in 2011-12 include the following:

- Educational workshops on State Tax Credits.
- Employment and training assistance for zone businesses.
- Assistance in accessing and procuring state contracts.
- Processing of employment vouchers to allow businesses that hire qualified individuals to receive the state's hiring tax credits.
- Site selection assistance for new and expanding businesses.
- Permitting assistance for new and expanding businesses.

On September 13, 2011 (Item No. 15), the Board of Supervisors adopted Resolution No. 2011-180 amending the Memorandum of Understanding (Agreement No. 06-937) for the San Bernardino Valley Enterprise Zone ("Zone") to remove the County of San Bernardino as the Zone Manager and designate the City of San Bernardino as the new Zone Manager. The Board also authorized the transfer of any and all unobligated Zone funds to the City of San Bernardino.

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development
FUND: San Bernardino Valley Enterprise Zone

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	403,911	80,650	120,439	144,584	263,805	0	**(263,805)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	403,911	80,650	120,439	144,584	263,805	0	**(263,805)**
Reimbursements	(11,000)	(14,573)	(15,101)	0	(15,101)	0	**15,101**
Total Appropriation	392,911	66,077	105,338	144,584	248,704	0	**(248,704)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	392,911	66,077	105,338	144,584	248,704	0	**(248,704)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	99,337	57,421	102,150	0	102,150	0	**(102,150)**
Other Revenue	2,554	42,395	2,025	530	2,500	0	**(2,500)**
Total Revenue	101,891	99,816	104,175	530	104,650	0	**(104,650)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	101,891	99,816	104,175	530	104,650	0	**(104,650)**
				Fund Balance	144,054	0	**(144,054)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

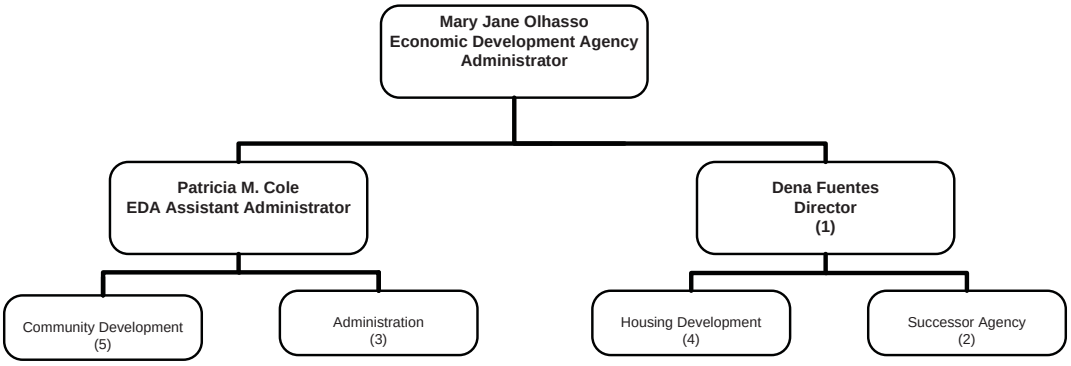
The changes in appropriation and departmental revenue from the 2011-12 modified budget reflect the transfer of all Zone funds to the City of San Bernardino and a zero budget for the San Bernardino Valley Enterprise Zone budget within the County system for 2012-13.

COMMUNITY DEVELOPMENT AND HOUSING
Patricia M. Cole (Community Development and Administration)
Dena Fuentes (Housing & Successor Agency)

MISSION STATEMENT

Community Development and Housing is a dynamic team that utilizes experience and knowledge to create and achieve a better quality of life for county residents by providing quality programs and services. In addition, the department incorporates the Housing Successor to the former Redevelopment Agency, which utilizes designated assets to develop new affordable housing units and distribute unobligated funds to the appropriate taxing entities.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Provided funding for 256 infrastructure construction projects that were completed or are currently underway.
- Provided funding for implementation and continuation of 239 social service programs that serve the needs of 35,000 county residents.
- Construction and/or rehabilitation of 226 low, moderate or middle income residential units.
- Assisted 180 households through the purchase or repair of owner occupied single family residences.
- Purchased eight (8) foreclosed properties.
- Creation of the Housing Successor and transfer of all housing assets in accordance with the Dissolution Act.
- Commenced planning to develop and implement the Bloomington Community Revitalization Effort with cities of Fontana, Rialto, Land Use Services, Library Services and the Behavioral Health departments. The Agency will leverage limited resources to prepare a community specific plan, install new infrastructure, and develop a mixed use affordable housing and community library development with the goal of stimulating future private economic reinvestment.
- Initiated the Bloomington revitalization effort by purchasing two properties for a future mixed use library and affordable housing development.
- Participate in a joint effort with Preschool Services, Health and Human Services, Workforce Development and the non-profit affordable housing community to create a pilot program assisting affordable housing residents to become financially self-sufficient.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE COMMUNITIES IN THE SAN BERNARDINO COUNTY BY FINANCING CONSTRUCTION PROJECTS AND PUBLIC SERVICES.

Objective: Provide for the Health and Social Services needs of county residents.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of county residents benefiting from public service projects.	35,387	33,317	15,000	25,000	21,000

GOAL 2: ENSURE DEVELOPMENT OF WELL PLANNED, BALANCED, AND SUSTAINABLE COMMUNITIES.

Objective A: Expand the supply of quality, safe, sanitary, and affordable housing for residents of San Bernardino County.
Objective B: Design and implementation of a comprehensive revitalization strategy for the Bloomington area.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of multi-family low, moderate or middle income units provided.	0	75	96	101	135
Number of homes purchased, repaired or rehabilitated for low, moderate and middle income persons.	265	122	160	180	0

GOAL 3: CREATE 50 REPLACEMENT HOUSING UNITS FOR LOW AND MODERATE INCOME FAMILIES.

Objective: Enter into real estate agreement for the development of an affordable housing project that will meet the former Redevelopment Agency's replacement housing requirements. Fall of 2012

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of activities taken to meet the replacement housing requirements.	N/A	N/A	New	4	8

GOAL 4: COMPLY WITH MANDATES OF ASSEMBLY BILL X1 26.

Objective: Develop an asset disposition and/or development plan for the Housing Successor's real property. Fall 2012

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of Housing asset disposition plan developed.	N/A	N/A	New	25%	75%

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Special Revenue Funds						
Community Development and Housing	52,000,681	33,858,606		18,142,075		15
Housing Successor to the Former Redevelopment Agency	29,595,565	0		29,595,565		0
Total Special Revenue Funds	81,596,246	33,858,606		47,737,640		15

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Community Development & Housing	50,040,727	42,326,556	42,021,486	75,202,782	52,000,681
Housing Successor to the Former Redevelopment Agency	0	0	0	0	29,595,565
Total	**50,040,727**	**42,326,556**	**42,021,486**	**75,202,782**	**81,596,246**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Community Development & Housing	33,447,531	23,422,053	24,926,121	56,058,843	33,858,606
Housing Successor to the Former Redevelopment Agency	0	0	0	0	0
Total	**33,447,531**	**23,422,053**	**24,926,121**	**56,058,843**	**33,858,606**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Community Development & Housing	16,593,196	18,904,503	17,095,365	19,143,939	18,142,075
Housing Successor to the Former Redevelopment Agency	0	0	0	0	29,595,565
Total	**16,593,196**	**18,904,503**	**17,095,365**	**19,143,939**	**47,737,640**

Community Development and Housing

DESCRIPTION OF MAJOR SERVICES

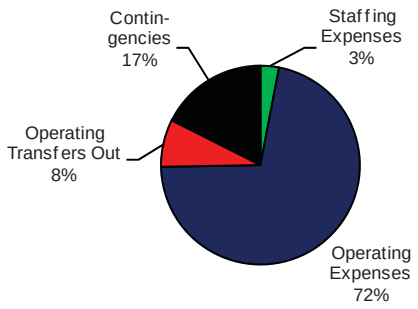
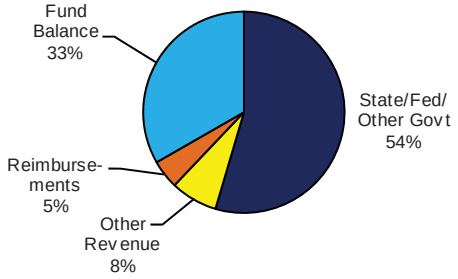
Budget at a Glance	
Total Expenditure Authority	$54,512,831
Total Sources	$36,370,756
Fund Balance	$18,142,075
Total Staff	15

The Department of Community Development and Housing (CDH) seeks to better the quality of life for the residents of the San Bernardino County by providing community and housing development resources. CDH administers the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnership Act Grant (HOME), Neighborhood Initiative Program (NIP) and Neighborhood Stabilization Program (NSP).

There are two major changes to the programs for fiscal year 2012-13. First, the funding for several Department of Housing and Urban Development (HUD) funded programs will be completed by September 2012 and will not be refunded for future years. These programs include: the one-time Neighborhood Initiative Special Grant (NISG) for the purchase of foreclosed properties, the American Recovery and Reinvestment Act (CDBG-R), and the Housing Preservation and Rapid Re-housing Program (HPRP). Second, the Emergency Solutions Grant (ESG), previously known as the Emergency Shelter Grant, will be more flexible in preventing and responding to rapid re-housing needs to homeless individuals. Veterans and other individuals who are either at risk, or who become homeless, may receive assistance under this program.

In February 2012, the department incorporated the Housing Successor to the former Redevelopment Agency of the County of San Bernardino. In response to the California State Assembly Bill1X 26, the old redevelopment fund structure was carried over to the Housing Successor to wind down housing redevelopment activities. The Housing Successor is responsible for performing the housing functions of the former Redevelopment Agency and retains all rights, power, duties and obligations. All new housing units must meet affordability and monitoring requirements.

2012-13 RECOMMENDED BUDGET

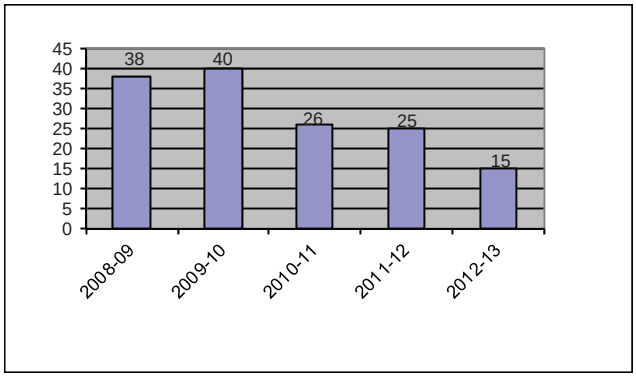
EXPENDITURE AUTHORITY	FINANCING SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	26	25	25	14
Limited Term	0	0	0	1
Total	26	25	25	15
Staffing Expenses	$2,442,861	$2,005,654	$2,005,654	$1,640,490

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	2,565,090	2,608,966	2,442,861	1,925,624	2,005,654	1,640,490	**(365,164)**
Operating Expenses	15,186,062	25,016,165	18,202,562	24,250,638	68,290,606	39,093,096	**(29,197,510)**
Capital Expenditures	19,998	28,775	0	2,653,889	4,320,000	0	**(4,320,000)**
Contingencies	0	0	0	0	0	9,564,061	**9,564,061**
Total Exp Authority	17,771,150	27,653,906	20,645,423	28,830,151	74,616,260	50,297,647	**(24,318,613)**
Reimbursements	(2,062,741)	(1,719,231)	(1,567,356)	(2,078,515)	(2,182,003)	(2,512,150)	**(330,147)**
Total Appropriation	15,708,409	25,934,675	19,078,067	26,751,636	72,434,257	47,785,497	**(24,648,760)**
Operating Transfers Out	298,775	627,762	3,269,326	2,125,321	2,768,525	4,215,184	**1,446,659**
Total Requirements	16,007,184	26,562,437	22,347,393	28,876,957	75,202,782	52,000,681	**(23,202,101)**
Departmental Revenue							
Taxes	11,717	29,479	570	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	12,831,672	18,409,390	19,275,623	27,066,713	52,521,381	29,739,815	**(22,781,566)**
Fee/Rate	2,820	1,657	14,563	7,234	0	0	**0**
Other Revenue	4,044,511	5,610,805	5,072,942	801,146	3,537,462	3,818,791	**281,329**
Total Revenue	16,890,720	24,051,331	24,363,698	27,875,093	56,058,843	33,558,606	**(22,500,237)**
Operating Transfers In	0	0	907	0	0	300,000	**300,000**
Total Financing Sources	16,890,720	24,051,331	24,364,605	27,875,093	56,058,843	33,858,606	**(22,200,237)**
				Fund Balance	19,143,939	18,142,075	**(1,001,864)**
				Budgeted Staffing	25	15	**(10)**

BUDGET CHANGES AND OPERATIONAL IMPACT

As a result of significant funding reductions, the department has a net decrease in staffing costs of approximately $365,000 due to the elimination of 14 positions, offset by the addition of 3 Successor Agency positions and 1 Extra Help Returning Retiree position. These staffing changes resulted in a major reorganization of the department and the elimination of a number of programs.

Operating expenses and capital expenditures decreased by a total of $33.5 million due primarily to the use of one-time funding for projects completed in 2011-12 and the shift of $9.6 million to contingencies for funding of future projects.

Reimbursements increased by approximately $300,000 primarily due to the reimbursements from the Successor Agency allocated staff costs.

Operating transfers out increased by $1.5 million as a result of additional projects assigned to other County departments, including Architecture and Engineering, for construction.

Departmental revenue for 2012-13 has been decreased by $16.0 million as a result of the federal allocation for the CDGB and HOME programs being reduced by 10% and 30% respectively, resulting in the elimination of various program elements. Additionally, revenue decreased by $6.0 million due to the completion of a number of one-time grant-funded projects including NISG ($1.0 million), CDBG-R ($2.0 million) and HPRP ($3.0 million).

MAJOR EXPENDITURES AND REVENUE INCLUDED IN 2012-13 RECOMMENDED BUDGET

Operating expenses and operating transfers out, of $43.0 million, relate primarily to infrastructure construction projects and community development programs funded by the department, including rehabilitation of low, moderate or middle income residential units.

Contingencies represent allocated federal funding for multi-year projects where funds will be disbursed in future fiscal years.

STAFFING CHANGES AND OPERATIONAL IMPACT

Budget reductions in 2012-13 resulted in the deletion of 14 positions; 1 Staff Analyst II, 1 Contract ECD CDBG Consultant, 5 ECD Technicians, 1 Housing Cost Estimator, 3 Office Assistant III, 1 Real Estate Specialist, 1 Supervising Fiscal Specialist and 1 Supervising ECD Analyst. This reduction in staff resulted in major restructuring and consolidation of functions within the department.

Three positions from the former Redevelopment Agency were added into the CDH 2012-13 budget to support the consolidated housing functions and handle the workload related to the Successor Agency of the County of San Bernardino Redevelopment Agency. The 2011-12 Third Quarter Budget Report added 1 Extra Help position to help with the workload of winding down programs that have been eliminated.

The dissolution of the Redevelopment Agency (RDA) resulted in 3 RDA positions being transferred to the Department of Community Development and Housing.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Community Development	5	0	5	5	0	0	5
Housing Development	4	1	5	5	0	0	5
Administration	3	0	3	3	0	0	3
Successor Agency	2	0	2	2	0	0	2
Total	14	1	15	15	0	0	15

Community Development

	Classification
1	Supervising ECD Analyst
3	Economic Development Analyst II
1	Economic Development Technician
5	Total

Housing Development

	Classification
1	Director
1	Deputy Director
1	Economic Development Analyst II
1	Housing Cost Estimator
1	PSE - Returning Retiree
5	Total

Administration

	Classification
1	Administrative Supervisor II
1	Executive Secretary II
1	Fiscal Specialist
3	Total

Successor Agency

	Classification
1	Deputy Director
1	Staff Analyst II
2	

Housing Successor to the Former Redevelopment Agency

DESCRIPTION OF MAJOR SERVICES

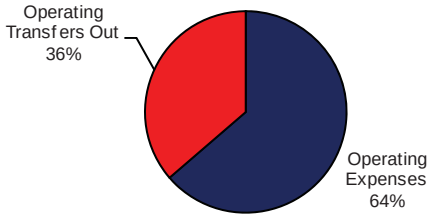
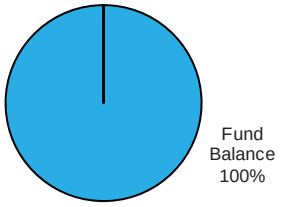
On June 29, 2011, the Governor signed Assembly Bill X1 26 (Dissolution Act) as part of the State's budget package and on December 29, 2011 the California Supreme Court upheld this legislation. The Dissolution Act mandates the elimination of every redevelopment agency in California, effective February 1, 2012 and mandates all unobligated funds be distributed to the appropriate taxing entities.

Budget at a Glance

Total Expenditure Authority	$29,595,565
Total Sources	$0
Fund Balance	$29,595,565
Total Staff	0

The Housing Successor retained the former redevelopment agency's rights, power, duties and obligations. The former redevelopment agency purchased a variety of low and moderate income single family homes as part of a site assemblage program to remove incompatible uses within a heavy industrial area. The Housing Successor is responsible for replacing 50 units for Low-Moderate Income families. The Housing Successor, in concert with the Department of Community Development and Housing is leveraging housing and federal funds to initiate a major revitalization effort in the Bloomington community. The funds to finance the replacement of this statutory obligation are allocated through the Recognized Obligation Payment Schedule and approved by the County of San Bernardino's Successor Agency and Oversight Board.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Communitty Development and Housing
FUND: Housing Successor

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	203,722	0	18,841,538	**18,841,538**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	203,722	0	18,841,538	**18,841,538**
Reimbursements	0	0	0	(141,350)	0	0	**0**
Total Appropriation	0	0	0	62,372	0	18,841,538	**18,841,538**
Operating Transfers Out	0	0	0	997,016	0	10,754,027	**10,754,027**
Total Requirements	0	0	0	1,059,388	0	29,595,565	**29,595,565**
Departmental Revenue							
Taxes	0	0	0	1,140,600	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	108,660	0	0	**0**
Total Revenue	0	0	0	1,249,260	0	0	**0**
Operating Transfers In	0	0	0	29,405,693	0	0	**0**
Total Financing Sources	0	0	0	30,654,953	0	0	**0**
				Fund Balance	0	29,595,565	**29,595,565**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

The Housing Successor is a newly created budget unit partially replacing the former Redevelopment Agency. Previous budgets for the Redevelopment Agency contained four budget units, one for each project area. The Housing Successor consolidates the housing portions of these previous budget units into one new budget unit.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $18.8 million include unobligated bond proceeds of $12.7 million, transfers for replacement housing of $4.9 million and general fund loan repayment of $1.2 million.

Operating transfers out of $10.8 million represents available fund balance.

STAFFING CHANGES AND OPERATIONAL IMPACT

This budget unit contains no direct staffing costs. The staffing for the Housing Successor is comprised of three positions, budgeted within Community Development and Housing (CDH). The Housing Successor will reimburse CDH for staffing costs based upon time studies.

SUCCESSOR AGENCY TO THE COUNTY OF SAN BERNARDINO REDEVELOPMENT AGENCY
Dena Fuentes

MISSION STATEMENT

Successor Agency manages the dissolution of the former Redevelopment Agency of the County of San Bernardino in a fiscally responsible manner that ensures that the ongoing liabilities are respected and the assets are sold in such a manner that benefits the taxing entities.

2010-11 AND 2011-12 ACCOMPLISHMENTS

- Created the Successor Agency in accordance with the Supreme Court deadlines.
- Transferred the housing assets to the Housing Successor.
- Submitted the Enforceable Obligations Schedule and Draft Recognized Obligation Schedules in accordance with the Dissolution Act within the very limited timeframes set forth by the Supreme Court.
- Established the County of San Bernardino's Oversight Board.
- Conducted a series of Oversight Board and Successor Agency meetings to review and approve the Recognized Obligations Payment Schedules and proposed administrative budget.
- Created new budgetary authorities and accounts.
- Obtained approval to continue to fund three important capital projects totaling $10.7 million and a replacement housing project commitment of $4.9 million.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: TO COMPLY WITH THE MANDATES OF ASSEMBLY BILL X1 26.

Objectives: Complete a Dissolution Finance Plan, Create and implement an Asset Disposition Plan and Ensure that the Recognized Obligation Payment Schedule for January through June 2012 is approved by the Successor Agency, Oversight Board and Department of Finance.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of dissolution activities completed to meet required deadlines.	N/A	N/A	New	4	8

GOAL 2: TO WORK TOWARD COMPLETION OF CAPITAL PROJECTS APPROVED BY THE DEPT OF FINANCE.

Objective: Work toward completing the capital projects; I-10 at Cherry Avenue Interchange, Cherry Avenue Widening and San Bernardino Avenue Improvements.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of capital projects completed.	N/A	N/A	New	40%	50%

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Special Revenue Fund						
Successor Agency to the County of San Bernardino Redevelopment Agency	64,591,815	17,372,289		47,219,526		0
Total Special Revenue Fund	64,591,815	17,372,289		47,219,526		0

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Successor Agency to the County of San Bernardino Redevelopment Agency	0	0	0	0	64,591,815
Total	**0**	**0**	**0**	**0**	**64,591,815**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Successor Agency to the County of San Bernardino Redevelopment Agency	0	0	0	0	17,372,289
Total	**0**	**0**	**0**	**0**	**17,372,289**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Successor Agency to the County of San Bernardino Redevelopment Agency	0	0	0	0	47,219,526
Total	**0**	**0**	**0**	**0**	**47,219,526**

Successor Agency to the County of San Bernardino Redevelopment Agency

DESCRIPTION OF MAJOR SERVICES

On June 29, 2011, the Governor signed Assembly Bill X1 26 (Dissolution Act) as part of the State's budget package and on December 29, 2011, the California Supreme Court upheld this legislation. The Dissolution Act mandates the elimination of every redevelopment agency in California, effective February 1, 2012, and mandates all unobligated funds be distributed to the appropriate taxing entities.

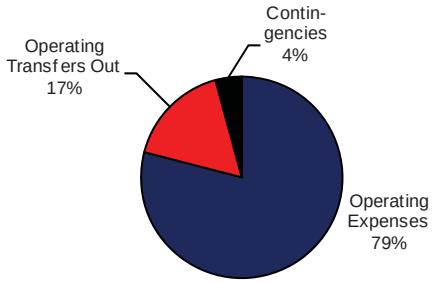
Budget at a Glance

Total Expenditure Authority	$64,591,815
Total Sources	$17,372,289
Fund Balance	$47,219,526
Total Staff	0

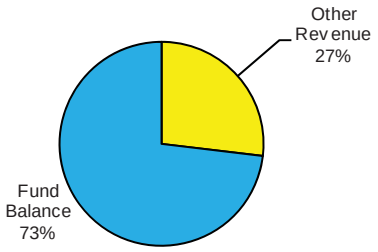
Provide support to the Successor Agency and the Oversight Board in managing the dissolution of the former redevelopment agency. This includes the payment of all outstanding enforceable obligations, preparing and adopting the Recognized Obligation Payment Schedules, completing the bond funded projects within the former redevelopment project areas, disposing of agency assets, and developing a Dissolution Financing Plan.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Successor Agency
FUND: Successor Agency

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	5,800,304	0	51,045,845	**51,045,845**
Capital Expenditures	0	0	0	898,962	0	0	**0**
Contingencies	0	0	0	0	0	2,715,000	**2,715,000**
Total Exp Authority	0	0	0	6,699,266	0	53,760,845	**53,760,845**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	6,699,266	0	53,760,845	**53,760,845**
Operating Transfers Out	0	0	0	0	0	10,830,970	**10,830,970**
Total Requirements	0	0	0	6,699,266	0	64,591,815	**64,591,815**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	51,204,670	0	10,425,900	**10,425,900**
Total Revenue	0	0	0	51,204,670	0	10,425,900	**10,425,900**
Operating Transfers In	0	0	0	2,714,122	0	6,946,389	**6,946,389**
Total Financing Sources	0	0	0	53,918,792	0	17,372,289	**17,372,289**
				Fund Balance	0	47,219,526	**47,219,526**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

The Successor Agency is a newly created budget unit partially replacing the former Redevelopment Agency. Previous budgets for the Redevelopment Agency have contained four budget units, one for each project area. The Successor Agency consolidates the non-housing portions of these previous budget units into one new budget unit.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $51.0 million include services and supplies, central services, travel, debt service payments and payments to other County departments for services rendered. These expenses include project costs of $15.8 million, bond debt service of $6.8 million, prior pass-through payments of $2.8 million, repayment to the Housing Successor of $2.7 million as well as available fund balance.

Contingencies of $2.7 million represent General Fund loan proceeds for the Cedar Glen project area not released by the board.

Operating transfers out and operating transfers in of $6.8 million represent funds transferred from the operating funds to the debt service funds where the bond payment is made. Additionally operating transfers out include available fund balance for the operating funds.

Departmental revenue of $17.3 million includes funding from Redevelopment Property Tax Trust Fund (RPTTF) as established by Assembly Bill X1 26.

Due to the close out of the Redevelopment Agency, only expenditures reported on the Recognized Obligation Payment Schedules (ROPS), subject to the California Department of Finance approval, are reported in the budget unit. Revenue is provided through the RPTTF limited by the requirements of the ROPS and the property tax increment generated in the former project areas.

STAFFING CHANGES AND OPERATIONAL IMPACT

This budget unit contains no direct staffing costs. The Successor Agency is staffed by positions budgeted within Community Development and Housing (CDH). The Successor Agency will reimburse CDH for staffing costs based upon time studies.

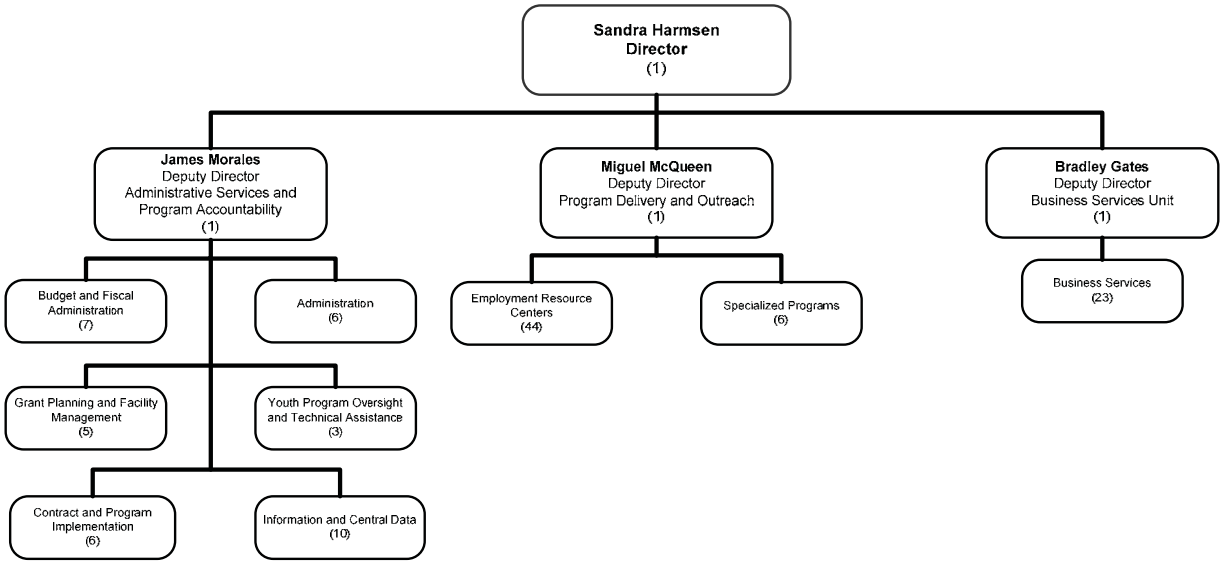
The dissolution of the Redevelopment Agency (RDA) resulted in all 9 RDA positions being transferred to the Department of Community Development and Housing. As part of the clean-up process, 6 positions are being deleted in the 2012-13 budget, 5 Development Specialist positions and 1 Executive Secretary position and the remaining 3 positions are added into the CDH 2012-13 budget..

WORKFORCE DEVELOPMENT
Sandra Harmsen

MISSION STATEMENT

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

ORGANIZATIONAL CHART



2010-11 and 2011-12 ACCOMPLISHMENTS

- Met or exceeded federal and state performance standards under the Workforce Investment Act Adult and Youth Programs.
- Enrolled 3,456 county residents into certified training programs.
- Posted 24,528 job openings in the Workforce Investment Network.
- Assisted 945 local businesses through workshops and consulting services for marketing, cost cutting, process improvement and human resources.
- Referrals for On-the-Job Training positions resulted in 456 executed contracts.
- Performed 31 Rapid Response on-site visits, assisted 3,876 affected by layoffs.
- Received two (2) National Association of Counties (NACo) awards for collaboration to provide training for in-home caregivers and for a summer youth employment program.
- Launched the Workforce Access Matrix in partnership with the Alliance for Education to link unfilled jobs to local training institutions.
- Launched www.sbcountyjobops.com to help youth connect with workforce programs career opportunities.
- Aligned Workforce Investment Board Strategic Plan with Countywide Vision.
- Established and funded business support programs to provide layoff aversion to struggling companies through specialized services and expertise in process improvement strategies.
- Participated with the County Sheriff's Department and multiple stakeholders under the New Start program to serve pre-release inmates to enable parolees to find employment and reestablish themselves. The County's New Start has one of the highest reported job placement rates for this program in the state.

- Partnered with multiple departments and agencies to provide workforce services to job seekers including, Preschool Services to provide training and employment services to parents of children enrolled in the Head Start program; Department of Aging and Adult Services to address job and readiness skills; Department of Behavioral Health to recruit licensed health workers to address local mental health services needs, to provide job readiness skills, and summer employment experience to foster youth; Transitional Assistance Department to provide job referral services to their clients; Probation Department under the Gateway program to counsel and provide job readiness skills to youth; Department of Veterans Affairs and other stakeholders to help veterans build careers through customized vocational training programs including green industry sectors; and Riverside County to develop targeted strategies in delivering local workforce services.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE EMPLOYABILITY OF COUNTY RESIDENTS THROUGH SERVICES PROVIDED.

Objective: Provide Workforce Investment Act (WIA) Services to County residents.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of County resident enrollments.	24,379	23,327	23,000	22,660	21,000

This objective was selected based on the role the department plays in the overall Countywide vision and economic development strategies of the county and the Economic Development Agency. This objective was influenced by federal and state mandated performance outcomes and funding levels made available from the department's primary funding source. The Workforce Development Department (WDD) has provided employment services and assistance to over 22,000 county residents who are seeking employment and training opportunities and resources. These resources are made available across the designated county region and outlying areas by way of Employment Resource Centers located throughout the county. The 2012-2013 target is slightly reduced as service demand is expected to wane in response to changing economic climate.

GOAL 2: INCREASE AWARENESS IN THE BUSINESS COMMUNITY OF THE SERVICES AVAILABLE THROUGH WORKFORCE DEVELOMENT DEPARTMENT.

Objective A: Increase number of businesses contacted by staff by 10%.
Objective B: Make presentations at chamber of commerce functions, job fairs and business events and coordinate business-related workshops.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of businesses contacted.	4,339	2,876	3,164	3,381	3,719

In 2011-12 WDD held a series of workshops for businesses which focused on creating, maintaining and growing jobs in the county. Experts conducting the workshops provided information on marketing techniques, reducing operating costs and increasing sales revenues. During the year, 945 businesses attended these workshops. WDD also provided layoff aversion services to local businesses through contracted business advisors who provided customized business and process improvement plans, resulting in 480 retained jobs. In 2012-13, WDD plans to continue to develop and provide workshops that are responsive to the needs of local businesses and to participate in regional education/business collaborations to identify the training needs of the business community.

GOAL 3: ALIGN WORKFORCE DEVELOPMENT, ECONOMIC DEVELOPMENT, EDUCATION AND FUNDING STRATEGIES TO ENHANCE THE COMPETITIVENESS OF SAN BERNARDINO COUNTY'S WORKFORCE AND SUPPORT POSITIVE ECONOMIC GROWTH.

Objective A: Participate in regular meetings of stakeholders to align strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.

Objective B: Diversify funding sources available for demand driven training services to include sources other than WIA funding.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Actual	2012-13 Target
3A. Number of regular meetings of stakeholders for the purpose of aligning strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.	6	6	6	6	6
3B. Number of new funding sources available for demand driven training services to include sources other than WIA allocation from the Department of Labor.	5	5	2	5	3

WDD understands its role to provide support to residents and businesses in San Bernardino County by working to develop a well-trained workforce that meets the demand of local businesses and enhances the potential for future development. WDD has partnered with other counties, cities and educational institutions for a regional approach to identify business needs and areas of growth. WDD will continue to strengthen existing and forge new partnerships and will aggressively seek additional funding sources to continue to provide targeted training for the County's workforce to enhance the competitiveness of local businesses.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Special Revenue Fund						
Workforce Development	21,620,583	21,620,583		0		114
Total Special Revenue Fund	21,620,583	21,620,583		0		114

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Workforce Development	12,493,181	25,318,326	23,471,089	25,381,184	21,620,583
Total	**12,493,181**	**25,318,326**	**23,471,089**	**25,381,184**	**21,620,583**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Workforce Development	12,529,260	25,452,708	23,692,723	24,937,759	21,620,583
Total	**12,529,260**	**25,452,708**	**23,692,723**	**24,937,759**	**21,620,583**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Workforce Development	(36,079)	(134,382)	(221,634)	443,425	0
Total	**(36,079)**	**(134,382)**	**(221,634)**	**443,425**	**0**

Workforce Development

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

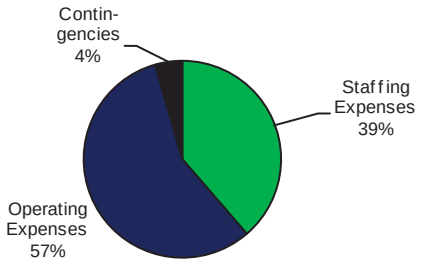
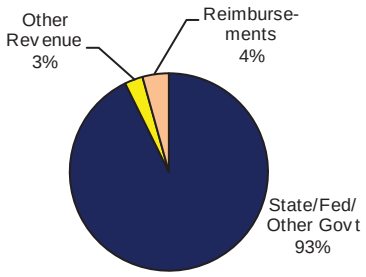
Total Expenditure Authority	$22,591,140
Total Sources	$22,591,140
Fund Balance	$0
Total Staff	114

The Workforce Development Department (WDD) provides services to job seekers, incumbent workers, entrepreneurs and employers through Workforce Investment Act (WIA) funding from the Department of Labor. The department's Employment Resource Centers provide services that are delivered to job seekers and businesses throughout the county. These Centers are strategically placed in three of the county's economic regions. In addition, services are provided through two additional State of California Workforce Services Centers. Services delivered include job search, skills assessments, vocational training, job readiness skills, connection to employers, and assisting businesses with outreach services, recruitment efforts and retention.

In a strategic decision to bolster the county's employers, a portion of federal dollars is dedicated to fund business support programs. Support is provided to employers in danger of closing by a Business Resource Team (BRT). The BRT is made up of individuals who meet with businesses throughout the County to provide recruitment and job training assistance, disseminate information, solve problems, and identify economic issues. The BRT matches struggling companies on the verge of closing with experts in process improvement strategies. Understanding that increased employment opportunities enhance the quality of life for residents, WDD supports the countywide vision and strives to ensure that the needs of local businesses are met by providing them with a skilled workforce.

The Workforce Investment Board (WIB) administratively oversees the programs offered through the department. The WIB's focus has been on demand industry sectors, and the WIB has worked diligently with businesses to target these demand occupations and high growth industries. The WIB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the County Board of Supervisors.

2012-13 RECOMMENDED BUDGET

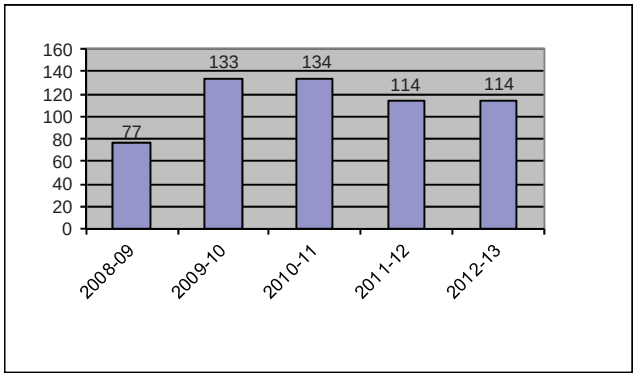
EXPENDITURE AUTHORITY	FINANCING SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	99	99	99	100
Limited Term	35	6	15	14
Total	134	105	114	114
Staffing Expenses	$8,818,615	$7,944,006	$8,101,560	$8,736,457

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Workforce Development
FUND: Workforce Development

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	5,339,336	6,970,256	8,818,615	7,682,676	8,101,560	8,736,457	**634,897**
Operating Expenses	9,633,316	21,773,447	26,303,948	16,846,768	16,383,304	12,854,683	**(3,528,621)**
Capital Expenditures	89,324	37,077	45,000	0	0	0	**0**
Contingencies	0	0	2,305,114	0	1,917,954	1,000,000	**(917,954)**
Total Exp Authority	15,061,976	28,780,780	37,472,677	24,529,444	26,402,818	22,591,140	**(3,811,678)**
Reimbursements	(632,687)	(3,193,298)	(10,207,088)	(2,199,047)	(1,021,634)	(970,557)	**51,077**
Total Appropriation	14,429,289	25,587,482	27,265,589	22,330,397	25,381,184	21,620,583	**(3,760,601)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	14,429,289	25,587,482	27,265,589	22,330,397	25,381,184	21,620,583	**(3,760,601)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	13,683,468	24,824,100	27,017,198	20,895,012	24,473,940	20,948,000	**(3,525,940)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	486,602	548,449	470,025	991,960	463,819	672,583	**208,764**
Total Revenue	14,170,070	25,372,549	27,487,223	21,886,972	24,937,759	21,620,583	**(3,317,176)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	14,170,070	25,372,549	27,487,223	21,886,972	24,937,759	21,620,583	**(3,317,176)**
				Fund Balance	443,425	0	**(443,425)**
				Budgeted Staffing	114	114	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses has a net increase of approximately $635,000 from the 2011-12 modified budget, and reflects the addition of contract staffing in the second quarter budget adjustment report. The department had adequate appropriation in the 2011-12 budget, due to vacancies, to cover the cost of the additional positions. The additions enable the department to participate in the AB109 Public Safety Realignment Plan which extends employment services to ‘low risk’ parolees.

Operating expenses decreased by $3.5 million due to the completion of multiple grant funded projects. In addition, contingencies also decreased by approximately $900,000 due to the programming of the second year of services.

Departmental revenue decreased by $3.3 million reflecting the completion of projects associated with one-time funding.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $8.7 million fund 114 budgeted positions.

Operating expenses of $12.9 million include direct program services to clients of $9.0 million and costs associated with the department's three Employment Resource Centers such as rent, computers/hardware/software and office supplies; staff travel and training costs; professional services; insurance; county vehicle usage.

Reimbursements of $1.0 million represent payments from other departments for program services provided through various Memoranda of Understanding.

State, federal, or government aid of $20.9 million represents funding the department receives from various state and federal allocations and competitive grants.

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2012-13, the department will delete a Contract Fiscal Specialist and Contract Staff Analyst I position, reflecting completion of associated projects. Additionally, an Automated Systems Technician position was transferred from the Economic Development Agency to align the position with the workload. In the 2011-12 Third Quarter Budget Report, an Extra Help position was added to assist with existing projects and workload.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Executive Office	3	2	5	5	0	0	5
Administrative Services	31	3	34	26	8	0	34
Program Delivery and Outreach	42	9	51	48	3	0	51
Business Services Unit	24	0	24	22	2	0	24
Total	100	14	114	101	13	0	114

Executive Office

	Classification
1	Director of Workforce Development
1	Workforce Investment Board Aide
1	Executive Secretary II
1	Office Assistant III
1	Extra Help (Policy Advisor)
5	Total

Administrative Services

	Classification
1	Deputy Director
1	Secretary I
1	Administrative Supervisor II
1	Administrative Supervisor I
7	Staff Analyst II
9	Staff Analyst I
7	Workforce Development Technician
1	Automated Systems Technician
1	Accountant II
1	Accounting Technician
1	Fiscal Specialist
2	Fiscal Assistant
1	Office Assistant III
34	Total

Program Delivery and Outreach

	Classification
1	Deputy Director
3	Workforce Development Supervisor II
3	Workforce Development Supervisor I
35	Workforce Development Specialist
3	Workforce Development Technician
6	Office Assistant II
51	Total

Business Services Unit

	Classification
1	Deputy Director
2	Workforce Development Supervisor I
1	Business Resource Specialist
19	Workforce Development Specialist
1	Workforce Development Technician
24	Total

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FISCAL SUMMARY

GENERAL FUND	Page #	Appropriation	Revenue	Net County Cost	Staffing
ASSESSOR/RECORDER/COUNTY CLERK	136	21,770,606	6,563,500	15,207,106	216
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	146	37,078,261	27,026,066	10,052,195	285
TOTAL GENERAL FUND		58,848,867	33,589,566	25,259,301	501

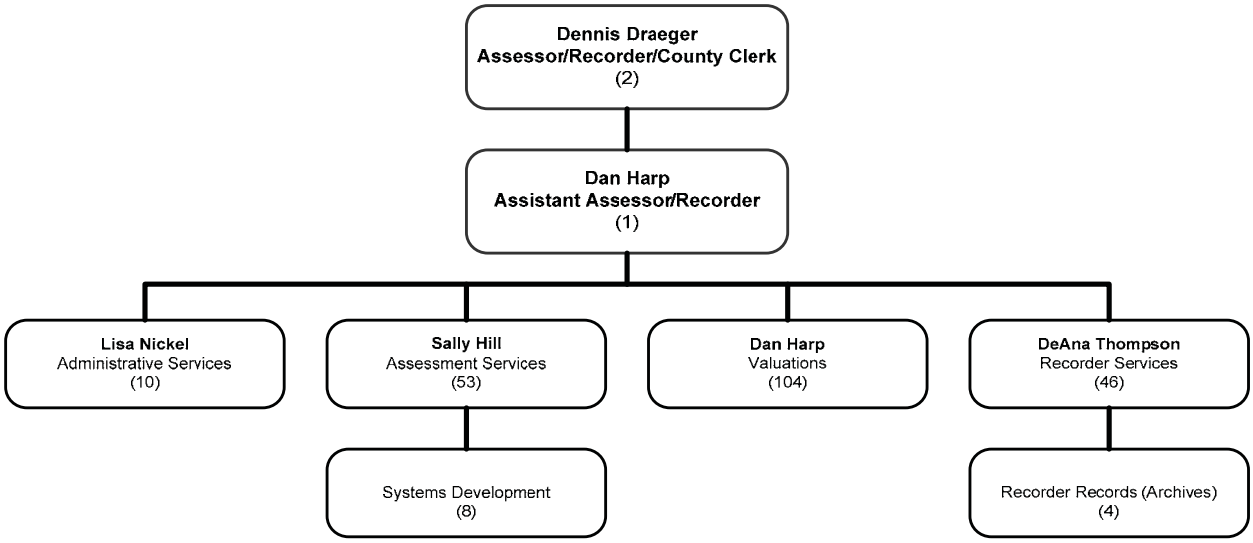
SPECIAL REVENUE FUNDS	Page #	Appropriation	Revenue	Fund Balance	Staffing
ASSESSOR/RECORDER/COUNTY CLERK: SPECIAL REVENUE FUNDS - CONSOLIDATED	142	9,360,927	3,614,919	5,746,008	12
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION MAINTENANCE	152	269,219	85,800	183,419	0
TOTAL SPECIAL REVENUE FUNDS		9,630,146	3,700,719	5,929,427	12

ASSESSOR/RECORDER/COUNTY CLERK
Dennis Draeger

MISSION STATEMENT

The Assessor/Recorder/County Clerk performs mandated assessment, recording and County clerk functions for public benefit in a manner that is fair, informative, and with uniform treatment. It is necessary as a means of revenue generation in order to fund essential public services and efficiently operate county and state government.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Integrated the AES Comparable Sales application into the Property Information Management System (PIMS) for greater efficiency and the ability to save data for future reference. This application also includes the ability to add photos to PIMS, thus saving appraisal time and increasing information available for the assessment process.
- Electronic filing (e-SDR) of annual business property statements by business owners increased 30% from the previous year. E-filing streamlines the process for the taxpayers and the Assessor's Office. The Assessor further capitalized on the benefits of business property statement e-filing by giving business owners who have used the e-filing system the option of not receiving paper statements (571L), thus reducing printing and mailing costs.
- Developed applications to electronically store appeal related images.
- Moved the Assessor's Yucca Valley district office from a leased facility to the Joshua Tree Government Center, greatly improving public access to services.
- Over 100 Assessor staff members participated in the County's Energy Saver Power Strip program, saving the County $21 annually per employee and reducing energy waste.
- Appointed Dan Harp as Assistant Assessor/Recorder. The assistant position had been vacant for 2 years. This appointment provides vital personnel and budget oversight as well as strategic planning for both the Assessor and Recorder functions.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PUBLISH THE ANNUAL ASSESSMENT ROLL TIMELY AND ACCURATELY.

Objective A: Process changes of ownership.
Objective B: Establish a value for appraisable events.
Objective C: Apply timely filed exemptions.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
1A. Completion percentage of change of ownership documents received for each assessment year.	99.9%	99.9%	95.5%	95.5%	95.5%
1B. Completion percentage of appraisable events received for each assessment year (e.g. change of ownership, new construction, etc.).	98.4%	99%	99%	99%	99%
1C. Completion percentage of timely filed claims for exemption (e.g. homeowner's, welfare church, etc.) received for each assessment year.	99.9%	99.6%	95.5%	95.5%	95.5%

The Assessor/Recorder/County Clerk continues to reflect the status of the real estate market on the assessment roll. Changes in ownership resulting in decline in assessed values continue to be posted; however, published supplemental rolls have reflected modest positive assessed totals. Overall, assessed values are declining at a slower pace. In 2010, the assessment roll declined 4.5% compared to 2009, and the 2011 assessment roll declined only 0.87%. Timely filed claims for homeowners decreased 1% and institutional exemptions have slightly increased (3%) from 2010 to 2011.

GOAL 2: MAINTAIN A HIGH LEVEL OF RECORDER SERVICES WHILE RESPONDING TO CHANGES IN REGULATIONS AND LAW.

Objective A: Maintain a high quality of service in current offices.
Objective B: Identify and comply with all legislative mandates.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
2A. Every document received is processed within the established standard.	99%	95%	99%	99%	99%
2B. Compliance percentage in meeting deadlines for legislative directives.	100%	100%	100%	100%	100%

The priority of the Recorder function is to maintain a high quality level of service to the public while responding to the various changes in laws and regulations, as well as meeting deadlines for implementation. The first objective is to record, file, or process each document within the established standard for that document. Measurement 2A allows for a 1% error rate due to the volume of documents being processed. Customer service is enhanced when all service standards are met. The Recorder's Office is committed to responding to the ever-changing legislative and administrative regulations, including changes to marriage regulations, social security number truncation, and new regulations regarding mortgages and mechanic's liens. Meeting the state's changing mandates and deadlines is an ongoing challenge.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Assessor/Recorder/County Clerk	21,770,606	6,563,500	15,207,106			216
Total General Fund	21,770,606	6,563,500	15,207,106			216
Special Revenue Funds						
Recorder Special Revenue Funds - Consolidated	9,360,927	3,614,919		5,746,008		12
Total Special Revenue Funds	9,360,927	3,614,919		5,746,008		12
Total - All Funds	31,131,533	10,178,419	15,207,106	5,746,008		228

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Assessor/Recorder/County Clerk	19,138,707	16,410,047	17,909,126	20,026,859	21,770,606
Systems Development	16,380,504	12,515,096	10,290,230	8,540,017	3,743,855
Vital Records	655,244	765,625	863,395	914,821	887,795
Recorder Records	1,034,032	1,306,567	1,488,363	1,571,280	1,256,163
Electronic Recording	587,620	623,348	933,322	1,096,392	1,091,678
Social Security Number Truncation	695,792	1,164,482	1,564,602	2,053,020	2,381,436
Total	**38,491,899**	**32,785,165**	**33,049,038**	**34,202,389**	**31,131,533**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Assessor/Recorder/County Clerk	1,050,000	895,818	3,470,815	5,348,400	6,563,500
Systems Development	2,504,529	2,090,730	2,337,984	2,239,000	2,196,041
Vital Records	165,839	142,788	131,813	132,000	125,684
Recorder Records	485,000	467,341	451,670	471,454	418,907
Electronic Recording	485,000	459,464	446,468	465,430	422,304
Social Security Number Truncation	485,000	492,707	490,121	500,652	451,983
Total	**5,175,368**	**4,548,848**	**7,328,871**	**9,156,936**	**10,178,419**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Assessor/Recorder/County Clerk	18,088,707	15,514,229	14,438,311	14,678,459	15,207,106
Total	**18,088,707**	**15,514,229**	**14,438,311**	**14,678,459**	**15,207,106**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Systems Development	13,875,975	10,424,366	7,952,246	6,301,017	1,547,814
Vital Records	489,405	622,837	731,582	782,821	762,111
Recorder Records	549,032	839,226	1,036,693	1,099,826	837,256
Electronic Recording	102,620	163,884	486,854	630,962	669,374
Social Security Number Truncation	210,792	671,775	1,074,481	1,552,368	1,929,453
Total	**15,227,824**	**12,722,088**	**11,281,856**	**10,366,994**	**5,746,008**

Assessor/Recorder/County Clerk

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

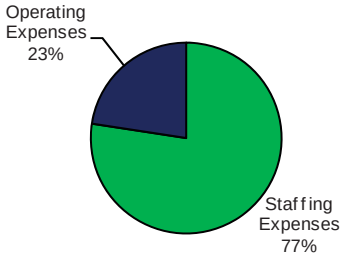
Total Expenditure Authority	$22,811,373
Total Sources	$7,604,267
Net County Cost	$15,207,106
Total Staff	216
Funded by Net County Cost	67%

Under California law, the Assessor/Recorder/County Clerk establishes a value for all locally taxable property including residential, commercial, business and personal property. The Assessor/Recorder/County Clerk's office maintains current records on approximately 753,641 parcels of real property, 33,731 business property accounts and 33,883 other assessments including boats, aircraft, and manufactured homes. The Assessor's office also administers property tax exemptions including homeowners, veteran, disabled veteran, church, religious, and welfare exemptions, as well as exclusions including parent-to-child and senior/disabled persons transfer of base year value.

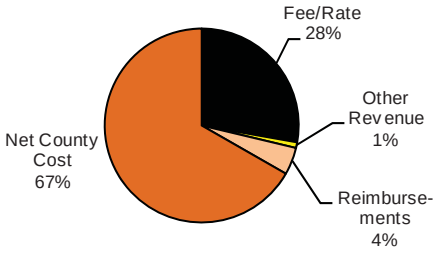
The Valuations division is responsible for real, personal, business and special property valuations and assessment appeals. District offices provide public assistance regarding questions of ownership, mailing addresses, parcel numbers and assessed values. The Assessment Services division provides mapping, change of ownership, change of address, data entry services, public information services, and computer systems maintenance and development. The Administrative Services division provides fiscal, payroll, mail services, and facility support. The Recorder Services division accepts all documents for recording that comply with applicable recording laws. Official records are maintained evidencing ownership and encumbrances of real and personal property and other miscellaneous records. The Recorder Services division is also responsible for County Archives and County Clerk functions. County Archives maintains historical records for the county. County Clerk maintains records as they relate to vital statistics, fictitious business names, and other records that are required by the State to be filed with the County Clerk.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

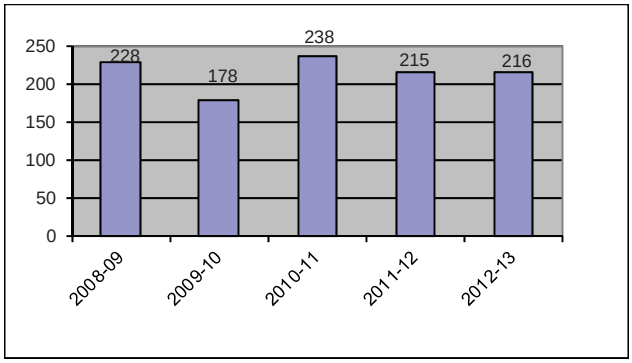


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	237	219	214	216
Limited Term	1	1	1	0
Total	238	220	215	216
Staffing Expenses	$14,672,926	$16,056,137	$16,056,137	$17,642,653

5-YEAR STAFFING TREND



FISCAL

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: General

BUDGET UNIT: AAA ASR
FUNCTION: General
ACTIVITY: Finance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	15,437,368	13,433,612	14,672,925	16,150,535	16,056,137	17,642,653	**1,586,516**
Operating Expenses	3,462,401	2,974,435	3,207,612	6,097,662	6,238,684	5,148,720	**(1,089,964)**
Capital Expenditures	0	0	67,807	34,285	0	20,000	**20,000**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	18,899,769	16,408,047	17,948,344	22,282,482	22,294,821	22,811,373	**516,552**
Reimbursements	0	0	(39,553)	(1,905,160)	(2,267,962)	(1,040,767)	**1,227,195**
Total Appropriation	18,899,769	16,408,047	17,908,791	20,377,322	20,026,859	21,770,606	**1,743,747**
Operating Transfers Out	29,713	0	0	0	0	0	**0**
Total Requirements	18,929,482	16,408,047	17,908,791	20,377,322	20,026,859	21,770,606	**1,743,747**
Departmental Revenue							
Taxes	74,770	53,006	24,875	16,546	35,000	16,500	**(18,500)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	874,544	514,358	3,220,307	5,553,860	5,065,700	6,335,000	**1,269,300**
Other Revenue	263,867	328,454	225,669	211,661	247,700	212,000	**(35,700)**
Total Revenue	1,213,181	895,818	3,470,851	5,782,067	5,348,400	6,563,500	**1,215,100**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,213,181	895,818	3,470,851	5,782,067	5,348,400	6,563,500	**1,215,100**
Net County Cost	17,716,301	15,512,229	14,437,940	14,595,255	14,678,459	15,207,106	**528,647**
				Budgeted Staffing	215	216	**1**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation is increasing by $1.7 million primarily as a result of the elimination of the proposed work week reduction and staff being fully budgeted at 80 hours per pay period in 2012-13. Operating expenses are reduced primarily due to a reduction in transfers to the Auditor-Controller/Treasurer/Tax Collector for reimbursement of information technology (IT) staffing and operating expenses as these positions and functions have been transferred to the Assessor/Recorder/County Clerk's Systems Development budget unit for 2012-13. Reimbursements are also reduced as a result of the transfer of information technology related costs to the Systems Development budget unit, as these costs were reimbursed from this budget unit in prior years. Departmental revenue is increasing due to recommended fee increases.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $17,642,653 fund 216 positions. Operating expenses consist primarily of printing and taxpayer notice mailing costs, COWCAP, and systems development charges for the Property Information Management System (PIMS). Capital expenditures of $20,000 fund the replacement of flooring at the Recorder offices. Reimbursements of $1,040,767 are primarily from the Recorder special revenue funds for administrative costs.

Departmental revenue of $6,563,500 includes fees for recording and County Clerk services, special assessments, transfers of ownership, and PIMS access.

STAFFING CHANGES AND OPERATIONAL IMPACT

The 2012-13 budget includes the reclassification of 2 Appraiser IIs to Appraiser IIIs and 1 Auditor-Appraiser II to Auditor-Appraiser III, as well as the addition of 1 Supervising Auditor Appraiser, 1 Staff Analyst II, and 1 Appraiser III position. The reclassifications and additional Supervising Auditor Appraiser will result in increased oversight to assure quality work, while the new Appraiser III position in the Assessment Appeals unit will ensure that appeals are completed within the statutory timeframe, preventing valuations from being lowered without the County's input. The Staff Analyst II position will assist with preparation and oversight of the department's budgets and assume some of the duties formerly completed by an Accountant III in the Auditor-Controller/Treasurer/Tax Collector's Office, which was reimbursed by this budget unit. The Accountant III will no longer be performing Recorder functions, so the reimbursement has been eliminated for 2012-13. The 3 new positions are offset by the reduction of 1 Contract PIMS Analyst, and 1 Auditor-Appraiser III.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management & Administrative Services	12	0	12	11	0	1	12
Assessment Services	53	0	53	51	2	0	53
Valuations	104	0	104	98	4	2	104
Recorder Services	47	0	47	39	8	0	47
Total	216	0	216	199	14	3	216

Management & Administrative Services

	Classification
1	Assessor/Recorder
1	Assistant Assessor/Recorder
1	Executive Secretary III
1	Administrative Supervisor II
1	Staff Analyst II
1	Staff Analyst I
1	Payroll Specialist
1	Accountant II
3	Fiscal Assistant
1	Office Assistant III
12	Total

Assessment Services

	Classification
1	Chief of Assessment Services
1	Supervising Office Specialist
2	Supervising Office Assistant
1	Office Specialist
13	Office Assistant III
4	Office Assistant II
1	Supv Title Trans Technician II
1	Supv Title Transfer Technician I
3	Title Transfer Technician II
14	Title Transfer Technician I
1	Cadastral Services Supervisor
1	Cadastral Drafting Technician III
2	Cadastral Drafting Technician II
3	Cadastral Drafting Technician I
1	Business Systems Analyst III
1	Business Systems Analyst II
2	Automated Systems Analyst I
1	Automated Systems Technician
53	Total

Valuations

	Classification
1	Chief Appraiser
3	Principal Appraiser
8	Supervising District Appraiser
10	Appraiser III
10	Appraiser II
30	Appraiser I
13	Appraisal Technician
2	Supervising Auditor Appraiser
2	Auditor-Appraiser III
9	Auditor-Appraiser II
15	Office Assistant III
1	Office Assistant II
104	Total

Recorder Services

	Classification
1	County Clerk
1	Chief Deputy Recorder
1	Secretary I
1	Staff Analyst I
2	Legal Document Coordinator
2	Legal Document Supervisor
2	Lead Legal Document Classifier
21	Legal Document Classifier II
15	Legal Document Classifier I
1	Office Assistant II
47	Total

Recorder Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Total Expenditure Authority	$9,425,995
Total Sources	$3,679,987
Fund Balance	$5,746,008
Total Staff	12

Systems Development was established to support, maintain and modernize the creation, retention and retrieval of information in the county's system of recorded documents. Revenue includes fees collected pursuant to Government Code Section 27361 on legal documents.

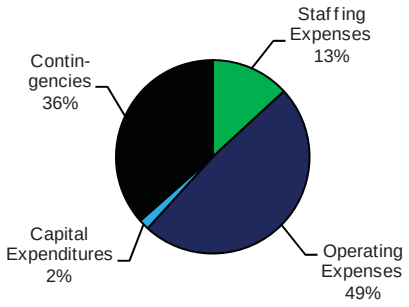
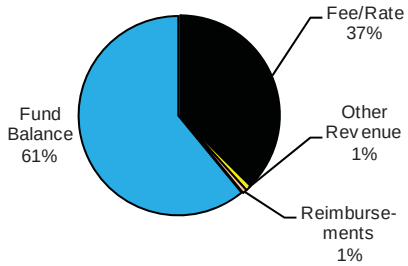
Vital Records was established to support vital records operation and retention, including the improvement and automation of vital records systems. Revenue includes fees collected for certified copies of vital statistics records pursuant to Health and Safety Code Section 10605.3. There is no staffing associated with this budget unit.

Recorder Records was established to defray the cost of storing, restoring, and imaging the County Recorder's documents. The primary service provided by this budget unit is the maintenance, repair and imaging digitization of the County Recorder's documents. Revenue includes fees collected pursuant to Government Code Section 27361 on legal documents.

Electronic Recording was established by Government Code Section 27279.1 to authorize the County of San Bernardino to accept electronic transmission of recordable documents and the Recorder has been recording electronic documents since 2004. Government Code Section 27397 authorized all California counties to accept electronic transmission of recordable documents subject to regulation set forth by the Attorney General. In 2007, the Board approved a joint powers agreement (JPA) for the California e-Recording Transaction Network Authority (CERTNA). This budget unit was established to support participation in the JPA. Revenue includes fees collected pursuant to Government Code Section 27397 regarding electronic recording delivery systems such as official records evidencing ownership and encumbrances of real and personal property, and other miscellaneous records. There is no staffing associated with this budget unit.

Social Security Number Truncation was established to defray the cost of implementing Government Code Section 27301 which requires local governments to truncate the first five digits of social security numbers (SSN) that appear in records that may be disclosed to the public. The law requires the Recorder to implement the SSN truncation program for all records back to 1980. The primary service provided by this budget unit is the review of all recorded documents, flagging of high-value personal information, truncation of the first five digits of the SSN, and the creation of a separate index and images for public view. Phase 1 began with all the documents recorded since January 2009. Phase 2 will require a professional services contract for the documents from 1980 through 2008. The index and images of the original recorded documents will be maintained in their entirety. Revenue includes fees collected pursuant to Government Code Section 27301. There is no staffing associated with this budget unit.

2012-13 RECOMMENDED BUDGET

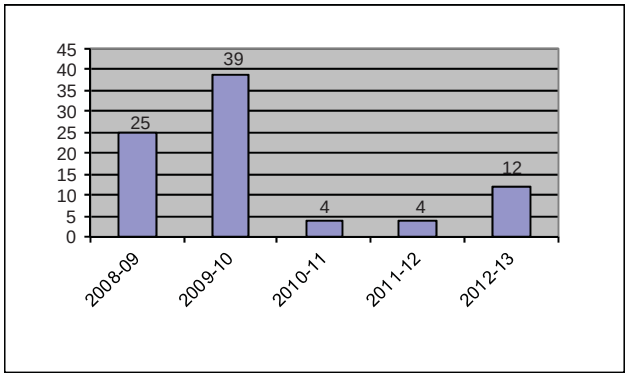
EXPENDITURE AUTHORITY	SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	4	4	4	12
Limited Term	0	0	0	0
Total	4	4	4	12
Staffing Expenses	$258,536	$296,599	$326,297	$1,240,720

5-YEAR STAFFING TREND



FISCAL

FISCAL

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: Recorder Special Revenue Funds - Consolidated

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	1,675,412	1,730,575	258,535	276,970	326,297	1,240,720	**914,423**
Operating Expenses	3,847,382	3,262,916	3,908,584	4,014,619	7,296,407	4,579,321	**(2,717,086)**
Capital Expenditures	296,010	267,995	24,460	12,174	225,924	165,000	**(60,924)**
Contingencies	0	0	0	0	2,401,970	3,440,954	**1,038,984**
Total Exp Authority	5,818,804	5,261,486	4,191,579	4,303,763	10,250,598	9,425,995	**(824,603)**
Reimbursements	(3,745)	0	(6,564)	(65,068)	(75,068)	(65,068)	**10,000**
Total Appropriation	5,815,059	5,261,486	4,185,015	4,238,695	10,175,530	9,360,927	**(814,603)**
Operating Transfers Out	1,000,000	0	600,919	4,000,000	4,000,000	0	**(4,000,000)**
Total Requirements	6,815,059	5,261,486	4,785,934	8,238,695	14,175,530	9,360,927	**(4,814,603)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	3,593,589	3,659,566	3,753,003	3,527,831	3,701,000	3,527,831	**(173,169)**
Other Revenue	124,038	108,539	105,125	89,878	107,536	87,088	**(20,448)**
Total Revenue	3,717,627	3,768,105	3,858,128	3,617,709	3,808,536	3,614,919	**(193,617)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,717,627	3,768,105	3,858,128	3,617,709	3,808,536	3,614,919	**(193,617)**
				Fund Balance	10,366,994	5,746,008	**(4,620,986)**
				Budgeted Staffing	4	12	**8**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation is decreasing by $4.8 million primarily due to a one-time expense in 2011-12 in the Systems Development budget unit to fund the cost of including Recording functionality in the new Universal Property Tax System. In addition, staffing expenses are increased as a result of the transfer of 8 information technology (IT) related positions from the Auditor-Controller/Treasurer/Tax Collector's budget unit to the Systems Development budget unit. Operating expenses are reduced due to a reduction in scope of an imaging project. Departmental revenue is expected to decrease due to current economic conditions.

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Fund Balance	Staffing
Special Revenue Funds				
Systems Development	3,743,855	2,196,041	1,547,814	8
Vital Records	887,795	125,684	762,111	0
Recorder Records	1,256,163	418,907	837,256	4
Electronic Recording	1,091,678	422,304	669,374	0
Social Security Number Truncation	2,381,436	451,983	1,929,453	0
Total Special Revenue Funds	9,360,927	3,614,919	5,746,008	12

Systems Development includes $3,743,855 in appropriation to fund 8 IT related positions, and costs for document indexing/imaging, computer hardware, software and associated maintenance, and includes $562,011 in budgeted contingencies. Departmental revenue of $2,196,041 is from Recorder modernization fees.

Vital Records includes $887,795 in appropriation to fund computer software, printing and other professional services, costs to accommodate Recorder services into existing Assessor office locations, and includes $568,048 in budgeted contingencies. Departmental revenue of $125,684 is from vital and health statistic fees.

Recorder Records includes $1,256,163 in appropriation for staffing expenses to fund 4 positions, costs associated with preservation efforts, and includes $417,145 in budgeted contingencies; departmental revenue of $418,907 is from records fees and anticipated interest earnings.

Electronic Recording includes $1,091,678 in appropriation for computer hardware and CERTNA related expenses, and includes $535,768 in budgeted contingencies; departmental revenue of $422,304 is from electronic recording fees and anticipated interest earnings.

Social Security Number Truncation includes $2,381,436 in appropriation to fund the cost of truncating records as required by law, and includes $1,357,982 in budgeted contingencies; departmental revenue of $451,983 is from redaction fees and anticipated interest earnings.

STAFFING CHANGES AND OPERATIONAL IMPACT

The 2012-13 budget reflects the transfer of the following 8 positions from the Auditor-Controller/Treasurer/Tax Collector's budget unit to the Systems Development budget unit: 1 Business Applications Manager, 1 Business Systems Analyst III, 2 Programmer Analyst IIIs, 3 Automated Systems Analyst Is and 1 Automated Systems Technician. Expenses for these positions were previously reimbursed to the Auditor-Controller/Treasurer/Tax Collector so there should not be any resulting impact.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Systems Development	8	0	8	6	2	0	8
Recorder Records	4	0	4	3	1	0	4
Total	12	0	12	9	3	0	12

Systems Development

	Classification
1	Business Applications Manager
1	Business Systems Analyst III
2	Programmer Analyst III
3	Automated Systems Analyst I
1	Automated Systems Technician
8	Total

Recorder Records

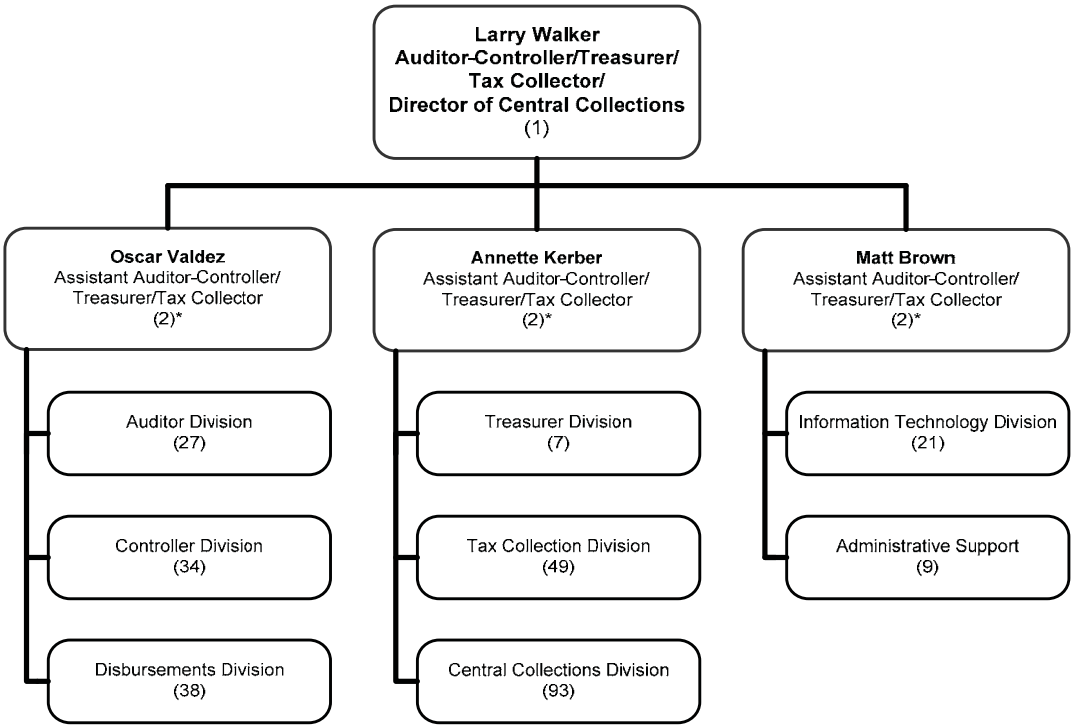
	Classification
1	Archives Program Administrator
1	Archives Analyst
1	Archives Technician
1	Storekeeper
4	Total

AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR
Larry Walker

MISSION STATEMENT

The Office of the Auditor-Controller/Treasurer/Tax Collector processes, safeguards, and provides information regarding county financial activities, manages the county treasury pool, collects and distributes property taxes and other obligations owed to county agencies and courts with integrity, independent judgment, and courteous, outstanding service that is accessible to citizens, businesses, and other public agencies. We are accurate, fair, timely and innovative in the use of technology to enhance services throughout the County.

ORGANIZATIONAL CHART



*Includes one secretary position

2010-11 AND 2011-12 ACCOMPLISHMENTS

- Received the most recent annual Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting, 23rd consecutive year for 2009-10.
- During 2011-12, electronic funds transfer (EFT) vendor payments increased by 22%, from 1,644 to 2,000.
- During 2010-11, e-Pay property tax payments increased by 11%, from 189,311 in 2009-10 to 209,768 in 2010-11.
- San Bernardino County reported a 77% recovery rate for court-ordered debt and was the sixth highest county in the state for gross dollars collected.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE TIMELY AND ACCURATE FINANCIAL INFORMATION.

Objective: Maintain and improve the financial accounting processes and reporting.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Received Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes

The objective is to maintain the financial accounting system and to improve the internal processes for accounting and reporting.

In a measurable aspect of the commitment to provide timely and accurate financial information regarding the finances of the County, the Auditor-Controller/Treasurer/Tax Collector has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for 23 consecutive years for the Comprehensive Annual Financial Report (CAFR), including the most current award for 2009-10. The 2010-11 report has been submitted to the GFOA and the department is confident it continues to conform to the Certificate of Achievement Program requirements, and anticipates receiving the award.

GOAL 2: MANAGE THE COUNTY TREASURY IN A SAFE, EFFECTIVE AND EFFICIENT MANNER.

Objective: Maintain the highest possible credit rating from the three major rating agencies for the county investment pool.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
County investment pool rating	Moody's – Aaa, S&P – AAAf, and Fitch – AAA.	Moody's – Aaa, S&P – AAAf, and Fitch – AAA	Moody's – Aaa, S&P – AAAf, and Fitch – AAA	Moody's – Aaa*, S&P – AA+s*, and Fitch – AAA	Fitch – AAA

The primary goal of the treasury function is to provide for safe and effective management of the cash and investments in the county investment pool. The objective selected to meet this goal is the maintenance of the highest possible credit rating in compliance to the County Investment Policy. The achievement of this objective will demonstrate the department's ability to effectively meet the goal of a safe and effective treasury. As guardian of the public's money, we employ conservative county investment policies, focused on the principles of safety, liquidity and yield.

*Ratings effective through March 31, 2012. During 2011-12, the County made the decision to terminate the rating contracts with Moody's and Standard and Poor's for a cost savings of $60,000 annually.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Auditor-Controller/Treasurer/Tax Collector	37,078,261	27,026,066	10,052,195			285
Total General Fund	37,078,261	27,026,066	10,052,195			285
Special Revenue Fund						
Redemption Maintenance	269,219	85,800		183,419		0
Total Special Revenue Fund	269,219	85,800		183,419		0
Total - All Funds	37,347,480	27,111,866	10,052,195	183,419		285

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Auditor-Controller/Treasurer/Tax Collector	39,961,950	38,143,630	34,607,550	33,757,029	37,078,261
Redemption Maintenance	179,486	180,350	182,140	268,647	269,219
Total	**40,141,436**	**38,323,980**	**34,789,690**	**34,025,676**	**37,347,480**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Auditor-Controller/Treasurer/Tax Collector	20,316,913	23,918,402	24,126,528	24,086,883	27,026,066
Redemption Maintenance	6,704	2,587	1,790	86,500	85,800
Total	**20,323,617**	**23,920,989**	**24,128,318**	**24,173,383**	**27,111,866**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Auditor-Controller/Treasurer/Tax Collector	19,645,037	14,225,228	10,481,022	9,670,146	10,052,195
Total	**19,645,037**	**14,225,228**	**10,481,022**	**9,670,146**	**10,052,195**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Redemption Maintenance	172,782	177,763	180,350	182,147	183,419
Total	**172,782**	**177,763**	**180,350**	**182,147**	**183,419**

Auditor-Controller/Treasurer/Tax Collector

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$37,646,090
Total Sources	$27,593,895
Net County Cost	$10,052,195
Total Staff	285
Funded by Net County Cost	27%

The Office of the Auditor-Controller/Treasurer/Tax Collector (ATC) is responsible for providing the county and its constituents with a variety of accounting, collections, and investment services.

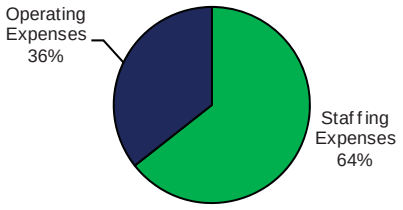
The Auditor and Controller Divisions record the collections and perform the accounting, reporting, claims and audits of all county financial activities to ensure sound financial management. They are also responsible for the compilation of property tax rates, developing and implementing accounting systems and standards, conducting operational risk assessment reviews, and administering the Countywide Cost Allocation Plan. The Disbursements Division is responsible for vendor payments, payroll services, Employee Management and Compensation System (EMACS) development, and revenue disbursements to taxing agencies.

The Treasurer Division performs the County's treasury function including the investment of all County and School District funds within the County investment pool and associated banking services. The Treasurer currently manages assets of $3.8 - $4.7 billion. The Tax Collector Division collects property taxes for all County taxing entities which amounted to a little over $2.1 billion in property taxes and other fees in 2011-12.

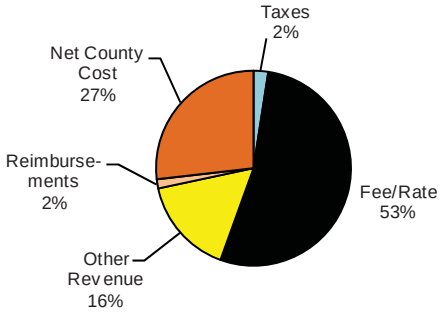
The Central Collections Division provides collection services for the county, collecting nearly $58.0 million for the year ending June 30, 2012, including collection of court-ordered payments and Arrowhead Regional Medical Center's delinquent accounts receivable.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

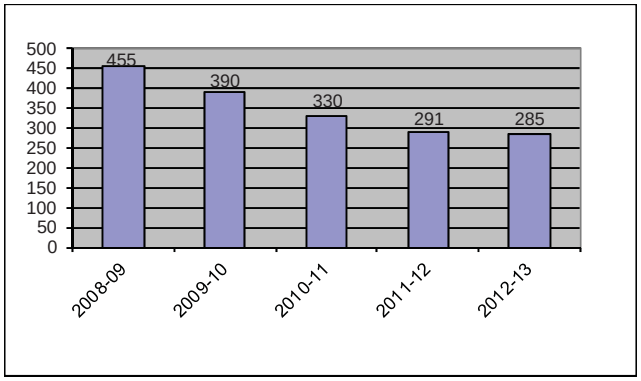


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	314	297	288	282
Limited Term	16	3	3	3
Total	330	300	291	285
Staffing Expenses	$24,350,112	$22,815,676	$22,815,676	$24,178,495

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: General

BUDGET UNIT: AAA ATX
FUNCTION: General
ACTIVITY: Finance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	26,022,082	24,458,313	24,350,111	22,513,293	22,815,676	24,178,495	**1,362,819**
Operating Expenses	10,921,875	13,826,130	11,778,908	12,195,391	12,548,285	13,367,595	**819,310**
Capital Expenditures	74,076	8,691	92,306	125,000	125,000	100,000	**(25,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	37,018,033	38,293,134	36,221,325	34,833,684	35,488,961	37,646,090	**2,157,129**
Reimbursements	(1,425,899)	(1,430,338)	(1,614,279)	(1,420,717)	(1,731,932)	(567,829)	**1,164,103**
Total Appropriation	35,592,134	36,862,796	34,607,046	33,412,967	33,757,029	37,078,261	**3,321,232**
Operating Transfers Out	100,000	0	0	0	0	0	**0**
Total Requirements	35,692,134	36,862,796	34,607,046	33,412,967	33,757,029	37,078,261	**3,321,232**
Departmental Revenue							
Taxes	383,710	442,760	307,060	845,000	945,000	910,000	**(35,000)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	357,262	216,455	90,018	276,190	54,500	150,481	**95,981**
Fee/Rate	19,407,665	19,717,110	18,347,152	17,662,115	18,588,640	19,904,937	**1,316,297**
Other Revenue	249,731	2,999,989	5,382,219	4,934,469	4,498,743	6,060,648	**1,561,905**
Total Revenue	20,398,368	23,376,314	24,126,449	23,717,774	24,086,883	27,026,066	**2,939,183**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	20,398,368	23,376,314	24,126,449	23,717,774	24,086,883	27,026,066	**2,939,183**
Net County Cost	15,293,766	13,486,482	10,480,597	9,695,193	9,670,146	10,052,195	**382,049**
				Budgeted Staffing	291	285	**(6)**

BUDGET CHANGES AND OPERATIONAL IMPACT

During 2011-12, legislation enacted by the passing of AB26x1-Dissolution of Redevelopment Agencies (RDAs) - has greatly impacted the Controller Division of the ATC. Due to this new legislation, the Property Tax section has assumed the additional duties of interpreting and calculating the complex statutory and negotiated pass-through agreements of all former countywide RDAs, currently represented by 26 Successor Agencies. In addition to managing more than 150 agreements, the Property Tax section is also collecting each agency's Recognized Obligation Payment Schedule (ROPS), and incorporating Department of Finance adjustments to make payments to the Successor Agencies from each of their respective Property Tax Trust funds, in accordance with legislation.

Major appropriation changes include an increase in staffing expenses primarily due to the dissolution of the proposed work schedule reduction in 2011-12 for SBPEA represented employees; an increase of $1.2 million in banking fees for the County's treasury pool; and a $400,000 department-wide decrease in central computer infrastructure data processing charges from the Information Services Department.

Major revenue changes include a $1.2 million increase in cost-reimbursement revenue for the treasury pool relating to the increase in banking fees, a $500,000 increase resulting in reimbursement of costs for the ongoing duties pertaining to the AB26x1 legislation, and an increase of $700,000 in Central Collections to fund budgeted expenses.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses make up the majority of expenditures in this budget unit. These expenses are necessary to provide accounting, collections, and investment services to County departments and constituents. Departmental revenue primarily represents fee/rate and cost-reimbursement revenue generated by services provided.

STAFFING CHANGES AND OPERATIONAL IMPACT

Budgeted staffing has been reduced by 9 positions; 8 information technology positions were transferred to the Assessor/Recorder/Clerk, and 1 Recurrent Office Assistant II was eliminated. These reductions are partially offset by the addition of the following 3 positions: 1 Accountant III and 1 Accountant II for the Controller Division due to the new AB26x1 legislation, and 1 Internal Auditor IV in the Audit Division to perform more complex audits.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management	7	0	7	7	0	0	7
Administrative Support	9	0	9	9	0	0	9
Information Technology Division	21	0	21	21	0	0	21
Auditor Division	27	0	27	21	5	1	27
Controller Division	32	2	34	31	1	2	34
Disbursements Division	38	0	38	35	3	0	38
Treasurer Division	7	0	7	7	0	0	7
Tax Collection Division	48	1	49	47	2	0	49
Central Collections Division	93	0	93	84	9	0	93
Total	282	3	285	262	20	3	285

Management

	Classification
1	Elected Auditor-Controller/Treasurer/Tax Collector
3	Assistant Auditor-Controller/Treasurer/Tax Collector
3	Executive Secretary III
7	Total

Administrative Support

	Classification
1	Administrative Supervisor I
1	Special Projects Administrator
1	ATC Building Coordinator
1	Accountant III
1	Payroll Specialist
1	Fiscal Specialist
2	Office Assistant III
1	Office Assistant II
9	Total

Treasurer Division

	Classification
1	Cash Manager/Investment Officer
1	Assistant Cash Manager/Investment Officer
2	Investment Analyst
1	Treasurer Office Manager
1	Accounting Technician
1	Fiscal Assistant
7	Total

Auditor Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary I
2	Auditor-Controller Manager
1	Supervising Accountant III
2	Supervising Internal Auditor III
2	Systems Accountant III
4	Systems Accountant II
1	Internal Auditor IV
5	Internal Auditor III
5	Accountant III
2	Accountant II
1	Accounting Technician
27	Total

Tax Collection Division

	Classification
1	Tax Collection Manager
1	Tax Collector Accounting Manager
1	Tax Sale Manager
1	Supv Accounting Technician
7	Collections Officer
5	Accounting Technician
3	Supervising Office Assistant
3	Fiscal Specialist
9	Fiscal Assistant
7	Office Assistant III
11	Office Assistant II
49	Total

Information Technology Division

	Classification
1	Departmental IS Administrator
1	Secretary I
2	Business Applications Manager
2	Business Systems Analyst III
2	Department Systems Engineer
4	Programmer Analyst III
1	Programmer III
2	Automated Systems Analyst II
3	Automated Systems Analyst I
3	Automated Systems Technician
21	Total

Controller Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary I
2	Auditor-Controller Manager
2	Supervising Accountant III
1	Supervising Fiscal Specialist
1	Systems Accountant II
2	Internal Auditor III
7	Accountant III
2	Accountant II
4	Accounting Technician
1	Fiscal Specialist
3	Fiscal Assistant
4	Office Assistant III
1	Office Assistant II
2	Public Service Employee
34	Total

Disbursements Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary I
2	Auditor-Controller Manager
1	EMACS Manager
1	Supervising Accountant III
1	Supervising Accountant II
3	Supervising ATC Payroll Technician
1	Systems Procedures Analyst II
2	Systems Procedures Analyst I
1	Systems Accountant II
2	Accountant III
1	Staff Analyst I
1	Accounting Technician
5	ATC Payroll Technician
4	Fiscal Specialist
5	Fiscal Assistant
5	Office Assistant III
1	Office Assistant II
38	Total

Central Collections Division

	Classification
1	Director of Central Collections
1	Chief Central Collections
1	Secretary II
1	Auditor-Controller Manager
1	Chief Collections Supervisor
2	Supervising Accountant II
2	Accountant III
1	Accountant II
6	Supervising Collections Officer
1	Supervising Fiscal Specialist
54	Collections Officer
2	Accounting Technician
1	Fiscal Specialist
5	Fiscal Assistant
3	Office Assistant III
11	Office Assistant II
93	Total

Redemption Maintenance

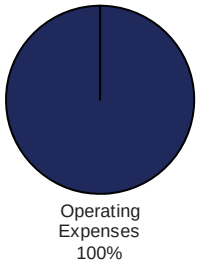
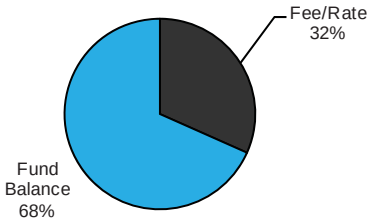
DESCRIPTION OF MAJOR SERVICES

The Redemption Maintenance budget unit was established to defray the costs of maintaining the redemption and tax-defaulted files, and the costs of administering and processing the claims for excess tax sale proceeds. Revenue includes unclaimed excess tax sale proceeds collected pursuant to Revenue and Taxation Code 4674.

Budget at a Glance

Total Expenditure Authority	$269,219
Total Sources	$85,800
Fund Balance	$183,419
Total Staff	0

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

FISCAL

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: Redemption Maintenance

BUDGET UNIT: SDQ TTX
FUNCTION: General
ACTIVITY: Finance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	268,647	269,219	**572**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	268,647	269,219	**572**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	268,647	269,219	**572**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	268,647	269,219	**572**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	85,000	85,000	**0**
Other Revenue	4,981	2,587	1,797	1,272	1,500	800	**(700)**
Total Revenue	4,981	2,587	1,797	1,272	86,500	85,800	**(700)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,981	2,587	1,797	1,272	86,500	85,800	**(700)**
				Fund Balance	182,147	183,419	**1,272**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

No significant changes in the 2012-13 Budget.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Transfers of $269,219 represent a reimbursement to the Auditor-Controller/Treasurer/Tax Collector's general fund budget unit for staffing expenses and operating expenses for work related to the processing of excess tax sale proceeds.

Departmental revenue of $85,800 represents revenue from unclaimed excess tax sale proceeds trust funds and anticipated interest earnings.

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ARROWHEAD REGIONAL MEDICAL CENTER
SUMMARY

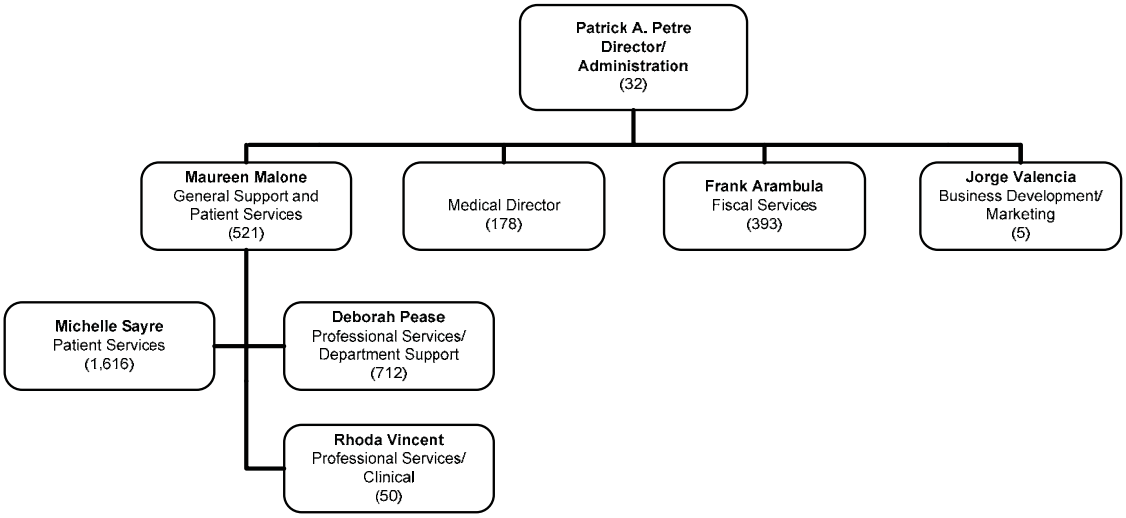
ENTERPRISE FUNDS	Page #	Appropriation	Revenue	Revenue Over (Under) Exp	Staffing
ARROWHEAD REGIONAL MEDICAL CENTER SUMMARY	155				
ARROWHEAD REGIONAL MEDICAL CENTER	156	428,667,537	429,198,732	531,195	3,507
MEDICAL CENTER LEASE PAYMENTS	166	42,090,345	42,090,345	0	0
TOTAL ENTERPRISE FUNDS		470,757,882	471,289,077	531,195	3,507

ARROWHEAD REGIONAL MEDICAL CENTER
Patrick Petre

MISSION STATEMENT

The San Bernardino County Arrowhead Regional Medical Center is a safety net hospital with the primary mission of providing quality healthcare—a basic necessity of humankind—to the residents of San Bernardino County. We continuously strive to improve the health of the communities we serve and become the provider of choice for healthcare delivery and education.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Opened new state-of-the-art, environmentally-friendly Medical Office Building, September 2010
- Opened the Co-location Westside Family Health Clinic, March 2012
- Opened two additional Nursing Units on the Sixth floor
- Low Income HealthCare Program started January 1, 2012
- Health Care Facilities Accreditation Program (HFAP) – Arterial Blood Gas Laboratory
- New Post-Graduate training program for Emergency Room Physician Assistants
- American Heart Association, “Fit Friendly” designation, Gold Level
- California Department of Public Health (CDPH) – Patient Safety Survey
- American Society of Health System Pharmacists – Residency Accreditation Survey
- Health Care Facilities Accreditation Program (HFAP) – Accreditation Survey
- Implemented the Incentive Plan second year milestones

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROMOTE AND INCREASE COMMUNITY COLLABORATION AND INVOLVEMENT TO ENHANCE ACCESS TO CARE.

Objective: *Collaborate with other county departments to maximize Low Income Health Program (LIHP). This program will optimize existing resources providing medical care to enrollees previously part of the County's W&I §17000 Medically Indigent Adult program. Allow such designated departments to coordinate care to draw down federal matching dollars at a rate of 50% of cost. These funds will have the effect of reducing commensurate Safety Net Care Pool dollars, but overall provide for improved coordinated care that will equate to better patient outcomes.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Enrollment in the LIHP – ArrowCare.	N/A	N/A	20,000	12,000	20,000

GOAL 2: INCENTIVE PLAN

Objective: *The Incentive Plan, formerly known as Delivery System Reform Incentive Plan is a detailed plan for Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Required completion of all milestones of the four major categories to receive funding.	N/A	N/A	100%	100%	100%

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Enterprise Funds						
Arrowhead Regional Medical Center	428,667,537	429,198,732			531,195	3,507
Medical Center Lease Payments	42,090,345	42,090,345			0	0
Total Enterprise Funds	470,757,882	471,289,077			531,195	3,507

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Arrowhead Regional Medical Center	371,221,218	372,926,039	396,785,107	415,228,976	428,667,537
Medical Center Lease Payments	57,492,452	43,218,264	43,790,480	41,825,808	42,090,345
Total	**428,713,670**	**416,144,303**	**440,575,587**	**457,054,784**	**470,757,882**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Arrowhead Regional Medical Center	368,673,065	373,079,834	402,444,177	415,085,350	429,198,732
Medical Center Lease Payments	56,690,631	42,416,443	42,988,659	41,825,808	42,090,345
Total	**425,363,696**	**415,496,277**	**445,432,836**	**456,911,158**	**471,289,077**

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Arrowhead Regional Medical Center	(2,548,153)	153,795	5,659,070	(143,626)	531,195
Medical Center Lease Payments	(801,821)	(801,821)	(801,821)	0	0
Total	**(3,349,974)**	**(648,026)**	**4,857,249**	**(143,626)**	**531,195**

Arrowhead Regional Medical Center

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Total Expenditure Authority	$428,667,537
Total Sources	$429,198,732
Rev Over/(Under) Exp	$531,195
Total Staff	3,507

Arrowhead Regional Medical Center (ARMC) is a state-of-the-art acute care facility embracing advanced technology in all patient and support areas. ARMC offers the latest in patient care by providing a full range of inpatient and outpatient services, three off campus and one on campus community health centers, Department of Behavioral Health's inpatient activities and numerous specialty services. Freeway access, shuttle service and close proximity to an Omnitrans bus hub make ARMC convenient to county residents.

ARMC and Behavioral Health facilities are comprised of 456 (90 in Behavioral Health and 366 in ARMC) inpatient rooms, most of which are private. The Emergency Department is a Level II Trauma Center and consists of 15 observation rooms, 8 treatment rooms, 3 law enforcement holding rooms, 8 trauma rooms and a 9 bay Rapid Medical Emergent Treatment area to expedite treatment and improve throughput. The helicopter landing area can accommodate both standard Medi-Vac helicopters and military helicopters. The outpatient care center consists of 109 examination rooms and 8 procedure rooms.

The campus houses five buildings which also serve to outline the definitive services/medical center functions: Behavioral Health, Hospital, Outpatient Care Center, Diagnostic & Treatment and the Central Plant.

Inpatient Care: Inpatient services provide curative, preventative, restorative and supportive care for general and specialty units within the General Acute Care Hospital, Behavioral Health Hospital and Home Health. Care is coordinated among multiple care providers responsible for patient care twenty-four hours a day. Nursing functions as a primary interface with patients, families and others, and is often the interpreter for the hospital experience and treatment plan. Education is a primary focus, and ARMC offers numerous Residency Programs for the training of physicians in Family Practice, Emergency Medicine, Surgery, Neurosurgery, Women's Health, and Internal Medicine.

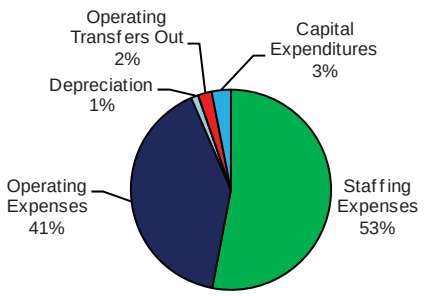
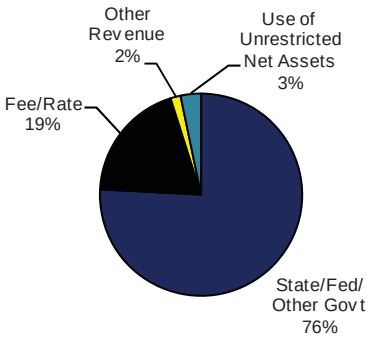
Outpatient Services: Outpatient Care is an integral part of our multifaceted healthcare delivery system offering a wide range of emergency, primary, preventive, chronic, follow-up and specialty care in an ambulatory care setting. Visits have exceeded 250,000 annually exclusive of the Emergency Room volume. Mobile services have been expanded to one Mobile Clinic and two Breath Mobile units for a total of three. This will allow clinical services to be delivered in outlying areas and county emergencies when it is needed.

ARMC has worked diligently with the California Association of Public Hospitals to maximize funding for Medi-cal and uninsured patients under disproportionate share and safety net care pool sources. These sources are provided primarily through the California section 1115 Waiver. The initial five year Waiver ended at the end of 2009-10. The new Waiver deal was implemented in November 2010. The impact of the new Waiver will increase funding, but not without new costs for infrastructure and performance to achieve outcomes.

Under the new Waiver, counties had the opportunity to develop coverage initiatives by implementing a Low Income Health Plan (LIHP). The County of San Bernardino created a collaborative of community stakeholders and county departments including Behavioral Health, Human Services, and Public Health that implemented the county's LIHP, ArrowCare. The contract with the Center for Medicare and Medicaid Services (CMS) was approved and started January 1, 2012. ARMC has been a key component in service delivery in the LIHP for physical medicine, and will be working with other county departments in preparing, through this program, for the transition to Health Care Reform in 2014. Incrementally, funding under the LIHP only represents a change in the financing mix and will net to zero since many of the current medically indigent patients in the will now be part of the LIHP.

A new funding source provided under the waiver, the Incentive Plan, is an innovative approach to provide an improved delivery system. The Incentive Plan will provide Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety. Incentive Plan funding is strictly tied to results and meeting of transformation milestones.

2012-13 RECOMMENDED BUDGET

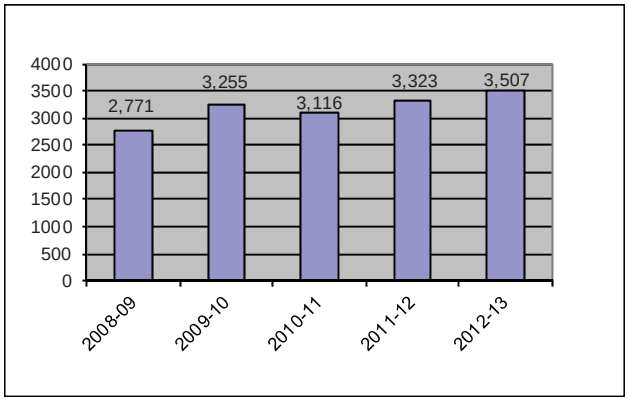
EXPENDITURE AUTHORITY	SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Adopted
Regular	2,356	2,451	2,544	2,648
Limited Term	760	774	779	859
Total	3,116	3,225	3,323	3,507
Staffing Expenses	$201,506,225	$213,537,902	$218,097,337	$234,420,563

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administrative/Executive
DEPARTMENT: Arrowhead regional Medical Center
FUND: Medical Center

BUDGET UNIT: EAD MCR
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	203,139,752	200,762,686	201,506,225	215,606,040	218,097,337	234,420,563	**16,323,226**
Operating Expenses	165,903,110	198,507,388	168,352,555	172,452,710	183,122,335	179,180,768	**(3,941,567)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	369,042,862	399,270,074	369,858,780	388,058,750	401,219,672	413,601,331	**12,381,659**
Reimbursements	(10,000)	(5,521)	(12,500)	0	0	0	**0**
Total Appropriation	369,032,862	399,264,553	369,846,280	388,058,750	401,219,672	413,601,331	**12,381,659**
Depreciation	7,123,217	3,918,546	4,086,742	4,940,244	5,349,304	5,271,990	**(77,314)**
Operating Transfers Out	8,479,467	8,454,106	9,808,735	8,000,000	8,660,000	9,794,216	**1,134,216**
Total Requirements	384,635,546	411,637,205	383,741,757	400,998,994	415,228,976	428,667,537	**13,438,561**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	228,968,665	296,025,571	297,112,798	272,723,515	285,322,537	307,131,788	**21,809,251**
Fee/Rate	114,095,032	97,291,248	89,696,625	79,919,262	86,684,872	78,120,942	**(8,563,930)**
Other Revenue	6,260,931	(6,553,910)	14,660,124	6,813,036	5,395,762	6,576,002	**1,180,240**
Total Revenue	349,324,628	386,762,909	401,469,547	359,455,813	377,403,171	391,828,732	**14,425,561**
Operating Transfers In	40,026,440	39,880,010	974,630	37,988,000	37,682,179	37,370,000	**(312,179)**
Total Financing Sources	389,351,068	426,642,919	402,444,177	397,443,813	415,085,350	429,198,732	**14,113,382**
Rev Over/(Under) Exp	4,715,522	15,005,714	18,702,420	(3,555,181)	(143,626)	531,195	**674,821**
				Budgeted Staffing	3,323	3,507	**184**
Fixed Assets							
Capital Expenditures	7,270,737	6,304,355	2,627,788	11,953,368	10,423,522	13,723,993	**3,300,471**
Total Fixed Assets	7,270,737	6,304,355	2,627,788	11,953,368	10,423,522	13,723,993	**3,300,471**

BUDGET CHANGES AND OPERATIONAL IMPACT

During 2011-12, ARMC responded to increases in volume and changes in regulatory requirements by opening two additional nursing units and an observation unit. Increasing personnel was necessary to meet those demands resulting in increased staffing expenses. However, a portion of the increased costs will be offset in 2012-13 with the reduced costs for temporary help.

Staffing expenses have a net increase of $16,323,226 and 184 budgeted positions over the current year's modified budget.

Operating expenses reflect a decrease of $3,941,567 due primarily to the elimination of temporary help costs. The budget for this expenditure has been eliminated in the coming year as the permanent staffing has been established to allow the flexibility necessary to maintain required staffing levels. The reduction of this expenditure helps to partially offset the increase in staffing expenses.

With the current Medi-cal Waiver as a bridge to Healthcare Reform, the mix of revenues will continue to change. Overall revenue has increased with managed care revenue and higher Medi-cal reimbursements due to the increased volume.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $234,420,563 fund 3,507 budgeted positions.

Operating expenses of $179,180,768 are comprised primarily of external provider care services for CMSP patients of $16,802,872, medical indigent expense of $2,290,240, patient food services of $2,366,856, laundry and housekeeping of $3,072,175, equipment expense of $4,080,610, data processing of $1,939,789, utilities of $7,070,241, insurance of $7,846,749, office supplies, printing/courier services of $1,674,106, COWCAP of $1,354,254, physician fees of $29,852,967, purchased medical services of $24,027,639, medical supplies of $54,458,592, travel of $842,922 and rent expense of $7,507,491.

Operating transfers out of $9,794,216 represents $8,000,000 of ARMC's contribution from operations for the Medical Center Debt Service and $1,794,216 of Capital Improvement Projects. A detailed description of the Medical Center Debt Service is available in the Health Administration's Medical Center Lease Payments budget unit.

Departmental revenue includes $307,131,788 in state and federal funding primarily from Medicare and Medi-Cal, $78,120,942 in current services from private pay patients and insurance, and $6,576,002 in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other county departments and hospitals through the residency program.

Operating transfers in of $37,370,000 reflect the Realignment contribution to ARMC for the CMSP impact to hospital operations of $34,820,000 and $2,550,000 for the Medically Indigent Adult program.

Currently, ARMC has an operating surplus of $531,195. Management will continue to monitor operations for expense savings and operate within guidelines.

Capital expenditures of $13,723,993 include $9,286,969 for equipment, $886,779 for Structure and Improvement and $3,550,245 for lease purchase equipment. Major equipment acquisitions include an Angio/Cath Laboratory ($1,403,468), a Multi-slice CT scanner ($1,500,235), a Catherization Laboratory Replacement ($1,518,105), and Meaningful Use Information Technology equipmnent ($5,385,950). Major Lease purchases include a Hospital Network Switch System Refresh ($966,711), a Citrix XenApps Server Refresh ($1,270,316) and the replacement of Scanning and Archiving Computer Equipment ($920,286).

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2011-12, there was a net 98 budgeted positions which were added as quarterly budget adjustments.

ARMC staffing increased a net 184 budgeted positions in 2012-13 from the current year's modified budget. A portion of these budgeted increases reflects the ARMC's participation in the Low Income Health Program and a Delivery System Reform Incentive Plan. Clinical positions totaling 10 for McKee Family Health Center and 11 for Fontana Family Health Center, respectively, were added in 2012-13 for these two programs. Additionally, 27 positions were added for a new observation unit. For the two new nursing units, there were 50 positions added in Med-Surg-6 Center, 39 positions added in Med-Surg – 6 South, and 45 positions added in Nursing Administration. Other departments had an increase of net 2 positions. These positions changes will lower costs for temporary help and overtime giving the department flexibility with scheduling. While the number of positions has increased significantly, many of the positions are part time positions that will allow ARMC to meet required staffing ratios in addition to scheduling flexibility. ARMC will also be implementing new technology systems for the new programs in preparation for Healthcare Reform and compliance with the Electronic Health Record.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	32		32	30	1	1	32
Gen. Support/Patient Svcs	399	122	521	418	62	41	521
Patient Services	1,161	455	1,616	1,213	275	128	1,616
Professional Services-Dept. Support	631	81	712	635	76	1	712
Professional Services-Clinical	42	8	50	35	13	2	50
Fiscal Services	369	24	393	332	39	22	393
Medical Director	11	167	178	166	4	8	178
Business Development/Marketing	3	2	5	4	1	0	5
Total	2,648	859	3,507	2,833	471	203	3,507

Administration

	Classification
1	Administrative Analyst III
1	ARMC Chief Operating Officer
1	Assoc Hosp Admin Patient Services
1	Director Arrowhead Regional Med Ctr
1	Executive Assistant
1	Executive Secretary III -Class
5	Fiscal Specialist
1	General Services Aide
3	Office Assistant II
2	Office Assistant III
1	Office Specialist
1	Personnel Technician
2	Secretary II
1	Staff Analyst I
1	Staff Analyst II
1	Supervising Fiscal Specialist
1	Office Assistant II
7	Secretary I
32	Total

General Support and Patient Services

	Classification
4	Assistant Nurse Manager
1	Asst Hosp Admin - Behavioral Health
1	Asst Dir of Respiratory Care Services
4	Clinic Assistant
9	Clinical Therapist I
1	Clinical Therapist II
1	Clinical Therapist Pre-License
1	Contract Occupational Therapist II
35	Cont. Respiratory Care Practitioner II
4	Contract Surgical Technician
1	Director of Respiratory Care Services
1	Health Education Specialist II
1	Hospital Risk Coordinator
1	Hospital Services Worker
28	Hospital Unit Assistant
12	Licensed Vocational Nurse-Per Diem
28	Licensed Vocational Nurse II
1	Mental Health Clinic Supervisor
43	Mental Health Nurse II
6	Mental Health Nurse Manager-ARMC
2	Neurodiagnostic Technolgst II
1	Neurodiagnostic Technologist
1	Nurse Educator
2	Nurse Manager
1	Nurse Supervisor
51	Nursing Attendant
2	Occupational Therapist II
3	Occupational Therapy Assistant
8	Office Assistant II
8	Office Assistant III
1	Office Specialist
1	Patient Navigator
39	Psychiatric Technician I
1	Pulmonary Function Specialist
1	Registered Nurse II - Clinic
67	Registered Nurse II - Per Diem
75	Registered Nurse II-ARMC
1	Registered Cardio Pulmonary Nurse
27	Respiratory Care Practitioner 2
6	Respiratory Therapist
1	Respiratory Care Practitioner 2
2	Respiratory Care Practitioner 3
3	Secretary I
1	Sterile Processing Technician
1	Sterile Processing Technician 1
1	Stores Specialist
1	Supervising Office Assistant
7	Supvg Respiratory Care Practitioner
1	Supvg Utilization Review Technician
14	Surgical Technician
4	Ultrasound Technologist II
4	Utilization Review Technician
521	Total

Patient Services

	Classification
2	Ambulatory Clinic Manager
10	ARMC House Supervisor-Per Diem
15	Assistant Nurse Manager
1	Asst Hosp Admin-Ambulatory Services
3	Asst Hosp Admin - Nursing Services
3	Burn Care Technician
3	Certified Trauma Registrar
1	Chief Nursing Officer
95	Clinic Assistant
6	Clinic Supervisor-ARMC
1	Clinical Nurse Specialist
3	Cont Respiratory Care Practitioner II
2	Dialysis Technician
1	Education Services Supervisor
44	Emergency Room Technician
6	Float Pool Registered Nurse-Per Diem
1	Health Services Assistant I
1	Hospital Customer Advocate
1	Hospital Employee Health Nurse
2	Hospital Services Worker
91	Hospital Unit Assistant
3	House Supervisor
8	Licensed Vocational Nurse - Per Diem
80	Licensed Vocational Nurse II
1	Licensed Vocational Nurse III
1	Manager,Wound Care Svcs & Hbc
1	Multimedia Coordinator
10	Nurse Educator
1	Nurse Epidemiologist
11	Nurse Manager
1	Nurse Recruiter
2	Nurse Supervisor
81	Nursing Attendant
3	Nursing Program Coordinator
44	Office Assistant II
5	Office Assistant III
1	Oral Surgery Technician
4	Orthopedic Technician
30	Patient Safety Assistant
3	Registered Nurse Case Manager
22	Registered Nurse II - Clinic
321	Registered Nurse II - Per Diem
586	Registered Nurse II-ARMC
1	Respiratory Care Practitioner 2
5	Secretary I
1	Secretary II
1	Social Service Practitioner
1	Staff Analyst II
84	Student Nurse
1	Supervising Office Specialist
11	Telemetry Technician
1,616	Total

Professional Services - Department Support

	Classification
1	Administrative Supervisor I
2	Air Conditioning Mechanic
1	ARMC Bldg Maint and Secty Mgr
1	ARMC Ethics & Compliance Coord.
1	ARMC Facilities Project Coordinator
1	ARMC Laboratory Manager
1	ARMC Safety Technician
1	Assoc Hosp Adm Professional Serv
1	Autopsy Assistant
6	Bio-Medical Electronic Technician I
5	Building Plant Operator
5	Clinic Assistant
1	Compliance Specialist
3	Contract ARMC Security Technician
1	Contract Dietary Services Manager
1	Contract First Five Public Educ Coord
3	Contract Occupational Therapist II
10	Contract Physical Therapist II
19	Contract Radiological Tech
2	Contract Rehab Therapist - Speech
6	Contract Spec Procedures Rad Tech
3	Contract Ultrasound Technician
1	Contract ARMC Dentist
5	Cook I
10	Cook II
3	Cook III
137	Custodian I
2	Custodian II
1	Cytotechnoligist
2	Cytotechnoligst
4	Dietary Services Supervisor
3	Dietetic Technician
9	Dietitian
3	Electrician
1	First Five Project Director
4	Fiscal Assistant
32	Food Service Worker I
13	Food Service Worker II
7	General Maintenance Mechanic
4	General Maintenance Worker
5	General Services Aide
2	Histology Technician
5	Hospital Plant Operator
1	Hospital Environ Services Supv
19	Laboratory Assistant
32	Laboratory Technologist II
8	Laboratory Technologist III
3	Laboratory Technologist Intern
6	Linen Room Attendant
2	Maintenance Supervisor
1	Medical Center Hskpg/Linen Man
2	Nuclear Medicine Technologist
1	Nurse Educator
5	Occupational Therapist II
2	Occupational Therapy Assistant
35	Office Assistant II
4	Office Assistant III
2	Office Assistant IV
4	Office Specialist
3	Painter I
27	Phlebotomist
3	Physical Therapist Assistant
9	Physical Therapist II
2	Plumber
1	Privacy and Compliance Specialst
1	Radiographic Clinical Instructor
15	Radiologic Technologist II
3	Radiologic Technologist III
1	Radiologic Technologist School
1	Radiology Manager
1	Radiology Supervisor
2	Registered Nurse II - Per Diem
5	Registered Nurse II-ARMC
4	Rehabilitation Services Aide
1	Rehabilitation Services Management
6	Secretary I
1	Secretary II
72	Security Technician I
10	Security Technician II
14	Special Proc Rad Technologist 2
1	Special Proc Rad Technologist 3
2	Speech Therapist
1	Staff Analyst II
30	Sterile Processing Technician
4	Sterile Processing Technician 1
2	Sterile Processing Technician 2
3	Stores Specialist
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supervising Phlebotomist
4	Supervising Security Technicia
2	Supervising Rehabilitation Therapist
1	Supervising Bio Med Elect Technician
7	Supervising Custodian
1	Supervising Dietitian
5	Supervising Laboratory Technologist
1	Supvg Sterile Processing Technician
6	Ultrasound Technologist II
1	Ultrasound Technologist III
1	Volunteer Services Coordinator
712	Total

Professional Services-Clinical

	Classification
1	Assoc Hosp Adm Professional Serv
1	Asst Hosp Admin - Nursing Services
1	Asst Hosp Administrator Fiscal
2	Contract Home Health Social Worker
1	Cont Home Hlth Registered Therapist
1	Contract Home Physical Therapist
1	Conractt Home Speech Therapist
1	Home Health Aide
1	Home Health Supervisor
1	Home Hlth Admin - Clinical Svcs Dir
1	Librarian II
1	Library Assistant I
6	Licensed Vocational Nurse II
2	Medical Staff Coordinator
1	Mental Health Nurse II
1	Nurse Informatics Coordinator
1	Nurse Supervisor
4	Office Assistant II
3	Office Specialist
3	Registered Nurse II - Per Diem
7	Registered Nurse II-ARMC
1	Secretary II
1	Supervising Medical Staff Coordinator
1	Staff Analyst II
2	Tumor Registrar
4	Util. Review/Perform Impv Nurse
50	Total

Fiscal Services

	Classification
4	Accountant III
4	Accounting Technician
1	Administrative Supervisor I
2	Administrative Supervisor II
8	Applications Specialist
1	ARMC Chief Financial Officer
1	ARMC Chief Medical Information Officr
1	ARMC Medical Srvcs Program Coord
1	ARMC Social Services Manager
1	Assoc Hosp Adm Professional Serv
1	Asst Hospital Administrator Fiscal
10	Automated Systems Analyst I
1	Automated Systems Analyst II
9	Automated Systems Technician
2	Business Applications Manager
1	Business Systems Analyst I
4	Business Systems Analyst II
4	Business Systems Analyst III
2	Case Management Supervisor
1	Clinic Assistant
1	Cnt. Ancillary Receivables Mgr
8	Collections Officer
6	Cont Medi-Cal Specialist
5	Contract Social Services Practitioner
1	Contract Asst. Hosp. Admin - Fiscal
1	Contract Asst. Hosp. Adm - Pnt Fisc
1	Cont Manager Pre MediCal Qual Dept
1	Cont Spvsr Pre MediCal Qual Dept
1	Departmental IS Administrator
26	Fiscal Assistant
5	Fiscal Specialist
1	General Services Aide
2	Hospital Unit Assistant
1	Licensed Vocational Nurse II
1	Material Manager
12	Medical Records Coder I
7	Medical Records Coder II
1	Medical Records Manager
2	Medical Records Supervisor
144	Office Assistant II
13	Office Assistant III
2	Office Assistant IV
17	Office Specialist
2	Patient Accounts Supervisor
1	Programmer Analyst I
1	Programmer Analyst II
19	Registered Nurse Case Manager
2	Registered Nurse II - Per Diem
3	Registered Nurse II - ARMC
6	RN Case Manager - Per Diem
4	Secretary I
8	Social Service Practitioner
2	Staff Analyst I
6	Staff Analyst II
4	Storekeeper
2	Stores Specialist
7	Supervising Office Assistant
1	Supervising Office Specialist
1	Supervising Auto Systems Analyst I
1	Systems Support Analyst II
1	Utilization Review/Perform Imp Nurse
4	Utilization Review Technician
393	Total

Business Development/Marketing

	Classification
1	ARMC Business Development Office
1	Cont Mktg & Bus Dev Coord -ARMC
1	Media Specialist
1	Photographer
1	Secretary II
5	Total

Medical Director

	Classification
1	Administrative Supervisor I
1	Contract Resident PGY III
13	Contract Resident PGY IV
2	Contract Resident PGY V
133	Contract Resident PGY VI
18	Contract Resident PGY VII
7	Education Specialist
1	Office Assistant II
1	Secretary I
1	Statistical Analyst
178	Total

Medical Center Lease Payments

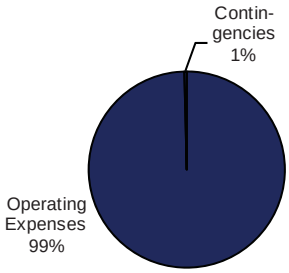
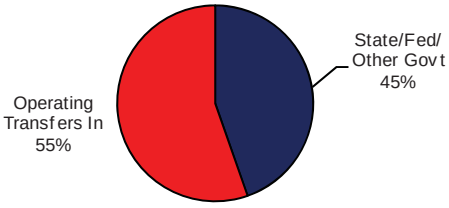
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Total Expenditure Authority	$42,090,345
Total Sources	$42,090,345
Rev Over/(Under) Exp	$0
Total Staff	0

This budget unit funds the cost of long-term lease payments to the Inland Empire Public Facilities Corporation for the Arrowhead Regional Medical Center (ARMC) facility. Funding sources include state revenues from the Construction Renovation/Reimbursement Program (SB 1732) that provides supplemental reimbursement for construction, renovation, or replacement of medical facilities or fixed equipment, operating transfers from ARMC representing Medicare and fee for service revenues, and operating transfers from the general fund backed by Health Realignment revenues and tobacco settlement proceeds.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Arrowhead Regional Medical Center
DEPARTMENT: Arrowhead Regional Medical Center
FUND: Medical Center Lease Payments

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	46,928,209	41,619,740	42,988,658	41,648,136	41,653,763	41,918,300	**264,537**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	172,045	172,045	172,045	**0**
Total Exp Authority	46,928,209	41,619,740	42,988,658	41,820,181	41,825,808	42,090,345	**264,537**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	46,928,209	41,619,740	42,988,658	41,820,181	41,825,808	42,090,345	**264,537**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	46,928,209	41,619,740	42,988,658	41,820,181	41,825,808	42,090,345	**264,537**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	19,544,149	18,985,372	19,500,334	18,820,181	18,825,808	18,791,037	**(34,771)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	971,000	0	0	0	0	0	**0**
Total Revenue	20,515,149	18,985,372	19,500,334	18,820,181	18,825,808	18,791,037	**(34,771)**
Operating Transfers In	26,413,060	22,634,368	23,488,324	23,000,000	23,000,000	23,299,308	**299,308**
Total Financing Sources	46,928,209	41,619,740	42,988,658	41,820,181	41,825,808	42,090,345	**264,537**
Rev Over/(Under) Exp	0	0	0	0	0	0	**0**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of $41,918,300 represent lease payments and associated fees and are increasing in accordance with scheduled lease amortization.

State, federal or government aid of $18,791,037 is decreasing by $34,771 based on the SB 1732 reimbursement formula. A portion of the medical center lease payments is reimbursed by the state through the Construction Renovation/Reimbursement Program (SB 1732). The amount reimbursed by the state depends on the allowable lease payments multiplied by a rate that is calculated by the state every year. The rate fluctuates based on actual Medi-Cal inpatient days paid to ARMC.

Operating transfers in of $23.3 million are funded by $10.7 million of Tobacco Master Settlement Agreement monies and $4.6 million of Health Realignment. The remaining $8.0 million represents revenues anticipated to be generated by ARMC to fund the remaining debt service lease payment.

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HUMAN SERVICES SUMMARY

GENERAL FUND	Page #	Appropriation	Revenue	Net County Cost	Staffing
HUMAN SERVICES	170				
HEALTH ADMINISTRATION	172				
HEALTH ADMINISTRATION	173	77,560,645	62,560,645	15,000,000	2
BEHAVIORAL HEALTH DEPARTMENT	178				
BEHAVIORAL HEALTH	181	131,127,574	129,135,363	1,992,211	525
PUBLIC HEALTH DEPARTMENT	194				
PUBLIC HEALTH	197	71,133,895	67,304,428	3,829,467	728
CALIFORNIA CHILDREN'S SERVICES	201	19,568,371	14,991,401	4,576,970	161
INDIGENT AMBULANCE	205	472,501	0	472,501	0
HUMAN SERVICES - ADMINISTRATIVE CLAIM SUMMARY	210				
ADMINISTRATIVE CLAIM	215	442,482,268	427,905,404	14,576,864	4,208
AGING AND ADULT SERVICES DEPARTMENT	227				
AGING AND ADULT SERVICES	229	9,956,414	9,956,414	0	47
PUBLIC GUARDIAN-CONSERVATOR	232	946,769	325,663	621,106	19
CHILD SUPPORT SERVICES	235	40,156,213	40,156,213	0	435
SUBSISTENCE PAYMENTS:					
SUBSISTENCE FUNDS - CONSOLIDATED	244	494,914,996	468,317,607	26,597,389	0
VETERANS AFFAIRS	256	1,850,613	451,000	1,399,613	18
TOTAL GENERAL FUND		1,290,170,259	1,221,104,138	69,066,121	6,143

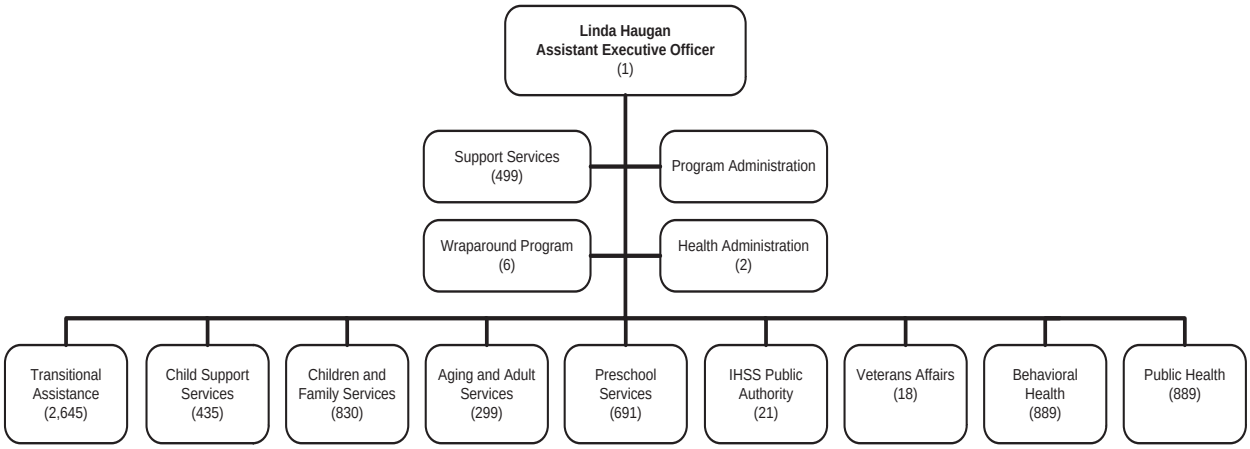
SPECIAL REVENUE FUNDS	Page #	Appropriation	Revenue	Fund Balance	Staffing
HEALTH ADMINISTRATION:					
MASTER SETTLEMENT AGREEMENT	176	25,084,177	17,075,000	8,009,177	0
BEHAVIORAL HEALTH:					
MENTAL HEALTH SERVICES ACT	186	123,983,198	70,343,347	53,639,851	364
SPECIAL REVENUE FUNDS - CONSOLIDATED	191	20,467,921	11,621,230	8,846,691	0
PUBLIC HEALTH:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	207	7,932,552	4,097,705	3,834,847	0
HUMAN SERVICES ADMINISTRATION:					
WRAPAROUND REINVESTMENT FUND	241	20,787,746	8,360,000	12,427,746	6
PRESCHOOL SERVICES	249	48,365,185	48,124,133	241,052	691

HUMAN SERVICES
Linda Haugan

MISSION STATEMENT

Human Services works to build a healthy community by strengthening Individuals and families, enhancing quality of life, and valuing people.

ORGANIZATIONAL CHART



SUMMARY OF HEALTH BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Health Administration	77,560,645	62,560,645	15,000,000			2
Behavioral Health (BH)	131,127,574	129,135,363	1,992,211			525
Public Health (PH)	71,133,895	67,304,428	3,829,467			728
PH - California Children's Services	19,568,371	14,991,401	4,576,970			161
PH - Indigent Ambulance	472,501	0	472,501			0
Total General Fund	299,862,986	273,991,837	25,871,149			1,416
Special Revenue Funds						
Master Settlement Agreement	25,084,177	17,075,000		8,009,177		0
BH - Mental Health Services Act	123,983,198	70,343,347		53,639,851		364
BH Special Revenue Funds - Consolidated	20,467,921	11,621,230		8,846,691		0
PH Special Revenue Funds - Consolidated	7,932,552	4,097,705		3,834,847		0
Total Special Revenue Funds	177,467,848	103,137,282		74,330,566		364
Total - All Funds	477,330,834	377,129,119	25,871,149	74,330,566		1,780

Health is comprised of five general fund budget units: Health Administration, Behavioral Health, Public Health, California Children's Services and Indigent Ambulance. In addition, ten special revenue funds have been established to act as financing budgets for the Health Administration, Behavioral Health and Public Health general fund budget units. Each special revenue fund collects and disburses funds based on the specific purpose and activities established including, but not limited, to alcohol and drug prevention services, tobacco cessation services and preparedness and response.

SUMMARY OF HUMAN SERVICES BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Human Services Administrative Claim	442,482,268	427,905,404	14,576,864			4,208
Aging and Adult Services - Aging Programs	9,956,414	9,956,414	0			47
Public Guardian-Conservator	946,769	325,663	621,106			19
Child Support Services	40,156,213	40,156,213	0			435
Human Services Subsistence - Consolidated	494,914,996	468,317,607	26,597,389			0
Veterans Affairs	1,850,613	451,000	1,399,613			18
Total General Fund	990,307,273	947,112,301	43,194,972			4,727
Special Revenue Funds						
Wraparound Reinvestment Fund	20,787,746	8,360,000		12,427,746		6
Preschool Services	48,365,185	48,124,133		241,052		691
IHSS Public Authority	7,130,400	5,716,638		1,413,762		21
Total Special Revenue Funds	76,283,331	62,200,771		14,082,560		718
Total - All Funds	1,066,590,604	1,009,313,072	43,194,972	14,082,560		5,445

NOTE: IHSS Public Authority is reported in a separate budget document.

Human Services is composed of eight county departments: Transitional Assistance (TAD), Children and Family Services (CFS), Aging and Adult Services (DAAS), Preschool Services, Child Support Services, Veterans Affairs, Behavioral Health (DBH) and Public Health (PH). Also three other agencies work in conjunction with the core Human Services departments and they are: Children's Network, Children's Fund and the Office of Homeless Services. Additionally, several support divisions under Human Services Management Services including the Performance, Education and Resource Center provide administrative and training support to the Human Services departments.

Transitional Assistance, Children and Family Services, Aging and Adult Services, and all Human Services support divisions are included in the Human Services Administrative Claim process. The purpose of the claim process is to provide the county with the means for determining the costs applicable to each of the numerous welfare programs. This cost determination is necessary to satisfy federal and state reporting and funding requirements, and to determine appropriate federal and state financial reimbursement to the county for each of the welfare programs.

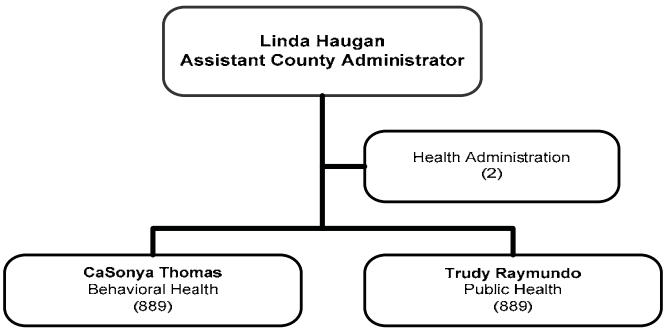
Subsistence Payments and Aid to Indigents (general relief) are either direct payments to welfare recipients or payments to organizations that provide service to the welfare recipients. The Human Services Assistant Executive Officer is responsible for all of the above budget units.

HEALTH ADMINISTRATION

MISSION STATEMENT

Health Administration develops and coordinates budgets, policies, and procedures for the County's health care departments in accordance with the strategic goals adopted by the Board of Supervisors, the County Charter, and general laws.

ORGANIZATIONAL CHART



SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Health Administration	77,560,645	62,560,645	15,000,000			2
Total General Fund	77,560,645	62,560,645	15,000,000			2
Special Revenue Funds						
Master Settlement Agreement	25,084,177	17,075,000		8,009,177		0
Total Special Revenue Funds	25,084,177	17,075,000		8,009,177		0
Total - All Funds	102,644,822	79,635,645	15,000,000	8,009,177		2

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Health Administration	64,703,404	61,640,716	52,070,117	75,802,735	77,560,645
Master Settlement Agreement	32,084,079	20,039,138	22,852,028	22,377,171	25,084,177
Total	**96,787,483**	**81,679,854**	**74,922,145**	**98,179,906**	**102,644,822**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Health Administration	49,703,404	46,640,716	37,070,117	60,799,005	62,560,645
Master Settlement Agreement	18,600,000	17,409,067	17,812,891	16,525,144	17,075,000
Total	**68,303,404**	**64,049,783**	**54,883,008**	**77,324,149**	**79,635,645**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-12	2011-12	2012-13
Health Administration	15,000,000	15,000,000	15,000,000	15,003,730	15,000,000
Total	**15,000,000**	**15,000,000**	**15,000,000**	**15,003,730**	**15,000,000**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Master Settelement Agreement	13,484,079	2,630,071	5,039,137	5,852,027	8,009,177
Total	**13,484,079**	**2,630,071**	**5,039,137**	**5,852,027**	**8,009,177**

Health Administration

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$77,560,645
Total Sources	$62,560,645
Net County Cost	$15,000,000
Total Staff	2
Funded by Net County Cost	19%

The role of the Health Administration budget unit is to seek and support opportunities to foster collaboration among the Department of Public Health (PH), Department of Behavioral Health (BH), and the Arrowhead Regional Medical Center (ARMC). The administration provides regular fiscal and policy analysis relating to the operations of these departments. Additionally, this administration manages the $77.6 million Health Administration budget unit, which includes funding for ARMC debt service, health related maintenance of effort costs, and transfers required to obtain federal health care funding.

Health care related transactions represented by this budget unit include the Disproportionate Share Hospital (DSH) Supplemental Payments, Realignment AB 8 match, and the county's contribution for ARMC debt service payments.

Intergovernmental Transfers for Medi-Cal Managed Care Capitation Rates

This budget unit also includes Intergovernmental Transfers (IGT) to the state to fund increased Medi-Cal managed care capitation rate payments to managed care plans that contract with their respective counties. These IGT's are to be used as the non-federal share of the Medi-Cal managed care capitation rate increases. The IGT Proposal became effective for the rate year October 1, 2008 through September 30, 2009. As with the Disproportionate Share Hospital Funds transfers, the IGT matching contributions to the state, as well as the return of that initial investment is reported within this budget unit.

California Medi-Cal Hospital/Uninsured Care Demonstration Project (SB 1100)

Effective July 1, 2005, funding from SB 855 and SB 1255 for the Disproportionate Share Hospital Programs was replaced by SB 1100, California's Medi-Cal Hospital/Uninsured Demonstration Project. The prior SB 855 and SB 1255 programs provided supplemental payments to hospitals serving a disproportionate number of low-income individuals, as well as those licensed to provide emergency medical services and contract with the California Medical Assistance Commission (CMAC) to serve Medi-Cal patients under the Selective Provider Contracting Program.

The new funding system, SB 1100, was designed under a Medicaid (Medi-Cal in California) waiver to fund public and private safety-net hospitals providing care to Medi-Cal and uninsured patients. The hospital financing waiver under SB 1100 is comprised of three elements:

- Medi-Cal Fee for Service, which represents federal funds accounted for directly in the ARMC budget unit, for services provided to Medi-Cal patients;
- Safety Net Care Pool Funds, which provide a fixed amount of federal dollars, also accounted for directly in the ARMC budget unit, to cover uncompensated health care costs, and
- DSH Funds, which continue to be reflected as a matching contribution to the state, and a return of that initial investment, within this budget unit.

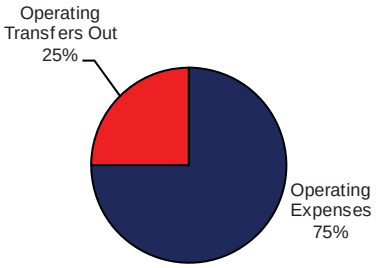
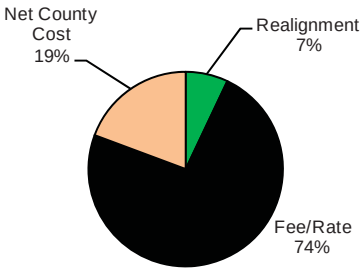
Realignment and General Fund Support

General fund support and realignment funds are used to pay for the ARMC debt service lease payments, Realignment AB 8 match and administrative costs related to this budget unit. To qualify for receipt of Health Realignment funding from the state, the county must contribute a 'match' of local funds. The county's match for 2012-13 is $4.3 million, which is based on a formula established through AB 8 in 1979. This amount has remained constant throughout the years.

Realignment funds support this budget as follows:

- Mental Health at 9.79% (which covers half of administrative costs).
- Social Services at 2.54% (which covers a share of cost for the 2-1-1 Information System.
- Health at 87.67% (which covers half of administrative costs plus debt service payments).

2012-13 RECOMMENDED BUDGET

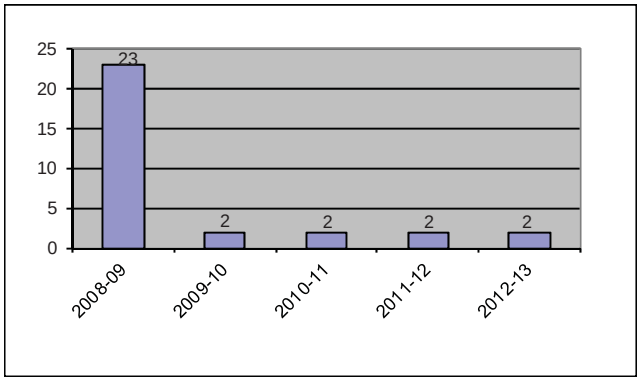
EXPENDITURE AUTHORITY	SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	2	2	2	2
Limited Term	0	0	0	0
Total	2	2	2	2
Staffing Expenses	$230,227	$241,775	$241,775	$276,027

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Health Administration
FUND: General

BUDGET UNIT: AAA HCC
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	1,813,167	100,092	230,227	194,558	241,775	276,027	**34,252**
Operating Expenses	36,467,357	42,588,434	32,031,388	53,439,703	53,743,260	57,967,939	**4,224,679**
Capital Expenditures	131,520	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	38,412,044	42,688,526	32,261,615	53,634,261	53,985,035	58,243,966	**4,258,931**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	38,412,044	42,688,526	32,261,615	53,634,261	53,985,035	58,243,966	**4,258,931**
Operating Transfers Out	22,798,619	18,951,047	19,805,002	21,817,700	21,817,700	19,316,679	**(2,501,021)**
Total Requirements	61,210,663	61,639,573	52,066,617	75,451,961	75,802,735	77,560,645	**1,757,910**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	8,940,756	4,754,817	5,825,299	8,049,005	8,049,005	5,470,645	**(2,578,360)**
State, Fed or Gov't Aid	804,792	0	0	0	0	0	**0**
Fee/Rate	35,931,084	41,884,757	31,244,819	52,750,000	52,750,000	57,090,000	**4,340,000**
Other Revenue	114,552	0	0	0	0	0	**0**
Total Revenue	45,791,184	46,639,574	37,070,118	60,799,005	60,799,005	62,560,645	**1,761,640**
Operating Transfers In	419,479	0	0	0	0	0	**0**
Total Financing Sources	46,210,663	46,639,574	37,070,118	60,799,005	60,799,005	62,560,645	**1,761,640**
Net County Cost	15,000,000	14,999,999	14,996,499	14,652,956	15,003,730	15,000,000	**(3,730)**
				Budgeted Staffing	2	2	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $276,027 fund 2 Administrative Analyst positions. This appropriation has a net increase of $34,252 from prior year due to funding 2 Administrative Analyst positions rather than 1 Administrative Analyst and 1 Staff Analyst II position.

Operating expenses of $57,967,939 are increasing by $4,224,679 in order to fund increasing DSH Funds and the IGT Proposal to fund Medi-Cal Care capitation rate increases.

Operating transfers out of $19,316,679 fund $4.3 million of realignment local match, which must be transferred into trust, before Health Realignment monies can be directed toward the PH and ARMC budget units to fund health programs, and $15.0 million of net debt service lease payment for ARMC. Net county cost in this department is funded by Tobacco Master Settlement agreement and supports the $4.3 million realignment match and a portion of Medical Center lease payments.

Realignment revenue of $5.5 million is decreasing by $2.6 million. Fee/rate revenue of $57.1 million is increasing by $4.3 million and reflects receipt of matching revenues associated with DSH Funds and the IGT Proposal to fund Medi-Cal Managed Care capitation rate payment enhancements.

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2011-12, the Staff Analyst position was replaced with an Administrative Analyst position based on the operational needs of the department.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Health Administration	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

Health Administration

	Classification
2	Administrative Analyst
2	Total

HUMAN SERVICES

Master Settlement Agreement

DESCRIPTION OF MAJOR SERVICES

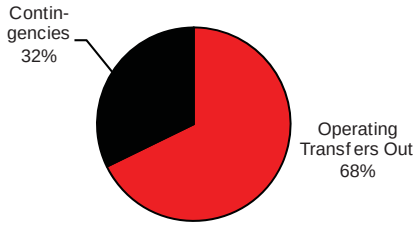
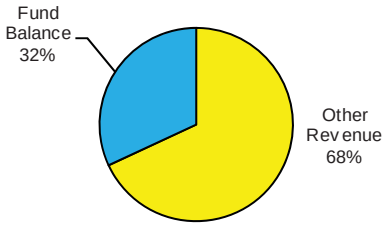
Budget at a Glance

Total Expenditure Authority	$25,084,177
Total Sources	$17,075,000
Fund Balance	$8,009,177
Total Staff	0

This budget unit accounts for proceeds received from the tobacco lawsuit Master Settlement Agreement (MSA). In late 1998, a settlement was reached in a lawsuit filed by states against the tobacco industry. In California, the proceeds of the settlement are to be divided equally between the state and local governments who partnered in the lawsuit. Payments to local governments are based on a formula involving total tobacco sales and each local entity's population.

A majority of the county's total proceeds are used each year to fund a portion of the Arrowhead Regional Medical Center debt.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

HUMAN SERVICES

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Health Administration
FUND: Master Settlement Agreement

BUDGET UNIT: RSM MSA
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
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**
Contingencies	17,084,079	0	0	0	5,377,171	8,084,177	**2,707,006**
Total Exp Authority	17,084,079	0	0	0	5,377,171	8,084,177	**2,707,006**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	17,084,079	0	0	0	5,377,171	8,084,177	**2,707,006**
Operating Transfers Out	15,000,000	15,000,000	17,000,000	15,000,000	17,000,000	17,000,000	**0**
Total Requirements	32,084,079	15,000,000	17,000,000	15,000,000	22,377,171	25,084,177	**2,707,006**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	21,230,071	17,409,065	17,812,890	17,157,150	16,525,144	17,075,000	**549,856**
Total Revenue	21,230,071	17,409,065	17,812,890	17,157,150	16,525,144	17,075,000	**549,856**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	21,230,071	17,409,065	17,812,890	17,157,150	16,525,144	17,075,000	**549,856**
				Fund Balance	5,852,027	8,009,177	**2,157,150**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Contingencies of $8.1 million reflect available fund balance.

Operating transfers out of $17.0 million reflect a transfer to the general fund which is then used to fund the net county cost of $15.0 million within the Health Administration budget unit and to offset health care costs of $2.0 million within the Department of Public Health. Health Administration uses that net county cost to fund the $4.3 million realignment local match requirement and $10.7 million of net debt service lease payment for Arrowhead Regional Medical Center.

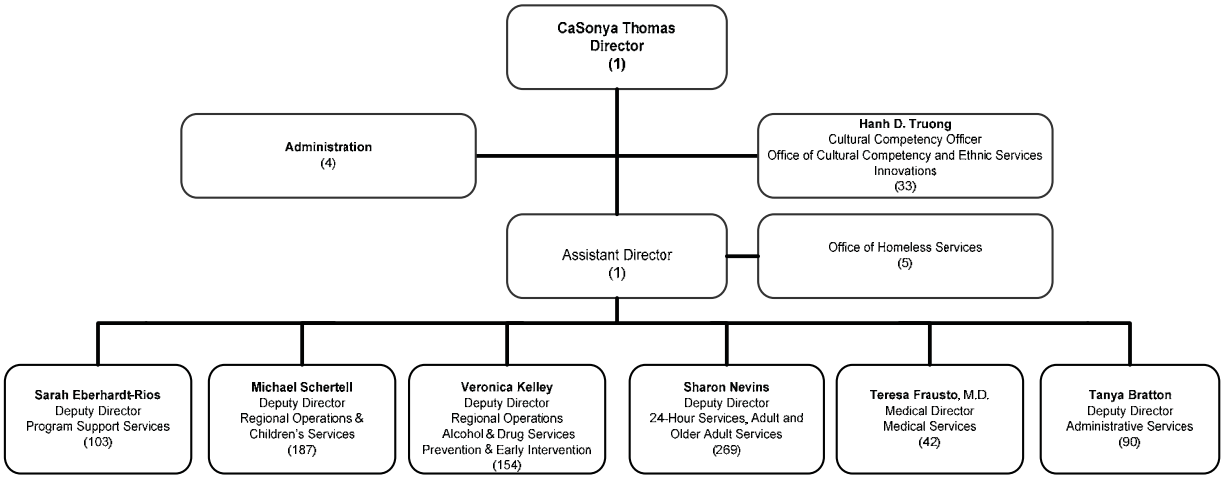
Other revenue of $17.0 million reflects anticipated revenue received from the major tobacco companies to the Master Settlement Agreement budget unit. Anticipated interest of $75,000 is also included in the total.

BEHAVIORAL HEALTH
CaSonya Thomas

MISSION STATEMENT

The County of San Bernardino Behavioral Health Programs strive to be recognized as a progressive system of seamless, accessible, and effective services that promote prevention, intervention, recovery and resiliency for individuals, families and communities.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Completed renovation of a County owned facility for the One Stop Transitional Age Youth Center including a 14-bed Crisis Residential program.
- Successfully utilized federal incentives to acquire clinicians to work in seven designated mental health professional shortage areas to provide needed services to consumers living in rural areas of the county, including Victorville, Barstow, and Needles.
- Partnered with Arrowhead Regional Medical Center and Public Health in the opening of the County's first "co-location" health care facility in Rialto.
- Received statewide recognition for Military Services and Family Support Program for the multi-collaborative efforts in providing services to military personnel of all ranks.
- Continuing with efforts to implement a new billing system that will improve efficiency in processing claims.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE ACCESS AND REDUCE BEHAVIORAL HEALTH DISPARITIES AMONG THE DIVERSE RACIAL, ETHNIC, AND CULTURAL COMMUNITIES IN SAN BERNARDINO COUNTY.

Objective: Increase number of clients among specified ethnic/cultural groups that are currently underserved or inappropriately served.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Medi-Cal penetration rates for underserved and inappropriately served ethnic groups. 2005-06 Baseline: African American (7.86%); Asian/Pacific Islander (4.03%); Latino (3.26%)	African-American 8.7% API 4.6% Latino 3.9%	African-American 8.4% API 4.0% Latino 3.8%	African-American 8.3% API 4.6% Latino 4.6%	African-American 8.6% API 4.3% Latino 3.9%	African-American 8.3% API 4.6% Latino 4.6%

GOAL 2: PROMOTE AND INCREASE COMMUNITY COLLABORATION AND INVOLVEMENT TO ENHANCE ACCESS TO CARE.

Objective: Develop and implement programs and strategies to increase access to coordinated behavioral and primary health services.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Total number of clients enrolled and eligible to access comprehensive primary and behavioral health services through countywide collaborative programs.	N/A	N/A	20,000	13,000	20,000

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Behavioral Health	131,127,574	129,135,363	1,992,211			525
Total General Fund	131,127,574	129,135,363	1,992,211			525
Special Revenue Funds						
Mental Health Services Act	123,983,198	70,343,347		53,639,851		364
Special Revenue Funds - Consolidated	20,467,921	11,621,230		8,846,691		0
Total Special Revenue Funds	144,451,119	81,964,577		62,486,542		364
Total - All Funds	275,578,693	211,099,940	1,992,211	62,486,542		889

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Behavioral Health	197,547,716	197,300,042	116,439,381	129,222,181	131,127,574
Mental Health Services Act	83,879,310	119,585,473	145,987,696	141,649,852	123,983,198
Block Grant Carryover Program	4,310,198	14,185,259	14,757,697	18,657,358	18,443,221
Court Alcohol & Drug Program	1,155,720	1,313,371	1,418,406	1,386,737	1,316,604
Driving Under the Influence Program	305,489	479,537	542,316	621,570	708,096
Total	**287,198,433**	**332,863,682**	**279,145,496**	**291,537,698**	**275,578,693**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Behavioral Health	195,704,963	195,307,831	114,447,170	127,229,970	129,135,363
Mental Health Services Act	48,109,482	80,580,439	93,448,103	70,042,158	70,343,347
Block Grant Carryover Program	406,995	10,890,373	11,097,502	11,041,705	10,946,230
Court Alcohol & Drug Program	401,861	506,315	483,069	423,000	391,000
Driving Under the Influence Program	139,554	284,766	240,969	254,772	284,000
Total	**244,762,855**	**287,569,724**	**219,716,813**	**208,991,605**	**211,099,940**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Behavioral Health	1,842,753	1,992,211	1,992,211	1,992,211	1,992,211
Total	**1,842,753**	**1,992,211**	**1,992,211**	**1,992,211**	**1,992,211**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Mental Health Services Act	35,769,828	39,005,034	52,539,593	71,607,694	53,639,851
Block Grant Carryover Program	3,903,203	3,294,886	3,660,195	7,615,653	7,496,991
Court Alcohol & Drug Program	753,859	807,056	935,337	963,737	925,604
Driving Under the Influence Program	165,935	194,771	301,347	366,798	424,096
Total	**40,592,825**	**43,301,747**	**57,436,472**	**80,553,882**	**62,486,542**

Behavioral Health

DESCRIPTION OF MAJOR SERVICES

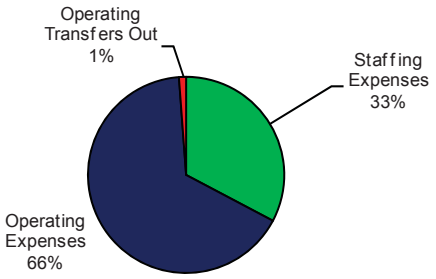
Budget at a Glance

Total Expenditure Authority	$157,519,105
Total Sources	$155,526,894
Net County Cost	$1,992,211
Total Staff	525
Funded by Net County Cost	1%

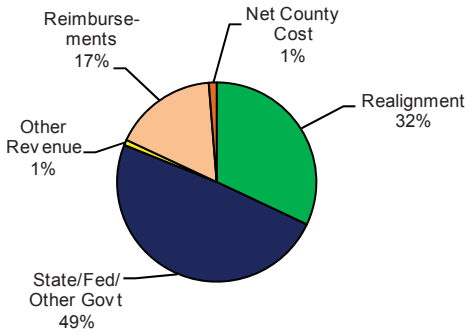
The Department of Behavioral Health is responsible for providing mental health services to County residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups with primary emphasis placed on treating children, families and chronically mentally ill adults (in that priority). Services are delivered throughout the county via a network of department-operated clinics, community based contract providers (residential and psychiatric skilled nursing facilities and acute hospitals), public schools, and other community-based settings. Services include: information and referrals, community outreach, client self-help and support groups, a variety of children's programs, mentally ill homeless program, employment services, case management, crisis and transitional residential assistance, augmented board and care placements, conservatorship services, supportive housing services and client transportation assistance. The department has an Alcohol and Drug Services (ADS) organizational unit which provides comprehensive substance abuse prevention and treatment programs to county residents. The department also operates as a training setting by administering various internship programs and offering continuing education for licensed department and contractor staff.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

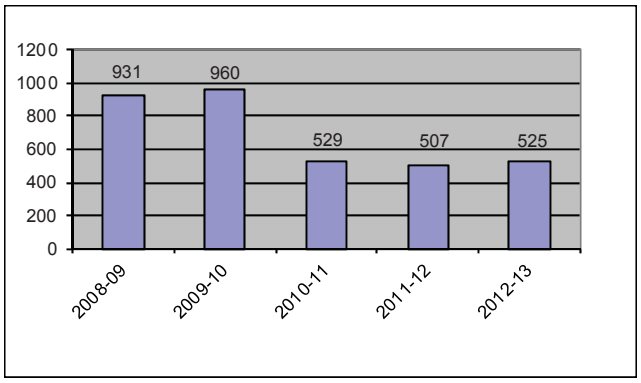


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	500	473	479	504
Limited Term	29	28	28	21
Total	529	501	507	525
Staffing Expenses	$41,230,975	$49,592,023	$49,998,279	$51,344,623

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: General

BUDGET UNIT: AAA MLH
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	71,609,598	66,033,809	41,230,975	42,447,743	49,998,279	51,344,623	**1,346,344**
Operating Expenses	139,165,474	135,980,063	96,826,824	94,614,348	103,760,118	103,618,348	**(141,770)**
Capital Expenditures	49,998	490,132	0	144,746	692,627	713,381	**20,754**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	210,825,070	202,504,004	138,057,799	137,206,837	154,451,024	155,676,352	**1,225,328**
Reimbursements	(12,289,843)	(8,076,011)	(23,850,322)	(25,084,681)	(27,071,596)	(26,391,531)	**680,065**
Total Appropriation	198,535,227	194,427,993	114,207,477	112,122,156	127,379,428	129,284,821	**1,905,393**
Operating Transfers Out	1,842,753	1,842,753	1,842,753	1,842,753	1,842,753	1,842,753	**0**
Total Requirements	200,377,980	196,270,746	116,050,230	113,964,909	129,222,181	131,127,574	**1,905,393**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	59,160,308	49,854,951	42,142,958	50,487,156	47,842,753	50,342,753	**2,500,000**
State, Fed or Gov't Aid	83,696,445	76,876,917	69,411,012	58,981,040	77,342,201	77,183,647	**(158,554)**
Fee/Rate	511,867	272,844	289,235	252,059	157,000	212,900	**55,900**
Other Revenue	2,001,198	2,207,064	2,375,213	2,252,443	1,888,016	1,396,063	**(491,953)**
Total Revenue	145,369,818	129,211,776	114,218,418	111,972,698	127,229,970	129,135,363	**1,905,393**
Operating Transfers In	53,015,954	65,207,152	0	0	0	0	**0**
Total Financing Sources	198,385,772	194,418,928	114,218,418	111,972,698	127,229,970	129,135,363	**1,905,393**
Net County Cost	1,992,208	1,851,818	1,831,812	1,992,211	1,992,211	1,992,211	**0**
				Budgeted Staffing	507	525	**18**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Department include an increase in staffing expense of $1,346,344 due primarily to the addition of the AB109 Public Safety Realignment program. This program results in the addition of 21 new positions, offset by the deletion of 3 others.

Operating expenses are decreasing by $141,770. This includes a decrease in services and supplies of $381,383 and a decrease in central services of $26,171 as the department continues its effort to reduce overall expenses. Transfers out to other county departments are decreasing by $387,124 because of decreases in HIV funded programs for Alcohol and Drug Services. AB109 travel requirements, increases in Internal Service Fund (ISF) daily rental rates and travel for state conferences have increased the Travel budget by $41,746. This is offset by an increase in other charges for payments made directly to clients and state hospitals of $611,162.

Capital expenditures include an increase of $20,754 for the addition of a vehicle for the AB109 program.

A net decrease in reimbursements of $680,065 are caused by less reimbursements from the Block Grant Carryover Program's special revenue fund for Alcohol and Drug Services, primarily as a result of reduced lease expenses.

Major changes in revenue include an increase in Mental Health Realignment of $2.5 million as projected usage of this revenue source is increased for step advancements, retirement expenses, increase in the county wide cost allocation plan, and additionally, needs to compensate for decreases in Medi-Cal reimbursements and increased state institutions payments. State and federal aid includes a decrease of approximately $160,000 with the termination of the Justice Assistance Grant - Comprehensive Drug Court Implementation grant. Fee/rate revenue includes an increase of $55,900 from the collections in client payments, while other revenue has reductions of approximately $500,000 as agency reimbursement match from various contract providers decline.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Appropriation for 2012-13 is $131.1 million which is made up of the following:

- $51.3 million which funds 525 positions.
- $103.6 million in operational expenses which is made up of services and supplies, central services, travel, and state institutions payments.
- Capital expenditures include $688,381 in equipment for the purchase of twenty communication switches necessary to maintain the department's information technology functions; six scanners to continue the department's efforts in reducing paper records; two sniffer boxes in response to a security requirement regarding protection of information; network switches and video conferencing equipment for the relocation of the Upland clinic and expansion of the Barstow clinic. Vehicle expense of $25,000 is for the AB109 program.
- $26.4 million in reimbursements from other County agencies and reimbursement from the special revenue funds to cover operating expenses.

Departmental revenue of $129.1 million is made up of the following:

- $122.5 million in state aid reflect projected receipts of $8.9 million for Managed Care; $4.3 million for AB109; $15.1 from State Early and Periodic Screening, Diagnosis, and Treatment (EPSDT), $50.3 million in Mental Health Realignment which is made up of sales tax and vehicle license fees; $37.8 million in Medi-Cal Federal Financial Participation; $1.7 million in state grants; $4.4 million from 2011 Realignment.
- $5.0 million in federal aid for the Mental Health Services Block Grant; federal Drug Medi-Cal.
- $1.6 million in fees, patient and insurance payments, and agency reimbursement match.

STAFFING CHANGES AND OPERATIONAL IMPACT

The department added 21 positions: 2 Office Assistant IIIs, 1 Program Manager I, 1 Clinic Supervisor, 2 Clinical Therapist IIs, 3 Clinical Therapist Is, 8 Mental Health Specialists, 1 Sheriff's Nurse Supervisor II, 1 General Services Worker II, and 2 Office Assistant IIs, all as a result of the new AB109 Public Safety Realignment program. These were offset by the elimination of 3 positions, a Psychiatrist, a Staff Physician and a Contracted Psychiatrist.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Adult and 24-Hour Services	86	0	86	55	12	19	86
Administrative Services	45	0	45	42	3	0	45
Compliance	12	0	12	11	1	0	12
Director	6	0	6	5	1	0	6
Program Support Services	37	1	38	34	4	0	38
Regional Operation & ADS	148	0	148	135	13	0	148
Regional Operation & Children's Svc	147	1	148	132	16	0	148
Medical Services	23	19	42	38	2	2	42
Total	504	21	525	452	52	21	525

Adult and 24-Hour Services

	Classification
4	Alcohol and Drug Counselor
20	Clinical Therapist I
8	Clinical Therapist II
1	Deputy Director BH Program Services
2	Employment Services Specialist
1	Fiscal Assistant
2	General Services Worker II
3	Mental Health Clinic Supervisor
1	Mental Health Program Manager I
2	Mental Health Program Manager II
12	Mental Health Specialist
2	Mental Health Clinic Supervisor
1	Occupational Therapist II
3	Office Assistant II
6	Office Assistant III
3	Psychiatric Aide
2	Psychiatric Technician I
2	Secretary I
1	Secretary II
8	Social Worker II
1	Supervising Office Assistant
1	Sheriff's Nurse Supervisor II
86	Total

Administrative Services

	Classification
3	Accountant II
3	Accountant III
1	Accounting Technician
1	Administrative Manager
1	Administrative Supervisor I
1	Administrative Supervisor II
1	Automated Systems Analyst I
6	Automated Systems Technician
1	Business Applications Manager
1	Deputy Director BH Admin Services
2	Fiscal Assistant
7	Fiscal Specialist
1	Mental Health Auditor
2	Office Assistant II
4	Office Assistant III
2	Payroll Specialist
5	Storekeeper
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supv Auto Systems Analyst I
45	Total

Compliance

	Classification
1	Behavioral Health Med Rec Supv
1	BH Ethics & Compliance Coordinator
1	Chief Compliance Officer - BH
2	Clinical Therapist I
1	MentalHealth Clinic Supervisor
2	Office Assistant II
1	Office Assistant III
1	Office Specialist
2	Social Worker II
12	Total

Director

	Classification
1	Asst Director of Behavioral Health
1	Director of Behavioral Health
1	Executive Secretary II
1	Office Assistant III
1	Office Assistant IV
1	Secretary II
6	Total

Program Support Services

	Classification
1	Administrative Supervisor II
1	Automated Systems Analyst I
5	Clinical Therapist I
2	Clinical Therapist II
1	Dep Dir Behavior Hlth Qual Mgt
1	Medical Emerg. Planning Specialist
4	Mental Health Nurse II
1	Mental Health Program Manager II
1	Mental Health Clinic Supervisor
1	Nurse Supervisor
11	Office Assistant III
1	Office Assistant IV
1	Office Specialist
1	Public Service Employee
1	Research & Planning Psychologist
2	Secretary I
1	Secretary II
1	Staff Analyst II
1	Supervising Office Assistant
38	Total

Regional Operation & ADS

	Classification
14	Alcohol and Drug Counselor
23	Clinical Therapist I
2	Clinical Therapist II
1	Contract MH Staff Physician
1	Deputy Director BH Program Services
2	General Services Worker II
5	Mental Health Clinic Supervisor
3	Mental Health Nurse II
3	Mental Health Program Manager II
15	Mental Health Specialist
2	Mental Health Clinic Supervisor
3	Occupational Therapist II
2	Occupational Therapy Assistant
19	Office Assistant II
13	Office Assistant III
2	Office Assistant IV
4	Office Specialist
1	Program Specialist I
4	Psychiatric Technician I
4	Secretary I
1	Secretary II
18	Social Worker II
1	Substance Abuse Manager
2	Supervising Office Assistant
2	Supervising Office Specialist
1	Supervising Social Worker
148	Total

Regional Operation & Children's Svc

	Classification
4	Alcohol & Drug Counselor
42	Clinical Therapist I
11	Clinical Therapist II
1	Deputy Director BH Program Services
2	General Services Worker II
4	Mental Health Clinic Supervisor
3	Mental Health Nurse II
1	Mental Health Program Manager I
4	Mental Health Program Manager II
4	Mental Health Specialist
6	Mental Health Clinic Supervisor
1	Occupational Therapist II
11	Office Assistant II
19	Office Assistant III
4	Office Assistant IV
7	Office Specialist
3	Psychiatric Technician I
1	Public Service Employee
4	Secretary I
13	Social Worker II
1	Supervising Office Assistant
2	Supervising Office Specialist
148	Total

Medical Services

	Classification
1	Behavioral Health Medical Director
2	Contract Adult Psychiatrist
3	Contract Child Psychiatrist
3	Contract Full Time Adult Psychiatrist
3	Contract Full Time Child Psychiatrist
1	Cont. Full Time Lead Child Psychiatrist
1	Contract Part Time Adult Psychiatrist
1	Contract Part Time Child Psychiatrist
3	Cont F/T Adult Psychiatrist Board Cert
2	Cont P/T Adult Psychiatrist Board Cert
1	Office Assistant III
20	Psychiatrist
1	Secretary II
42	Total

Mental Health Services Act

DESCRIPTION OF MAJOR SERVICES

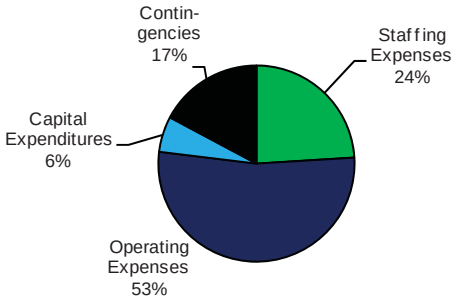
Budget at a Glance

Total Expenditure Authority	$124,405,006
Total Sources	$70,765,155
Fund Balance	$53,639,851
Total Staff	364

On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds $1 million. The proposition was enacted into law as the Mental Health Services Act (MHSA) effective January 1, 2005. The overall purpose and intent is "to reduce the long-term adverse impact on individuals, families, and state and local budgets resulting from untreated serious mental illness to insure that all funds are expended in the most cost effective manner and to ensure accountability to taxpayers and to the public".

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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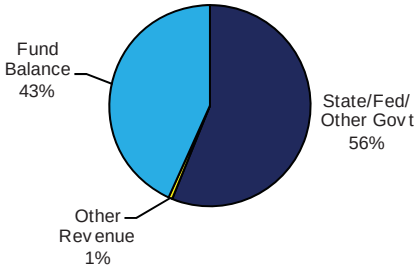
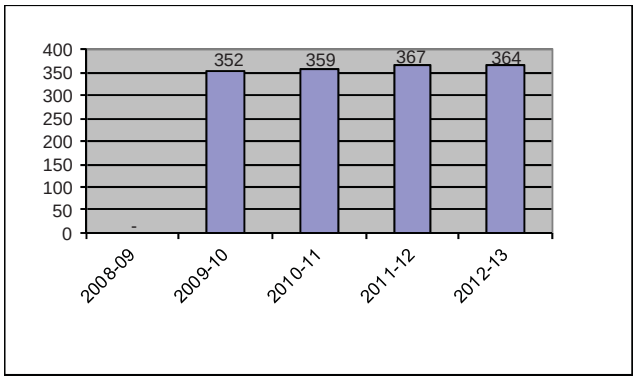


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	328	328	336	335
Limited Term	31	31	31	29
Total	359	359	367	364
Staffing Expenses	$23,084,325	$28,618,874	$28,685,540	$29,886,275

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Mental Health Services Act

BUDGET UNIT: RCT MLH
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	23,084,325	23,716,047	28,685,540	29,886,275	**1,200,735**
Operating Expenses	0	0	44,454,671	59,531,051	59,708,707	65,817,268	**6,108,561**
Capital Expenditures	0	0	891,945	10,000	5,323,696	7,298,159	**1,974,463**
Contingencies	0	0	0	0	48,257,026	21,403,304	**(26,853,722)**
Total Exp Authority	0	0	68,430,941	83,257,098	141,974,969	124,405,006	**(17,569,963)**
Reimbursements	0	0	(249,003)	(380,000)	(380,000)	(421,808)	**(41,808)**
Total Appropriation	0	0	68,181,938	82,877,098	141,594,969	123,983,198	**(17,611,771)**
Operating Transfers Out	50,951,740	61,938,442	0	0	54,883	0	**(54,883)**
Total Requirements	50,951,740	61,938,442	68,181,938	82,877,098	141,649,852	123,983,198	**(17,666,654)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	64,790,741	79,012,087	91,916,293	64,279,166	68,792,158	69,565,497	**773,339**
Fee/Rate	0	0	(234)	0	0	0	**0**
Other Revenue	1,386,116	1,568,352	426,879	630,089	1,250,000	777,850	**(472,150)**
Total Revenue	66,176,857	80,580,439	92,342,938	64,909,255	70,042,158	70,343,347	**301,189**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	66,176,857	80,580,439	92,342,938	64,909,255	70,042,158	70,343,347	**301,189**
				Fund Balance	71,607,694	53,639,851	**(17,967,843)**
				Budgeted Staffing	367	364	**(3)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the MHSA program include an increase in staffing expense of $1,200,735 resulting from costs associated with projected step advancements, employee benefits and increased retirement and earned leave related costs.

Operating expenses include increases to professional services and contracted service providers for mental health and prevention services in the amount of $5,369,056. The increase reflects expansion of projects specific to the Prevention and Early Intervention and Innovation components of the Mental Health Services Act which are in line with the goals and services outlined within the State Plan. In addition, interdepartmental transfer projections are increasing by $567,288 resulting from new MOU's incorporating higher salary and retirement expenses for services provided in collaboration with County departments such as Children's Network, Children and Family Services, Probation and others. Central services is also projected to increase by $163,666 due to the establishment of the new Transitional Age Youth Center which requires continued facility management and maintenance services. Additional costs are data processing charges from Information Services Department.

Capital expenditures have increased by $1,974,463 over the previous year. The increase is due to the continuation of various MHSA Technology projects which include the Electronic Health Record, Behavioral Health Management Information System as well as acquiring four vehicles for client transportation to clinics, Clubhouse and Homeless programs.

Medi-Cal revenue has a projected increase of $773,339. This is due to increased State Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) revenue from the inception of the Innovation Youth Hostel project and projected Medi-Cal funding related to a state plan amendment within AB1297. Interest earned is projected to decrease by $472,150 as fund balance is utilized for various State Plan projects.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Appropriation for 2012-13 is $123,983,198. Staffing expenses of $29,886,275 fund 364 budgeted positions. Operating expenses of $65,817,268 is primarily services and supplies ($52,038,397) and interdepartmental transfers ($10,720, 562). Services and supplies account for administrative and program expenditures to execute the approved MHSA plans of which $41,544,184 are for contracted services with non-governmental organization. Interdepartmental transfers will distribute a net $10,720,562 for program collaborations with Human Services, Probation, Public Defender, Children's Network, Preschool Services, Sheriff/Coroner/Public Administrator and Superintendent of Schools as well as expenditures incurred for leases paid by Real Estate Services and office supplies purchased through the Purchasing Department.

Capital expenditures of $7,298,159 are for various fixed assets and equipment purchases necessary for technology enhancements to One-Stop Transitional Age Youth Center/Crisis Residential Program at 780 East Gilbert Street in San Bernardino and Upland Community Counseling Relocation/ Amazing Place Clubhouse at 934 North Mountain Ave #C in Upland. Additional projects are the continuation of the Technology Component core projects that will allow Behavioral Health to move towards achieving an Integrated Information System Infrastructure. The purchase of four vehicles in the amount of $102,760 will be assigned to the Victorville and Mesa Outpatient Clinics as well as the Homeless and Clubhouse programs. The clients are adults of various ages who are mentally ill with no resources and require transportation to medical, psychiatric appointments, pharmacies for medication, employment groups, court appointments, etc.

Reimbursements are received from Human Services for shared costs in providing services related to the Office of Homeless Services, administrative support provided by Behavioral Health administration and salary reimbursements from Behavioral Health Alcohol and Drug Services.

Departmental revenue from State aid in the amount of $69,565,497 reflect the projected receipts of $51,449,700 for MHSA, $17,274,753 from EPSDT, Medi-Cal Federal Financial Participation and a Substance Abuse and Mental Health Services Administration/Project for Assistance in Transition from Homelessness (SAMSHA/PATH) grant in the amount of $841,044. Other revenue of $777,850 include Institute of Mental Diseases reimbursements and earned interest.

STAFFING CHANGES AND OPERATIONAL IMPACT

The MHSA has eliminated 3 positions: a Public Service Employee, a vacant Social Worker II, and a contracted Clinical Licensed Psychologist that will not be renewed in the new fiscal year. The services provided by this position will be procured through an annual professional service purchase order.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
24 Hour Services Adult and Older Adult	181	2	183	159	24	0	183
Administrative Services	45	0	45	42	3	0	45
Office of Compliance	8	0	8	6	2	0	8
Office of Cultural Competency & Ethnic Services	10	3	13	7	6	0	13
Office of Homeless Services	5	0	5	5	0	0	5
Program Support Services	41	24	65	60	5	0	65
Regional Operations & Alcohol & Drug Services	6	0	6	6	0	0	6
Regional Operations & Children's Services	39	0	39	32	7	0	39
Total	335	29	364	317	47	0	364

24 Hour Services Adult and Older Adult

	Classification
1	Administrative Manager
2	Alcohol and Drug Counselor
46	Clinical Therapist I
8	Clinical Therapist II
3	General Services Worker II
4	Mental Health Clinic Supervisor
1	Mental Health Education Consul.
3	Mental Health Nurse II
5	Mental Health Program Manager I
2	Mental Health Program Manager II
29	Mental Health Specialist
7	MentalHealth Clinic Supervisor
1	Occupational Therapist II
8	Office Assistant II
14	Office Assistant III
1	Office Specialist
6	Peer and Family Advocate II
1	Peer and Family Advocate I
6	Peer and Family Advocate III
2	Program Specialist I
5	Psychiatric Technician I
2	Secretary I
1	Secretary II
22	Social Worker II
2	Staff Analyst II
1	Supervising Office Assistant
183	Total

Administrative Services

	Classification
1	Accountant III
1	Accounting Technician
3	Administrative Supervisor I
1	Administrative Supervisor II
1	Automated Systems Analyst I
2	Automated Systems Analyst II
2	Automated Systems Technician
1	Business Systems Analyst I
3	Business Systems Analyst II
1	Business Systems Analyst III
2	Contract Info Tech Support Worker
1	Fiscal Assistant
3	Fiscal Specialist
2	Mental Health Auditor
2	Office Assistant III
2	Payroll Specialist
1	Peer and Family Advocate I
1	Secretary I
1	Staff Analyst I
12	Staff Analyst II
1	Supervising Accountant II
1	Supervising Fiscal Specialist
45	Total

Office of Compliance

	Classification
2	Office Assistant III
1	Office Assistant IV
1	Peer and Family Advocate III
1	Psychiatrist
3	Staff Analyst II
8	Total

Office of Cultural Competency and Ethnic Services

	Classification
3	Contract Community Liaison
1	Cultural Competency Officer
1	Mental Health Education Consul.
1	Mental Health Program Manager I
1	Office Assistant III
1	Program Specialist I
1	Program Specialist II
1	Secretary I
2	Social Worker II
1	Staff Analyst I
13	Total

Office of Homeless Services

	Classification
1	Mental Health Program Manager I
2	Program Specialist I
1	Secretary I
1	Staff Analyst II
5	Total

Program Support Services

	Classification
2	Administrative Manager
1	Administrative Supervisor I
1	Alcohol & Drug Counselor
2	Automated Systems Analyst I
3	Business Systems Analyst I
2	Clinical Therapist I
18	Graduate Student Intern
2	Mental Health Education Consul.
3	Mental Health Intern Program Supv
2	Mental Health Nurse II
3	Mental Health Specialist
6	Office Assistant III
1	Peer and Family Advocate I
1	Program Specialist I
2	Program Specialist II
1	Secretary I
1	Social Worker II
4	Staff Analyst II
1	Statistical Analyst
6	Student Intern
2	Training and Development Specialist
1	Volunteer Services Coordinator
65	Total

Regional Operations and Alcohol and Drug Services

	Classification
1	General Services Worker II
1	Mental Health Program Manager I
1	Office Assistant III
1	Staff Analyst II
2	Program Specialist I
6	Total

Regional Operations and Children's Services

	Classification
1	Alcohol and Drug Counselor
12	Clinical Therapist I
1	Clinical Therapist II
2	Employment Services Specialist
2	General Services Worker II
1	Mental Health Nurse II
1	Mental Health Program Mgr II
2	MentalHealth Clinic Supervisor
3	Office Assistant III
2	Peer and Family Advocate II
1	Peer and Family Advocate I
1	Peer and Family Advocate III
1	Program Specialist I
1	Secretary I
5	Social Worker II
3	Staff Analyst II
39	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$20,467,921
Total Sources	$11,621,230
Fund Balance	$8,846,691
Total Staff	0

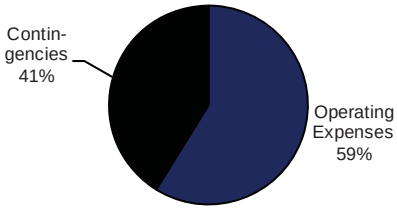
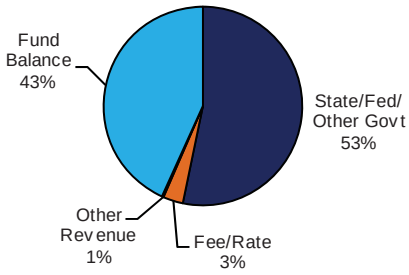
Block Grant Carryover Program This fund is utilized by Alcohol and Drug Services (ADS) to hold money received from the State Department of Alcohol and Drug Programs (ADP) under a multi-year cost reimbursement contract that allows the county to retain unused federal Substance Abuse Prevention and Treatment (SAPT) funds for use in the next fiscal year. These funds are spent on alcohol abuse prevention, education and treatment in schools and the community as described in the annual update to the contract between county and the state. Funds are transferred to ADS based on the needs of the program.

Court Alcohol and Drug Program Funding is provided by three sources: the Statham funds, which are fines collected from individuals convicted of Driving Under the Influence (DUI) offenses; Senate Bill 921, which requires persons convicted of an offense involving a controlled substance to pay a drug program fee in an amount not to exceed $100 for each separate offense; and by Senate Bill 920 that requires persons convicted of specific alcohol related offenses to pay an additional alcohol abuse education and prevention penalty assessment in an amount not to exceed $50. Funds are distributed to ADS programs.

Driving Under the Influence Program As per Title 9, Division 4, Chapter 3, 9878 (m) of the State regulations and Health and Safety Code 11837.8 (a), the Department of Behavioral Health charges fees to privately owned and operated vendors for monitoring Penal Code (PC) 1000 and DUI programs. Supervision of these programs resides with the county as indicated by Vehicle Code Section 1660.7, which states that the supervision and regulation of the first offender program resides with the county. Fees collected from privately owned and operated DUI programs within the county are deposited into this fund. Funds are then transferred to the ADS unit, as needed, to meet the costs of staff assigned to this function. These funds can only be used for the cost of monitoring PC 1000 and DUI programs.

These budget units do not directly spend funds or provide services. They are strictly financing budgets with actual expenditures occurring within Behavioral Health's general fund budget unit for ADS.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

HUMAN SERVICES

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	10,159,489	11,741,143	12,946,883	12,035,682	**(911,201)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	7,718,560	8,432,239	**713,679**
Total Exp Authority	0	0	10,159,489	11,741,143	20,665,443	20,467,921	**(197,522)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	10,159,489	11,741,143	20,665,443	20,467,921	**(197,522)**
Operating Transfers Out	2,064,214	11,144,497	0	0	222	0	**(222)**
Total Requirements	2,064,214	11,144,497	10,159,489	11,741,143	20,665,665	20,467,921	**(197,744)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	776,282	10,804,582	11,023,062	10,906,439	10,964,967	10,898,930	**(66,037)**
Fee/Rate	609,916	834,060	730,173	665,978	662,668	665,245	**2,577**
Other Revenue	151,732	106,023	89,225	69,229	91,842	57,055	**(34,787)**
Total Revenue	1,537,930	11,744,665	11,842,460	11,641,646	11,719,477	11,621,230	**(98,247)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,537,930	11,744,665	11,842,460	11,641,646	11,719,477	11,621,230	**(98,247)**
				Fund Balance	8,946,188	8,846,691	**(99,497)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds appropriation for 2012-13 are $20,467,921 and reflects a net decrease over the previous year of $197,744. Departmental revenue for 2012-13 are $11,621,230, a net decrease of $98,247 over last year. Consolidated net fund balance has decreased by $99,497 and is primarily due to overall program expenditure savings resulting from position vacancies along with under spending related to program changes. Funds are transferred to the ADS unit within the General Fund as needed to meet the costs of staff assigned to ADS programs.

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Fund Balance	Staffing
Special Revenue Funds				
Block Grant Carryover Program	18,443,221	10,946,230	7,496,991	0
Court Alcohol and Drug Program	1,316,604	391,000	925,604	0
Driving Under the Influence Programs	708,096	284,000	424,096	0
Total Special Revenue Funds	20,467,921	11,621,230	8,846,691	0

Block Grant Carryover Program has an appropriation of $18,443,221 which includes contingencies of $7,120,073. Operating expenses of $11,323,148 consists of transfers to the Department of Behavioral Health's Alcohol and Drug Services (MLH) general fund budget unit for salaries and benefits as well as services and supplies costs related to alcohol abuse prevention, education, and treatment in schools and the community. Revenue is primarily from federal aid totaling $10,898,930 received through State Department of Alcohol and Drug programs.

Court Alcohol and Drug Program includes an appropriation of $1,316,604 to fund alcohol and drug programs. Revenue of $391,000 is obtained from fines collected from fees from DUI offenders and interest revenue.

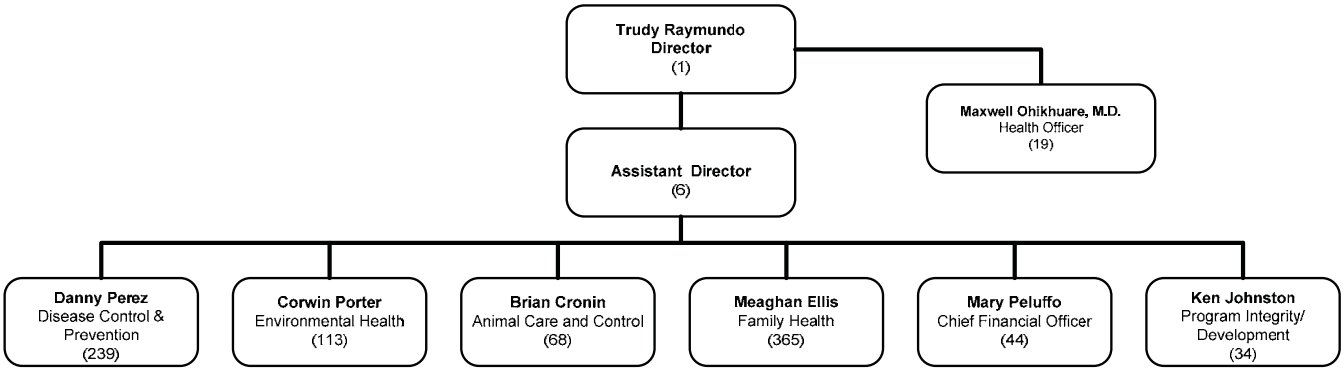
Driving Under the Influence Program has an appropriation of $708,096 which includes contingencies of $425,562, an increase of $82,359 based on estimated fund balance. Operating transfers out of $282,534 include transfers to the ADS unit to cover salaries and benefits and other miscellaneous expenditures to monitor the DUI/Deferred for Entry of Judgment programs. Revenue of $284,000 includes DUI fees paid by program providers and interest revenue.

PUBLIC HEALTH
Trudy Raymundo

MISSION STATEMENT

The Department of Public Health provides community and preventive health services that promote and improve the health, safety and quality of life of San Bernardino County residents and visitors.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Environmental Health Services Division received a National Association of County and City Health Officials (NACCHO) award and a California Conference of Directors of Environmental Health Excellence in Environmental Health award for their public pool safety program submittal entitled "Innovative Methods to Reduce Drowning Risks at Commercial Swimming Pools and Spas" during 2011-12.
- The Community Health Division received Federally Qualified Health Center status for its Hesperia Health Center in September 2011, thereby allowing for increased access to primary and preventive care for the residents of the High Desert.
- During 2010-11 and 2011-12, the Healthy Communities Program added the cities of Highland, Montclair, Upland, Victorville, and Yucaipa as Healthy City partners. In addition, the unincorporated communities of Muscoy and Rim Mountain Communities were added. This brings the total number of partner communities to nineteen, representing 1.67 million residents or 82% of the San Bernardino County population.
- The Public Health Laboratory increased capacity and efficiency through staff re-organization and training, with an emphasis on increased capacity to handle communicable diseases of public health importance through the implementation of new tests. As a result, the Lab was able to perform 86,635 tests on the 52,041 specimens received during 2010-11.
- The Coordinated Asthma Referral Education (CARE) Program, which provides asthma education and home visitations, including environmental assessments to help reduce asthma triggers for children under the age of 18 who have been diagnosed with asthma in the West and Central areas of San Bernardino County provided services to 110 families during the current program year.
- The Preparedness and Response Program conducted a 2-day Pandemic Influenza Planning Summit for stakeholders including the county's 24 cities/towns, special districts, 18 acute-care hospitals, businesses, schools, tribal entities, faith-based organizations, health clinics, long-term-care facilities, military, bordering jurisdictions and other governmental and non-governmental agencies during 2011-12.
- The Animal Care and Control Division conducted 36 off-site animal adoption events in 2010-11, and anticipates increasing that number to 49 for 2011-12.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROMOTE AND INCREASE COMMUNITY COLLABORATION AND INVOLVEMENT TO ENHANCE ACCESS TO CARE.

Objective: Develop and implement programs and strategies to increase access to coordinated behavioral and primary health services.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Total number of clients enrolled and eligible to access comprehensive primary and behavioral health services through countywide collaborative programs.	N/A	N/A	20,000	13,000	20,000

GOAL 2: PROMOTE AND ENSURE A HEALTHFUL ENVIRONMENT.

Objective: Increase animal adoptions through increased community involvement, education and outreach.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Animal Control strives to increase adoptions each year by at 5%. In many years this target has been exceeded.	4,370	6,127	4,819	6,527	6,853

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Public Health	71,133,895	67,304,428	3,829,467			728
California Children's Services	19,568,371	14,991,401	4,576,970			161
Indigent Ambulance	472,501	0	472,501			0
Total General Fund	91,174,767	82,295,829	8,878,938			889
Special Revenue Funds						
Special Revenue Funds - Consolidated	7,932,552	4,097,705		3,834,847		0
Total Special Revenue Funds	7,932,552	4,097,705		3,834,847		0
Total - All Funds	99,107,319	86,393,534	8,878,938	3,834,847		889

5-YEAR APPROPRIATION TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Public Health	81,595,216	73,552,097	63,168,103	70,108,259	71,133,895
California Children's Services	19,960,669	15,711,573	15,433,361	18,863,281	19,568,371
Indigent Ambulance	472,501	472,501	472,501	472,501	472,501
Bio-Terrorism Preparedness	3,263,581	3,121,525	2,693,613	3,198,739	3,031,282
H1N1 Preparedness	0	3,328,268	1,426,622	277,799	0
Tobacco Use Reduction Now	453,996	393,257	417,499	407,260	357,897
Vital Statistics State Fees	670,078	726,946	748,908	811,170	913,083
Vector Control Assessments	3,675,901	3,686,779	3,663,669	3,669,477	3,630,290
Total	**110,091,942**	**100,992,946**	**88,024,276**	**97,808,486**	**99,107,319**

5-YEAR REVENUE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Public Health	78,022,947	70,280,468	59,431,460	66,543,051	67,304,428
California Children's Services	15,600,936	12,784,750	11,472,950	14,290,446	14,991,401
Indigent Ambulance	0	0	0	0	0
Bio-Terrorism Preparedness	2,781,164	2,602,803	2,550,022	2,668,439	1,995,640
H1N1 Preparedness	0	3,328,268	12,935	134,630	0
Tobacco Use Reduction Now	392,696	374,537	417,148	337,969	310,406
Vital Statistics State Fees	159,820	150,731	145,619	135,133	142,340
Vector Control Assessments	1,601,666	1,738,689	1,716,523	1,695,856	1,649,319
Total	**98,559,229**	**91,260,246**	**75,746,657**	**85,805,524**	**86,393,534**

5-YEAR NET COUNTY COST TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Public Health	3,572,269	3,271,629	3,736,643	3,565,208	3,829,467
California Children's Services	4,359,733	2,926,823	3,960,411	4,572,835	4,576,970
Indigent Ambulance	472,501	472,501	472,501	472,501	472,501
Total	**8,404,503**	**6,670,953**	**8,169,555**	**8,610,544**	**8,878,938**

5-YEAR FUND BALANCE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Bio-Terrorism Preparedness	482,417	518,722	143,591	530,300	1,035,642
H1N1 Preparedness	0	0	1,413,687	143,169	0
Tobacco Use Reduction Now	61,300	18,720	351	69,291	47,491
Vital Statistics State Fees	510,258	576,215	603,289	676,037	770,743
Vector Control Assessments	2,074,235	1,948,090	1,947,146	1,973,621	1,980,971
Total	**3,128,210**	**3,061,747**	**4,108,064**	**3,392,418**	**3,834,847**

Public Health

DESCRIPTION OF MAJOR SERVICES

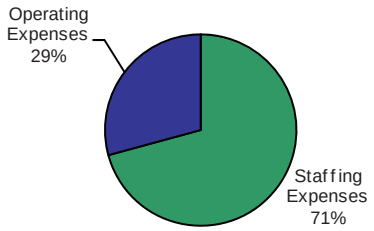
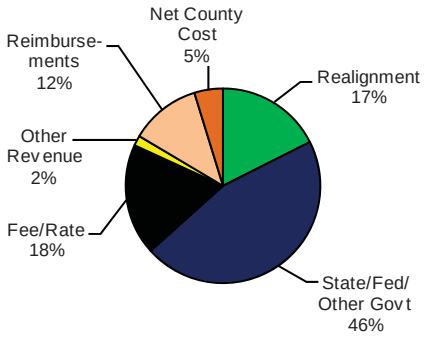
Budget at a Glance	
Total Expenditure Authority	$80,586,296
Total Sources	$76,756,829
Net County Cost	$3,829,467
Total Staff	728
Funded by Net County Cost	5%

The Department of Public Health provides a wide range of services to prevent diseases and improve the health, safety and quality of life for residents and visitors of San Bernardino County. Many services are mandated by California Health and Safety Code.

Key delivery areas continue to include Healthy Communities, Disease Control and Prevention, Environmental Health, and Animal Care and Control. Healthy Communities is a county-wide initiative to support collaborative efforts to improve the quality of life for residents through environmental change. Disease Control and Prevention provides for surveillance and prevention of communicable diseases, including tuberculosis, HIV, and other transmitted diseases, and provision of immunizations to prevent disease. Environmental Health prevents, eliminates, or reduces hazards adversely affecting health, safety and quality of life through integrated, regulatory programs such as Food Protection, Vector Control, and other Land Use/Water Protection programs. Animal Care and Control protects the public from rabies through dog vaccinations, stray animal abatement, wildlife rabies surveillance, and public education.

In addition, as a complement to the Wellness component of the County Visioning process, the Department will continue its current Community Vital Signs Initiative. This initiative is intended to be a community health improvement framework jointly developed by San Bernardino County residents, organizations and government. It builds upon the Countywide Vision by setting evidence-based goals and priorities for action that encompass policy, education, environment, and systems change in addition to quality, affordable and accessible health care and prevention services. It provides the basis for aligning and leveraging resources and efforts by diverse agencies, organizations and institutions to empower the community to make healthy choices, thereby improving the overall health and well-being of the county's residents.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

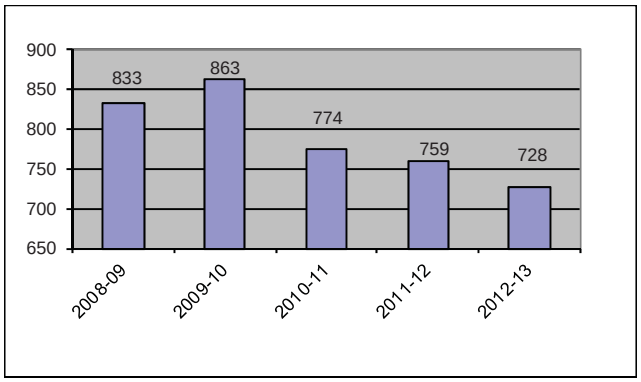
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	729	712	717	711
Limited Term	45	41	42	17
Total	774	753	759	728
Staffing Expenses	$47,808,678	$55,630,422	$55,713,126	$57,036,881

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: General

BUDGET UNIT: AAA PHL
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	54,418,692	51,105,146	47,808,678	50,066,160	55,713,126	57,036,881	**1,323,755**
Operating Expenses	30,653,597	28,936,562	26,784,393	24,043,486	27,372,432	23,533,875	**(3,838,557)**
Capital Expenditures	787,253	507,942	514,936	214,797	289,775	15,540	**(274,235)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	85,859,542	80,549,650	75,108,007	74,324,443	83,375,333	80,586,296	**(2,789,037)**
Reimbursements	(6,935,082)	(7,008,762)	(12,107,264)	(11,498,733)	(13,267,074)	(9,452,401)	**3,814,673**
Total Appropriation	78,924,460	73,540,888	63,000,743	62,825,710	70,108,259	71,133,895	**1,025,636**
Operating Transfers Out	0	0	139,241	(8,644)	0	0	**0**
Total Requirements	78,924,460	73,540,888	63,139,984	62,817,066	70,108,259	71,133,895	**1,025,636**
Departmental Revenue							
Taxes	118,794	2,498	565	1,015	5,000	5,000	**0**
Realignment	13,189,522	5,162,105	9,970,809	10,842,792	14,166,098	14,164,292	**(1,806)**
State, Fed or Gov't Aid	40,039,492	42,027,976	33,989,349	33,570,546	37,483,690	36,874,540	**(609,150)**
Fee/Rate	14,292,405	14,029,603	13,873,892	13,686,308	13,461,595	14,917,134	**1,455,539**
Other Revenue	1,629,748	1,466,589	1,094,505	1,148,343	1,273,046	1,213,462	**(59,584)**
Total Revenue	69,269,961	62,688,771	58,929,120	59,249,004	66,389,429	67,174,428	**784,999**
Operating Transfers In	6,082,230	7,577,044	474,719	2,854	153,622	130,000	**(23,622)**
Total Financing Sources	75,352,191	70,265,815	59,403,839	59,251,858	66,543,051	67,304,428	**761,377**
Net County Cost	3,572,269	3,275,073	3,736,145	3,565,208	3,565,208	3,829,467	**264,259**
				Budgeted Staffing	759	728	**(31)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $57.0 million fund 728 budgeted positions. This appropriation has a net increase of $1.3 million from the prior year modified budget. These increases reflect benefit premiums, retirement and 401k match changes as well as the General MOU Amendment of June 28, 2010 becoming effective July 1, 2012, initiating the Retirement Medical Trusts.

Operating expenses of $23.5 million include general office, equipment, professional services, medical expense, insurance, rent and all travel related expenditures. This appropriation has a net decrease of $3.8 million from the prior year modified budget continuing a trend of streamlining operations, utilizing conference calling and webinars to reduce travel related expenses.

Capital expenditures of $15,540 are for the purchase of video conferencing equipment for the Women, Infants and Children (WIC) program and an additional server.

Reimbursements of $9.5 million represent transfers into the department from its four special revenue funds and payments from other departments such as Human Services, California Children's Services (CCS), Behavioral Health and Probation. A decrease of $3.8 million is due to the elimination of the Cal-Learn program and overall reductions in staffing and operating expenses related to special revenue reimbursement.

State, federal or government aid of $36.9 million is decreasing by $600,000 due to a reduction in funding for Foster Care, Title X and Medi-Cal/FPACT reimbursement for clinic visits.

Fee/rate revenue of $14.9 million are increasing by $1.5 million due to department requested fee increases of $1.7 million offset by a decrease of $200,000 in other current services.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses are 71% of the total $71.1 million expenditures within this budget unit for 2012-13. The department staffs 8 medical clinics, 16 WIC clinics and 2 animal shelters with additional staffing in multiple outlying county owned sites performing environmental health inspections, home visits and animal control staff canvassing. The remaining 29% represents operating expenses including services and supplies, travel and reimbursements. State and federal aid, realignment and Net County Cost comprise 68% of the departmental revenue for this budget unit with the remaining 32% consisting of fees and reimbursements.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing consists of 32 new positions and 63 deletes. The new positions are: 3 Accountant IIs, 4 Animal License Checker Is, 1 Health Education Specialist II, 4 Health Services Assistant Is, 1 Medical Director for Clinic Operations, 1 Medical Records Coder I, 4 Nurse Practitioner IIs, 3 Office Assistant IIs, 1 Office Specialist II, 2 Public Health Physician I, 1 Public Health Physician II, 4 Public Health Physician IIIs, and 3 Environmental Health Specialist IIs. Deletions are in the following sections: Health Officer (7), Disease Control & Prevention (12), Environmental Health (17), Animal Care and Control (1), Community Health (19), Fiscal (5) and Program Integrity (2). Additional medical professional positions and support staff will be utilized in the outlying clinics assisting with an increase in community outreach and primary care services. The Department is requesting to change the current contract Public Health Physician classification to regular, unclassified. The new physician positions detailed above are offset with the six deletions in the Health Officer section, net increase of just one position.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	1	0	1	1	0	0	1
Health Officer	15	4	19	8	2	9	19
Assistant Director	6	0	6	3	3	0	6
Animal Care and Control	68	0	68	61	3	4	68
Program Integrity/Development	34	0	34	31	3	0	34
Disease Control & Prevention	239	0	239	226	9	4	239
Environmental Health	104	9	113	94	16	3	113
Fiscal	44	0	44	40	1	3	44
Community Health	200	4	204	170	25	9	204
Total	711	17	728	634	62	32	728

Administration

	Classification
1	Director
1	Total

Health Officer

	Classification
1	Health Officer
2	Public Health Physician I
1	Public Health Physician II
4	Public Health Physician III
3	Contract Physician
1	Public Health Program Manager
1	Staff Analyst II
1	Public Health Program Coordinator
1	Executive Secretary II
1	Office Specialist
1	Office Assistant III
1	Cont. Planning Council Liaison
1	Medical Director for Clinic Ops
19	Total

Assistant Director

	Classification
1	Assistant Director Of Public Health
1	Executive Secretary II
1	Secretary I
1	Statistical Analyst
1	Health Education Specialist I
1	Office Assistant III
6	Total

Community Health

	Classification
1	Chief of Community Health & Nursing
1	Administrative Supervisor I
6	Clinic Supervisor
1	Clinical Therapist I
2	Contract Nurse Practitioner
2	Contract Physician Assistant
1	Deputy Chief of Comm. Health Srvcs
1	Fiscal Assistant
1	Health Education Assistant
5	Health Education Specialist I
2	Health Education Specialist II
33	Health Services Assistant I
16	Licensed Vocational Nurse II
2	Medical Records Coder I
11	Nurse Practitioner II
35	Office Assistant II
8	Office Assistant III
1	Office Assistant IV
2	PH Program Manager
34	Public Health Nurse II
1	Public Health Nurse Manager
3	PH Program Coordinators
1	Radiologic Technologist I
22	Registerd Nurse II
2	Secretary I
5	Supervising Office Assistant
1	Supervising Office Specialist
4	Supervising Public Health Nurse
204	Total

Disease Control and Prevention

	Classification
1	Division Chief, Disease Control
1	Clinic Supervisor
9	Communicable Disease Investigator
2	Fiscal Assistant
2	Fiscal Specialist
3	Health Education Assistant
5	Health Education Specialist I
2	Health Education Specialist II
99	Health Services Assistant I
5	Health Services Assistant II
1	Lab Response Network Coord
4	Laboratory Assistant
1	Licensed Vocational Nurse II
5	Medical Emer. Planning Spclst
25	Nutritionist
17	Office Assistant II
3	Office Assistant III
1	Office Specialist
1	Public Health Lab Manager
4	Public Health Program Manager
3	Public Health Epidemiologist
1	Public Health Laboratory Technician
6	Public Health Microbiologist II
4	PH Microbiologist III
5	Public Health Program Coordinator
3	Registered Nurse II
3	Secretary I
3	Staff Analyst II
12	Supv. Health Services Assistant
1	Supervising Office Assistant
1	Supv. Public Health Microbiologist
6	Supv. Public Health Nutritionist
239	Total

Fiscal

	Classification
1	Chief Financial Officer
4	Accountant II
1	Accountant III
1	Accountant Technician
1	Administrative Manager
1	Administrative Supervisor
1	Fiscal Assistant
3	Fiscal Specialist
4	Office Assistant II
4	Office Assistant III
1	Office Specialist
2	Payroll Specialist
1	Public Health Program Manager
2	Secretary II
1	Staff Analyst I
10	Staff Analyst II
3	Storekeeper
1	Supervising Accountant III
1	Supervising Accountant II
1	Systems Accountant II
44	Total

Program Integrity/Development

	Classification
1	Div. Chief, Program Integrity & Dev.
11	Automated Systems Analyst I
1	Automated Systems Analyst II
1	Business Applications Manager
1	Business Systems Analyst I
2	Business Systems Analyst II
1	Business Systems Analyst III
1	Health Education Assistant
5	Health Education Specialist I
4	Health Education Specialist II
1	Health Services Assistant
1	Office Assistant III
1	Public Health Program Coordinator
1	Statistical Analyst
2	Supervising Auto Systems Analyst II
34	Total

Animal Care and Control

	Classification
1	Chief of Animal Care & Control
29	Animal Control Officer
2	Animal Health Investigator
8	Animal License Checker I
1	Fiscal Assistant
4	General Services Worker II
1	Health Education Specialist II
8	Office Assistant II
3	Office Assistant III
2	Office Assistant IV
1	ACC Program Manager
1	Registered Veterinary Tech
3	Supervising Animal Control Officer II
4	Supervising Animal Control Officer I
68	Total

Environmental Health

	Classification
1	Chief, Environmental Health Services
1	Administrative Supervisor I
45	Environmental Health Specialist II
9	Environmental Health Specialist III
4	Environmental Technician I
2	Environmental Technician II
2	Fiscal Assistant
1	Fiscal Specialist
1	Health Education Specialist I
1	Health Education Specialist II
12	Office Assistant III
2	PH Program Mngr Enviro. Health
9	Public Service Employee
2	Secretary I
1	Supervising Office Assistant
1	Supervising Office Specialist
8	Supv. Environ. Health Specialist
8	Vector Control Technician I
2	Vector Control Technician II
1	Vector Ecologist
113	Total

California Children's Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$19,568,371
Total Sources	$14,991,401
Net County Cost	$4,576,970
Total Staff	161
Funded by Net County Cost	23%

California Children's Services (CCS) is a state program that provides case management, diagnosis and treatment services to individuals up to 21 years of age with severe qualifying medical conditions and whose families are unable to pay for all or part of the care. State law requires the County to maintain a mandated minimum funding level. In addition to realignment dollars and the County's mandated contribution, funding also comes from Medi-Cal, private insurance and patient co-payments.

The revenue breakdown among federal, state, realignment and County general fund support depends on the type of services provided under this program. This program provides two types of services.

1. Administrative Component – Case management activities include determining program eligibility, evaluating needs for specific services, determining the appropriate providers and authorizing/paying for medically necessary care. Reimbursement for administrative and operational costs for County CCS programs is shared between the state and County programs per Health and Safety Code Section 123955 (a). Administrative funding was previously based on staffing standards and caseload mix of CCS clients; however, since 2008-09 the state has changed the funding methodology. All counties must provide the state with a projected budget based on filling all positions as determined by the staffing standards. The state determines what percentage each county's projected budget is of the total amount budgeted by all counties. The percentage is applied to the total allocation available from the state for the fiscal year which may change the actual reimbursement rate normally expected on the caseload numbers below.

   Caseload percentages are as follows:

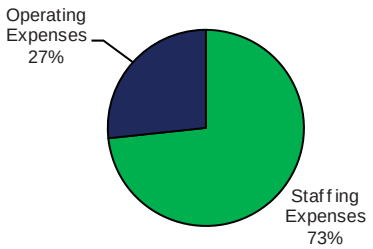
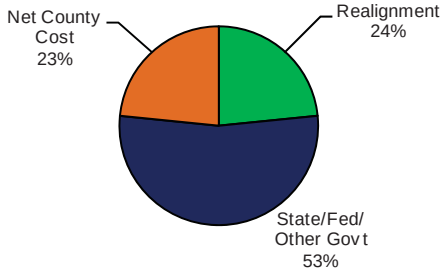
   - Medi-Cal caseload percentage is 76.71%. Federal and state funds reimburse CCS for 100% of the costs.

   - Healthy Families accounts for 12.12% of the caseload. This federal and state program pays 82.5% of the costs. The remaining 17.5% local share is equally funded by Social Services Realignment (8.75%) and general fund support (8.75%) and is billed to CCS on a quarterly basis.

   - CCS or Non-Medi-Cal caseload accounts for approximately 11.17%. Federal and state funds account for 50% of the costs associated with treating this clientele. The remaining 50% is split equally between Social Services Realignment (25%) and general fund support (25%).

2. Medical Therapy Component – This service provides physical therapy, occupational therapy and medical therapy conference services. Licensed physical therapists and certified occupational therapists provide evaluation, treatment, consultation services and case management. The state reimburses the County 50% of the costs incurred by this program up to the allocated amount prescribed by the state. The remaining 50% is equally funded by Social Services Realignment and County general fund support. Additionally, this program is allowed to bill Medi-Cal for therapy provided to Medi-Cal eligible clients. This revenue is split 75% state and 25% County. Approximately 56% of the caseload in the medical therapy component is Medi-Cal eligible. The state also reimburses approximately $80,000 at 100% for personnel costs while attending individualized educational programs per California AB3632.

2012-13 RECOMMENDED BUDGET

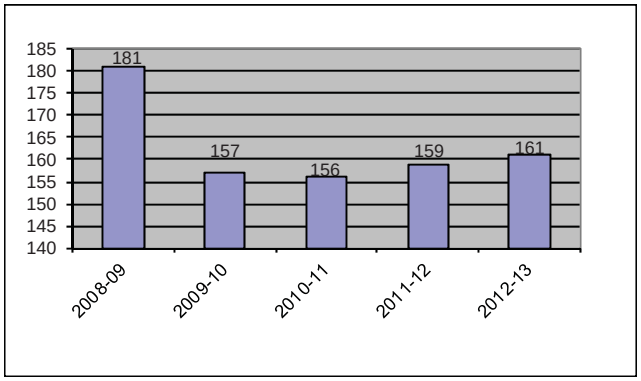
EXPENDITURE AUTHORITY	SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	156	159	161	161
Limited Term	0	0	0	0
Total	156	159	161	161
Staffing Expenses	$11,418,424	$13,653,228	$13,647,971	$14,338,020

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health - California Children's Services
FUND: General

BUDGET UNIT: AAA CCS
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	11,952,585	11,719,166	11,418,424	12,352,759	13,647,971	14,338,020	**690,049**
Operating Expenses	4,234,995	4,024,509	4,018,979	4,146,638	5,203,310	5,221,351	**18,041**
Capital Expenditures	0	12,055	0	6,912	12,000	9,000	**(3,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	16,187,580	15,755,730	15,437,403	16,506,309	18,863,281	19,568,371	**705,090**
Reimbursements	(94,746)	(44,160)	(4,042)	(21,712)	0	0	**0**
Total Appropriation	16,092,834	15,711,570	15,433,361	16,484,597	18,863,281	19,568,371	**705,090**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	16,092,834	15,711,570	15,433,361	16,484,597	18,863,281	19,568,371	**705,090**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	3,697,070	2,920,485	3,342,732	3,619,550	4,578,092	4,576,970	**(1,122)**
State, Fed or Gov't Aid	8,675,131	9,860,053	8,659,332	9,234,919	9,694,354	10,398,431	**704,077**
Fee/Rate	15,921	9,255	12,320	10,466	14,000	14,000	**0**
Other Revenue	7,641	1,292	76,245	112	4,000	2,000	**(2,000)**
Total Revenue	12,395,763	12,791,085	12,090,629	12,865,047	14,290,446	14,991,401	**700,955**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	12,395,763	12,791,085	12,090,629	12,865,047	14,290,446	14,991,401	**700,955**
Net County Cost	3,697,071	2,920,485	3,342,732	3,619,550	4,572,835	4,576,970	**4,135**
				Budgeted Staffing	159	161	**2**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $14.3 million fund 161 budgeted positions. This appropriation is increasing by $690,049 to accommodate an increase of 2 positions, increased retirement costs, and negotiated labor agreement costs.

State, federal or government aid of $10.4 million is increasing by $704,077 due to additional reimbursable staffing expenses and program costs.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses are 73% of the expenditures within this budget unit for 2012-13. These expenses are necessary to provide program related services at 10 Medical Therapy Units located throughout the County as well as eligibility and case management services. The remaining 27% are operating expenses which include payments to the state and other providers for treatment costs and medical supplies, services and supplies, travel and reimbursements. The majority of the $19.5 million program is funded from state aid, realignment and net county cost. As state law requires, the County is budgeting $4.6 million in Social Services Realignment to maintain the mandated minimum funding level for this program.

STAFFING CHANGES AND OPERATIONAL IMPACT

For 2012-13, 1 new Social Worker II and 1 part time Pediatric Rehabilitation Therapist position are being added. A Social Service Practitioner is being reclassified to a Supervising Social Worker. These positions will provide the necessary staffing standards to meet caseload.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
California Children's Services	161	0	161	144	15	2	161
Total	161	0	161	144	15	2	161

California Children's Services

	Classification
17	Office Assistant II
12	Office Assistant III
1	Supervising Office Assistant
27	Office Specialist
3	Supervising Office Specialist
1	Fiscal Assistant
2	Occupational Therapy Assistant
6	Rehab Services Aide
4	Physical Therapist Assistant
1	CCS Physician Consultant I
1	CCS Physician Consultant II
1	Public Health Program Coordinator
24	Public Health Nurse II
1	Public Health Program Manager
1	Secretary I
2	Supervising Public Health Nurse
8	Supv Pediatric Rehab Therapist I
4	Social Worker II
1	Supervising Social Worker
1	Supv Pediatric Rehab Therapist II
40	Pediatric Rehab Therapist
3	Medical Therapist Specialist
161	Total

Indigent Ambulance

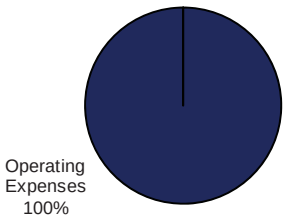
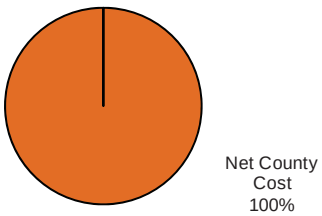
DESCRIPTION OF MAJOR SERVICES

This budget unit provides funding for ambulance contractors who transport indigents to the Arrowhead Regional Medical Center or the closest hospital under certain life-threatening situations. Up to the extent of available appropriation, the fund also pays for the Sheriff/Coroner/Public Administrator's cost of transportation of inmates for medical treatment. The appropriation in this budget unit is maintained at a constant level.

Budget at a Glance

Total Expenditure Authority	$472,501
Total Sources	$0
Net County Cost	$472,501
Total Staff	0
Funded by Net County Cost	100%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health - Indigent Ambulance
FUND: General Fund

BUDGET UNIT: AAA EMC
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	472,501	472,501	472,501	472,501	472,501	472,501	**0**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no changes to this budget unit.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

All expenditures are for transportation of indigent patients for medical treatment for inmates.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$7,932,552
Total Sources	$4,097,705
Fund Balance	$3,834,847
Total Staff	0

Bio-Terrorism Preparedness is supported by Federal and State funding from the Centers for Disease Control, Pandemic Influenza and Cities Readiness Initiative. Funds support the Department's preparedness for and response to emergencies caused by bioterrorism, infectious disease, natural disasters and other public health threats such as Pandemic Influenza through the development and exercising of comprehensive public health emergency preparedness and response plans.

Tobacco Use Reduction Now program provides tobacco control and educational services to the residents of the County. The primary goals of the TURN program are to reduce exposure to secondhand smoke, reduce youth access to tobacco products, counteract the influence of tobacco advertising, promote tobacco cessation and collaborate with various community based organizations through the Coalition for a Tobacco Free San Bernardino County.

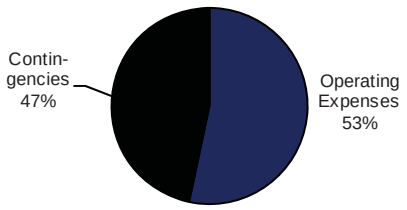
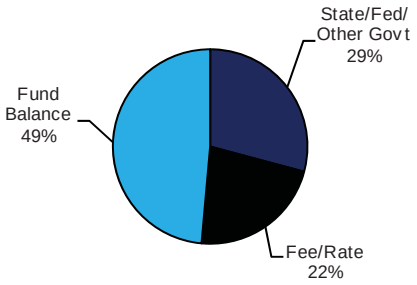
Vital Statistics State Fees holds fees set by the state which are collected from the sale of birth and death certificates. Per Health and Safety Code 103625, all applicants for birth and death certificates shall pay an additional $3 to be collected by the County which are then disbursed 45% to the state registrar and the remaining 55% retained by the department. The funds may be used to defray the administrative costs of collecting and reporting with respect to those fees but also to improve and/or modernize vital records operations and data collection and analysis.

Vector Control Assessments funding is received via the property tax roll and is dedicated for vector control services. The assessments are levied against parcels within the unincorporated parts of the County and the amount assessed depends upon the level of improvement on a given parcel. Services provided by the Vector Control Program include responding to citizen complaint/service requests for community control of vectors. Additional services include monitoring for the presence of vector borne diseases, inspecting poultry ranches, dairies and riding academies for nuisance flies and other vectors and direct abatement and control of vectors in sanitary sewer systems, flood control channels and basins.

H1N1 Preparedness funding has been discontinued.

These are financing budgets only. No actual expenditures or activities are incurred or conducted via these budget units.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	5,786,676	7,153,830	5,558,287	4,379,193	5,985,219	4,229,972	**(1,755,247)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	2,379,226	3,702,580	**1,323,354**
Total Exp Authority	5,786,676	7,153,830	5,558,287	4,379,193	8,364,445	7,932,552	**(431,893)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,786,676	7,153,830	5,558,287	4,379,193	8,364,445	7,932,552	**(431,893)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,786,676	7,153,830	5,558,287	4,379,193	8,364,445	7,932,552	**(431,893)**
Departmental Revenue							
Taxes	1,701,817	1,719,063	1,696,190	30,152	31,396	27,374	**(4,022)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	3,761,888	6,216,487	2,956,507	2,992,429	3,123,564	2,303,096	**(820,468)**
Fee/Rate	128,428	141,398	139,080	1,773,215	1,777,927	1,756,002	**(21,925)**
Other Revenue	128,083	123,200	43,383	25,826	39,140	11,233	**(27,907)**
Total Revenue	5,720,216	8,200,148	4,835,160	4,821,622	4,972,027	4,097,705	**(874,322)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	5,720,216	8,200,148	4,835,160	4,821,622	4,972,027	4,097,705	**(874,322)**
				Fund Balance	3,392,418	3,834,847	**442,429**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds are decreasing appropriations by a net $431,893 and reducing departmental revenue by $874,322 resulting in a department fund balance increase of $442,429. When the bioterrorism funding allocation for grant year 2011-12 was released the department had anticipated a 9.8% decrease but the final allocation was a decrease of 17.60% plus the elimination of the lab stipend resulting in a decrease of $900,350. The department is still awaiting State approval of rollover funding from previous grant years. Once approved the rollover approval will also allow the department to increase contingencies by $732,893. H1N1 preparedness has been discontinued resulting in a decrease in appropriation by $277,799 and revenue decrease of $132,473. A decrease in tax assessments and related earned interest has prompted the department to decrease vector control related program expenditures by $608,349. Anticipating no imminent outbreak response, contingencies will increase $569,162 for future use. Tobacco Use Reduction Now and Vital Statistics State Fees funds do not anticipate changes in program activities.

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Fund Balance	Staffing
Special Revenue Funds				
Bio-Terrorism Preparedness	3,031,282	1,995,640	1,035,642	0
Tobacco Use Reduction Now	357,897	310,406	47,491	0
Vital Statistics State Fees	913,083	142,340	770,743	0
Vector Control Assessments	3,630,290	1,649,319	1,980,971	0
Total Special Revenue Funds	7,932,552	4,097,705	3,834,847	0

Bio-terrorism Preparedness includes funding for the current year and from previous grant years available for rollover and use by the state. Expenditure appropriation of $3.031 million includes $2.044 million, which represents a decrease of $900,350 and contingencies of $987,000, an increase of $732,893. Revenue of $1.9 million is a reduction of $673,000. The department has been instructed to spend down old funds, however because of staffing shortages at the state level, the approval needed to spend these funds is slow in coming. The department anticipates that all previous funding rollover requests will be approved allowing for current grant year 11/12 funds to be held in a contingency fund for future use. Due to declining revenue from past years, the program continues to pare down staff and ongoing expenditures, but at the same time, it continues to meet all scopes of work.

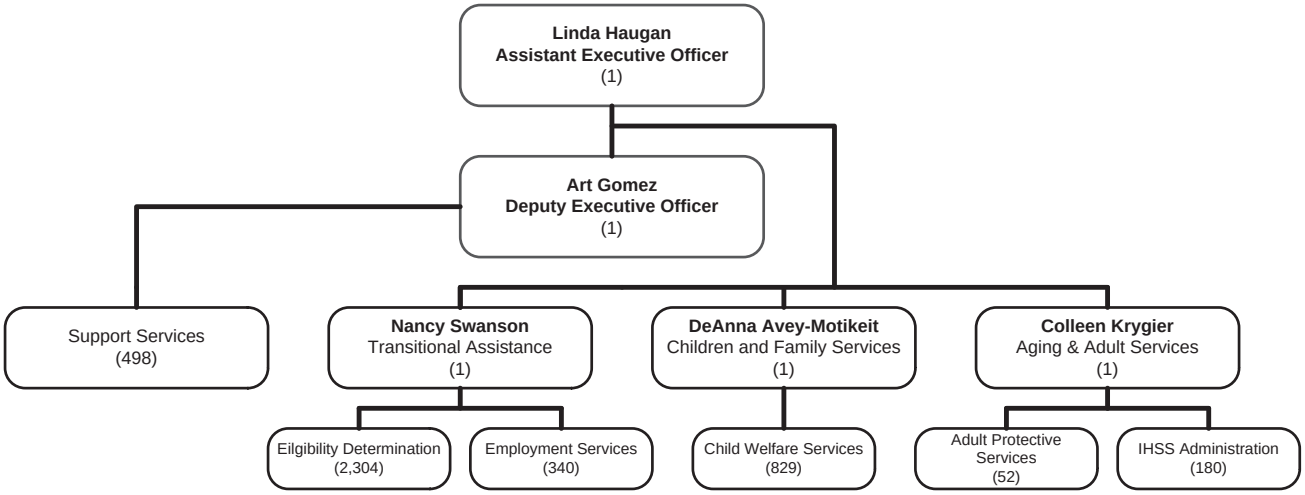
Tobacco Use Reduction Now program was established in 1989 and receives a yearly prop 99 funding allocation from the California Department of Public Health. Funds are received from the state in three year funding increments. Since 12/13 represents the third year of this grant period there will be no contingencies, program expenditures and revenue of $357,897 are required.

Vital Statistics State Fees funds are received from the sale of certified copies of birth and death certificates. Funds are available to improve and/or modernize vital records operations and data collection and analysis. Expenditures of $913,083 include costs related to the implementation of a vital records imaging system. Revenue appropriations will be increasing by $10,900, for a total of $142,340.

Vector Control Assessments funding is from tax assessments on parcels throughout the county received via the property tax roll. Services dedicated to these areas for vector related response, surveillance and treatment are appropriated at $1,696,617. The contingency appropriation is estimated to increase by $569,162 to a total of $1,933,673, for future departmental use, as well as set aside for the uncertainty of a vector borne outbreak. Therefore, appropriation for 2012-13 is $3,630,290. Expected revenue from tax assessments, delinquent tax collection and interest is budgeted at $1,649,319.

HUMAN SERVICES ADMINISTRATIVE CLAIM
Linda Haugan

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

Transitional Assistance Department (TAD)

- Processed $14 million in Federal tax returns through the Volunteer Income Tax Assistance (VITA) program. These refunds stimulated economic activity in addition to fighting poverty.
- Implemented the Customer Service Center (CSC) on 8/5/11 for CalWORKs/CalFresh/Medi-Cal continuing cases, averaging 90,000 calls per month. CSC is a state of the art call center with many modern technological features which allows staff in district offices to focus on work from increasing caseloads.
- Implemented collective team "Task based approach" to processing work vs. traditional individualized case management approach. Implemented in conjunction with CSC on 8/5/11. Process Approach to Case Excellence (PACE) provides for a more efficient assignment and completion of casework.
- Received National Golden "Hunger Champion" Award – One of only four Golden awards given out nationally in 2012 to States or Counties for outstanding use and implementation of CalFresh outreach efforts and innovations.

Children and Family Services (CFS)

- Received and assessed 52,933 child abuse referrals.
- Arranged for 1,115 children to attend summer camp.
- Provided Wraparound services to 770 children countywide to decrease group home placements.
- Organized and hosted 333 foster and kinship youth at the Annual CFS Sports Fair.
- Hosted 634 children, foster parents and others at the Annual Foster Parent Picnic.
- Finalized 401 adoptions.

Department of Aging and Adult Services (DAAS)

- Received two 2011 National Association of Counties (NACo) Awards for the Long Term Ombudsman Program/Red Cross partnership and the Prevention and Early Intervention Transportation Reimbursement Escort Program (PEI/TREP).
- Senior Information and Assistance provided 7,616 seniors with registered services and provided public/community outreach to 79,184 individuals.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE TOTAL PERCENTAGE OF HOUSEHOLDS PARTICIPATING IN THE CALFRESH (FOOD STAMP) PROGRAM.

Objective: Increase public awareness/access of CalFresh benefits.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage increase in CalFresh participation.	32%	16.5%	20%	11%	10%

The Food and Nutrition Service (FNS), a division of the US Department of Agriculture (USDA), has mandated States to increase outreach efforts, and thus CalFresh participation. TAD, through additional community outreach efforts, and the implementation of the on-line Application (C4 Yourself), started in October 2007, has expanded access to apply for CalFresh benefits for San Bernardino County residents. TAD staff participates in over 40 community outreach health events annually to help promote CalFresh participation in communities. Increasing food stamp awareness and participation enriches the lives of our County residents through better nutrition and health. Based on research by the USDA, for each dollar in federal CalFresh benefits, nearly double that amount is generated in economic activity.

Note: Current economic conditions contributed to the increase in the CalFresh program beginning in 2007-08 and are expected to continue for the next few years but are expected to return to the projected 5% target once the economy improves.

GOAL 2: INCREASE THE WORK PARTICIPATION RATE (WPR) OF RECIPIENTS OF CALWORKS BENEFITS.

Objective: Increase the number of Welfare to Work (WTW) mandatory CalWORKs participants who are engaged in a federal WTW activity.

	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of CalWORKs customers engaged in a *Federal Welfare-To-Work activity*.	41%	38%	50%	50%	50%

This performance goal was developed to measure the percentage of successful placements of our CalWORKs customers into Federal Welfare-To-Work activities. This goal will assist the department in achieving an overall increase in the number of participants that are actively engaged in welfare-to-work activities and help move our customers to their ultimate goal of self-sufficiency.

GOAL 3: MAINTAIN CALFRESH ERROR RATE PROFICIENCY.

Objective: Maintain the CalFresh error rate below the federal tolerance level of 6% to avoid fiscal sanction.

	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of errors in calculating CalFresh Benefits.	2%	1%	3%	3%	3%

TAD's goal in this area is to maintain the CalFresh error rate below the federal tolerance level, which the department previously achieved. Ensuring accuracy of CalFresh payments adds to the customer service satisfaction of this program for which TAD is responsible. Additionally, maintaining the CalFresh error rate below the federal tolerance level reduces the risk of potential sanctions and penalties.

GOAL 4: INCREASE THE NUMBER OF CHILDREN AND YOUTH THAT REMAIN SAFELY AT HOME, BASED ON THE DEVELOPMENT OF SAFETY PLANS DURING TEAM DECISION MAKING MEETINGS (TDM).

Objective: Increase the number of Team Decision Making meetings conducted with families throughout the County.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage Increase in number of TDM's conducted.	N/A	N/A	N/A	N/A	10%

This goal is new this year and Children and Family Services established goals 4 and 5 to meet the criteria outlined in the upcoming System Improvement Plan in January 2013.

GOAL 5: PREPARE FOSTER YOUTH WITH MORE CONSISTENT ENGAGEMENT IN THEIR TRANSITIONAL INDEPENDENT LIVING PLAN (TILP) TO ENSURE THEIR BEST POSSIBLE SUCCESSFUL EXIT FROM FOSTER CARE.

Objective A: Increase the number of Transitional Conferences (TC) with transitional aged youth to assist them in preparing for a successful exit from Foster Care.
Objective B: Increase compliance with federal requirements for documenting National Youth Transitional Data.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
5A. Percentage increase in number of TC's conducted.	N/A	N/A	N/A	N/A	10%
5B. Percentage increase in National Youth Transitional Data compliance.	N/A	N/A	N/A	N/A	5%

This goal is new this year and Children and Family Services established goals 4 and 5 to meet the criteria outlined in the upcoming System Improvement Plan in January 2013.

GOAL 6: REDUCE THE NUMBER OF CHILDREN WHO ENTER FOSTER CARE EACH YEAR.

Objective: Continue implementation of Family-to Family (F2F) and other practices that reduce the number of children who must enter foster care.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Annual percentage reduction in the number of children entering foster care.	(10%)*	(24%)*	5%	26%	N/A

Children and Family Services established goals 4 and 5 to meet the criteria outlined in the upcoming System Improvement Plan in January 2013 and will no longer be using this performance measure beginning in 2012-13.

*(10%) and (24%) identifies a percentage increase in the number of children entering foster care in each respective year.

GOAL 7: INCREASE THE NUMBER OF FOSTER CHILDREN IN THE INDEPENDENT LIVING PROGRAM THAT EARN A HIGH SCHOOL DIPLOMA OR G.E.D.

Objective A: Continue identifying and tracking the performance of child welfare dependents on the High School Equivalency (Exit) exam.
Objective B: Secure/implement customized tutoring programs designed to address needs of exiting youth.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage increase in foster youth graduating with a high school diploma or G.E.D.	6%	20%	10%	15%	N/A

Children and Family Services established goals 4 and 5 to meet the criteria outlined in the upcoming System Improvement Plan in January 2013 and will no longer be using this performance measure beginning in 2012-13.

GOAL 8: ASSIST AT-RISK ADULTS AND FRAIL ELDERLY TO MAINTAIN INDEPENDENCE AND LIVE SAFELY IN THE LEAST RESTRICTIVE ENVIRONMENT.

Objective: Complete annual re-evaluation process for In-Home Supportive Services (IHSS) customers within state mandated timeframes.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of IHSS annual re-evaluations completed within state mandated timeframes.	96%	96%	90%	96%	90%

Continued improvements are being developed and implemented on completion of the annual re-evaluations. The state Quality Assurance Programs continues to identify areas for improvements that enhance the program integrity in customer service in this area. Targets were developed using the state mandated timeframes. This will continue to be a challenge due to the current budget changes pending in the IHSS program.

GOAL 9: ENSURE THE SAFETY OF AT-RISK ADULTS AND THE ELDERLY TO IMPROVE OR MAINTAIN QUALITY OF LIFE.

Objective: Respond to emergency Adult Protective Services (APS) referrals within state mandated timeframes.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of emergency APS referrals responded to within the State mandated timeframes.	99%	100%	100%	100%	100%

APS emergency referrals are responded to within the 24-hour state mandate. Continued training on the response to both emergency referrals and non-emergencies are being reviewed and updated annually.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Human Services Administrative Claim	442,482,268	427,905,404	14,576,864			4,208
Total General Fund	442,482,268	427,905,404	14,576,864			4,208

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Human Services Administrative Claim	360,927,035	371,908,075	396,105,044	430,197,625	442,482,268
Total	**360,927,035**	**371,908,075**	**396,105,044**	**430,197,625**	**442,482,268**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Human Services Administrative Claim	338,730,083	352,404,009	381,706,938	416,817,886	427,905,404
Total	**338,730,083**	**352,404,009**	**381,706,938**	**416,817,886**	**427,905,404**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Human Services Administrative Claim	22,196,952	19,504,066	14,398,106	13,379,739	14,576,864
Total	**22,196,952**	**19,504,066**	**14,398,106**	**13,379,739**	**14,576,864**

Administrative Claim

DESCRIPTION OF MAJOR SERVICES

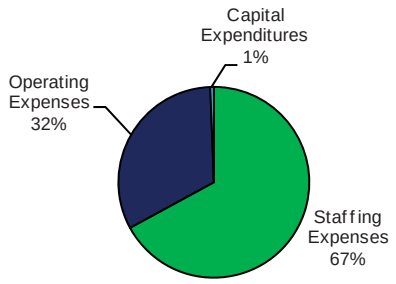
Budget at a Glance

Total Expenditure Authority	$445,407,750
Total Sources	$430,830,886
Net County Cost	$14,576,864
Total Staff	4,208
Funded by Net County Cost	3%

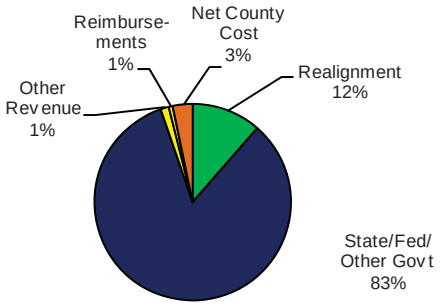
This budget unit represents the administrative claim made by the County for social services programs under applicable mandatory federal and state regulations. Included are Transitional Assistance Department (Eligibility and Employment Services), Children and Family Services (CFS), Adult Services programs of the Department of Aging and Adult Services (DAAS), and the administrative support and training functions provided by Human Services (HS) Administration and the Performance, Education and Resource Center (PERC). Also included is the Children's Network.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

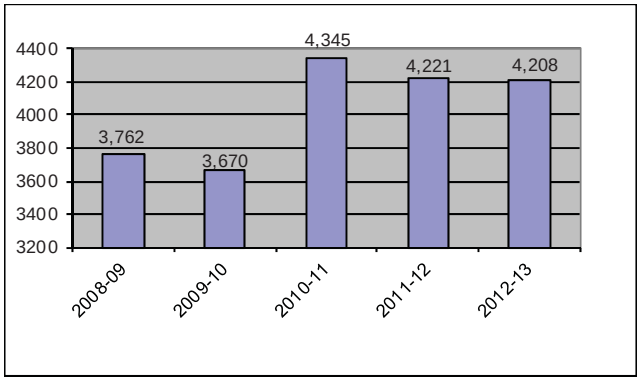


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	4,306	4,110	4,199	4,186
Limited Term	39	39	22	22
Total	4,345	4,149	4,221	4,208
Staffing Expenses	$267,492,781	$289,002,425	$292,016,713	$298,723,192

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Human Services Administrative Claim
FUND: General

BUDGET UNIT: AAA DPA
FUNCTION: Public Assistance
ACTIVITY: Administration

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	231,117,243	237,485,494	254,846,538	272,708,197	292,016,713	298,723,192	**6,706,479**
Operating Expenses	132,004,443	134,075,532	140,128,801	132,077,774	135,799,429	143,985,558	**8,186,129**
Capital Expenditures	2,260,255	1,548,170	4,912,826	2,815,000	4,900,575	2,699,000	**(2,201,575)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	365,381,941	373,109,196	399,888,165	407,600,971	432,716,717	445,407,750	**12,691,033**
Reimbursements	(2,445,959)	(2,204,936)	(3,794,945)	(3,515,502)	(2,519,092)	(2,925,482)	**(406,390)**
Total Appropriation	362,935,982	370,904,260	396,093,220	404,085,469	430,197,625	442,482,268	**12,284,643**
Operating Transfers Out	625,417	809,877	0	0	0	0	**0**
Total Requirements	363,561,399	371,714,137	396,093,220	404,085,469	430,197,625	442,482,268	**12,284,643**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	34,238,496	38,340,834	45,901,973	50,327,640	46,229,760	50,820,478	**4,590,718**
State, Fed or Gov't Aid	301,729,571	312,835,287	334,195,701	339,133,590	365,584,126	370,488,376	**4,904,250**
Fee/Rate	632,394	555,742	566,072	506,000	506,000	628,550	**122,550**
Other Revenue	4,068,169	272,366	1,022,664	738,500	598,000	1,068,000	**470,000**
Total Revenue	340,668,630	352,004,229	381,686,410	390,705,730	412,917,886	423,005,404	**10,087,518**
Operating Transfers In	0	205,842	20,528	0	3,900,000	4,900,000	**1,000,000**
Total Financing Sources	340,668,630	352,210,071	381,706,938	390,705,730	416,817,886	427,905,404	**11,087,518**
Net County Cost	22,892,769	19,504,066	14,386,282	13,379,739	13,379,739	14,576,864	**1,197,125**
				Budgeted Staffing	4,221	4,208	**(13)**

BUDGET CHANGES AND OPERATIONAL IMPACT

The 2012-13 recommended budget is based on the latest information available from the developing budget situation at the state level. The latest social services allocation projections include policy decisions which are still pending state approval. While pending policy decisions could mandate a reduction in funding for various Human Services (HS) programs, rapid caseload growth continues to push state and federal funding upwards for certain programs. For TAD, Medi-Cal funding is anticipated to increase $3.5 million (5.5%). For CFS, $2.0 million of increased funding is made available by using Wraparound Reinvestment Funds to leverage additional federal funds. For DAAS, allocations are expected to remain unchanged but the county share of payments to IHSS Providers is projected to increase $6.5 million which is entirely funded with Social Services Realignment. All other funding for programs administered by HS is expected to remain unchanged from what was included in the 2011-12 modified budget.

While this budget anticipates increased allocations across a few social services programs, the economic downturn has caused significant budget issues for the state and could result in future cuts to funding of social services programs. Until such time that the state makes changes to its current budget plan, it has been deemed necessary to plan for the maximum possible available funding in order to effectively take advantage of potential funding increases. HS will continue to monitor developments at the state and federal levels in an effort to maintain mandated public services at appropriate levels while utilizing all available funding.

Current strategy is to reduce staffing to the level which provides the most flexibility and opportunity to efficiently utilize available allocations. Plans for significant expenditures, whether for staff, services, supplies, equipment, or services to clients will be monitored closely until such time that future changes to the state budget are known. Any significant differences between this budget and actual allocations received from the state will be addressed through the County's quarterly budget adjustment process.

Overall, allocations within this budget unit are expected to increase only 1.3% from the previous year. This allocation increase combined with additional funds from the Wraparound Reinvestment Fund and Social Services Realignment result in an appropriation increase of $12.3 million from the 2011-12 modified budget as follows:

- Staffing expenses will increase $6.7 million over the 2011-12 modified budget. Increases fund rising benefit, retirement and salary costs. While 41 positions were eliminated due to insufficient funding; strategic and operational adjustments in various HS departments and divisions resulted in the addition of 28 positions. New and currently vacant positions will be filled only as federal and state funding is verified.

	TAD	CFS	DAAS	Support	Total
2011-12 Modified Budget	2,671	811	233	506	4,221
2012-13 Adopted Budget	2,645	830	233	500	4,208
Difference between 2011-12 Modified Budget & 2012-13 Adopted Budget	(26)	19	0	(6)	(13)

- Operating expenses are increasing approximately $8.2 million. Significant changes are related to increases in county service costs and IHSS provider payments.
- Capital expenditures are decreasing by $2.2 million which is due to decreases in equipment, vehicle and capitalized software purchases.
- Reimbursements are increasing by $0.4 million which reflects an increase in the demand for HS administrative support.

Total revenue increased by $10.1 million from the 2011-12 modified budget as follows:
- This budget unit increases Realignment by $4.6 million as a result of the increase in IHSS provider payments local share that are funded entirely with Social Services Realignment.
- Federal and state funding available for HS programs decreased a net $33.6 million primarily due to the shift of state revenue to Realignment 2011 and an increase in federal funding for Medi-Cal.
- A mix of miscellaneous revenue sources increased by $470,000.

Operating transfers in increased by $1.0 million and represent funds provided from the Wraparound Reinvestment Fund which are utilized as a match accessing additional Federal funding. This funding will allow Children and Family Services to maintain existing service levels despite increasing costs.

Net county cost has increased $1.2 million to provide the local match required by program allocations and to partially offset the increased need for Social Services Realignment funding.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Major expenditures include the following:
- Staffing expenses of $298.7 million fund 4,208 positions.
- Operating expenses of $144.0 million represent expenses for county services, computer hardware and software, office supplies, insurance, postage, mail services, professional services, communications, training, security, travel, transfers out and miscellaneous operating costs.
- Capital expenditures of $2.7 million include expenses for fixed asset equipment, capitalized software, leased purchase equipment and vehicles.
- Reimbursements of $2.9 million include payments from other county departments to HS for administrative support services as requested.

Major departmental revenue includes the following:
- Realignment of $50.8 million represents Social Services Realignment used to match federal and state funds. As part of the 2011-12 State budget plan, the Legislature enacted a major shift—or “realignment”—of state program responsibilities and revenues to local governments. In total, the realignment plan provides funds for various criminal justice, mental health, and social services programs in 2011-12, and ongoing funds for these programs annually thereafter.
- Federal and state funding of $370.5 million represents total allocated funds for providing mandated Human Services programs.
- Operating transfers in of $4.9 million represent funds provided from the Wraparound Reinvestment Fund which are utilized as a match accessing additional Federal funding. This funding will allow Children and Family Services to maintain existing service levels despite increasing costs.

NET COUNTY COST

Most HS programs are state and/or federal mandates. The County share of funding is either mandated as a percentage of total program costs or as a fixed maintenance of effort. County share is comprised of a combination of net county cost, revenue from the Realignment 2011 fund and revenue from the Social Services Realignment (Realignment) fund. Both Realignment funds were created by two distinct and separate state realignment processes to offset net county cost. Their use is limited to designated social services programs.

Changes to HS County share needs are as follows:

History of Social Services Realignment, Realignment 2011, and Net County Cost
HS Administrative Budget and Subsistence Budgets
(In Millions)

		ACTUALS					11/12	12/13	
	97/98	06/07	07/08	08/09	09/10	10/11	Projected	Budget	Increase
Administrative budget (DPA)									
Realignment	7.2	9.4	7.2	5.2	12.6	13.1	13.3	12.1	(1.2)
Realignment 2011		-	-	-	-	-	40.0	38.5	(1.5)
Net County Cost	11.2	18.4	19.5	19.0	15.6	14.4	13.4	14.6	1.2
IHSS Providers (DPA)									
Realignment	9.8	26.3	28.5	28.5	25.1	32.0	36.1	37.7	1.6
Net County Cost		3.9	3.9	3.9	3.9	-	-	-	-
IHSS Public Authority (DPA)									
Realignment		0.8	0.5	0.6	0.7	0.8	0.9	1.0	0.1
Aid to Adoptive Children (ATC)									
Realignment	0.5	3.1	3.4	3.9	4.1	4.8	5.4	5.8	0.4
Realignment 2011		-	-	-	-	-	21.9	23.3	1.4
Net County Cost	0.1	1.8	1.9	2.0	1.9	1.6	2.0	2.0	-
Foster Care (BHI)									
Realignment	7.9	19.7	18.0	19.5	20.3	28.2	35.4	36.7	1.3
Realignment 2011		-	-	-	-	-	30.5	33.2	2.7
Net County Cost	17.5	14.8	14.3	13.4	12.7	12.7	12.2	14.0	1.8
CalWORKs Cash Aid - All Other Families (FGR)									
Realignment 2011		-	-	-	-	-	48.7	48.7	-
Net County Cost	0.1	4.2	4.5	5.1	4.7	5.6	6.4	6.3	(0.1)
Seriously Emotionally Disturbed (SED)									
Realignment	0.9	1.3	1.5	2.2	2.0	3.8	-	-	-
Net County Cost	0.0	1.0	1.0	1.2	1.5	1.0	-	-	-
All other subsistence budgets									
Net County Cost	7.6	2.6	2.6	3.3	4.2	4.1	4.4	4.3	(0.1)
Total Realignment	**26.3**	**60.6**	**59.1**	**59.9**	**64.8**	**82.7**	**91.1**	**93.3**	**2.2**
Total Realignment 2011		**-**	**-**	**-**	**-**	**-**	**141.1**	**143.7**	**2.6**
Grand Total Realignment		**60.6**	**59.1**	**59.9**	**64.8**	**82.7**	**232.2**	**237.0**	**4.8**
Total Net County Cost	**36.5**	**46.7**	**47.7**	**47.9**	**44.5**	**39.4**	**38.4**	**41.2**	**2.8**
Total County Share	**62.8**	**107.3**	**106.8**	**107.8**	**109.3**	**122.1**	**270.6**	**278.2**	**7.6**

In aggregate, the HS Administrative Claim budget unit includes a net increase to net county cost of $1.2 million. All net county cost figures are estimates and are dependent upon final allocations from the state after the state budget has been adopted. HS will closely manage changes arising from the state budget. Significant changes will be addressed through the county's quarterly budget update process, as needed.

HS programs that are not state/federal mandates do not generate state or federal revenue and are funded with county general funds through HS. While these programs provide services that benefit HS in general, their functions do not qualify for state or federal reimbursement. These programs and their general fund impact are detailed below:

Human Services - Non Revenue Generating Programs

	2011-12 Budget	2012-13 Budget	Inc/(Dec)
HS Support of Office of Homeless Assistance	350,000	350,000	0
HS Support of Children's Fund	618,000	412,000	(206,000)
PERC Training Expense	350,000	350,000	0
Total HS General Fund Support	1,318,000	1,112,000	(206,000)

FUNDING AND STAFFING BY PROGRAM
2012-13

Transitional Assistance Department	Appropriation	Revenue	County Share	Staffing
CalWORKs - Eligibility	66,962,172	66,962,172	0	719
Food Stamps	72,181,369	62,241,380	9,939,989	775
CalWORKs - Welfare to Work	45,281,489	45,281,489	0	340
Medi-Cal	66,679,867	66,679,867	0	716
Foster Care Administration	3,473,988	3,473,988	0	37
CalWORKs Child Care Administration	4,588,046	4,588,046	0	49
CalWORKs - Mental Health	5,128,664	5,128,664	0	0
Cal-Learn	0	0	0	0
General Relief Administration	984,401	0	984,401	9
Other Programs	4,339,220	4,332,830	6,390	0
Total	**269,619,216**	**258,688,436**	**10,930,780**	**2,645**

Department of Children's and Family Services	Appropriation	Revenue	County Share	Staffing
Child Welfare Services	81,392,607	69,991,922	11,400,685	677
Promoting Safe and Stable Families	1,921,040	1,921,040	0	0
Foster Training and Recruitment	195,040	195,040	0	2
Licensing	660,787	660,787	0	0
Support and Therapeutic Options Program	912,879	639,015	273,864	0
Adoptions	4,704,990	4,704,990	0	39
ILP	1,654,089	1,654,089	0	14
Wraparound Reinvestment	9,800,000	9,800,000	0	82
Other Programs	1,971,051	1,971,051	0	16
Total	**103,212,483**	**91,537,934**	**11,674,549**	**830**

Aging and Adult Services	Appropriation	Revenue	County Share	Staffing
In-Home Supportive Services	17,469,069	14,962,964	2,506,105	183
Adult Protective Services	4,813,930	4,590,033	223,897	50
IHSS Provider Payments	37,695,000	0	37,695,000	0
IHSS Provider Benefits	625,000	0	625,000	0
IHSS PA	350,000	0	350,000	0
Other Programs	3,700,000	3,370,000	330,000	0
Total	**64,652,999**	**22,922,997**	**41,730,002**	**233**

Support				Staffing
				500

Non Claimable Costs	Appropriation	Revenue	County Share	Staffing
PERC Training Expense	350,000	0	350,000	0
Other	4,647,570	3,935,559	712,011	0
Total	**4,997,570**	**3,935,559**	**1,062,011**	**0**
Total County Share			**65,397,342**	
Social Services Realignment			**50,820,478**	
Grand Total Administrative Budget	**442,482,268**	**377,084,926**	**14,576,864**	**4,208**

STAFFING CHANGES AND OPERATIONAL IMPACT

TRANSITIONAL ASSISTANCE DEPARTMENT (TAD)

TAD program funding is expected to remain relatively flat from the previous year yet staffing costs continue to rise. As a result, TAD has identified the need to make the following staffing changes:

Deletions:

- 2 Eligibility Worker III - Recurrent
- 1 Eligibility Worker Supervisor I
- 10 Office Assistant II
- 1 Employment Services Specialist
- 1 Supervising Office Assistant
- 10 Interpreter/Translator
- 2 Employment Services Technician

Additions:

- 1 Eligibility Worker III

CHILDREN AND FAMILY SERVICES (CFS)

CFS allocations are expected to remain relatively flat from the previous year yet staffing costs continue to rise. By utilizing Wraparound Reinvestment Funds to leverage available federal funding CFS is able to absorb much of the effect of increasing staffing costs. CFS is recommending the following staffing changes:

Deletions:

- 1 Social Service Practitioner - Recurrent
- 2 Social Worker II
- 4 Peer & Family Assistant II - Unclassified
- 1 Executive Secretary II

Additions:

- 1 Intake Specialist
- 9 Office Assistant III
- 5 Social Worker II Trainee
- 1 Supervising Social Service Practitioner
- 3 Alcohol & Drug Counselor
- 1 Supervising Office Specialist
- 2 Child Welfare Services Manager
- 1 Supervising Fiscal Specialist
- 4 Peer & Family Assistant I - Unclassified

CFS will continue to deliver mandated levels of services to clients in the most efficient manner possible. These services are provided in an effort to safeguard the well-being of children who reside within the county. Expenditures for services and hard goods are provided to clients in an effort to keep families intact. All such expenditures are directly charged to the Child Welfare Services allocation and will have no effect on other components of the HS Administrative Claim budget unit.

DEPARTMENT OF AGING AND ADULTS SERVICES (DAAS)

DAAS allocations are expected to remain relatively flat from the previous year yet staffing costs continue to rise. As a result, the department is recommending position changes which do not impact filled positions but rather attend to necessary administrative adjustments. The net zero recommended changes are as follows:

Deletions

- 5 Social Worker II
- 1 Supervising Social Service Practitioner
- 1 CMIPS II Project Manager

Additions:

- 2 Office Assistant III
- 3 Staff Analyst II
- 1 Supervising Social Worker
- 1 Office Assistant II

HS ADMINISTRATION AND SUPPORT SERVICES

Due to the potential overall stagnation of funding of the HS Administrative Claim, support divisions were asked to reduce costs where possible, while maintaining current levels of support and performance. The recommended staffing changes are as follows:

- Administrative Support Division – Due to vacancies within the division decreases of 1 Accountant II, 1 Office Assistant III, and 3 Recurrent Staff Analyst II is recommended. Savings from the elimination of these positions will allow for the creation of 1 Secretary I, 1 Accountant III and 1 Fiscal Specialist positions which are needed to respond to an increased need for HS Administrative assistance.
- Auditing Division – Decrease of 1 Office Assistant II and 1 Staff Analyst I. Savings allow the department to add 1 Staff Analyst Trainee and 1 Fiscal Specialist to address operational needs.
- Information and Technology Support Division – Decreases in 1 Applications Specialist, 1 Automated Systems Analyst I, 1 Business Systems Analyst I, 1 Business Systems Analyst III and 1 Office Assistant II, 3 Programmer III, 1 Storekeeper, 1 Supervising Automated Systems Analyst I and 1 Systems Support Analyst III. Savings allow the department to add 1 Automated Systems Analyst II, 3 Business Systems Analyst II, 2 Department Systems Engineer, 1 Programmer I, 3 Programmer II and 1 Store Specialist in order to align position classifications with assigned work duties.
- Performance and Education Resource Center- Elimination of 1 Human Resources Analyst I due to vacancy.
- Program Integrity Division (PID) – Decrease of 1 Office Assistant II and 1 Fraud Investigator I-Recurrent.
- Legislation, Research, QSS Division – Decreases from 1 Office Assistant III - Recurrent, 1 Eligibility Worker III - Recurrent and 2 Statistical Analysts allow for the addition of 1 Program Specialist II and 1 Statistical Analyst Trainee positions.
- Program Development Division – Decrease of 2 Program Specialist I - Recurrent. Savings from these reductions allow the department to add 2 Program Specialist I and 1 Office Assistant III.
- Personnel Division – The elimination of 1 Human Resource Analyst I position allows the department to add 1 Human Services Administrative Manager position.

The following chart provides an overview of the funding sources and County share requirements for the programs that are budgeted in the HS Administrative Claim budget:

REVENUE SOURCE AND NET COUNTY COST BREAKDOWN

	Appropriation	Revenue					Net County Cost		
		Federal	% Federal	State	% State	Total Federal/State	County Share	% Local Cost	
Transitional Assistance Department									
Food Stamps	72,181,369	**46,917,890**	65%	12,366,102	21%	59,283,992	9,939,989	18%	This is the fixed County MOE for the CalWORKs Single Allocation which is split between Eligibility and Food Stamps. $9,939,989
Single Allocation									
CalWORKs - Eligibility	66,962,172	**32,811,464**	49%	37,108,096	55%	69,919,560	-	-4%	
CalWORKs - Mental Health	5,128,664	-	-	5,128,664	100%	5,128,664	-	-	
CalWORKs - Cal-Learn	-	-	-	-	-	-	-	-	Remainder of Single Allocation for Stage 1 Childcare is $27,264,832 (provider payments) and is accounted for in ETP budget.
CalWORKs - Welfare to Work	45,281,489	**45,281,489**	100%	-	-	45,281,489	-	-	
CalWORKs - Child Care Admin - Stage 1	4,588,046	**4,588,046**	100%	-	-	4,588,046		-	
Total Single Allocation	121,960,371	82,680,999		42,236,760		124,917,759	-		
Medi-Cal	66,679,867	**33,339,934**	50%	33,339,934	50%	66,679,867	-	-	
Foster Care Administration	3,473,988	**2,084,393**	60%	1,389,595	40%	3,473,988	-	0%	
General Relief Administration	984,401	-	-			-	984,401	100%	
Other Programs	4,339,220	-	-	4,332,830	100%	4,332,830	6,390		Other Revenue Reducing
Total	269,619,216	165,023,215		93,665,221		258,688,436	10,930,780		
Department of Children's Services									
Child Welfare Services - Basic	74,587,360	36,983,229	65%	26,622,727	20%	63,605,956	11,400,685	15%	Augmentation Funds shall be used for Emergency Response, Family Maintenance, and Permanent Placement and shall not supplant existing CWS funds. These funds will be available by exhausting the total CWS Basic allocation
Child Welfare Services - Augmentation	6,805,247	3,713,074	58%	2,672,892	100%	6,385,966	-	-	
CWS Total	81,392,607	40,696,303		29,295,619		69,991,922	11,400,685		
Promoting Safe and Stable Families	1,921,040	1,921,040	100%	-	-	1,921,040	-	-	
Foster Training and Recruitment	195,040	136,528	70%	58,512	30%	195,040	-	-	
Licensing	660,787	244,491	37%	416,296	63%	660,787	-	-	
Support and Therapeutic Options Program	912,879	-	0%	639,015	70%	639,015	273,864	30%	
Adoptions	4,704,990	3,763,992	80%	940,998	20%	4,704,990	-	-	
ILP	1,654,089	1,091,699	66%	562,390	34%	1,654,089	-	-	
Wraparound Reinvestment	9,800,000	3,900,000	50%	3,900,000	50%	9,800,000	-	-	
Other Programs	1,971,051	947,871	48%	1,023,180	36%	1,971,051	-	-	Other Revenue Reducing
Total	103,212,483	52,701,924		36,836,010		91,537,934	11,674,549		
Aging and Adult Services									This is the fixed County MOE for Adult Protective Services
In-Home Supportive Services	17,469,069	8,942,416	51%	6,020,548	34%	14,962,964	2,506,105	14%	
Adult Protective Services	4,813,930	2,152,615	44%	2,437,418	51%	4,590,033	223,897	5%	IHSS Provider Payments - State pays providers and the county is only billed for its local share of costs.
IHSS Provider Payments Local Match	37,695,000	-	-	-		-	37,695,000	100%	
IHSS Provider Benefits Local Match	625,000	-	-	-		-	625,000	100%	
IHSS PA Local Match	350,000	-	-	-		-	350,000	100%	
Other Programs	3,700,000	2,964,320	80%	405,680	11%	3,370,000	330,000	9%	IHSS medical benefits local Other Revenue Reducing
Total	64,652,999	14,059,351		8,863,646		22,922,997	41,730,002		
Non Claimable Costs									
PERC Training Expense	350,000	-	-	-	-	-	350,000	100%	Misc. Revenue reducing county share
Other	4,647,570		-	3,935,559	-	3,935,559	712,011	-	
Total	4,997,570	-		3,935,559		3,935,559	1,062,011		Fed/State Revenue only.
Total Administrative Budget	442,482,268	231,784,490	55%	143,300,436	31%	377,084,926	65,397,342	15%	
SOCIAL SERVICES REALIGNMENT							50,820,478		
							14,576,864		Net County Cost Target

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Transitional Assistance Department	2,644	1	2,645	2,506	139	0	2,645
Children and Family Services	827	3	830	730	87	13	830
Department of Aging and Adult Srvcs	233	0	233	215	18	0	233
HS Administration and Support Srvcs	482	18	500	459	31	10	500
Total	4,186	22	4,208	3,910	275	23	4,208

Transitional Assistance Department

Administration

	Classification
1	Director
1	Assistant Director
1	Executive Secretary II
1	C-IV Project Coordinator
1	TAD District Manager
1	Program Specialist I
2	Office Assistant III
1	Program Specialist II
1	Staff Analyst II
10	Total

Region 1

	Classification
1	Deputy Director
2	Secretary I
6	Child Care Provider
260	Eligibility Worker I/II
26	Eligibility Worker III
25	Eligibility Worker Trainee
28	Eligibility Worker Supervisor I
5	Interpreter/Translator
38	Office Assistant II
2	Office Assistant III
5	Supervising Office Assistant
6	TAD District Manager
404	Total

Region 2

	Classification
1	Deputy Director
1	Secretary I
6	Child Care Provider
289	Eligibility Worker I/II
29	Eligibility Worker III
25	Eligibility Worker Trainee
31	Eligibility Worker Supervisor I
6	Interpreter/Translator
39	Office Assistant II
3	Office Assistant III
4	Supervising Office Assistant
6	TAD District Manager
440	Total

Region 3

	Classification
1	Deputy Director
1	Secretary I
5	Child Care Provider
323	Eligibility Worker I/II
37	Eligibility Worker III
25	Eligibility Worker Trainee
38	Eligibility Worker Supervisor I
5	Interpreter/Translator
39	Office Assistant II
3	Office Assistant III
5	Supervising Office Assistant
8	TAD District Manager
490	Total

Region 4

	Classification
1	Deputy Director
1	Secretary I
9	Child Care Provider
266	Eligibility Worker I/II
33	Eligibility Worker III
25	Eligibility Worker Trainee
28	Eligibility Worker Supervisor I
3	Interpreter/Translator
38	Office Assistant II
2	Office Assistant III
5	Supervising Office Assistant
6	TAD District Manager
417	Total

Region 5

	Classification
1	Deputy Director
1	Secretary I
6	Child Care Provider
269	Eligibility Worker I/II
32	Eligibility Worker III
33	Eligibility Worker Supervisor I
6	Interpreter/Translator
41	Office Assistant II
2	Office Assistant III
5	Supervising Office Assistant
6	TAD District Manager
402	Total

Region 6

	Classification
1	Deputy Director
1	Secretary I
1	Cont. TAD Staff Assistant
6	Employment Services Manager
220	Employment Services Specialist
24	Employment Services Specialist Trn
5	Employment Services Technician
36	Office Assistant II
5	Supervising Office Assistant
29	Supervising Emp. Services Specialist
1	TAD Regional Manager
329	Total

Contact Center

	Classification
1	Deputy Director
1	Secretary I
120	Eligibility Worker I/II
12	Eligibility Worker III
12	Eligibility Worker Supervisor I
5	Staff Analyst I
2	TAD District Manager
153	Total

Department of Aging and Adult Services

Region 1

	Classification
1	Deputy Director
1	Secretary I
2	District Manager
4	Supervising Social Service Practitioner
4	Supervising Social Worker
2	Supervising Office Assistant
19	Office Assistant II
13	Office Assistant III
1	Office Assistant IV
2	Public Health Nurse II
1	Registered Nurse II
15	Social Service Practitioner
69	Social Worker II
134	Total

Region 2

	Classification
1	Deputy Director
1	Secretary I
1	District Manager
6	Supervising Social Service Practitioner
1	Supervising Social Worker
2	Supervising Office Assistant
10	Office Assistant II
8	Office Assistant III
1	Public Health Nurse II
1	Supervising Public Health Nurse
12	Social Service Practitioner
36	Social Worker II
80	Total

Admin and Support Services

	Classification
1	Director
1	Executive Secretary II
1	Director's Assistant
1	CMIPS II Project Manager
1	District Manager
1	Supervising Social Service Practitioner
7	Social Worker II
2	Office Assistant III
1	Office Specialist
1	Supervising Office Assistant
2	Staff Analyst II
19	Total

Children and Family Services

Administration and Fiscal Services

	Classification
1	Director
1	Assistant Director
1	Program Specialist II
1	Executive Secretary III
1	Secretary I
1	Administrative Supervisor II
1	Administrative Supervisor I
3	Staff Analyst
3	Office Assistant III
8	Fiscal Assistant
21	Total

North Desert Region

	Classification
1	Deputy Director
1	Secretary I
2	Child Welfare Services Manager
13	Supv. Social Services Practitioner
1	Supervising Office Specialist
3	Supervising Office Assistant
76	Social Services Practitioner
26	Social Worker
9	Social Services Aide
25	Office Assistant III
2	Office Assistant II
159	Total

Western Region

	Classification
1	Deputy Director
1	Secretary I
2	Child Welfare Services Manager
15	Supervising Social Services Practitioner
1	Supervising Office Specialist
3	Supervising Office Assistant
89	Social Services Practitioner
17	Social Worker
4	Social Services Aide
24	Office Assistant III
4	Office Assistant II
1	Eligibility Worker II
162	Total

Central Region

	Classification
1	Deputy Director
1	Secretary I
2	Child Welfare Services Manager
11	Supv. Social Services Practitioner
1	Supervising Office Specialist
2	Supervising Office Assistant
74	Social Services Practitioner
13	Social Worker
4	Social Services Aide
20	Office Assistant III
3	Office Assistant II
132	Total

Eastern Region

	Classification
1	Deputy Director
1	Secretary I
2	Child Welfare Services Manager
14	Supv. Social Services Practitioner
1	Supervising Office Specialist
3	Supervising Office Assistant
78	Social Services Practitioner
14	Social Worker
5	Social Services Aide
23	Office Assistant III
3	Office Assistant II
3	Peer and Family Assistant
148	Total

Placement Resources

	Classification
1	Deputy Director
4	Child Welfare Services Manager
10	Supervising Social Services Practitioner
1	Supervising Office Specialist
2	Supervising Office Assistant
1	Supervising Fiscal Specialist
25	Social Services Practitioner
16	Social Worker
20	Office Assistant III
2	Office Assistant II
1	Staff Analyst II
9	Peer and Family Assistant
1	Fiscal Specialist
1	Program Specialist I
3	Alcohol & Drug Counselor
12	Educational Liaison
109	Total

System Resources

	Classification
1	Deputy Director
1	Secretary I
3	Child Welfare Services Manager
9	Supervising Social Services Practitioner
1	Supervising Office Specialist
3	Supervising Office Assistant
8	Social Services Practitioner
5	Social Services Practitioner Trainee
2	Social Worker
5	Social Worker Trainee
1	Social Services Aide
25	Office Assistant III
2	Staff Analyst II
1	Program Specialist I
30	Intake Specialist
1	Eligibility Worker II
1	Child Care Provider
99	Total

Human Services Administration and Support Services

Human Services Administration

	Classification
1	Assistant Executive Officer
1	Executive Secretary III
1	Admininistrative Analyst III
1	Staff Analyst II
1	Contract C-IV Manager
1	Contract Business Applications Manager
1	Contract Technical Analyst
1	C-IV Financial Management
1	Contract C-IV Accountant I
1	Contract C-IV Tech/Site Prep Coor.
4	Contract Business Analyst
1	Contract Secretary II
15	Total

Administrative Support Division

	Classification
2	Deputy Executive Officer
3	Office Assistant III
2	Administrative Analyst III
4	Administrative Supervisor II
1	Supervising Accountant II
1	Supervising Fiscal Specialist
1	Supervising Office Assistant
2	Stores Supervisor II
1	Systems Accountant II
21	Staff Analyst II
1	Staff Analyst I
6	Accountant III
2	Accounting Technician
2	Fiscal Specialist
3	Fiscal Assistant
3	Office Assistant II
4	Stores Specialist
10	Storekeeper
1	Secretary I
70	Total

Information, Technology and Support Division

	Classification
1	Departmental IS Administrator
1	Secretary I
3	Department Systems Engineer
4	Business Applications Manager
2	Supv. Automated Systems Analyst II
7	Business Systems Analyst III
5	Business Systems Analyst II
2	Business Systems Analyst I
6	Programmer Analyst III
1	Programmer I
3	Programmer II
4	Programmer III
5	Automated Systems Analyst II
14	Automated Systems Analyst I
26	Automated Systems Technician
1	Applications Specialist
2	Stores Specialist
1	Fiscal Specialist
1	IT Technical Assistant
1	Staff Analyst I
2	Office Assistant III
92	Total

Legislation, Research, QSS Division

	Classification
1	Legislative Program Manager
1	Administrative Supervisor I
1	Program Specialist II
1	Program Specialist I
3	Statistical Analyst
1	Statistical Analyst Trainee
1	Eligibility Worker Supervisor I
7	Eligibility Worker III
1	Office Assistant III
17	Total

Performance and Education Resource Center

	Classification
1	Chief Learning Officer
1	Secretary I
1	Human Services Comm Officer
1	T&D Manager
3	T&D Supervisor
7	T&D Specialist
1	Supv. Office Assistant
11	Staff Training Instructor
1	Staff Analyst I
1	Media Specialist I
1	Fiscal Assistant
2	Office Assistant III
5	Office Assistant II
36	Total

Program Integrity Division

	Classification
1	HSS Program Integrity Chief
1	Secretary I
4	Case Review Specialist
1	Supervising Case Review Specialist
20	Appeals Specialist
23	Fraud Investigator
70	HSS Quality Review Specialist
6	HSS Quality Review Supervisor I
2	HSS Quality Review Supervisor III
3	Office Assistant II
3	Office Assistant III
1	Supervising Office Assistant
1	Supervising Office Specialist
2	Supervising Appeals Specialist I
1	Supervising Appeals Specialist II
3	Supervising Fraud Investigator I
1	Supervising Fraud Investigator II
143	Total

Human Services Administration and Support Services Continued

Auditing

	Classification
1	HSS Auditing Manager
1	Secretary I
1	Supervising Accountant III
1	Supervising Accountant II
3	Fiscal Assistant
1	Staff Analyst I
1	Staff Analyst Trainee
5	Accountant III
1	Accountant I
2	Accounting Technician
2	Office Assistant II
10	Fiscal Assistant
5	Fiscal Specialist
3	Supervising Fiscal Specialist
37	Total

Children's Network (CNET)

	Classification
2	CNET Comm. & Event Coordinator
1	Contract Children's Network Analyst
1	Associate CNET Officer
1	Contract Child Abuse Prev. Coordinator
1	CNET Officer
2	Office Assistant III
1	Secretary II
1	Social Worker II
1	Contract Case Coordinator
1	Cont. Community Relations Coordinator
12	Total

Program Development Division

	Classification
1	Deputy Director
1	Secretary I
3	Supervising Program Specialist
1	Supervising Social Service Practitioner
1	Supervising Office Assistant
11	Program Specialist II
23	Program Specialist I
1	Fiscal Assistant
9	Office Assistant III
1	Office Assistant II
2	Program Manager
2	Social Services Practitioner
56	Total

Personnel Division

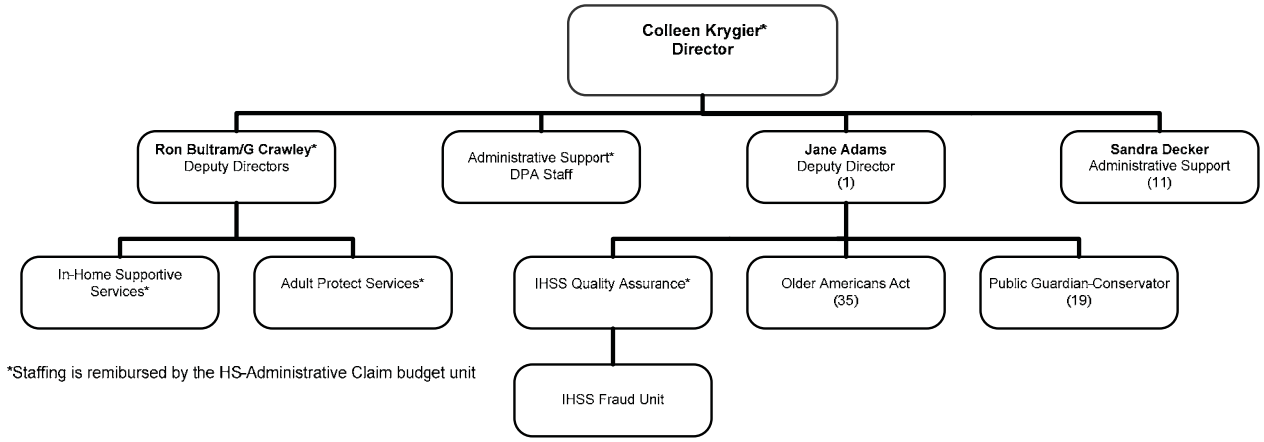
	Classification
1	HS Admin Manager
1	Secretary I
1	Supervising Fiscal Specialist
1	Volunteer Services Coordinator
1	Personnel Technician
12	Payroll Specialist
1	Fiscal Specialist
4	Office Assistant II
22	Total

AGING AND ADULT SERVICES
Colleen Krygier

MISSION STATEMENT

The Department of Aging and Adult Services provides services to seniors, at-risk individuals, and adults with disabilities to improve or maintain choice, independence, and quality of life so they may age in place in the least restrictive environment.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Received two 2011 National Association of Counties (NACo) Awards for the Long Term Ombudsman Program/Red Cross partnership and the Prevention and Early Intervention/Transportation Reimbursement Escort Program (PEI/TREP).
- Senior Nutrition Services provided 379,192 congregate meals to 11,797 seniors in senior centers throughout the county and 394,892 home-delivered meals to 2,679 homebound seniors.
- Senior Information and Assistance provided 7,616 seniors with registered services and provided public/community outreach to 79,184 individuals.
- Provided nutrition education to 4,210 seniors.
- Long Term Ombudsman program staff and volunteers provided 139 community trainings; distributed educational materials to 3,858 individuals; attended 18 resident and family council meetings; investigated 2,611 complaints; participated in 4,839 regular visits to nursing and board and care facilities; provided 3,134 training sessions for caregivers and 758 training sessions for professionals.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ASSIST SENIORS TO MAINTAIN CHOICES AND IMPROVE QUALITY OF LIFE BY INCREASING KNOWLEDGE AND AWARENESS OF AVAILABLE PROGRAMS AND ASSISTANCE.

Objective: Increase individual customers contacted by Senior Information and Assistance (SIA) outreach efforts.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Increase individual customers contacted by SIA.	1.5%	16%	8%	12%	8%

The departments outreach efforts by SIA have targeted older individuals within the county while placing emphasis on older individuals who are isolated, have Alzheimer's disease or related disorders, and have the greatest economic and social needs as mandated by the Older Americans Act. This objective remains a major focus, as information on programs and services is a vital link to ensuring senior safety and independence. The 4% reduction from 2010-11 actual is due to a change in the methodology of counting customers. This was necessary to eliminate duplicate counts.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Aging and Adult Services	9,956,414	9,956,414	0			47
Public Guardian-Conservator	946,769	325,663	621,106			19
Total General Fund	10,903,183	10,282,077	621,106			66

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Aging and Adult Services	10,184,380	10,357,658	10,746,636	9,898,469	9,956,414
Public Guardian-Conservator	1,166,177	657,807	540,738	833,145	946,769
Total	**11,350,557**	**11,015,465**	**11,287,374**	**10,731,614**	**10,903,183**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Aging and Adult Services	8,952,676	9,156,851	9,562,605	9,898,469	9,956,414
Public Guardian-Conservator	387,792	135,221	353,153	242,858	325,663
Total	**9,340,468**	**9,292,072**	**9,915,758**	**10,141,327**	**10,282,077**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Aging and Adult Services	1,231,704	1,200,807	1,184,031	0	0
Public Guardian-Conservator	778,385	522,586	187,585	590,287	621,106
Total	**2,010,089**	**1,723,393**	**1,371,616**	**590,287**	**621,106**

Aging and Adult Services

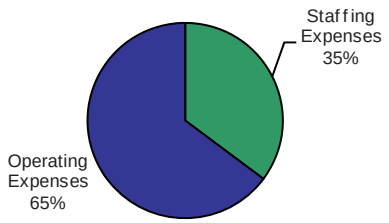
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$10,549,790
Total Sources	$10,549,790
Net County Cost	$0
Total Staff	47
Funded by Net County Cost	0%

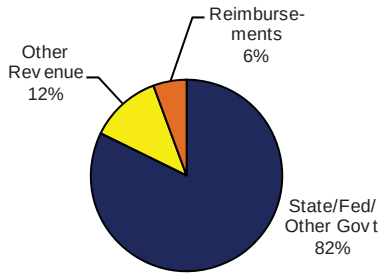
The Department of Aging and Adult Services (DAAS), under the direction of the California Department of Aging (CDA), serves as the federally designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older Americans Act (OAA). The department works to ensure options are easily accessible to all older individuals and to have a visible resource where seniors can go or call for information. The programs under the OAA include Senior Information and Assistance (SIA), Senior Nutrition, Senior Community Service Employment Program (SCSEP), Senior Supportive Services, Health Insurance Counseling and Advocacy Program (HICAP), Family Caregiver Support Program (FCSP), Legal Services for Senior's, Multipurpose Senior Services Program (MSSP) and Long-Term Care Ombudsman (OMB).

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

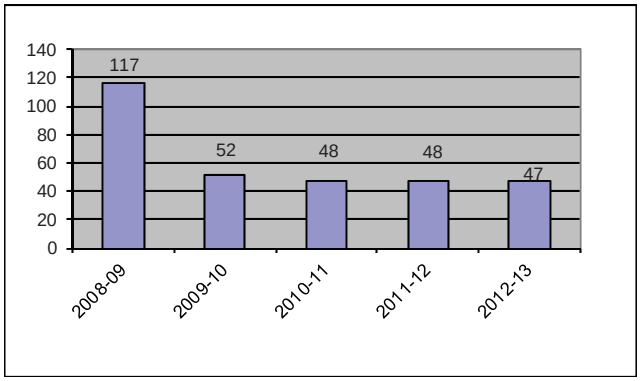


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	40	40	40	40
Limited Term	8	8	8	7
Total	48	48	48	47
Staffing Expenses	$3,517,741	$3,663,304	$3,615,848	$3,712,253

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Aging and Adult Services
FUND: General

BUDGET UNIT: AAF OOA
FUNCTION: Public Assistance
ACTIVITY: Administration

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	3,946,983	3,306,071	3,517,741	3,459,648	3,615,848	3,712,253	**96,405**
Operating Expenses	7,017,037	7,462,602	7,497,566	6,579,035	6,814,868	6,837,537	**22,669**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	10,964,020	10,768,673	11,015,307	10,038,683	10,430,716	10,549,790	**119,074**
Reimbursements	(402,415)	(416,301)	(456,944)	(507,134)	(532,247)	(593,376)	**(61,129)**
Total Appropriation	10,561,605	10,352,372	10,558,363	9,531,549	9,898,469	9,956,414	**57,945**
Operating Transfers Out	(5,268)	0	0	0	0	0	**0**
Total Requirements	10,556,337	10,352,372	10,558,363	9,531,549	9,898,469	9,956,414	**57,945**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	9,314,270	9,085,037	9,511,716	8,407,427	8,774,349	8,679,882	**(94,467)**
Fee/Rate	300	64,717	0	0	0	0	**0**
Other Revenue	63,046	7,027	50,889	66,502	66,500	68,912	**2,412**
Total Revenue	9,377,616	9,156,781	9,562,605	8,473,929	8,840,849	8,748,794	**(92,055)**
Operating Transfers In	13,700	0	0	1,057,620	1,057,620	1,207,620	**150,000**
Total Financing Sources	9,391,316	9,156,781	9,562,605	9,531,549	9,898,469	9,956,414	**57,945**
Net County Cost	1,165,021	1,195,591	995,758	0	0	0	**0**
				Budgeted Staffing	48	47	**(1)**

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2012-13 appropriation will increase over 2011-12 Modified Budget as a result of increases in retirement costs, salaries and benefits, ISF charges, and contracted vendor payments. Departmental revenue will also increase as a result of higher operating transfers in. State, federal or government aid revenue will decline over 2011-12 Modified Budget as a result of reductions to Multipurpose Senior Services Program (MSSP), Senior Employment, and Medicare Improvements for Patients and Providers Act (MIPPA) programs.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Significant budgeted expenditures include:

- $3.7 million will fund 47 budgeted positions.
- $6.8 million for operating expenses, the largest portion of which is $5.63 million for contracted services for the Department's Senior Nutrition Services, MSSP, and Senior Transportation programs.
- $0.6 million in reimbursements for costs transferred to other departments.

Grant revenue is expected to total $8.75 million, which includes $3.5 million for Senior Nutrition Services, $1.18 million for MSSP, and $624,483 for Family Caregiver Support Program.

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2012-13 budgeted positions will decrease from 48 to 47 due to the retirement of a part-time contracted Ombudsman Program Office Manager. Operations and budget will not be affected by the reduction as work duties and hours will be assumed by other staff.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	12	0	12	12	0	0	12
Multipurpose Senior Services Program (MSSP)	10	0	10	9	1	0	10
Ombudsman	1	4	5	5	0	0	5
Senior Community Service Employment Program (SCSEP)	0	3	3	3	0	0	3
Senior Information and Assistance (SIA)	17	0	17	17	0	0	17
Total	40	7	47	46	1	0	47

Administration

	Classification
1	Deputy Director
1	Administrative Supervisor II
3	Accounting Technician
1	Office Assistant III
5	Staff Analyst II
1	Secretary
12	Total

MSSP

	Classification
1	Supv. Social Services Practitioner
5	Social Services Practitioner
1	Social Worker
2	Public Health Nurse
1	Fiscal Assistant
10	Total

SCSEP

	Classification
1	SCSEP Coordinator
2	SCSEP Program Aide
3	Total

Ombudsman

	Classification
1	DAAS Program Supervisor
1	OMB Office Manager
3	OMB Field Coordinator
5	Total

SIA

	Classification
2	DAAS Program Supervisor
8	Social Service Aide
7	Senior Information & Referral Rep
17	Total

Public Guardian-Conservator

DESCRIPTION OF MAJOR SERVICES

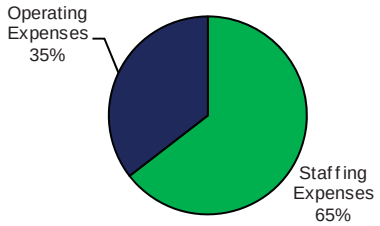
Budget at a Glance

Total Expenditure Authority	$2,320,476
Total Sources	$1,699,370
Net County Cost	$621,106
Total Staff	19
Funded by Net County Cost	27%

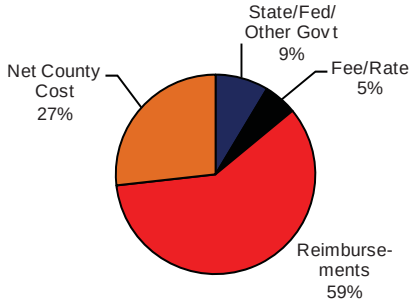
By court appointment, the Public Guardian-Conservator acts as conservator of any individuals found to be gravely disabled or to lack capacity to manage their finances and provide their own care. A conservator has the responsibility for the conservatee's care, custody and control. The conservator determines where the conservatee lives and ensures his/her daily needs are met. Conservatees must be placed in the least restrictive placement, which may include, but is not limited to the following: medical, psychiatric, nursing, or other licensed facility or state hospital, county hospital, or United States government hospital.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

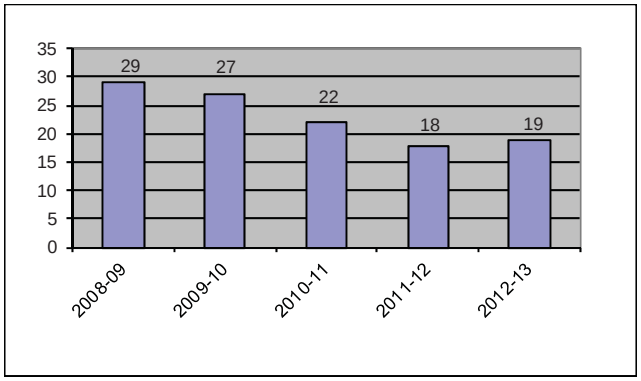


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	22	20	18	19
Limited Term	0	0	0	0
Total	22	20	18	19
Staffing Expenses	$1,382,729	$1,412,546	$1,412,546	$1,497,516

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Aging and Adult Services - Public Guardian-Conservator
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	1,887,076	1,627,198	1,382,729	1,349,471	1,412,546	1,497,516	**84,970**
Operating Expenses	568,771	442,900	532,682	772,100	790,224	822,960	**32,736**
Capital Expenditures	27,257	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,483,104	2,070,098	1,915,411	2,121,570	2,202,770	2,320,476	**117,706**
Reimbursements	(1,439,894)	(1,412,292)	(1,374,673)	(1,383,730)	(1,369,625)	(1,373,707)	**(4,082)**
Total Appropriation	1,043,210	657,806	540,738	737,840	833,145	946,769	**113,624**
Operating Transfers Out	44,000	0	0	0	0	0	**0**
Total Requirements	1,087,210	657,806	540,738	737,840	833,145	946,769	**113,624**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	195,176	(17,500)	242,767	98,733	117,344	200,113	**82,769**
Fee/Rate	138,275	152,304	109,742	144,130	125,000	125,000	**0**
Other Revenue	3,840	416	643	514	514	550	**36**
Total Revenue	337,291	135,220	353,152	243,377	242,858	325,663	**82,805**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	337,291	135,220	353,152	243,377	242,858	325,663	**82,805**
Net County Cost	749,919	522,586	187,586	494,463	590,287	621,106	**30,819**
				Budgeted Staffing	18	19	**1**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses in the 2012-13 budget will increase as a result of the addition of one Supervising Deputy Public Guardian position, while operating expenses will increase as a result of expenditures related to AB109 Criminal Justice prisoner release. Appropriation will increase by $113,264 as compared to 2011-12 modified budget.

Departmental revenue in the 2012-13 budget will increase by $82,805 as a result of new revenue received for the AB109 Criminal Justice prisoner release program; all other revenue sources will virtually remain at current levels.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Major expenditures and revenue represent the following:

- Staffing expenses of $1.497 million will fund 19 budgeted positions.
- Operating expenses of $822,960 include services and supplies, primarily consisting of case management software maintenance, postage, printing, vehicle service charges, and property insurance costs for conservatees real property. Operating expenses also include charges for administrative and technical support provided by Human Services (HS) Administration and the Department of Aging and Adult Services (DAAS).
- Reimbursements of $1.37 million represent funding received primarily from the Department of Behavioral Health for conservatee case costs and from the Sheriff/Coroner/Public Administrator for reimbursement of warehouse operation costs.
- State, federal, or government aid revenue of $200,113 represents reimbursement for Medi-Cal Administrative Activities (MAA) and AB109 Criminal Justice Realignment.
- Fee/rate revenue of $125,000 represent Court-ordered fees paid to the Department from the estates of conservatees.

STAFFING CHANGES AND OPERATIONAL IMPACT

The 2012-13 budget will add back 1 Supervising Deputy Public Guardian position that was eliminated as a result of budget reductions in 2011-12. The Supervising Deputy Public Guardian position will supervise staff that currently report to the Chief Public Guardian, which will allow the Chief Public Guardian to focus more on administration and service delivery.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Public Guardian-Conservator	19	0	19	18	1	0	19
Total	19	0	19	18	1	0	19

Public Guardian-Conservator

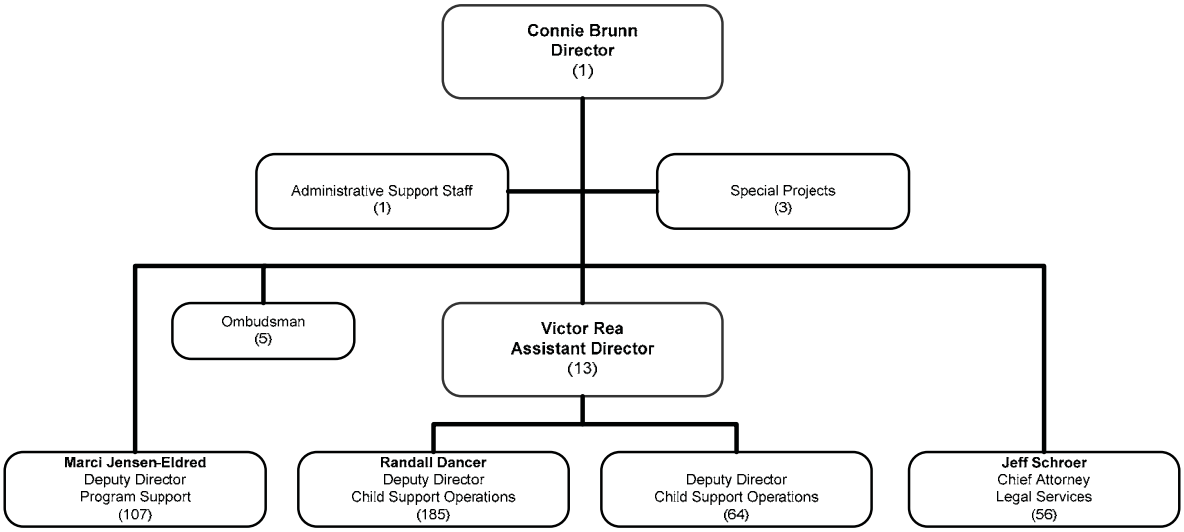
	Classification
1	Chief Public Guardian
6	Deputy Public Guardian
2	Estate Property Specialist
1	Fiscal Assistant
1	Fiscal Specialist
3	Office Assistant III
1	Social Service Aide
1	Social Service Practitioner
1	Staff Analyst II
1	Supervising Office Assistant
1	Supv. Deputy Public Guardian I
19	Total

CHILD SUPPORT SERVICES
Connie Brunn

MISSION STATEMENT

The County of San Bernardino Department of Child Support Services determines paternity, establishes and enforces child support orders and secures payments to assist families in meeting the financial and medical needs of their children. We provide timely and effective service.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- In 2010-11, collected $162.0 million in child support payments, a 6.2% increase over prior budget year.
- Ranked second in the state in program cost effectiveness, distributing $4.21 for each dollar in funding provided to the department.
- Improved in all five child support federal performance measures.
- Received the California Department of Child Support Services Directors' Excellence Award for exceeding all performance goals in Federal Fiscal Year 2011.
- Continued efforts to ensure availability of services to all county residents by assisting customers with their child support related issues at Transitional Assistance Department (TAD) offices located throughout the county.
- Collaborated with the San Bernardino County Workforce Development Department to provide employment-related services to unemployed non-custodial parents who are unable to meet their child support obligation.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE FOR HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS.

Objective: Provide for the social service needs of residents through the collection of child support.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of collections on current support orders.	51%	53%	53%	56%	58%

The Department of Child Support Services (DCSS) measures the amount of collections received in relation to child support owed. Increases in the collection of current support results in more money received by San Bernardino families, thereby assisting in meeting their basic necessities, including food, clothing and adequate housing.

GOAL 2: OPERATE IN A FISCALLY RESPONSIBLE AND BUSINESS LIKE MANNER.

Objective: Enhance the Department's cost effectiveness through increased collections.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Determine the department's cost effectiveness by comparing the amount collected for child support as measured against expenditures.	$3.86	$4.18	$4.18	$4.21	$4.21

The Department acts in a fiscally responsible manner by utilizing allocated funds to collect child support payments. In Federal Fiscal Year 2011, the Department collected $4.21 for each dollar expended. Continued growth in collections will result in improved cost effectiveness.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Child Support Services	40,156,213	40,156,213	0			435
Total General Fund	40,156,213	40,156,213	0			435

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Child Support Services	40,082,554	38,197,787	39,696,127	40,408,395	40,156,213
Total	**40,082,554**	**38,197,787**	**39,696,127**	**40,408,395**	**40,156,213**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Child Support Services	40,082,554	38,197,787	39,696,127	40,408,395	40,156,213
Total	**40,082,554**	**38,197,787**	**39,696,127**	**40,408,395**	**40,156,213**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Child Support Services	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

Child Support Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$40,286,557
Total Sources	$40,286,557
Net County Cost	$0
Total Staff	435
Funded by Net County Cost	0%

The Department of Child Support Services (DCSS) promotes family self-sufficiency by helping parents meet their mutual obligation to provide financial and medical support for their children. These services are offered throughout San Bernardino County with offices located in the high desert, the west end and the greater San Bernardino area.

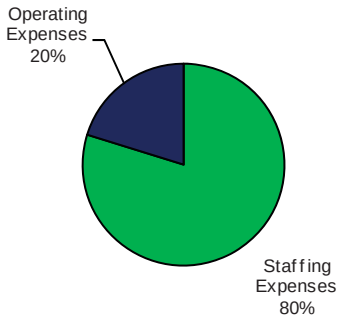
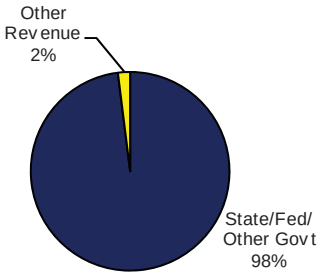
DCSS is dedicated to administering the program in a manner that puts the needs of the children first and foremost. The belief that working collaboratively with parents in understanding and meeting their obligations is a fundamental element in the success of this program.

The services provided by DCSS include the following:

- Locating parents to establish court orders for paternity, child and medical support.
- Enforcing court orders for child, family, spousal and medical support.
- Securing child support payments.
- Maintaining records of payments paid and balances due.
- Modifying court orders when appropriate.

Additionally, DCSS offers services to assist customers with concerns that may arise in the progress of their case. The Ombudsman program administers the Complaint Resolution process, in which customers have the opportunity to raise concerns with the processing of their case, pursue resolution, and obtain information about the child support program and their rights and responsibilities.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

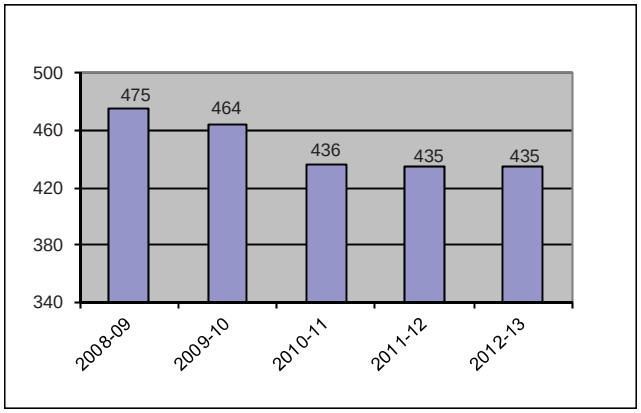
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	436	435	435	434
Limited Term	0	0	0	1
Total	436	435	435	435
Staffing Expenses	$30,602,092	$32,011,402	$32,011,402	$32,073,284

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Child Support Services
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	30,155,214	29,898,490	30,602,092	31,238,315	32,011,402	32,073,284	**61,882**
Operating Expenses	10,671,436	8,278,733	8,908,877	7,284,380	8,409,867	8,127,653	**(282,214)**
Capital Expenditures	91,823	133,022	310,853	272,269	83,226	85,620	**2,394**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	40,918,473	38,310,245	39,821,822	38,794,964	40,504,495	40,286,557	**(217,938)**
Reimbursements	(163,287)	(112,458)	(125,694)	(127,000)	(96,100)	(130,344)	**(34,244)**
Total Appropriation	40,755,186	38,197,787	39,696,128	38,667,964	40,408,395	40,156,213	**(252,182)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	40,755,186	38,197,787	39,696,128	38,667,964	40,408,395	40,156,213	**(252,182)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	38,683,038	38,136,673	39,268,735	38,606,964	39,601,951	39,361,276	**(240,675)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	2,072,149	61,113	427,392	61,000	806,444	794,937	**(11,507)**
Total Revenue	40,755,187	38,197,786	39,696,127	38,667,964	40,408,395	40,156,213	**(252,182)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	40,755,187	38,197,786	39,696,127	38,667,964	40,408,395	40,156,213	**(252,182)**
Net County Cost	(1)	1	1	0	0	0	**0**
				Budgeted Staffing	435	435	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are anticipated to increase by $61,882 over the prior year's modified budget and is the net effect of increased employee salary and benefits.

Operating expenses are anticipated to decrease by $282,214 due primarily to a reduction in professional and other specialized services, as well a decrease in business travel and computer hardware costs.

Reimbursements are anticipated to increase by $34,244 due to a continued sub-lease of space with another county agency at the Victorville branch.

Departmental revenue is anticipated to decrease as overall costs decrease as this department is primarily federal and state allocation funded for child support operations. DCSS has no Net County Cost.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Major expenditures and revenue include the following:

- Staffing expenses of $32,073,284 fund 435 budgeted positions.
- Operating expenses of $8,127,653 include professional services contracts, telephone services, mail services, travel, and other operating costs.

Departmental revenue of $40,156,213 primarily represents the federal and state allocation to fund child support operations. DCSS has no Net County Cost.

STAFFING CHANGES AND OPERATIONAL IMPACT

During 2011-12, one Secretary I position was reclassified to a Secretary II. The Secretary II position is the result of a re-classification study by the Human Resources Department. For 2012-13, staffing levels will remain at 435 through the deletion of two vacant program positions, the addition of one technical support position and reinstate one extra-help Deputy Director position.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director and Ombudsman	10	0	10	9	1	0	10
Assistant Director and Technical Support	12	1	13	10	2	1	13
Child Support Operations and Support	107	0	107	103	4	0	107
Child Support Operations	185	0	185	170	15	0	185
Child Support Operations	64	0	64	61	3	0	64
Legal Services	56	0	56	54	2	0	56
Total	434	1	435	407	27	1	435

Director & Ombudsman

	Classification
1	Director of Child Support
4	Child Support Officer II
1	Supervising Child Support Officer
1	Executive Secretary II
1	Media Specialist
1	Program Specialist I
1	Program Specialist II
10	Total

Assistant Director & Technical Support

	Classification
1	Assistant Director of Child Support
1	Automated Systems Analyst I
3	Automated Systems Technician
1	Business Applications Manager
1	Business Systems Analyst II
1	Business Systems Analyst III
1	IT Technical Assistant I
1	Secretary II
1	Statistical Analyst
1	Supervising Auto Systems Analyst II
1	Deputy Director (Extra Help)
13	Total

Legal Services

	Classification
1	Child Support Chief Attorney
6	Child Support Assistant
15	Child Support Attorney III
22	Child Support Officer I
3	Child Support Officer II
1	Child Support Operations Manager
2	Office Assistant III
1	Secretary I
1	Supervising Child Support Attorney
4	Supervising Child Support Officer
56	Total

Child Support Operations/Program Support

	Classification
1	Deputy Director, Child Support
1	Accountant II
1	Accountant III
3	Accounting Technician
1	Administrative Supervisor II
1	Child Support Accounting Supervisor
4	Child Support Assistants
58	Child Support Officer I
8	Child Support Officer II
2	Child Support Operations Manager
4	Fiscal Assistant
1	Office Assistant II
2	Payroll Specialist
4	Program Specialist I
3	Staff Analyst II
3	Staff Training Instructor
2	Storekeeper
7	Supervising Child Support Officer
1	Training & Development Supervisor
107	Total

Child Support Operations

	Classification
1	Deputy Director, Child Support
20	Child Support Assistant
3	Child Support Asst Operations Manager
111	Child Support Officer I
19	Child Support Officer II
5	Child Support Operations Manager
8	Office Assistant II
2	Office Assistant III
16	Supervising Child Support Officer
185	Total

Child Support Operations

	Classification
1	Deputy Director, Child Support
15	Child Support Assistant
16	Child Support Officer I
5	Child Support Officer II
2	Child Support Operations Manager
18	Office Assistant II
2	Secretary 1
3	Supervising Child Support Officer
2	Supervising Office Assistant
64	Total

Wraparound Reinvestment Fund

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$22,787,746
Total Sources	$10,360,000
Fund Balance	$12,427,746
Total Staff	6

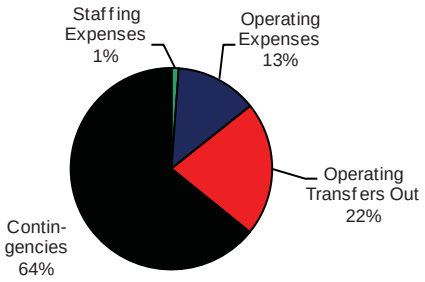
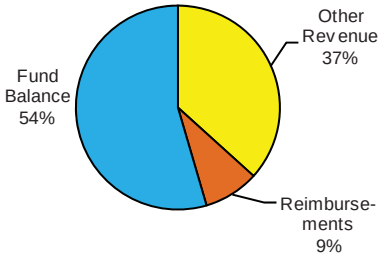
The Wraparound services program was created through Senate Bill (SB) 163, Chapter 795, Statutes of 1997, and is an intensive, community-based and family-centered process designed to allow children with serious behavioral and/or emotional difficulties remain in their community at the lowest level of care possible instead of being placed in a group home setting. Payments for Wraparound services are included in the Aid to Families with Dependent Children (AFDC) – Foster Care budget unit. This bill allows counties to accumulate savings realized from a Wraparound program and requires that the savings be reinvested in a child welfare services program.

Contracts have been established with 5 agencies to provide countywide Wraparound program services to high risk children. These contracts stipulate that the County will retain 5% of the monthly Wraparound Foster Care payments for federally eligible cases and 10% of the monthly Wraparound Foster Care payments for non-federally eligible cases.

This budget unit provides funding to 1) reinvest in services for youth in placement while they are being assessed for residential based services, 2) enhance services provided to foster care children and their families, 3) expand services to youth aging out of the foster care system in order to promote self-sufficiency in these young adults and 4) provide matching funds to access additional federal funding in support of the Child Welfare Services program.

This budget unit requires no discretionary general funding (net county cost) due to amounts being withheld from existing AFDC – Foster Care maintenance payments.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

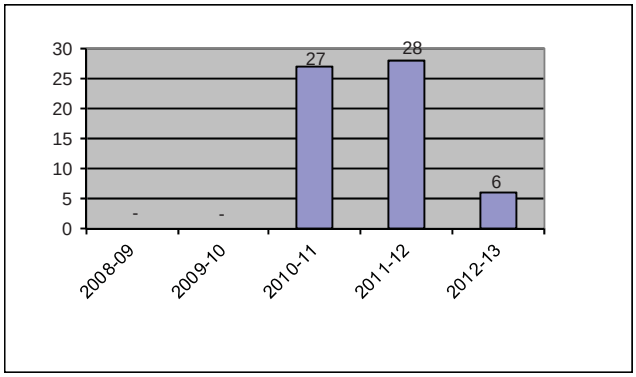
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	3	3	3	1
Limited Term	24	25	25	5
Total	27	28	28	6
Staffing Expenses	$1,167,465	$1,440,737	$1,818,339	$263,436

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Wraparound Reinvestment Fund
FUND: Special Revenue

BUDGET UNIT: SIN BHI
FUNCTION: Public Assistance
ACTIVITY: Aid Program

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	650,051	1,193,942	1,818,339	263,436	**(1,554,903)**
Operating Expenses	10,609	877,306	2,250,552	3,706,235	11,394,784	2,995,560	**(8,399,224)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	14,628,750	**14,628,750**
Total Exp Authority	10,609	877,306	2,900,603	4,900,177	13,213,123	17,887,746	**4,674,623**
Reimbursements	0	0	(1,331,186)	(1,750,000)	(1,560,000)	(2,000,000)	**(440,000)**
Total Appropriation	10,609	877,306	1,569,417	3,150,177	11,653,123	15,887,746	**4,234,623**
Operating Transfers Out	0	0	0	0	3,900,000	4,900,000	**1,000,000**
Total Requirements	10,609	877,306	1,569,417	3,150,177	15,553,123	20,787,746	**5,234,623**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	6,433	3,230,053	6,550,990	6,769,800	6,745,000	8,360,000	**1,615,000**
Total Revenue	6,433	3,230,053	6,550,990	6,769,800	6,745,000	8,360,000	**1,615,000**
Operating Transfers In	565,495	920,321	0	0	0	0	**0**
Total Financing Sources	571,928	4,150,374	6,550,990	6,769,800	6,745,000	8,360,000	**1,615,000**
				Fund Balance	8,808,123	12,427,746	**3,619,623**
				Budgeted Staffing	28	6	**(22)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Changes anticipated in 2012-13 are an increase of $5.2 million of appropriation which include the following:

- Staffing expenses decreasing by $1.55 million and a decrease of 22 budgeted positions. These positions are being moved to the HS Administrative Claim budget unit to take advantage of available federal funding.
- Operating expenses decreasing $8.4 million. Significant changes are a $7.2 million decrease in other charges and a $1.2 million decrease in transfers. For 2012-13 these funds are budgeted under contingencies.
- Reimbursements increasing by $440,000 which are retained Wraparound services program payments.
- Operating transfers out is increasing by $1.0 million, which is a transfer to the HS Administrative Claim budget unit to provide matching funds which will allow access to additional federal funding in support of the Child Welfare Services program which is administered by Children and Family Services.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Appropriation for 2012-13 is $20.8 million which is made up of the following:

- $263,436 which funds 6 positions.
- $3.0 million in operational expenses which is made up of services and supplies, travel and public assistance purchases for children in need.
- Operating transfers out of $4.9 million to the HS Administrative Claim budget unit to provide matching funds which will allow access to additional federal funding in support of the Child Welfare Services program which is administered by Children and Family Services.

Departmental revenue of $8.4 million is anticipated from unexpended funds that will be recovered from contractors as their contracts end.

STAFFING CHANGES AND OPERATIONAL IMPACT

20 positions funded by this budget unit in 2011-12 will be moved to the HS Administrative Claim budget unit to maximize federal reimbursements available through HS Administrative Claim budget unit. An additional 2 positions funded by this budget unit in 2011-12 will be deleted.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Family to Family Program	1	5	6	6	0	0	6
Total	1	5	6	6	0	0	6

Family to Family Program

	Classification
5	Cont. CFS Parent Partner I
1	Peer and Family Assistant
6	Total

HUMAN SERVICES

Human Services Subsistence Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$495,694,398
Total Sources	$469,097,009
Net County Cost	$26,597,389
Total Staff	0
Funded by Net County Cost	5%

Aid to Indigents (General Relief) provides mandated county subsistence in the form of cash aid for food, shelter and transportation to indigents who do not meet categorical eligibility requirements for state and federally funded programs. These general relief payments facilitate transition to an employable status and provide interim assistance pending receipt of Social Security Income (SSI) benefits. Revenue under this program represents retroactive SSI payments, which the County receives as reimbursements for general relief assistance provided to SSI eligible indigents prior to their enrollment in the SSI program and reimbursements made by non-SSI eligible indigents when assistance under this program is no longer needed.

Domestic Violence/Child Abuse Services provides for a number of contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse. The domestic violence program under SB 1246 is funded by a surcharge on marriage licenses. The child abuse prevention program is funded by a state grant, revenues generated from a surcharge placed on certified copies of birth certificates, and court fines imposed in domestic violence cases. Revenues from the surcharges are deposited into special revenue funds and used to fund the contractors. These three revenue sources provide 100% of the funding for this program.

Entitlement Payments (Childcare) provides for the Stage 1 Childcare Program administered by the Transitional Assistance Department (TAD). This program is one of the major programs of federal welfare reform and the resulting state CalWORKs program is intended to fund childcare for CalWORKs recipients who are seeking employment or have obtained employment. Childcare provider payments are 100% federally and state funded through reimbursements by the state.

Out-of-Home Child Care provides assistance grants for room, board and care for children pending determination of eligibility for state or federal aid, those who are ineligible due to other resources or, those who are undocumented residents. Some of these children have serious emotional and medical problems which increase the difficulty of locating appropriate facilities for care. Costs for this program can fluctuate based on the unique nature and requirements of each individual case.

Aid to Adoptive Children program provides financial assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. The children are either personally disadvantaged, physically handicapped or adolescents. This program enables hard to place children to be adopted and taken out of the higher cost Foster Care program. This budget unit is funded approximately 42% federal, 44% state (2011 Realignment), with the remaining costs offset by revenue from Social Services Realignment and discretionary general funding (net county cost).

AFDC-Foster Care provides aid payments for children living in foster homes and group-care facilities. The Foster Care caseload consists of cases from both Children and Family Services (CFS) (approximately 90%) and Probation (approximately 10%). The cost of Probation related foster care cases is approximately 4.5 times greater than CFS cases due to the higher levels of care required for these juveniles. There are two funding eligibility criteria in the Foster Care Program, federal (federal, state and county participation) and non-federal (state and county only). Foster Care placements are generally eligible for federal financial participation if the parents meet the previous Aid to Families with Dependent Children (AFDC) Program criteria.

- For federally eligible (federal) cases, the cost-sharing ratios are now approximately 44% federal, 22.5% state (2011 Realignment), and 33.5% county.
- For non-federally eligible (non-federal) cases, the cost-sharing ratio is 40% state (2011 Realignment) and 60% county.
- All county share-of-cost is mandated and is reimbursed from Social Services Realignment and discretionary general funding (net county cost).

Refugee Cash Assistance provides assistance payments for a maximum of eight months to all refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. This program is 100% federally funded and open-ended.

Cash Assistance for Immigrants program, under AB 2779, provides cash assistance to aged, blind and disabled legal immigrants who meet the Supplemental Security Income/State Supplementary Payment (SSI/SSP) immigration status requirements in effect on August 21, 1998 and all other current SSI/SSP eligibility requirements, yet are no longer eligible for SSI/SSP solely due to their immigration status. This program is 100% state funded.

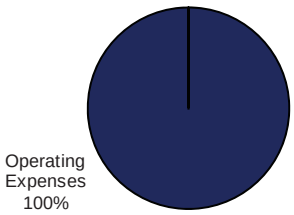
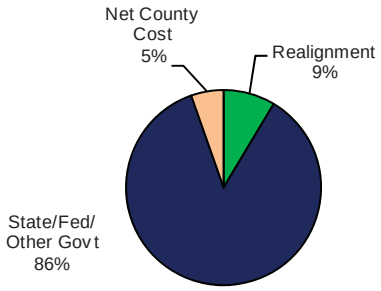
CalWORKs – All Other Families provides CalWORKs assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent or zero-parent families. The federal and state governments reimburse 97.5% of the costs for this program. Currently, approximately 34% of state funding is 2011 Realignment. The mandated County share of 2.5% is funded by discretionary general funding (net county cost).

Kinship Guardianship Assistance Program (Kin-Gap) provides a subsidy to children who leave the juvenile court dependency system to live with a relative legal guardian. It offers relative caregivers of dependent children a new option for providing a permanent home to these children. To be eligible for the program, the child must have lived with the relative at least 12 consecutive months, the relative guardianship must be established pursuant to Welfare and Institutions Code 366.26, and the juvenile court dependency for the child must be dismissed. Movement to the Kin-Gap program is not automatic. The court, with a recommendation from the social worker, has discretion regarding whether termination of dependency is in the child's best interest. This program is approximately 78% state funded; the remaining 22% is funded by discretionary general funding (net county cost).

CalWORKs – 2 Parent Families provides payments to resident families who are eligible for aid in accordance with state law. This budget includes all cases identified as having two parents in the home or in which the parents are excluded from, or ineligible for, CalWORKs. The federal and state governments reimburse 97.5% of the costs for this program. The mandated County share of 2.5% is funded by discretionary general funding (net county cost).

There is no staffing associated with these budget units. Services for the above programs are provided by staff budgeted in the Human Services (HS) Administrative Claim budget unit.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Human Services Subsistence
FUND: Human Services Subsistence - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Assistance
ACTIVITY: Aid Programs

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	438,424,619	458,805,325	500,221,044	486,325,683	495,481,872	495,694,398	**212,526**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	438,424,619	458,805,325	500,221,044	486,325,683	495,481,872	495,694,398	**212,526**
Reimbursements	0	0	(825,444)	(1,020,655)	(989,752)	(779,402)	**210,350**
Total Appropriation	438,424,619	458,805,325	499,395,600	485,305,028	494,492,120	494,914,996	**422,876**
Operating Transfers Out	565,495	920,321	0	0	0	0	**0**
Total Requirements	438,990,114	459,725,646	499,395,600	485,305,028	494,492,120	494,914,996	**422,876**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	25,649,079	26,423,998	36,843,043	40,756,008	40,756,008	42,476,178	**1,720,170**
State, Fed or Gov't Aid	385,643,749	405,740,566	435,168,514	419,056,256	428,243,348	425,346,054	**(2,897,294)**
Fee/Rate	1,440,829	1,613,622	1,869,596	0	0	0	**0**
Other Revenue	1,259,069	210,337	550,477	495,375	495,375	495,375	**0**
Total Revenue	413,992,726	433,988,523	474,431,630	460,307,639	469,494,731	468,317,607	**(1,177,124)**
Operating Transfers In	0	739,824	(33,419)	0	0	0	**0**
Total Financing Sources	413,992,726	434,728,347	474,398,211	460,307,639	469,494,731	468,317,607	**(1,177,124)**
Net County Cost	24,997,388	24,997,299	24,997,389	24,997,389	24,997,389	26,597,389	**1,600,000**
				Budgeted Staffing	0	0	**0**

Consolidated Human Services Subsistence Funds are increasing appropriation and departmental revenue by a net $422,876 primarily due to reductions in Domestic Violence/Child Abuse Services, CalWORKs – All Other Families and CalWORKs – 2 Parent Families which are offset by increases in Aid to Indigents, Entitlement Payments (Child Care), Aid to Adoptive Children, Foster Care, Refugee Cash Assistance, Cash Assistance for Immigrants and Kinship Guardianship Assistance Program. Overall increase of $1.7 million in Realignment represents matching funds in various HS Subsistence budget units due to caseload and cost growth and is outlined in the HS Administrative Claim budget unit. Additional net county cost is required because the County share for programs with decreasing requirements are minimal (0 - 2.5%) and the County share for programs with increasing requirements are significant (15% - 60%).

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Net County Cost	Staffing
Special Revenue Funds				
Aid to Indigents	1,932,116	495,375	1,436,741	0
Domestic Violence/Child Abuse Services	531,812	531,812	0	0
Entitlement Payments (Child Care)	28,468,013	28,468,013	0	0
Out-of-Home Child Care	660,566	0	660,566	0
Aid to Adoptive Children	52,913,715	50,964,195	1,949,520	0
AFDC - Foster Care	111,663,120	97,714,103	13,949,017	0
Refugee Cash Assistance	77,075	77,075	0	0
Cash Assistance for Immigrants	1,614,063	1,614,063	0	0
CalWORKs - All Other Families	249,805,920	243,560,772	6,245,148	0
Kinship Guardianship Assistance Program	6,352,298	5,018,309	1,333,989	0
CalWORKs - 2 Parent Families	40,896,298	39,873,890	1,022,408	0
Total Special Revenue Funds	494,914,996	468,317,607	26,597,389	0

Aid to Indigents (General Relief) includes operating expenses of $1.93 million which provides cash aid for food, shelter and transportation, as well as SSI advocacy legal fees, to indigents who do not meet categorical eligibility requirements for state and federally funded programs. Due to anticipated caseload increases of 8.3%, appropriation levels will increase by $146,982. As a result of continuing caseload growth and no revenue growth, net county cost is expected to increase $146,982 to $1.44 million. Savings in other HS Subsistence budget units allows HS to remain within overall net county cost targets.

Domestic Violence/Child Abuse Services includes operating expenses of $1.3 million (a $335,350 decrease) which funds contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse. Reimbursements of $779,402 are from a surcharge placed on certified copies of birth certificates, marriage licenses and court fines imposed in domestic violence cases. Revenue of $531,812 is from a state grant to fund the child abuse prevention program. The decrease in payments for services is a result of decreased state funding and a decrease in receipts from birth certificates and marriage license surcharges.

Entitlement Payments (Child Care) includes operating expenses of $28.5 million which provides payments to childcare providers for Stage 1 childcare. The appropriation and revenue for 2012-13 will be increased by $2.2 million or 8.4%. The Welfare to Work participation exemption for parents caring for young children expires June 30th, 2012. Therefore, these CalWORKs clients will be required to participate in work activities and the need for childcare services will increase.

Out-of-Home Child Care includes operating expenses of $660,566 which provides assistance grants for room, board and care for children. Appropriation is expected to remain level with the 2011-12 modified budget as the current average monthly caseload (34) and the current average monthly grant ($1,631) are expected to remain constant through 2012-13.

Aid to Adoptive Children includes operating expenses of $52.9 million which provides assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. Appropriation is projected to increase $2.9 million (5.9%) over the 2011-12 modified budget due to continued caseload growth and associated costs resulting from the success of legislation (AB390) which encourages and promotes the adoption of eligible children. Continued increase in the average monthly grant payment is partially due to historical increases based on the child's needs and legislation (AB106) which granted a California Necessities Index (CNI) increase retroactive to July 2011. Federal and state revenue is projected to increase $2.9 million. A net county cost increase is averted with the use of an additional $444,594 of social services realignment.

AFDC-Foster Care includes operating expenses of $111.7 million, a $4.9 million increase, consisting of $108.5 million in aid payments and other expenses for children living in foster homes and group-care facilities, $1.2 million in payments to Transitional Housing Program-Plus (THPP) contractors and $2.0 million in transfers to the Wraparound Reinvestment Fund. The 100% state funded (Realignment II) THPP program provides support services to youth exiting foster care. The transfer to the Wraparound Reinvestment Fund represents the 5% - 10% of monthly Wraparound Foster Care payments to contractors that are contractually retained by the county to be re-invested in Child Welfare Services programs. The number of children receiving Wraparound services continues to increase resulting in an increase of $500,000. In addition, caseload is projected to increase by 4% overall, (federal cases by 5% with non-federal cases remaining stable). Costs are projected to increase 8% due to the following court and legislative actions:

- In April 2011, the United States District Court ordered a new method of determining payment rates for foster homes. While costs for foster care cases have increased slightly overall in recent years, the court-ordered foster home rate increases are projected to increase federal case costs by 1.5% and non-federal case costs by 10%.
- AB 12 allows wards and child welfare dependents turning age 18 in 2012 to remain in extended foster care (EFC). In 2013, these youth will be eligible to stay in care through age 20. The financial impact of this change has not yet been determined.

Federal revenue will increase $471,097. State revenue has been significantly changed by the 2011 state budget which realigned Foster Care and shifted funding responsibilities to the counties. Realignment 2011 funding will provide $33.2 million in revenue. An additional $2.98 million of local share is required and is comprised of $1.28 million in Social Services Realignment and $1.7 million of net county cost. While net county cost exceeds targets by $486,909, savings in other HS subsistence budget units allows HS to remain within overall net-county cost targets.

Refugee Cash Assistance is 100% federally funded and includes operating expenses of $77,075 which provides payments to refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. Appropriation and departmental revenue are projected to increase by $9,337 due to an increase in caseload and average grant payments resulting from the current economic condition.

Cash Assistance for Immigrants is 100% state funded and includes operating expenses of $1.6 million which provides payments to legal immigrants who meet the SSI/SSP immigration status requirements. Appropriation and departmental revenue is projected to increase $316,079 due to an increase in caseload and average grant payments resulting from the current economic condition.

CalWORKs – All Other Families includes operating expenses of $249.8 million which provides assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent or zero-parent families. This represents a significant reduction from the prior year and is a result of a state mandated reduction in aid payments. Because of continuing challenges in the local economy, caseload is projected to continue its slow increase throughout 2012-13. This caseload increase combined with the aid reduction referenced above results in an $8.9 million total reduction to appropriation. Federal, state and 2011 Realignment funds account for $243.6 million, or 97.5% of the revenue for this program, an $8.6 million reduction from the 2011-12 modified budget. These decreases result in $346,566 of savings in net county cost which allows HS to remain within overall net county cost targets.

Kinship Guardianship Assistance Program (Kin-GAP) includes operating expenses of $6.4 million which provides subsidies to relative caregivers of children who leave the juvenile court dependency system to live with a relative legal guardian. Appropriation and departmental revenue is projected to increase $423,458 due to increasing placement costs. Net county cost will remain the same.

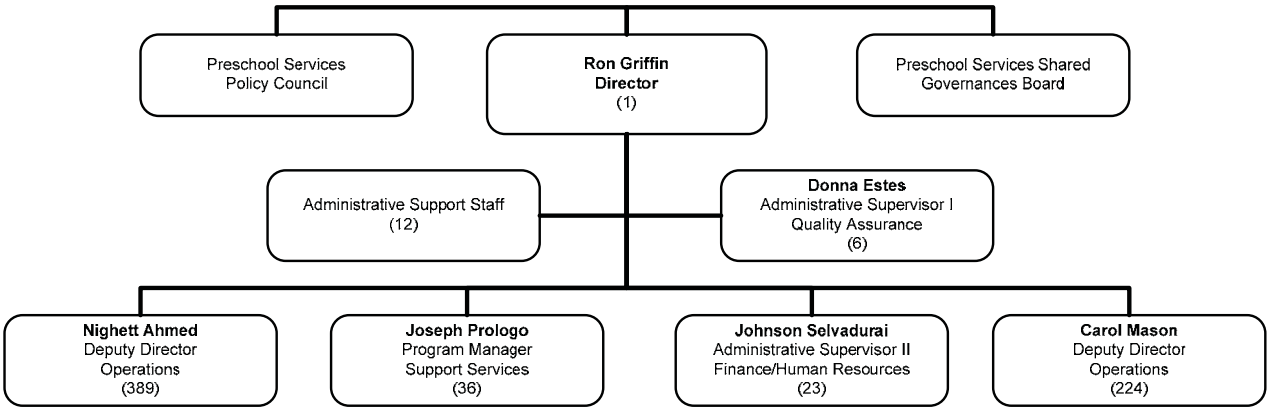
CalWORKs – 2 Parent Families includes operating expenses of $40.9 million which provides assistance payments to all cases identified as having two parents in the home or in which the parents are excluded from or ineligible for CalWORKs. A state mandated reduction in aid payments contributes to a $1.5 million decrease in appropriation. Because of continuing challenges in the local economy a 3.5% caseload increase is projected. Federal and state funds account for $39.9 million, or 97.5% of the revenue for this program, a $1.5 million decrease from 2011-12 modified budget. These decreases result in $87,325 of savings in net county cost which allows HS to remain within overall net county cost targets.

PRESCHOOL SERVICES
Ron Griffin

MISSION STATEMENT

Preschool Services improves the well-being of children, empower families and strengthen communities.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Developed a partnership between the Preschool Services Department (PSD) and the Department of Behavioral Health and implemented the Preschool Early Intervention programs to effectively address mental health issues and challenging behaviors that some preschool aged children display in the classroom.
- PSD successfully initiated an MOU to collaborate with the Department of Children and Family Services to provide Head Start and Early Head Start services to foster children which include infants, toddlers and pre-school aged children.
- PSD successfully passed its tri-annual Federal review which took place in March 2011 with an excellent rating that determined that Head Start and Early Head Start programs are in compliance with all applicable Head Start Program Performance Standards, laws, regulations and policy requirements.
- Opened the Nicholson Park Family Learning and Community Resource Center in collaboration with the City of San Bernardino in a very low income area of the city to provide residents with a variety of services and resources.
- Developed and implemented the Prenatal Early Head Start Program and the Nurse Visitation Program for pregnant women to facilitate better pregnancy outcomes.
- Opened a new facility in the Victorville area to provide full-day center based preschool services to 32 families. The Northgate center combines part-day Head Start and part-day State Preschool programs to provide seamless full-day services to low-income families that are working or attending training.
- PSD successfully passed its tri-annual state Child & Adult Care Food Program audit in January of 2012, receiving high marks for outstanding management of its food program for 41 Head Start and State Preschool sites.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ACHIEVE SCHOOL READINESS OF ENROLLED CHILDREN TO ENSURE THEY ARE MAKING PROGRESS TOWARD POSITIVE OUTCOMES AS REQUIRED BY THE DESIRED RESULTS DEVELOPMENTAL PROFILE PRESCHOOL PROGRAM (DRDP-PS), WHICH WILL IMPROVE THE QUALITY OF LIFE FOR COUNTY CHILDREN AND THE FAMILIES INVOLVED IN THIS PROGRAM.

Objective: Children will be assessed three times per year in accordance to Federal and State Regulations. Teachers will share child assessment information with parents and use this input to prepare home and classroom activities responsive to children's individual needs.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of children showing positive outcomes on the Desired Results Developmental Profile-Revised (DRPR-R)	100%	100%	99%	100%	99%

PSD will continue to use the Desired Results Developmental Profile Preschool (DRDP-PS) for measuring child outcomes to comply with the State Department of Education and to meet Federal mandates for measuring child outcomes. The results are expected to differ from year to year due to different groups of children that are tested each year and the different levels of development. One of the highest priorities of the department is ensuring that children are prepared to be successful in school. Studies show that children who have attended a quality preschool are less likely to be placed in special education or be held back a grade. They also perform better on standardized math and reading tests, are more likely to graduate from high school, earn more money and continue on to higher education.

GOAL 2: INCREASE PARENT AND COMMUNITY SATISFACTION RATE TO ENHANCE THE WELL-BEING OF COUNTY FAMILIES INVOLVED IN THIS PROGRAM.

Objective: The State Desired Results Parent Survey will be distributed to all families and results analyzed annually to determine parent satisfaction with identified areas of the program. The survey information will also be analyzed to assist PSD to respond to the needs of parents.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of responding parents satisfied with the overall quality of the program.	99%	98%	97%	99%	98%

The State's Desired Results Parent Survey is mandated annually by the California Department of Education and is an effective tool in measuring whether parents' needs and expectations are being met in the areas of school readiness and family support services. The Desired Results Parent Survey was distributed to all parents in the program in January 2011. The results for 3,412 surveys received were tabulated and analyzed in February 2011. Based on these results, 99% of the responding parents were satisfied with the overall quality of the program, 98% of the responding parents felt that their children were safe and content in the program and 95% of the responding parents felt that they were well informed of their children's development. The department anticipates that the survey results for 2012 will yield a similar level of satisfaction.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Special Revenue Fund						
Preschool Services	48,365,185	48,124,133		241,052		691
Total Special Revenue Fund	48,365,185	48,124,133		241,052		691

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Preschool Services	40,196,673	48,581,331	51,227,178	46,801,692	48,365,185
Total	**40,196,673**	**48,581,331**	**51,227,178**	**46,801,692**	**48,365,185**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Preschool Services	40,032,157	48,030,688	51,109,877	46,785,338	48,124,133
Total	**40,032,157**	**48,030,688**	**51,109,877**	**46,785,338**	**48,124,133**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Preschool Services	164,516	550,643	117,301	16,354	241,052
Total	**164,516**	**550,643**	**117,301**	**16,354**	**241,052**

Preschool Services

DESCRIPTION OF MAJOR SERVICES

The Preschool Services Department (PSD) administers the Federal Head Start and Early Head Start programs, California Department of Education State Preschool program, as well as the Child and Adult Care Food Program in 41 locations throughout the County of San Bernardino. The programs are fully funded from Federal and State sources with no net county cost.

Budget at a Glance

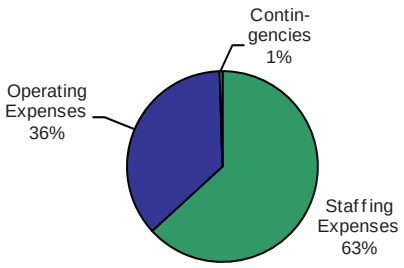
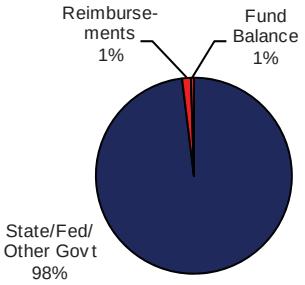
Total Expenditure Authority	$49,073,377
Total Sources	$48,832,325
Fund Balance	$241,052
Total Staff	691

PSD serves about 6,000 low income and disadvantaged families and children from birth to 5 years of age and pregnant women. PSD's priority population includes children in foster care, those who are homeless and children with special needs and/or disabilities. In addition, our programs offer comprehensive child development and family support services to all enrolled children and families which include: physical health, nutrition and mental health to strengthen the child's capacity to participate successfully in school.

In order to continue to support the accomplishment of program objectives, PSD is sub-divided into the following groups:

- Administration – This unit consists of the Director, secretarial support and Special Projects. In addition, this unit provides oversight for Organizational Development, Training and Technical Assistance and Parent Involvement.
- Finance/Human Resources – Provides oversight for fiscal, budget, reporting/auditing preparation, contracts, grant writing and human resources.
- Operations – Responsible for the overall operations of the Head Start sites to ensure that each child is provided with comprehensive child development services.
- Support Services – Provides oversight for the Health, Eligibility, Recruitment, Selection, Enrollment and Attendance, Nutrition, Mental Health, Home-Base, Disability Services. In addition, Program Support Services is also responsible for overseeing the department's facilities and providing family and community related support services.
- Quality Assurance – Provides ongoing Monitoring, Licensing/Transportation, Maintenance and Facilities issues for all sites and delegate agencies.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

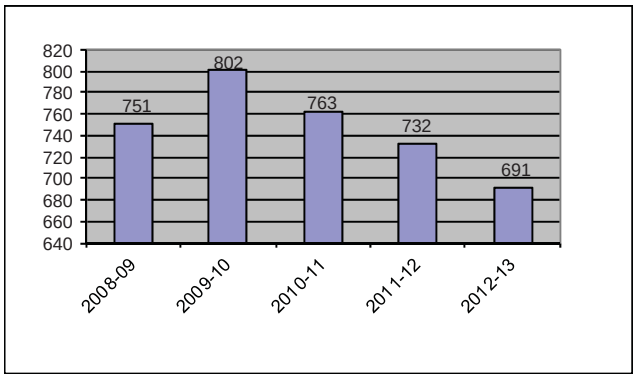
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	67	73	66	65
Limited Term	696	637	666	626
Total	763	710	732	691
Staffing Expenses	$31,940,554	$27,498,060	$28,629,163	$30,918,129

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Preschool Services
FUND: Preschool Services

BUDGET UNIT: RSC HPS
FUNCTION: Public Assistance
ACTIVITY: Other Protection

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	22,784,708	28,719,476	31,940,554	29,367,854	28,629,163	30,918,129	**2,288,966**
Operating Expenses	17,084,903	18,337,484	19,616,424	18,727,404	18,505,622	17,769,196	**(736,426)**
Capital Expenditures	791,496	772,888	360,038	304,680	236,730	145,000	**(91,730)**
Contingencies	0	0	0	0	137,299	241,052	**103,753**
Total Exp Authority	40,661,107	47,829,848	51,917,016	48,399,938	47,508,814	49,073,377	**1,564,563**
Reimbursements	0	(401,357)	(762,131)	(521,904)	(708,192)	(708,192)	**0**
Total Appropriation	40,661,107	47,428,491	51,154,885	47,878,034	46,800,622	48,365,185	**1,564,563**
Operating Transfers Out	0	939,576	14,287	1,070	1,070	0	**(1,070)**
Total Requirements	40,661,107	48,368,067	51,169,172	47,879,104	46,801,692	48,365,185	**1,563,493**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	40,351,285	47,761,276	50,507,076	47,418,266	46,096,374	48,069,133	**1,972,759**
Fee/Rate	83,063	(24,760)	155	135	500	0	**(500)**
Other Revenue	217,730	170,849	423,755	685,401	566,449	55,000	**(511,449)**
Total Revenue	40,652,078	47,907,365	50,930,986	48,103,802	46,663,323	48,124,133	**1,460,810**
Operating Transfers In	0	0	0	0	122,015	0	**(122,015)**
Total Financing Sources	40,652,078	47,907,365	50,930,986	48,103,802	46,785,338	48,124,133	**1,338,795**
				Fund Balance	16,354	241,052	**224,698**
				Budgeted Staffing	732	691	**(41)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $30,918,129 funds 691 budgeted positions in 2012-13. This represents an increase of $2,288,966 and a decrease of 41 budgeted positions from the modified budget, which is primarily due to the complete funding of contract positions, incremental increases in program calendar days, increases in MOU, retirement and other benefit costs, and the contribution of an one-percent hourly rate increase for contract employees.

Operating expenses of $17,769,169 are decreasing by $736,426 primarily due to a contract reduction in transportation for the new fiscal year.

Capital expenditures of $145,000 are decreasing by $91,730 as a result of completion of mortgage payments in 2011-12 for the Yucca Valley Head Start site.

Contingencies of $241,052 are increasing by $103,753 primarily due to the inclusion of Medical Premium Subsidy funds reimbursed from Human Resources.

Operating transfers out is decreasing by $1,070 as a result of the final payment in 2011-12 to Architecture and Engineering for the Ontario Maple Restroom project.

State, federal or government aid of $48,069,133 is increasing by $1,972,759 primarily due to supplemental funding of $1,587,472 from the Administration for Children and Families (ACF) to continue Head Start and Early Head Start programs. Other revenue impacts include the reimbursement from the California Department of Health Care Services for Medi-Cal Administrative Activities (MAA), and the acceptance of a 0.72% COLA from ACF to fund an increase in salaries and benefits for the department's contract partners and staff.

Other revenue of $55,000 is decreasing by $511,449 primarily due to the elimination of the Save the Children contract with First 5 California.

Operating transfers in is decreasing by $122,015 due to a one time reimbursement received in 2011–12 from Architecture and Engineering Department from savings for a renovation project.

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2011-12, Preschool Services started with 710 budgeted positions. Staffing levels were increased by 22 positions with the 2011-12 First Quarter Budget Adjustment increasing staff from 710 to 732. In the Second Quarter Budget Adjustment, the department had an increase of 14 positions along with a decrease of 14 positions due to the implementation of the two teacher model at selected Head Start sites. For 2012-13, an additional 26 positions will be reduced due to workload and the elimination of the Save the Children contract as they were no longer needed by the department. Furthermore, the closure of the Copper Mountain and North Redlands Head Start sites resulted in a decrease of 15 positions. Thus for 2012-13, the department had a decrease of 41 positions resulting in 691 budgeted positions. The six new positions reflect the operational needs of the department and are offset by six deletions made in 2012-13.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	12	1	13	10	2	1	13
Operations	12	601	613	581	30	2	613
Support Services	14	22	36	31	2	3	36
Finance/ Human Resources	22	1	23	21	2	0	23
Quality Assurance	5	1	6	6	0	0	6
Total	65	626	691	649	36	6	691

Administration

	Classification
1	Director
5	Office Assistant II
2	Office Assistant III
1	Secretary I
1	Cont Prgrm Quality Specialist - 12 mos
1	Supervising Office Assistant
1	Executive Secretary II
1	Program Specialist II
13	Total

Finance/Human Resources

	Classification
2	Accountant III
5	Account Technician
1	Administrative Supervisor I
1	Administrative Supervisor II
1	Contract Fiscal Assistant
2	Fiscal Assistant
1	Fiscal Specialist
4	Staff Analyst II
1	Staff Analyst I
1	Supervising Fiscal Specialist
1	Supervising Accountant II
2	Eligibility Worker I
1	Area Coordinator
23	Total

Operations

	Classification
12	Cont Preschool Site Supv 1 - 9 mos
2	Cont Preschool Site Supv I 12 - mos
12	Cont Preschool Site Supv II - 12 mos
6	Cont Preschool Site Supv II - 9 mos
3	Cont Preschool Teacher Aide - 12 mos
14	Cont Preschool Teacher Aide - 9 mos
27	Cont Preschool Tchr Aide II-12 mos
91	Cont Preschool Tchr Aide II - 9 mos
51	Cont Preschool Tchr II - 12 mos
179	Cont Preschool Teacher II - 9 mos
13	Cont Center Clerk - 12 mos
25	Cont Center Clerk - 9 mos
11	Cont Food Service Worker - 12 mos
17	Cont Food Service Worker - 9 mos
17	Cont Program Generalist - 12 mos
64	Cont Program Generalist - 9 mos
2	Cont Program Manager
12	Cont Custodian - 12 mos
22	Cont Custodian - 9 mos
20	Cont Teacher III - 12 mos
1	Cont Teacher III - 9 mos
2	Deputy Director
1	Area Coordinator
3	Program Manager
6	Program Supervisor
613	Total

Support Services

	Classification
1	Contract Behavioral Specialist
1	Contract Center Clerk - 12 mos
6	Cont General Maint Wrkr - 12mos
2	Contract Health Education Specialist
1	Cont Prgrm Quality Specialist - 12 mos
1	Cont Prgra Quality Specialist - 9 mos
3	Contract Registered Nurse
1	Contract Storekeeper - 9 mos
2	General Maintenance Mechanic
2	General Maintenance Worker
6	Graduate Student Interns
1	Nutritionist
1	Office Assistant III
1	Program Specialist I
1	Behavioral Specialist
1	Disability Services Manager
1	Special Education Specialist
1	Speech Therapist
1	Storekeeper
1	Stores Specialist
1	Supervising Program Specialist
36	Total

Quality Assurance

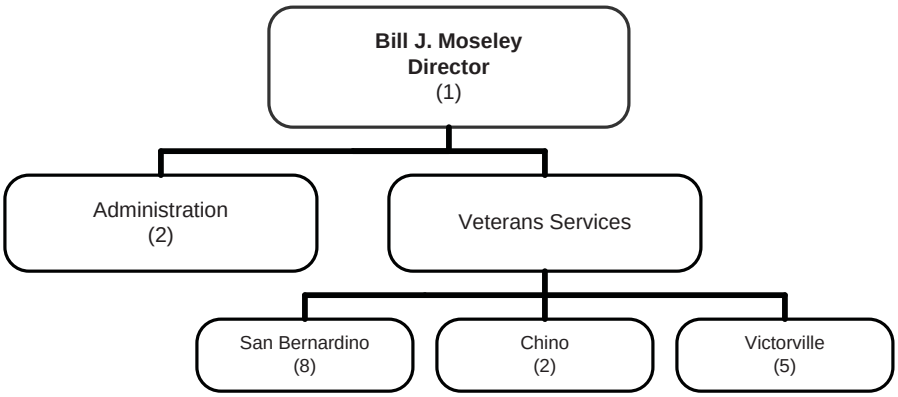
	Classification
2	Eligibility Worker II
1	Administrative Supervisor I
2	Eligibility Worker I
1	Contract Program Generalist - 9 mos
6	Total

VETERANS AFFAIRS
Bill J. Moseley

MISSION STATEMENT

Veterans Affairs honor the commitment and sacrifice of our veterans, military and their families, and to promote awareness of their contributions and unique challenges, the department identifies and obtains benefits and services through advocacy, outreach, and education, thereby contributing to the quality of life and well-being of our communities.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Provided services to 22,052 county residents representing a 38% increase in clients served over five years.
- Coordinated a countywide holiday collection drive receiving more than $13,000 in overseas calling cards, gift cards and cash donations for the families of deployed military personnel.
- Received the highest customer service rating of “Very Satisfied” from 95% of clients surveyed.
- Produced $28.4 million in new federal benefits for county residents.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: EMPHASIZE HIGHER STANDARDS OF CUSTOMER SERVICE.

Objective: Review customer service policy to ensure full commitment to our customers which require participation and support of all Veterans Affairs employees.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of customer service surveys on which clients score their over-all satisfaction as "excellent" (an A grade).	93%	95%	75%	85%	90%

GOAL 2: PROMOTE STAFF TRAINING AND DEVELOPMENT.

Objective: Collaborate with other Southern California counties to conduct regional staff training.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of technical staff that will attend regional training.	100%	90%	100%	92%	100%

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Veterans Affairs	1,850,613	451,000	1,399,613			18
Total General Fund	1,850,613	451,000	1,399,613			18

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Veterans Affairs	1,488,402	1,396,040	1,599,098	1,714,566	1,850,613
Total	**1,488,402**	**1,396,040**	**1,599,098**	**1,714,566**	**1,850,613**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Veterans Affairs	349,250	416,402	439,934	438,000	451,000
Total	**349,250**	**416,402**	**439,934**	**438,000**	**451,000**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Veterans Affairs	1,139,152	979,638	1,159,164	1,276,566	1,399,613
Total	**1,139,152**	**979,638**	**1,159,164**	**1,276,566**	**1,399,613**

Veterans Affairs

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$1,850,613
Total Sources	$451,000
Net County Cost	$1,399,613
Total Staff	18
Funded by Net County Cost	76%

According to the Secretary of the U.S. Department of Veterans Affairs (VA) approximately one out of every three people in the United States is a potential VA beneficiary. The Department of Veterans Affairs provides claims assistance, information and referral, advocacy, and outreach to county residents. These benefits include medical care, life insurance, home loans, pension benefits, disability compensation, education and vocational rehabilitation. County VA employees are often the initial contact with the VA system for veterans and recently discharged military personnel in our community.

Services to the veteran's community are concentrated in the following areas:

Claims Assistance – Provide benefits counseling, claim preparation and development of material evidence. Monitor adjudication and resolve issues or questions in favor of the veteran. Provide assistance with administrative and appellate review of claims.

Information and Referral – Make referrals to other county departments, homeless providers, emergency service providers and state and federal agencies.

Advocacy – Provide individual advocacy, advocacy at the policy and legislative levels, and provide state and federal elected officials with technical assistance regarding veterans' legislation.

Outreach – Conduct outreach to retirement homes, mortuaries, schools, military separation programs, and service organizations such as the American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, etc., for the purpose of informing the community of veterans' benefits and services.

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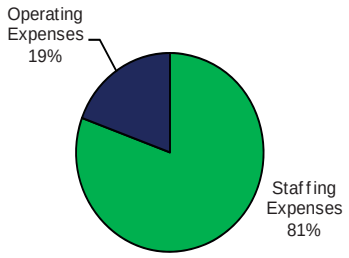
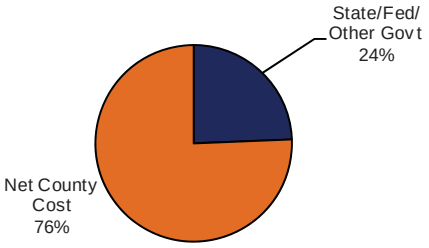
2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

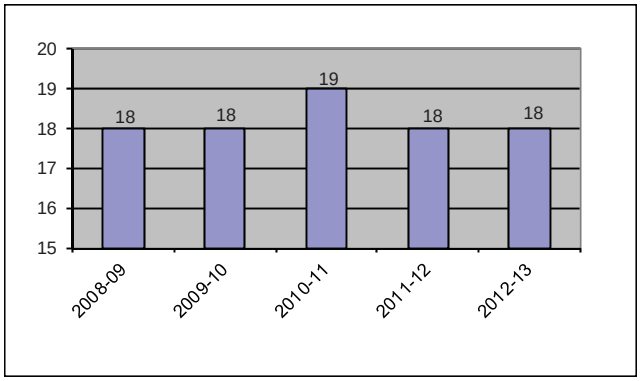
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	19	18	18	18
Limited Term	0	0	0	0
Total	19	18	18	18
Staffing Expenses	$1,325,095	$1,295,827	$1,295,827	$1,491,964

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Veterans Affairs
FUND: General

BUDGET UNIT: AAA VAF
FUNCTION: Public Assistance
ACTIVITY: Veteran's Services

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	1,324,024	1,179,074	1,325,095	1,416,352	1,295,827	1,491,964	**196,137**
Operating Expenses	227,726	216,964	274,004	417,619	418,739	358,649	**(60,090)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,551,750	1,396,038	1,599,099	1,833,971	1,714,566	1,850,613	**136,047**
Reimbursements	(1,595)	0	0	0	0	0	**0**
Total Appropriation	1,550,155	1,396,038	1,599,099	1,833,971	1,714,566	1,850,613	**136,047**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,550,155	1,396,038	1,599,099	1,833,971	1,714,566	1,850,613	**136,047**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	413,078	413,183	439,834	463,111	438,000	451,000	**13,000**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	5,489	3,219	100	3,173	0	0	**0**
Total Revenue	418,567	416,402	439,934	466,284	438,000	451,000	**13,000**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	418,567	416,402	439,934	466,284	438,000	451,000	**13,000**
Net County Cost	1,131,588	979,636	1,159,165	1,367,687	1,276,566	1,399,613	**123,047**
				Budgeted Staffing	18	18	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses increased by $196,137 primarily due to work week reductions in the 2011-12 budget that were not realized and retirement costs.

Operating expenses decreased by $60,090 primarily due to a sharp drop in COWCAP charges as well as a drop in transfer costs to Information, Technology and Support Division (ITSD).

Departmental revenue increased by $13,000 due to the department earning a larger share of state Medi-Cal cost avoidance funds.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $1,491,964 fund 18 budgeted positions.

Operating expenses of $358,649 include normal operating costs for general office expenses, travel and training, transfer costs to other county departments, and data processing and custodial costs.

State and federal government aid of $451,000 consists of $160,000 from state subvention; $170,000 from California Medi-Cal cost avoidance; $60,000 from the Mental Health Services Act; $34,000 from the California veteran's license plate fund; and $27,000 from the reimbursement of services provided at the Barstow Veterans Home.

STAFFING CHANGES AND OPERATIONAL IMPACT

The department did not experience any significant staffing changes for 2012-13.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	3	0	0	3
Veterans Services	15	0	15	15	0	0	15
Total	18	0	18	18	0	0	18

Administration

	Classification
1	Director
1	Executive Secretary III
1	Staff Analyst I
3	Total

Veterans Services

	Classification
2	Supv Veterans Service Representative
5	Veterans Service Representative I
4	Veterans Service Representative II
4	Office Assistant III
15	Total

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LAW AND JUSTICE SUMMARY

GENERAL FUND	Page #	Appropriation	Revenue	Net County Cost	Staffing
COUNTY TRIAL COURTS	264				
DRUG COURT PROGRAMS	266	390,103	390,103	0	0
GRAND JURY	268	420,520	0	420,520	0
INDIGENT DEFENSE PROGRAM	270	9,802,555	90,000	9,712,555	0
COURT FACILITIES/JUDICIAL BENEFITS	272	1,230,902	0	1,230,902	0
COURT FACILITIES PAYMENTS	274	2,505,233	0	2,505,233	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	276	26,397,865	16,269,848	10,128,017	0
DISTRICT ATTORNEY	284				
CRIMINAL PROSECUTION	287	63,129,854	30,383,610	32,746,244	478
LAW AND JUSTICE GROUP ADMINISTRATION SUMMARY	295				
LAW AND JUSTICE GROUP ADMINISTRATION	298	101,300	101,300	0	1
PROBATION DEPARTMENT	303				
ADMINISTRATION, CORRECTIONS AND DETENTION	306	137,850,019	73,337,575	64,512,444	1,195
COURT-ORDERED PLACEMENTS	310	1,529,775	0	1,529,775	0
JUVENILE JUSTICE GRANT PROGRAM	312	0	0	0	32
PUBLIC DEFENDER	317	34,386,987	3,719,568	30,667,419	236
SHERIFF/CORONER/PUBLIC ADMINISTRATOR DEPARTMENT	323				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	327	202,390,831	137,332,204	65,058,627	1,656
SHERIFF - DETENTIONS	332	153,623,662	51,750,275	101,873,387	1,302
SHERIFF - LAW ENFORCEMENT CONTRACTS	336	121,298,134	121,298,134	0	580
TOTAL GENERAL FUND		755,057,740	434,672,617	320,385,123	3,598

SPECIAL REVENUE FUND	Page #	Appropriation	Revenue	Fund Balance	Staffing
COUNTY TRIAL COURTS:					
COURTHOUSE SEISMIC SURCHARGE	278	2,801,147	2,801,000	147	0
ALTERNATE DISPUTE RESOLUTION	280	635,236	500,900	134,336	0
REGISTRATION FEES	282	175,630	8,400	167,230	0
DISTRICT ATTORNEY:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	291	9,642,856	5,642,408	4,000,448	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	300	4,664,575	350,000	4,314,575	0
PROBATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	314	13,770,594	7,682,457	6,088,137	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	339	39,700,274	18,143,250	21,557,024	0
TOTAL SPECIAL REVENUE FUNDS		71,390,312	35,128,415	36,261,897	0

COUNTY TRIAL COURTS

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Drug Court Programs	390,103	390,103	0			0
Grand Jury	420,520	0	420,520			0
Indigent Defense Program	9,802,555	90,000	9,712,555			0
Court Facilities/Judicial Benefits	1,230,902	0	1,230,902			0
Court Facilities Payments	2,505,233	0	2,505,233			0
Trial Court Funding - Maintenance of Effort	26,397,865	16,269,848	10,128,017			0
Total General Fund	40,747,178	16,749,951	23,997,227			0
Special Revenue Funds						
Courthouse Seismic Surcharge	2,801,147	2,801,000		147		0
Alternate Dispute Resolution	635,236	500,900		134,336		0
Registration Fees	175,630	8,400		167,230		0
Total Special Revenue Funds	3,612,013	3,310,300		301,713		0
Total - All Funds	44,359,191	20,060,251	23,997,227	301,713		0

5-YEAR APPROPRIATION TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Drug Court Programs	157,430	315,060	429,918	368,185	390,103
Grand Jury	388,592	363,660	576,723	412,540	420,520
Indigent Defense Program	9,283,413	9,217,413	8,973,413	9,784,045	9,802,555
Court Facilities/Judicial Benefits	1,875,564	1,608,583	1,429,195	1,288,342	1,230,902
Court Facilities Payments	869,334	2,357,348	2,505,233	2,505,233	2,505,233
Trial Court Funding - Maintenance of Effort	35,736,490	27,062,490	27,310,490	27,054,567	26,397,865
Courthouse Seismic Surcharge	3,170,649	2,814,521	2,633,249	2,801,147	2,801,147
Alternate Dispute Resolution	692,554	745,289	860,295	862,936	635,236
Registration Fees	69,018	135,057	147,831	159,140	175,630
Total	**52,243,044**	**44,619,421**	**44,866,347**	**45,236,135**	**44,359,191**

5-YEAR REVENUE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Drug Court Programs	157,430	317,060	424,918	368,185	390,103
Grand Jury	0	0	0	0	0
Indigent Defense Program	125,000	164,000	171,300	120,000	90,000
Court Facilities/Judicial Benefits	0	0	0	0	0
Court Facilities Payments	0	0	0	0	0
Trial Court Funding - Maintenance of Effort	25,110,000	23,176,000	18,607,000	17,926,316	16,269,848
Courthouse Seismic Surcharge	2,702,000	2,814,200	2,633,000	2,801,000	2,801,000
Alternate Dispute Resolution	605,700	560,700	716,000	600,000	500,900
Registration Fees	8,000	34,500	13,500	12,000	8,400
Total	**28,708,130**	**27,066,460**	**22,565,718**	**21,827,501**	**20,060,251**

5-YEAR NET COUNTY COST TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Drug Court Programs	0	(2,000)	5,000	0	0
Grand Jury	388,592	363,660	576,723	412,540	420,520
Indigent Defense Program	9,158,413	9,053,413	8,802,113	9,664,045	9,712,555
Court Facilities/Judicial Benefits	1,875,564	1,608,583	1,429,195	1,288,342	1,230,902
Court Facilities Payments	869,334	2,357,348	2,505,233	2,505,233	2,505,233
Trial Court Funding - Maintenance of Effort	10,626,490	3,886,490	8,703,490	9,128,251	10,128,017
Total	**22,918,393**	**17,267,494**	**22,021,754**	**22,998,411**	**23,997,227**

5-YEAR FUND BALANCE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Courthouse Seismic Surcharge	468,649	321	249	147	147
Alternate Dispute Resolution	86,854	184,589	144,295	262,936	134,336
Registration Fees	61,018	100,557	134,331	147,140	167,230
Total	**616,521**	**285,467**	**278,875**	**410,223**	**301,713**

Drug Court Programs

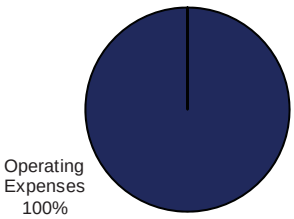
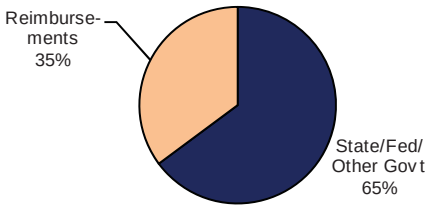
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for administrative support and treatment costs for Drug Court Programs. Funding for these programs is provided by grant revenues and reimbursements from certain county departments. This unit funds one Treatment Coordinator and one Account Clerk II budgeted within the Superior Court.

Budget at a Glance

Total Expenditure Authority	$601,518
Total Sources	$601,518
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Drug Court Programs
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	429,370	646,465	719,123	496,552	816,179	601,518	**(214,661)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	429,370	646,465	719,123	496,552	816,179	601,518	**(214,661)**
Reimbursements	(335,842)	(309,893)	(290,552)	(297,393)	(447,994)	(211,415)	**236,579**
Total Appropriation	93,528	336,572	428,571	199,159	368,185	390,103	**21,918**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	93,528	336,572	428,571	199,159	368,185	390,103	**21,918**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	251,682	385,047	199,159	368,185	390,103	**21,918**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	43,495	1,500	0	0	0	0	**0**
Total Revenue	43,495	253,182	385,047	199,159	368,185	390,103	**21,918**
Operating Transfers In	50,032	63,354	38,315	0	0	0	**0**
Total Financing Sources	93,527	316,536	423,362	199,159	368,185	390,103	**21,918**
Net County Cost	1	20,036	5,209	0	0	0	**0**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for this budget unit include the reduction of $236,579 in reimbursements from the Department of Behavioral Health (DBH). This includes the loss of one-time monies which funded enhancements to existing sober-living programs in the amount of $143,000 and a net reduction of $68,015 due to the shifting of service delivery responsibilities within the Drug Court program. As a result, the court has reduced appropriation in the amount of $214,661 including the operating expenses for the delivery of various drug court services which will now be delivered by other county agencies.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $601,518 include professional and specialized services, medical expenses, vehicle charges, general office expenses, and travel related to the operation of drug court programs. Also included is a transfer of $157,283 to the Superior Court to fund two budgeted positions. Reimbursements of $211,415 represent payments from other county departments, primarily DBH and Children and Family Services, to help pay for program activities. State and federal aid of $390,103 reflects grant revenues anticipated for Drug Court activities.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

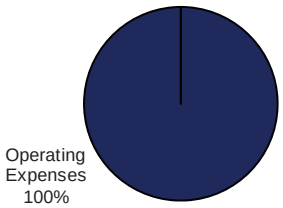
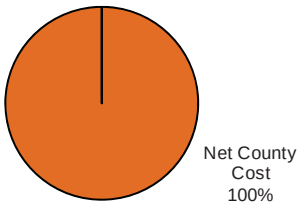
Grand Jury

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$420,520
Total Sources	$0
Net County Cost	$420,520
Total Staff	0
Funded by Net County Cost	100%

The San Bernardino County Grand Jury is appointed annually by the Superior Court. Its responsibilities include investigating local government, examining instances of public office crime and corruption, and returning indictments in certain criminal cases brought before it by the District Attorney's Office. Funding in this budget unit covers members' stipends, office supplies, administrative staff, and other support costs. This unit funds one Grand Jury Assistant position budgeted within the Superior Court.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Grand Jury
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	317,078	362,288	576,067	393,765	412,540	420,520	**7,980**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	317,078	362,288	576,067	393,765	412,540	420,520	**7,980**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	317,078	362,288	576,067	393,765	412,540	420,520	**7,980**
Operating Transfers Out	30,000	0	0	0	0	0	**0**
Total Requirements	347,078	362,288	576,067	393,765	412,540	420,520	**7,980**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	347,078	362,288	576,067	393,765	412,540	420,520	**7,980**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation is increasing by $7,980 primarily due to increased costs associated with central services ($1,699) and Countywide Cost Allocation Plan (COWCAP) ($6,091).

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Major expenditures include a transfer to cover staffing expenses of $110,000 to the Superior Court to fund a Grand Jury Assistant position and juror fees in the amount of $213,177.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

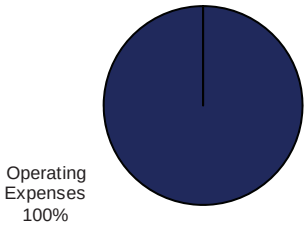
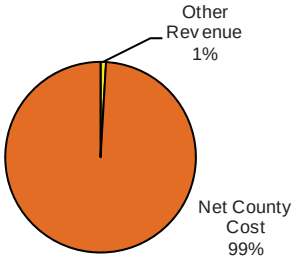
Indigent Defense Program

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$9,802,555
Total Sources	$90,000
Net County Cost	$9,712,555
Total Staff	0

The Indigent Defense Program pays for court-appointed adult indigent criminal and juvenile delinquency legal representation for clients the Public Defender is unable to represent, and for court-appointed legal representation for civil, conservatorship, guardianship, probate, and family law other than Family Code §3150 minor's counsel. A portion of this budget is also set aside for investigator and expert expenditures for the Public Defender Homicide Defense Unit. The program administers attorney service and alternate dispute resolution contracts, monitors appointed caseloads and expenditures, and reports to the County Administrative Office. This unit funds half of two Indigent Defense positions budgeted within the Superior Court.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Indigent Defense
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	9,169,508	9,216,425	8,969,038	10,412,228	9,784,045	9,802,555	**18,510**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	9,169,508	9,216,425	8,969,038	10,412,228	9,784,045	9,802,555	**18,510**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	9,169,508	9,216,425	8,969,038	10,412,228	9,784,045	9,802,555	**18,510**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	9,169,508	9,216,425	8,969,038	10,412,228	9,784,045	9,802,555	**18,510**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	(11,878)	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	211,715	162,782	170,427	105,618	120,000	90,000	**(30,000)**
Total Revenue	211,715	150,904	170,427	105,618	120,000	90,000	**(30,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	211,715	150,904	170,427	105,618	120,000	90,000	**(30,000)**
Net County Cost	8,957,793	9,065,521	8,798,611	10,306,610	9,664,045	9,712,555	**48,510**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

No major changes in appropriation in this budget unit for 2012-13.

Departmental revenue is reduced by $30,000 due to less anticipated receipt of client payments for appointed juvenile delinquency representation.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $9,802,555 represents contracted and *ad hoc* (non-contracted) court-appointed legal representation services for adult indigent criminal and juvenile delinquency legal representation, and also for civil, conservatorship, guardianship, probate, and family law other than Family Code §3150 minor's counsel that have not previously been included in the Indigent Defense Program budget.

The portion of the budget set aside for investigator and expert expenditures for the Public Defender Homicide Defense Unit is $150,000, reflecting the division's projected caseload.

Fee/rate revenue of $90,000 reflects the receipt of client payments for appointed juvenile delinquency representation.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Court Facilities/Judicial Benefits

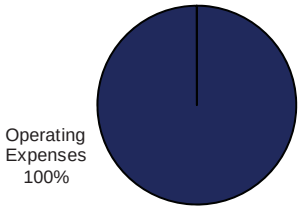
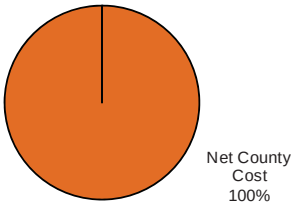
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$1,230,902
Total Sources	$0
Net County Cost	$1,230,902
Total Staff	0
Funded by Net County Cost	100%

On January 1, 1998, AB 233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for funding future growth in court operation costs. Additionally, as of June 30, 2008, all facilities have been transferred to the state pursuant to the Trial Court Facilities Act of 2002, SB 1732.

This budget unit continues to appropriate funds for property insurance costs not covered by the agreement with the Administrative Office of the Courts. This budget unit also appropriates local judicial benefits, designated as other charges in the budget. According to the County's agreement with the Superior Court, new judges authorized and appointed after January 1, 2008 do not receive these benefits.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Court Facilities/Judicial Benefits
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,606,667	1,607,218	1,427,190	1,228,394	1,288,342	1,230,902	**(57,440)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,606,667	1,607,218	1,427,190	1,228,394	1,288,342	1,230,902	**(57,440)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,606,667	1,607,218	1,427,190	1,228,394	1,288,342	1,230,902	**(57,440)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,606,667	1,607,218	1,427,190	1,228,394	1,288,342	1,230,902	**(57,440)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	1,606,667	1,607,218	1,427,190	1,228,394	1,288,342	1,230,902	**(57,440)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

The $57,440 decrease for 2012-13 reflects a reduction in the number of judges receiving County paid benefits compared to the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $1,230,902 include $1,059,480 for payment of judicial benefits for 54 judges who were appointed prior to January 1, 2008. According to the County's agreement with the Superior Court, new judges authorized and appointed after this date do not receive these benefits. The annual amount per judge is approximately $19,620. The remaining budgeted amount of $171,422 represents property insurance costs and transfers to the Sheriff/Coroner/Public Administrator for security services at the Fontana Court.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Court Facilities Payments

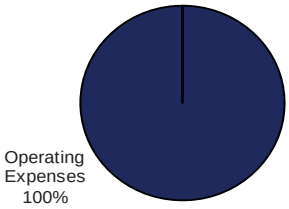
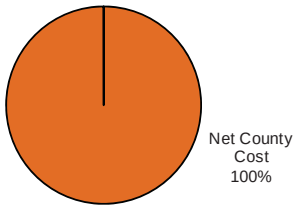
DESCRIPTION OF MAJOR SERVICES

The Trial Court Facilities Act of 2002, SB 1732, requires the transfer of responsibility for funding and operation of trial court facilities from the counties to the State of California. The County must pay the state the amount that the County historically expended for the operation and maintenance of each court facility. This budget unit was established in 2006-07 to budget and track these payments. There are twenty-seven facilities and the final facility was transferred in 2009.

Budget at a Glance

Total Expenditure Authority	$2,505,233
Total Sources	$0
Net County Cost	$2,505,233
Total Staff	0
Funded by Net County Cost	100%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Court Facilities Payments
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,948,489	2,357,348	2,504,112	2,504,112	2,505,233	2,505,233	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,948,489	2,357,348	2,504,112	2,504,112	2,505,233	2,505,233	**0**
Reimbursements	(846,027)	0	0	0	0	0	**0**
Total Appropriation	1,102,462	2,357,348	2,504,112	2,504,112	2,505,233	2,505,233	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,102,462	2,357,348	2,504,112	2,504,112	2,505,233	2,505,233	**0**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	1,102,462	2,357,348	2,504,112	2,504,112	2,505,233	2,505,233	**0**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes within this budget unit as costs associated with trial court facilities are expected to remain consistent with the previous year.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Appropriation of $2,505,233 represents payments to the state for operational and maintenance costs of the court facilities.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Trial Court Funding – Maintenance of Effort (MOE)

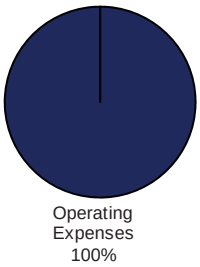
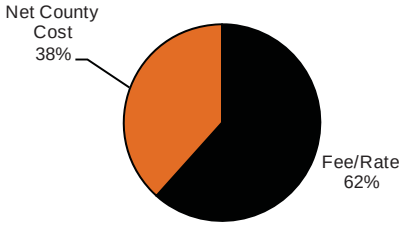
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$26,397,865
Total Sources	$16,269,848
Net County Cost	$10,128,017
Total Staff	0
Funded by Net County Cost	38%

On January 1, 1998, AB 233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for funding future growth in court operations costs. In addition, it requires counties to make a capped maintenance of effort (MOE) payment to the state each year for operations of the courts. In return, the state allowed the counties to retain many fines and forfeitures to help fund their MOE payments with the provision that collections that exceed the amount of the revenue MOE be shared equally between the state and the County.

The County's historical MOE contribution of $28,390,295 was made up of two components. The expenditure component of $20,227,102 represented the adjusted 1994-95 County expenses for court operations and the revenue component of $8,163,193 was based on the fine and forfeiture revenue sent to the state in 1994-95. In 2006-07 the revenue component changed to $3,325,704 due to legislation. Therefore, the County's current MOE contribution is $23,552,806.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Trial Court Funding MOE
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	30,856,461	26,857,143	27,309,502	26,277,661	27,054,567	26,397,865	**(656,702)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	30,856,461	26,857,143	27,309,502	26,277,661	27,054,567	26,397,865	**(656,702)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	30,856,461	26,857,143	27,309,502	26,277,661	27,054,567	26,397,865	**(656,702)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	30,856,461	26,857,143	27,309,502	26,277,661	27,054,567	26,397,865	**(656,702)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	23,575,035	18,357,532	18,624,671	16,270,000	17,926,316	16,269,848	**(1,656,468)**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	23,575,035	18,357,532	18,624,671	16,270,000	17,926,316	16,269,848	**(1,656,468)**
Operating Transfers In	0	5,014,984	0	0	0	0	**0**
Total Financing Sources	23,575,035	23,372,516	18,624,671	16,270,000	17,926,316	16,269,848	**(1,656,468)**
Net County Cost	7,281,426	3,484,627	8,684,831	10,007,661	9,128,251	10,128,017	**999,766**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses are expected to decrease by $656,702 which reflects less revenue anticipated for 2012-13 that must be paid to the state in accordance with the MOE.

Fee/rate revenue is expected to decrease by $1,656,468 based on 2011-12 estimates.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $26,397,865 includes the County's capped MOE payment of $23,552,806 to the state for court operations, as well as $2,845,059 representing the estimated amount of the fines/forfeitures that exceed the revenue MOE base figure and is shared equally with the state.

Fee/rate revenue of $16,269,848 includes traffic and criminal fines, penalty assessments, vital statistics fees, civil filing fees, traffic school and recording fees.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Courthouse Seismic Surcharge

DESCRIPTION OF MAJOR SERVICES

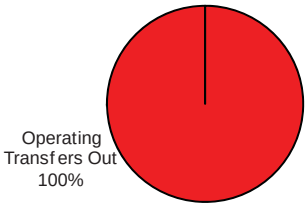
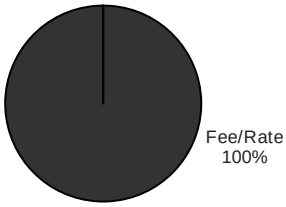
Funding for this budget unit comes from a $35 surcharge on civil filings as authorized by Government Code Section 70624. Surcharge revenues were used for the Central Courthouse seismic retrofit/remodel project, which was completed in January 2011. These revenues are also being used to make contributions to the state for the new courthouse in downtown San Bernardino.

Budget at a Glance

Total Expenditure Authority	$2,801,147
Total Sources	$2,801,000
Fund Balance	$147
Total Staff	0

In June 2007 the County privately placed $18.4 million of revenue bonds for courthouse improvements. These bonds mature on June 1, 2037 and are payable solely from revenues generated by a $35 civil filing fee surcharge and related interest earnings. They are not an obligation of the County. The surcharge purchasers of the bonds have assumed the risk that surcharge revenues may someday not be sufficient to make principal and interest payments. All pledged revenues are remitted monthly to a trustee acting on behalf of the owners of the bonds.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Courthouse Seismic Surcharge

BUDGET UNIT: RSE CAO
FUNCTION: General
ACTIVITY: Plant Acquisition

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
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**
Contingencies	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	2,986,778	2,813,809	2,633,136	2,219,250	2,801,147	2,801,147	**0**
Total Requirements	2,986,778	2,813,809	2,633,136	2,219,250	2,801,147	2,801,147	**0**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	2,516,403	2,812,723	2,632,333	2,219,250	2,800,000	2,800,000	**0**
Other Revenue	2,047	1,014	700	0	1,000	1,000	**0**
Total Revenue	2,518,450	2,813,737	2,633,033	2,219,250	2,801,000	2,801,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,518,450	2,813,737	2,633,033	2,219,250	2,801,000	2,801,000	**0**
				Fund Balance	147	147	**0**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no changes associated with this budget unit.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating transfers out of $2,801,147 reflect the amount of projected revenue and fund balance to be transferred to the bond trustee. Principal and interest payments on the bonds total $1,276,000 for the fiscal year.

Fee/rate revenue of $2,800,000, which represents the collection of civil court fees, is level with the prior year.

Other revenue of $1,000 represents interest earnings.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Alternate Dispute Resolution

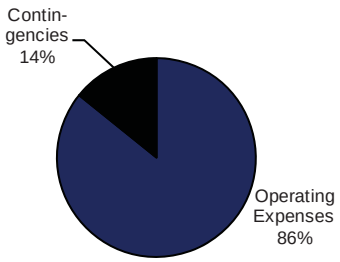
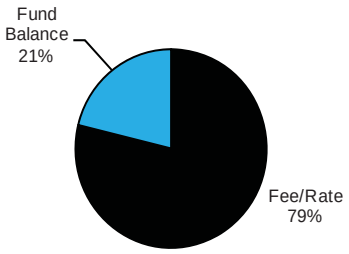
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$635,236
Total Sources	$500,900
Fund Balance	$134,336
Total Staff	0

The Dispute Resolution Programs Act of 1986 authorizes the establishment and use of local dispute resolution services as an alternative to formal court proceedings. The County presently receives $8 per civil filing which funds contract mediation services for small claims and landlord-tenant actions, and certain civil and family law matters. In accordance with the County's annual agreement with the Superior Court, the court administers these contracts and pays the county contractors directly from this budget unit.

The special revenue fund was established January 1, 2005 to account for this program.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Alternate Dispute Resolution

BUDGET UNIT: SEF CAO
FUNCTION: Public Protection
ACTIVITY: Judicial

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	600,000	600,000	600,000	599,500	600,000	545,000	**(55,000)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	262,936	90,236	**(172,700)**
Total Exp Authority	600,000	600,000	600,000	599,500	862,936	635,236	**(227,700)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	600,000	600,000	600,000	599,500	862,936	635,236	**(227,700)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	600,000	600,000	600,000	599,500	862,936	635,236	**(227,700)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	1,208	346	125	0	0	0	**0**
Fee/Rate	693,785	556,536	713,219	470,000	600,000	500,000	**(100,000)**
Other Revenue	2,742	2,824	2,298	900	0	900	**900**
Total Revenue	697,735	559,706	715,642	470,900	600,000	500,900	**(99,100)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	697,735	559,706	715,642	470,900	600,000	500,900	**(99,100)**
				Fund Balance	262,936	134,336	**(128,600)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses are expected to decrease by $55,000 primarily due to the re-procurement of the mediation services contracts funded by this unit.

Civil filing fees are anticipated to decrease by approximately $100,000. Once the contracts for the services funded by this unit are re-procured, operating expenses will be on target with projected fee collection.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $545,000 represent costs related to contracts for mediation services based on six months of expenses at the current contract rate and six months of expenses at a reduced contract rate.

Contingencies of $90,236 are being set aside for future allocation as approved by the Board of Supervisors.

Fee/rate revenue of $500,000 is anticipated from the collection of civil filing fees.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Registration Fees

DESCRIPTION OF MAJOR SERVICES

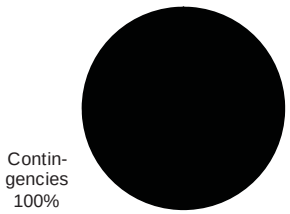
This budget unit accounts for the "registration fee" that is collected from indigent defendants under Penal Code § 987.5 at the time appointed defense counsel is assigned. Effective July 1, 2010, the fee was increased from $25 to a maximum of $50 in accordance with California Senate Bill 676. The revenues from this fee are distributed at the discretion of the Board of Supervisors pursuant to Penal Code § 987.5 (e).

Budget at a Glance

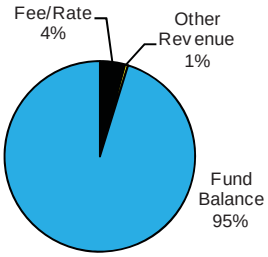
Total Expenditure Authority	$175,630
Total Sources	$8,400
Fund Balance	$167,230
Total Staff	0

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Registration Fees

BUDGET UNIT: RMX IDC
FUNCTION: Public Protection
ACTIVITY: Judicial

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
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**
Contingencies	0	0	0	0	159,140	175,630	**16,490**
Total Exp Authority	0	0	0	0	159,140	175,630	**16,490**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	159,140	175,630	**16,490**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	159,140	175,630	**16,490**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	14,090	10,000	7,500	**(2,500)**
Other Revenue	39,539	33,774	12,808	6,000	2,000	900	**(1,100)**
Total Revenue	39,539	33,774	12,808	20,090	12,000	8,400	**(3,600)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	39,539	33,774	12,808	20,090	12,000	8,400	**(3,600)**
				Fund Balance	147,140	167,230	**20,090**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no major changes with this budget unit.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Contingencies of $175,630 are being set aside for future allocation by the Board of Supervisors.

Fee/rate revenue of $7,500 represents projected collections from the indigent defense registration fee.

Other revenue of $900 represents interest earnings.

STAFFING CHANGES AND OPERATIONAL IMPACT

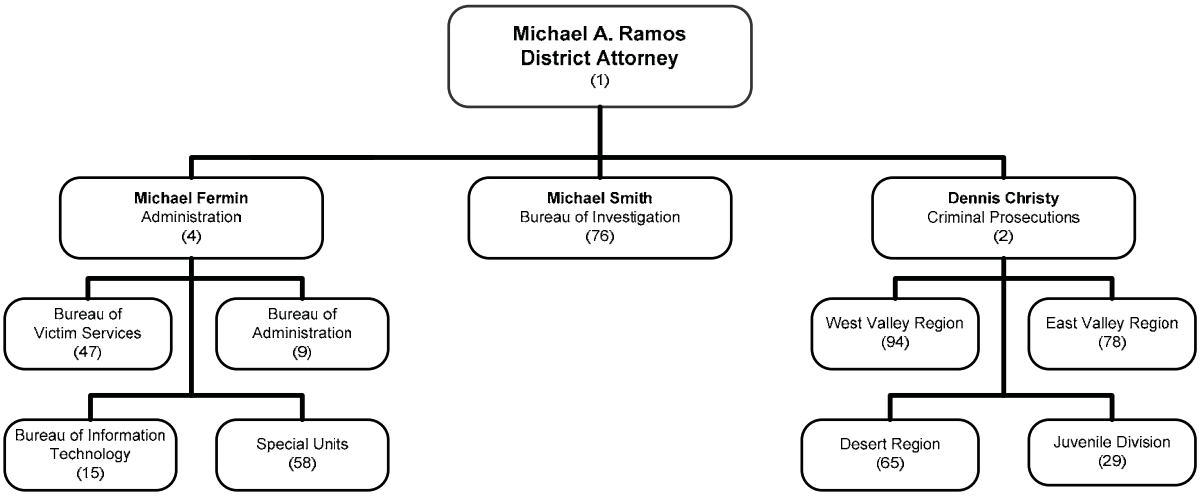
There is no staffing associated with this budget unit.

DISTRICT ATTORNEY
Michael A. Ramos

MISSION STATEMENT

The San Bernardino County District Attorney's Office represents the interests of the people in the criminal justice system, as mandated by California State law. The San Bernardino County District Attorney's Office serves the residents of San Bernardino County by: seeking the truth; protecting the innocent; holding the guilty accountable; preserving the dignity of victims and their families; and ensuring that justice is done while always maintaining the highest ethical standards.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- The department continues to be a state leader in gang prosecution.
- Restitution ordered for victims of crime in the amount of $2.1 million.
- The department's per capita
-
- prison commitment rate continues to be the highest in the state.
- Creation of GRIP – Gang Reduction Intervention Program. This program is a partnership with Rialto Police Department and the Rialto School District to educate grade school students on the dangers of gangs.
- Continuation of the Parent Project with San Bernardino City Schools. The Parent Project utilizes an evidence-based curriculum to provide parents with the skills to raise their children. The Parent Project has shown to be effective in dramatically reducing calls for service by police when parents complete the course.
- Formation of ACT – Animal Cruelty Task Force, a multi-disciplinary collaboration designed to promote community awareness, education, investigation and prosecution of animal fighting and abuse in the county.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROMOTE PUBLIC SAFETY BY PUNISHING CRIMINAL CONDUCT.

Objective: Continue to promptly, effectively and ethically prosecute criminal offenses.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of prison sentences to felony defendants charged.	33%	34%	36%	32%	32%

The District Attorney's Office continues to promote public safety by holding offenders accountable for their actions and seeking appropriate punishment for the offense. Prison sentences, where appropriate, bring justice to victims of crime and remove the most serious offenders from our communities. San Bernardino County's per capita prison commitment rate is the highest in the state.

The department anticipates the percentage of prison commitments will remain at the same level for 2012-13. With implementation of Public Safety Realignment (AB109) by the State of California, a greater emphasis is now made on placing convicted criminals into alternative programs rather than incarceration. The hope, according to proponents of this realignment, is to reduce prison population.

GOAL 2: ASSIST VICTIMS AND THEIR FAMILIES TO OVERCOME THE EFFECTS OF CRIME.

Objective: Minimize the impact of crime upon the lives of victims and provide assistance as they participate in the criminal justice system.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Increase of cases where victim services are provided.	(9%)	(23%)	3%	2%	4%

The personal contact with a trained Victim Advocate is the best reassurance the department can provide for traumatized victims as they find their way through an often-confusing justice system. Advocates provide emotional support and information regarding services and restitution to crime victims. It is the objective of the District Attorney's Office to provide that personal contact in as many cases as possible and to increase that level of contact in succeeding years.

The 2011-12 estimate is slightly less than the target due to reduced staff available to provide these important services. However, the performance measure for 2012-13 demonstrates the department's continued strong commitment to serve victims of crime and the target is increased with additional staff now being funded through AB109. Services provided include the continuance of Camp Good Grief. This successful program is a joint effort between the department's victim services division and Loma Linda University Children's Hospital.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Criminal Prosecution	63,129,854	30,383,610	32,746,244			478
Total General Fund	63,129,854	30,383,610	32,746,244			478
Special Revenue Funds						
Special Revenue Funds - Consolidated	9,642,856	5,642,408		4,000,448		0
Total Special Revenue Funds	9,642,856	5,642,408		4,000,448		0
Total - All Funds	72,772,710	36,026,018	32,746,244	4,000,448		478

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Criminal Prosecution	66,671,268	68,582,736	61,251,118	59,439,855	63,129,854
Real Estate Fraud Prosecution	2,922,534	1,833,531	1,085,923	1,736,878	1,450,699
Auto Insurance Fraud Prosecution	783,767	914,635	749,707	746,136	729,177
Workers' Comp Insurance Fraud Prosecution	2,011,258	2,517,418	2,564,599	2,613,846	2,613,808
Specialized Prosecutions	2,649,401	5,351,508	4,524,175	3,469,235	3,106,103
Vehicle Fees - Auto Theft	894,346	854,800	838,676	823,000	800,199
State Asset Forfeitures	300,000	366,740	202,012	188,012	185,088
Federal Asset Forfeitures	142,019	308,815	826,524	942,215	757,782
Total	**76,374,593**	**80,730,183**	**72,042,734**	**69,959,177**	**72,772,710**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Criminal Prosecution	40,292,888	31,657,491	25,065,548	26,654,164	30,383,610
Real Estate Fraud Prosecution	1,000,000	842,000	784,400	1,727,467	720,000
Auto Insurance Fraud Prosecution	789,000	914,635	638,343	637,495	637,495
Workers' Comp Insurance Fraud Prosecution	1,899,000	2,274,640	2,175,000	2,173,413	2,173,413
Specialized Prosecutions	855,000	4,033,000	690,300	620,000	909,000
Vehicle Fees - Auto Theft	833,500	807,000	811,000	816,101	790,000
State Asset Forfeitures	300,000	306,000	224,000	187,924	160,000
Federal Asset Forfeitures	66,000	219,000	556,180	402,800	252,500
Total	**46,035,388**	**41,053,766**	**30,944,771**	**33,219,364**	**36,026,018**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Criminal Prosecution	26,378,380	36,925,245	36,185,570	32,785,691	32,746,244
Total	**26,378,380**	**36,925,245**	**36,185,570**	**32,785,691**	**32,746,244**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Real Estate Fraud Prosecution	1,922,534	991,531	301,523	9,411	730,699
Auto Insurance Fraud Prosecution	(5,233)	0	111,364	108,641	91,682
Workers' Comp Insurance Fraud Prosecution	112,258	242,778	389,599	440,433	440,395
Specialized Prosecutions	1,794,401	1,318,508	3,833,875	2,849,235	2,197,103
Vehicle Fees - Auto Theft	60,846	47,800	27,676	6,899	10,199
State Asset Forfeitures	0	60,740	(21,988)	88	25,088
Federal Asset Forfeitures	76,019	89,815	270,344	539,415	505,282
Total	**3,960,825**	**2,751,172**	**4,912,393**	**3,954,122**	**4,000,448**

Criminal Prosecution

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$71,476,369
Total Sources	$38,730,125
Net County Cost	$32,746,244
Total Staff	478
Funded by Net County Cost	46%

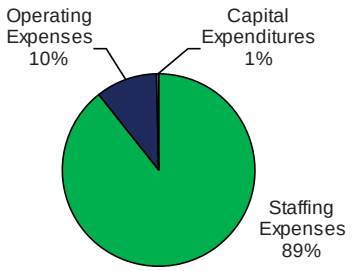
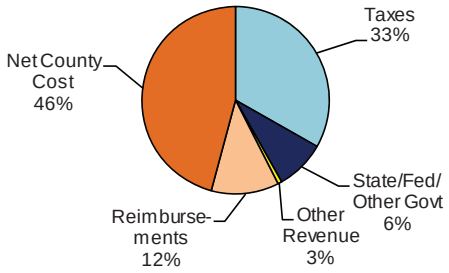
The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the County of San Bernardino, including all city jurisdictions, pursuant to Government Code 26500. Additionally the District Attorney's Office: provides legal assistance for criminal investigations conducted by law enforcement agencies throughout the county; is the legal advisor to the Grand Jury and is authorized to submit evidence and seek indictments from that body; initiates civil commitment petitions to keep Mentally Disordered Offenders and Sexually Violent Predators in locked facilities; employs civil proceedings in asset forfeiture matters to seek the proceeds of criminal activity; and utilizes civil proceedings to seek sanctions and injunctive relief against businesses that pollute or create dangerous conditions for employees and citizens.

The District Attorney also has a duty to investigate crimes. District Attorney Investigators work to prepare cases for trial and initiate special criminal investigations. The office also administers several state grants and other state revenues that fund prosecutors and investigators who handle Real Estate Fraud, Auto Insurance Fraud, Workers' Compensation Fraud, and other special areas of prosecution.

The District Attorney has an ethical and legal responsibility to the victims of crime. The office seeks restitution for victims and provides emotional and financial support for victims and their families.

Finally, as the public prosecutor who handles all cases in the name of The People, the District Attorney has a responsibility to keep the citizens of this county informed through regular interaction with the media and the public.

2012-13 RECOMMENDED BUDGET

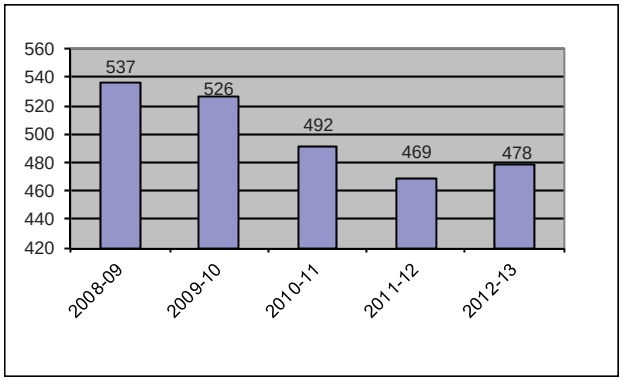
EXPENDITURE AUTHORITY	SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	492	459	469	474
Limited Term	0	0	0	4
Total	492	459	469	478
Staffing Expenses	$64,052,409	$57,913,255	$60,482,594	$63,791,110

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney - Criminal Prosecution
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	64,481,895	64,288,497	64,052,068	61,762,500	60,482,594	63,791,110	**3,308,516**
Operating Expenses	6,815,983	5,967,371	6,126,962	7,445,247	7,701,208	7,360,259	**(340,949)**
Capital Expenditures	0	29,766	66,359	16,880	28,626	250,000	**221,374**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	71,297,878	70,285,634	70,245,389	69,224,627	68,212,428	71,401,369	**3,188,941**
Reimbursements	(2,108,038)	(1,892,794)	(9,132,312)	(8,543,468)	(8,847,573)	(8,346,515)	**501,058**
Total Appropriation	69,189,840	68,392,840	61,113,077	60,681,159	59,364,855	63,054,854	**3,689,999**
Operating Transfers Out	150,000	152,548	134,945	75,000	75,000	75,000	**0**
Total Requirements	69,339,840	68,545,388	61,248,022	60,756,159	59,439,855	63,129,854	**3,689,999**
Departmental Revenue							
Taxes	22,064,576	20,282,500	20,562,500	21,000,000	21,000,000	23,730,000	**2,730,000**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	3,726,661	3,704,197	4,006,287	5,433,214	5,127,441	6,150,587	**1,023,146**
Fee/Rate	33,311	196	181	0	200	0	**(200)**
Other Revenue	197,340	302,613	495,269	473,000	451,523	428,023	**(23,500)**
Total Revenue	26,021,888	24,289,506	25,064,237	26,906,214	26,579,164	30,308,610	**3,729,446**
Operating Transfers In	7,593,457	7,367,809	0	75,000	75,000	75,000	**0**
Total Financing Sources	33,615,345	31,657,315	25,064,237	26,981,214	26,654,164	30,383,610	**3,729,446**
Net County Cost	35,724,495	36,888,073	36,183,785	33,774,945	32,785,691	32,746,244	**(39,447)**
				Budgeted Staffing	469	478	**9**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation is increasing by $3.7 million primarily due to increases in retirement costs, the addition of nine new positions, and a reduction in reimbursements from other departments/budget units. However, the District Attorney's Office is projecting to more than offset this amount through an additional $2.7 million of Prop 172 revenue based on the most current sales tax estimates provided by the County Administrative Office and the addition of $1.2 million of AB 109 funding as part of the state's public safety realignment.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

The majority of expenditures for the District Attorney's Office are for staffing and other operating costs necessary to achieve the department's core responsibility of prosecuting crimes. These expenditures are funded primarily through a $32.7 allocation of discretionary general funding (net county cost) and $23.7 million of Prop 172 revenues required by law to be used for public safety activities. Other large financing sources include reimbursements of $8.3 million mostly from the department's special revenue funds, $2.1 million of AB 109 funding, $1.3 million of SB90 reimbursements, and $2.7 million from various state/federal grants.

STAFFING CHANGES AND OPERATIONAL IMPACT

The department's 2012-13 budgeted staffing is increasing by 9 positions. These increases are as follows:

- 1 Deputy District Attorney for the Let's End Truancy (LET) Program funded through AB1913.
- 4 extra-help investigator positions utilizing one-time funding to assist with the backlog of real estate fraud cases throughout the county.
- 4 Victim Advocate positions to help provide crime victims with access to comprehensive and quality service. These positions are funded through AB109.

The department is also proposing the following three reclassifications that are pending review by the Human Resources Department:

- Office Assistant II to Office Assistant III
- Office Assistant III to Office Assistant IV
- Investigative Technician II to District Attorney Senior Investigator

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management	7	0	7	6	1	0	7
Bureau of Administration	9	0	9	8	1	0	9
Bureau of Investigation	72	4	76	69	3	4	76
Bureau of Victim Services	47	0	47	42	1	4	47
Bureau of Information Technology	15	0	15	12	3	0	15
Special Units	58	0	58	57	0	1	58
Criminal Prosecution - East Valley	78	0	78	77	1	0	78
Criminal Prosecution - West Valley	94	0	94	92	2	0	94
Criminal Prosecution - Desert	65	0	65	64	1	0	65
Juvenile Division	29	0	29	29	0	0	29
Total	474	4	478	456	13	9	478

Management

	Classification
1	Elected District Attorney
1	Executive Secretary III
2	Assistant District Attorney
1	Executive Secretary II
1	Special Asst. Deputy District Attorney
1	Public Affairs Officer
7	Total

Bureau of Administration

	Classification
1	Chief of District Attorney Admin.
1	Secretary II
1	Administrative Supervisor I
2	Staff Analyst II
2	Payroll Specialist
1	Fiscal Specialist
1	Fiscal Assistant
9	Total

Bureau of Investigation

	Classification
1	District Attorney Chief Investigator
1	Executive Secretary I
2	DA Assistant Chief Investigator
7	Supv. District Attorney Investigators
39	Senior Investigators
14	Investigative Technician II
3	Investigative Technician III
9	Office Assistant IV
76	Total

Bureau of Victim Services

	Classification
1	Victim Services Chief
5	Supervising Victim Advocate
16	Victim Advocate II
7	Victim Advocate I
9	Office Assistant III
2	Paralegal
2	Victim/Witness Claims Technician II
5	Victim/Witness Claims Technician I
47	Total

Bureau of Information Technology

	Classification
1	Deputy Info Services Administrator
1	Business Systems Analyst III
1	Depart Systems Engineer
1	Supv. Automated Systems Analyst II
5	Automated Systems Analyst I
2	Automated Systems Analyst II
2	Business Systems Analyst I
1	Programmer Analyst II
1	Automated Systems Technician
15	Total

Special Units

	Classification
1	Chief Deputy District Attorney
2	Supervising Deputy District Attorney
28	Deputy District Attorney
5	Legal Research Attorney IV
2	Secretary II
7	Secretary I
1	Supervising Office Specialist
2	Paralegals
7	Office Assistant III
1	Accountant III
1	Grand Jury Advisor
1	Office Assistant II
58	

Criminal Prosecution - East Valley

	Classification
1	Chief Deputy District Attorney
4	Supervising Deputy District Attorney
44	Deputy District Attorney
2	Secretary II
3	Secretary I
1	Supervising Office Specialist
2	Office Assistant IV
18	Office Assistant III
3	Office Assistant II
78	Total

Criminal Prosecution - West Valley

	Classification
1	Chief Deputy District Attorney
3	Supervising Deputy District Attorney
54	Deputy District Attorney
2	Secretary II
4	Secretary I
1	Supervising Office Specialist
1	Supervising Office Assistant
1	Office Assistant IV
26	Office Assistant III
1	Office Assistant II
94	Total

Criminal Prosecution - Desert

	Classification
1	Chief Deputy District Attorney
4	Supervising Deputy District Attorney
35	Deputy District Attorney
1	Secretary II
2	Secretary I
1	Supervising Office Specialist
3	Supervising Office Assistant
18	Office Assistant III
65	Total

Juvenile Division

	Classification
1	Chief Deputy District Attorney
1	Secretary II
2	Supervising Deputy District Attorney
16	Deputy District Attorney
2	Secretary I
6	Office Assistant III
1	Office Assistant II
29	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$9,642,856
Total Sources	$5,642,408
Fund Balance	$4,000,448
Total Staff	0

Real Estate Fraud Prosecution
On January 23, 1996, the Board of Supervisors (Board) adopted Resolution 96-14 to allow the County to collect, pursuant to Government Code 27388, a $2 fee upon recording documents. On December 9, 2008, the Board adopted Resolution 2008-311 authorizing an increase of this fee from $2.00 to $3.00. This fee is used to fund a Real Estate Fraud Prosecution Unit that investigates and prosecutes real estate fraud crimes in the county. In this county, the District Attorney not only prosecutes, but also investigates all real estate fraud cases. Revenue is transferred to the District Attorney's Criminal Prosecution budget unit to primarily offset the cost of staff assigned to real estate fraud prosecution.

Auto Insurance Fraud Prosecution
Insurance fraud is a particular problem for automobile policyholders. It contributes substantially to the highest cost of automobile insurance with particular significance in urban areas. Prevention of automobile insurance fraud can significantly reduce insurance claim payments and may therefore produce a commensurate reduction in automobile insurance premiums. Under direction of the Insurance Commissioner, the California Department of Insurance makes funds available, as authorized by Section 18971 of the California Insurance Code, to the District Attorney's Office for investigation and prosecution of automobile insurance fraud. Revenue is transferred to the District Attorney's Criminal Prosecution budget unit to primarily offset the cost of staff assigned to auto insurance fraud prosecution.

Workers' Compensation Insurance Fraud Prosecution
The Department of Insurance, pursuant to Section 1871.83 of the California Insurance code, distributes funds to the District Attorney's Office for the investigation and prosecution of workers' compensation insurance fraud. These assessed funds represent a percentage of the total premiums collected by workers' compensation insurance companies and are distributed to investigate and prosecute workers' compensation fraud claims or claims relating to the willful failure to secure the payment of workers' compensation. Of all money collected by the state, 56% is retained by the state for fraud investigation and 44% is distributed statewide to District Attorney Offices through a grant program. These funds are administered through this budget unit. The insurance grant revenue is transferred to the District Attorney's Criminal Prosecution budget unit primarily to offset the cost of staff assigned to the Workers' Compensation Insurance Fraud Prosecution unit.

Specialized Prosecutions
The District Attorney's Specialized Prosecutions Unit was established in 1990-01 with funding from various fines and forfeitures to prosecute crimes such as hazardous waste dumping, consumer fraud and violations of Cal/OSHA laws. Revenue is transferred to the District Attorney's Criminal Prosecution budget unit to primarily offset the cost of staff associated with the Specialized Prosecution.

Vehicle Fees – Auto Theft
In May of 1995, the San Bernardino County Board of Supervisors adopted a resolution, pursuant to Vehicle Code 9250.14 to impose a $1.00 fee on each San Bernardino County new and renewal vehicle registration. The revenue from this fee is used to enhance the capacity of local law enforcement and prosecutors to deter, investigate and prosecute vehicle theft crimes. This budget unit receives the District Attorney's share of the registration assessment on vehicles registered in San Bernardino County. Revenue is transferred to the District Attorney's Criminal Prosecution budget unit to primarily offset the costs of prosecuting and investigating automobile theft crimes.

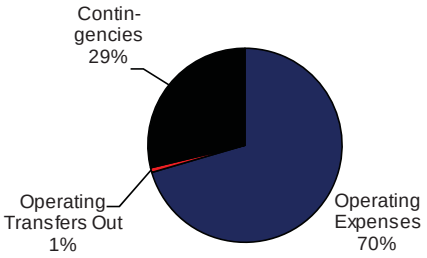
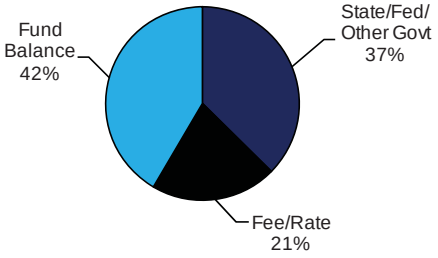
State Asset Forfeitures

The goal of asset forfeiture is to remove the profits from those who benefit from illegal activities. While seizures and arrests present a temporary setback for criminals, asset forfeiture is effective in permanently removing the proceeds from the criminal while diminishing their ability to continue the illegal enterprise. The law permits law enforcement agencies to use the proceeds of forfeiture to offset public safety expenses. Thus, law enforcement is able to convert criminal profits into supplemental funding to inhibit illegal activities. This budget unit receives the District Attorney's share of state asset forfeiture funds. There is no staffing associated with this budget unit. Revenue is transferred to the District Attorney's Criminal Prosecution budget unit to help offset the costs of processing asset forfeiture cases.

Federal Asset Forfeitures

In 1984, Congress enacted the comprehensive Crime Control Act that gave federal prosecutors new forfeiture provisions to combat crime. Also created by this legislation was the Department of Justice Assets Forfeiture Fund. The proceeds from the sale of forfeited assets such as real property, vehicles, business, financial instruments, vessels, aircraft and jewelry are deposited into this fund and are subsequently used to further law enforcement initiatives. Under the Equitable Sharing Program, proceeds from sales are often shared with the state and local enforcement agencies that participated in the investigation, which led to the seizure of the assets. This important program enhances law enforcement cooperation between state/local agencies and federal agencies. This budget unit accounts for the share of federal asset forfeitures processed by the District Attorney's Asset Forfeitures unit. The U.S. Department of Justice sets forth the terms by which law enforcement may use these funds. These funds are transferred to the District Attorney's Criminal Prosecution budget unit to assist with the Asset Forfeitures unit's operating expenses and other public safety expenses according to the guidelines set forth by the U.S. Department of Justice.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Judicial

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	6,836,889	6,268,577	6,923,017	6,797,073	**(125,944)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	3,521,305	2,770,783	**(750,522)**
Total Exp Authority	0	0	6,836,889	6,268,577	10,444,322	9,567,856	**(876,466)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	6,836,889	6,268,577	10,444,322	9,567,856	**(876,466)**
Operating Transfers Out	7,448,652	7,230,722	(1,071)	75,000	75,000	75,000	**0**
Total Requirements	7,448,652	7,230,722	6,835,818	6,343,577	10,519,322	9,642,856	**(876,466)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	2,322,572	3,803,976	3,623,978	3,610,908	3,626,109	3,600,908	**(25,201)**
Fee/Rate	3,889,140	5,556,513	2,212,049	1,985,000	2,134,785	2,030,000	**(104,785)**
Other Revenue	27,285	31,452	41,522	13,389	23,700	11,500	**(12,200)**
Total Revenue	6,238,997	9,391,941	5,877,549	5,609,297	5,784,594	5,642,408	**(142,186)**
Operating Transfers In	0	0	0	780,606	780,606	0	**(780,606)**
Total Financing Sources	6,238,997	9,391,941	5,877,549	6,389,903	6,565,200	5,642,408	**(922,792)**
				Fund Balance	3,954,122	4,000,448	**46,326**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation is decreasing by $876,466 primarily due to less financing available for costs related to real estate fraud prosecution, specialized prosecutions, and the asset forfeiture unit. Departmental revenue is decreasing by $922,792 mostly because of a one-time operating transfer received from the county general fund in 2011-12 to augment the department's ability to reduce the backlog of real estate fraud cases.

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Fund Balance	Staffing *
Special Revenue Funds				
Real Estate Fraud Prosecution (REB)	1,450,699	720,000	730,699	6
Auto Insurance Fraud Prosecution (RIP)	729,177	637,495	91,682	4
Workers' Comp Insurance Fraud (ROB)	2,613,808	2,173,413	440,395	13
Specialized Prosecutions (SBI)	3,106,103	909,000	2,197,103	7
Vehicle Fees - Auto Theft (SDM)	800,199	790,000	10,199	5
State Asset Forfeitures (SBH)	185,088	160,000	25,088	0
Federal Asset Forfeitures (SDN)	757,782	252,500	505,282	0
Total Special Revenue Funds	9,642,856	5,642,408	4,000,448	35

** Staffing costs for these Special Revenue Funds are located within the District Attorney's General Fund budget unit. However, the funding for these positions is located within these special revenue funds.*

Real Estate Fraud Prosecution: Appropriation of $1,450,699 includes transfers to the department's Criminal Prosecution budget unit for the cost of staff assigned to real estate fraud prosecution ($974,028), amount set aside in contingencies for future allocation ($476,629), and COWCAP charges ($42). Revenue of $720,000 represents the amount anticipated from the $3.00 fee collected on recording documents for real estate fraud prosecution.

Auto Insurance Fraud Prosecution: Appropriation of $729,177 includes transfers to the department's Criminal Prosecution budget unit for the cost of staff assigned to auto insurance fraud prosecution ($671,062), amount set aside in contingencies for future allocation ($58,067), and COWCAP charges ($48). Revenue of $637,495 represents projected grant funds from the California Department of Insurance.

Workers' Compensation Insurance Fraud Prosecution: Appropriation of $2,613,808 includes transfers to the department's Criminal Prosecution budget unit for the cost of staff assigned to workers' compensation insurance fraud prosecution ($2,346,596), amount set aside in contingencies for future allocation ($267,171), and COWCAP charges ($41). Revenue of $2,173,413 reflects projected grant funds from the California Department of Insurance.

Specialized Prosecutions: Appropriation of $3,106,103 includes transfers to the department's Criminal Prosecution budget unit for staffing and other costs related to specialized prosecutions ($1,474,317), amount set aside in contingencies for future allocation ($1,556,623), operating transfers to County Fire for the cost of one half-time Hazardous Materials Specialist ($75,000), and COWCAP charges ($163). Revenue of $909,000 reflects the department's estimate of case settlements anticipated in 2012-13 ($900,000) and interest earnings ($9,000).

Vehicle Fees – Auto Theft: Appropriation of $800,199 includes transfers to the department's Criminal Prosecution budget unit for costs associated with prosecuting and investigating automobile theft crimes ($790,000), amount set aside in contingencies for future allocation ($10,145), and COWCAP charges ($54). Revenue of $790,000 represents new and renewal registration assessment on vehicles registered in San Bernardino County.

State Asset Forfeitures: Appropriation of $185,088 includes transfers to the department's Criminal Prosecution budget unit to help offset the costs of processing asset forfeiture cases ($150,000), amount set aside in contingencies for future allocation ($34,883), and COWCAP charges ($205). Revenue of $160,000 reflects the anticipated proceeds from asset forfeitures.

Federal Asset Forfeitures: Appropriation of $757,782 includes transfers to the department's Criminal Prosecution budget unit to assist with operating expenses of the Asset Forfeiture Unit ($390,380), amount set aside in contingencies for future allocation ($367,265), and COWCAP charges ($137). Revenue of $252,500 represents proceeds from federal asset forfeiture funds ($250,000) and interest earnings ($2,500).

LAW AND JUSTICE GROUP ADMINISTRATION
Phyllis K. Morris

MISSION STATEMENT

The Law and Justice Group Executive Committee enhances the quality of life, provides for the safety of all citizens, and promotes the principles of justice within San Bernardino County by coordinating resources and services including justice facilities and information management.

2010-11 AND 2011-12 ACCOMPLISHMENTS

- Secured 2011 Justice Assistance Grant funding of approximately $834,114 on behalf of the County and 17 cities.
- Secured Juvenile Accountability Block Grant funding of $183,164 for fiscal year for continuance of the Public Defender's Early Intervention program, and the creation of the District Attorney's Parent Project.
- Purchased various equipment for law and justice agencies including the Sheriff/Coroner/Public Administrator, Probation Department, District Attorney, Public Defender and Superior Court.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: REDUCE LENGTH OF TIME REQUIRED TO MOVE CASES THROUGH THE CRIMINAL JUSTICE SYSTEM.

Objective: Increase the number of cases that are electronically filed.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of cases filed electronically.	59%	60%	98%	62%	72%

The Law and Justice Group's e-Filing custom software program involves the electronic transmittal of court data between the Superior Court and District Attorney case management systems. During 2009-10, this project was expanded to include the integration of the collaborative imaging project known as Storage Technology Optical Records Management (STORM). STORM improved the business practices and electronic information sharing between the Sheriff/Coroner/Public Administrator, District Attorney and Superior Court.

The current phase of the STORM project includes implementation of the Presynct forms package within the Sheriff/Coroner/Public Administrator's Department that provides for the electronic transmittal of police reports and supporting documents. Presynct transforms existing paper report forms into a web-based version, allowing deputies, clerks, and supervisors to enter data in a familiar format and have it stored electronically. Presynct integrates with STORM, thus allowing the Sheriff/Coroner/Public Administrator's Department to electronically submit District Attorney filings. This saves both time and money, allowing county agencies to go green as well. The report writing phase of Presynct is complete. Presynct was enhanced with a classification function that will allow a station court liaison to organize a case prior to electronically sending it to STORM. In addition, it is anticipated that in future years the Public Defender, Probation Department, and external law enforcement agencies will be brought online into STORM.

GOAL 2: PARTICIPATE WITH LAW AND JUSTICE AGENCIES TO FACILITATE ADDITIONAL GRANT FUNDING.

Objective: Identify new grant opportunities.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of time by Administrative Analyst utilized for grant funding purposes.	75%	75%	75%	75%	75%

In 2011-12, the Board of Supervisors (Board) accepted the 2011 Justice Assistance Grant ($834,114), the 2011 Correction Standards Authority Juvenile Accountability Block Grant ($183,164), and the 2011 Bulletproof Vest Partnership Grant ($6,471) resulting in new grant revenue of $1,023,749. Through the efforts of the Administrative Analyst for the Law and Justice Group, the department will continue to find new grant opportunities at both the federal and state level to augment funding for the various law and justice agencies.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
General	101,300	101,300	0			1
Total General Fund	101,300	101,300	0			1
Special Revenue Funds						
Special Revenue Funds - Consolidated	4,664,575	350,000		4,314,575		0
Total Special Revenue Funds	4,664,575	350,000		4,314,575		0
Total - All Funds	4,765,875	451,300	0	4,314,575	.	1

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Law and Justice Group Administration	232,161	230,592	308,183	270,164	101,300
2009 Justice Assistance Grant	0	1,103,496	91,482	76,573	21,821
2009 Recovery Act Justice Assistance Grant	0	4,691,019	461,699	471,007	174,389
2010 Justice Assistance Grant	0	7,206	1,035,415	118,874	83,990
2011 Justice Assistance Grant	0	0	0	834,114	86,624
Southwest Border Prosecution Initiative	9,251,074	9,775,884	9,033,780	5,187,424	4,297,751
Total	**9,483,235**	**15,808,197**	**10,930,559**	**6,958,156**	**4,765,875**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Law and Justice Group Administration	78,503	74,066	154,159	270,164	101,300
2009 Justice Assistance Grant	0	1,103,496	0	0	0
2009 Recovery Act Justice Assistance Grant	0	4,691,019	5,350	5,000	0
2010 Justice Assistance Grant	0	0	1,035,415	0	0
2011 Justice Assistance Grant	0	0	0	834,114	0
Southwest Border Prosecution Initiative	1,100,000	2,448,000	1,688,000	725,000	350,000
Total	**1,178,503**	**8,316,581**	**2,882,924**	**1,834,278**	**451,300**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Law and Justice Group Administration	153,658	156,526	154,024	0	0
Total	**153,658**	**156,526**	**154,024**	**0**	**0**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
2009 Justice Assistance Grant	0	0	91,482	76,573	21,821
2009 Recovery Act Justice Assistance Grant	0	0	456,349	466,007	174,389
2010 Justice Assistance Grant	0	7,206	0	118,874	83,990
2011 Justice Assistance Grant	0	0	0	0	86,624
Southwest Border Prosecution Initiative	8,151,074	7,327,884	7,345,780	4,462,424	3,947,751
Total	**8,151,074**	**7,335,090**	**7,893,611**	**5,124,066**	**4,314,575**

Law and Justice Group Administration

DESCRIPTION OF MAJOR SERVICES

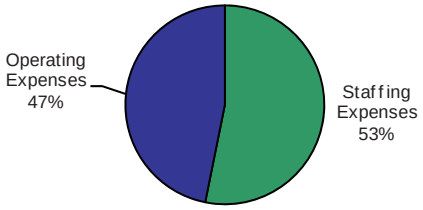
Under general direction of the Law and Justice Group Chairman, the law and justice departments collaborate on grant applications, projects and operational enhancements, with the assistance and coordination by the Administrative Analyst for the Law and Justice Group.

Budget at a Glance

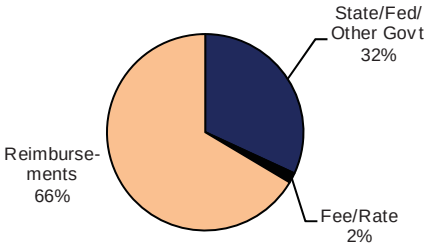
Total Expenditure Authority	$302,197
Total Sources	$302,197
Net County Cost	$0
Total Staff	1
Funded by Net County Cost	0%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

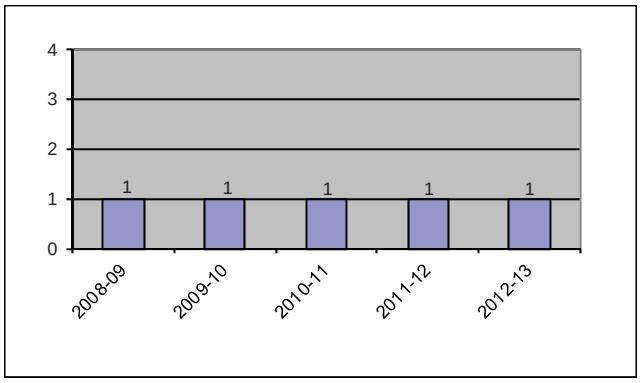


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	1	1	1	1
Limited Term	0	0	0	0
Total	1	1	1	1
Staffing Expenses	$160,048	$159,815	$159,815	$160,647

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Law and Justice Group Administration
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	163,344	159,947	160,014	153,992	159,815	160,647	**832**
Operating Expenses	75,115	69,935	176,854	256,998	300,996	141,550	**(159,446)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	238,459	229,882	336,868	410,990	460,811	302,197	**(158,614)**
Reimbursements	(1,825)	0	(29,345)	(214,011)	(190,647)	(200,897)	**(10,250)**
Total Appropriation	236,634	229,882	307,523	196,979	270,164	101,300	**(168,864)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	236,634	229,882	307,523	196,979	270,164	101,300	**(168,864)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	73,669	68,194	147,818	215,164	265,164	96,300	**(168,864)**
Fee/Rate	5,000	5,000	5,000	5,000	5,000	5,000	**0**
Other Revenue	0	1,288	0	0	0	0	**0**
Total Revenue	78,669	74,482	152,818	220,164	270,164	101,300	**(168,864)**
Operating Transfers In	0	655	0	0	0	0	**0**
Total Financing Sources	78,669	75,137	152,818	220,164	270,164	101,300	**(168,864)**
Net County Cost	157,965	154,745	154,705	(23,185)	0	0	**0**
				Budgeted Staffing	1	1	**0**

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $160,647 fund 1 budgeted position (Administrative Analyst) for the Law and Justice Group.

Operating expenses of $141,550 primarily include costs for the Law and Justice e-filing server support and maintenance agreement ($29,500), COWCAP charges ($7,531); single-audit costs ($2,814), administrative expenses ($3,919) and transfers to the Public Defender for continuation of the Early Intervention Program ($96,300).

Reimbursements of $200,897 primarily include transfers from the Southwest Border Prosecution Initiative Fund ($65,213) and from the Justice Assistance Grants ($135,684) to fund staffing and operating expenses.

Departmental revenue of $101,300 includes a Juvenile Accountability Block Grant from the State Department of Corrections ($96,300), and the Superior Court's contribution toward the Law and Justice Group in accordance with an MOU between the County of San Bernardino and Superior Court ($5,000).

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	1	0	1	1	0	0	1
Total	1	0	1	1	0	0	1

Administration

	Classification
1	Administrative Analyst III
1	Total

LAW AND JUSTICE

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$4,664,575
Total Sources	$350,000
Fund Balance	$4,314,575
Total Staff	0

2009 Justice Assistance Grant funding is used to support a broad range of law enforcement activities to improve the overall criminal justice system. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for the Public Defender's case management system; software and training for the District Attorney; digital cameras and a photo lab processor for the Sheriff/Coroner/Public Administrator; and interface development costs for the Probation Departments case management system.

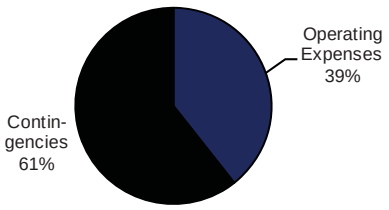
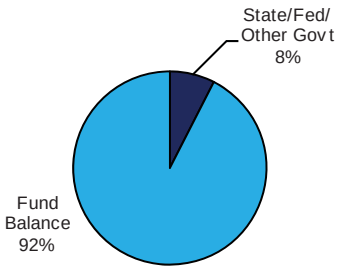
2009 Recovery Act Justice Assistance Grant provides funding through the American Recovery and Reinvestment Act (ARRA) for the prevention or reduction of crime and violence. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for Juvenile Drug courts; a security system at the Sheriff/Coroner/Public Administrator's Colorado River station; improvements to the Probation Department's case management system; purchase of computer equipment and training for the District Attorney; and document imaging for the Public Defender.

2010 Justice Assistance Grant funding is used to support a broad range of law enforcement activities to improve the overall criminal justice system. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for the purchase of tasers for the Sheriff/Coroner/public Administrator's Detention and Corrections Bureau; purchase of hardware and software for the District Attorney; dispatch services for the Public Defender; and Global Positioning System (GPS) tracking for the Probation Department.

2011 Justice Assistance Grant provides funding through the American Recovery and Reinvestment Act (ARRA) for the prevention or reduction of crime and violence. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for the purchase of radios for the Sheriff/Coroner/Public Administrator; software and equipment upgrades for the District Attorney; GPS tracking for the Probation Department; and upgrades to the Public Defender's audio-visual equipment.

Southwest Border Prosecution Initiative is a reimbursement program under which jurisdictions in the four Southwestern U.S. Border States (Arizona, California, Texas, and New Mexico) are eligible to be reimbursed for a portion of prosecution and detention costs in federal cases. These funds are used for law and justice activities that support and enhance prosecutorial and detention services.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Law and Justice Group Administration
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Judicial

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	3,474,646	1,159,303	3,086,943	1,836,293	**(1,250,650)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	3,600,861	2,828,282	**(772,579)**
Total Exp Authority	0	0	3,474,646	1,159,303	6,687,804	4,664,575	**(2,023,229)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	3,474,646	1,159,303	6,687,804	4,664,575	**(2,023,229)**
Operating Transfers Out	0	0	2,085,270	0	188	0	**(188)**
Total Requirements	0	0	5,559,916	1,159,303	6,687,992	4,664,575	**(2,023,417)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	2,436,749	350,000	1,534,114	350,000	**(1,184,114)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	72,599	0	30,000	0	**(30,000)**
Total Revenue	0	0	2,509,348	350,000	1,564,114	350,000	**(1,214,114)**
Operating Transfers In	0	0	219,241	0	0	0	**0**
Total Financing Sources	0	0	2,728,589	350,000	1,564,114	350,000	**(1,214,114)**
				Fund Balance	5,123,878	4,314,575	**(809,303)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds are decreasing appropriation by a net $2.0 million and reducing departmental revenue by $1.2 million. Additionally, departmental fund balance has decreased by $809,303 primarily as a result of the one-time nature of grant funding.

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Fund Balance	Staffing
Special Revenue Funds				
2009 Justice Assistance Grant	21,821	0	21,821	0
2009 Recovery Act Justice Assistance Grant	174,389	0	174,389	0
2010 Justice Assistance Grant	83,990	0	83,990	0
2011 Justice Assistance Grant	86,624	0	86,624	0
Southwest Border Prosecution Initiative	4,297,751	350,000	3,947,751	0
Total Special Revenue Funds	4,664,575	350,000	4,314,575	0

Operating expenses of $1,836,293 include costs of Board-approved projects not completed in previous fiscal year. The more significant of these projects are as follows:

- Security Enhancements for the Sheriff/Coroner/Public Administrator's West Foothill Station ($130,000)
- Sheriff/Coroner/Public Administrator's Desert Dispatch ($392,726)
- Advanced Officer Training Remodel for the Sheriff/Coroner/Public Administrator ($276,066)
- Purchase of a Regional Tactical Vehicle for the Sheriff/Coroner/Public Administrator ($250,000)
- District Attorney Parent Project ($41,560)
- Public Defender's Imaging Project ($236,878)
- Contribution to the Law and Justice Group for salary/benefit costs of Administrative Analyst ($155,790)

- San Bernardino Juvenile Drug Courts ($22,290)
- Public Defender's Equipment Upgrades to Audio Visual Room ($21,054)
- Probation's GPS Tracking and Polygraph Testing ($10,770).

Contingencies of $2,828,282 represent the amount available for future projects as identified by the Law and Justice Group and approved by the Board of Supervisors.

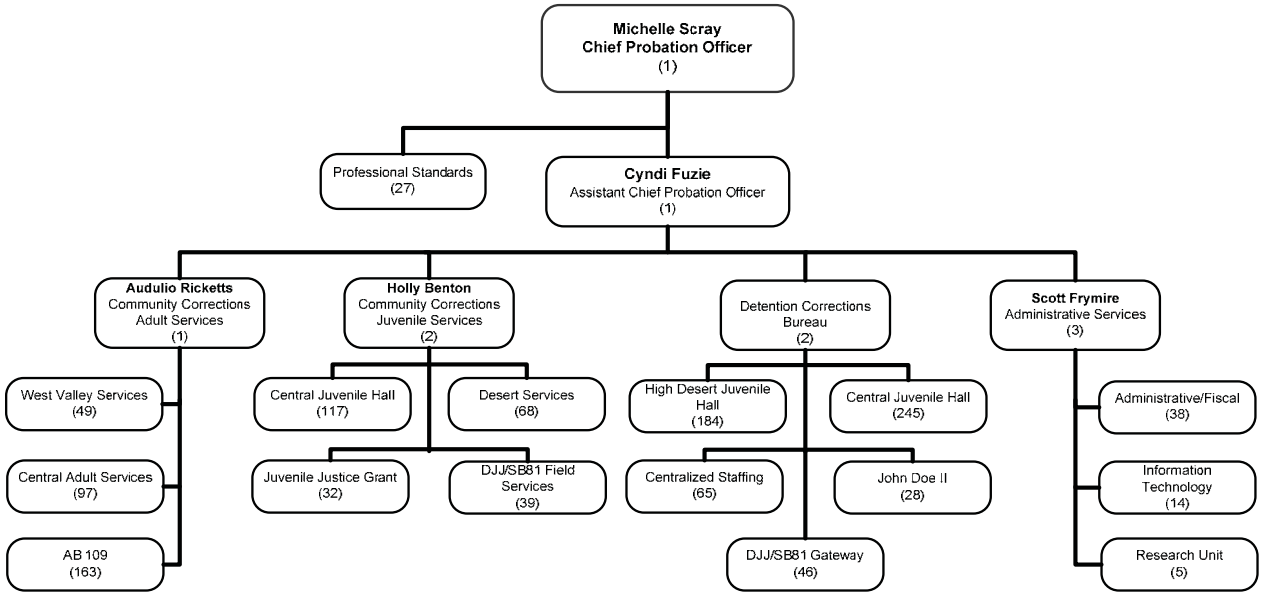
Departmental revenue of $350,000 includes projected reimbursement claims from the federal government.

PROBATION
Michelle Scray

MISSION STATEMENT

The Probation Department is dedicated to protecting the community through assessment, treatment and control of adult and juvenile offenders by providing a range of effective services based on legal requirements and recognized professional standards.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- AB 109 (Public Safety Realignment) was implemented on October 1, 2011, shifting supervision responsibility of adult offenders from the state to counties. The Probation Department developed and implemented a comprehensive plan that incorporates partnerships with county agencies, community based organizations, and other law enforcement agencies. Evidence-based programming and treatment components are provided regionally at Day Reporting Centers, including mental health, community transition, workforce development skills, anger management and a myriad of other services.
- In June 2011, the Probation Department received the distinguished accolade of achieving accreditation from the National Commission for Correctional Healthcare. This national accreditation was achieved through a collaborative effort between the Department of Behavioral Health and Probation. San Bernardino County Probation Department is the first in the state to receive this accreditation for all county juvenile detention facilities and treatment facilities.
- The new Central Valley Juvenile Detention and Assessment Center was completed and occupied with a full transition of all services for minors, allowing the previous 50+ year old facility to be retired from service.
- Placement staff has taken the lead on interpreting and implementing the California Fostering Connections to Success Act (AB 12), which provides extended foster care benefits to probation youth. The Probation Department has received praise for being a leader in understanding/implementing this legislation, putting a structure in place to address this new caseload, and continuing to raise questions that assist with statutory revision/cleanup.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: HELP TO ENSURE PUBLIC SAFETY.

Objective A: Supervise adult supervision cases at an appropriate level in order to reduce recidivism.
Objective B: Supervise juvenile supervision cases at an appropriate level in order to reduce recidivism.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
1A. Percent of adult supervision cases recidivating. (23,590 total adult supervision cases in 2010-11)	2.8%	2.7%	2.7%	3.0%	3.1%
1B. Percent of juvenile supervision cases recidivating. (7,523 total juvenile supervision cases in 2010-11)	8.9%	9.0%	8.9%	7.4%	8.0%

The primary goal of San Bernardino County Probation is to protect the community through assessment, treatment and control methods designed to prevent probationers from committing new criminal acts. Measuring recidivism is the best indicator of overall success for the department's efforts.

The 2011-12 target was based on projected reductions to adult supervision staff due to an anticipated decrease in state funding. However, funding was restored as part of AB 109 that transferred funding and supervision responsibility for certain offenders to the counties. The estimated measurements for 2011-12 are indicative of the AB 109 impact. The department is managing the supervision requirement of this legislation, but full implementation will take several more months. The department is completing the hiring process for additional officers to meet the AB 109 mandate, with plans to get fully operational during 2012-13. AB 109 will likely require an adjustment to the adult measurement results that cannot be determined at this time.

For purposes of collecting recidivism information for the adult population, the Probation Department can currently report on only those convictions that occur in San Bernardino County.

GOAL 2: ENSURE TREAMENT AND SUPERVISION LEVELS ARE BASED ON CRIMINOGENIC RISK FACTORS.

Objective A: Assess new adult offenders to determine expected risk of recidivating and criminogenic risk factors.
Objective B: Assess new juvenile offenders to determine expected risk of recidivating and criminogenic risk factors.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
2A: % of new adult supervision cases assessed with risk assessment within 60 days.	87.2%	90.1%	87.0%	85.4%	87.0%
2B: % of new juvenile supervision cases assessed with risk assessment within 60 days.	93.9%	91.2%	91.0%	94.2%	95.0%

A major component of ensuring public safety is to use validated assessment tools to ensure proper supervision levels and caseload assignments, and to use the results as a guide for providing evidence-based treatment options. The use of these tools results in resource optimization and allows the probation officer to more effectively address specific needs of each offender to reduce the likelihood of recidivism.

As with Goal 1, the estimated measurements for 2011-12 are indicative of the AB 109 impact. Since this legislation continues to be implemented, there is likely to be an adjustment to the adult measurement results that cannot be determined at this time.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Administration, Corrections and Detention	137,850,019	73,337,575	64,512,444			1,195
Court-Ordered Placements	1,529,775	0	1,529,775			0
Juvenile Justice Grant Program	0	0	0			32
Total General Fund	139,379,794	73,337,575	66,042,219			1,227
Special Revenue Funds						
Special Revenue Funds - Consolidated	13,770,594	7,682,457		6,088,137		0
Total Special Revenue Funds	13,770,594	7,682,457		6,088,137		0
Total - All Funds	153,150,388	81,020,032	66,042,219	6,088,137		1,227

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Administration, Corrections and Detention	114,124,910	109,131,846	107,089,367	132,134,337	137,850,019
Court-Ordered Placements	3,122,330	2,542,766	1,053,834	1,529,717	1,529,775
Juvenile Justice Grant Program	0	0	0	0	0
Juvenile Justice Crime Prevention Act	7,894,744	4,663,510	6,656,996	8,548,431	9,621,643
SB 678 - Criminal Recidivism	0	0	0	2,266,012	4,088,342
Asset Forfeiture 15%	14,559	14,727	12,318	9,881	7,404
State Seized Assets	59,303	58,440	54,592	54,356	53,205
Total	**125,215,846**	**116,411,289**	**114,867,107**	**144,542,734**	**153,150,388**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Administration, Corrections and Detention	49,243,806	45,245,680	45,763,911	62,604,949	73,337,575
Court-Ordered Placements	0	0	0	0	0
Juvenile Justice Grant Program	0	0	0	0	0
Juvenile Justice Crime Prevention Act	6,218,472	3,688,447	6,383,859	5,875,000	5,859,917
SB 678 - Criminal Recidivism	0	0	0	2,266,012	1,822,330
Asset Forfeiture 15%	432	193	141	80	50
State Seized Assets	1,800	837	653	380	160
Total	**55,464,510**	**48,935,157**	**52,148,564**	**70,746,421**	**81,020,032**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Administration, Corrections and Detention	64,881,104	63,886,166	61,325,456	69,529,388	64,512,444
Court-Ordered Placements	3,122,330	2,542,766	1,053,834	1,529,717	1,529,775
Juvenile Justice Crime Prevention Act	0	0	0	0	0
Total	**68,003,434**	**66,428,932**	**62,379,290**	**71,059,105**	**66,042,219**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Juvenile Justice Crime Prevention Act	1,676,272	975,063	273,137	2,673,431	3,761,726
SB 678 - Criminal Recidivism	0	0	0	0	2,266,012
Asset Forfeiture 15%	14,127	14,534	12,177	9,801	7,354
State Seized Assets	57,503	57,603	53,939	53,976	53,045
Total	**1,747,902**	**1,047,200**	**339,253**	**2,737,208**	**6,088,137**

Administration, Corrections and Detention

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$141,859,254
Total Sources	$77,346,810
Net County Cost	$64,512,444
Total Staff	1,195
Funded by Net County Cost	45%

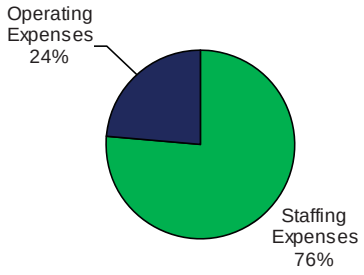
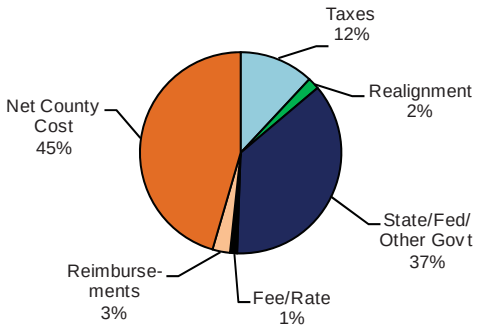
Probation executive management is responsible for the overall leadership by focusing on management integrity, relying on recognized professional practices, and developing innovative programs to meet the changing needs of the population.

The Community Corrections Bureau (CCB) is responsible for adult and juvenile supervision, investigation reports for the courts, and case management services. CCB focuses on providing appropriate evidence-based treatment and supervision services as determined through validated assessment tools. Supervision services focus on criminogenic risk factors, and offer a variety of supervision levels including specialized services for sex and domestic violence offenders, gang members, mental health caseloads, and as of October 1, 2011 the department has taken responsibility for those offenders previously supervised on State Parole caseloads that were shifted to County responsibility per AB 109 (Public Safety Realignment). In response to Public Safety Realignment, the department will operate three Day Reporting Centers (DRC) in each of the county's geographic regions for the adult population. The DRCs will offer a variety of options from supervision and mental health services to workforce development programs all designed to prevent recidivism and direct the offender to a self-sufficient and productive lifestyle.

The Detention Corrections Bureau (DCB) operates the County's Juvenile Detention and Assessment Centers (JDAC) and treatment programs in secured environments for legally detained and court-ordered minors. The centers provide risk assessments, medical, educational and programmatic needs of the minors. The JDACs had a combined average daily population of 370 minors in 2011.

The Administrative Services Bureau (ASB) provides all organizational and specialty support functions to include fiscal, personnel/payroll, purchasing, accounts payable, information systems, research/analytical support, courier/file management, and the Professional Standards unit.

2012-13 RECOMMENDED BUDGET

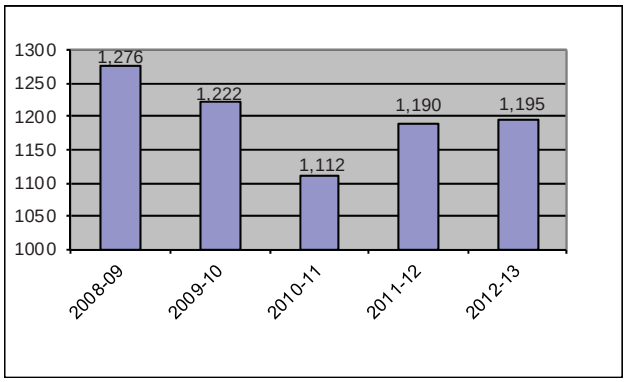
EXPENDITURE AUTHORITY	SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	1,091	1,023	1,172	1,184
Limited Term	21	16	18	11
Total	1,112	1,039	1,190	1,195
Staffing Expenses	$92,467,107	$88,591,112	$101,279,659	$108,275,325

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation - Administration, Corrections and Detention
FUND: General

BUDGET UNIT: AAA PRB
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	96,310,325	93,078,987	92,466,715	93,077,711	101,279,659	108,275,325	**6,995,666**
Operating Expenses	17,796,797	18,436,099	16,437,811	26,502,747	30,727,698	33,463,929	**2,736,231**
Capital Expenditures	0	5,412	313,207	2,644,035	2,659,000	120,000	**(2,539,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	114,107,122	111,520,498	109,217,733	122,224,493	134,666,357	141,859,254	**7,192,897**
Reimbursements	(3,130,823)	(2,334,244)	(2,431,302)	(2,124,241)	(3,032,020)	(4,009,235)	**(977,215)**
Total Appropriation	110,976,299	109,186,254	106,786,431	120,100,252	131,634,337	137,850,019	**6,215,682**
Operating Transfers Out	240,000	0	293,200	500,000	500,000	0	**(500,000)**
Total Requirements	111,216,299	109,186,254	107,079,631	120,600,252	132,134,337	137,850,019	**5,715,682**
Departmental Revenue							
Taxes	15,760,408	14,487,500	14,687,500	15,000,000	15,000,000	16,950,000	**1,950,000**
Realignment	2,700,630	2,700,630	2,700,630	2,700,630	2,700,630	2,700,630	**0**
State, Fed or Gov't Aid	22,187,959	25,472,911	26,837,964	37,462,505	43,249,164	52,083,743	**8,834,579**
Fee/Rate	1,593,281	1,575,050	1,516,110	1,464,737	1,633,155	1,602,202	**(30,953)**
Other Revenue	20,961	3,462	11,933	32,263	1,000	1,000	**0**
Total Revenue	42,263,239	44,239,553	45,754,137	56,660,135	62,583,949	73,337,575	**10,753,626**
Operating Transfers In	0	647,505	(54,191)	21,000	21,000	0	**(21,000)**
Total Financing Sources	42,263,239	44,887,058	45,699,946	56,681,135	62,604,949	73,337,575	**10,732,626**
Net County Cost	68,953,060	64,299,196	61,379,685	63,919,117	69,529,388	64,512,444	**(5,016,944)**
				Budgeted Staffing	1,190	1,195	**5**

BUDGET CHANGES AND OPERATIONAL IMPACT

Total appropriation is increasing by $5.7 million primarily due to the additional amount for the full year cost of implementing the public safety realignment during 2011-12. These costs include staffing, operation of day reporting centers, contracts with community based organizations, and transitional housing needed to supervise and rehabilitate “low level” adult offenders transferred to the county from state parole caseloads. These costs are offset by additional AB109 funds. The 2012-13 budget also reflects the addition of $5.3 million of Juvenile Probation Funding from the state to support a broad spectrum of services targeting at-risk youth, juvenile offenders (including both those on probation or in detention) and their families. However, this revenue is primarily offset by a reduction to the department’s net county cost. Furthermore, the department is budgeting a nearly $2.0 million increase in taxes for Prop 172 revenue based on estimates provided by the County Administrative Office.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

The majority of expenditures for the Probation Department consist of providing supervision and case management services for adult and juvenile offenders, including operation of day reporting centers and other costs intended to reducing recidivism. The department also operates two detention and assessment centers and one placement facility for detained juveniles, as well as provides the San Bernardino Superior and Juvenile Courts with sentencing reports, legal recommendations, evaluations, and victim services. Financing sources for the department are primarily comprised of AB 109 funds ($26.3 million), Prop 172 revenues ($17.0 million), Youthful Offender Block Grant ($8.8 million), federal Title IV monies ($8.0 million), Juvenile Probation Funding from the state ($5.3 million), reimbursements from other departments/budget units ($4.0 million), and realignment funding ($2.7 million).

STAFFING CHANGES AND OPERATIONAL IMPACT

The department is adding 12 new Office Assistant III positions to help fulfill the clerical work demands associated with implementing the public safety realignment. The cost of these positions is being offset by AB109 funds. Also, an extra-help Correctional Nurse-Per Diem position is being added to assist with the health needs of juveniles at the JDACs. Partially offsetting these additions is the deletion of 8 extra-help/recurrent Probation Corrections Officer positions that have been vacant for more than one year.

The 2012-13 budget includes the reclassification of a Fiscal Specialist position to Accountant III pending completion of review by Human Resources.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administrative Services Bureau	83	6	89	80	9	0	89
Community Corrections Bureau	536	0	536	418	106	12	536
Detention Corrections Bureau	565	5	570	515	54	1	570
Total	1,184	11	1,195	1,013	169	13	1,195

Administrative Services Bureau

	Classification
1	Chief Probation Officer
1	Assistant Chief Probation Officer
1	Executive Secretary
3	Accounting Technician
1	Administrative Manager
1	Administrative Supervisor
1	Applications Specialist
2	Automated Systems Analyst I
7	Automated Systems Technician
6	Background Investigator
1	Business Applications Manager
1	Business Systems Analyst II
1	Crime Analyst
1	Deputy Chief Prob Administrator
4	Fiscal Assistant
6	Fiscal Specialist
1	Mail Processor
1	Office Assistant II
11	Office Assistant III
1	Office Assistant IV
1	Office Specialist
5	Payroll Specialist
2	Probation Corrections Officer
1	Probation Corrections Supv I
1	Probation Corrections Supv II
1	Probation Division Director I
2	Probation Division Director II
2	Probation Officer II
7	Probation Officer III
2	Secretary I
2	Staff Analyst II
1	Statistical Analyst
1	Storekeeper
2	Supervising Fiscal Specialist
2	Supervising Accounting Tech
1	Supervising Auto Sys Analyst II
1	Supervising Office Assistant
3	Supervising Probation Officer
89	Total

Community Corrections Bureau

	Classification
1	Accountant III
1	Accounting Technician
1	Administrative Supervisor
1	Applications Specialist
1	Automated Systems Technician
1	Crime Analyst
2	Deputy Chief Probation Officer
2	Domestic Violence Prog Coordinator
11	Office Assistant II
84	Office Assistant III
3	Office Assistant IV
1	Payroll Specialist
4	Probation Corrections Officer
1	Probation Corrections Supv I
2	Probation Corrections Supv II
4	Probation Division Director I
6	Probation Division Director II
315	Probation Officer II
46	Probation Officer III
6	Secretary I
1	Senior Crime Analyst
1	Statistical Analyst
2	Supervising Office Assistant
39	Supervising Probation Officer
536	Total

Detention Corrections Bureau

	Classification
1	Applications Specialist
3	Clinic Assistant
8	Clinical Therapist I
1	Clinical Therapist II
20	Correctional Nurse II
3	Correctional Nurse Per Diem
4	Custodian I
1	Deputy Chief Probation Officer
3	General Maintenance Mechanic
10	LVN II – Corrections
1	Mental Health Clinic Supervisor
22	Office Assistant II
11	Office Assistant III
1	Office Assistant IV
10	Probation Cook I
4	Probation Cook II
347	Probation Corrections Officer
35	Probation Corrections Supv I
18	Probation Corrections Supv II
2	Probation Division Director I
3	Probation Division Director II
1	Probation Food Services Manager
3	Probation Food Svcs Supervisor
18	Probation Food Svc Worker
1	Probation Health Svcs Manager
13	Probation Officer II
7	Probation Officer III
4	Secretary I
1	Statistical Analyst
3	Storekeeper
1	Stores Specialist
2	Supervising Corrections Nurse I
3	Supervising Corrections Nurse II
1	Supervising Custodian
2	Supervising Office Assistant
2	Supervising Probation Officer
570	Total

Court-Ordered Placements

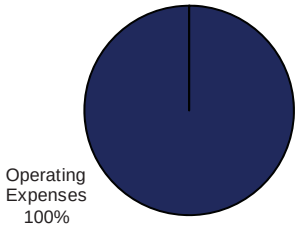
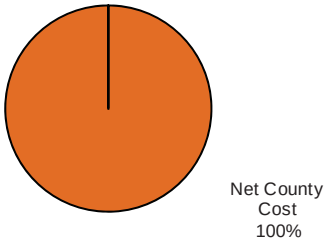
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$1,529,775
Total Sources	$0
Net County Cost	$1,529,775
Total Staff	0
Funded by Net County Cost	100%

Juveniles are committed to the California Youth Authority or group homes to facilitate their rehabilitation, in an attempt to offer intervention programs that will lead to their future safety and productivity. The County is required to pay costs of support for those minors not eligible for state or federal reimbursement programs. Appropriation is managed in this independent budget to identify expenditures and separate ongoing operational costs.

The state has approved a realignment proposal for juvenile offenders. However, implementation is contingent upon the state determining a stable and constitutionally protected funding source, which has yet to be identified. The realignment has the potential of significantly affecting this budget unit negatively, but there is not enough information presently to determine its impacts on the department.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation - Court-Ordered Placements
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,626,324	1,347,600	1,048,604	629,682	1,529,717	1,529,775	**58**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,626,324	1,347,600	1,048,604	629,682	1,529,717	1,529,775	**58**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,626,324	1,347,600	1,048,604	629,682	1,529,717	1,529,775	**58**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,626,324	1,347,600	1,048,604	629,682	1,529,717	1,529,775	**58**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	1,626,324	1,347,600	1,048,604	629,682	1,529,717	1,529,775	**58**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no major budget changes for 2012-13.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $1,529,775 include $1,363,834 for commitments of minors to the California Youth Authority and foster care placements, $165,000 for mandated travel costs by probation officers and associates, and $941 for COWCAP charges.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Juvenile Justice Grant Program

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$5,686,533
Total Sources	$5,686,533
Net County Cost	$0
Total Staff	32
Funded by Net County Cost	0%

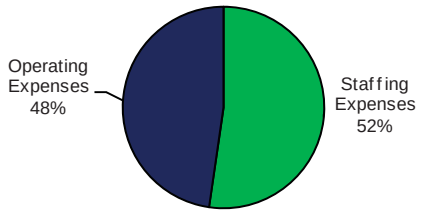
The Juvenile Justice Crime Prevention Act (JJCPA) allocates state resources annually to fund programs that address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of county and community leaders that develop and recommend the Comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County.

This general fund budget unit was established to receive state funding, through the department's JJCPA Special Revenue Fund, for payment of program expenses and staffing costs when incurred to avoid cash flow issues. Current programs financed by this funding source include Day Reporting Centers, School Probation Officers, and a variety of other programs each designed to effectively meet the diverse needs of youth.

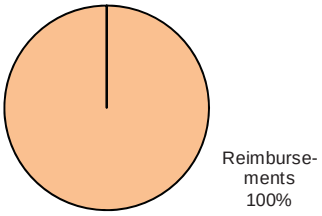
The Juvenile Justice Grant Program had historically been funded with Vehicle License Fee (VLF) revenues, but in 2011-12 its source of funding became the Public Safety Realignment (AB109).

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

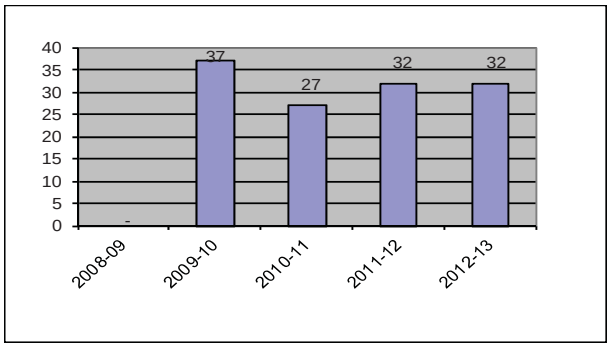


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	27	26	32	32
Limited Term	0	0	0	0
Total	27	26	32	32
Staffing Expenses	$2,446,942	$745,618	$2,670,017	$2,973,394

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation - Juvenile Justice Grant Program
FUND: General

BUDGET UNIT: AAA PRG
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	2,519,369	2,446,446	2,502,379	2,670,017	2,973,394	**303,377**
Operating Expenses	0	1,887,962	1,535,869	2,287,736	2,542,608	2,713,139	**170,531**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	4,407,331	3,982,315	4,790,115	5,212,625	5,686,533	**473,908**
Reimbursements	0	(4,407,331)	(3,982,315)	(4,790,115)	(5,212,625)	(5,686,533)	**(473,908)**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	0	**0**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	0	0	0	**0**
				Budgeted Staffing	32	32	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are increasing by $303,377 primarily to account for the full year cost of positions added mid-year in 2011-12. Operating expenses are increasing by $170,531 for additional costs related to counseling services, operation of day reporting centers, and GPS monitoring. These increases are being fully offset by additional reimbursements from the department's JJCPA Special Revenue Fund.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

The majority of expenditures for this budget unit include the cost of operating Day Reporting Centers (DRCs) and providing School Probation Officers. There are currently three DRCs for juveniles in San Bernardino County that provide prevention and intervention service classes in drug/alcohol, truancy, and anger management for troubled youth, as well as parenting classes for adults. School Probation Officers are assigned to local high schools and middle schools to reduce delinquency and improve attendance. Other significant expenditures include transfers to the District Attorney for the Let's End Truancy (LET) Program and to Probation's Corrections and Detention budget unit for the House Arrest Program. All expenditures are funded by state revenues allocated for the Juvenile Justice Grant Program and received via reimbursements from the JJCPA Special Revenue Fund.

STAFFING CHANGES AND OPERATIONAL IMPACT

No staffing changes for 2012-13.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Juvenile Justice Grant	32	0	32	25	7	0	32
Total	32	0	32	25	7	0	32

Juvenile Justice Grant

	Classification
3	Office Assistant II
9	Probation Correction Officers
17	Probation Officers II
2	Supervising Probation Officers
1	Probation Division Director II
32	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$13,770,594
Total Sources	$7,682,457
Fund Balance	$6,088,137
Total Staff	0

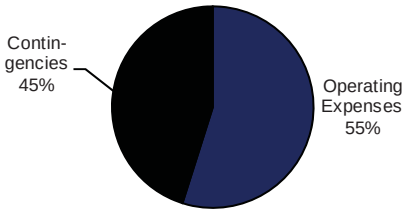
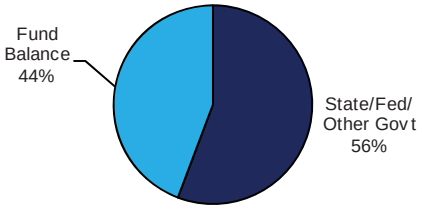
Juvenile Justice Crime Prevention Act (JJCPA)
The state allocates resources annually to fund programs that address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of county and community leaders that develop and recommend the Comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County. Staffing is budgeted in the Juvenile Justice Program Grant general fund budget unit and reimbursed by this budget unit.

SB 678 – Criminal Recidivism
Allocates state funding resources to oversee programs for the purposes of reducing parolee recidivism. The funding is intended to improve evidence-based probation supervision practices and enhance public safety outcomes among adult felons who are on probation. Improving felony probation performance, measured by a reduction in felony probationers who are sent to prison because they were revoked on probation or convicted of another crime while on probation, will reduce the number of new admissions to state prison. Staff is budgeted in the Probation general fund budget unit and reimbursed by this budget unit.

Asset Forfeiture 15%
Accounts for State of California Health and Safety Code Section 11489 collections which mandates that fifteen percent of distributed seizure funds are used for the sole purpose of funding programs designed to combat drug abuse and divert gang activity. Expenditures for this fund include drug and gang unit expenses not reimbursed through other sources.

State Seized Assets
Accounts for Probation's proportionate share of asset forfeitures seized in conjunction with other agencies. Expenditures for this budget unit include safety equipment and training expenses not reimbursed through other sources.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Detention and Correction

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	3,297,230	0	0	0	0	0	**0**
Operating Expenses	1,954,149	4,414,225	3,985,311	4,793,781	5,829,858	7,554,939	**1,725,081**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	5,048,822	6,215,655	**1,166,833**
Total Exp Authority	5,251,379	4,414,225	3,985,311	4,793,781	10,878,680	13,770,594	**2,891,914**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,251,379	4,414,225	3,985,311	4,793,781	10,878,680	13,770,594	**2,891,914**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,251,379	4,414,225	3,985,311	4,793,781	10,878,680	13,770,594	**2,891,914**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	4,426,853	3,686,238	6,361,365	8,125,012	8,125,012	7,664,247	**(460,765)**
Fee/Rate	25	0	0	0	0	0	**0**
Other Revenue	51,391	15,430	21,902	19,698	16,460	18,210	**1,750**
Total Revenue	4,478,269	3,701,668	6,383,267	8,144,710	8,141,472	7,682,457	**(459,015)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,478,269	3,701,668	6,383,267	8,144,710	8,141,472	7,682,457	**(459,015)**
				Fund Balance	2,737,208	6,088,137	**3,350,929**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation is increasing by $2.9 million primarily due to additional transfers to Probation's general fund budget units for costs related to operating the juvenile day reporting centers, providing school probation officers, and reducing parolee recidivism. In addition, a greater amount is being set aside in contingencies to fund future costs. These increases are being funded through continued JJCPA funding from the state and the introduction of SB 678 Crime Recidivism funding in 2011-12. Revenue is projected to decrease by $459,015 because of lower anticipated state receipts.

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Fund Balance	Staffing*
Special Revenue Funds				
Juvenile Justice Crime Prevention Act (SIG)	9,621,643	5,859,917	3,761,726	32
SB 678 - Criminal Recidivism (SJB)	4,088,342	1,822,330	2,266,012	17
Asset Forfeiture 15% (SYM)	7,404	50	7,354	0
State Seized Assets (SYN)	53,205	160	53,045	0
Total Special Revenue Funds	13,770,594	7,682,457	6,088,137	49

** Staffing costs for these Special Revenue funds are located within Probation's General Fund budget units (JJCPA staff is situated in AAA-PRG and SB 678 staff is situated in AAA-PRB). However, the funding for these positions is located within these special revenue funds.*

Juvenile Justice Crime Prevention Act: Appropriation of $9,621,643 includes transfers totaling $5,686,533 primarily for the Juvenile Justice Grant Program, the department's House Arrest Program, and the District Attorney's Let's End Truancy Program. Also included is $3,935,110 in contingencies that are available for future allocation. Revenue of $5,859,917 represents the projected state allocation of JJCPA funding ($5,844,917) and anticipated interest earnings ($15,000).

SB 678 – Criminal Recidivism: Appropriation of $4,088,342 includes transfers to the department's general fund budget unit for reimbursement of salary/benefit costs ($1,747,486) and services/supplies ($60,311). In addition, $2,280,545 is being set aside in contingencies for future allocation. Revenue of $1,822,330 represents the projected state allocation of SB 678 funding ($1,819,330) and anticipated interest earnings ($3,000).

Asset Forfeiture 15%: Appropriation of $7,404 represents costs related to drug abuse and gang diversion programs.

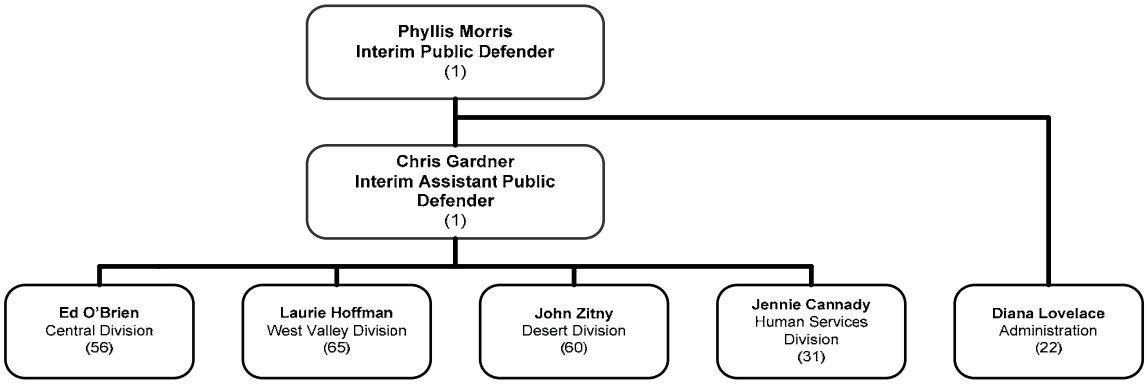
State Seized Assets: Appropriation of $53,205 is comprised of an array of costs including training, seminars, safety equipment, travel, and incentives for graduates of the youth Gang Resistance Education and Training (G.R.E.A.T.) program.

PUBLIC DEFENDER
Phyllis K. Morris

MISSION STATEMENT

Public Defender promotes justice through effective litigation that protects constitutional rights.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Awarded Program of the Year from the California Public Defenders Association for the Digitization of Client Files Project.
- Received National Association of Counties (NACo) Award for the Juvenile Section's "Alternative Approaches to Rehabilitation within the Community" program.
- Increased litigation of motions in misdemeanor cases.
- Increased community outreach through civic and school groups.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE THE NUMBER OF CASES THAT GO TO TRIAL.

Objective: Ensure a public trial as required by the Sixth and Fourteenth Amendments of the United States Constitution.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of Felony Trials.	179	171	172	149	150
Number of Misdemeanor Trials.	82	96	124	92	100

The integrity of the court system rests on the ability of Public Defenders to protect clients' right to a jury trial under the Sixth and Fourteenth Amendment of the United States Constitution. The Public Defender's Office diligently pursues trials when appropriate. The estimated reduction in the number of trials in 2011-12 is a result of continued budget cuts that have resulted in decreased staffing levels and necessitated adjustments to workloads. Recognizing the importance of trials to our clients, staff will pursue trials as needed in 2012-13.

GOAL 2: MAINTAIN EARLY CASE RESOLUTION.

Objective: Maintain early resolution of cases thus minimizing custody time (and attendant costs to the client and county).

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of felony cases resolved within 180 days of arraignment.	73.5%	75.2%	77.0%	78.2%	80%
Percentage of misdemeanor cases resolved within 60 days of arraignment.	71.6%	71.4%	78.1%	79.8%	81%

Early case resolution that includes investigations, and where appropriate, trial preparation and trials, ensures clients' rights to a speedy trial, reduces client anxiety while awaiting a resolution, and minimizes clients' custody time and the associated disruption to their lives. The Public Defender seeks to maintain timely case resolution standards despite shifting workloads and continued staffing adjustments.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Public Defender	34,386,987	3,719,568	30,667,419			236
Total General Fund	34,386,987	3,719,568	30,667,419			236

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Public Defender	33,786,524	33,785,481	32,707,647	32,844,802	34,386,987
Total	**33,786,524**	**33,785,481**	**32,707,647**	**32,844,802**	**34,386,987**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Public Defender	1,702,204	1,366,660	1,682,697	3,311,971	3,719,568
Total	**1,702,204**	**1,366,660**	**1,682,697**	**3,311,971**	**3,719,568**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Public Defender	32,084,320	32,418,821	31,024,950	29,532,831	30,667,419
Total	**32,084,320**	**32,418,821**	**31,024,950**	**29,532,831**	**30,667,419**

Public Defender

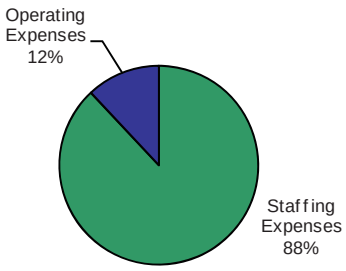
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$34,956,921
Total Sources	$4,289,502
Net County Cost	$30,667,419
Total Staff	236
Funded by Net County Cost	88%

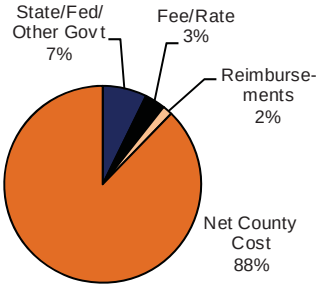
The Public Defender's Office plays a key role in the administration of justice by providing constitutionally mandated legal services to indigent clients in misdemeanor, felony, juvenile delinquency, and mental health civil commitment cases. Services provided by the Public Defender include performing legal research, writing briefs and writs, counseling clients regarding their legal rights and applicable procedures, investigating the underlying facts and circumstances of each case, negotiating with prosecuting authorities, filing and litigating pre-trial motions, and conducting bench and jury trials.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

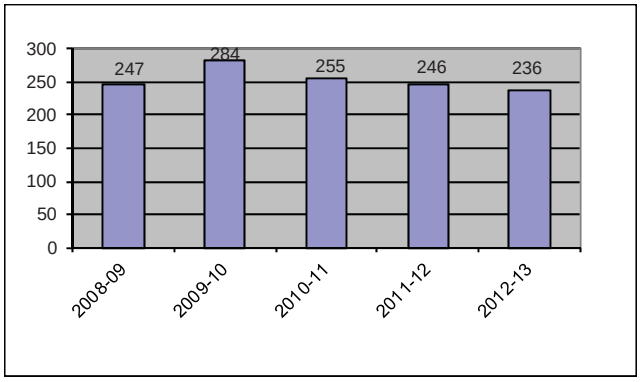


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	221	219	217	217
Limited Term	34	29	29	19
Total	255	248	246	236
Staffing Expenses	$29,660,914	$28,104,211	$28,878,899	$30,768,206

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Public Defender
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	30,709,702	30,212,495	29,660,914	28,873,599	28,878,899	30,768,206	**1,889,307**
Operating Expenses	4,065,879	3,586,529	3,431,613	4,096,644	4,410,947	4,188,715	**(222,232)**
Capital Expenditures	23,245	95,001	56,022	45,603	62,000	0	**(62,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	34,798,826	33,894,025	33,148,549	33,015,846	33,351,846	34,956,921	**1,605,075**
Reimbursements	(198,273)	(332,639)	(448,001)	(371,500)	(794,314)	(569,934)	**224,380**
Total Appropriation	34,600,553	33,561,386	32,700,548	32,644,346	32,557,532	34,386,987	**1,829,455**
Operating Transfers Out	0	219,891	0	0	287,270	0	**(287,270)**
Total Requirements	34,600,553	33,781,277	32,700,548	32,644,346	32,844,802	34,386,987	**1,542,185**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	59,440	79,597	654,510	1,486,698	1,511,107	2,544,029	**1,032,922**
Fee/Rate	808,008	957,445	1,028,025	1,171,110	1,511,107	1,175,539	**(335,568)**
Other Revenue	776	5,953	2,487	0	2,487	0	**(2,487)**
Total Revenue	868,224	1,042,995	1,685,022	2,657,808	3,024,701	3,719,568	**694,867**
Operating Transfers In	114,730	323,340	0	31,988	287,270	0	**(287,270)**
Total Financing Sources	982,954	1,366,335	1,685,022	2,689,796	3,311,971	3,719,568	**407,597**
Net County Cost	33,617,599	32,414,942	31,015,526	29,954,550	29,532,831	30,667,419	**1,134,588**
				Budgeted Staffing	246	236	**(10)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Increase in staffing expenses of $1,889,307 is primarily related to retirement contributions and due to staffing changes.

Reductions in operating expenses offset the anticipated decrease in reimbursements for services related to capital cases. Adjustments to departmental revenue reflect an anticipated increase in AB 109 activities and continued collections of client legal fees.

MAJOR EXPENDITURES AND REVENUES IN 2012-13 RECOMMENDED BUDGET

All Public Defender expenditures are for staffing and operating costs necessary to achieve the department's mission of promoting justice through effective litigation that protects constitutional rights. These expenditures are funded primarily through net county cost of $30.7 million. Other large financing sources include $1.6 million of AB 109 funding, legal services fees of $1.2 million, and $0.8 million of SB 90 reimbursements.

STAFFING CHANGES AND OPERATIONAL IMPACT

The department is deleting 1 Deputy Public Defender, 1 Office Assistant III and 1 Public Service Employee. The incumbents retired or vacated the positions during 2011-12. The department, through reorganization, has restructured duties and responsibilities in order to absorb the loss of the positions. Additionally, the department is eliminating 3 Law Clerk IIs and 6 Law Clerk I positions. The work performed by these positions will be reassigned to unpaid volunteers and interns seeking to gain job experience in a law firm. As regular positions provide more stability and continuity to social welfare programs, 1 Contract Social Service position is being deleted and 2 Social Service Practitioner positions are being added to support the Prevention and Early Intervention Child and Youth Connection program and the Coalition Against Sexual Exploitation (CASE) project. One Supervising Deputy Public Defender position is being reinstated to provide supervision in the Central Division. The staffing changes consider existing workloads and are appropriate for maintaining high client service levels.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	9	15	24	24	0	0	24
Central Division	54	2	56	56	0	0	56
Desert Division	60	0	60	58	0	0	58
Human Services Division	30	1	31	29	1	2	32
West Valley Division	64	1	65	66	0	0	66
Total	217	19	236	233	1	2	236

Administration

	Classification
1	Public Defender
1	Assistant Public Defender
1	Chief of Administration
1	Automated Systems Analyst II
1	Automated Systems Analyst I
1	Automated Systems Technician
1	Accounting Technician
1	Executive Secretary II
1	Payroll Specialist
15	Public Service Employee
24	Total

Central Division

	Classification
1	Chief Deputy Public Defender
3	Supervising Deputy Public Defender
28	Deputy Public Defender
1	Supervising Investigator
9	Investigator
1	Supervising Office Assistant
1	Secretary II
9	Office Assistant III
1	Office Assistant II
2	Law Clerk II
56	Total

Desert Division

	Classification
1	Chief Deputy Public Defender
3	Supervising Deputy Public Defender
29	Deputy Public Defender
1	Supervising Investigator
10	Investigator
1	Supervising Office Assistant
1	Secretary II
13	Office Assistant III
1	Office Assistant II
60	Total

Human Services Division

	Classification
1	Chief Deputy Public Defender
2	Supervising Deputy Public Defender
16	Deputy Public Defender
1	Secretary II
5	Social Service Practioner
5	Office Assistant III
1	Law Clerk II
31	Total

West Valley Division

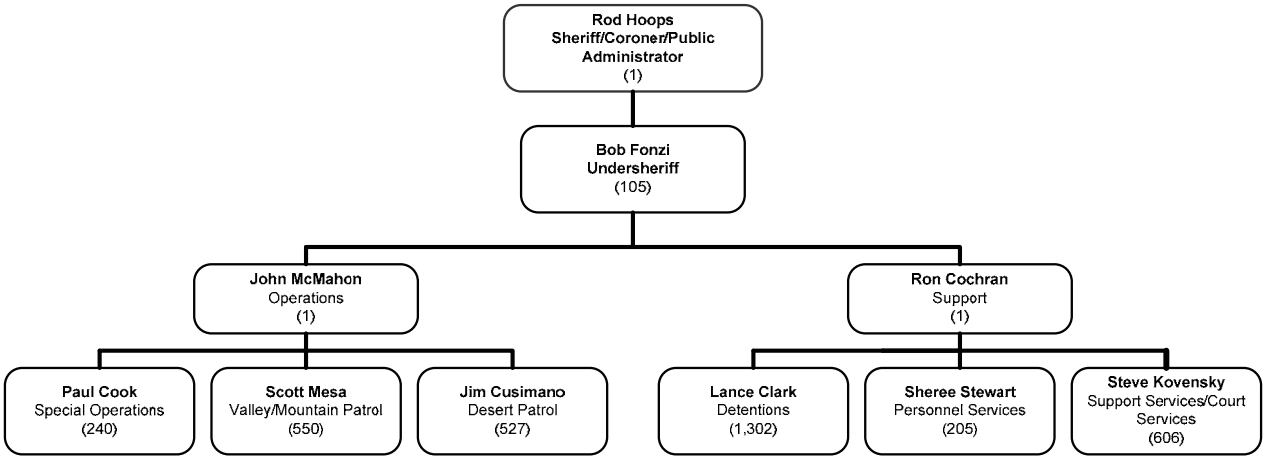
	Classification
1	Chief Deputy Public Defender
3	Supervising Deputy Public Defender
33	Deputy Public Defender
1	Supervising Investigator
10	Investigator
1	Investigative Technician II
1	Supervising Office Assistant
1	Secretary II
13	Office Assistant III
1	Law Clerk II
65	Total

SHERIFF/CORONER/PUBLIC ADMINISTRATOR
Rod Hoops

MISSION STATEMENT

The Sheriff/Coroner/Public Administrator provides professional public safety services to residents and visitors of San Bernardino so they can be safe and secure in their homes and businesses.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- The Coroner's Division received full accreditation from the National Association of Medical Examiners on August 24, 2011 as acknowledgment of the division operating at a high level of competence. The San Bernardino County Sheriff/Coroner/Public Administrator is the first and currently only department nationwide to achieve this accreditation.
- The department's Information Services Division was named one of the recipients of the "2012 Computerworld Honors Laureates" based on the humanitarian benefits and measurable results of applying technology to meet a special social need.
- The department deployed Apple iPads to all detectives and key personnel. This has allowed staff to access the department network and investigative resources while conducting fieldwork, with mapping features for better response times.
- Construction of the Adelanto Detention Center expansion project is continuing and is expected to be completed in August 2013. When finished, this project will add 1,392 beds to the department's total bed capacity.
- The department's Technical Services Division implemented "Presynct", a department-wide automated report writing system for creating, monitoring and maintaining criminal reports. This project has saved numerous man hours by having deputies complete their reports in the field rather than return to the station.
- In 2011, the department was the recipient of 524,000 total volunteer hours valued at more than $12 million for a variety of tasks including: search and rescue, reserve deputies, citizens on patrol, and medical reserve corps. Without the services of these volunteers, the department would have the need for approximately 300 additional employees.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MAINTAIN RESPONSE CAPABILITIES TO DISASTERS AND OTHER EMERGENCIES.

Objective: To be able to provide necessary police service to citizens in the unincorporated area of the county.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of incoming calls per Dispatcher I.	22,820	22,856	22,856	23,091	23,000
Deputy to Citizen ratio.	1:1,279	1:1,251	1:1,263	1:1,263	1:1,263

As reflected in the table above, the department projects to maintain the current level of service in the unincorporated area throughout 2012-13.

GOAL 2: MAINTAIN MANDATED DETENTION AND CORRECTION SERVICES.

Objective: To provide a safe and secure environment for inmates and employees at the detention facilities.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of inmate-on-inmate assaults per 1,000 prisoners per month.	4.95	6.15	6.15	7.74	7.50

The 2011-12 estimated amount is significantly greater than the target due to implementation of AB 109 (Public Safety Realignment) that shifted responsibility for housing certain inmates from the state to counties. In response, the department is recommending the addition of 34 new deputy sheriff positions in 2012-13 in the detention's general fund budget unit to help ensure the overall safety of employees and inmates of the county's jail system.

Beginning in 2012-13, two new general fund budget units were established to segregate detention and law enforcement contracts services.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Sheriff/Coroner/Public Administrator	202,390,831	137,332,204	65,058,627			1,656
Sheriff - Detentions	153,623,662	51,750,275	101,873,387			1,302
Sheriff - Law Enforcement Contracts	121,298,134	121,298,134	0			580
Total General Fund	477,312,627	310,380,613	166,932,014			3,538
Special Revenue Funds						
Special Revenue Funds - Consolidated	39,700,274	18,143,250		21,557,024		0
Total Special Revenue Funds	39,700,274	18,143,250		21,557,024		0
Total - All Funds	517,012,901	328,523,863	166,932,014	21,557,024		3,538

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Sheriff/Coroner/Public Administrator	415,623,711	406,617,367	413,430,908	454,547,251	202,390,831
Sheriff - Detentions	0	0	0	0	153,623,662
Sheriff - Law Enforcement Contracts	0	0	0	0	121,298,134
Contract Training	3,399,817	3,104,907	4,341,764	5,848,775	5,989,971
Public Gatherings	1,623,295	1,157,367	1,157,616	1,657,551	1,473,528
Aviation	1,541,369	1,148,701	1,350,172	1,772,375	1,884,631
IRNET Federal	1,617,732	2,101,471	2,787,967	3,168,416	3,292,363
IRNET State	208,607	202,936	165,855	215,830	213,986
Federal Seized Assets (DOJ)	3,138,419	6,946,834	9,905,768	9,958,321	6,910,990
Federal Seized Assets (Treasury)	35,431	36,385	36,786	47,148	45,451
State Seized Assets	2,672,497	3,449,480	4,178,260	4,547,778	3,896,256
Auto Theft Task Force	972,226	815,934	815,279	905,941	932,475
Search and Rescue	263,844	108,200	167,149	156,591	367,067
CAL-ID Program	3,851,164	3,590,625	3,333,449	4,593,756	4,938,922
Capital Projects Fund	2,107,527	3,399,831	3,486,706	1,201,892	1,220,910
Court Services Auto	1,172,389	1,540,522	1,715,077	2,030,002	2,586,113
Court Services Tech	1,124,764	1,218,321	1,496,146	1,815,776	2,030,847
Local Detention Facility Revenue	2,510,057	2,094,141	4,137,554	3,152,320	3,916,764
Total	**441,862,849**	**437,533,022**	**452,506,456**	**495,619,723**	**517,012,901**

5-YEAR REVENUE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Sheriff/Coroner/Public Administrator	271,275,863	253,236,140	260,875,623	277,433,736	137,332,204
Sheriff - Detentions	0	0	0	0	51,750,275
Sheriff - Law Enforcement Contracts	0	0	0	0	121,298,134
Contract Training	2,090,000	1,443,409	2,573,637	3,602,890	3,165,000
Public Gatherings	1,500,483	1,131,865	1,057,635	1,448,998	1,450,000
Aviation	500,000	469,761	234,988	500,000	500,000
IRNET Federal	661,000	1,035,198	1,213,048	770,000	770,000
IRNET State	100,000	87,339	6,114	74,000	74,000
Federal Seized Assets (DOJ)	805,000	3,968,398	3,703,316	815,000	1,527,244
Federal Seized Assets (Treasury)	18,400	521	400	10,400	10,400
State Seized Assets	1,120,000	1,052,946	915,025	1,025,000	1,025,000
Auto Theft Task Force	919,137	812,300	815,520	824,000	885,330
Search and Rescue	107,000	6,158	83,503	13,000	13,000
CAL-ID Program	3,580,736	3,230,987	2,988,724	4,249,031	4,813,970
Capital Projects Fund	305,332	302,568	87,425	40,000	124,306
Court Services Auto	530,000	763,576	794,930	675,000	675,000
Court Services Tech	395,000	388,504	425,097	395,000	395,000
Local Detention Facility Revenue	2,482,000	2,055,827	2,043,412	15,000	2,715,000
Total	**286,389,951**	**269,985,497**	**277,818,397**	**291,891,055**	**328,523,863**

5-YEAR NET COUNTY COST TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Sheriff/Coroner/Public Administrator	144,347,848	153,381,227	152,555,285	177,113,515	65,058,627
Sheriff - Detentions	0	0	0	0	101,873,387
Sheriff - Law Enforcement Contracts	0	0	0	0	0
Total	**144,347,848**	**153,381,227**	**152,555,285**	**177,113,515**	**166,932,014**

5-YEAR FUND BALANCE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Contract Training	1,309,817	1,661,498	1,768,127	2,245,885	2,824,971
Public Gatherings	122,812	25,502	99,981	208,553	23,528
Aviation	1,041,369	678,940	1,115,184	1,272,375	1,384,631
IRNET Federal	956,732	1,066,273	1,574,919	2,398,416	2,522,363
IRNET State	108,607	115,597	159,741	141,830	139,986
Federal Seized Assets (DOJ)	2,333,419	2,978,436	6,202,452	9,143,321	5,383,746
Federal Seized Assets (Treasury)	17,031	35,864	36,386	36,748	35,051
State Seized Assets	1,552,497	2,396,534	3,263,235	3,522,778	2,871,256
Auto Theft Task Force	53,089	3,634	(241)	81,941	47,145
Search and Rescue	156,844	102,042	83,646	143,591	354,067
CAL-ID Program	270,428	359,638	344,725	344,725	124,952
Capital Projects Fund	1,802,195	3,097,263	3,399,281	1,161,892	1,096,604
Court Services Auto	642,389	776,946	920,147	1,355,002	1,911,113
Court Services Tech	729,764	829,817	1,071,049	1,420,776	1,635,847
Local Detention Facility Revenue	28,057	38,314	2,094,142	3,137,320	1,201,764
Total	**11,125,050**	**14,166,298**	**22,132,774**	**26,615,153**	**21,557,024**

Sheriff/Coroner/Public Administrator

DESCRIPTION OF MAJOR SERVICES

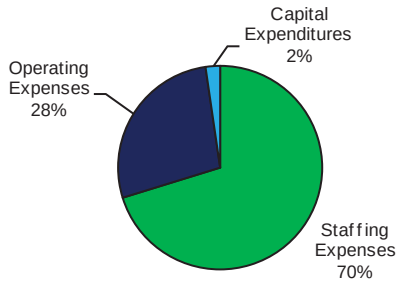
Budget at a Glance	
Total Expenditure Authority	$251,779,303
Total Sources	$186,720,676
Net County Cost	$65,058,627
Total Staff	1,656
Funded by Net County Cost	26%

The Sheriff/Coroner/Public Administrator acts as the chief law enforcement officer, coroner/public administrator, and director of safety and security for the county by providing a full range of services throughout the county unincorporated areas.

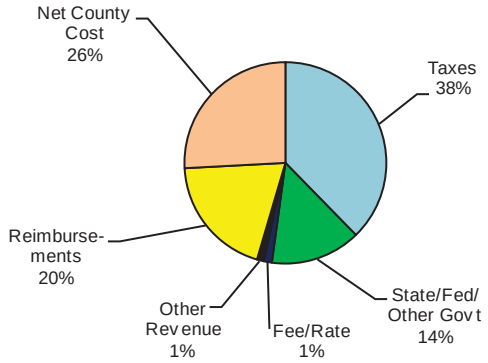
The department's general law enforcement mission is carried out through the operation of 10 county stations and a centralized headquarters, using basic crime and narcotics investigations, a crime laboratory and identification bureau, central records, two dispatch communication centers, and an aviation division for general patrol and search/rescue operations. The Coroner's Division is tasked with investigating the cause and manner of death, while the Public Administrator's function is to manage estates of persons who are deceased with whom no executor or administrator has been appointed.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

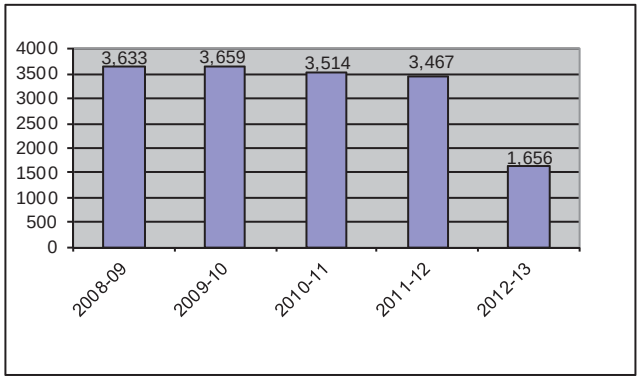


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	3,319	3,289	3,306	1,546
Limited Term	195	177	161	110
Total	3,514	3,466	3,467	1,656
Staffing Expenses	$349,847,752	$369,110,783	$371,424,230	$176,338,386

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: General

BUDGET UNIT: AAA SHR
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	348,041,520	345,014,111	349,847,551	364,603,292	371,424,230	176,338,386	**(195,085,844)**
Operating Expenses	61,499,974	59,944,815	65,141,978	83,506,702	88,727,807	69,017,587	**(19,710,220)**
Capital Expenditures	8,126,424	6,316,880	8,068,482	2,987,414	4,658,352	5,765,109	**1,106,757**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	417,667,918	411,275,806	423,058,011	451,097,408	464,810,389	251,121,082	**(213,689,307)**
Reimbursements	(5,247,334)	(4,769,039)	(9,649,530)	(10,689,876)	(10,453,138)	(49,388,472)	**(38,935,334)**
Total Appropriation	412,420,584	406,506,767	413,408,481	440,407,532	454,357,251	201,732,610	**(252,624,641)**
Operating Transfers Out	101,999	116,131	6,254	262,635	190,000	658,221	**468,221**
Total Requirements	412,522,583	406,622,898	413,414,735	440,670,167	454,547,251	202,390,831	**(252,156,420)**
Departmental Revenue							
Taxes	88,258,302	81,130,000	82,250,000	84,000,000	84,000,000	94,920,000	**10,920,000**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	21,627,100	35,369,342	37,741,619	59,093,792	67,092,823	36,371,253	**(30,721,570)**
Fee/Rate	130,545,751	126,876,856	133,915,470	111,528,467	117,885,231	3,253,981	**(114,631,250)**
Other Revenue	6,525,892	6,245,426	5,937,520	6,820,675	6,643,507	1,796,742	**(4,846,765)**
Total Revenue	246,957,045	249,621,624	259,844,609	261,442,934	275,621,561	136,341,976	**(139,279,585)**
Operating Transfers In	5,182,958	3,614,801	1,029,365	1,103,665	1,812,175	990,228	**(821,947)**
Total Financing Sources	252,140,003	253,236,425	260,873,974	262,546,599	277,433,736	137,332,204	**(140,101,532)**
Net County Cost	160,382,580	153,386,473	152,540,761	178,123,568	177,113,515	65,058,627	**(112,054,888)**
				Budgeted Staffing	3,467	1,656	**(1,811)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Commencing in 2012-13, the department has established separate budget units for its detention operations and contract law enforcement services to provide more effective budget management, reporting and control. Accordingly, the activity related to these two functions will no longer be included in this budget unit. As a result, the 2012-13 recommended budget amounts reflected above are significantly decreased from prior year, with the following notable exceptions: capital expenditures are increased because the department plans to spend $1.8 million more in 2012-13 to replace vehicles; reimbursements are increased by $38.9 million for transfers from the department's new general fund budget units for such costs as dual station operations, dispatch services, advanced officer training, COWCAP charges, amortization of equipment/vehicles, and insurance; and taxes for Prop 172 revenue are $10.9 million greater based on latest projections from the County Administrative Office.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Total expenditure authority of $251.8 million includes the cost of providing patrol operations for the county's unincorporated areas. Also included are costs related to the following additional divisions: Automotive, Bureau of Administration, County Building Security, Civil Liabilities, Criminal Intelligence, Employee Resources, Information Services, Internal Affairs, Public Affairs, Records, Technical Services, Specialized Investigations, Aviation, Arson/Bomb, Coroner, Court Services, Communications, and IRNET Narcotics. These costs are funded by a variety of sources, the more significant of which are listed below.

- $94.9 million in Prop 172 revenue.
- $65.1 million allocation of net county cost.
- $49.4 million in reimbursements (primarily from the department's other budget units).
- $27.2 million from the state for providing court security services.
- $ 6.1 million in various state and federal grants.
- $ 3.3 million from fees for providing an array of services.
- $ 1.7 million of Cal MMET funding.

- $0.8 million from Prop 69 for the collection of DNA information on inmates.
- $0.6 million from the state under the Citizens' Option for Public Safety (COPS) Program.
- $0.5 million in proceeds from the sale of fixed assets.

STAFFING CHANGES AND OPERATIONAL IMPACT

Budgeted staffing is decreased by 1,811 primarily because of positions being transferred to the newly created separate budget units for detentions and law enforcement contracts. However, the department is reinstating 35 Deputy Sheriff Trainee positions that were deleted in the 2010-11 budget. Restoring these positions will eliminate the need for underfilling certain budgeted Deputy Sheriff positions while new recruits are being trained and completing Basic Academy POST (Peace Officers Standards of Training) requirements. The addition of these Trainee positions will not result in additional costs for the department. The department is also restoring 3 Public Service Employees, but is offsetting these staffing additions through the deletion of 3 vacant positions considered to be no longer needed.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	103	5	108	88	17	3	108
Special Operations	228	12	240	222	18	0	240
Patrol	480	17	497	470	27	0	497
Personnel Services	149	56	205	142	28	35	205
Support Services/Court Services	586	20	606	547	59	0	606
Total	1,546	110	1,656	1,469	149	38	1,656

Administration

	Classification
3	Accountant II
3	Accountant III
2	Accounting Technician
1	Administrative Supervisor II
2	Assistant Sheriff
16	Automated Systems Analyst I
9	Automated Systems Technician
2	Communications Installer
2	Communications Technician I
1	Director of County Safety/Security
2	Executive Secretary I
1	Executive Secretary III-Unclassified
6	Fiscal Assistant
2	Help Desk Technician II
1	Mechanics Assistant
1	Motor Pool Services Assistant
4	Office Assistant II
1	Office Assistant III
1	Office Specialist
2	Programmer Analyst III
1	Public Safety Employee
1	Safety Unit Extra Help
3	Secretary I
1	Deputy Director of Admin Services
1	Sheriff/Coroner/Public Administrator
1	Sheriff's Administrative Manager
2	Automated Systems Supervisor
1	Sheriff's Captain
1	Sheriff's Custody Specialist
1	Sheriff's Facilities Coordinator
1	Sheriff's Financial Manager
1	Sheriff's Fleet Supervisor
3	Sheriff's Lieutenant
2	Sheriff's Maintenance Mechanic
1	Sheriff's Research Analyst
2	Sheriff's Special Assistant
4	Staff Analyst I
2	Staff Analyst II
3	Student Intern
1	Supervising Accountant II
1	Supervising Fiscal Specialist
3	Systems Development Team Ldr
8	Systems Support Analyst III
1	Undersheriff
108	Total

Special Operations

	Classification
3	Automated Systems Analyst I
7	Crime Analyst
37	Deputy Sheriff
1	Fiscal Assistant
1	Fiscal Specialist
1	Lead Sheriff's Aviation Mechanic
3	Office Assistant II
5	Office Assistant III
8	Office Assistant IV
2	Polygraph Examiner
12	Safety Unit Extra Help
5	Secretary I
6	Sheriff's Aviation Mechanic
1	Sheriff's Aviation Mechanic Spvr
4	Sheriff's Captain
1	Sheriff's Deputy Chief
99	Sheriff's Detective/Corporal
1	Sheriff's Emergency Svcs Cdntr
7	Sheriff's Lieutenant
1	Sheriff's Pilot
28	Sheriff's Sergeant
2	Sheriff's Service Specialist
1	Sheriff's Spcl Program Coordinator
1	Sheriff's Training Specialist I
1	Supervising Crime Analyst
1	Supervising Polygraph Examiner
1	Systems Support Analyst II
240	Total

Patrol

	Classification
1	Crime Scene Specialist I
257	Deputy Sheriff
1	Deputy Sheriff III Resident
11	Deputy Sheriff Resident
5	Motor Pool Services Assistant
12	Office Assistant II
1	Office Assistant III
36	Office Specialist
1	Public Service Employee
4	Safety Unit Extra Help
8	Secretary I
8	Sheriff's Captain
18	Sheriff's Custody Specialist
1	Sheriff's Custody Assistant
2	Sheriff's Deputy Chief
40	Sheriff's Detective/Corporal
10	Sheriff's Lieutenant
51	Sheriff's Sergeant
18	Sheriff's Service Specialist
12	Sheriff's Station Officer
497	Total

Personnel Services

	Classification
16	Contract Motorcycle Instructor
1	Contract Motorcycle Prog Director
1	Contract Range Safety Officer
1	Contract Sheriff Training Program
1	Contract Sheriff's Armorer
1	Crime Prevention Program Cdntr
27	Deputy Sheriff
1	Fiscal Assistant
1	Fiscal Specialist
1	Motor Pool Services Assistant
2	Multimedia Coordinator
7	Office Assistant II
7	Office Assistant III
6	Payroll Specialist
2	Personnel Technician
2	Public Safety Employee
9	Safety Unit Extra Help
3	Secretary I
1	Secretary II
3	Sheriff's Captain
1	Sheriff's Civil Investigator
1	Sheriff's Community Relations Offcr
1	Sheriff's Deputy Chief
13	Sheriff's Detective/Corporal
1	Sheriff's Facilities Coordinator
6	Sheriff's Lieutenant
1	Sheriff's Maintenance Mechanic
2	Sheriff's Public Information Officer I
1	Sheriff's Public Information Officer II
11	Sheriff's Sergeant
1	Sheriff's Service Specialist
35	Sheriff's Trainee
32	Sheriff's Training Specialist I
2	Sheriff's Training Specialist II
2	Sheriff's Training Supervisor
1	Sheriff's Motor/Fabric Mechanic
1	Supervising Fiscal Specialist
205	Total

Support Services/Court Services

	Classification
1	Accountant III
1	Accounting Technician
2	Automated Systems Analyst I
8	Autopsy Assistant
1	Contract Chief Forensic Pathologist
2	Contract Deputy Medical Examiner
2	Contract Dep Medical Examiner FT
1	Crime Laboratory Director
10	Crime Scene Specialist I
2	Crime Scene Specialist II
15	Criminalist I
19	Criminalist II
2	Criminalist III
1	Departmental IS Administrator
20	Deputy Coroner Investigator
1	Deputy Director-Sheriff Coroner
3	Deputy Public Administrator
156	Deputy Sheriff
1	Executive Secretary III - Classified
7	Fingerprint Examiner I
15	Fingerprint Examiner II
1	Fiscal Assistant
1	Fiscal Specialist
2	Forensic Specialist I (DC)
1	Forensic Specialist II (DC)
1	Indigent Burial Specialist
1	Laboratory Aid
29	Office Assistant II
20	Office Assistant III
7	Office Specialist
3	Public Service Employee
5	Safety Unit Extra Help
3	Secretary I
2	Secretary II
4	Sheriff's Captain
10	Sheriff's Civil Technician
47	Sheriff's Comm Dispatcher I
84	Sheriff's Comm Dispatcher II
12	Sheriff's Comm Dispatcher III
2	Sheriff's Communications Manager
3	Sheriff's Custody Specialist
2	Sheriff's Deputy Chief
3	Sheriff's Detective/Corporal
8	Sheriff's Lieutenant
30	Sheriff's Records Clerk
1	Sheriff's Records Manager
10	Sheriff's Sergeant
7	Sheriff's Service Specialist
17	Sheriff's Supvg Comm Dispatcher
3	Supervising Criminalist
6	Supervising Office Assistant
1	Supvg Deputy Public Administrator
5	Supvg Deputy Coroner Investigator I
2	Supvg Dep Coroner Investigator II
2	Supervising Fingerprint Examiner
1	Systems Support Analyst II
606	Total

Sheriff – Detentions

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$158,254,662
Total Sources	$56,381,275
Net County Cost	$101,873,387
Total Staff	1,302
Funded by Net County Cost	64%

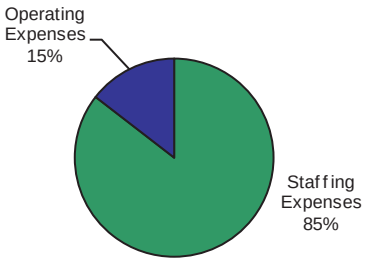
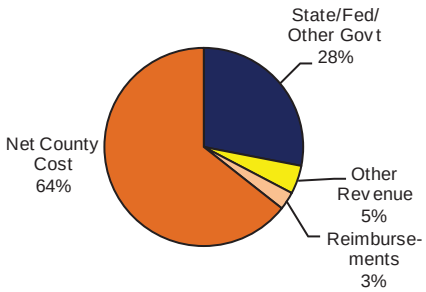
Penal Code Section 4000 designates the Sheriff to manage the county's detention facilities for the following uses: detention of persons committed in order to secure their attendance as witnesses in criminal cases; detention of persons charged with crime and committed for trial; confinement of persons for contempt, or upon civil process, or by other authority of law; confinement of persons sentenced to imprisonment upon conviction of a crime; or violation of the terms and conditions of post release community supervision.

The San Bernardino County Sheriff operates four Type II detention facilities with a total maximum inmate capacity of 6,013. West Valley Detention Center, Central Detention Center, and Adelanto Detention Center houses pre-trial inmates and the Glen Helen Rehabilitation Center houses persons sentenced to serve time in a county facility.

On April 4, 2011, the Governor of California signed Assembly Bill 109, the Public Safety Realignment Act, which created a significant change to the California correctional system. This law, which became effective on October 1, 2011, transferred responsibility for housing/supervising inmate and parolee populations classified as low-level offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties. AB 109 allows newly sentenced low-level offenders to serve their sentence in a county jail facility rather than the state prison system.

Construction of the Adelanto Detention Center expansion project is underway and is expected to be completed in 2013. This project will add 1,392 beds to the department's total capacity, thus increasing the amount of total beds to 7,405.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

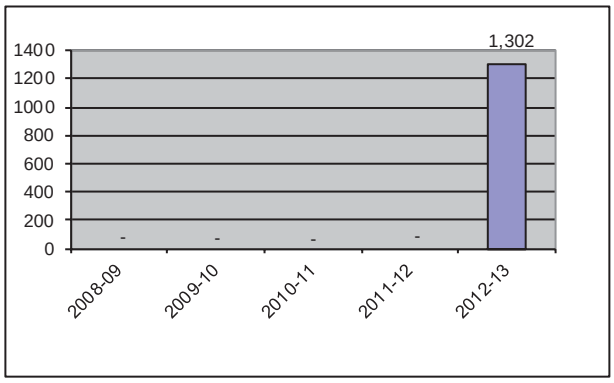
LAW AND JUSTICE

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	0	0	0	1,250
Limited Term	0	0	0	52
Total	0	0	0	1,302
Staffing Expenses	$0	$0	$0	$135,295,426

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff - Detentions
FUND: General

BUDGET UNIT: AAA SHD
FUNCTION: Public Protection
ACTIVITY: Detention and Rehabilitation

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	135,295,426	**135,295,426**
Operating Expenses	0	0	0	0	0	22,959,236	**22,959,236**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	158,254,662	**158,254,662**
Reimbursements	0	0	0	0	0	(4,631,000)	**(4,631,000)**
Total Appropriation	0	0	0	0	0	153,623,662	**153,623,662**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	153,623,662	**153,623,662**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	44,409,500	**44,409,500**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	7,340,775	**7,340,775**
Total Revenue	0	0	0	0	0	51,750,275	**51,750,275**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	51,750,275	**51,750,275**
Net County Cost	0	0	0	0	0	101,873,387	**101,873,387**
				Budgeted Staffing	0	1,302	**1,302**

BUDGET CHANGES AND OPERATIONAL IMPACT

Commencing in 2012-13, this budget unit has been established to provide separate budgeting and accountability for the department's detention operations. Accordingly, the prior year budget and actual amounts relative to this function are not reflected in the above table, but are included in the Sheriff/Coroner/Public Administrator budget unit.

The largest impact to this budget unit for 2012-13 is from an additional $23.8 million of anticipated AB 109 funding. These funds are being allocated for the following purposes:

- $7.0 million to offset a reduction in revenue from the U.S. Marshal for housing of federal inmates.
- $4.9 million to offset decreased state reimbursements previously received under PC 3056 and PC 4750
- $4.2 million for the addition of 38 new positions.

- $2.0 million for alternative housing costs (CDCR Fire Camp) for state realignment inmates.
- $1.5 million for enhanced medical services.
- $0.8 million for additional electronic monitoring costs.
- $0.6 million for purchase of jail transportation bus.
- $0.5 million for the full year cost of 14 positions added mid-year in 2011-12.
- $0.5 million for increased culinary costs.
- $0.5 million set aside in contingencies
- $0.3 million for programming costs relative to the Jail Information Management System (JIMS).
- $0.3 million for two additional revocation hearing rooms.
- $0.7 million for various other costs and services.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Total expenditure authority of $158.3 million represents the cost to staff and operate the County's four detention facilities. This includes costs of the food services division that serves approximately 19,200 meals each day, the health services division that is responsible for providing healthcare to over 6,000 inmates, and the transportation detail that transports over 286,000 inmates annually primarily for court appearances. The most significant sources of financing for this budget unit are as follows:

- $101.9 million of net county cost (discretionary general funding).
- $ 27.7 million of AB 109 funding.
- $ 12.7 million from the U.S Marshal for housing federal inmates.
- $ 3.6 million received from the Inmate Welfare Fund.
- $ 2.7 million reimbursement from the Local Detention Facility Revenue Fund.
- $ 2.2 million from charging for electronic monitoring.
- $ 1.9 million reimbursement from the Sheriff's Federal Seized Assets Fund for one-time capital projects.
- $ 1.5 million from the U.S. Department of Justice, State Criminal Alien Assistance Program (SCAAP).
- $ 1.5 million from charging inmates to participate in the work release program.

STAFFING CHANGES AND OPERATIONAL IMPACT

An increase in AB 109 funding provides for the addition of 38 new positions (34 Deputy Sheriffs, 2 Sheriff's Custody Specialists, 1 Accountant I and 1 Automated Systems Analyst I). These positions are needed to manage the "low-level" offenders now being ordered to serve their sentence in a county facility rather than the state prison system. The Deputy Sheriff and Sheriff's Custody Specialist positions will provide additional staffing to help ensure the overall safety of employees and inmates within the county's jail system. The Accountant I and Automated Systems Analyst I will support clerical, fiscal, and technological activities.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Detentions	1,250	52	1,302	1,121	143	38	1,302
Total	1,250	52	1,302	1,121	143	38	1,302

Detentions

	Classification		Classification
1	Accountant I	6	Secretary I
1	Accounting Technician	6	Sheriff's Training Specialist I
3	Sheriff's Medical Stores Specialist	3	Sheriff's Facilities Coordinator
2	Dental Assistant-Corrections	1	Sheriff's Deputy Chief
3	Alcohol and Drug Counselor	268	Sheriff's Custody Specialist
2	Automated Systems Analyst I	97	Sheriff's Custody Assistant
2	Office Assistant II	60	Sheriff's Cook II
3	Office Assistant III	3	Supvsg Sheriff's Custody Specialist
1	Office Specialist	2	Sheriff's Training Specialist II
1	Supervising Office Specialist	1	Sheriff's Food Service Manager
522	Deputy Sheriff	9	Sheriff's Food Service Supervisor
8	Detective/Corporal	1	Sheriff's Health Services Manager
40	Sergeant	1	Sheriff's Food Services Director
12	Lieutenant	1	Sheriff's Maintenance Manager
4	Captain	31	Sheriff's Maintenance Mechanic
6	Detention Review Officer I	1	Sheriff's Research Analyst
1	Detention Review Officer II	4	Sheriff's Nurse Supervisor I
2	Electrician	5	Sheriff's Nurse Supervisor II
18	Fiscal Assistant	1	Social Service Aide
1	Fiscal Specialist	3	Social Worker II
1	Supervising Fiscal Specialist	4	Stores Specialist
19	Health Services Assistant I	1	Supervising Accountant II
1	Inmate Programs Coordinator	5	Contract Sheriff Dentist
10	Lic Vocational Nurse-Per Diem	4	Contract Sheriff Chaplain
37	Lic Vocational Nurse II-Corrections	1	Contract Sheriff Psychiatrist
5	Maintenance Supervisor	1	Contract Inst Landscape Specialist
1	Motor Pool Services Assistant	1	Contract Sheriff Psychologist
2	Painter I	1	Contract Culinary Instructor
42	Correctional Nurse II	2	Contract Bakery Occupational Instr
2	Correctional Nurse III	1	Contract Sheriff's Regst Dietitian
20	Correctional Nurse - Per Diem	1	Contract Radiologic Tech II
2	Safety Unit Extra Help	1	Contract Print Shop Supervisor
		1,302	Total

Sheriff – Law Enforcement Contracts

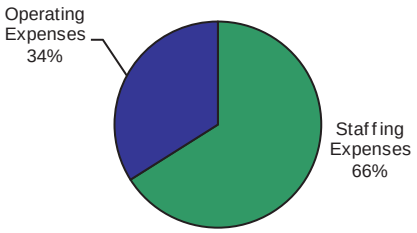
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$121,298,134
Total Sources	$121,298,134
Net County Cost	$0
Total Staff	580
Funded by Net County Cost	0%

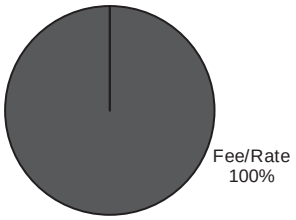
The San Bernardino County Sheriff provides contract law enforcement services to 14 cities/towns (Adelanto, Apple Valley, Big Bear, Chino Hills, Grand Terrace, Hesperia, Highland, Loma Linda, Needles, Rancho Cucamonga, Twentynine Palms, Victorville, Yucaipa, and Yucca Valley) within San Bernardino County and the San Manuel Band of Mission Indians. The Commanders for these stations also act as the city's Chief of Police, affording the cities an economical way of providing quality law enforcement services to its citizens while maintaining seamless cooperation between cities and county stations that results in a more effective and efficient broad-based law enforcement environment.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

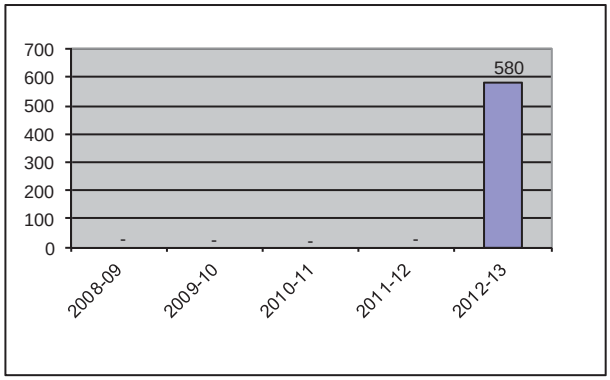


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	0	0	0	580
Limited Term	0	0	0	0
Total	0	0	0	580
Staffing Expenses	$0	$0	$0	$80,090,768

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff - Law Enforcement Contracts
FUND: General

BUDGET UNIT: AAA SHC
FUNCTION: Public Protection
ACTIVITY: Contract Law Enforcement

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	80,090,768	**80,090,768**
Operating Expenses	0	0	0	0	0	41,207,366	**41,207,366**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	121,298,134	**121,298,134**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	121,298,134	**121,298,134**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	121,298,134	**121,298,134**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	121,298,134	**121,298,134**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	121,298,134	**121,298,134**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	121,298,134	**121,298,134**
Net County Cost	0	0	0	0	0	0	**0**
				Budgeted Staffing	0	580	**580**

BUDGET CHANGES AND OPERATIONAL IMPACT

Commencing in 2012-13, this budget unit has been established to provide separate budgeting and accountability for activity related to law enforcement contracts. Accordingly, the prior year budget and actual amounts relative to these contracts are not reflected in the above table, but are included in the Sheriff/Coroner/Public Administrator budget unit.

Although staffing levels are remaining unchanged, appropriation is increasing by approximately $6.2 million primarily due to a $3.5 million increase in retirement expenses and an additional $2.2 million for county administrative costs. However, these increases are expected to be offset by additional revenue received through the law enforcement contracts.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Appropriation of $121.3 million includes $80.1 million for 580 budgeted law enforcement and professional staff assigned to stand-alone stations serving as city police departments and $41.2 million in operating expenses consisting primarily of the following: $17.9 million for service hours provided from county stations for smaller city operations, $5.8 million for dispatch services, $5.1 million for COWCAP (Countywide Cost Allocation Plan) charges, $3.8 million of vehicle/equipment replacement charges, $2.3 million for fuel and auto repair/parts, and $2.0 million for insurance. All expenditures in this budget unit are funded through law enforcement contracts with various cities/towns and the San Manuel Band of Mission Indians.

STAFFING CHANGES AND OPERATIONAL IMPACT

No new positions are being recommended for 2012-13.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Contract City Patrol	580	0	580	563	17	0	580
Total	580	0	580	563	17	0	580

Contract Patrol

	Classification
1	Crime Analyst
61	Office Specialist
3	Supervising Office Assistant
332	Deputy Sheriff
56	Sergeant
45	Detective/Corporal
5	Motor Pool Services Assistant
8	Secretary I
7	Captain
8	Lieutenant
54	Sheriff's Services Specialist
580	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$39,760,274
Total Sources	$18,203,250
Fund Balance	$21,557,024
Total Staff	0

Contract Training represents special law enforcement training provided to the Sheriff/Coroner/Public Administrator and other law enforcement agencies. Funding is provided through fees for service. Services at the Emergency Vehicle Operations Center (EVOC) and the Training Academy are provided by staff budgeted in the Sheriff/Coroner/Public Administrator's general fund budget unit and reimbursed by this budget unit.

Public Gatherings represent protective services provided by the Sheriff/Coroner/Public Administrator for various public functions and events throughout the county; fully funded by fees charged to the sponsoring organizations.

Aviation provides law enforcement, search and rescue, fire suppression and transportation services for the county and other fire and law enforcement agencies. This budget unit represents the maintenance and acquisition of helicopters, aircraft, and equipment for search and rescue, fire fighting and flight operations, with contract revenue and proceeds from the sale of surplus aircraft and equipment providing the funding.

The Inland Regional Narcotics Enforcement Team (IRNET) is a joint project among city, county, state and federal agencies in the Inland Empire aimed at combating major narcotics and money laundering operations. **IRNET Federal** accounts for IRNET share of federal asset forfeitures. **IRNET State** accounts for IRNET share of state asset forfeitures that was established to comply with federal guidelines requiring state forfeiture funds to be kept separate from federal forfeiture funds.

Federal Seized Assets (DOJ) accounts for asset forfeitures from federal cases filed with the U.S. Department of Justice (DOJ) through its asset forfeiture program and **Federal Seized Assets (Treasury)** accounts for asset forfeitures from cases filed with the U.S. Department of Treasury. Receipts from these programs are required to be maintained in separate funds and must not replace existing funds that would be made available to the Sheriff/Coroner/Public Administrator in the absence of forfeiture funds.

State Seized Assets accounts for asset forfeiture proceeds from cases filed and adjudicated under state asset seizure statutes. The California Health Safety Code requires these funds be maintained in a special fund and that 15% of all forfeitures received after January 1994 are set aside for drug education and gang intervention programs. The proceeds are used to offset a portion of the labor costs for staff assigned to the IRNET Team and High Intensity Drug Trafficking Area (HIDTA) task forces. The 15% allocated to drug education programs is used to fund the Sheriff/Coroner/Public Administrator's Drug Use is Life Abuse (DUILA) program, Crime-Free Multi-Housing, Law Enforcement Internship and Operation Clean Sweep. Funds are also used for maintenance of seized properties. Services for the drug education program are provided by staff budgeted in the Sheriff/Coroner/Public Administrator's general fund budget unit and reimbursed by this budget unit.

The San Bernardino County **Auto Theft Task Force** (SANCATT), established by the Board of Supervisors in 1995, deters, investigates and prosecutes vehicle theft organizations and provides statistical and financial reports to the State Controller, State Legislature and California Highway Patrol as required by AB183. In January, 2010, AB183 was extended to January 1, 2018 by AB286 (Chapter 230; 2009). This budget unit accounts for vehicle registration assessments, per Vehicle Code 9250.14, allocated to the Task Force. Revenue from these fees offsets operating expenses for qualified expenditures by participating agencies. Staffing costs for those positions assigned to SANCATT are reimbursed to the Sheriff/Coroner/Public Administrator's general fund budget unit.

Search and Rescue accounts for the principal and interest from a restricted donation for search and rescue purposes, along with reimbursements received for the cost of providing search and rescue operations.

CAL-ID Program funding is used for operating expenses of the Local Automated Fingerprint Identification System (AFIS) and reimbursing general fund expenditures for salaries and benefits. This budget unit is funded from joint trust contributions by all local contracting municipal agencies. Staffing costs for those positions assigned to the CAL-ID program are reimbursed to the Sheriff/Coroner/Public Administrator's general fund budget unit.

Capital Projects Fund represents revenue received in prior years for one-time law enforcement or detention projects.

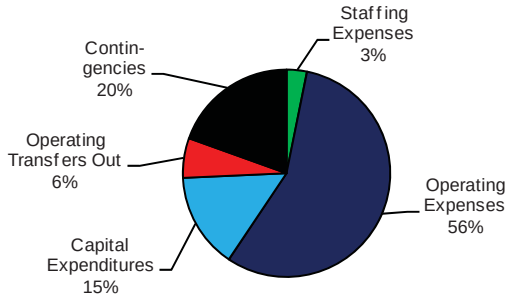
Court Services Auto accounts for processing fees collected under AB1109 used for purchases and maintenance of automotive equipment necessary to operate court services.

Court Services Tech accounts for processing fees collected under AB709 used for automated equipment and furnishings necessary to operate court services.

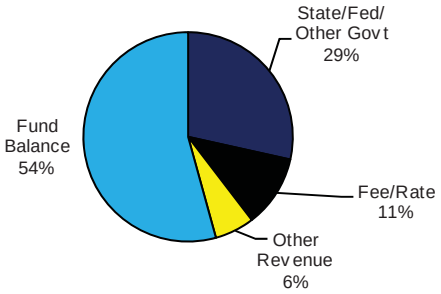
In accordance with State legislation (AB1805) effective July 1, 2007, **Local Detention Facility Revenue** accounts for an allocation of funds from the State that replaces booking fees previously charged by the county to cities and local entities, as permitted by Government Code Section 29550. Funds are required to be used for the purpose of operating, renovating, remodeling, or constructing local detention facilities.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

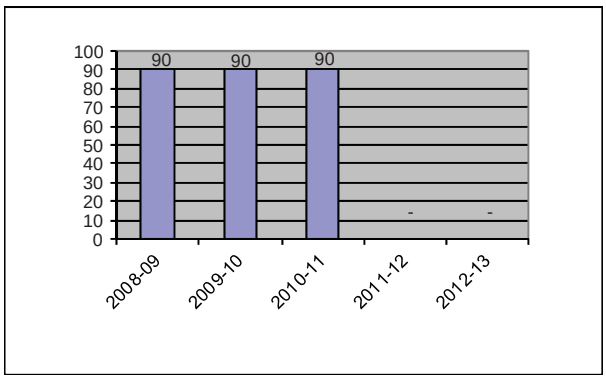


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	90	0	0	0
Limited Term	0	0	0	0
Total	90	0	0	0
Staffing Expenses	$917,623	$1,262,388	$1,262,388	$1,259,637

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: Special Revenue - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	1,242,564	1,043,482	917,453	916,100	1,262,388	1,259,637	**(2,751)**
Operating Expenses	8,316,736	6,646,068	10,205,450	17,104,036	22,199,016	22,358,084	**159,068**
Capital Expenditures	1,444,047	1,177,983	1,278,021	2,259,794	8,938,954	5,922,454	**(3,016,500)**
Contingencies	0	0	0	77,325	8,381,614	7,761,207	**(620,407)**
Total Exp Authority	11,003,347	8,867,533	12,400,924	20,357,255	40,781,972	37,301,382	**(3,480,590)**
Reimbursements	(128,452)	(82,907)	(122,406)	(64,590)	(60,000)	(60,000)	**0**
Total Appropriation	10,874,895	8,784,626	12,278,518	20,292,665	40,721,972	37,241,382	**(3,480,590)**
Operating Transfers Out	3,180,594	0	200,000	235,017	350,500	2,458,892	**2,108,392**
Total Requirements	14,055,489	8,784,626	12,478,518	20,527,682	41,072,472	39,700,274	**(1,372,198)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	9,491,949	11,194,879	10,875,054	9,646,243	7,324,031	11,301,214	**3,977,183**
Fee/Rate	2,696,549	2,584,496	3,461,229	3,442,546	4,857,188	4,420,300	**(436,888)**
Other Revenue	4,907,614	2,722,232	2,580,229	2,380,764	2,276,100	2,421,736	**145,636**
Total Revenue	17,096,112	16,501,607	16,916,512	15,469,553	14,457,319	18,143,250	**3,685,931**
Operating Transfers In	0	246,818	27,000	0	0	0	**0**
Total Financing Sources	17,096,112	16,748,425	16,943,512	15,469,553	14,457,319	18,143,250	**3,685,931**
				Fund Balance	26,615,153	21,557,024	**(5,058,129)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation is decreasing by a net $1.4 million resulting from the following:

- $3.4 million decrease from the use of federal seized asset funds in 2011-12 primarily for the purchase of new taser guns with improved technology and turret camera systems for the department's aircraft.
- $3.0 million reduction in capital expenditures.
- $0.6 million less in contingencies.
- $2.7 million increase in transfers to help fund the department's various capital improvement projects.
- $2.1 million increase in operating transfers to the Capital Improvement Fund for the department's training center expansion and parking lot improvements.
- $0.8 million increase to replace lead traps at the department's shooting range in Glen Helen.

Departmental revenue is increasing by $3.7 million due primarily to a $2.7 million augmentation in Local Detention Facility Revenue associated with jail access fees and an additional $0.7 from federal seized asset cases anticipated to be settled in 2012-13.

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Fund Balance	Staffing *
Special Revenue Funds				
Contract Training (SCB)	5,989,971	3,165,000	2,824,971	59
Public Gatherings (SCC)	1,473,528	1,450,000	23,528	0
Aviation (SCE)	1,884,631	500,000	1,384,631	0
IRNET Federal (SCF)	3,292,363	770,000	2,522,363	1
IRNET State (SCX)	213,986	74,000	139,986	0
Federal Seized Assets - DOJ (SCK)	6,910,990	1,527,244	5,383,746	0
Federal Seized Assets - Treasury (SCO)	45,451	10,400	35,051	0
State Seized Assets (SCT)	3,896,256	1,025,000	2,871,256	2
Auto Theft Task Force (SCL)	932,475	885,330	47,145	4
Search and Rescue (SCW)	367,067	13,000	354,067	0
CAL-ID Program (SDA)	4,938,922	4,813,970	124,952	40
Capital Projects Fund (SQA)	1,220,910	124,306	1,096,604	0
Court Services Auto (SQR)	2,586,113	675,000	1,911,113	0
Court Services Tech (SQT)	2,030,847	395,000	1,635,847	0
Local Detention Facility Revenue (SRL)	3,916,764	2,715,000	1,201,764	0
Total Special Revenue Funds	39,700,274	18,143,250	21,557,024	106

** Staffing costs for these Special Revenue Funds are located within the Sheriff/Coroner/Public Administrator's General Fund budget units. However, the funding for these positions is located within these special revenue*

Contract Training: Appropriation of $6.0 million includes the following: $2.4 million in transfers to the department's general fund budget unit for the cost of 59 budgeted positions at the Sheriff's Training Academy, $1.5 million for the replacement of asphalt at the Emergency Vehicle Operations Center's driver training track, $0.9 million in services and supplies for operating costs at the EVOC, $0.7 million for improvements to the modular classrooms and bathrooms, $0.2 million to replace vehicles, and $0.3 in contingencies for future allocation. Departmental revenue of $3.2 million is primarily from fees for training services to various law enforcement agencies, including a large contract for basic academy training courses with San Bernardino Valley College and a contract with the U.S. Department of Homeland Security, Customs and Border Protection.

Public Gatherings: Appropriation of $1.5 million primarily reflects $1.3 million for staffing expenses associated with "non-county" employees providing protective services by the Sheriff/Coroner/Public Administrator for various public functions and events. Departmental revenue of $1.5 million represents fees charged to sponsoring organizations for these services.

Aviation: Appropriation of $1.9 million includes $1.4 million for aircraft repairs, equipment replacement/upgrades, and fuel consumption. In addition, $0.5 million is set aside in contingencies for future use. Departmental revenue of $500,000 represents fees from services for firefighting and air patrol.

IRNET Federal: Appropriation of $3.3 million reflects $0.9 million in operating expenses (including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support the cost of overtime and 1 position) and $2.4 million in contingencies. Departmental revenue of $770,000 includes anticipated asset forfeiture funds ($750,000) and projected interest earnings ($20,000).

IRNET State: Appropriation of $213,986 is budgeted for operating expenses ($107,275), equipment purchases ($25,000), and contingencies ($81,711). Departmental revenue of $74,000 includes anticipated asset forfeiture funds ($70,000) and projected interest earnings ($4,000).

Federal Seized Assets (DOJ): Appropriation of $6.9 million primarily consists of $3.4 million for improvements to the department's detention facilities and training academy, $1.1 million for general maintenance expenditures, $0.9 million for vehicle replacement, $0.7 million for equipment purchases, and $0.3 million for a proprietary law enforcement application to convert to a paperless ticketing system. Departmental revenue of $1.5 million primarily represents anticipated DOJ cases to be settled during 2012-13.

Federal Seized Assets (Treasury): Appropriation of $45,451 includes $35,000 for the purchase of computer related equipment. Departmental revenue of $10,400 represents projected asset seizures and interest earnings.

State Seized Assets: Appropriation of $3.9 million includes $2.2 million for projects related to expansion and parking improvements at the department's training center, as well as $1.7 million for the cost of drug education programs (including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support 2 positions), vehicle maintenance, fuel, repairs, and other general expenses for the resolution of asset forfeitures. Departmental revenue of $1.0 million primarily represents anticipated state asset seizures.

Auto Theft Task Force: Appropriation of $932,475 provides for salary reimbursements to participating agencies, including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support 4 positions, and other task force operating costs. Departmental revenue of $885,330 primarily represents vehicle registration fees.

Search and Rescue: Appropriation of $367,067 includes $58,855 for operating expenses, $40,000 for equipment/vehicle purchases, and $268,212 set aside in contingencies. Departmental revenue of $13,000 represents anticipated reimbursements received from search and rescue missions ($10,000) and interest earnings ($3,000).

CAL-ID Program: Appropriation of $4.9 million includes $3.9 million in transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit for staffing costs of 40 personnel assigned to this program. Also included is $1.0 million for the following operating expenses: monitoring and maintenance costs for equipment, fuel, computer hardware and software items, replacement of fingerprinting stations, and upgrades to serviceable stations. Departmental revenue of $4.8 million is from the CAL-ID Program trust fund and directly offsets all claimable costs.

Capital Projects Fund: Appropriation of $1.2 million is to assist the department's general fund budget unit with one-time projects as identified by the Sheriff/Coroner/Public Administrator. Departmental revenue of $124,306 includes $84,306 from the Indian Gaming Special Distribution Fund for replacement of a boat and $40,000 in interest earnings.

Court Services Auto: Appropriation of $2.6 million includes $350,832 in operating expenses, $760,000 to replace vehicles, and $1,475,281 set aside in contingencies. Departmental revenue of $675,000 primarily reflects anticipated court fines.

Court Services Tech: Appropriation of $2.0 million includes $407,264 in operating expenses, $300,000 for purchase of computer equipment and software upgrades, and $1,323,583 in contingencies. Departmental revenue of $395,000 primarily represents estimated court fines.

Local Detention Facility Revenue: Appropriation of $3.9 million includes $2.7 million in transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit for expenditures related to the operation, renovation, remodeling, or construction of local detention facilities. The remaining $1.2 million is in contingencies. Departmental revenue of $2.7 million represents the jail access fee anticipated from the state.

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OPERATIONS AND COMMUNITY SERVICES
SUMMARY

GENERAL FUND	Page #	Appropriation	Revenue	Net County Cost	Staffing
AGRICULTURE/WEIGHTS AND MEASURES DEPARTMENT	346				
AGRICULTURE/WEIGHTS AND MEASURES	349	6,699,811	5,403,365	1,296,446	63
AIRPORTS DEPARTMENT	354				
AIRPORTS	358	2,799,545	2,799,545	0	19
ARCHITECTURE AND ENGINEERING	364	0	0	0	17
COUNTY MUSEUM	376				
COUNTY MUSEUM	379	3,458,127	1,582,111	1,876,016	30
LAND USE SERVICES DEPARTMENT	384				
ADMINISTRATION	387	700,000	0	700,000	31
PLANNING	390	8,154,674	2,100,618	6,054,056	20
BUILDING AND SAFETY	393	3,844,567	3,305,184	539,383	21
CODE ENFORCEMENT	396	4,774,147	408,955	4,365,192	26
FIRE HAZARD ABATEMENT	399	1,883,471	1,626,270	257,201	15
PUBLIC WORKS DEPARTMENT	402				
SURVEYOR	406	3,808,406	3,528,503	279,903	29
REAL ESTATE SERVICES DEPARTMENT	424				
REAL ESTATE SERVICES	428	1,225,745	1,225,745	0	23
RENTS AND LEASES	431	1,482,408	1,482,408	0	0
COURTS PROPERTY MANAGEMENT	433	2,221,510	2,221,510	0	0
FACILITIES MANAGEMENT DIVISION	437	12,709,438	12,709,438	0	105
UTILITIES	440	19,618,237	385,292	19,232,945	2
REGIONAL PARKS DEPARTMENT	443				
REGIONAL PARKS	446	10,610,675	7,847,404	2,763,271	260
REGISTRAR OF VOTERS	456	8,834,337	2,700,500	6,133,837	24
TOTAL GENERAL FUND		92,825,098	49,326,848	43,498,250	685

SPECIAL REVENUE FUNDS	Page #	Appropriation	Revenue	Fund Balance	Staffing
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	352	141,506	4,000	137,506	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	361	6,784,727	3,274,877	3,509,850	0
COUNTY LIBRARY	370	13,934,855	13,283,460	651,395	279
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
SURVEY MONUMENT PRESERVATION	409	61,907	58,510	3,397	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	411	142,198,651	79,819,010	62,379,641	355
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	435	9,324,601	674,156	8,650,445	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	449	11,450,263	7,130,325	4,319,938	0
SPECIAL DISTRICTS:					
FISH AND GAME COMMISSION	462	12,618	10,000	2,618	0
TOTAL SPECIAL REVENUE FUNDS		183,909,128	104,254,338	79,654,790	634

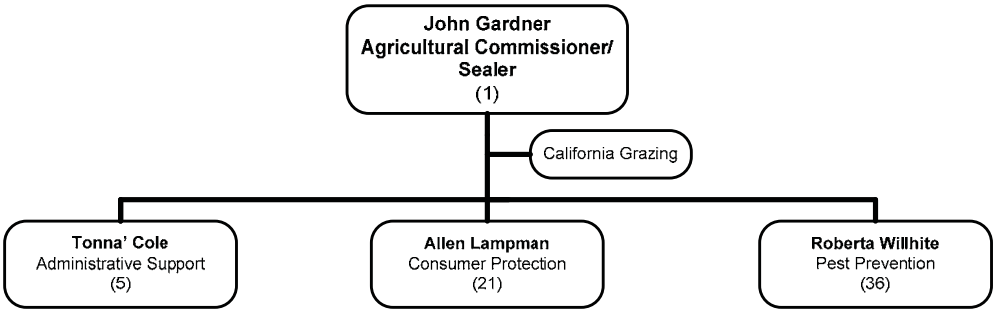
ENTERPRISE FUNDS	Page #	Appropriation	Revenue	Revenue Over (Under) Exp	Staffing
COUNTY MUSEUM:					
MUSEUM STORE	382	79,407	60,000	(19,407)	1
PUBLIC WORKS DEPARTMENT:					
SOLID WASTE MANAGEMENT					
ENTERPRISE FUNDS - CONSOLIDATED	418	209,668,116	75,069,954	(134,598,162)	80
REGIONAL PARKS:					
ENTERPRISE FUNDS - CONSOLIDATED	453	99,098	85,000	(14,098)	5
TOTAL ENTERPRISE FUNDS		209,846,621	75,214,954	(134,631,667)	86

AGRICULTURE/WEIGHTS AND MEASURES
John Gardner

MISSION STATEMENT

The Department of Agriculture/Weights and Measures protects the environment, agricultural industry, businesses and consumers 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



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Made 3,816 site visits to shipping terminals (increase due to addition of 2nd dog team), inspected over 43,230 plant shipments, rejected 466 shipments for various violations and intercepted 57 foreign pests species.
- Visited 8,690 businesses requiring a Weights and Measures inspection, inspected 36,155 weighing and measuring devices and issued 2,357 Notice of Violations.
- Checked the accuracy of prices on 34,063 items in an effort to achieve an overall price overcharge error rate of less than 2%. The measured rated achieved is 1.6%.
- Averaged 7,405 trap placements per month in an effort to detect unwanted foreign pests.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROTECT THE PUBLIC'S HEALTH AND THE ENVIRONMENT BY PREVENTING FOREIGN PEST INFESTATIONS.

Objective: Maintain and service insect detection traps throughout the areas specified by the California Department of Food and Agriculture.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
The average number of trap placements per month.	7,496	7.099	7,700	7,405	6,200

The 2011-12 estimate and the 2012-13 target number of monthly trap placements is decreasing based on the reduction of the Light Brown Apple Moth and Asian Citrus Psyllid traps that are being placed/serviced and an expected change in traps in the department's primary contract for this service.

GOAL 2: PROTECT COUNTY RESIDENTS FROM BEING OVERCHARGED ON PURCHASED GOODS BY ENSURING ACCURACY IN THE WEIGHT AND MEASUREMENT OF COMMODITIES SOLD, AND PRICES CHARGED BY RETAIL BUSINESSES THAT UTILIZE ELECTRONIC PRICE LOOKUP SYSTEMS.

Objective: Inspect all registered businesses using commercial weighing and measuring devices, electronic pricing devices or packing commodities.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of all registered businesses inspected that require a weights and measures.	92%	97%	80%	69%	65%
Inspection (number of businesses inspected).	(3,549)	(4,395)	(4,050)	(3,282)	(3,353)

The 2011-12 estimated number of businesses inspected is low due to staff retirements and the reduction of positions in the 2011-12 First Quarter Budget Report. The department is requesting the restoration of 2 previously deleted positions to address this workload for 2012-13 and funding thereof is included within the 2012-13 Recommended Budget.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Agriculture/Weights and Measures	6,699,811	5,403,365	1,296,446			63
Total General Fund	6,699,811	5,403,365	1,296,446			63
Special Revenue Fund						
California Grazing	141,506	4,000		137,506		0
Total Special Revenue Fund	141,506	4,000		137,506		0
Total - All Funds	6,841,317	5,407,365	1,296,446	137,506		63

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Agriculture/Weights and Measures	6,548,707	6,062,955	5,980,537	6,435,146	6,699,811
California Grazing	137,779	142,918	147,036	147,837	141,506
Total	**6,686,486**	**6,205,873**	**6,127,573**	**6,582,983**	**6,841,317**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Agriculture/Weights and Measures	4,075,133	4,814,820	5,385,445	5,383,670	5,403,365
California Grazing	2,000	6,313	4,117	800	4,000
Total	**4,077,133**	**4,821,133**	**5,389,562**	**5,384,470**	**5,407,365**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Agriculture/Weights and Measures	2,473,574	1,248,135	595,092	1,051,476	1,296,446
Total	**2,473,574**	**1,248,135**	**595,092**	**1,051,476**	**1,296,446**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
California Grazing	135,779	136,605	142,919	147,037	137,506
Total	**135,779**	**136,605**	**142,919**	**147,037**	**137,506**

Agriculture/Weights and Measures

DESCRIPTION OF MAJOR SERVICES

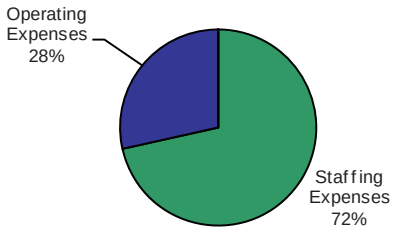
Budget at a Glance

Total Expenditure Authority	$6,699,811
Total Sources	$5,403,365
Net County Cost	$1,296,446
Total Staff	63
Funded by Net County Cost	19%

The Department of Agriculture/Weights and Measures protects the environment, public health, worker safety and the welfare of the public by enforcing 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 two canine inspection teams that are utilized with great success to detect plant materials from within unmarked agricultural parcels found at industrial shipping terminals

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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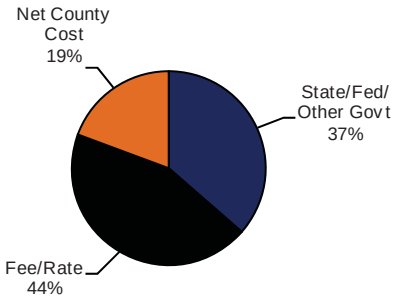
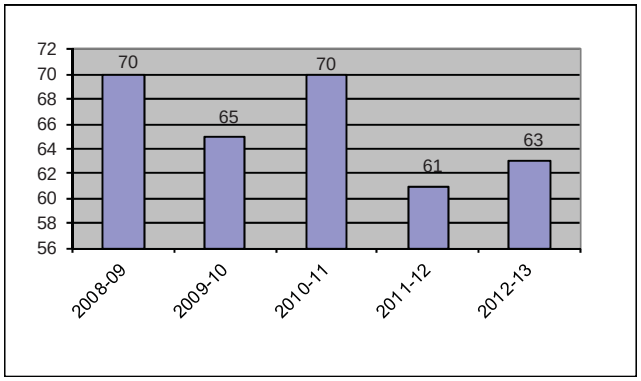


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	65	65	59	61
Limited Term	5	2	2	2
Total	70	67	61	63
Staffing Expenses	$4,377,781	$4,506,907	$4,506,907	$4,790,971

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	4,800,656	4,428,525	4,377,781	4,496,412	4,506,907	4,790,971	**284,064**
Operating Expenses	1,415,045	1,437,735	1,602,738	1,743,322	1,928,239	1,908,840	**(19,399)**
Capital Expenditures	44,700	60,790	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	6,260,401	5,927,050	5,980,519	6,239,734	6,435,146	6,699,811	**264,665**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,260,401	5,927,050	5,980,519	6,239,734	6,435,146	6,699,811	**264,665**
Operating Transfers Out	0	135,871	0	0	0	0	**0**
Total Requirements	6,260,401	6,062,921	5,980,519	6,239,734	6,435,146	6,699,811	**264,665**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	2,274,690	2,431,522	3,141,599	2,498,813	2,541,570	2,438,365	**(103,205)**
Fee/Rate	1,851,432	2,346,512	2,236,684	2,788,600	2,838,500	2,962,800	**124,300**
Other Revenue	69,778	41,156	7,163	13,100	3,600	2,200	**(1,400)**
Total Revenue	4,195,900	4,819,190	5,385,446	5,300,513	5,383,670	5,403,365	**19,695**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,195,900	4,819,190	5,385,446	5,300,513	5,383,670	5,403,365	**19,695**
Net County Cost	2,064,501	1,243,731	595,073	939,221	1,051,476	1,296,446	**244,970**
				Budgeted Staffing	61	63	**2**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the department include an increase in staffing expenses of $284,064 for the addition of two positions to address mandated workloads and to fund all positions at 80 hours per pay period. Fee revenue for current services increased $104,000 due to the increase in weed control work requested, which more than offset a decrease in unclaimed gas tax revenue from the state.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses make up the majority of the department's expenditures within this budget unit for 2012-13. These expenses and related operating expenses are necessary primarily in order to provide mandated inspection services, in the field of agriculture and weights and measures. Departmental revenue of $5,403,365 is derived primarily from license and permit fees, reimbursement for State Contracts, County's portion of Unclaimed Gas Tax, and reimbursement for weed control services.

STAFFING CHANGES AND OPERATIONAL IMPACT

The department has added two positions, an Agricultural/Standards Officer and an Agricultural/Standards Technician, to address the performance of mandated inspection requirements.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Agricultural Commissioner/Sealer	1	0	1	1	0	0	1
Administrative Support	5	0	5	5	0	0	5
Consumer Protection	21	0	21	18	1	2	21
Pest Prevention	34	2	36	35	1	0	36
Total	61	2	63	59	2	2	63

Administrative Support

	Classification
1	Agricultural Commissioner/Sealer
1	Executive Secretary II
1	Fiscal Assistant
3	Office Assistant III
6	Total

Consumer Protection

	Classification
1	Deputy Agricultural Comm/Sealer
2	Supervising Agricultural/Stand Officer
18	Agricultural/Standards Officer
21	Total

Pest Prevention

	Classification
1	Assistant Agricultural Comm/Sealer
2	Supervising Agricultural/Stand Officer
7	Agricultural/Standards Officer
1	Agricultural/Excl Pest Officer
3	Agricultural/Standards Technician
2	Agricultural Field Aide II
18	Agricultural Field Aide I
2	Contract Canine Assistant
36	Total

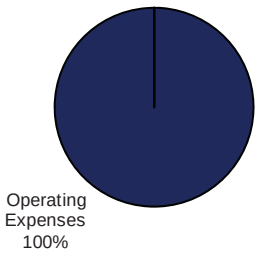
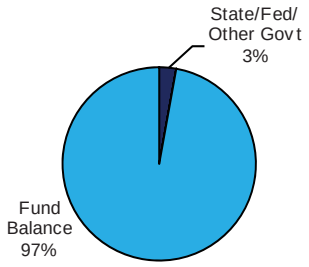
California Grazing

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$141,506
Total Sources	$4,000
Fund Balance	$137,506
Total Staff	0

The California Grazing budget unit funds a variety of range improvement projects such as cattle guards, fencing, pipelines, tanks and other water dispensing facilities recommended 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. RIAC recommends to the Board of Supervisors various grazing improvement projects for funding. The Bureau of Land Management, 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 finance improvements on federal lands. The county acts in a trustee capacity for these funds.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

BUDGET UNIT: SCD ARE
FUNCTION: Public Protection
ACTIVITY: Protective Inspection

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	13,834	147,837	141,506	**(6,331)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	13,834	147,837	141,506	**(6,331)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	13,834	147,837	141,506	**(6,331)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	13,834	147,837	141,506	**(6,331)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	826	6,314	4,118	4,303	800	4,000	**3,200**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	826	6,314	4,118	4,303	800	4,000	**3,200**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	826	6,314	4,118	4,303	800	4,000	**3,200**
				Fund Balance	147,037	137,506	**(9,531)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

No major budget changes.

MAJOR EXPENDITURES AND REVENUE INCLUDED IN 2012-13 RECOMMENDED BUDGET

Services and supplies of $141,506 provide for a variety of grazing/range improvement projects on federal lands, and these improvement projects are approved by the Board of Supervisors through recommendations from the RIAC. Departmental revenue of $4,000 is derived from fees paid by the federal government for grazing rights by ranchers.

STAFFING CHANGES AND OPERATIONAL IMPACT

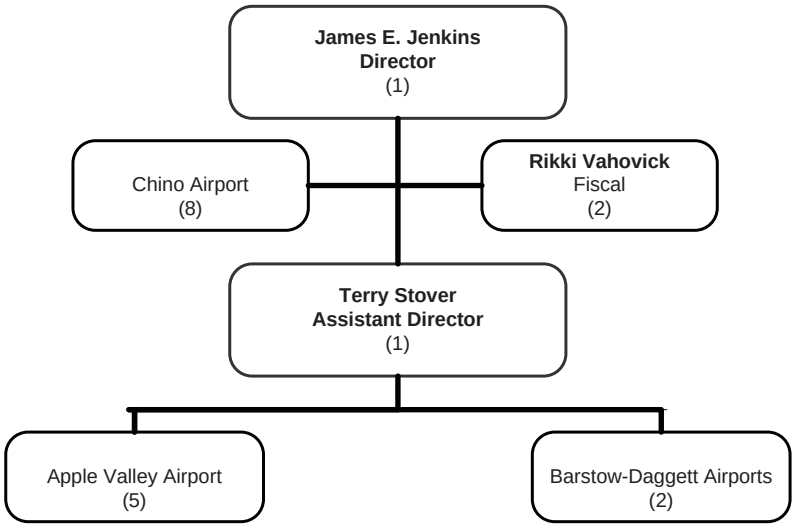
There is no staffing associated with this budget unit.

AIRPORTS
James E. Jenkins

MISSION STATEMENT

The 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



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Received $1,947,500 in grant funding for airfield lighting improvements at Barstow-Daggett Airport (Phase II).
- Commissioned design for new fuel storage and dispensing facility at Apple Valley Airport.
- Completed taxiway extension, airfield beacon and signage installations at Barstow-Daggett Airport (Phase I).

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE AIRPORT INFRASTRUCTURE.

Objective: Implement plans to address deficiencies in Airport infrastructure.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of pavement rehabilitation completed (total square footage of pavement is 15.7 million).	62%	4%	15%	12.4%	15%

The Department of Airports conducted a survey of its tenant and user base to measure the quality of customer service. The survey revealed that many airport users value well maintained pavements. Based upon these findings, the department established a goal to improve airport infrastructure, with emphasis on rehabilitating or improving pavement surfaces (i.e. crackfilling, slurry seal, fogseal, striping, glass beading, edge dressing). The departmental target is to improve or rehabilitate 15% of the 15,700,000 square feet of pavement surfaces throughout the 6 airport systems. The cost of these projects is expected to be funded primarily by the Federal Aviation Administration's Airport Capital Improvement Program (ACIP) and supplemented by the Department of Airports Capital Improvement Program budget. The 2010-11 targets were depressed by limited ACIP Program funding.

GOAL 2: IMPROVE AIRPORT LEASING ACTIVITY.

Objective: Increase percentage of revenue producing land as related to usable land throughout the 6 airport system.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of revenue producing land compared to land available for revenue production.	39%	39%	50%	39%	40%

To generate new income for the airport system, the department has established the objective to increase revenue through the use of property. The anticipated growth rate has been re-evaluated and a goal of 1% per annum for property development has been established as attainable. The prior year objective had a focus of increasing revenue producing land exclusively at Chino and Apple Valley airports. For 2012-13, the department plans to pursue revenue producing land opportunities at all 6 airports.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Airports	2,799,545	2,799,545	0			19
Total General Fund	2,799,545	2,799,545	0			19
Special Revenue Funds						
Special Revenue Funds - Consolidated	6,784,727	3,274,877		3,509,850		0
Total Special Revenue Funds	6,784,727	3,274,877		3,509,850		0
Enterprise Funds						
*Apple Valley Airport - Operations (CSA 60)	5,260,044	2,232,398			(3,027,646)	0
*Apple Valley Airport - Cap. Improv (CSA 60)	1,417,437	515,000			(902,437)	0
Total Enterprise Funds	6,677,481	2,747,398			(3,930,083)	0
Total - All Funds	16,261,753	8,821,820	0	3,509,850	(3,930,083)	19

*These budgets are located in the Special Districts budget book under General Districts (CSA 60)

5-YEAR APPROPRIATION TREND					
	2008-09	**2009-10**	**2010-11**	**2011-12**	**2012-13**
Airports	2,767,147	2,678,516	3,088,478	3,168,349	2,799,545
Chino Airport Commercial Hangars	1,706,720	1,810,347	1,863,863	1,609,987	1,219,101
Chino Airport Incentive Fund	1,204,458	996,159	142,142	172,415	107,748
Airports Capital Improvement Program	41,226,919	5,844,131	8,063,335	8,286,535	5,457,878
Apple Valley Airport - Operations (CSA 60)	3,937,345	3,302,954	3,347,296	5,055,502	5,260,044
Apple Valley Airport - Cap. Improv (CSA 60)	5,922,425	8,380,254	7,270,462	1,069,474	1,417,437
Total	**56,765,014**	**23,012,361**	**23,775,576**	**19,362,262**	**16,261,753**

5-YEAR REVENUE TREND					
	2008-09	**2009-10**	**2010-11**	**2011-12**	**2012-13**
Airports	2,767,147	2,678,516	3,088,478	3,168,349	2,799,545
Chino Airport Commercial Hangars	857,791	887,312	837,630	954,248	1,219,101
Chino Airport Incentive Fund	500,000	227,143	58,662	0	105,026
Airports Capital Improvement Program	36,214,687	1,157,519	4,806,196	4,325,375	1,950,750
Apple Valley Airport - Operations (CSA 60)	2,689,552	2,594,459	2,652,261	3,205,366	2,232,398
Apple Valley Airport - Cap. Improv (CSA 60)	2,540,513	2,797,488	46,038	500,000	515,000
Total	**45,569,690**	**10,342,437**	**11,489,265**	**12,153,338**	**8,821,820**

5-YEAR NET COUNTY COST TREND					
	2008-09	**2009-10**	**2010-11**	**2011-12**	**2012-13**
Airports	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

5-YEAR FUND BALANCE TREND					
	2008-09	**2009-10**	**2010-11**	**2011-12**	**2012-13**
Chino Airport Commercial Hangars	848,929	923,035	1,026,233	655,739	0
Chino Airport Incentive Fund	704,458	769,016	83,480	172,415	2,722
Airports Capital Improvement Program	5,012,232	4,686,612	3,257,139	3,961,160	3,507,128
Total	**6,565,619**	**6,378,663**	**4,366,852**	**4,789,314**	**3,509,850**

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND					
	2008-09	**2009-10**	**2010-11**	**2011-12**	**2012-13**
Apple Valley Airport - Operations (CSA 60)	(1,247,793)	(708,495)	(695,035)	(1,850,136)	(3,027,646)
Apple Valley Airport - Cap. Improv (CSA 60)	(3,381,912)	(5,582,766)	(7,224,424)	(569,474)	(902,437)
Total	**(4,629,705)**	**(6,291,261)**	**(7,919,459)**	**(2,419,610)**	**(3,930,083)**

Airports

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$3,665,077
Total Sources	$3,665,077
Net County Cost	$0
Total Staff	19
Funded by Net County Cost	0%

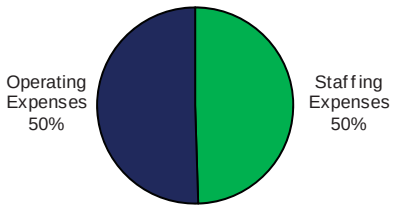
The Department of Airports (Department) provides for the management, development, maintenance and operation of six airports. The Department assures that County airports are maintained and operated in compliance with state and federal regulations. The Department works cooperatively with other airports 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, national and state aviation policy.

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 1-40 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 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; and 6) Twentynine Palms Airport, a center for soaring activity serving the surrounding community, including the United States Marine Corps Air-Ground Combat Center.

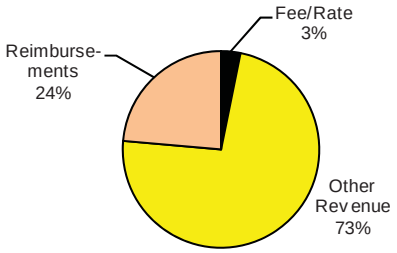
The County's airports produce revenue to operate and maintain the airport system. Revenues are generated from facility rents, concession and user fees, and, in the case of Apple Valley Airport, property taxes dedicated to the support of CSA-60. State and federal grants are significant sources for funds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

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

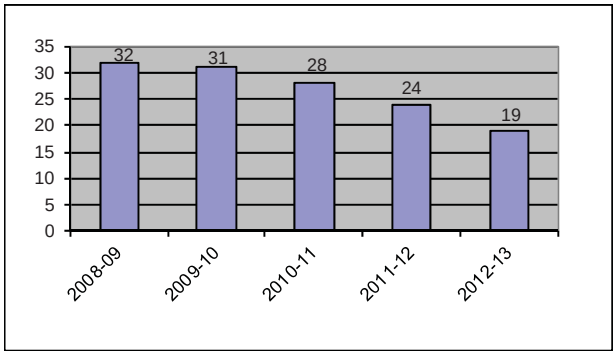


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	28	26	24	19
Limited Term	0	0	0	0
Total	28	26	24	19
Staffing Expenses	$2,233,507	$2,411,582	$2,383,582	$1,814,396

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	2,378,505	2,235,518	2,233,507	2,072,448	2,383,582	1,814,396	**(569,186)**
Operating Expenses	1,187,268	1,165,200	1,325,493	1,949,674	1,995,057	1,850,681	**(144,376)**
Capital Expenditures	0	0	0	0	100,000	0	**(100,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,565,773	3,400,718	3,559,000	4,022,122	4,478,639	3,665,077	**(813,562)**
Reimbursements	(923,359)	(807,558)	(859,932)	(1,100,632)	(1,310,290)	(865,532)	**444,758**
Total Appropriation	2,642,414	2,593,160	2,699,068	2,921,490	3,168,349	2,799,545	**(368,804)**
Operating Transfers Out	206,500	85,356	335,210	0	0	0	**0**
Total Requirements	2,848,914	2,678,516	3,034,278	2,921,490	3,168,349	2,799,545	**(368,804)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	40,000	0	80,000	40,000	0	0	**0**
Fee/Rate	182,191	176,245	160,214	114,433	137,225	117,000	**(20,225)**
Other Revenue	2,628,936	2,422,677	2,849,265	2,468,443	2,811,124	2,682,545	**(128,579)**
Total Revenue	2,851,127	2,598,922	3,089,479	2,622,876	2,948,349	2,799,545	**(148,804)**
Operating Transfers In	1,000	81,563	0	298,614	220,000	0	**(220,000)**
Total Financing Sources	2,852,127	2,680,485	3,089,479	2,921,490	3,168,349	2,799,545	**(368,804)**
Net County Cost	(3,213)	(1,969)	(55,201)	0	0	0	**0**
				Budgeted Staffing	24	19	**(5)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Department include a reorganization of the staff structure resulting in a reduction in staffing expenses of $569,186 due to the elimination of 4 positions and 1 position will be transferred to Special Districts. Additionally operating expenses are decreasing by $144,376 as a result of a decrease in regulatory water system oversight and maintenance charges at Barstow-Daggett Airport and contract security services at Chino Airport. Capital expenditures are decreasing by $100,000 due to the cancellation of the office remodel project at Chino Airport. Reimbursements include a decrease of $444,758 due to a reduction in Salary/Benefit transfers in from the Apple Valley Airport (CSA 60) budget and the Chino Airport Commercial Hangars budget. Departmental revenue is decreasing by $368,804, and includes a decrease $20,225 in fees/rates primarily represents lower fuel flowage revenue as anticipated by the current trend of reduced annual take-offs and landings throughout the system of airports. Additionally a decrease in other revenue of $128,579 primarily due to a reduction in lease revenue, attributed to the closure of the Barstow-Daggett housing and a reduction in appraised valuation of several leaseholds at Chino Airport. Also a reduction in operating transfers in of $220,000 is due to the elimination of a one time project related funding and other budgetary adjustments, including water charges for Chino Airport.

MAJOR EXPENDITURES AND REVENUE INCLUDED IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $1,814,396 fund 19 positions that provide support for the operation of 6 airports throughout the County. Operating expenses of $1,850,681 consist primarily of services and supplies of $1,604,981 that are necessary to keep airport operations at an acceptable level. These expenses include utilities, property insurance, other professional services, general maintenance, and COWCAP. Departmental revenue of $2,799,545 primarily represents Rents and Concessions receipts at the Airports.

STAFFING CHANGES AND OPERATIONAL IMPACT

Restructuring of the Departments' organizational function and programmatic responsibilities has resulted in a reduction of 4 vacant positions (Airport Manager - Chino, Airport Manager – Apple Valley, Airport Maintenance Supervisor, Airport Maintenance Worker II) and 1 position transferring to Special Districts (Planner III).

There are no negative operational impacts expected as a result of the restructuring. There has been a significant reduction in operational responsibilities at the Barstow-Daggett Airport relative to closing 17 rental houses. Planner III services will be acquired through an MOU with Special Districts. The Apple Valley and Chino Airport management duties/responsibilities will be undertaken by the Director and Assistant Director of Airports.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	4	0	4	4	0	0	4
Chino Airport	8	0	8	8	0	0	8
Apple Valley Airport	5	0	5	5	0	0	5
Barstow-Dagget Airport	2	0	2	2	0	0	2
Total	19	0	19	19	0	0	19

Administration

	Classification
1	Director of Airports
1	Assistant Director of Airports
1	Staff Analyst II
1	Fiscal Assistant
4	Total

Chino Airport

	Classification
1	Airport Maintenance Supervisor
5	Airport Maintenance Worker I
1	Fiscal Assistant
1	Secretary I
8	Total

Apple Valley Airport

	Classification
1	Airport Maintenance Supervisor
1	Airport Maintenance Worker II
2	Airport Maintenance Worker I
1	Secretary I
5	Total

Barstow-Daggett Airport

	Classification
2	Airport Maintenance Worker I
2	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

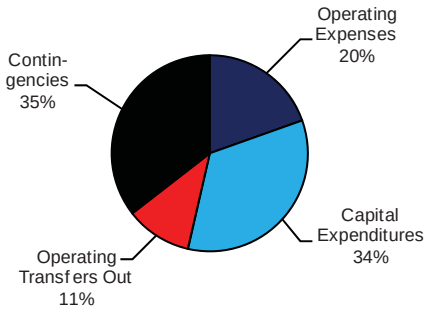
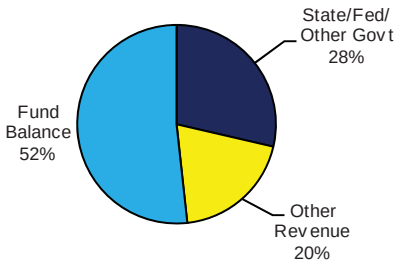
Budget at a Glance	
Total Expenditure Authority	$6,784,727
Total Sources	$3,274,877
Fund Balance	$3,509,850
Total Staff	0

Chino Airport Commercial Hangars
The Department of Airports manages, maintains, and operates the Chino Airport Commercial Hangar complex. The Commercial Hangars were constructed in 1987 with proceeds from a 30-year bond issue. In addition to maintenance expenses, appropriation is budgeted annually for insurance costs and bond repayment. Appropriations 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 staffing costs to the Airport's general fund budget unit.

Chino Airport Incentive Fund
Established mid-year in 2007-08 to provide separate accountability for all costs and revenues related to the objective of attracting and retaining businesses at Chino Airport. This fund is anticipated to be fully expended in 2012-13, or have a small residual at fiscal year-end. There is no staffing associated with this budget unit

Airports Capital Improvement Program
The Department of Airports manages a Capital Improvement Program (CIP) 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 (County Service Area 60) are budgeted in a separate budget unit in a separate budget book. All Capital Improvement Projects for all six airports that are administered by Architecture and Engineering are reported in the Capital Improvement Program section of this budget book.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	899,752	1,331,273	1,700,659	1,332,728	2,807,165	1,326,849	**(1,480,316)**
Capital Expenditures	1,965,720	2,654,785	3,536,343	933,130	4,995,000	2,309,349	**(2,685,651)**
Contingencies	0	0	0	0	1,642,505	2,407,798	**765,293**
Total Exp Authority	2,865,472	3,986,058	5,237,002	2,265,858	9,444,670	6,043,996	**(3,400,674)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,865,472	3,986,058	5,237,002	2,265,858	9,444,670	6,043,996	**(3,400,674)**
Operating Transfers Out	1,000	405,000	234,000	900,781	624,267	740,731	**116,464**
Total Requirements	2,866,472	4,391,058	5,471,002	3,166,639	10,068,937	6,784,727	**(3,284,210)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	119,526	947,950	4,201,216	914,480	4,315,375	1,942,750	**(2,372,625)**
Fee/Rate	961,533	0	4,536	0	0	0	**0**
Other Revenue	859,201	996,283	937,734	657,695	864,248	591,396	**(272,852)**
Total Revenue	1,940,260	1,944,233	5,143,486	1,572,175	5,179,623	2,534,146	**(2,645,477)**
Operating Transfers In	706,500	285,356	596,210	315,000	100,000	740,731	**640,731**
Total Financing Sources	2,646,760	2,229,589	5,739,696	1,887,175	5,279,623	3,274,877	**(2,004,746)**
				Fund Balance	4,789,314	3,509,850	**(1,279,464)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds are decreasing appropriation by a net $3.3 million and reducing departmental revenue by $2.0 million. This is due primarily to a restructuring of the capital improvement program (operating expenses and capital expenditures), with an emphasis placed upon planning and budgeting only for projects that can be reasonably undertaken during the fiscal period. A portion of the unprogrammed airport capital improvement fund is being utilized to satisfy the bond payment obligation for the Chino Airport Commercial Hangars for 2012-13 and subsequent years until the obligation is fully satisfied. The reduction of state/federal funding is the result of capital improvement program revenue budgeting to match projects for this fiscal year, and the reduction in other revenue is primarily due to non-payment of lease obligations by tenants at the Chino Commercial Hangar complex.

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Fund Balance	Staffing
Special Revenue Funds				
Chino Airport Commercial Hangars	1,219,101	1,219,101	0	0
Chino Airport Incentive Fund	107,748	105,026	2,722	0
Airports Capital Improvement Program	5,457,878	1,950,750	3,507,128	0
Total Special Revenue Funds	6,784,727	3,274,877	3,509,850	0

Chino Airport Commercial Hangars has $1.2 million in appropriation for operating expenses, which primarily includes transfers of $856,253 for the bond payment and services and supplies of $133,221 for operations. Revenue of $1.2 million is primarily from Rents and Concessions receipts from commercial tenants of $583,396 with a transfer in from the airport capital improvement program fund (RAA-APT) of $635,705 to fund current services. It should be noted that the Chino Airport Commercial Hangars, if fully occupied at the current market lease rate, will not generate adequate revenues to fully fund the operations, maintenance and bond obligation expenses through the bond payment period.

Chino Airport Incentive Fund has $107,748 in appropriation in operating expenses for services and supplies which is primarily for the completion of the Chino Airport Master Plan contract. Revenue of $105,026 is a transfer in from the airport capital improvement program reserve (RCD-APT) to fund current services. This fund is anticipated to be fully expended in 2012-13, or have a small residual at fiscal year-end.

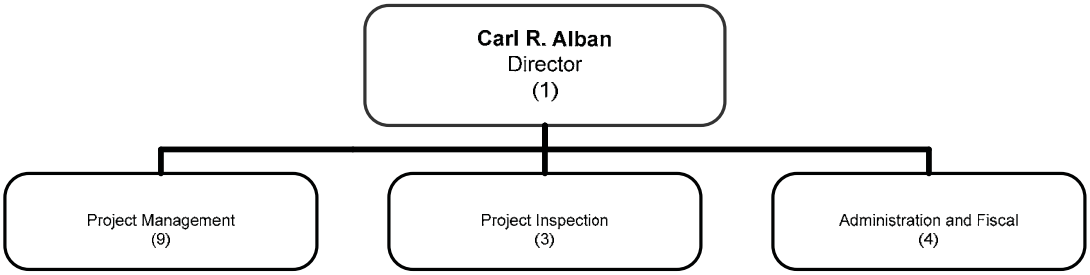
Airports Capital Improvement Program has $5.4 million in appropriation which includes $2.3 million in capital expenditures for the installation of monitoring wells associated with the groundwater plume at Chino Airport for $165,000, pavement rehabilitation project at Chino Airport for $135,000, lighting improvement project at Barstow-Daggett Airport for $1,858,228, and $151,121 for the groundwater cleanup project administration costs at Chino Airport. Additionally, $2.4 million are budgeted in contingencies to fund future airport capital improvement projects. Operating transfers out of $740,731 will assist with funding the bond payment within the Chino Airport Commercial Hangars budget ($635,705) and the Chino Airport Master Plan within the Chino Airport Incentive Fund ($105,026). Revenue of $1.9 million is primarily from State and Federal grants for the Barstow-Daggett lighting project.

ARCHITECTURE AND ENGINEERING
Carl R. Alban

MISSION STATEMENT

The Architecture and Engineering Department is committed to the timely and cost effective design and construction of projects included in the County's annual Capital Improvement Program, providing quality improvements to ensure accessible and safe environments for county departments and the public they serve.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

Architecture and Engineering completed the following major construction projects in 2010-11 and 2011-12:

- Arrowhead Regional Medical Center – Medical Office Building
- Barstow Sheriff's Station Remodel
- Barstow/Daggett Airport Taxiway Extension and Lighting
- Crestline Library
- Central Juvenile Detention and Assessment Center Replacement
- Central Courthouse Seismic Upgrade and Remodel
- Chino Airport Airfield Electrical Modernization
- Countywide Courthouse Americans with Disabilities (ADA) Accessibility Improvements
- Countywide Roofing, Heating, Ventilation and Air Conditioning (HVAC) and Boiler Replacements
- High Desert Government Center
- Joshua Tree Office Building
- Lake Gregory Regional Park – Leisure Shores Remodel and Zero Depth Children's Play Area
- Transitional Age Youth (TAY) Center
- Victor Valley Museum Renovation

Architecture and Engineering is currently under construction on the following major projects:

- Adelanto Detention Center Expansion
- Baker Family Learning Center
- High Desert Public Safety Operations Center
- Parker Dam Safety Facility Improvements

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE THE COST-EFFECTIVENESS OF PROJECT ADMINISTRATION SERVICES.

Objective: *Continued reduction of administrative costs through staffing efficiencies, utilization of Job Order Contracting, and technology improvements*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of projects with budgets of $25,000 to $500,000 with administrative costs of 10% or less of the total budget.	100%	100%	90%	77%	85%

GOAL 2: IMPROVE THE TIMELY COMPLETION OF CONSTRUCTION PROJECTS.

Objective: *Increase the number of projects completed within two years of approval.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of projects completed within two years of project approval.	100%	100%	90%	94%	90%

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Architecture & Engineering	0	0	0			17
Total General Fund	0	0	0			17

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Architecture and Engineering	585,320	62,972	(65,000)	0	0
Total	**585,320**	**62,972**	**(65,000)**	**0**	**0**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Architecture and Engineering	0	(3,618)	0	0	0
Total	**0**	**(3,618)**	**0**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Architecture and Engineering	585,320	66,590	(65,000)	0	0
Total	**585,320**	**66,590**	**(65,000)**	**0**	**0**

Architecture and Engineering

DESCRIPTION OF MAJOR SERVICES

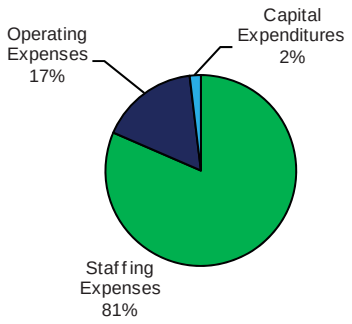
Budget at a Glance	
Total Expenditure Authority	$2,442,717
Total Sources	$2,442,717
Net County Cost	$0
Total Staff	17
Funded by Net County Cost	0%

The Architecture and Engineering Department (A&E) is responsible for planning and implementing the design and construction of projects for 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. A&E collaborates with County departments and Finance and Administration to develop the scope, schedule and budget for these projects. Following approval of the project elements, A&E administers the projects from conceptual design through construction to completion and close-out.

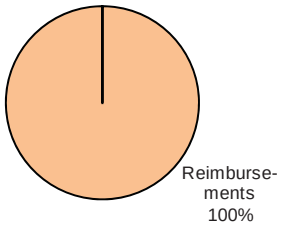
As a competitive public service organization, A&E takes pride in its ability to respond quickly to changing organizational needs and priorities, while continuing to complete quality projects in a timely and cost effective manner for the benefit of county departments and the public they serve.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

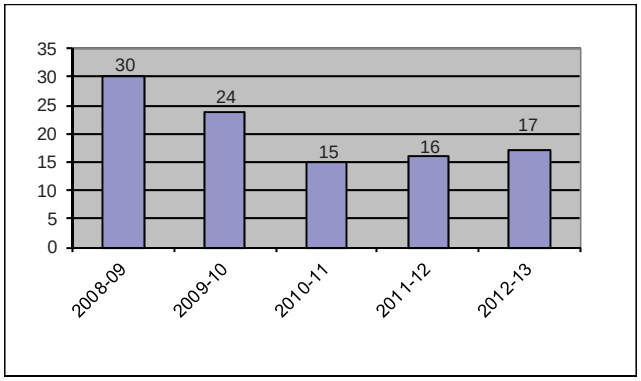


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	15	16	16	17
Limited Term	0	0	0	0
Total	15	16	16	17
Staffing Expenses	$1,787,709	$1,730,789	$1,891,148	$1,990,866

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Architecture and Engineering
FUND: General

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	3,168,416	2,388,343	1,787,709	1,808,597	1,891,148	1,990,866	**99,718**
Operating Expenses	571,178	357,008	353,986	368,681	379,818	405,851	**26,033**
Capital Expenditures	5,562	0	98,819	100,000	100,000	46,000	**(54,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,745,156	2,745,351	2,240,514	2,277,278	2,370,966	2,442,717	**71,751**
Reimbursements	(3,161,495)	(2,682,380)	(2,313,595)	(2,430,324)	(2,370,966)	(2,442,717)	**(71,751)**
Total Appropriation	583,661	62,971	(73,081)	(153,046)	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	583,661	62,971	(73,081)	(153,046)	0	0	**0**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	4,206	(3,618)	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	4,206	(3,618)	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,206	(3,618)	0	0	0	0	**0**
Net County Cost	579,455	66,589	(73,081)	(153,046)	0	0	**0**
				Budgeted Staffing	16	17	**1**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Department include an increase in staffing expenses of $99,718 due to step increases and the addition of 1 position. Additionally, operating expenses are increasing $26,033 due to an increase in overhead charges from the Real Estate Services Department. Capital expenditures of $46,000 include a decrease of $54,000 for software development costs. Reimbursements of $2,442,717 include an increase of $71,751. The total departmental expenditure authority is fully reimbursed from services provided to the Capital Improvement Program.

MAJOR EXPENDITURES AND REVENUE IN 2012-13

Staffing expenses of $1,990,866 fund 17 budgeted positions and make up a majority of the Department's expenditures within this budget unit for 2012-13. Operating expenses of $405,851 fund services and supplies, central services, travel and transfers to Information Services Department for support and Real Estate Services Department for overhead. Capital expenditures of $46,000 are for continued improvements to the Department's automated Project Tracking System. Reimbursements of $2,442,717 are for project management and inspection services provided by A&E staff on capital projects.

STAFFING CHANGES AND OPERATIONAL IMPACT

For 2012-13, to assist in fiscal duties to administer the CIP projects, a Fiscal Specialist position is recommended to be added for an increase in staffing of 1 from 16 to 17. A vacant Project Manager III position is also recommended to be reclassed with a Project Manager I position to be more consistent with the Department workload requirements.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration and Fiscal	5	0	5	4	0	1	5
Project Management	9	0	9	8	1	0	9
Project Inspection	3	0	3	3	0	0	3
Total	17	0	17	15	1	1	17

Administration and Fiscal

	Classification
1	Director
1	Office Assistant III
1	Accountant III
1	Accounting Technician
1	Fiscal Specialist
5	Total

Project Management

	Classification
1	Supervising Project Manager
2	A/E Project Manager III
3	A/E Project Manager II
1	A/E Project Manager I
1	A/E Project Development Analyst
1	Facilities Project Manager
9	Total

Project Inspection

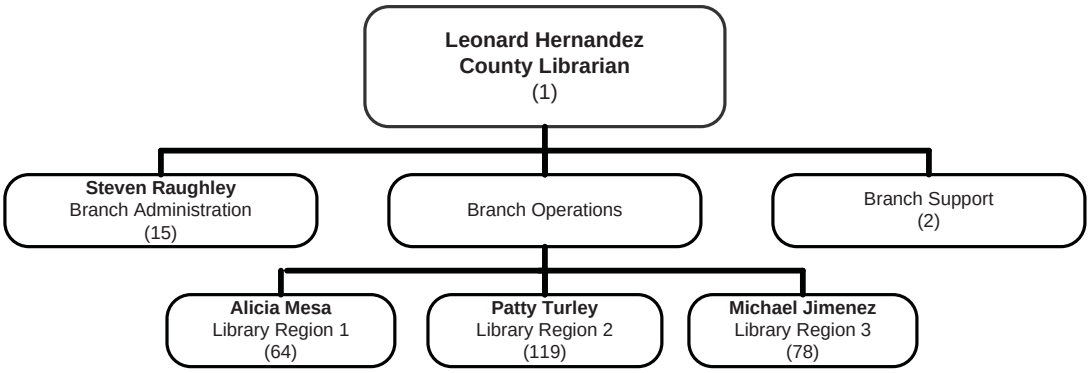
	Classification
3	Building Construction Inspector
3	Total

COUNTY LIBRARY
Leonard X. Hernandez

MISSION STATEMENT

The San Bernardino County Library System (SBCL) is a dynamic network of Library 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



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Successfully implemented the Institute of Museum and Library Services and other community grants and fundraiser activities, which added new computer labs, e-devices (such as eReaders and iPads), and other cutting edge technologies to various libraries.
- Successfully completed the remodel of the Rialto Library, which added a computer lab, meeting rooms, and additional facility improvements. Also completed the remodel of the Yucaipa Library, which added a computer lab, e-devices (such as eReaders and iPads), and additional facility improvements.
- Broke ground on the Baker Family Learning Center; a combination preschool and library that will serve the Muscoy community, scheduled to be completed in March 2013.
- Successfully constructed a computer lab with matching Community Development Block Grant funds at the Barstow Library, as well as successfully ran a campaign in conjunction with the Friends of the Barstow Library.to raise funds to make additional facility improvements.
- Successfully completed an Request for Proposal process that resulted in the selection of vendors to provide internet and telecommunication connectivity at 29 County Library branch facilities.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: BROADBAND NETWORK INCREASE.

Objective: Increase number of computer hours utilized by library patrons.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of Computer Hours	N/A	1,047,734	1,200,000	1,200,000	1,250,000

In 2011-12, the library successfully filed and signed contracts for e-rate funding, a federal subsidy that will allow the upgrade of T1 Circuits across the library system to a high-speed connection in each branch. This increase of bandwidth over the next 12 months will greatly increase the patron's internet usage experience.

GOAL 2: INCREASE COMMUNITY PARTICIPATION IN LIBRARY SERVICES AND PROGRAMS.

Objective: Develop system-wide practices that recruit, train, and promote the successful involvement of volunteers.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of Annual Volunteer Support Hours	143,600	105,281	145,000	110,000	120,000

Volunteers are a core part of the San Bernardino County Library System and have continually donated over 100,000 hours per year over the past 3 years. The library will continue the utilization of volunteers to augment services and programs as well as working on a training and best practice model that will be used to increase participation. The library will also be conducting a system wide recruitment and campaign for new opportunities to include volunteers in.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Special Revenue Fund						
County Library	13,934,855	13,283,460		651,395		279
Total Special Revenue Fund	13,934,855	13,283,460		651,395		279

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Library	19,524,100	16,913,569	15,981,597	14,298,172	13,934,855
Total	**19,524,100**	**16,913,569**	**15,981,597**	**14,298,172**	**13,934,855**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Library	18,761,019	16,909,820	15,828,469	13,748,182	13,283,460
Total	**18,761,019**	**16,909,820**	**15,828,469**	**13,748,182**	**13,283,460**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Library	763,081	3,749	153,128	549,990	651,395
Total	**763,081**	**3,749**	**153,128**	**549,990**	**651,395**

County Library

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Total Expenditure Authority	$13,984,855
Total Sources	$13,333,460
Fund Balance	$651,395
Total Staff	279

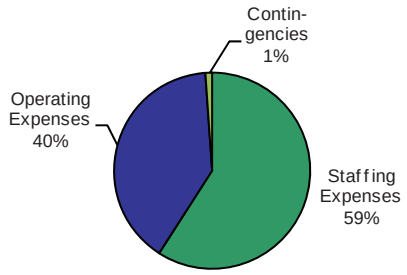
The San Bernardino County Library provides public library services through a network of thirty one branches in the unincorporated areas and seventeen cities within the county.

The County Library continues to provide access to information through its materials collection and now offers more than 1,000 Internet accessible public computers. 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 on-line catalog, a joint project with the County of Riverside, provides access to over 2.5 million items. The system allows for patrons in either system to directly request materials held by the other and to have those items delivered to their local branch for pick up.

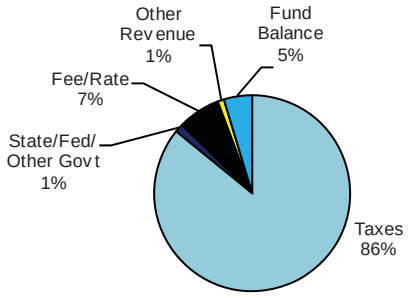
The Library is in the process of a major improvement to its computer communications infrastructure for the coming year. This will be accomplished by greatly increasing available bandwidth at 29 branch locations. This will not only allow faster Internet access, it will also allow the Library to add wireless service to most branches currently without wireless connectivity. The annual costs for the upgrade will actually be less than the Library is currently paying for those services – primarily due to significant federal and state discounts.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

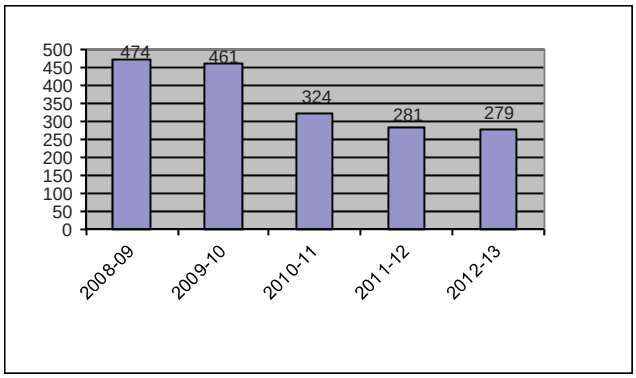


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	323	280	281	279
Limited Term	1	0	0	0
Total	324	280	281	279
Staffing Expenses	$9,897,502	$7,820,986	$7,820,986	$8,227,142

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

BUDGET UNIT: SAP CLB
FUNCTION: Education
ACTIVITY: Library

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	11,594,182	10,797,310	9,897,502	7,760,000	7,820,986	8,227,142	**406,156**
Operating Expenses	6,697,448	6,026,553	5,700,577	5,717,472	6,232,619	5,542,228	**(690,391)**
Capital Expenditures	221,879	10,168	48,093	0	15,000	0	**(15,000)**
Contingencies	0	0	0	0	157,776	153,694	**(4,082)**
Total Exp Authority	18,513,509	16,834,031	15,646,172	13,477,472	14,226,381	13,923,064	**(303,317)**
Reimbursements	(389,388)	(321,683)	(266,999)	(39,508)	(55,000)	(50,000)	**5,000**
Total Appropriation	18,124,121	16,512,348	15,379,173	13,437,964	14,171,381	13,873,064	**(298,317)**
Operating Transfers Out	216,625	80,268	61,791	145,496	126,791	61,791	**(65,000)**
Total Requirements	18,340,746	16,592,616	15,440,964	13,583,460	14,298,172	13,934,855	**(363,317)**
Departmental Revenue							
Taxes	13,905,034	12,896,106	12,248,522	12,107,599	12,150,795	11,967,314	**(183,481)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	907,180	997,830	1,290,484	358,000	387,000	195,500	**(191,500)**
Fee/Rate	1,239,604	1,202,497	1,074,742	995,000	1,059,100	974,400	**(84,700)**
Other Revenue	517,082	677,336	453,898	224,266	151,287	146,246	**(5,041)**
Total Revenue	16,568,900	15,773,769	15,067,646	13,684,865	13,748,182	13,283,460	**(464,722)**
Operating Transfers In	961,850	961,850	761,850	0	0	0	**0**
Total Financing Sources	17,530,750	16,735,619	15,829,496	13,684,865	13,748,182	13,283,460	**(464,722)**
				Fund Balance	549,990	651,395	**101,405**
				Budgeted Staffing	281	279	**(2)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major appropriation changes for the Department include a significant reduction in overall operating expenses that were necessary to mitigate increased county charges (i.e. insurance, Facilities Management), revenue shortfalls, and an increase in staffing expenses due to increased employee costs. Major departmental revenue changes for the Department include a decrease in property tax revenue allocations, a decrease in state aid due to no State Library funding being passed onto the County Library, and a decrease in fines and fees collected, primarily due to a decline in DVD rentals. Looking ahead at the financial forecast of the Library budget for 2013-14, which is equally if not more challenging, reductions and adjustments were made for 2012-13 that improve financial viability for 2013-14 while affording the department more time to plan and coordinate potential service reductions on the horizon.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $8,227,142 are the largest portion of the Department's expenditures for 2012-13, which encompasses staffing for 31 library branches and support staff at Library Administration. Operating expenses of $5,542,228 include general operating expenses for branch locations, computer and telecommunication charges for internet access at branch locations, utilities, COWCAP charges, and custodial/maintenance charges. Departmental revenue of $13,283,460 primarily represents property tax allocations and library fines and fees collected from patrons.

STAFFING CHANGES AND OPERATIONAL IMPACT

The department eliminated 2 vacant positions (1 Librarian II and 1 Automated Systems Technician) as part of the 2012-13 Recommended Budget process. This decrease of 2 positions will have minimal operational impact on the department.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Library Administration	18	0	18	16	2	0	18
Library Region 1	64	0	64	57	7	0	64
Library Region 2	119	0	119	106	13	0	119
Library Region 3	78	0	78	69	9	0	78
Total	279	0	279	248	31	0	279

Library Administration

	Classification
1	County Librarian
1	Library Services Manager
1	Fiscal Specialist
1	Payroll Specialist
1	Automated Systems Analyst
5	Automated Systems Technician
4	Library Assistant
1	Library Assistant II
1	Office Assistant I
1	Office Assistant II
1	Graphic Designer
18	Total

Library Region 1

	Classification
1	Library Regional Manager
1	Librarian II
3	Librarian I
31	Library Assistant
28	Library Page
64	Total

Library Region 2

	Classification
1	Library Regional Manager
5	Librarian II
7	Librarian I
65	Library Assistant
40	Library Page
1	Elections Technician
119	Total

Library Region 3

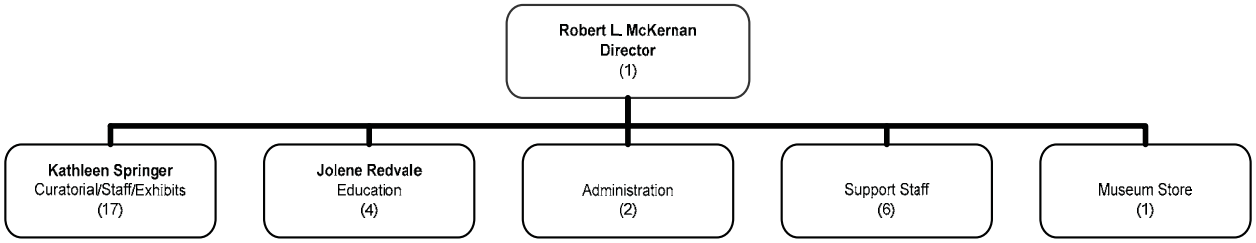
	Classification
1	Library Regional Manager
1	Librarian II
9	Librarian I
35	Library Assistant
32	Library Page
78	Total

COUNTY MUSEUM
Robert L. McKernan

MISSION STATEMENT

The San Bernardino County Museum maintains and develops unique cultural and natural science collections related to the region and the greater Southwest. 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



2010-11 AND 2011-12 ACCOMPLISHMENTS

- The Museum secured, through Board of Supervisors (Board) approval in 2009-10, a grant from the California Cultural Heritage Endowment for $1,935,000. Utilizing these state funds, four major exhibitions were completed in 2011-12 in the Hall of Geological Wonders.
- Through Board approval action, acquired the Victor Valley Museum in 2009-10. Museum staff renovated and installed all new exhibition content and an interpretative desert garden with a theme “Discover Your Backyard,” thereby meeting American Museum Accreditation standards for the facility and re-opened to the public in March 2011.
- Secured in 2009-10, the Institute of Museum and Library Services grant with Board approval for $333,000 for refurbishments to Bird Hall and development of two exhibitions in Hall of Geological Wonders (Time Tube and Plate Tectonics), which was completed in 2011-12.
- The Museum was indentified by the Southern California Earthquake Center as a California “Epicenter.” The Museum provides public outreach and education to the public and hosts The Great California ShakeOut event annually, where 500 to 1,000 students and visitors attend the Museum for earthquake preparedness and science education programing.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ENHANCE PUBLIC AWARENESS OF MUSEUM SERVICES/PROGRAMS AND INCREASE ACCESSIBILITY TO MUSEUM COLLECTIONS.

Objective: Increase public visitation and use of the County Museum and branch sites.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage increase in Museum Visitors.	2%	3%	5%	4%	10%

GOAL 2: EXPANSION/REFURBISHMENT OF THE MUSEUM'S MAIN FACILITY IN REDLANDS.

Objective: Secure contributions to assist with interior exhibits for the new Hall of Geological Wonders and the Museum's Public Space Exhibit Galleries.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Total secured contributions to assist with interior exhibits for the new Hall of Geological Wonders and the Museum's Public Space Exhibit Galleries.	290,000	1,550,000	1,000,000	277,600	375,000

It was anticipated the department would receive a grant in 2011-12 through the State of California Prop 84 in the amount of $4.4 million over 3½ years to facilitate completion of the Hall of Geological Wonders' public exhibition displays; the grant was not awarded. The 2012-13 target contributions include funding for Americans with Disabilities Act (ADA) and Museum Lobby Capital Improvement Projects.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
County Museum	3,458,127	1,582,111	1,876,016			30
Total General Fund	3,458,127	1,582,111	1,876,016			30
Enterprise Fund						
Museum Store	79,407	60,000			(19,407)	1
Total Enterprise Fund	79,407	60,000			(19,407)	1
Total - All Funds	3,537,534	1,642,111	1,876,016		(19,407)	31

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Museum	4,144,827	3,114,911	3,117,899	3,533,743	3,458,127
Museum Store	93,546	103,849	71,214	91,355	79,407
Total	**4,238,373**	**3,218,760**	**3,189,113**	**3,625,098**	**3,537,534**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Museum	1,520,579	1,539,021	1,615,981	1,673,195	1,582,111
Museum Store	100,000	100,000	70,366	90,000	60,000
Total	**1,620,579**	**1,639,021**	**1,686,347**	**1,763,195**	**1,642,111**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
County Museum	2,624,248	1,575,892	1,501,918	1,860,548	1,876,016
Total	**2,624,248**	**1,575,892**	**1,501,918**	**1,860,548**	**1,876,016**

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Museum Store	6,454	(3,849)	(848)	(1,355)	(19,407)
Total	**6,454**	**(3,849)**	**(848)**	**(1,355)**	**(19,407)**

County Museum

DESCRIPTION OF MAJOR SERVICES

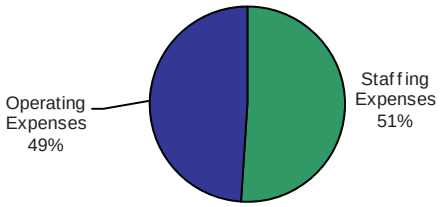
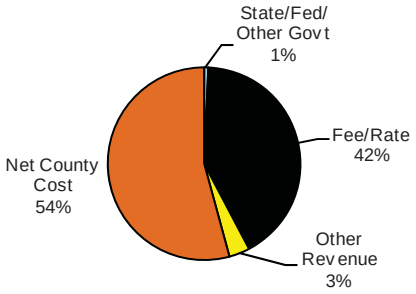
Budget at a Glance	
Total Expenditure Authority	$3,458,127
Total Sources	$1,582,111
Net County Cost	$1,876,016
Total Staff	30
Funded by Net County Cost	54%

The County Museum ranks among the top regional museums in California. It contains an encyclopedic collection of cultural and natural heritage in public trust from the greater Southwest region. The Museum is comprised of the following divisions: Education, Exhibitions, Anthropology, History/Archives, Biological Science, and Geological Sciences. All divisions provide educational services for families, general public, school groups, educators, and scholars at the main Museum facility and historic sites. The County Museum provides cultural and natural science educational programs and activities for the public at its facility in Redlands, as well as the following seven regional sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (John Rains House) in Rancho Cucamonga, Daggett Stone Hotel in Barstow, Asistencia Outpost of the Mission San Gabriel in Redlands, Yorba-Slaughter Families Adobe in Chino, Yucaipa Adobe in Yucaipa, and the Victor Valley Museum in Apple Valley. These programs and activities involve the preservation of cultural and natural heritage collections, display of permanent and special exhibitions, and care and preservation of historical sites depicting the history and culture of San Bernardino County and the greater southwest region.

Museum programs (including school programs, research symposiums, museum internships, travel programs, special events, and guest lecture series) promote learning and awareness through community outreach, partnerships with educational institutions, and research that enhances both the collections and educational services. Approximately 2.0 million permanent and loaned collections are preserved for the benefit of the public and the scientific community. The County Museum has been accredited from the American Association of Museums since February 23, 1973. In 2002, the Museum received its reaccreditation that will continue through 2015.

Furthermore, all divisions are active in discipline related research programs that contribute directly to public benefit by enhancing museum exhibit content through primary information acquired through research activities. In addition, Anthropology/Archeological Information Center provides archeological land use information for public and private sector based on the County Museum fee schedule. The Biological Sciences and the Geological Science divisions conduct scientific field research and studies for public and private agencies which is a revenue source for the Museum. This field research results in valuable collections being accessioned into the museum collections that are curated and exhibited for public education and benefit at the main facility and historic sites.

2012-13 RECOMMENDED BUDGET

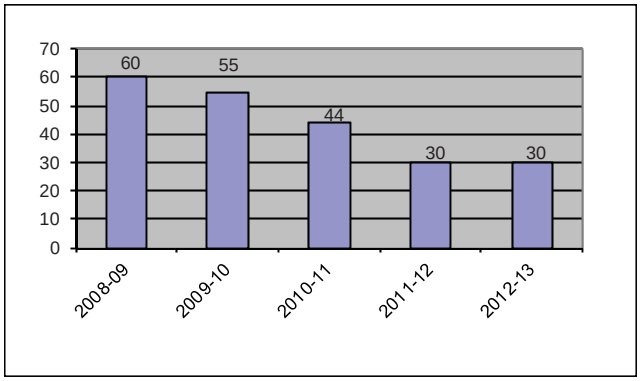
EXPENDITURE AUTHORITY	SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	31	24	22	22
Limited Term	13	8	8	8
Total	44	32	30	30
Staffing Expenses	$2,312,848	$1,830,837	$1,830,837	$1,765,067

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	2,751,774	2,502,258	2,312,848	1,856,327	1,830,837	1,765,067	**(65,770)**
Operating Expenses	991,795	616,253	955,311	1,717,556	1,702,906	1,693,060	**(9,846)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,743,569	3,118,511	3,268,159	3,573,883	3,533,743	3,458,127	**(75,616)**
Reimbursements	(93,622)	(3,600)	(150,261)	0	0	0	**0**
Total Appropriation	3,649,947	3,114,911	3,117,898	3,573,883	3,533,743	3,458,127	**(75,616)**
Operating Transfers Out	450,000	0	0	0	0	0	**0**
Total Requirements	4,099,947	3,114,911	3,117,898	3,573,883	3,533,743	3,458,127	**(75,616)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	62,167	402,613	822,589	78,927	4,250	24,250	**20,000**
Fee/Rate	1,027,774	800,622	413,179	1,253,628	1,390,945	1,437,935	**46,990**
Other Revenue	109,735	230,178	380,188	119,170	110,000	107,950	**(2,050)**
Total Revenue	1,199,676	1,433,413	1,615,956	1,451,725	1,505,195	1,570,135	**64,940**
Operating Transfers In	387,936	105,606	0	277,600	168,000	11,976	**(156,024)**
Total Financing Sources	1,587,612	1,539,019	1,615,956	1,729,325	1,673,195	1,582,111	**(91,084)**
Net County Cost	2,512,335	1,575,892	1,501,942	1,844,558	1,860,548	1,876,016	**15,468**
				Budgeted Staffing	30	30	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation has a modest $76,000 decrease primarily attributed to a net zero staffing change that reflects the deletion of a higher cost regular position and the addition of a lower cost contract position for different programmatic purposes. Departmental revenue has a $91,000 decrease are based primarily on the loss of one-time revenue for CIP facility improvements.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $1,765,067 fund 30 budgeted positions that provide program services and oversight for the main Museum facility and 7 regional historic sites. Operating expenses of $1,693,060 include services and supplies expenses of $396,380 required for educational programming, exhibits, and advertising of Museum activities/programs; COWCAP charges of $683,288; central services charges of $399,929 for Facilities Management and Information Services Department (ISD) charges; travel of $65,000; and transfers of $148,463 primarily related to Museum's off-site storage. Departmental revenue of $1,582,111 is derived from admission fees, educational services revenues, and various contract-based sources.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing changes in the 2012-13 budget have an overall net "zero" impact. The increase of staffing from the contract paleontological project facilitator position approved by the Board on March 13, 2012 (which is incorporated in the 2012-13 budget) is offset by the decrease in staffing of a vacant Administrative Supervisor I position as part of the 2012-13 budget process. As a result of these staffing changes, the Museum programmatic impact is manageable from the stand point of the existing level of service.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	3	0	0	3
Curatorial/Staff/Exhibits	9	8	17	17	0	0	17
Education	4	0	4	4	0	0	4
Support Staff	6	0	6	5	1	0	6
Total	22	8	30	29	1	0	30

Administration

	Classification
1	Director
1	Accounting Technician
1	Fiscal Assistant
3	Total

Curatorial/Staff/Exhibits

	Classification
1	Senior Curator
4	Museum Curator
1	Museum Associate Curator
3	Museum Excavation Tech
3	Historic Site Manager
3	Resident Caretaker
1	Museum Preparator
1	Contract Project Facilitator
17	

Education

	Classification
1	Museum Educator
2	Museum Education Specialist
1	Education Program Presenter
4	Total

Support Staff

	Classification
1	Security Tech II
1	Media Specialist
1	Registrar
1	General Maintenance Worker
1	Secretary
1	General Service Worker II
6	Total

Museum Store

DESCRIPTION OF MAJOR SERVICES

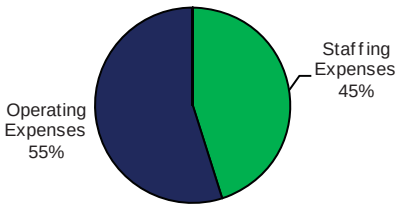
The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The Store is considered an essential part of the visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items for exhibitions, jewelry, minerals, and souvenirs. The Garden Café offers snack products, pastries and bottled beverages and food items for events to enhance the visitor experience.

Budget at a Glance

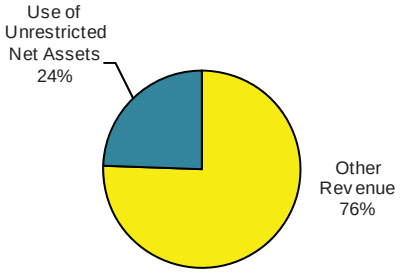
Total Expenditure Authority	$79,407
Total Sources	$60,000
Rev Over/(Under) Exp	($19,407)
Total Staff	1

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

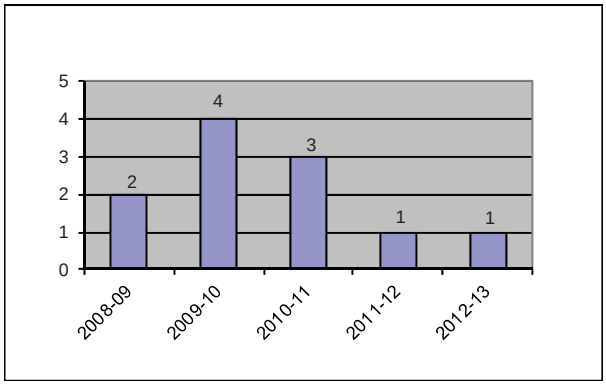


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	0	1	0	1
Limited Term	3	0	1	0
Total	3	1	1	1
Staffing Expenses	$35,923	$25,764	$25,764	$35,821

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

BUDGET UNIT: EMM CCR
FUNCTION: Recreation and Cultural Services
ACTIVITY: Culture

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	47,288	50,191	35,923	26,847	25,764	35,821	**10,057**
Operating Expenses	50,311	26,806	21,788	15,853	43,705	43,586	**(119)**
Contingencies	0	0	0	0	21,886	0	**(21,886)**
Total Exp Authority	97,599	76,997	57,711	42,700	91,355	79,407	**(11,948)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	97,599	76,997	57,711	42,700	91,355	79,407	**(11,948)**
Depreciation	0	0	0	0	0	0	**0**
Operating Transfers Out	10,000	0	0	0	0	0	**0**
Total Requirements	107,599	76,997	57,711	42,700	91,355	79,407	**(11,948)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	93,196	72,041	70,366	60,000	90,000	60,000	**(30,000)**
Total Revenue	93,196	72,041	70,366	60,000	90,000	60,000	**(30,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	93,196	72,041	70,366	60,000	90,000	60,000	**(30,000)**
Rev Over/(Under) Exp	(14,403)	(4,956)	12,655	17,300	(1,355)	(19,407)	**(18,052)**
				Budgeted Staffing	1	1	**0**
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	**0**
Total Fixed Assets	0	0	0	0	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are increasing for the one General Services Worker II position, as the position is budgeted at the proper level for 2012-13, based on the conversion from a Public Service Employee to this classification as part of the 2011-12 budget process. Contingencies for unanticipated expenses are eliminated due to less sales revenue. The revenue budget has been adjusted to reflect a lower level of anticipated sales of museum novelty items/souvenirs. The department plans to explore out-sourcing opportunities for the Museum Store program, as it has become increasingly difficult for staff to operate it in a profitable manner.

MAJOR EXPENDITURES AND REVENUE INCLUDED IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $35,821 fund 1 position that operates the Museum Store. Operating expenses of $43,586 are specific to purchases for resale (inventory). Departmental revenue of approximately $60,000 is generated from novelty items/souvenirs product sales, and is intended to be the financing source for the aforementioned inventory purchases and salary expenses.

STAFFING CHANGES AND OPERATIONAL IMPACT

There are no staffing changes for 2012-13.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Museum Store	1	0	1	1	0	0	1
Total	1	0	1	1	0	0	1

Museum Store

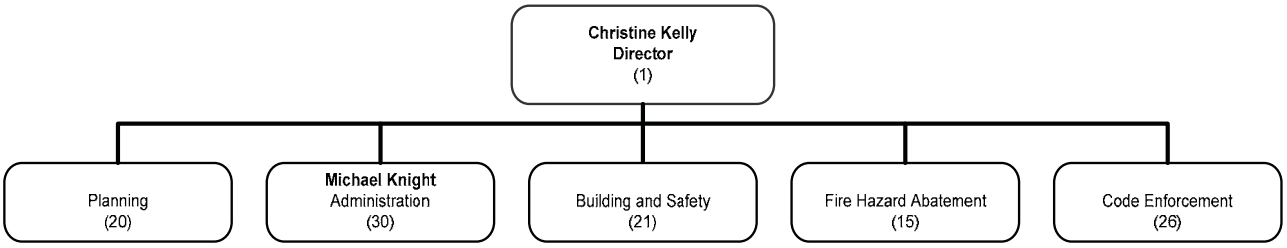
	Classification
1	General Services Worker II
1	Total

LAND USE SERVICES
Christine Kelly

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



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Implemented electronic filing of plan reviews with Building and Safety.
- Improved customer service response time with customers contacting Land Use Services.
- Implemented a new website making a large range of information from Land Use Services available to customers.
- 33,000 building permit inspections were completed and 2,600 plan reviews were filed with Building and Safety.
- 4,100 fire hazard abatements were performed and 540 citations were issued on properties throughout the County.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PLANNING - IMPROVE THE PROCESSING TIME OF PROJECT DEVELOPMENT APPLICATIONS AND THE ENVIRONMENTAL REVIEWS TO BE CONSISTENT WITH THE PERMITS STREAMLINING ACT AND THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (CEQA).

Objective: Improve the processing time of project development applications and the environmental review to be consistent with the Permits Streamlining Act and CEQA.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of applications completed.	N/A	N/A	95%	95%	99%

In accordance with the permit Streamlining Act, jurisdictions must make a determination that an application for project development is complete and ready for processing within 30 calendar days of submission. Incomplete applications must be returned to the applicant with information specifying the deficiencies and corrective actions necessary for resubmission of a complete application.

In addition, CEQA requires an Initial Study be prepared for most discretional projects submitted to the department in order to determine potential adverse environmental impacts. This will be accomplished through the continued streamlining of business processes within Planning as well as more effectively utilizing existing planning resources. Examples of this include implementing electronic filing of site plans and utilizing geographic information systems in a more efficient manner.

GOAL 2: BUILDING AND SAFETY - IMPROVE PERFORMANCE TARGET MEASURES FOR BUILDING AND SAFETY PLAN REVIEW COMPLETION TIMES.

Objective: Perform plan reviews in the following time frames:
Residential - 10 working days
Subdivisions and multi-residential - 20 working days
Grading and non-residential - 30 working days

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of plan reviews completed within proposed time frames.	96%	95%	95%	95%	95%

Though the economy continues to improve, impacts to the building industry continue to be felt throughout the County. Consequently, though there has been an increase in the numbers of 2011-2012 Building and Safety plan submittal, staffing levels continue to remain the same. In order to facilitate the high-level turnaround for plan submittal and review, contract services for specialized plan reviews have been facilitated to improve performance. With the addition of limited term staff, performance levels will continue to increase during workload peaks. Therefore, the 2012-2013 target of plan review is achievable within specified time frames.

GOAL 3: CODE ENFORCEMENT AND FIRE HAZARD ABATEMENT - PERFORM A COMPREHENSIVE EVALUATION OF BUSINESS OPERATION IN CODE ENFORCEMENT AND FIRE HAZARD ABATEMENT.

Objective: To improve efficiencies and performance with current levels of staffing and services provided and to perform an analysis of existing city contract and other similar services provided, such as graffiti abatement, to determine if additional efficiencies can be implemented.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Perform cost-benefit analysis on cost recovery of services provided.	N/A	N/A	N/A	N/A	95%

Code Enforcement and Fire Hazard Abatement perform services within County boundaries that are related to enforcement activities. Evaluation of a comprehensive review of business processes and seasonal activities will determine if more efficient processes can be implemented to increase overall response time and performance. This will include evaluations of existing city contracts for fire hazard abatement services provided by the County as well as analyzing performance on similar services, such as graffiti abatement. This will allow for a cost-benefit analysis to be performed on cost recovery of services provided.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Land Use Services - Administration	700,000	0	700,000			31
Land Use Services - Planning	8,154,674	2,100,618	6,054,056			20
Land Use Services - Building and Safety	3,844,567	3,305,184	539,383			21
Land Use Services - Code Enforcement	4,774,147	408,955	4,365,192			26
Land Use Services - Fire Hazard Abatement	1,883,471	1,626,270	257,201			15
Total General Fund	19,356,859	7,441,027	11,915,832			113

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Administration	440,000	332,178	310,000	224,775	700,000
Planning	8,430,722	5,776,657	4,573,733	6,080,765	8,154,674
Building and Safety	10,244,406	4,453,544	3,230,783	3,465,788	3,844,567
Code Enforcement	4,993,795	4,041,900	3,817,881	4,744,996	4,774,147
Fire Hazard Abatement	2,851,163	2,092,551	1,797,208	1,899,146	1,883,471
Total	**26,960,086**	**16,696,830**	**13,729,605**	**16,415,470**	**19,356,859**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Administration	440,000	0	0	0	0
Planning	5,725,938	(197,352)	2,133,427	2,642,008	2,100,618
Building and Safety	10,244,406	743,573	3,061,417	2,952,731	3,305,184
Code Enforcement	560,300	371,295	701,773	568,950	408,955
Fire Hazard Abatement	2,851,163	1,255,609	2,024,251	1,679,965	1,626,270
Total	**19,821,807**	**2,173,125**	**7,920,868**	**7,843,654**	**7,441,027**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Administration	0	332,178	310,000	224,775	700,000
Planning	2,704,784	5,974,009	2,440,306	3,438,757	6,054,056
Building and Safety	0	3,709,971	169,366	513,057	539,383
Code Enforcement	4,433,495	3,670,605	3,116,108	4,176,046	4,365,192
Fire Hazard Abatement	0	836,942	(227,043)	219,181	257,201
Total	**7,138,279**	**14,523,705**	**5,808,737**	**8,571,816**	**11,915,832**

Administration

DESCRIPTION OF MAJOR SERVICES

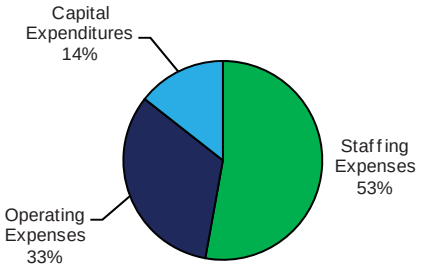
The Administration Division provides centralized fiscal services, personnel, and customer service support to all divisions and offices throughout Land Use Services.

Budget at a Glance

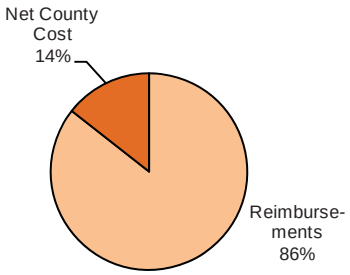
Total Expenditure Authority	$4,861,699
Total Sources	$4,161,699
Net County Cost	$700,000
Total Staff	31
Funded by Net County Cost	14%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

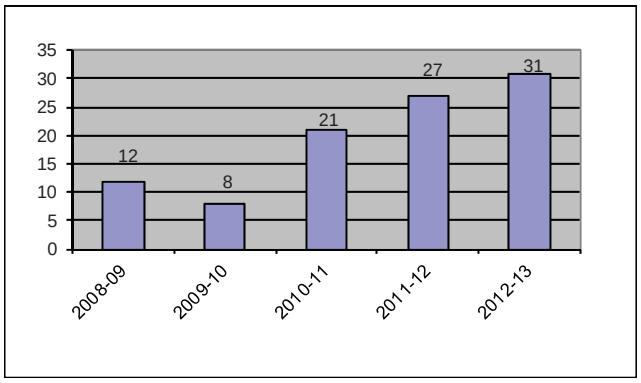


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	21	24	24	28
Limited Term	0	0	3	3
Total	21	24	27	31
Staffing Expenses	$1,461,337	$1,858,222	$1,995,171	$2,568,126

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	990,729	1,183,621	1,461,337	1,993,054	1,995,171	2,568,126	**572,955**
Operating Expenses	1,630,160	1,683,671	1,960,480	2,119,900	2,134,144	1,593,573	**(540,571)**
Capital Expenditures	86,816	12,000	0	14,976	15,000	700,000	**685,000**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,707,705	2,879,292	3,421,817	4,127,930	4,144,315	4,861,699	**717,384**
Reimbursements	(2,267,043)	(2,547,116)	(3,111,817)	(3,883,184)	(3,919,540)	(4,161,699)	**(242,159)**
Total Appropriation	440,662	332,176	310,000	244,746	224,775	700,000	**475,225**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	440,662	332,176	310,000	244,746	224,775	700,000	**475,225**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	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	440,662	332,176	310,000	244,746	224,775	700,000	**475,225**
				Budgeted Staffing	27	31	**4**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2,568,126 fund 31 budgeted positions. This appropriation has a net increase of $572,955 and adds 4 new positions: 2 Office Assistant III's and 2 Land Use Technician II's. Staffing expenses include increases in retirement costs, merit increases, earned leave requirements, and overall increases in employee benefits.

Operating expenses of $1,593,573 reflect a net decrease of $540,571 primarily due to a Development Impact Fee contract of $391,675 not being carried over to new fiscal year, and a reduction in COWCAP charges.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses make up the majority of the department's expenditures. These expenses are vital to provide support to the other Land Use Services budget units. Additionally, Land Use Services Administration received net county cost of $700,000 for the purchase of a new permitting system to replace the current permitting system.

Major operating expenses include COWCAP charges of $769,488, computer hardware and software costs of $214,975, central services and facilities maintenance expenses of $107,102, and transfers out of $285,352 of which $275,281 is to fund 3 positions in ISD that support Land Use Services.

Capital expenditures include $700,000 for the purchase of a new enterprise permitting system.

Reimbursements of $4,122,673 represent payments from the divisions of Land Use Services for administrative, Customer Service Unit (CSU), and Call Center support. In addition, reimbursements from other county departments of $39,026 are reflected for enterprise agreement costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

The department increased by 2 Office Assistant IIIs and 2 Land Use Technician IIs. These positions were transferred from Land Use Services – Code Enforcement and do not have an operational impact. Transferring support positions to Land Use Services – Administration ensures that the other divisions are charged for actual support.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	28	3	31	30	1	0	31
Total	28	3	31	30	1	0	31

Administration

	Classification
1	Director of Land Use Services
1	Administrative Analyst III
1	Executive Secretary II
1	Administrative Supervisor I
2	Staff Analyst I
7	Office Assistant III
2	Fiscal Specialist
1	Payroll Specialist
2	Land Use Technician Supervisor
10	Land Use Technician II
3	Public Service Employee
31	Total

Planning

DESCRIPTION OF MAJOR SERVICES

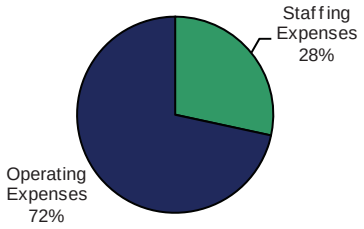
Budget at a Glance

Total Expenditure Authority	$8,495,934
Total Sources	$2,441,878
Net County Cost	$6,054,056
Total Staff	20
Funded by Net County Cost	71%

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.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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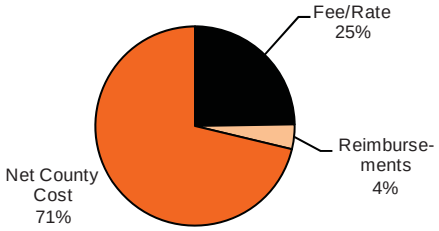
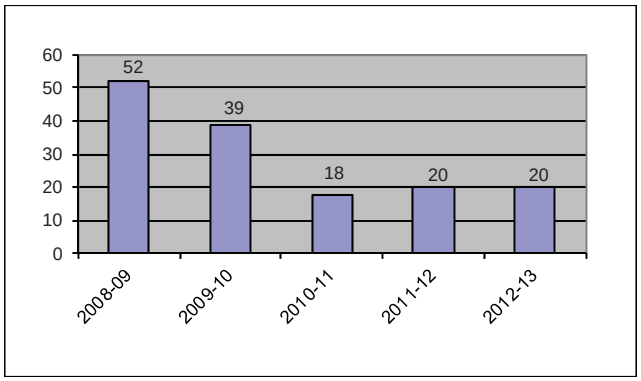


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	18	20	19	19
Limited Term	0	0	1	1
Total	18	20	20	20
Staffing Expenses	$2,100,652	$2,373,198	$2,286,002	$2,412,334

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	3,834,602	3,607,422	2,100,652	1,961,091	2,286,002	2,412,334	**126,332**
Operating Expenses	2,923,445	2,366,456	2,756,716	3,494,232	4,040,427	6,083,600	**2,043,173**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	6,758,047	5,973,878	4,857,368	5,455,323	6,326,429	8,495,934	**2,169,505**
Reimbursements	(46,574)	(197,219)	(283,634)	(97,209)	(245,664)	(341,260)	**(95,596)**
Total Appropriation	6,711,473	5,776,659	4,573,734	5,358,114	6,080,765	8,154,674	**2,073,909**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	6,711,473	5,776,659	4,573,734	5,358,114	6,080,765	8,154,674	**2,073,909**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	(101,950)	0	0	64,161	0	0	**0**
Fee/Rate	3,991,930	(201,768)	2,045,932	1,851,704	2,641,008	2,100,618	**(540,390)**
Other Revenue	21,057	4,419	87,495	437	1,000	0	**(1,000)**
Total Revenue	3,911,037	(197,349)	2,133,427	1,916,302	2,642,008	2,100,618	**(541,390)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,911,037	(197,349)	2,133,427	1,916,302	2,642,008	2,100,618	**(541,390)**
Net County Cost	2,800,436	5,974,008	2,440,307	3,441,812	3,438,757	6,054,056	**2,615,299**
				Budgeted Staffing	20	20	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2,412,334 fund 20 budgeted positions. A net increase of $126,332 is primarily due to retirement costs, merit increases, earned leave requirements, and overall increases in employee benefits.

Operating expenses of $6,083,600 reflect a net increase over the prior year of $2,043,173, primarily due to professional services that result from development projects such as general plan and development code updates, specific plans, and other major development projects. Additional costs include legal notices, publications, Planning Commission consulting costs, outside legal counsel costs for the Cadiz project, COWCAP charges, central service and facilities maintenance costs, and other general operating expenses. In addition, operating expenses include $1,651,627 for administrative and customer service support reimbursed to the Administration division.

Reimbursements of $341,260 reflect a net increase of $95,596 due to a reimbursement from the First District to offset the cost for the Helendale Environmental Impact Report.

Departmental revenue of $2,100,618 reflects a net decrease of $541,390 due primarily to reducing budgeted current services revenue to reflect current trend.

Net County Cost is increasing by $2,615,299 primarily due to the need for professional services for program support for development code and general plan updates, specific plans, and other major development projects.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses and outside consultant services make up the majority of the department's expenditures. These expenses are necessary to ensure that planning projects are reviewed and completed in a timely manner to facilitate and reduce the time needed for development projects to begin. Revenues are primarily a result of actual staff time reimbursed by planning projects.

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2011-12, there were 20 budgeted positions and there are no current staffing changes for the 2012-13 budget. There are currently four vacant positions that the department is planning to fill during the fiscal year.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Planning	19	1	20	16	4	0	20
Total	19	1	20	16	4	0	20

Planning

	Classification
1	Planning Director
1	Planning Director extra help
1	Planning Manager
1	Secretary I
3	Supervising Planner
11	Planner III
1	Planner I
1	Engineering Geologist
20	

Building and Safety

DESCRIPTION OF MAJOR SERVICES

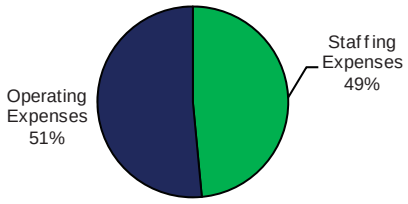
Building and Safety administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the county. This division applies state law and county ordinances and inspects the construction, alteration, relocation, demolition, repair, occupancy, and use of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

Budget at a Glance

Total Expenditure Authority	$3,844,567
Total Sources	$3,305,184
Net County Cost	$539,383
Total Staff	21
Funded by Net County Cost	14%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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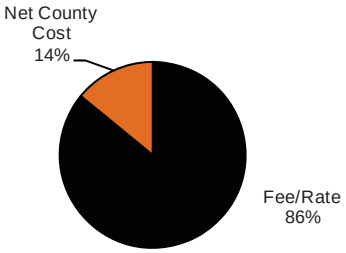
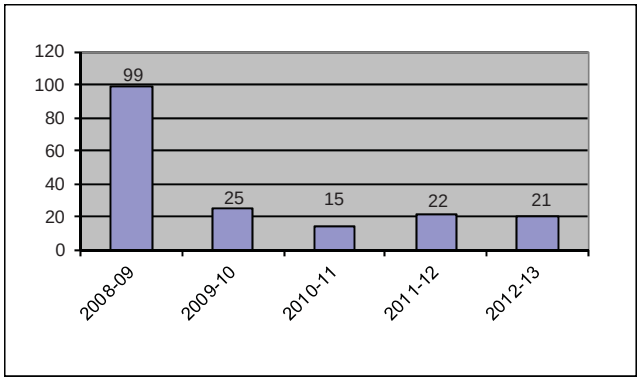


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	15	14	14	14
Limited Term	0	5	8	7
Total	15	19	22	21
Staffing Expenses	$1,587,713	$1,695,153	$1,695,153	$1,864,776

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2012-13 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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	5,260,363	3,066,746	1,587,713	1,650,427	1,695,153	1,864,776	**169,623**
Operating Expenses	2,511,251	1,424,482	1,712,560	2,070,187	1,770,635	1,979,791	**209,156**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	7,771,614	4,491,228	3,300,273	3,720,614	3,465,788	3,844,567	**378,779**
Reimbursements	0	(37,685)	(69,492)	0	0	0	**0**
Total Appropriation	7,771,614	4,453,543	3,230,781	3,720,614	3,465,788	3,844,567	**378,779**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	7,771,614	4,453,543	3,230,781	3,720,614	3,465,788	3,844,567	**378,779**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	7,319,357	695,508	2,903,488	4,119,574	2,927,731	3,292,074	**364,343**
Other Revenue	49,541	48,064	21,688	11,512	25,000	13,110	**(11,890)**
Total Revenue	7,368,898	743,572	2,925,176	4,131,086	2,952,731	3,305,184	**352,453**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	7,368,898	743,572	2,925,176	4,131,086	2,952,731	3,305,184	**352,453**
Net County Cost	402,716	3,709,971	305,605	(410,472)	513,057	539,383	**26,326**
				Budgeted Staffing	22	21	**(1)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1,864,776 fund 21 budgeted positions, of which 7 positions are limited term. This appropriation has a net increase of $169,623, which represents additional staffing expenses for plan review of the Molycorp expansion project, retirement costs, merit increases, earned leave requirements, and overall increases in employee benefits.

Operating expenses of $1,979,191 reflect a net increase of $209,156, which is primarily due to an increase in cost allocation for Customer Service Unit (CSU) and Call Center support in Land Use Services Administration as a result of implementing time tracking system. Other expenses include vehicle charges, professional services required for specialized plan review, transfers out for administrative support, computer hardware and software costs, central computer charges and facilities management charges, and COWCAP charges.

Departmental revenue of $3,305,184 primarily represents permit and plan review fees collected for construction permits. While the sustained downturn in the real estate market continues to have an impact on the demand for building-related services, there continues to be slight increases in division revenue that is anticipated to increase by $352,453. This is primarily due to the Molycorp project. The Mountain Pass mine is a world-class rare earth mine operated by Molycorp Minerals, LLC. Current activities include site modifications to relocate the plant facilities, add a Combined Heat and Power Plant, improve the efficiency of its recovery systems and install Salt Recovery and Recycling Facilities.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses and transfers out make up the majority of the department's expenditures. These expenses are necessary to keep up with current building permit and plan review demands. Revenues are comprised primarily of permit and plan review fees.

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2011-12, staffing was 22 and has decreased to 21 for 2012-13. This is due to the deletion of 1 vacant Contract Building Inspector position.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Building and Safety	14	7	21	18	3	0	21
Total	14	7	21	18	3	0	21

Building and Safety

	Classification
1	Building Official
1	Regional Building Insp Sup
4	Building Inspector III
13	Building Inspector II
1	Contract Engineering Geologist
1	Contract Building Inspector
21	Total

Code Enforcement

DESCRIPTION OF MAJOR SERVICES

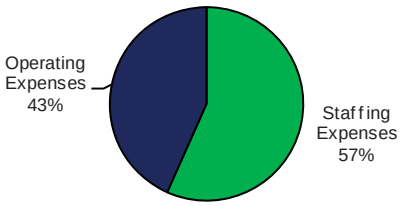
Code Enforcement administers programs designed to protect the public's safety, welfare, and property through enforcement of county ordinances and state laws related to housing and property.

Budget at a Glance

Total Expenditure Authority	$5,413,468
Total Sources	$1,048,276
Net County Cost	$4,365,192
Total Staff	26
Funded by Net County Cost	81%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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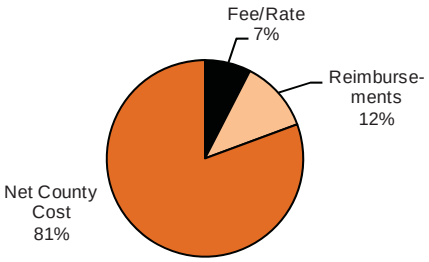
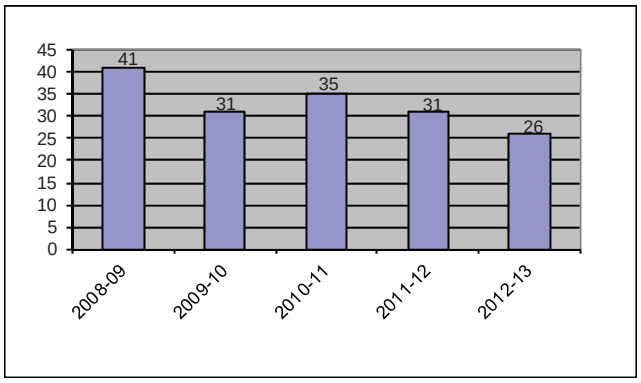


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	35	31	31	26
Limited Term	0	0	0	0
Total	35	31	31	26
Staffing Expenses	$2,929,381	$2,758,474	$2,940,166	$3,067,833

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	3,242,297	2,729,492	2,929,381	2,898,534	2,940,166	3,067,833	**127,667**
Operating Expenses	1,671,506	2,126,090	1,534,049	1,949,897	2,089,828	2,345,635	**255,807**
Capital Expenditures	0	28,643	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,913,803	4,884,225	4,463,430	4,848,431	5,029,994	5,413,468	**383,474**
Reimbursements	(189,229)	(847,871)	(676,997)	(404,964)	(284,998)	(639,321)	**(354,323)**
Total Appropriation	4,724,574	4,036,354	3,786,433	4,443,467	4,744,996	4,774,147	**29,151**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,724,574	4,036,354	3,786,433	4,443,467	4,744,996	4,774,147	**29,151**
Departmental Revenue							
Taxes	30,996	376	25,356	2,436	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	30,158	0	0	0	0	**0**
Fee/Rate	235,211	296,853	668,949	408,001	568,950	408,955	**(159,995)**
Other Revenue	66,977	38,344	7,468	798	0	0	**0**
Total Revenue	333,184	365,731	701,773	411,235	568,950	408,955	**(159,995)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	333,184	365,731	701,773	411,235	568,950	408,955	**(159,995)**
Net County Cost	4,391,390	3,670,623	3,084,660	4,032,232	4,176,046	4,365,192	**189,146**
				Budgeted Staffing	31	26	**(5)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3,067,833 fund 26 budgeted positions. This appropriation has a net increase of $127,667 primarily due to increases in retirement costs, merit increases, earned leave requirements, and overall increases in employee benefits. Other operational changes include the transfer of 2 Office Assistant III's and 2 Land Use Technician II's to Land Use Services Administration Customer Service Unit and the deletion of 1 Code Enforcement Officer II position.

Operating expenses of $2,345,635 reflect a net increase of $255,807, which is primarily due to an increase in costs allocated to the department from the Customer Service Unit (CSU) and Call Center in Land Use Services - Administration. Major expenditures include vehicle expenses, graffiti and blight abatement services, central mail processing for administrative citations, central computer, facilities maintenance, COWCAP charges, County Counsel costs, and other general operating expenses.

Reimbursements of $639,321 reflect a net increase of $354,323 from the prior year primarily due to funding from CDBG for demolition and blight abatement services and Flood Control for Off Highway Vehicle (OHV) enforcement reimbursements.

Departmental revenue of $408,955 reflects a decrease of $159,995 from the prior year primarily due to budgeting $150,000 from Flood Control for Off Highway Vehicle enforcements in reimbursements and not current services.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing, vehicle services charges, County Counsel costs associated with Medical Marijuana enforcement, and graffiti abatement contracts make up the majority of the budget unit's expenditures. These expenditures are necessary to effectively respond to complaints from citizens and business owners within the enforceable areas. Revenue is comprised mainly of administrative citations.

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2011-12, staffing was 31 and is decreasing to 26 in 2012-13. This is due to 2 Office Assistant II's and 2 Land Use Service Technician II's being transferred to the Land Use Services Administration budget unit. This move has no impact on operation, as these positions will still assist in Code Enforcement functions and their costs will be allocated based on actual activity. This decrease also reflects the deletion of 1 Code Enforcement Officer II position due to the loss of Redevelopment Agency funding for proactive code enforcement services around the Fontana Speedway.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Code Enforcement	26	0	26	25	1	0	26
Total	26	0	26	25	1	0	26

Code Enforcement

	Classification
1	Code Enforcement Chief
1	Program Manager-Code Enforcement
3	Code Enforcement Supervisor
10	Code Enforcement Officer II
7	Code Enforcement Officer III
2	Land Use Technician II
1	Secretary I
1	Office Assistant III
26	

Fire Hazard Abatement

DESCRIPTION OF MAJOR SERVICES

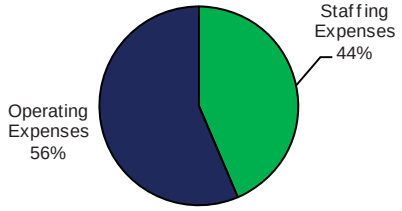
Fire Hazard Abatement enforces the Fire and Hazardous Trees Ordinance in the unincorporated portions of the county and provides contract services to specified cities and fire districts within the county.

Budget at a Glance

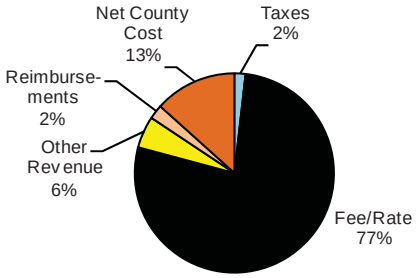
Total Expenditure Authority	$1,928,471
Total Sources	$1,671,270
Net County Cost	$257,201
Total Staff	15
Funded by Net County Cost	13%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

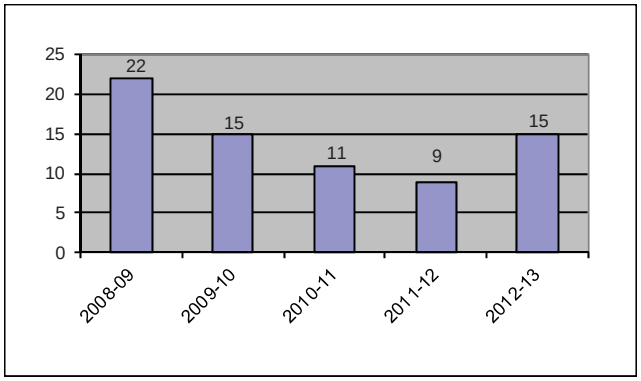


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	11	10	9	10
Limited Term	0	0	0	5
Total	11	10	9	15
Staffing Expenses	$742,463	$706,611	$749,040	$840,507

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	1,455,322	1,062,948	742,463	767,020	749,040	840,507	**91,467**
Operating Expenses	1,170,137	1,029,601	1,081,553	1,142,681	1,150,106	1,087,964	**(62,142)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,625,459	2,092,549	1,824,016	1,909,701	1,899,146	1,928,471	**29,325**
Reimbursements	0	0	(26,808)	15	0	(45,000)	**(45,000)**
Total Appropriation	2,625,459	2,092,549	1,797,208	1,909,716	1,899,146	1,883,471	**(15,675)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,625,459	2,092,549	1,797,208	1,909,716	1,899,146	1,883,471	**(15,675)**
Departmental Revenue							
Taxes	30,932	46,040	47,160	43,714	30,000	35,000	**5,000**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	(978,722)	1,196,701	1,800,974	1,677,696	1,519,648	1,491,270	**(28,378)**
Other Revenue	(2,364)	6,165	176,117	222,468	130,317	100,000	**(30,317)**
Total Revenue	(950,154)	1,248,906	2,024,252	1,943,878	1,679,965	1,626,270	**(53,695)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	(950,154)	1,248,906	2,024,252	1,943,878	1,679,965	1,626,270	**(53,695)**
Net County Cost	3,575,613	843,643	(227,044)	(34,162)	219,181	257,201	**38,020**
				Budgeted Staffing	9	15	**6**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $840,507 fund 15 budgeted positions, of which 5 are limited term. This appropriation has a net increase of $91,467 from the prior fiscal year modified budget, which reflects the addition of 5 Public Service Employee positions and 1 Code Enforcement Officer II being reinstated. Staffing expenses include increases in retirement costs, merit increases, earned leave requirements, and overall increases in employee benefits.

Operating expenses of $1,087,964 reflect a net decrease of $62,142. This decrease is primarily due to a decrease in agricultural services for general abatements and the completion of the Forest Care Program.

Reimbursements increased by $45,000 for community development block grants from the Economic Development Agency for Fire Hazard Abatement services for County owned property.

Departmental revenue of $1,626,270 reflects a net decrease of $53,695, which is primarily due to a reduction in Red Cross grant revenue and administrative citation revenue.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses, weed abatement contracts, and vehicle services charges represent the majority of Fire Hazard Abatement's expenditures for 2012-13. These expenses are necessary to identify and mitigate fire hazard risks. Revenue sources are primarily contracts with cities and fire districts ($278,569), administrative citations ($125,000), and charges to property owners for abatement services ($805,703).

STAFFING CHANGES AND OPERATIONAL IMPACT

In the beginning of 2011-12, budgeted staffing was 9 and is now 15 for 2012-13, which was the result of the addition of 5 Public Service Employee positions added mid-year in 2011-12 to assist with seasonal workloads and 1 Code Enforcement Officer II being reinstated.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Fire Hazard Abatement	10	5	15	12	3	0	15
Total	10	5	15	12	3	0	15

Fire Hazard Abatement

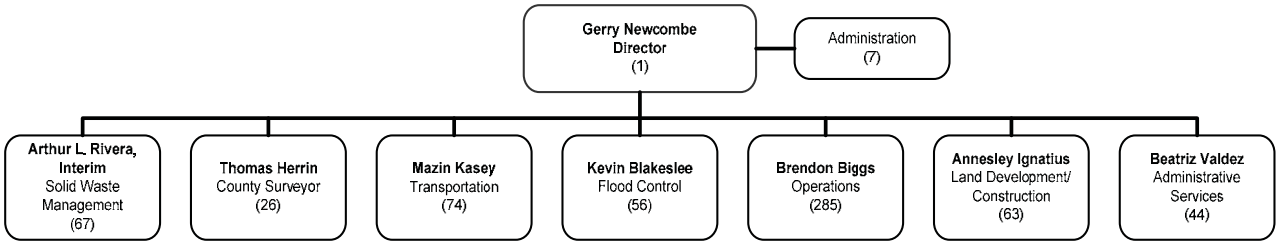
	Classification
5	Code Enforcement Field Assistant
1	Fiscal Specialist
1	Code Enforcement Supervisor
2	Code Enforcement Officer II
1	Code Enforcement Officer III
5	Public Service Employee
15	Total

PUBLIC WORKS
Gerry Newcombe

MISSION STATEMENT

The Public Works Department provides a broad range of services and infrastructure to help ensure safe and desirable communities for the people of San Bernardino County. Areas of responsibility include roads, traffic, flood control, storm water quality, water conservation, solid waste services, and County Surveyor functions.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Surveyor – In 2010-11, the division reduced its processing time for final maps, parcel maps and all other map reviews to under the 20 day working day limit prescribed by state law. In 2011-12, the division continued to meet this 20 day statutory limit for all maps reviewed. In addition, the division expanded services offered in Geographic Information Systems to other divisions within the Public Works Department.
- Transportation – In 2011-12, the division completed 26.5 miles of road rehabilitation projects including 2.25 miles of Valley Boulevard and 5.8 miles of National Trails Highway, 16 miles of overlay projects, 41 miles of roadway sealing and surface protection projects, 8 sidewalk projects including Alder Avenue and Lynwood Drive, 4 drainage projects, 2 traffic signal installations at Bloomington Avenue at Larch and Rotary Way at State Highway 62, 4 intersection improvement/turn lane projects, 1 realignment and overlay of Oak Hill Road, and 1 retaining wall. In addition, the division was able to complete repairs in order to reopen Lenwood Bridge which was damaged in the December 2010 storms. Of the 83.5 miles of rehabilitation, overlay, and sealing/surface protection projects completed in 2011-12, 59 miles were funded with $8 million dollars from the General Fund as a one-time contribution to assist the division in maintaining its pavement condition.
- Solid Waste Management – In 2011-12, the division completed the following capital improvement projects: 1) final closure construction at the Big Bear Sanitary Landfill; 2) full half-width improvements to Alder Avenue and Casmalia Street adjacent to the Mid-Valley Sanitary Landfill in Rialto; and 3) a new lined area for waste disposal, two new scale houses, two new in-ground scales, a new entrance roadway, and relocated a third in-ground scale at the Victorville Sanitary Landfill. The following upgrades and/or replacements occurred at the following sites: a new in-ground scale was installed at the Heaps Peak Transfer Station in Running Springs; a new 20 Kilowatts (KW) generator was installed at the Barstow Sanitary Landfill's scale house, and a new 200KW generator was installed at the Twentynine Palms Transfer Station to power the transfer station's compactor and the entrance road leading to the transfer station was improved with pavement widening and grader patching.
- Flood Control District – During 2010-11, the District completed construction of 2 major projects: 1) Sultana Cypress Storm Drain Phase IIB and 2) Sultana Cypress Storm Drain Phase IIC. The District also completed significant repairs to facilities like the Santa Ana River levees that were damaged in the storms of December 2010. For 2011-12, the District completed the reconstruction of Reche Channel at the cost of approximately $1.0 million dollars which was damaged in December of 2010 and anticipates completion of Phase 2 of the Cucamonga Basin No. 6 project and completion of a $6.0 million dollar project to clean out and restore the San Timoteo Creek Basins No. 1 through 13.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: SURVEYOR – PROVIDE TIMELY MAP AND PLAN CHECK SERVICES FOR CUSTOMERS.

Objective: Continue to meet the mandated processing times for map and plan check reviews.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of parcel maps completed within 40 working days (2009-10), 20 working days (2010-11), 20 working days (2011-12), and 20 working days (2012-13).	100%	100%	100%	100%	100%
Percentage of final maps completed within 30 working days (2009-10), 20 working days (2010-11), 20 working days (2011-12), and 20 working days (2012-13).	100%	100%	100%	100%	100%

GOAL 2: TRANSPORTATION – MAINTAIN THE LEVEL OF SAFETY AND MAINTENANCE FOR COUNTY MAINTAINED ROADS.

Objective: Maintain the average Pavement Condition Index (PCI) for County maintained roads at a "good" or higher PCI category.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Average Pavement Condition	77	77	76	76	76

Road with PCI above 55 are considered "good" or better. Roads between 70 and 85 are considered "very good".

GOAL 3: SOLID WASTE MANAGEMENT – MAINTAIN COMPLIANCE WITH THE INTEGRATED WASTE MANAGEMENT ACT.

Objective: Implement programs and education promoting waste reduction and diversion.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Per Capita Disposal Rate (lbs/person/day).	4.5	4.7	4.7	4.7	5.2

State mandates require California cities and counties reduce the amount of waste disposed in landfills by 50% through programs and education promoting waste reduction, recycling and reuse. Compliance is measured by the jurisdiction's per capita waste disposal rate. San Bernardino County's base per capita disposal rate is 12.4 lbs/person/day. In 2009, the actual per capita disposal rate was 4.5 lbs/person/day or 63.7% diversion. The economic downturn has resulted in a higher diversion rate than what would have been experienced in a more stable economy and Solid Waste Management Division expects that as the economy rebounds there will be an increase in the amount of waste that will be generated. Our goal is to maintain a diversion rate of at least 58% or 5.2 lbs/person/day disposal rate through ongoing programs and education targeting commercial, multifamily and construction waste. Effective July 1, 2012, state-mandated commercial recycling will be implemented for businesses that generate 4 or more cubic yards of waste a week.

GOAL 4: FLOOD CONTROL DISTRICT – IMPROVE FLOOD PROTECTION AND INCREASE WATER RECHARGE AT FLOOD CONTROL FACILITIES.

Objective A: Continue to increase the annual volume of water recharge at District facilities.
Objective B: Continue to reduce risk of flooding by evaluating and improving District levees.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
4A. Acre-feet of water recharged at Flood Control District basins.	39,300	81,500	60,000	60,000	60,000
4B. Number of District Levee or Flood Control facilities studied to meet FEMA standards.	75	78	87	87	87

The recharge volume for 2010-11 was 81,500 acre-feet, which represents a significant increase from the previous year. This increase was a result of substantial rainfall across San Bernardino County and the State which raised many reservoirs to near capacity levels. These conditions made it possible for more State Project Water to be made available for groundwater recharge and provided opportunity for greater capture of storm water. Projections for the current year are expected to be somewhat less because this winter has been much drier than last year.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Surveyor	3,808,406	3,528,503	279,903			29
Total General Fund	3,808,406	3,528,503	279,903			29
Special Revenue Funds						
Survey Monument Preservation	61,907	58,510		3,397		0
Transportation Special Revenue Funds - Consolidated	142,198,651	79,819,010		62,379,641		355
Total Special Revenue Funds	142,260,558	79,877,520		62,383,038		355
Enterprise Funds						
Solid Waste Enterprise Funds - Consolidated	209,668,116	75,069,954			(134,598,162)	80
Total Enterprise Funds	209,668,116	75,069,954			(134,598,162)	80
***Other Agencies**						
Flood Control Consolidated	121,405,501	69,415,277		51,990,224		159
Flood Control Equipment	7,296,093	3,075,000			(4,221,093)	0
Total Other Agencies	128,701,594	72,490,277		51,990,224	(4,221,093)	159
Total - All Funds	484,438,674	230,966,254	279,903	114,373,262	(138,819,255)	623

*Note: Other Agencies are reported in a separate budget document.

Below is a reconciliation of staffing per budget unit and the department organizational chart on the previous page:

	Surveyor	Transportation - Road Operations	Solid Waste Management - Operations	Flood Control District	Total
Gerry Newcombe	0	6	0	2	8
Arthur L. Rivera	0	0	67	0	67
Thomas Herrin	26	0	0	0	26
Mazin Kasey	0	74	0	0	74
Kevin Blakeslee	0	0	0	56	56
Brendon Biggs	0	217	0	68	285
Annesley Ignatius	0	38	0	25	63
Beatriz Valdez	3	20	13	8	44
Total Budgeted Staffing	**29**	**355**	**80**	**159**	**623**

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Surveyor	5,203,207	3,569,567	3,552,346	3,938,358	3,808,406
Survey Monument Preservation	262,883	222,254	179,844	192,270	61,907
Transportation Consolidated	146,582,562	134,297,394	148,234,077	162,654,399	142,198,651
Solid Waste Enterprise Fund Consolidated	124,928,769	128,024,914	217,126,295	208,304,094	209,668,116
Flood Control Consolidated	154,613,883	117,721,245	129,491,826	132,756,420	121,405,501
Flood Control Equipment	1,587,000	2,374,001	5,944,468	7,975,130	7,296,093
Total	**433,178,304**	**386,209,375**	**504,528,856**	**515,820,671**	**484,438,674**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Surveyor	4,935,069	3,355,472	3,304,229	3,678,455	3,528,503
Survey Monument Preservation	40,000	59,660	56,124	55,113	58,510
Transportation Consolidated	101,985,187	90,378,581	76,538,362	103,924,847	79,819,010
Solid Waste Enterprise Fund Consolidated	111,133,896	93,395,859	73,738,120	72,153,289	75,069,954
Flood Control Consolidated	102,305,628	73,587,941	76,194,625	77,433,083	69,415,277
Flood Control Equipment	2,520,000	2,935,000	3,052,541	3,237,000	3,075,000
Total	**322,919,780**	**263,712,513**	**232,884,001**	**260,481,787**	**230,966,254**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Surveyor	268,138	214,095	248,117	259,903	279,903
Total	**268,138**	**214,095**	**248,117**	**259,903**	**279,903**

5-YEAR FUND BALANCE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Survey Monument Preservation	222,883	162,594	123,720	137,157	3,397
Transportation Consolidated	44,597,375	43,918,813	71,695,715	58,729,552	62,379,641
Flood Control Consolidated	52,308,255	44,133,304	53,297,201	55,323,337	51,990,224
Total	**97,128,513**	**88,214,711**	**125,116,636**	**114,190,046**	**114,373,262**

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Solid Waste Enterprise Fund Consolidated	(13,794,873)	(34,629,055)	(143,388,175)	(136,150,805)	(134,598,162)
Flood Control Equipment	933,000	560,999	(2,891,927)	(4,738,130)	(4,221,093)
Total	**(12,861,873)**	**(34,068,056)**	**(146,280,102)**	**(140,888,935)**	**(138,819,255)**

Surveyor

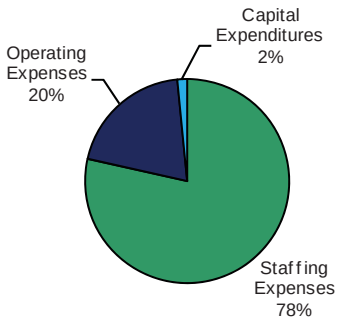
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$3,879,766
Total Sources	$3,599,863
Net County Cost	$279,903
Total Staff	29
Funded by Net County Cost	7%

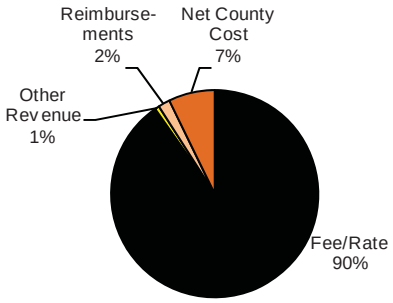
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various county departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used 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 (GIS) Parcel Basemap.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

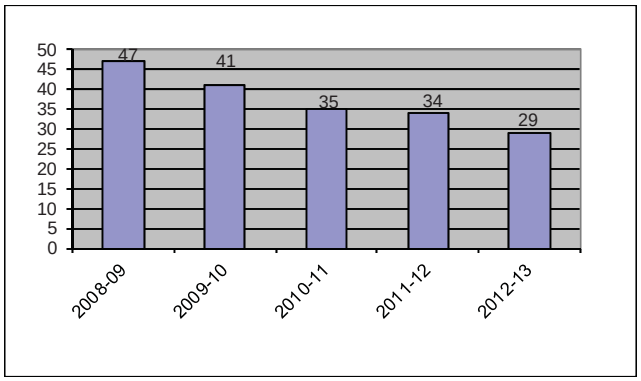


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	34	34	33	29
Limited Term	1	1	1	0
Total	35	35	34	29
Staffing Expenses	$3,053,515	$3,356,027	$3,266,857	$3,045,744

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	3,151,469	3,137,690	3,053,515	3,104,360	3,266,857	3,045,744	**(221,113)**
Operating Expenses	742,592	492,489	567,041	546,622	680,101	774,022	**93,921**
Capital Expenditures	0	9,249	0	0	60,000	60,000	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,894,061	3,639,428	3,620,556	3,650,982	4,006,958	3,879,766	**(127,192)**
Reimbursements	(75,848)	(71,638)	(68,212)	(80,143)	(68,600)	(71,360)	**(2,760)**
Total Appropriation	3,818,213	3,567,790	3,552,344	3,570,839	3,938,358	3,808,406	**(129,952)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,818,213	3,567,790	3,552,344	3,570,839	3,938,358	3,808,406	**(129,952)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	3,514,245	3,326,474	3,271,455	3,254,879	3,643,455	3,501,503	**(141,952)**
Other Revenue	40,153	28,996	33,456	25,200	35,000	27,000	**(8,000)**
Total Revenue	3,554,398	3,355,470	3,304,911	3,280,079	3,678,455	3,528,503	**(149,952)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,554,398	3,355,470	3,304,911	3,280,079	3,678,455	3,528,503	**(149,952)**
Net County Cost	263,815	212,320	247,433	290,760	259,903	279,903	**20,000**
				Budgeted Staffing	34	29	**(5)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Surveyor include a net decrease in staffing expenses of $221,113 due to the elimination of 4 vacant positions and the transfer of 1 position to the Transportation division. Operating expenses of $774,022 reflect a net increase of $93,921 and include increased COWCAP costs as well as the potential use of private land surveying firms in the event of unanticipated workload increases. Departmental revenue has been reduced by $149,952 due to the slowing of development that has been occurring. Net county cost has increased to $279,903 and represents a $20,000 increase for costs associated with processing corner records, a mandated service.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses make up the majority of the Surveyor's expenditures for 2012-13. In the event of unanticipated workload increases, operating expenses include $100,000 for possibly using the services of private land surveying firms. Capital expenditures of $60,000 is for a Total Station survey instrument needed in order to perform field surveys and add significant productivity capabilities to help with both cost and safety issues. These costs are necessary in order to provide the public with protection in matters as they relate to sound surveying practices and to meet state mandated time frames. Departmental revenue of $3,528,503 include fees charged to customers for: field surveys, review of subdivision maps, preparation of legal descriptions and maps, and taxable sales of microfiche prints, plotter prints, electronic map images and photocopies.

STAFFING CHANGES AND OPERATIONAL IMPACT

The Surveyor eliminated 4 vacant positions (Supervising Land Surveyor, Extra Help Land Surveyor, Engineering Technician II, and an Office Assistant II), and transferred out 1 filled Engineering Technician IV position to the department's Transportation division as a result of workload reduction due to the slowing of development that has been occurring.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Surveyor Administration	1	0	1	1	0	0	1
Field Section	14	0	14	14	0	0	14
Office Section	11	0	11	11	0	0	11
Administrative Services	3	0	3	3	0	0	3
Total	29	0	29	29	0	0	29

Surveyor Administration

	Classification
1	County Surveyor
1	Total

Field Section

	Classification
1	Survey Division Chief
5	Survey Party Chief
1	Engineering Technician V
2	Engineering Technician IV
4	Engineering Technician III
1	Engineering Technician II
14	Total

Office Section

	Classification
1	Survey Division Chief
2	Supervising Land Surveyor
2	Engineering Technician V
4	Engineering Technician IV
1	Engineering Technician III
1	Secretary I
11	Total

Administrative Services

	Classification
1	Staff Analyst II
1	Accounting Technician
1	Fiscal Assistant
3	Total

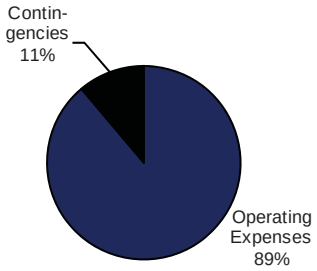
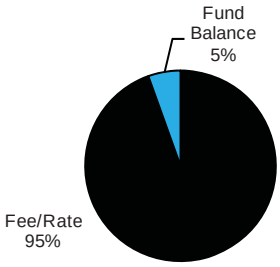
Survey Monument Preservation

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$61,907
Total Sources	$58,510
Fund Balance	$3,397
Total Staff	0

The Survey Monument Preservation budget unit was established to account for expenses incurred related to the retracement or 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, acreage subdivision lot lines, and subdivision boundary 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.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	126,219	98,534	42,685	192,270	170,375	55,000	**(115,375)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	21,895	6,907	**(14,988)**
Total Exp Authority	126,219	98,534	42,685	192,270	192,270	61,907	**(130,363)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	126,219	98,534	42,685	192,270	192,270	61,907	**(130,363)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	126,219	98,534	42,685	192,270	192,270	61,907	**(130,363)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	65,930	59,660	56,123	58,510	55,113	58,510	**3,397**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	65,930	59,660	56,123	58,510	55,113	58,510	**3,397**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	65,930	59,660	56,123	58,510	55,113	58,510	**3,397**
				Fund Balance	137,157	3,397	**(133,760)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation of $61,907, which includes contingencies of $6,907, is for services specifically related to retracement or re-monument surveys. The $130,363 decrease is due to a reduction in available fund balance. Departmental revenue of $58,510 is from fees charged to the public for filing or recording specific types of grant deeds conveying real property.

Transportation Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$164,130,809
Total Sources	$101,751,168
Fund Balance	$62,379,641
Total Staff	355

Road Operations is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,768 miles of roadways. Additional activities include administration, planning, design, construction, land development, and traffic operations.

The division's routine maintenance activities include patching and crack filling on approximately 7,500 lane-miles of asphalt pavement, grading of 533 miles of unpaved roads, shoulder maintenance, snowplowing of over 300 miles of mountain roads, traffic signal maintenance at 56 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance throughout the system, 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 serve the 20,000 square-mile area of the county.

Road activities are funded almost entirely from highway-users sources. These sources consist primarily of state and federal fuel taxes (Highway Users' Tax or Gas Tax), voter-approved state transportation infrastructure bond (Proposition 1B – a one-time funding source), local transportation funds generated by sales tax revenues (Measure I), and development fees. The department has eight established local transportation fee plans (Facilities Development Plans) and one regional transportation fee plan (Regional Development Mitigation Plan) within 16 subareas throughout the county to collect funds for the purpose of mitigating the impacts of new development. Construction of major improvements (such as new roads, bridges, or adding of lanes) is limited to a few projects per year based on available financing.

Currently, the County's maintained roads are, on average, at a Pavement Condition Index (PCI) of 76 ("very good") with some roads below a PCI of 55 ("fair"). Over the years, the Gas Tax and Measure I funding have declined while costs have increased. In 2011-12, the General Fund contributed $8 million in one-time funding to Transportation to assist in the maintenance of the County Maintained Road System. While there are still one-time Proposition 1B funds, Gas Tax, and Measure I allocated for Pavement Management Projects this year, it is anticipated that additional funding in the amount of $5 million is necessary to continue to maintain the current road condition. For 2012-13, the General Fund is providing a one-time allocation of $5 million to supplement departmental funding to ensure that the pavement condition does not deteriorate. Furthermore, in order to improve those roads that are below a "fair" status, an additional $12 million ongoing would be needed.

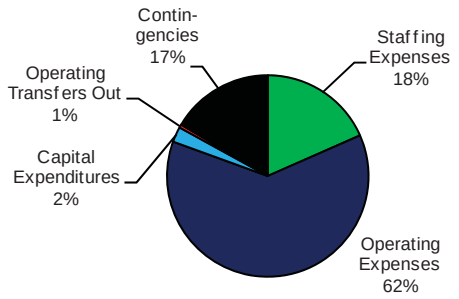
Measure I is a countywide one-half cent sales tax that was passed by the voters of San Bernardino County in November 1989 (1989 Measure), and extended by voters in 2004 (2004 Measure), to provide funding for transportation improvements until 2040. Measure I provides funding for roadway resurfacing, rehabilitation, and widening projects, as well as traffic signal projects throughout the county. The county is divided into six sub-areas, and the Measure I funds received must be spent within the sub-area in which they were collected. The sub-areas are as follows: North Desert, Morongo Basin, San Bernardino Mountains, Colorado River, Victor Valley, and San Bernardino Valley.

Facilities Development Plans were established by County ordinance to collect fees for new construction on roads within the boundaries of the established fee areas. Fee ordinances have been approved in the areas of Helendale/Oro Grande, High Desert (Phelan and Pinon Hills), Lucerne Valley, Oak Glen, Yucaipa, Oak Hills, Snowdrop Road, South & East Apple Valley, and Summit Valley. Interim fee plans in the areas of Big Bear and Joshua Tree have been approved to collect fees pending final approval from the residents. Yucaipa and Oak Glen were dissolved in 2007 due to annexation.

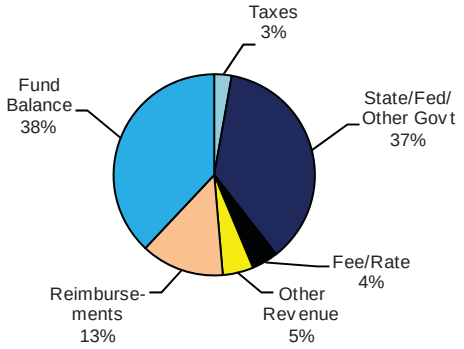
Regional Development Mitigation Plan was adopted by the Board of Supervisors in 2006 to generate fair-share development contributions to regional transportation needs, including freeway interchanges, regional arterials, and railroad grade separation projects. The County of San Bernardino's development contribution target shares were calculated for each of the unincorporated city spheres of influence in the San Bernardino Valley and Victor Valley as part of San Bernardino Associated Governments' (SANBAG) Development Mitigation Nexus Study. Development impact fees are collected at the time of issuance of a building permit for all residential, commercial, and industrial development. When sufficient fees are collected to cover the development contribution fair-share amount of projects, applications are submitted to SANBAG for the Measure I and/or federal and state funds necessary to construct the regional arterial roads, freeway interchanges, and railroad grade separation projects listed in the Regional Development Mitigation Plan. The Regional Development Mitigation Plan is being updated with the effective date of the update planned for August 2012.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

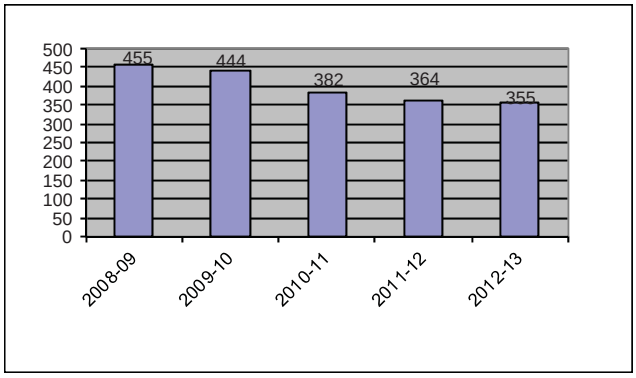


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	323	320	313	307
Limited Term	59	50	51	48
Total	382	370	364	355
Staffing Expenses	$28,064,072	$31,330,269	$30,907,204	$30,204,794

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	27,799,167	26,783,427	28,064,072	29,081,996	30,907,204	30,204,794	**(702,410)**
Operating Expenses	35,854,922	30,058,175	77,281,457	71,571,979	94,991,105	101,975,671	**6,984,566**
Capital Expenditures	4,826,583	2,570,520	6,556,695	5,328,128	9,611,900	4,068,000	**(5,543,900)**
Contingencies	0	0	0	0	51,949,679	27,070,344	**(24,879,335)**
Total Exp Authority	68,480,672	59,412,122	111,902,224	105,982,103	187,459,888	163,318,809	**(24,141,079)**
Reimbursements	(3,318,880)	(6,101,911)	(16,986,373)	(18,708,272)	(30,318,078)	(21,932,158)	**8,385,920**
Total Appropriation	65,161,792	53,310,211	94,915,851	87,273,831	157,141,810	141,386,651	**(15,755,159)**
Operating Transfers Out	1,460,000	11,318,805	214,098	4,886,526	5,512,589	812,000	**(4,700,589)**
Total Requirements	66,621,792	64,629,016	95,129,949	92,160,357	162,654,399	142,198,651	**(20,455,748)**
Departmental Revenue							
Taxes	6,452,865	5,757,788	4,658,635	5,772,434	4,904,257	4,588,175	**(316,082)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	49,570,348	70,482,121	56,212,604	64,850,200	55,837,718	60,198,753	**4,361,035**
Fee/Rate	3,435,712	1,941,752	5,038,763	8,906,509	25,380,001	6,943,911	**(18,436,090)**
Other Revenue	1,923,773	1,043,312	882,898	963,988	3,419,871	555,171	**(2,864,700)**
Total Revenue	61,382,698	79,224,973	66,792,900	80,493,131	89,541,847	72,286,010	**(17,255,837)**
Operating Transfers In	374,935	11,885,711	9,637,047	14,150,000	14,383,000	7,533,000	**(6,850,000)**
Total Financing Sources	61,757,633	91,110,684	76,429,947	94,643,131	103,924,847	79,819,010	**(24,105,837)**
				Fund Balance	58,729,552	62,379,641	**3,650,089**
				Budgeted Staffing	364	355	**(9)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds are decreasing appropriation by $20.5 million and reducing sources by $24.1 million. Additionally, departmental fund balance has increased by $3.7 million as a result of carrying forward funds to cover the costs of road construction projects that will take place in 2012-13 or later. Staffing expenses include a decrease of $702,410 due to the elimination of 9 vacant positions. While road construction PCI projects and routine maintenance will still be funded at $18.0 million and $23.0 million respectively and other departmental functions such as traffic safety and support will still be maintained at the same level, there is a $7.0 million increase in operating expenses. This increase is partially due to an increase of $1.0 million in Road Liability insurance which represents a 200% increase since 2010-11. The additional cost increases are primarily related to a $27.5 million increase in new road construction projects including $17.0 million in Proposition 1B projects, with a good portion going towards PCI projects, $8.0 million for a portion of the construction phase of the Glen Helen Grade Separation project, and $2.5 million for medians on Cedar Avenue and Valley Boulevard. This increase is partially offset by a reduction of $6.5 million for completed or encumbered projects including Southfork Road, Rotary Way signal installation, Calabash Avenue rehabilitation project, Lenwood Road bridge repair, and Fontana and Montclair area slurry seals. Other changes include a reduction in expenses and revenue associated with the forgiveness of a $2.5 million loan from the General Fund for Pepper Avenue at Valley Boulevard and the anticipated land sale that was planned to repay the loan. Transfers among the funds decreased by $7.7 million due to reduced contributions from Measure I for routine maintenance, snow removal and labor.

Capital expenditures are decreasing $5.6 million primarily due to major right of way purchases that took place in 2011-12 for Cherry Avenue at I-10 interchange project and the Glen Helen Grade Separation project. Reimbursements are decreasing $8.4 million due to decreased intra fund reimbursements for joint participation projects, routine maintenance, snow removal, and labor charges. Operating transfers out are decreasing $4.7 million primarily due to a one-time transfer to the General Fund in 2011-12 for SANBAG share of the Pepper Avenue at Valley Boulevard intersection improvement project. The department is also planning to utilize $24.9 million which were in contingencies for the new road construction projects. Departmental revenue is decreasing $24.1 million due primarily to an increase of $4.5 million for Highway Users Tax (Gas Tax) based on projected revenues which is offset by a decrease of $18.4 million from the San Bernardino Redevelopment Agency for projects funded in 2011-12, $0.8 million for reduced interest earnings and reduced one-half cent Measure I

revenue, and $6.9 million decrease for operating transfers in from General Fund for contributions to various projects, including a $3.0 million reduction in funding for PCI projects since one-time Proposition 1B funds are being primarily used to fund this activity.

PROGRAMMATIC INFORMATION

With the focus of the Transportation Division being the maintenance of the County Maintained Road System, public safety, and infrastructure improvements, a variety of road related projects have been identified for 2012-13.

- Major rehabilitation and overlay projects are primarily being funded with General Fund, Proposition 1B, Measure I, and Gas Tax. These projects include 4.8 miles of Sheep Creek Road, 1.2 miles of Phelan Road, Cherry Avenue between Whittram and Foothill, Cedar Avenue and cooperative projects with Barstow, Apple Valley and Fontana.
- Currently budgeted at $2.5 million, surface and chip seal projects are designed to protect road surfaces that are already in good condition. At $30,000 to $45,000 per mile, this is a low cost way to maintain the PCI at "very good" for the County Maintained Road System. In comparison, rehabilitating one mile of road can cost as much as $560,000 per mile depending on specific project variables.
- Major infrastructure improvements that are fully funded include: Lenwood Road Grade Separation project, Glen Helen Parkway Grade Separation project, Yates Road reconstruction and soundwalls, and Slover Avenue Widening Phase I. Additionally, pending final determination from the State Department of Finance, construction on two Cherry Avenue projects is planned; Interstate 10 Cherry Avenue Interchange and the completion of Phase II of the Cherry Avenue – Whittram to Foothill widening and overlay project. Design of the widening of Ranchero Road in the Oak Hills area is underway and includes construction of a signal at Escondido Avenue. Although the project is not fully funded, construction can be phased and funds are available for the signal and a substantial amount of widening.
- To improve public safely, medians are being installed on Valley Boulevard and Cedar Avenue and crosswalk lights are being installed on Beech Avenue at Pine Street with 90% funding from Highway Safety Improvement Program grants, signals are being installed on Valley Boulevard at Banana Avenue and Slover Avenue at Larch Avenue with funding from General Fund, Proposition 1B, and Measure I, and sidewalks are being constructed at various locations using Safe Routes To Schools (SR2S), Community Development Block Grants, and Gas Tax for the local share.
- Additionally, several drainage improvement projects designed to improve public safety, including Spruce Avenue, Escondido Avenue, Phelan Road, Twenty-Fourth Street, and Institution Road for access to a Sheriff's Department facility are fully funded using Measure I, General Fund, and Gas Tax, with Institution Road being budgeted only for the design phase in 2012-13. Culvert construction/slope protection projects are being designed for Old Waterman Canyon Road, Maple Lane, and Pine View Drive using Proposition 1B and Gas Tax; however, funding has not yet been identified for the construction phase of these projects. The department submitted for a Federal Hazardous Mitigation Grant for the Maple Lane project and recently received word that the project ranked third in the state in the pre-application process and will likely be asked to submit a full application for the grant. The grant request amount was $2,244,000 and a 25% match is required.
- The Federal Highway Bridge Program (HBP) is a major funding source for bridge repair and replacement. Garnet Street Bridge, Yermo Road Bridge, and several bridge repair and replacement projects on National Trails Highway are being funded 88.53% through HBP with local share being funded by Gas Tax.
- The following major widening projects are funded only through the design stage: Summit Valley Road, Shadow Mountain Road and Rock Springs Road Bridge replacement. Additionally, environmental clearance on the Interstate 10 Cedar Avenue Interchange is expected in fall 2012.

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Fund Balance	Staffing
Special Revenue Funds				
Road Operations	113,696,088	71,748,466	41,947,622	355
Measure I	20,360,555	5,141,521	15,219,034	0
Facilities Development Plans	2,773,353	62,786	2,710,567	0
Regional Development Mitigation Plan	5,368,655	2,866,237	2,502,418	0
Total Special Revenue Funds	142,198,651	79,819,010	62,379,641	355

Road Operations includes appropriation of $113.7 million, out of which $30.2 million is for labor to fund 355 positions; $83.3 million is for operating expenses including road maintenance, equipment and materials purchases, vehicle maintenance, county internal service and administrative expenses, insurance, professional services for road construction projects, and transfers for labor and equipment usage within all Department of Public Works divisions; $4.1 million is for capital expenditures, out of which $2.0 million is to fund the purchase of land and right-of-way needed for the planned road construction projects and the other $2.1 million is to replace equipment and vehicles that are needed for the daily operations of the department; $20.4 million is reimbursements from other Department of Public Works divisions for labor and equipment usage ($19.8 million) and from the Community Development and Housing Department ($0.6 million) for sidewalks, $0.8 million is for capital improvement projects which will be managed by the Architecture and Engineering Department primarily to build two new cinder buildings at the Wrightwood and Running Springs Yards to improve employee safety and increase efficiency, and $15.7 million is contingencies for future construction projects and a new cost accounting system.

Departmental revenue of $71.7 million consists of $44.5 million in Gas Tax, a $4.5 million increase from 2011-12, $10.2 million in other state and federal aid for construction projects, out of which $3.9 million is from SANBAG for this year's current share of the Glen Helen Grade Separation project and the Rotary Way signal installation, $6.6 million for fees for services and from other government agencies for joint participation projects, including $3.7 million from the San Bernardino County Redevelopment Agency for the Cherry at I-10 interchange improvement project, $7.5 million in operating transfers in for General Fund contributions to pavement improvement projects, Valley Boulevard at Banana Avenue signal installation project, and a new cost accounting system, and $0.5 million in miscellaneous revenue from other funding sources.

Measure I includes appropriation of $20.3 million, out of which $15.3 million is operating expenses for road construction projects, routine maintenance, and snow removal, and $6.0 million is anticipated contingencies set aside for future road construction projects. Reimbursements of $0.9 million represent payments from the Road Operations fund to partially fund a portion of costs associated with the Ranchero Road project and the Phelan Road project. Departmental revenue of $5.1 million consists of $4.6 million in Measure I sales tax and $0.5 million from City of Barstow and other governmental agencies for shares of joint participation projects.

Facilities Development Plans includes appropriation of $2.8 million, out of which $0.7 million is in operating services primarily for the design of Shadow Mountain Road in the Helendale/Oro Grande area and Rock Springs Road Bridge over the Mojave River in the South East Apple Valley area. These expenses are partially offset by a reimbursement of $0.6 million from the Measure I fund for a share of the Shadow Mountain project. Additionally, $2.7 million has been allocated to contingencies for future construction projects. Departmental revenue of $62,786 consists of anticipated development fees and estimated interest earnings.

Regional Development Mitigation Plan includes appropriation of $5.4 million, out of which $2.7 million is for reimbursement to the Road Operations fund for SANBAG 's public local share of Colton Avenue, Slover Avenue, and Reche Canyon Road rehabilitation projects, and $2.7 million is allocated to contingencies for future road construction projects. Departmental revenue of $2.9 million primarily consists of $2.7 million for SANBAG's public share of various road rehabilitation projects, and $161,000 in development fees and estimated interest earnings.

STAFFING CHANGES AND OPERATIONAL IMPACT

The department is eliminating 10 vacant positions including 1 Public Works Equipment Superintendent, 2 Engineering Technicians V, 1 Public Works Engineer II, 1 Contract Operations Safety Training Consultant, 2 Maintenance and Construction Workers I, 1 Secretary, 1 extra help Public Works Engineer IV, and 1 Public Service Employees. These are all vacant positions and will have no affect on departmental work flow. Additionally, 1 Engineering Technician IV is being transferred in from Surveyors, 1 Staff Analyst I is being reclassified to an Accountant II and 1 Maintenance and Construction Supervisor II is being reclassified to a Maintenance and Construction Supervisor I to better serve the work requirements of the department.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	5	1	6	6	0	0	6
Design	28	0	28	27	1	0	28
Planning	19	1	20	18	2	0	20
Traffic	25	1	26	26	0	0	26
Operations	146	41	187	159	28	0	187
Contracts/Inspections	24	2	26	25	1	0	26
Traffic Operations Services	22	1	23	23	0	0	23
Land Development	11	1	12	11	0	1	12
Permits	7	0	7	7	0	0	7
Administrative Services	11	0	11	11	0	0	11
Budget/Revenue Claiming	5	0	5	5	0	0	5
Information Technology Services	4	0	4	4	0	0	4
Total	307	48	355	322	32	1	355

Administration

	Classification
1	Director of Public Works
1	Executive Secretary II
1	Secretary II
1	Staff Analyst II
1	Office Assistant III
1	Public Service Employee
6	Total

Design

	Classification
1	Public Works Engineer IV
2	Public Works Engineer III
7	Public Works Engineer II
1	Supervising Land Surveyor
5	Engineering Technician V
5	Engineering Technician IV
4	Engineering Technician III
1	Engineering Technician I
1	Secretary I
1	Office Assistant III
28	Total

Planning

	Classification
1	Chief Public Works Engineer
1	Public Works Engineer IV
3	Public Works Engineer III
2	Public Works Engineer II
1	Geographic Info. Systems Tech III
1	Engineering Technician III
3	Engineering Technician IV
1	Engineering Technician V
1	Supv. Transportation Analyst
4	Transportation Analyst II
1	Contract PSG Transp. Planner
1	Secretary I
20	Total

Traffic

	Classification
1	Public Works Engineer IV
3	Public Works Engineer III
2	Public Works Engineer II
1	Incident Reconstruction Specialist
2	Engineering Technician V
6	Engineering Technician IV
5	Engineering Technician III
3	Engineering Technician II
1	Secretary I
1	Office Assistant IV
1	Office Assistant II
26	Total

Operations

	Classification
1	Chief Public Works Engineer
2	Public Works Operations Supt
10	Public Works Operations Supv
13	Maintenance & Const Supv II
3	Maintenance & Const Supv I
16	Maintenance & Const Worker II
12	Maintenance & Const Worker I
23	Equipment Operator III
69	Equipment Operator II
35	Equipment Operator I
1	Secretary I
1	Office Assistant III
1	Equipment Parts Specialist I
187	Total

Contracts/Inspections

	Classification
1	Public Works Engineer IV
4	Public Works Engineer III
3	Public Works Engineer II
2	Contract Project Senior Inspector
4	Engineering Technician V
5	Engineering Technician IV
4	Engineering Technician III
1	Engineering Technician II
1	Secretary I
1	Office Assistant II
26	Total

Traffic Operations Services

	Classification
1	Public Works Operations Supv
2	Maintenance & Const Supv II
14	Maintenance & Const Worker II
3	Maintenance & Const Worker I
1	Equipment Operator III
1	Equipment Operator II
1	Equipment Operator I
23	Total

Land Development

	Classification
1	Chief Public Works Engineer
1	Public Works Engineer IV
1	Public Works Engineer III
2	Public Works Engineer II
1	Engineering Technician V
4	Engineering Technician IV
1	Secretary I
1	Office Assistant III
12	Total

Permits

	Classification
1	Public Works Engineer III
1	Public Works Engineer II
4	Engineering Technician IV
1	Office Assistant III
7	Total

Administrative Services

	Classification
1	Public Works Chief Financial Officer
1	Administrative Supervisor II
1	Supervising Accountant II
2	Accountant II
1	Supv Accounting Technician
1	Accounting Technician
1	Reproduction Equipment Operator
2	Fiscal Assistant
1	Payroll Specialist
11	Total

Budget/Revenue Claiming

	Classification
1	Budget Officer
3	Staff Analyst II
1	Fiscal Assistant
5	Total

Information Technology Services

	Classification
1	Business Systems Analyst II
1	Business Systems Analyst I
1	Automated Systems Analyst I
1	Automated Systems Technician
4	Total

Solid Waste Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$209,676,116
Total Sources	$75,077,954
Rev Over/(Under) Exp	($134,598,162)
Total Staff	80

Operations Fund is responsible for the operation and management of the county's solid waste disposal system, which consists of six regional landfills, nine transfer stations, and thirty-three closed landfills or disposal sites. The Solid Waste Management Division 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. This is the only fund that has staffing associated with it.

Site Closure and Maintenance Fund provides for the closure of landfills and for post-closure maintenance (e.g. fencing, storm damage, soil erosion, but excluding landfill gas and groundwater monitoring) required by Titles 14 and 27 of the California Code of Regulations. This budget unit accounts for the expenses and revenues related to the planning, design, permitting, construction, and maintenance activities required for closure and post-closure maintenance of county landfills.

Site Enhancement, Expansion and Acquisition Fund provides for the construction of landfills and construction of transfer stations, the purchase of land, the construction of ancillary facilities, and site enhancements, all of which are directly related to the increase of waste capacity. This budget unit accounts for the expenses and revenues related to the planning, permitting, design, and construction activities required for the expansion and/or enhancement of county landfill and transfer station operations.

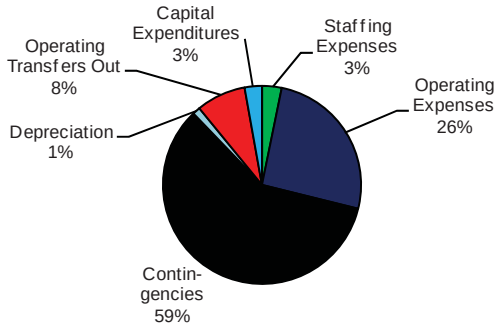
Environmental Fund provides environmental mitigation activities (e.g., landfill gas operation, maintenance and monitoring. and groundwater monitoring and remediation) at disposal sites and active and closed landfill sites for the health and safety of the public. This budget unit accounts for the expenses and revenues related to these environmental mitigation activities.

Environmental Mitigation Fund (EMF) was established to provide separate accountability of that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities. The Board of Supervisors (Board) approved an Environmental Mitigation Fund Use Policy on July 10, 2001. In accordance with this policy, projects or programs must reduce, avoid, or otherwise mitigate impacts arising from the operations and management of a county owned landfill or transfer station to be eligible for use of EMF monies. Current programs funded through EMF monies are the Household Hazardous Waste Program in unincorporated county communities, ongoing since 1993; and the Host Cities Program. Departmental revenue collected in this fund are also used to make contractual payments to the seven host cities with a county landfill or transfer station within its boundary or sphere of influence. On March 30, 2004, the Board approved an amended EMF Use Policy that revised the eligibility criteria to include the county's portion of costs associated with debris cleanup in the aftermath of a locally declared disaster. Also, for 2008-09 and forward, all uncovered load fees will be transferred into this fund and used to finance the fund's activities.

Closure and Post-Closure Maintenance Fund provides for the funding of landfill closures construction for those facilities that fall within the regulatory requirements of landfill facilities that were still actively receiving waste as of 1989. Deposits are made to this budget unit from the Solid Waste Operations budget unit, as needed, to provide proper funding, based upon the amount of waste deposited into the landfills each year. No expenditures are booked to this budget unit, only operating transfers out to the Site Closure and Maintenance budget unit and contingencies to reflect total net assets available at year end. The operating transfers to the Site Closure and Maintenance budget unit can only be done when Solid Waste Management Division receives written approval from CalRecycle for the release of funds.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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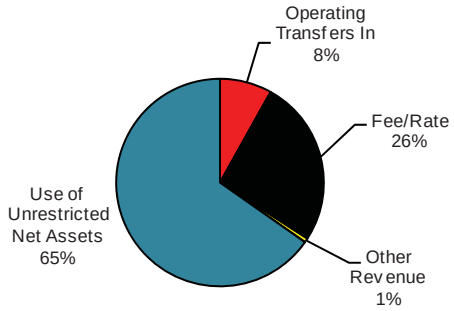
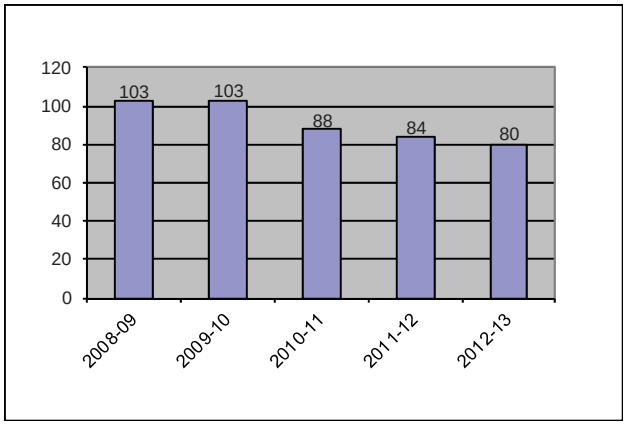


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Adopted
Regular	88	87	84	80
Limited Term	0	0	0	0
Total	88	87	84	80
Staffing Expenses	$6,973,119	$7,479,055	$7,227,718	$6,918,917

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Sanitation

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	7,213,239	7,339,483	6,973,106	6,936,718	7,227,718	6,918,917	**(308,801)**
Operating Expenses	56,708,202	54,942,707	54,488,633	46,588,715	66,046,158	55,374,684	**(10,671,474)**
Contingencies	0	0	0	0	116,492,444	127,170,409	**10,677,965**
Total Exp Authority	63,921,441	62,282,190	61,461,739	53,525,433	189,766,320	189,464,010	**(302,310)**
Reimbursements	0	0	0	(1,200)	0	(8,000)	**(8,000)**
Total Appropriation	63,921,441	62,282,190	61,461,739	53,524,233	189,766,320	189,456,010	**(310,310)**
Depreciation	1,864,365	3,697,592	2,622,563	3,043,275	4,878,551	2,754,284	**(2,124,267)**
Operating Transfers Out	24,593,855	14,704,327	15,200,656	4,511,807	13,659,223	17,457,822	**3,798,599**
Total Requirements	90,379,661	80,684,109	79,284,958	61,079,315	208,304,094	209,668,116	**1,364,022**
Departmental Revenue							
Taxes	184,578	182,046	171,276	180,593	124,815	180,000	**55,185**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	2,767,525	36,988	32,530	157,140	75,361	0	**(75,361)**
Fee/Rate	59,589,555	56,832,423	57,011,260	54,682,340	56,574,295	56,075,702	**(498,593)**
Other Revenue	5,027,022	2,383,333	1,666,896	1,223,014	1,729,595	1,356,430	**(373,165)**
Total Revenue	67,568,680	59,434,790	58,881,962	56,243,087	58,504,066	57,612,132	**(891,934)**
Operating Transfers In	24,554,583	15,118,590	15,200,656	3,722,314	13,649,223	17,457,822	**3,808,599**
Total Financing Sources	92,123,263	74,553,380	74,082,618	59,965,401	72,153,289	75,069,954	**2,916,665**
Rev Over/(Under) Exp	1,743,602	(6,130,729)	(5,202,340)	(1,113,914)	(136,150,805)	(134,598,162)	**1,552,643**
				Budgeted Staffing	84	80	**(4)**
Fixed Assets							
Capital Expenditures	4,713,883	4,965,442	1,565,790	8,625,897	13,528,923	6,076,701	**(7,452,222)**
Total Fixed Assets	4,713,883	4,965,442	1,565,790	8,625,897	13,528,923	6,076,701	**(7,452,222)**

BUDGET CHANGES AND OPERATIONAL IMPACT

The Solid Waste Enterprise Funds are increasing appropriation by a net $1.4 million and increasing departmental revenue by a net $2.9 million. Staffing expenses are decreasing by $0.3 million due to the elimination of 4 vacant positions. Operating expenses are decreasing by $10.7 million due primarily to a $4.9 million decrease in professional services due to completion of several construction projects that took place in 2011-12 and a reduced capital improvement project list for 2012-13, a $1.3 million decrease in the landfill operations contract due to a continuing drop in tons, a $3.3 million decrease in set asides for judgment obligations based on a five year average, a $0.6 million reduction in insurance expense, and a $0.4 million decrease in legal counsel services. The reduction in operating expenses has a corresponding increase in contingencies. Depreciation is decreasing by $2.1 million based on existing depreciation schedules. This decrease does not impact the financial resources of Solid Waste since depreciation expense is a non-cash transaction that is adjusted annually for accounting purposes.

Operating transfers (in/out) are increasing $3.8 million due to the anticipated state release of financial assurance funds from the Closure and Post-Closure Maintenance Fund to the Site Closure and Maintenance Fund for reimbursement of the cost associated with completing the final closure construction at the Big Bear Sanitary Landfill. Other changes in revenue are related to a $1.5 million decrease in gate fees based on a continuing drop in tons and a $1.0 million decrease in interest earnings. These reductions were partially offset by an increase in franchise fees of $1.0 million based on current year trend and an increase in litigation funding of $0.6 million due to a monthly settlement payment being made to the division that started in December 2011 and will continue until November 2015.

Fixed assets are decreasing by $7.5 million based on the current capital improvement project list.

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Revenue Over (Under) Expense Balance	Staffing
Enterprise Funds				
Operations Fund	86,404,294	52,557,146	33,847,148	80
Site Closure and Maintenance Fund	31,841,014	4,436,756	27,404,258	0
Site Enhancement, Expansion and Acquisition Fund	15,629,558	806,731	14,822,827	0
Environmental Fund	8,329,652	14,036,192	(5,706,540)	0
Environmental Mitigation Fund	4,138,520	3,233,129	905,391	0
Closure and Post-Closure Maintenance Fund	63,325,078	0	63,325,078	0
Total Enterprise Funds	209,668,116	75,069,954	134,598,162	80

Bond Financing at a Glance	
	2012-13 Budget
Principal	$8,045,000
Interest	1,378,282
Total	$9,423,282

Operations Fund includes appropriation of $86.4 million for the operation of the County's solid waste disposal system, including $6.9 million to fund 80 positions, $27.0 million for the landfill operations contract and other professional services needed to maintain the county's disposal sites, $13.6 million to make lease payments to the Inland Empire Public Facilities Corporation for repayment of the Operations Fund bond, payments to cities for Article 19 fees, payments to the Board of Equalization based on a per ton of landfill waste, and for set asides for potential legal settlements. Contingencies of $24.0 million represent available net assets set aside for future use. Departmental revenue of $52.6 million are earned from landfill gate fees, special land use assessments, solid waste franchise fees, royalty agreements, land leases, interest earned on fund balance, and a small state grant for beverage container recycling education and outreach program. The revenue earned in this budget unit finances the activities of all other budget units and is reflected as operating transfers out.

Site Closure and Maintenance Fund includes appropriation of $31.8 million, of which $2.1 million is operating expenses for the partial closure of the south and west slopes of Unit 1 at the Mid-Valley Sanitary Landfill and $29.7 million is contingencies which represent available net assets set aside for future use. Departmental revenue of $4.4 million are primarily from an operating transfer in of $3.8 million from the Closure and Post-closure Maintenance Fund for State-authorized release of funds associated with final closure construction at the Big Bear Sanitary Landfill. Other revenues include allocated special assessments, landfill gate fee revenue that supports closure activities, and interest earnings.

Site Enhancement, Expansion and Acquisition Fund includes appropriation of $15.6 million, of which $1.0 million is for construction of new facilities and site enhancements, $12.8 million is anticipated contingencies representing available net assets set aside for future use, and $1.8 million is for depreciation expense. Departmental revenue of $0.8 million is from allocated landfill gate fee revenue that supports expansion activities and interest earnings. Fixed assets of $0.2 million is for the capital improvement portions of the projects listed below.

Project list by site:

- Landers Sanitary Landfill - Expansion Project including compliance with the California Environmental Quality Act (CEQA)/Environmental Impact Report (EIR) planning and permitting activities, and expansion engineering documents
- Mid-Valley Sanitary Landfill – Construction of the Full Half-width Improvements of Alder Avenue and Casmalia Street including construction management services
- San Timoteo Sanitary Landfill – Unit 2 CEQA Update / Re-permitting (EIR)

Environmental Fund includes appropriation of $8.3 million, out of which $7.8 million is for the construction, operations, maintenance, and monitoring of environmental control systems for the protection of groundwater, air, and soil per Title 5 air permits and Title 27 regulations and $0.5 million is for depreciation expense. Departmental revenue is from operating transfers in from the Operations Fund, allocated landfill gate fees, and fund balance interest. Fixed assets of $5.7 million is for the capital improvement portions of the projects listed below.

Project list by site:

- Colton – Landfill Gas Extraction System (LFGES) Operations, Maintenance and Monitoring (OM&M)
- Heaps Peak – Leachate Collection and Recovery System including construction, treatment and disposal, OM&M; LFGES OM&M; East Slope Stabilization: design, specifications, CEQA, regulatory permit assistance, construction, and mitigation fees
- Mid-Valley - Broco Investigation; Department of Toxic and Substance Control Reimbursement; perchlorate issues including State Water Resources Control Board Reimbursement, contract with City of Rialto; Groundwater Treatment System (GWTS) OM&M; LFGES including design, construction management, construction, OM&M
- Milliken - Edison License Agreements (Easements), GWTS and LFGES OM&M
- San Timoteo - LFGES OM&M
- Yucaipa - Groundwater Remediation Pilot Study In-Situ Bioenhancement; permanent GWTS design, construction and construction management
- County-wide - Water Quality Monitoring and Response Program

Environmental Mitigation Fund includes appropriation of $4.1 million, out of which $3.0 million is for accountability of the portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities, primarily for host communities' fees to seven Cities with a landfill or transfer station in their sphere of influence or within incorporated city limits. Contingencies of $1.1 million represent available net assets set aside for future use. Departmental revenue of $3.2 million is from allocated special assessments and landfill gate fees.

Closure and Post-Closure Maintenance Fund includes appropriation of $63.3 million, out of which $3.8 million is for a transfer to the Site Closure and Maintenance fund for the completion of the Final Closure Construction at the Big Bear Sanitary Landfill and $59.5 million is anticipated contingencies representing available net assets set aside for reimbursements of future site closure costs. This fund does not currently generate any annual revenues. The County received approval in September 2010 from CalRecycle for the abeyance of future deposits to this fund because it had sufficiently met the Closure Financial Assurance regulatory requirements based on the amount of waste in place. No deposits (operating transfers in) will be required based on the estimated waste to be deposited for the Financial Assurance period covered within 2012-13.

STAFFING CHANGES AND OPERATIONAL IMPACT

For 2012-13, overall staffing is decreasing by 4 vacant positions: 1 Public Works Operations Supervisor, 1 Recycling Specialist II, 1 Recycling Specialist I, and 1 Scale Operator. The incumbents retired or vacated the positions during 2011-12. The department, through reorganization, has restructured duties and responsibilities in order to absorb the loss of these positions. In addition, the reclassification of a Recycling Specialist I to a Recycling Specialist is being requested to better reflect the duties and responsibilities of the incumbent.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	6	0	6	5	1	0	6
Special Projects	6	0	6	5	1	0	6
Operations and Scales	36	0	36	36	0	0	36
Engineering	19	0	19	19	0	0	19
Administrative Services	11	0	11	11	0	0	11
Information Technology Services	2	0	2	2	0	0	2
Total	80	0	80	78	2	0	80

Administration

	Classification
1	Solid Waste Division Manager
1	Solid Waste Analyst
1	Staff Aide
1	Secretary II
1	Office Assistant III
1	Office Assistant II
6	Total

Special Projects

	Classification
1	Solid Waste Program Administrator
1	Staff Analyst II
1	Media Specialist
1	Recycling Specialist
1	Secretary I
1	Fiscal Assistant
6	Total

Operations and Scales

	Classification
1	Public Works Operations Supt.
1	Maintenance & Const. Supervisor I
4	Landfill Operations Inspector
1	Engineering Technician III
1	Scale Operations Supervisor II
2	Scale Operations Supervisor I
25	Scale Operator
1	Fiscal Assistant
36	Total

Engineering

	Classification
1	Public Works Engineer IV
3	Public Works Engineer III
4	Public Works Engineer II
1	Engineering Tech V
4	Engineering Tech IV
3	Engineering Tech III
1	Engineering Tech II
1	Staff Analyst I
1	Secretary I
19	Total

Administrative Services

	Classification
1	Administrative Supervisor II
1	Accountant III
2	Accountant II
1	Staff Analyst I
1	Supervising Accounting Tech.
4	Fiscal Assistant
1	Office Assistant III
11	Total

Information Technology Services

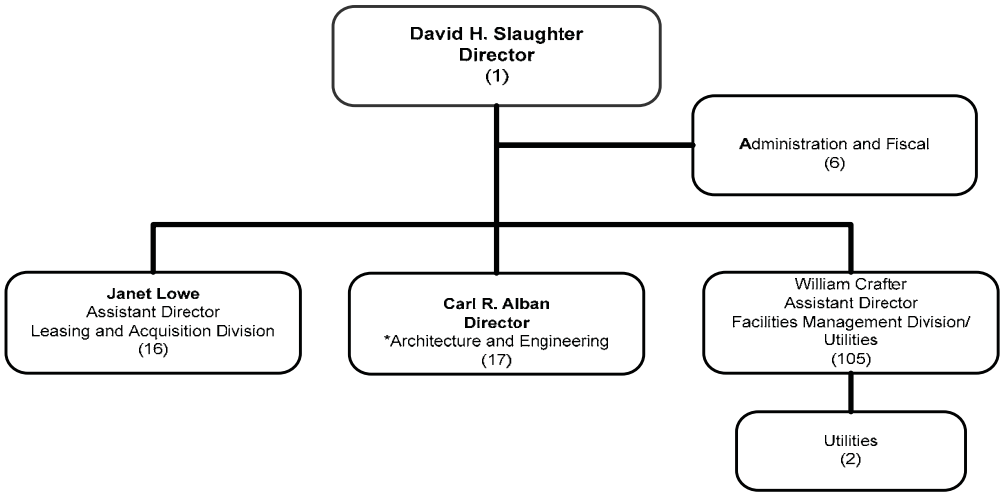
	Classification
1	Automated Systems Analyst I
1	Automated Systems Technician
2	Total

REAL ESTATE SERVICES
David H. Slaughter

MISSION STATEMENT

The Real Estate Services Department is committed to providing a broad spectrum of timely, professional and quality real estate related services including leasing, appraisal, acquisitions, surplus property sales, inventory of owned and leased buildings and land, maintenance, grounds and custodial services, and design and construction of projects included in the annual Capital Improvement Program.

ORGANIZATIONAL CHART



*The budget of the Architecture and Engineering Department is set forth elsewhere in the County budget.

2010-11 AND 2011-12 ACCOMPLISHMENTS

- The Leasing and Acquisition Division (LAD) acquired five permanent road easements and 15 temporary construction easements from 17 property owners for Phase I of the Slover Avenue Widening Project in the Bloomington Area.
- LAD secured a lease for 25,515 square feet of office space for Human Services – Transitional Assistance Department (TAD) to implement call center technology to create a new method for efficient client caseload management and processing.
- LAD obtained right-of-way for underground storm drain systems in easement from 11 property owners, and in fee from one property, along with 11 temporary construction easements and 14 permits to enter and construct from a total of 20 owners for the Mountain View Acres Storm Drain project in the Victorville area.
- LAD secured a lease for 14,260 square feet of office space for the Inland Counties Emergency Medical Agency (ICEMA) in order to facilitate the department's need for expansion to include testing, licensing, and certification of personnel involved in emergency medical services for the public.
- The Facilities Management Division (FMD) implemented the Direct Billing Program to quarterly bill County departments for basic maintenance, custodial, and grounds services.
- FMD completed 22,412 work requests in 2010-11 and estimates 18,000 work requests will be completed for maintenance, custodial, and grounds services in 2011-12.
- FMD contracted out Grounds Services for a $500,000 annual savings to the County.
- FMD expanded the Preventative Maintenance Program to improve building and equipment asset life, and reduce costly repairs.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE THE QUALITY AND PROFESSIONALISM OF SERVICES PROVIDED TO DEPARTMENTS

Objective: Effective use of project management tools.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of projects scheduled that contain milestones, timelines, and critical completion dates used for leases for more than 10,000 square feet of space and acquisitions that include five or more parcels.	65%	75%	80%	85%	90%

GOAL 2: IMPROVE CUSTOMER SERVICE WITH DEPARTMENTS THAT LEASE NON-COUNTY OWNED SPACE AND/OR LEASE COUNTY OWNED SPACE TO OTHERS.

Objective: Increase the number of lease adjustments, such as annual rental increases, completed in a timely and accurate manner and in accordance with the contract terms.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Percentage of lease adjustments made timely and accurately in accordance with contract terms.	90%	97%	98%	98%	99%

GOAL 3: REDUCE UTILITY CONSUMPTION/IMPLEMENT SUSTAINABILITY PROJECTS

Objective A: Implement water conservation projects
Objective B: Leverage partnership with Southern California Edison to reduce electricity consumption.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of sites where annual electricity consumption has been reduced. For 2012-13, 5 sites are estimated to be completed.	7	15	5	5	5

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Real Estate Services Department	1,225,745	1,225,745	0			23
Rents and Leases	1,482,408	1,482,408	0			0
Courts Property Management	2,221,510	2,221,510	0			0
Architecture and Engineering	0	0	0			17
Facilities Management Division	12,709,438	12,709,438	0			105
Utilities	19,618,237	385,292	19,232,945			2
Total General Fund	37,257,338	18,024,393	19,232,945			147
Special Revenue Fund						
Chino Agricultural Preserve	9,324,601	674,156		8,650,445		0
Total Special Revenue Fund	9,324,601	674,156		8,650,445		0
Total - All Funds	46,581,939	18,698,549	19,232,945	8,650,445		147

5-YEAR APPROPRIATION TREND					
	2008-09	**2009-10**	**2010-11**	**2011-12**	**2012-13**
Real Estate Services Department	2,544,054	1,815,957	1,355,175	1,243,884	1,225,745
Rents and Leases	419,311	393,112	474,198	1,857,058	1,482,408
Courts Property Management	382,430	2,063,555	2,151,623	2,336,364	2,221,510
Chino Agricultural Preserve	8,431,786	9,031,705	9,639,822	10,037,703	9,324,601
Architecture and Engineering	585,320	62,972	(65,000)	0	0
Facilities Management Division	14,479,851	11,209,835	14,679,893	12,261,739	12,709,438
Utilities	17,879,196	15,806,215	18,915,207	19,786,736	19,618,237
Total	**44,721,948**	**40,383,351**	**47,150,918**	**47,523,484**	**46,581,939**

5-YEAR REVENUE TREND					
	2008-09	**2009-10**	**2010-11**	**2011-12**	**2012-13**
Real Estate Services Department	1,538,500	1,324,370	1,505,595	1,243,884	1,225,745
Rents and Leases	419,311	434,247	480,854	1,857,058	1,482,408
Courts Property Management	337,430	2,029,779	2,167,395	2,336,364	2,221,510
Chino Agricultural Preserve	1,333,411	884,929	767,596	675,431	674,156
Architecture and Engineering	0	0	0	0	0
Facilities Management Division	5,174,237	3,399,736	14,641,479	12,261,739	12,709,438
Utilities	371,082	223,844	2,849,818	1,957,093	385,292
Total	**9,173,971**	**8,296,905**	**22,412,737**	**20,331,569**	**18,698,549**

5-YEAR NET COUNTY COST TREND					
	2008-09	**2009-10**	**2010-11**	**2011-12**	**2012-13**
Real Estate Services Department	1,005,554	491,587	(150,420)	0	0
Rents and Leases	0	(41,135)	(6,656)	0	0
Courts Property Management	45,000	33,776	(15,772)	0	0
Architecture and Engineering	585,320	62,972	(65,000)	0	0
Facilities Management Division	9,305,614	7,810,099	38,414	0	0
Utilities	17,508,114	15,582,371	16,065,389	17,829,643	19,232,945
Total	**28,449,602**	**23,939,670**	**15,865,955**	**17,829,643**	**19,232,945**

5-YEAR FUND BALANCE TREND					
	2008-09	**2009-10**	**2010-11**	**2011-12**	**2012-13**
Chino Agricultural Preserve	7,098,375	8,146,776	8,872,226	9,362,272	8,650,445
Total	**7,098,375**	**8,146,776**	**8,872,226**	**9,362,272**	**8,650,445**

Real Estate Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$2,870,891
Total Sources	$2,870,891
Net County Cost	$0
Total Staff	23
Funded by Net County Cost	0%

The Real Estate Services Department (RESD) consists of the Leasing and Acquisition Division, Administration and Fiscal section, Facilities Management Division, and the Architecture and Engineering Department (shown elsewhere in the County budget).

The Leasing and Acquisition Division 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, and 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, the division 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.

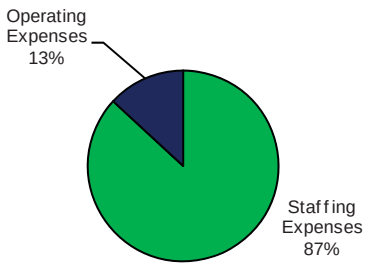
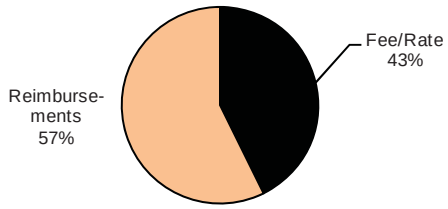
The division also provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino Associated Governments (SanBAG), the State of California, and various cities. Staff establishes values and acquires the necessary rights-of-way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

The activities of the Leasing and Acquisition Division are conducted in accordance with, and in support of, the County goals to operate in a fiscally responsible and business like manner, to maintain public safety, to provide for the health and social service needs of County residents, and to pursue County goals and objectives by working with governmental agencies.

The Administration and Fiscal section is responsible for maintaining an inventory of all County land and buildings, including leased facilities, and provides all support functions including budgeting, personnel administration and automation services.

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 customers.

2012-13 RECOMMENDED BUDGET

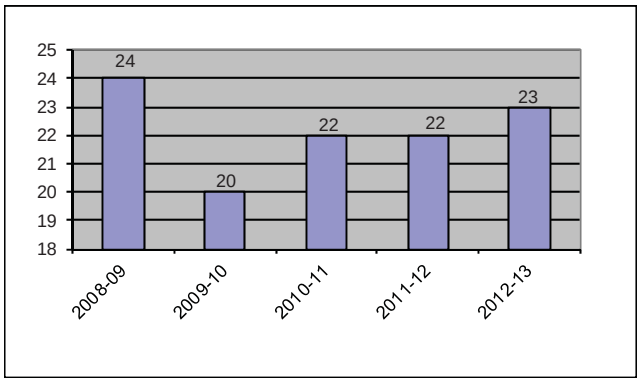
EXPENDITURE AUTHORITY	SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	22	23	22	23
Limited Term	0	0	0	0
Total	22	23	22	23
Staffing Expenses	$2,070,831	$2,241,267	$2,449,370	$2,493,985

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	1,999,949	1,756,672	2,070,831	2,423,403	2,449,370	2,493,985	**44,615**
Operating Expenses	221,359	249,894	229,159	419,227	419,227	376,906	**(42,321)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,221,308	2,006,566	2,299,990	2,842,630	2,868,597	2,870,891	**2,294**
Reimbursements	(6,749)	(190,612)	(959,396)	(1,627,246)	(1,624,713)	(1,645,146)	**(20,433)**
Total Appropriation	2,214,559	1,815,954	1,340,594	1,215,384	1,243,884	1,225,745	**(18,139)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,214,559	1,815,954	1,340,594	1,215,384	1,243,884	1,225,745	**(18,139)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	1,193,489	1,246,205	1,478,374	1,215,573	1,243,884	1,225,745	**(18,139)**
Other Revenue	29,095	28,164	26,655	50	0	0	**0**
Total Revenue	1,222,584	1,274,369	1,505,029	1,215,623	1,243,884	1,225,745	**(18,139)**
Operating Transfers In	0	50,000	0	0	0	0	**0**
Total Financing Sources	1,222,584	1,324,369	1,505,029	1,215,623	1,243,884	1,225,745	**(18,139)**
Net County Cost	991,975	491,585	(164,435)	(239)	0	0	**0**
				Budgeted Staffing	22	23	**1**

BUDGET CHANGES AND OPERATIONAL IMPACT

There were no major changes for RESD for 2012-13. Staffing increased by 1 to correct a dual-fill position and has no budgetary impact. Appropriation and departmental revenue have a net decrease of $18,139.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $2,493,985 fund 23 budgeted positions and make up a majority of RESD's expenditures within this budget unit for 2012-13. Operating expenses of $376,906 decreased $42,321. Operating expenses include $101,802 to upgrade the Computer Aided Facilities Management (CAFM) system, which tracks both County owned and leased buildings, and to create a project tracking system to track billing expenses.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing is recommended to increase 1 from 22 to 23 to add a position for a Staff Analyst II that has been dual-filling a Staff Analyst II position in 2011-12.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration and Fiscal	7	0	7	6	0	1	7
Leasing and Acquisition	16	0	16	16	0	0	16
Total	23	0	23	22	0	1	23

Administration and Fiscal

	Classification
1	Director
1	Administrative Supervisor II
1	Asset Management Analyst
2	Staff Analyst II
1	Fiscal Specialist
1	Payroll Specialist
7	Total

Leasing and Acquisition Division

	Classification
1	Assistant Director
2	Real Estate Services Manager
2	Real Property Agents III
9	Real Property Agents II
2	Secretary II
16	Total

Rents and Leases

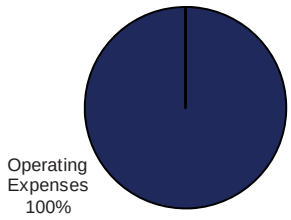
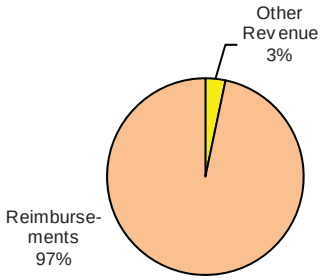
DESCRIPTION OF MAJOR SERVICES

This budget unit is used to fund the rental of leased space utilized by county departments except long-term facility agreements for joint use power authorities. Lease payments are reimbursed from various user departments.

Budget at a Glance

Total Expenditure Authority	$45,092,387
Total Sources	$45,092,387
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	38,995,668	38,297,971	40,089,418	41,701,346	42,175,620	44,464,565	**2,288,945**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	38,995,668	38,297,971	40,089,418	41,701,346	42,175,620	44,464,565	**2,288,945**
Reimbursements	(38,642,594)	(37,904,860)	(39,618,474)	(41,166,762)	(41,658,521)	(43,609,979)	**(1,951,458)**
Total Appropriation	353,074	393,111	470,944	534,584	517,099	854,586	**337,487**
Operating Transfers Out	0	0	3,250	1,339,959	1,339,959	627,822	**(712,137)**
Total Requirements	353,074	393,111	474,194	1,874,543	1,857,058	1,482,408	**(374,650)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	435,477	434,247	480,864	1,863,230	1,809,981	1,482,408	**(327,573)**
Total Revenue	435,477	434,247	480,864	1,863,230	1,809,981	1,482,408	**(327,573)**
Operating Transfers In	0	0	0	47,077	47,077	0	**(47,077)**
Total Financing Sources	435,477	434,247	480,864	1,910,307	1,857,058	1,482,408	**(374,650)**
Net County Cost	(82,403)	(41,136)	(6,670)	(35,764)	0	0	**0**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for this budget unit include an increase in operating expenses of $2,288,945 primarily due to an increase in rental payments paid to landlords for additional rental sites and increases in transfers to Facilities Management for operations and maintenance costs of county owned space that is vacant or leased. Reimbursements from county departments for lease costs and administrative fees paid to Real Estate Services Department for lease management increased $1,951,458. The decrease in operating transfers out of $712,137 is primarily due to a reduction in net revenue from leases of county-owned space to be returned to the general fund.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

The major expenditures for this budget unit are primarily rent and lease payments of $42,293,496 paid to landlords. This budget unit also transfers $758,079 to Facilities Management for operating expenses in space not occupied by county departments and therefore not billable, $1,251,890 to Real Estate Services Department for lease management, and $161,100 to the Sheriff/Coroner/Public Administrator for security costs for the 303 Building. Reimbursements of $43,609,979 are from county departments for their lease and administrative fees. Departmental revenue of $1,482,408 are primarily from the lease of space in the 303 Building to the Courts, of which net revenue of $627,822 is being transferred to the general fund.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Courts Property Management

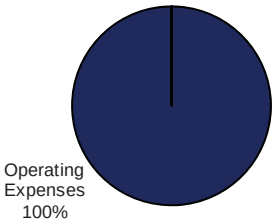
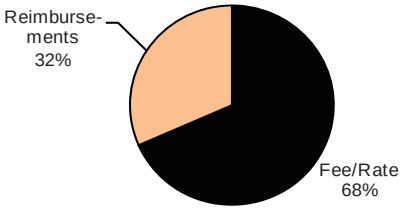
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Total Expenditure Authority	$3,247,430
Total Sources	$3,247,430
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

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, Administrative Office of the Courts (AOC). In addition, as each transfer occurred, the County and AOC entered into an agreement that defined whether the County or the AOC manages the operations and maintenance of the building. This budget unit is used to manage and account for reimbursements from the AOC 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 AOC for costs associated with the space occupied by the County in AOC-managed facilities.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,674,832	3,307,098	2,894,813	3,247,430	3,327,872	3,247,430	**(80,442)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,674,832	3,307,098	2,894,813	3,247,430	3,327,872	3,247,430	**(80,442)**
Reimbursements	(766,019)	(1,243,545)	(743,199)	(1,025,920)	(991,508)	(1,025,920)	**(34,412)**
Total Appropriation	908,813	2,063,553	2,151,614	2,221,510	2,336,364	2,221,510	**(114,854)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	908,813	2,063,553	2,151,614	2,221,510	2,336,364	2,221,510	**(114,854)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	1,077,550	2,029,779	2,167,395	2,221,510	2,336,364	2,221,510	**(114,854)**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	1,077,550	2,029,779	2,167,395	2,221,510	2,336,364	2,221,510	**(114,854)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,077,550	2,029,779	2,167,395	2,221,510	2,336,364	2,221,510	**(114,854)**
Net County Cost	(168,737)	33,774	(15,781)	0	0	0	**0**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses are projected to decrease by $80,442 due to estimated expenses and billings to the AOC for County-managed court buildings being less than projected. Reimbursements of $1,025,920 reflect an increase of $34,412 due to increased costs related to the County's portion of expenses in AOC-managed court facilities for maintenance and utility costs. An audit of invoicing to the AOC is underway and may result in changes in this budget.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

This budget unit acts as a clearinghouse between County departments and the AOC for management of court facilities. Operating expenses of $3,247,430 include payments of $1,025,921 to the AOC for operations, maintenance and utility costs for AOC-managed court facilities, $337,205 to Risk Management for the AOC's share of property insurance, and transfers of $1,884,304 to Facilities Management Division (FMD), the Utilities budget and Real Estate Services Department to reimburse for the AOC's share of operations, maintenance, utility and administrative costs in County-managed court facilities. Reimbursements of $1,025,920 from FMD and the Utilities budget are for AOC-managed court facilities and departmental revenue of $2,221,510 are from the AOC for its share of operations, maintenance, utility, administrative and insurance costs for County-managed court facilities.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

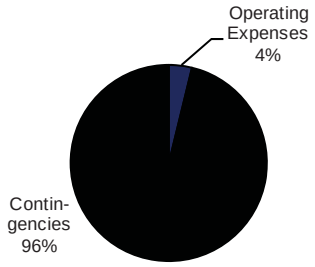
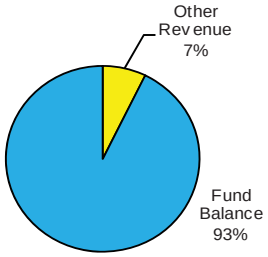
Chino Agricultural Preserve

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$9,324,601
Total Sources	$674,156
Fund Balance	$8,650,445
Total Staff	0

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.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	134,350	160,175	296,529	345,717	424,389	354,464	**(69,925)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	8,577,408	8,970,137	**392,729**
Total Exp Authority	134,350	160,175	296,529	345,717	9,001,797	9,324,601	**322,804**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	134,350	160,175	296,529	345,717	9,001,797	9,324,601	**322,804**
Operating Transfers Out	0	0	0	1,035,906	1,035,906	0	**(1,035,906)**
Total Requirements	134,350	160,175	296,529	1,381,623	10,037,703	9,324,601	**(713,102)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	1,182,635	884,928	786,574	669,796	675,431	674,156	**(1,275)**
Total Revenue	1,182,635	884,928	786,574	669,796	675,431	674,156	**(1,275)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,182,635	884,928	786,574	669,796	675,431	674,156	**(1,275)**
				Fund Balance	9,362,272	8,650,445	**(711,827)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

A major change for this budget unit from 2011-12 modified budget was the transfer of operating expenses and revenue to the Rents budget and fund balance to the general fund for the County-owned Wiersma Dairy. The reduction of $69,925 in operating expense is also due to the fact that many of the dairies had major repairs completed in the last few years, including the replacement of several of the roofs, and it is anticipated that less repair costs will be incurred during 2012-13.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $354,464 maintain the dairies, such as utility costs associated with vacant properties, property management charges, County Counsel fees, and maintenance charges for the properties.

Departmental revenue of $674,156 includes revenue anticipated from the leasing of dairy properties and interest revenue. There has been a steady reduction in revenues over the past several years due to a decline in the milking industry and interest in dairy properties. Additionally, the interest income received has declined in the past few years.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Facilities Management Division

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

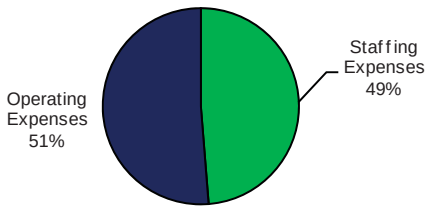
Total Expenditure Authority	$16,399,706
Total Sources	$16,399,706
Net County Cost	$0
Total Staff	105
Funded by Net County Cost	0%

The Facilities Management Division (FMD) provides routine maintenance, grounds and custodial services to ensure County facilities are well maintained, including a 24 hours per day – 7 days per week emergency building maintenance. Services also comprise repairing building structures, equipment, and fixtures.

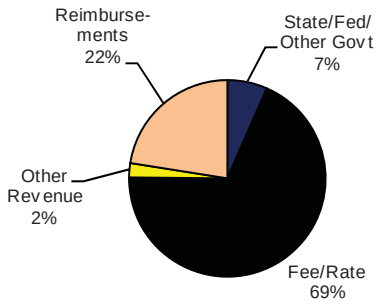
FMD's focus is on asset protection. Using data and support systems, it maintains the County's valuable facilities and equipment, preserves a high level of functionality, supports sustainability projects, and promotes responsible and efficient use of resources.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

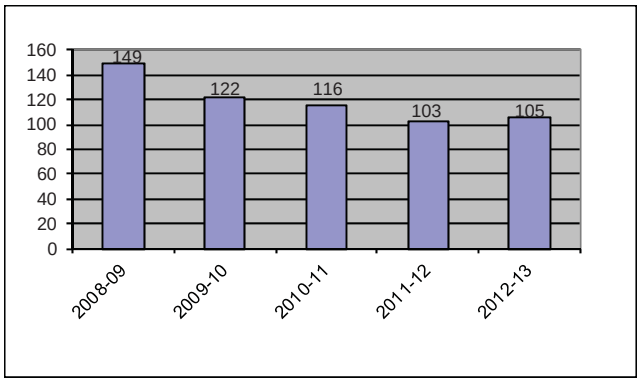


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	116	117	103	105
Limited Term	0	0	0	0
Total	116	117	103	105
Staffing Expenses	$7,833,413	$8,061,348	$7,786,349	$7,991,530

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	9,371,862	7,924,141	7,833,413	7,485,066	7,786,349	7,991,530	**205,181**
Operating Expenses	8,443,598	6,852,257	9,993,926	7,352,821	7,617,239	8,408,176	**790,937**
Capital Expenditures	0	35,618	20,562	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	17,815,460	14,812,016	17,847,901	14,837,887	15,403,588	16,399,706	**996,118**
Reimbursements	(4,291,521)	(3,621,389)	(3,170,178)	(2,779,768)	(3,141,849)	(3,690,268)	**(548,419)**
Total Appropriation	13,523,939	11,190,627	14,677,723	12,058,119	12,261,739	12,709,438	**447,699**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	13,523,939	11,190,627	14,677,723	12,058,119	12,261,739	12,709,438	**447,699**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	10,174	0	22,564	0	0	1,079,483	**1,079,483**
Fee/Rate	4,599,851	3,369,583	14,599,529	12,123,739	12,261,739	11,243,489	**(1,018,250)**
Other Revenue	2,987	20	6,517	81,678	0	386,466	**386,466**
Total Revenue	4,613,012	3,369,603	14,628,610	12,205,417	12,261,739	12,709,438	**447,699**
Operating Transfers In	134,927	0	10,471	64,195	0	0	**0**
Total Financing Sources	4,747,939	3,369,603	14,639,081	12,269,612	12,261,739	12,709,438	**447,699**
Net County Cost	8,776,000	7,821,024	38,642	(211,493)	0	0	**0**
				Budgeted Staffing	103	105	**2**

BUDGET CHANGES AND OPERATIONAL IMPACT

For 2012-13, FMD contracted out Grounds services for an annual savings of nearly $500,000. This savings was offset by increases in cost for Maintenance and Custodial services. The change in requirements and sources for FMD increased by $447,699. Staffing expenses increased a net of $205,181 due to increased retirement and benefits costs, the addition of 1 Custodian I and 1 General Maintenance Mechanic position and fully funding an Office Assistant II position. Operating expenses of $8,408,176 increased $790,937 due to increased materials, system development and vehicle charges. Departments will realize a reduction in costs for Grounds services, increased costs for Maintenance services, primarily the result of contracting out additional services for boilers and heating, ventilation and air conditioning (HVAC) controls, and may have seen a change in Custodial charges for 2012-13 due to “blending” in-house and contract costs. Custodial service costs were previously based on contract cost plus 20% or on in-house cost per square foot, depending on whether the service was provided by contract or in-house staff. Custodial service costs for 2012-13 are recommended to be the average cost of contract and in-house costs. Since contract costs are generally lower, this change resulted in higher or lower Custodial charges for some departments in some buildings, depending on whether the service had previously been charged at contract or in-house cost.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $7,991,530 fund 105 positions and make up approximately half of the Division’s expenditures. Operating expenses of $8,408,176 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 $3,690,268 and departmental revenue of $12,709,438 offset these costs by billing County departments and the Administrative Office of the Courts and local Court for services provided. Facilities Management does not receive discretionary general funding (net county cost).

STAFFING CHANGES AND OPERATIONAL IMPACT

During 2011-12, FMD contracted out Grounds Services. Budgeted staffing reduced by a net of 14 positions from 117 to 103: 10 Grounds Caretakers I, 4 Grounds Caretaker II, and 1 Supervising Grounds Caretaker were deleted and 1 General Maintenance Worker position was added. For 2012-13, FMD proposes to add 1 General Maintenance Mechanic for Maintenance services and 1 Custodian I for Custodial services to address increased workload as a result of the addition of new space for a total of 105 positions. 1 Office Assistant II, which was partially funded out of the Facilities Management Division budget in 2011-12, will also be fully funded in 2012-13.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	8	0	8	8	0	0	8
Maintenance	54	0	54	50	3	1	54
Custodial	39	0	39	37	1	1	39
Grounds	4	0	4	3	1	0	4
Total	105	0	105	98	5	2	105

Custodial

	Classification
1	Custodial Services Chief
4	Supervising Custodian
1	Custodian II
32	Custodian I
1	General Services Worker II
39	Total

Administrative and Fiscal

	Classification
1	Assistant Director
2	Staff Analyst II
2	Fiscal Specialist
1	Office Assistant II
1	Parts Specialist
1	Secretary II
8	Total

Grounds

	Classification
1	Grounds Services Superintendent
1	Supervising Grounds Caretaker
1	Sprinkler System Worker
1	General Maintenance Worker
4	Total

Maintenance

	Classification
1	Building Services Superintendent
5	Maintenance Supervisor
7	Air Conditioning Mechanic
8	Building Plant Operator
1	Facilities Mgmt Project Scheduler
5	Electrician
3	Plumber
17	General Maintenance Mechanic
1	Locksmith
1	Facilities Management Dispatcher
3	General Maintenance Worker
2	General Services Worker II
54	Total

Utilities

DESCRIPTION OF MAJOR SERVICES

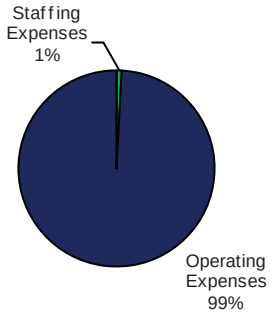
The County's utilities budget unit funds the cost of electricity, natural and propane gas, water, sewerage refuse disposal and other related costs for County-owned and various leased facilities.

Budget at a Glance

Total Expenditure Authority	$20,898,745
Total Sources	$1,665,800
Net County Cost	$19,232,945
Total Staff	2
Funded by Net County Cost	92%

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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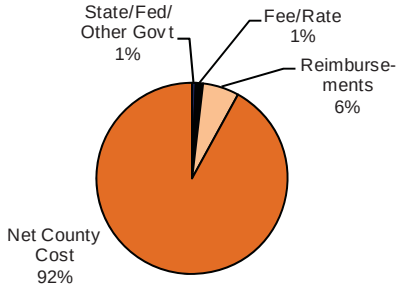
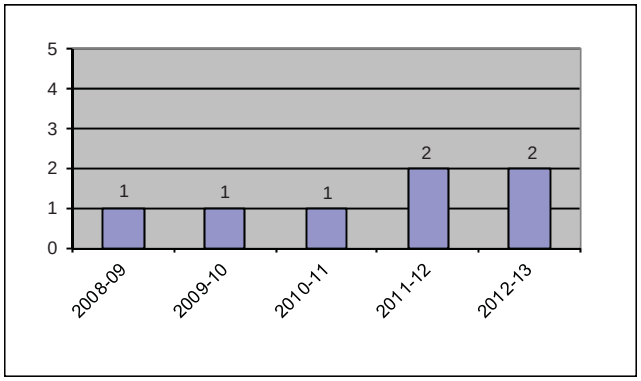


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	1	1	1	2
Limited Term	0	0	1	0
Total	1	1	2	2
Staffing Expenses	$95,928	$95,269	$121,948	$176,651

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	84,201	90,381	95,928	115,424	121,948	176,651	**54,703**
Operating Expenses	18,044,219	16,839,356	17,379,188	18,799,740	19,618,462	20,617,785	**999,323**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	18,128,420	16,929,737	17,475,116	18,915,164	19,740,410	20,794,436	**1,054,026**
Reimbursements	(463,386)	(1,233,697)	(953,696)	(1,300,804)	(1,300,804)	(1,280,508)	**20,296**
Total Appropriation	17,665,034	15,696,040	16,521,420	17,614,360	18,439,606	19,513,928	**1,074,322**
Operating Transfers Out	0	0	2,393,788	1,347,130	1,347,130	104,309	**(1,242,821)**
Total Requirements	17,665,034	15,696,040	18,915,208	18,961,490	19,786,736	19,618,237	**(168,499)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	12,000	2,622,147	1,668,834	1,668,834	134,079	**(1,534,755)**
Fee/Rate	177,010	148,717	234,775	238,349	243,259	251,213	**7,954**
Other Revenue	4,914	63,127	0	0	45,000	0	**(45,000)**
Total Revenue	181,924	223,844	2,856,922	1,907,183	1,957,093	385,292	**(1,571,801)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	181,924	223,844	2,856,922	1,907,183	1,957,093	385,292	**(1,571,801)**
Net County Cost	17,483,110	15,472,196	16,058,286	17,054,307	17,829,643	19,232,945	**1,403,302**
				Budgeted Staffing	2	2	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Utilities budget include an increase of $1,403,302 in discretionary general funding (net county cost) primarily for anticipated increases in utility costs. In 2011-12, the County experienced mild winter and summer weather and utility costs were lower as a result. The increase in operating expenses of $999,323 is primarily due to anticipated rate increases in electricity, water, disposal, gas, sewer and contracts costs for 2012-13. Staffing expenses of $176,651 fund 2 budgeted positions and the increase of $54,703 will fund a new Fiscal Assistant position to replace a deleted Public Service Employee position to support department operations.

Other changes in the utilities budget are primarily due to the nearing completion of the energy efficiency grant from the federal government. The decrease in operating transfers out of $1,242,821 is due to the completion of three energy projects by Architecture and Engineering Department and Land Use Services Department: Solar Photo-voltaic System for the High Desert Government Center, Heating, Ventilation and Air-Conditioning (HVAC) retrofit project for the County Government Center, the Environment Impact Report for the County's Green House Gas Reduction Plan, and work completed for the other projects funded under the grant. Departmental revenue also decreased by $1,571,801, and was primarily due to the completion of these projects.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $20,617,785 is the largest major expense in this budget and fund utility costs for County facilities. Departmental revenue of $385,292 have considerably less significant impact on the operation of the department compared to operating expenses and represent utility costs passed on to customers and third parties that occupy County-owned space.

STAFFING CHANGES AND OPERATIONAL IMPACT

While there are no changes to the number of budgeted positions, 1 new Fiscal Assistant position is budgeted to replace 1 Public Service Employee position to provide continuous support to department operations.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Utilities	2	0	2	1	0	1	2
Total	2	0	2	1	0	1	2

Utilities

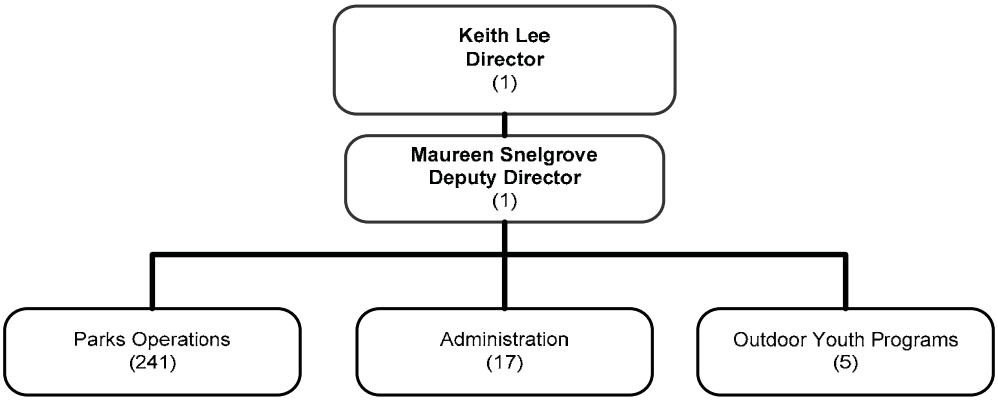
	Classification
1	Staff Analyst II
1	Fiscal Assistant
2	Total

REGIONAL PARKS
Keith Lee

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



2010-11 AND 2011-12 ACCOMPLISHMENTS

- With Board of Supervisor's approval began the implementation of a formal Volunteer and Camp Host Program to enhance services and the public's experiences.
- Opened an 18-hole disc golf course at Glen Helen Regional Park after successfully opening a course at Prado Regional Park.
- Successfully established partnership with the Urban Conservation Corps, a youth job training program to assist with habitat restoration, lake management, weed abatement, and trail maintenance.
- Increased Private/Public Partnership for the management of Moabi Regional Park and special events at Cucamonga-Guasti and Prado Regional Parks.
- Added a total of three new concession activities at Lake Gregory Regional Park and Calico Ghost Town.
- Completed the Lake Gregory Dam Emergency Action Plan as required by the California State Division Safety of Dams.
- Began renovation to reopen the existing campground at Glen Helen Regional Park.
- Continued with the re-organization of the Department to create a more efficient and effective organization.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: UPGRADE/MODERNIZE UTILITY AND STRUCTURAL ASSETS.

Objective: Continued improvements to aging infrastructure.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Utility and structural upgrades completed.	N/A	N/A	3	2	4

Three projects were identified for 2011-12: Lake Gregory Regional Park Dam, Moabi Regional Park Sewer Lift Station, and the Mojave Narrows Regional Park Levee. Of those three projects, the Moabi project was completed and one part of the Lake Gregory Dam project was completed (Emergency Action Plan); and the remainder will be ready for construction in 2012-13. Not included, but completed, are the sewer and water infrastructure improvements at Prado Regional Park. In 2012-13, the Department anticipates completing 4 major projects such as the Lake Gregory Dam Emergency Release Valves, the Mojave Narrows Levee at Horseshoe Lake, the renovations at the Glen Helen Campground, and facility/utility/infrastructure upgrades at Calico Ghost Town.

GOAL 2: PROVIDE OPPORTUNITIES THAT PROMOTE OUTDOOR RECREATION.

Objective: Continued development of youth programs.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Number of youth attending programs.	8,247	7,768	7,200	6,258	6,800

The Department provides an Outdoor Environmental Science Day Camp at Yucaipa Regional Park for 4th & 5th graders throughout the school year. In addition to this program, the department also offers the Jr. Fishing Workshops and Derby. In 2012-13, the Department will be looking to add new youth programs.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Regional Parks	10,610,675	7,847,404	2,763,271			260
Total General Fund	10,610,675	7,847,404	2,763,271			260
Special Revenue Funds						
Special Revenue Funds - Consolidated	11,450,263	7,130,325		4,319,938		0
Total Special Revenue Funds	11,450,263	7,130,325		4,319,938		0
Enterprise Funds						
Enterprise Funds - Consolidated	99,098	85,000			(14,098)	5
Total Enterprise Funds	99,098	85,000			(14,098)	5
Total - All Funds	22,160,036	15,062,729	2,763,271	4,319,938	(14,098)	265

5-YEAR APPROPRIATION TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Regional Parks	10,026,441	9,245,313	8,318,434	11,216,005	10,610,675
County Trails System	6,335,047	209,671	828,150	2,279,119	5,214,270
Proposition 40 Projects	1,986,395	235,593	1,741,254	552,590	0
San Manuel Amphitheater	1,978,351	2,029,391	2,223,840	2,609,057	1,593,913
Amphitheater Improvements at Glen Helen	348,861	404,069	458,759	513,031	563,362
Park Maintenance/Development	695,593	1,403,642	2,317,353	1,746,345	1,381,611
Calico Ghost Town Marketing Services	574,077	543,707	664,302	636,537	640,492
Off-Highway Vehicle License Fee	1,144,171	1,354,831	1,693,021	1,985,403	2,056,615
Regional Parks Snack Bars	93,392	92,306	36,358	82,413	35,642
Active Outdoors	89,012	170,862	119,922	58,892	63,456
Total	**23,271,340**	**15,689,385**	**18,401,393**	**21,679,392**	**22,160,036**

5-YEAR REVENUE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Regional Parks	7,236,617	7,653,190	7,082,004	7,651,925	7,847,404
County Trails System	6,745,911	377,493	628,461	1,817,545	4,579,940
Proposition 40 Projects	2,147,034	290,805	1,659,952	0	0
San Manuel Amphitheater	1,285,000	1,737,763	1,500,838	1,461,000	1,459,585
Amphitheater Improvements at Glen Helen	34,000	29,564	28,511	30,000	28,000
Park Maintenance/Development	204,687	648,508	763,635	311,000	360,000
Calico Ghost Town Marketing Services	508,500	482,126	482,941	389,600	394,800
Off-Highway Vehicle License Fee	340,000	357,331	336,932	311,000	308,000
Regional Parks Snack Bars	104,000	103,000	37,229	40,000	35,000
Active Outdoors	89,012	171,470	98,462	45,000	50,000
Total	**18,694,761**	**11,851,250**	**12,618,965**	**12,057,070**	**15,062,729**

5-YEAR NET COUNTY COST TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Regional Parks	2,789,824	1,592,123	1,236,430	3,564,080	2,763,271
Total	**2,789,824**	**1,592,123**	**1,236,430**	**3,564,080**	**2,763,271**

5-YEAR FUND BALANCE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
County Trails System	(410,864)	(167,822)	199,689	461,574	634,330
Proposition 40 Projects	(160,639)	(55,212)	81,302	552,590	0
San Manuel Amphitheater	693,351	291,628	723,002	1,148,057	134,328
Amphitheater Improvements at Glen Helen	314,861	374,505	430,248	483,031	535,362
Park Maintenance/Development	490,906	755,134	1,553,718	1,435,345	1,021,611
Calico Ghost Town Marketing Services	65,577	61,581	181,361	246,937	245,692
Off-Highway Vehicle License Fee	804,171	997,500	1,356,089	1,674,403	1,748,615
Total	**1,797,363**	**2,257,314**	**4,525,409**	**6,001,937**	**4,319,938**

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Regional Parks Snack Bars	10,608	10,694	871	(42,413)	(642)
Active Outdoors	0	608	(21,460)	(13,892)	(13,456)
Total	**10,608**	**11,302**	**(20,589)**	**(56,305)**	**(14,098)**

Regional Parks

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

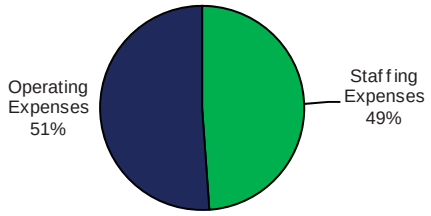
Total Expenditure Authority	$11,490,616
Total Sources	$8,727,345
Net County Cost	$2,763,271
Total Staff	260
Funded by Net County Cost	24%

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 the 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 at Calico Ghost Town, Huck Finn Jubilee at Mojave Narrows, and Dragon Boat Races at Lake Gregory. Educational programs are the Environmental Science Day Camp at Yucaipa and Mojave Narrows, and a Junior Fishing Workshop at multiple parks.

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 the lease with the operators of the San Manuel Amphitheater, Moabi Regional Park, and concession contracts that offer amenities to park users.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



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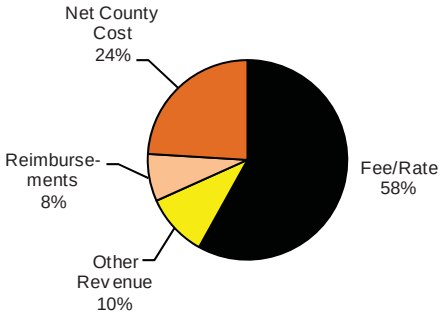
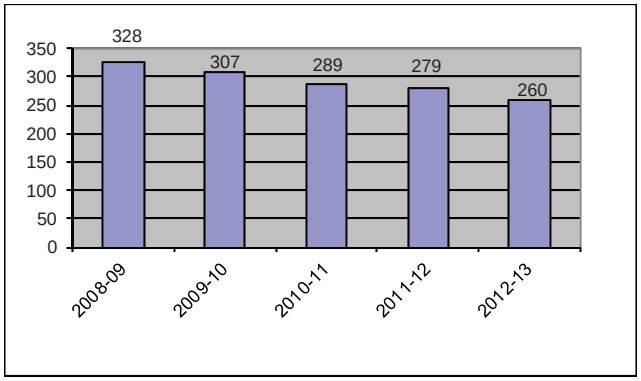


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	124	114	114	95
Limited Term	165	165	165	165
Total	289	279	279	260
Staffing Expenses	$6,726,964	$5,624,973	$5,624,973	$5,616,032

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	7,342,025	6,731,442	6,726,964	5,434,695	5,624,973	5,616,032	**(8,941)**
Operating Expenses	2,863,164	2,555,962	2,031,511	6,258,083	6,233,279	5,874,584	**(358,695)**
Capital Expenditures	16,191	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	10,221,380	9,287,404	8,758,475	11,692,778	11,858,252	11,490,616	**(367,636)**
Reimbursements	(198,181)	(42,090)	(440,045)	(633,147)	(642,247)	(879,941)	**(237,694)**
Total Appropriation	10,023,199	9,245,314	8,318,430	11,059,631	11,216,005	10,610,675	**(605,330)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,023,199	9,245,314	8,318,430	11,059,631	11,216,005	10,610,675	**(605,330)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	6,039,894	6,370,910	6,016,066	6,265,000	6,536,425	6,672,304	**135,879**
Other Revenue	1,186,885	1,282,280	1,065,939	1,230,551	1,115,500	1,175,100	**59,600**
Total Revenue	7,226,779	7,653,190	7,082,005	7,495,551	7,651,925	7,847,404	**195,479**
Operating Transfers In	44,703	0	0	0	0	0	**0**
Total Financing Sources	7,271,482	7,653,190	7,082,005	7,495,551	7,651,925	7,847,404	**195,479**
Net County Cost	2,751,717	1,592,124	1,236,425	3,564,080	3,564,080	2,763,271	**(800,809)**
				Budgeted Staffing	279	260	**(19)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Due to projected budgetary constraints for 2012-13, the department has continued reorganization to address program priorities and the provision of park services with a lower level of staffing resources and by a reconfiguration of position classifications. Staffing expenses include adjustments for retirement cost increases and a budgeted staffing level of 260 positions for 2012-13, which reflects an overall net decrease of 19 positions that is the result of this continued reorganization (a reduction of 21 positions that is offset by an increase of 2 positions). Operating expenses are decreasing primarily due to a $246,000 reduction in COWCAP charges, and reimbursements are increasing by $237,000 primarily from the San Manuel Amphitheater fund and Calico Ghost Town Marketing Services fund to offset program and administrative expenses borne by the Park's general fund budget. Revenue increases are attributed to fee adjustments that affect each of the nine parks in the Regional Park system. Net county cost support from the county general fund was reduced by $800,809; of which $246,000 is a corresponding decrease relating to a reduction in COWCAP charges, and $554,809 was reduced due to overall discretionary general funding limitations. A noteworthy operational change for 2012-13 is with respect to the management and operation of Park Moabi through a private/public partnership agreement. This agreement was approved by the Board of Supervisor's effective April 1, 2012 and will be fully implemented with related financial provisions for an entire fiscal year period beginning in 2012-13.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $5,616,032 fund 260 budgeted positions (64 full-time, 31 part-time, and 165 seasonal/extra-help employees) to oversee administration, operations and maintenance for the nine regional parks, the county trails system, and various special events/programs. Operating expenses of $5,874,584 include stocking fish at park lakes, turf maintenance contracts (Prado, Cucamonga-Guasti, Yucaipa, and Glen Helen Regional Parks), supplies for general maintenance and special projects, aquatic facility supplies, office supplies, computer hardware and software replacement/upgrades, credit card use fee charges, advertising park events/amenities, restroom supplies, insurance, and COWCAP ($3,263,271 with a corresponding net county cost allocation less $500,000 departmental reduction). Departmental revenue of $7,847,404 represents fees from camping, fishing, park entrance, swimming, facility use, special events, and concessionaire and/or partnership agreements.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing changes include a decrease of 21 budgeted positions (21 vacant; 0 filled), a reclassification of an existing position (from Payroll Specialist to Staff Aide) as part of the 2011-12 Third Quarter Budget Adjustment process, and an increase of 2 positions for an overall net decrease of 19 budgeted positions. The 2 increased positions are budgetary adjustments through the 2012-13 process that are comprised of the full-year cost for one additional employee sharing a position on a dual-fill basis (Fiscal Specialist), and the transfer in of a position from the Registrar of Voters budget (Elections Analyst/Marketing Representative). Under the continued reorganization that involves the deletion of 21 budgeted positions, some of the related duties/responsibilities will be streamlined and spread amongst existing regular staff, and other responsibilities will be addressed by assigning the workload to part-time General Service Worker II positions. The department is committed to managing park activities with this reduction in staffing.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	19	0	19	17	0	2	19
Park Operations	76	165	241	80	161	0	241
Total	95	165	260	97	161	2	260

Administration

	Classification
1	Deputy Executive Officer (Director)
1	Deputy Director
1	Administrative Analyst III
1	Elections Analyst/Marketing Rep.
1	Administrative Supervisor
2	Planner III
1	Executive Secretary
1	Youth Services Coordinator
2	Staff Analyst II
1	Revenue and Development Manager
1	Automated System Technician
2	Fiscal Specialist
1	Payroll Specialist
3	Fiscal Assistant
19	Total

Park Operations

	Classification
2	Park Superintendent
5	Assistant Park Superintendent
3	Office Assistant III
3	Ranger III
16	Ranger II
47	General Service Worker II
165	Pubilc Service Employee
241	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$11,475,263
Total Sources	$7,155,325
Fund Balance	$4,319,938
Total Staff	0

County Trails System was established by the Board of Supervisors and the Regional Parks Department was assigned as the steward of the County's Regional Trail Program charged with the development, operation and maintenance of regional and diversified trails throughout the county. This budget 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 built seven miles of the Santa Ana River Trail. This section makes the link to Riverside County, offering users over 22 miles of contiguous trail along the Santa Ana River.

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, the bulk of this revenue is transferred to the county general fund to fund the cost of the amphitheater's debt service payment.

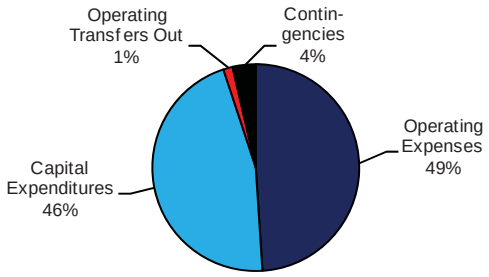
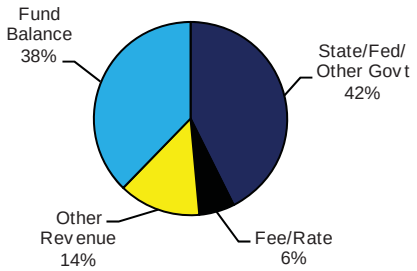
Amphitheater Improvements at Glen Helen was established to provide for improvements to the San Manuel Amphitheater at Glen Helen Regional Park. These improvements are designed to maintain the amphitheater and its facilities in their current condition in order to preserve a quality entertainment experience 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 repair at all regional parks. The costs associated with this budget unit are funded through an allocation of park admission 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 of each plate goes into a pool of funds that are then distributed.

2012-13 RECOMMENDED BUDGET

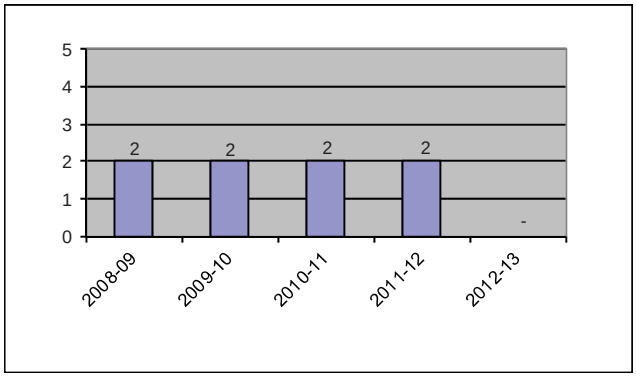
EXPENDITURE AUTHORITY	SOURCES
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	0	0	0	0
Limited Term	2	2	2	0
Total	2	2	2	0
Staffing Expenses	$80,626	$89,020	$89,020	$0

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	79,965	71,010	80,626	5,152	89,020	0	**(89,020)**
Operating Expenses	2,607,927	1,953,720	2,889,358	3,241,725	6,642,150	5,619,237	**(1,022,913)**
Capital Expenditures	921,431	76,130	351,814	86,717	2,006,159	5,272,155	**3,265,996**
Contingencies	0	0	0	0	1,484,626	413,871	**(1,070,755)**
Total Exp Authority	3,609,323	2,100,860	3,321,798	3,333,594	10,221,955	11,305,263	**1,083,308**
Reimbursements	(102,000)	(300,000)	(25,000)	(25,000)	(275,000)	(25,000)	**250,000**
Total Appropriation	3,507,323	1,800,860	3,296,798	3,308,594	9,946,955	11,280,263	**1,333,308**
Operating Transfers Out	12,582	73,071	793,393	2,204,254	375,127	170,000	**(205,127)**
Total Requirements	3,519,905	1,873,931	4,090,191	5,512,848	10,322,082	11,450,263	**1,128,181**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	478,536	998,522	2,612,227	948,473	2,109,545	4,879,940	**2,770,395**
Fee/Rate	522,955	777,167	944,320	696,349	630,000	680,000	**50,000**
Other Revenue	1,881,889	2,161,692	1,676,569	1,709,352	1,580,600	1,570,385	**(10,215)**
Total Revenue	2,883,380	3,937,381	5,233,116	3,354,174	4,320,145	7,130,325	**2,810,180**
Operating Transfers In	128,689	0	0	476,675	0	0	**0**
Total Financing Sources	3,012,069	3,937,381	5,233,116	3,830,849	4,320,145	7,130,325	**2,810,180**
				Fund Balance	6,001,937	4,319,938	**(1,681,999)**
				Budgeted Staffing	2	0	**(2)**

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds are increasing appropriation by approximately $1.1 million, and departmental revenue has increased by $2.8 million. Increases to appropriation are primarily related to capital expenditures planned for the construction of Phase III of the Santa Ana River Trail (Waterman Avenue, San Bernardino to California Street, Redlands; 3.6 miles). Adjustments to contingencies for the San Manuel Amphitheater fund, operating expenses relating to the Park Maintenance fund, and closure of the Proposition 40 fund represent requirement change decreases. Increases to revenue are related to the federal and state revenues intended to fund the cost of Phase III of the Santa Ana River Trail. Staffing is decreasing by 2 positions for the Calico Marketing fund; there is no staffing incorporated within the Regional Parks Special Revenue Fund Consolidated Budgets in 2012-13.

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Fund Balance	Staffing
Special Revenue Funds				
County Trails System	5,214,270	4,579,940	634,330	0
San Manuel Amphitheater	1,593,913	1,459,585	134,328	0
Amphitheater Improvements at Glen Helen	563,362	28,000	535,362	0
Park Maintenance/Development	1,381,611	360,000	1,021,611	0
Calico Ghost Town Marketing Services	640,492	394,800	245,692	0
Off-Highway Vehicle License Fee	2,056,615	308,000	1,748,615	0
Total Special Revenue Funds	11,450,263	7,130,325	4,319,938	0

County Trails System includes operating expenses of $1,584,330 for the anticipated costs for finalizing design, environmental and acquiring trail right-of-way for Reach "A" of Phase IV of the Santa Ana River Trail (California Street to Orange Street, Redlands; 3.5 miles). Capital expenditures of $3,579,940 include Federal Transportation Equity Act (TEA) 21 (CalTrans) and State Local Transportation Funds (SanBAG) funds for the bidding, contract award, construction, and construction management of Phase III of the Santa Ana River Trail (Waterman Avenue, San Bernardino to California Street, Redlands; 3.6 miles). Also included is the construction of a pocket park along the Santa Ana River Trail. Departmental revenue is based on $3,579,940 in Federal TEA 21 grant reimbursements from CalTrans for Phase III of the Santa Ana River Trail, as well as from Housing and Urban Development for the Santa Ana River Trail pocket park. State revenue of $1,000,000 represents an allocation of Prop 84 grant funds from the Coastal Conservancy for the Santa Ana River Trail (Phase IV initial funding). Grant revenue reimbursements will be contingent upon incurring project expenses first, which will create cash flow challenges for this fund. The Department will work with the County Administrative Office for financial assistance prior to the construction contract being presented to the Board of Supervisors for approval.

San Manuel Amphitheater includes operating expenses of $1,480,042 for payments to the county general fund for the cost of the annual debt service payment for the amphitheater ($1,005,042), to the Regional Parks general fund budget for the upkeep and management of the amphitheater ($450,000), and to the Amphitheater Improvements at Glen Helen fund ($25,000) as required per the lease agreement with the operators of the amphitheater. Contingencies of $113,871 are budgeted as a precaution against unforeseen necessities involving the amphitheater. Departmental revenue of $1,459,585 includes use of money/property as rent from the operators of the amphitheater and interest earnings ($1,403,000), and other revenues expected from the amphitheater operators for the naming rights of the facility ($56,585). The naming rights agreement (Amendment No. 7 to contract No. 92-1023) ends on July 31, 2013 and Regional Parks plans to negotiate its renewal during 2012-13.

Amphitheater Improvements at Glen Helen includes operating expenses of $288,362 which represent a provision for maintaining the amphitheater to preserve quality entertainment experiences for its visitors. Contingencies of $300,000 are set aside for unanticipated expenses. Reimbursements of $25,000 represent the county's contribution towards improvements at the amphitheater per provisions of the lease. Departmental revenue of $28,000 includes a $25,000 matching contribution from the operators of the amphitheater per the lease agreement.

Park Maintenance/Development includes operating expenses of $1,144,396 to be used, in part, for the development and implementation of a Point of Sale System for all revenue collection sites in the regional park system, and ongoing upgrades to the camping reservation system. Remaining expenses of $45,000 will be held for emergency repairs. Capital expenditures for park equipment are budgeted at $192,215, which includes expenditures for a CAT backhoe, John Deere gator, and a Taylor-Dunn electric utility cart. Replacement of heavy-equipment is part of the department's plan to rotate out all non-repairable or outdated equipment with high repair costs. Departmental revenue is anticipated at $360,000 for current services representing a portion of gate entrance fees collected throughout all regional parks.

Calico Ghost Town Marketing Services includes total operating expenses of $640,492 for the costs of producing special events at the park, advertising of Calico Ghost Town, travel, and transfers. Travel of $3,000 is expected for participation in the annual POW-WOW International Trade Show, a crucial event in promoting Calico Ghost Town and its specialized events. Approximately 60% of the attendance at Calico Ghost Town is a result of the tours booked at this trade show. Transfers of $25,092 to the Regional Parks general fund budget unit represent the labor cost of park staff time (outside of regular duties) to produce and assist with the set up for the special events. Departmental fee revenue of $330,000 includes all special event gate revenue and, as stipulated in the concession contracts, the Department also contributes a percentage of the regular day fees collected throughout the year. Use of money and property revenue of $64,800 represents rent payments from Calico concessions, and interest earned on the fund balance.

Off-Highway Vehicle License Fee includes operating expenses of $481,615 for enforcement, safety, trail signage, maintenance and administration the Off-Highway Vehicle Fund (OHV) throughout the county, at Moabi Regional Park, and Calico Ghost Town. Capital expenditures of $1,500,000 are primarily programmed for two projects approved for construction: the Calico Ghost Town Campground "O" Restroom project ($780,000), and the Moabi Regional Park trail and fencing project ($300,000). Departmental revenue consists of $300,000 that is received from the state, which is derived from vehicle registrations/licensing for use of off-highway operations in the County. The 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."

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses for the Special Revenue Fund Consolidated Budgets, which are solely attributed to the Calico Marketing Fund, have decreased due to the deletion of 2 budgeted positions during 2012-13. The action will have no adverse impact on park operations.

Enterprise Funds - Consolidated

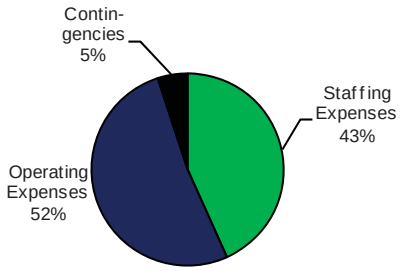
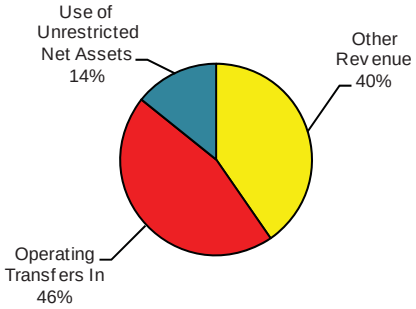
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	$99,098
Total Sources	$85,000
Rev Over/(Under) Exp	($14,098)
Total Staff	5

Snack Bars was established by the Regional Parks Department to provide staff to operate the snack bars located at Lake Gregory Regional Park. An enterprise fund was established to provide management with accountability and timely reports in connection with business operations. Excess revenue resulting from operations is used to enhance the snack bar or park operations. Existing snack bars at other regional parks (Cucamonga-Guasti, Glen Helen, Yucaipa and Prado) are operated and managed by Board-approved private contractors.

Active Outdoors was established to provide programs that promote a healthy outdoors lifestyle. All programs under "Active Outdoors" are grant funded or created through partnerships with local and/or state agencies. The Environmental Science Day Camp (ESDC) is a part of the program and is offered at Yucaipa and Mojave Narrows Regional Parks. ESDC takes place during the traditional school year, Monday through Friday, and follows the California State 4th & 5th grade science curriculum for wildlife, botany and geology. Each student attends the program with their class for a full day of learning, exploration, and hiking. Other programs in addition to the Environmental Science Day Camp include the Junior Fishing Workshops and Derby, and Regional Park Unleashed.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

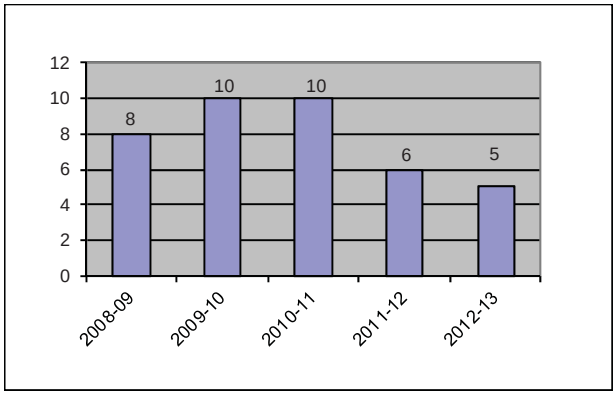
OPERATIONS & COMMUNITY SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	0	0	0	0
Limited Term	10	6	6	5
Total	10	6	6	5
Staffing Expenses	$59,561	$47,445	$47,445	$42,899

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: Enterprise Funds - Consolidated

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	69,787	69,481	59,561	30,063	47,445	42,899	**(4,546)**
Operating Expenses	123,426	190,631	74,681	30,175	93,860	51,199	**(42,661)**
Contingencies	0	0	0	0	0	5,000	**5,000**
Total Exp Authority	193,213	260,112	134,242	60,238	141,305	99,098	**(42,207)**
Reimbursements	0	0	(191)	0	0	0	**0**
Total Appropriation	193,213	260,112	134,051	60,238	141,305	99,098	**(42,207)**
Depreciation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	193,213	260,112	134,051	60,238	141,305	99,098	**(42,207)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	288,887	176,288	134,291	58,960	85,000	40,000	**(45,000)**
Total Revenue	288,887	176,288	134,291	58,960	85,000	40,000	**(45,000)**
Operating Transfers In	0	0	0	0	0	45,000	**45,000**
Total Financing Sources	288,887	176,288	134,291	58,960	85,000	85,000	**0**
Rev Over/(Under) Exp	95,674	(83,824)	240	(1,278)	(56,305)	(14,098)	**42,207**
				Budgeted Staffing	6	5	**(1)**
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	**0**
Total Fixed Assets	0	0	0	0	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are decreasing by approximately $4,500 due to the deletion of 1 Public Service Employee position in the Active Outdoors program. Operating expenses are decreasing primarily because of the discontinuance of department-operated snack bars at Glen Helen and Mojave Narrows Regional Parks. The Glen Helen Park snack bar is now operated and managed by a Board-approved private contractor; whereas, the snack bar operation at Mojave Narrows Park is discontinued indefinitely. A contingency provision has been established in the Active Outdoors budget for unanticipated program expenses. The revenue budgets have been adjusted to reflect receipts for the Active Outdoors program and the Lake Gregory snack bar operation.

DETAIL OF 2012-13 RECOMMENDED BUDGET

	2012-13			
	Appropriation	Revenue	Revenue Over/(Under) Exp	Staffing
Enterprise Funds				
Snack Bars	35,642	35,000	(642)	1
Active Outdoors	63,456	50,000	(13,456)	4
Total Enterprise Funds	99,098	85,000	(14,098)	5

Snack Bars includes staffing expenses of $8,852 which funds 1 budgeted position (Public Service Employee) to operate the Boathouse snack bar at Lake Gregory Regional Park. Operating expenses of $26,790 represents the cost of pre-packaged food/snack items to be sold at the snack bar. Departmental revenue of $35,000 is derived through the resale of snack bar items to the public at Lake Gregory Regional Park.

Active Outdoors includes staffing expenses of $34,047 which funds 4 budgeted Public Service Employee positions that will operate the Environmental Science Day Camp and other programs such as Junior Fishing Workshop, Active Outdoors Expo and Regional Parks Unleashed. Operating expenses of $24,409 will primarily fund services and supplies for use in the Environmental Science Day Camp program, as well as fishing poles, equipment and supplies for the Junior Fishing Workshop. Operating expenses also include costs of supplies, awards, and printing materials for all programs within the Active Outdoors program. Contingencies of $5,000 represents funds set aside as a precaution against unexpected expenditures within the Active Outdoors programs. Departmental revenue of $50,000 includes an operating transfer in from the Park Maintenance/Development fund ($45,000), as well as vendor fees and participation fees collected for program events associated with the Junior Fishing Workshop and Active Outdoors Expo ($5,000).

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing changes for 2012-13 represent the deletion of 1 vacant Public Service Employee position in the Active Outdoors program to minimize program expenses. There is no adverse program impact from this deletion.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Active Outdoors	0	4	4	4	0	0	4
Snack Bars	0	1	1	1	0	0	1
Total	0	5	5	5	0	0	5

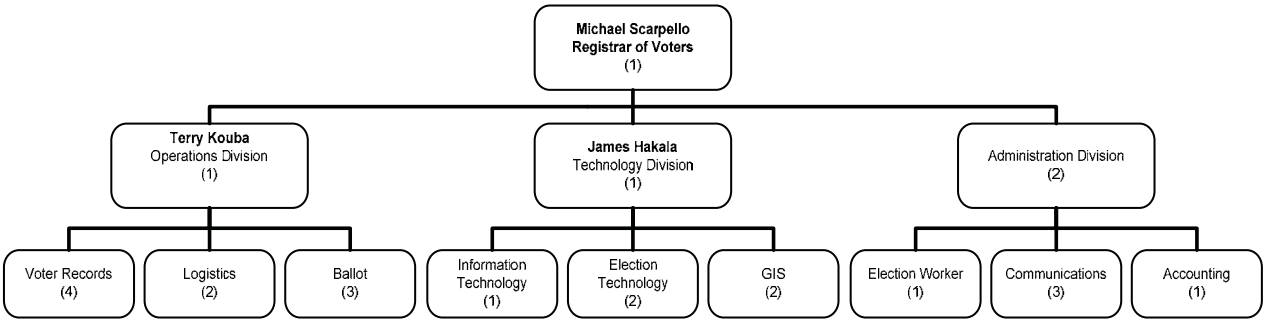
Active Outdoors		Snack Bars	
	Classification		Classification
4	Public Service Employee	1	Public Service Employee
4	Total	1	Total

REGISTRAR OF VOTERS
Michael Scarpello

MISSION STATEMENT

The Registrar of Voters office upholds the integrity of the electoral process by consistently conducting fair and open elections that are accessible to all and that accurately reflects the intent of the electorate, promotes public confidence, increased voter participation, and strengthens democracy while providing the highest quality of customer service.

ORGANIZATIONAL CHART



2010-11 AND 2011-12 ACCOMPLISHMENTS

- Successfully implemented the State and County redistricting plans, re-drew precinct lines, and reassigned voters to new polling places in a manner that will produce significant savings for the County this year and in years to come.
- Using newly acquired software, re-designed and programmed how the County's ballot is produced, thus resulting in more user friendly ballots for the voters as well as generating over $30,000 savings per year.
- Changed mail ballot procedures resulting in faster mail ballot processing and postage savings of $140,000.
- Re-designed polling place procedures and implemented a new field support plan resulting in faster and better customer service for voters.
- Implemented a new poll worker training program with improved and streamlined training for all workers, which includes an expanded and more detailed training for supervisors.
- Introduced new computer software programming and new ballot processing procedures resulting in significantly faster ballot processing and counting in the November 2011 Consolidated Election.
- Upgraded outdated office technology software and hardware which included worker stations, enhanced Registrar of Voter website functionality, and implemented State mandated Voter Registration system support enhancements/requirements.
- Re-tooled the organizational structure to better prepare the department to conduct elections more effectively and efficiently with fewer permanent staff resources, and in a manner with which to manage a larger number of temporary help staff on an election by election basis.

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE CONVENIENT & EFFICIENT METHODS FOR VOTERS TO PARTICIPATE IN THE ELECTORAL PROCESS.

Objective A: Continue to survey existing and potential polling places in order to increase the quality of polling places and expand accessibility to the disabled.
Objective B: Expand the availability of voting by mail to voters and decrease the number of polling places in order to save taxpayer dollars.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
1A. Percentage of completion of existing and potential polling places for compliance with accessibility requirements.	15%	22%	25%	28%	35%
1B. Percentage of mail ballot voters.	N/A	N/A	N/A	N/A	505

GOAL 2: CONTINUE TO BUILD THE ELECTIONS OFFICE INFRASTRUCTURE TO MAKE THE OFFICE MORE EFFECTIVE AND EFFICIENT WITH LESS STAFFING.

Objective A: Develop and populate EDATE, the Elections Office's Election Deadline, Assignment, and Task Engine.
Objective B: Review, revise, and document Elections Office processes and procedures.

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
1A. Number of projects, tasks, & subtasks populated.	N/A	N/A	N/A	N/A	1,200
1B. Number of processes and procedures reviewed.	N/A	N/A	N/A	N/A	N/A

NOTE: Goals 1 and 2 above, and their related metrics data, are newly introduced during 2012-13 and replace the ones previously published. Michael Scarpello was appointed as Registrar in April 2011, so the goals/objectives listed in previous budget books (that are replaced starting in 2012-13) were developed by his predecessor and are deemed to be no longer relevant.

SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Registrar of Voters	8,834,337	2,700,500	6,133,837			24
Total General Fund	8,834,337	2,700,500	6,133,837			24

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Registrar of Voters	8,418,890	5,875,261	6,911,479	9,471,048	8,834,337
Total	**8,418,890**	**5,875,261**	**6,911,479**	**9,471,048**	**8,834,337**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Registrar of Voters	3,480,870	3,480,505	3,544,044	2,513,500	2,700,500
Total	**3,480,870**	**3,480,505**	**3,544,044**	**2,513,500**	**2,700,500**

5-YEAR NET COUNTY COST TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Registrar of Voters	4,938,020	2,394,756	3,367,435	6,957,548	6,133,837
Total	**4,938,020**	**2,394,756**	**3,367,435**	**6,957,548**	**6,133,837**

Registrar of Voters

DESCRIPTION OF MAJOR SERVICES

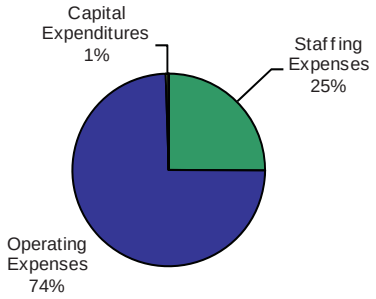
Budget at a Glance	
Total Expenditure Authority	$8,834,337
Total Sources	$2,700,500
Net County Cost	$6,133,837
Total Staff	24
Funded by Net County Cost	69%

The Registrar of Voters (ROV) office is responsible for conducting efficient and impartial elections, and to provide the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and the Federal and California Elections Codes. To support this function, the department is reorganized into nine sections: Operations, Technology Services and Administration Divisions, Communications, Accounting, Election Worker, Information Technology, Election Technology, Geographic Information Systems, Logistics, Ballot, Voter Records.

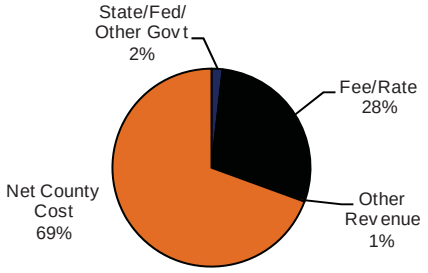
Reorganization changes were developed and implemented to focus on individual departmental functions operations to create a more efficient overall operation.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY



SOURCES

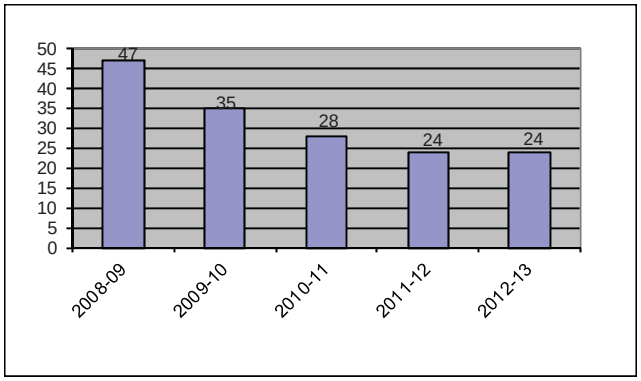


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Recommended
Regular	28	28	24	24
Limited Term	0	0	0	0
Total	28	28	24	24
Staffing Expenses	$2,284,039	$2,283,476	$2,283,476	$2,216,111

5-YEAR STAFFING TREND



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA ROV
FUNCTION: General
ACTIVITY: Elections

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	2,694,474	2,415,530	2,284,039	2,217,011	2,283,476	2,216,111	**(67,365)**
Operating Expenses	6,897,607	3,459,731	4,230,511	6,191,795	7,110,624	6,573,226	**(537,398)**
Capital Expenditures	0	0	396,516	62,487	62,788	45,000	**(17,788)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	9,592,081	5,875,261	6,911,066	8,471,293	9,456,888	8,834,337	**(622,551)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	9,592,081	5,875,261	6,911,066	8,471,293	9,456,888	8,834,337	**(622,551)**
Operating Transfers Out	(11,660)	0	0	0	14,160	0	**(14,160)**
Total Requirements	9,580,421	5,875,261	6,911,066	8,471,293	9,471,048	8,834,337	**(636,711)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	3,257,873	671,798	1,453,232	20,261	25,000	159,000	**134,000**
Fee/Rate	2,895,752	2,616,266	1,928,535	2,304,685	2,458,000	2,511,000	**53,000**
Other Revenue	18,819	22,248	162,278	145,516	30,500	30,500	**0**
Total Revenue	6,172,444	3,310,312	3,544,045	2,470,462	2,513,500	2,700,500	**187,000**
Operating Transfers In	0	275,000	0	0	0	0	**0**
Total Financing Sources	6,172,444	3,585,312	3,544,045	2,470,462	2,513,500	2,700,500	**187,000**
Net County Cost	3,407,977	2,289,949	3,367,021	6,000,831	6,957,548	6,133,837	**(823,711)**
				Budgeted Staffing	24	24	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

The department is transitioning from a budgeted 3 major election cycle in 2011-12 to a budgeted 1 major election cycle in 2012-13. The Presidential Election in November 2012 is the largest major election in the 4-year election cycle, which is costly due to the number of measures/contests likely to be on the ballot and anticipated high voter turnout. In light of major reductions in staffing levels of approximately 50% over the last four years, the department has been reorganized in 2011-12 to meet the challenge of conducting a successful November 2012 election, and has implemented other changes during 2011-12 that will provide further cost savings to be realized in 2012-13. Major changes in processes and procedures have significantly cut costs in mail ballot processing, ballot programming, polling place expenses, and poll worker salaries. Departmental revenue major changes include a new Federal Grant of $134,000 to be used for ballot printing equipment for overseas and military voters that will provide increased voting accessibility and opportunity for these voters.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Appropriation of $8,834,337 to conduct the one major election (Presidential General) scheduled in November 2012 includes staffing expenses of $2,216,111 for 24 budgeted positions, operating expenses of $6,573,226 and capital expenditures of $45,000. Operating expenses primarily consist of services and supplies of $6,280,969 for routine operations, in addition to election-related expenses (such as postage, printing, temporary help, ballots, poll workers and other services); and includes the Federal grant portion for ballot printing, equipment licenses, and maintenance. Operating expenses also include central services, computer charges, Facilities Management services, and travel cost, including poll worker mileage. Departmental revenue of $2,700,500 is derived from a variety of sources. The major source is derived from election services for participating jurisdictions that share in the cost of the election ($2,511,000), in addition to State reimbursement of postage, a federal grant, and the sale of ROV services/products.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing changes in the 2012-13 budget have an overall net "zero" impact. The increase of staffing from the Media Specialist I position approved during the 2011-12 Third Quarter Budget Adjustment process is offset by a decrease in staffing from the Elections Analyst position which is transferred from ROV to the Regional Parks budget as part of the 2012-13 budget process. The Elections Analyst position was satisfactorily providing specific skill-set services to the Regional Parks Department during 2011-12 in return for reimbursement to ROV for 75% of the related staffing cost. It was mutually agreeable between the departments to transfer the position during 2012-13.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration Division	8	0	8	6	1	1	8
Operations Division	10	0	10	9	1	0	10
Technology Division	6	0	6	6	0	0	6
Total	24	0	24	21	2	1	24

Administration Division

	Classification
1	Registrar of Voters
1	Chief Deputy Registrar of Voters
1	Executive Secretary II
2	Elections Technician
1	Media Specialist
1	Office Assistant III
1	Staff Analyst II
8	Total

Operations Division

	Classification
1	Chief Deputy Registrar of Voters
3	Election Technician
2	Office Assistant VI
3	Office Assistant III
1	Elections Services Assistant
10	Total

Technology Division

	Classification
1	Business Applications Manager
1	Programmer Analyst II
1	Business Sys Analyst III
1	Applications Specialist
1	Geographic Info Sys Tech II
1	Geographic Info Sys Tech I
6	Total

Fish and Game Commission

DESCRIPTION OF MAJOR SERVICES

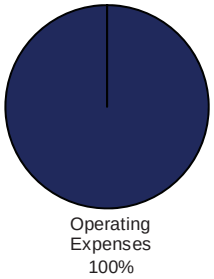
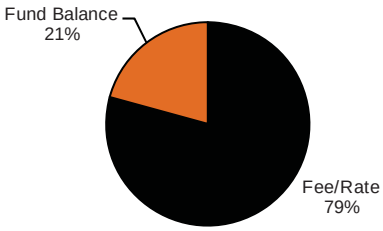
The Fish and Game Commission is administered by the Special Districts Department, and its primary function is to act as the liaison between the State Department of Fish and Game, the County Board of Supervisors, and the public. The Commission makes recommendations to the Board of Supervisors on matters pertaining to wildlife in San Bernardino County.

Budget at a Glance

Total Expenditure Authority	$12,618
Total Sources	$10,000
Fund Balance	$2,618
Total Staff	0

The Fish and Game Commission budget unit receives funding from fines imposed on hunting, fishing, and environmental infractions and from the sale of hunting 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.

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
	

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Special Districts
FUND: Fish and Game Commission

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

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	9,646	28,233	10,444	10,358	11,067	12,618	**1,551**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	2,409	0	**(2,409)**
Total Exp Authority	9,646	28,233	10,444	10,358	13,476	12,618	**(858)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	9,646	28,233	10,444	10,358	13,476	12,618	**(858)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	9,646	28,233	10,444	10,358	13,476	12,618	**(858)**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	8,530	6,852	11,118	6,500	7,000	10,000	**3,000**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	8,530	6,852	11,118	6,500	7,000	10,000	**3,000**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	8,530	6,852	11,118	6,500	7,000	10,000	**3,000**
				Fund Balance	6,476	2,618	**(3,858)**
				Budgeted Staffing	0	0	**0**

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses are increasing by $1,551 primarily due to administrative costs.

Departmental contingencies have decreased by $2,409 based on available fund balance and increase in departmental costs.

Departmental revenue is increasing by $3,000 due to expected sales of hunting maps.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Operating expenses of $12,618 include costs for various projects, including administration costs, as approved by the Commission.

Departmental revenue of $10,000 primarily represents fines imposed on hunting, fishing, and environmental infractions, and from sales of hunting maps.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing in this budget unit.

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CAPITAL IMPROVEMENT PROGRAM
SUMMARY

NEW PROJECTS	Page #	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total
ARCHITECTURE AND ENGINEERING DEPARTMENT (A&E)					
A&E	477	46,600,000	1,729,717	856,976	49,186,693
ARMC	485	0	0	1,764,216	1,764,216
AIRPORTS	486	0	48,000	0	48,000
AIRPORTS (CSA 60-APPLE VALLEY AIRPORT)	487	0	0	200,000	200,000
TOTAL NEW PROJECTS - CPD		46,600,000	1,777,717	2,821,192	51,198,909
DEPT. OF PUBLIC WORKS (DPW) PROJECTS:					
TRANSPORTATION	488	5,000,000	0	14,107,587	19,107,587
SOLID WASTE MANAGEMENT	491	0	0	4,240,766	4,240,766
TOTAL NEW PROJECTS - DPW		5,000,000	0	18,348,353	23,348,353
TOTAL NEW PROJECTS		**51,600,000**	**1,777,717**	**21,169,545**	**74,547,262**
CARRYOVER PROJECTS					
A&E	492	90,769,110	11,062,099	26,682,111	128,513,320
ARMC	508	0	0	3,649,624	3,649,624
AIRPORTS	509	0	3,583,125	2,766,875	6,350,000
AIRPORTS (CSA 60-APPLE VALLEY AIRPORT)	510	0	0	1,365,000	1,365,000
REGIONAL PARKS	511	0	0	658,940	658,940
TRANSPORTATION	512	0	-	59,155,300	59,155,300
SOLID WASTE MANAGEMENT	516	0	0	1,829,683	1,829,683
TOTAL CARRYOVER PROJECTS		**90,769,110**	**14,645,224**	**96,107,533**	**201,521,867**
TOTAL 2012-13 CIP BUDGET		**142,369,110**	**16,422,941**	**117,277,078**	**276,069,129**

SUPPLEMENTAL INFORMATION

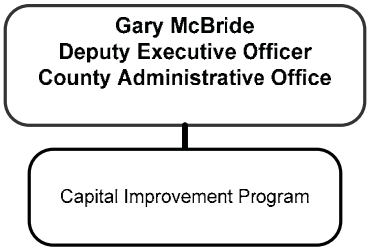
NEW PROJECTS BY GEOGRAPHIC LOCATION	A&E CIP Funds	Other Departments	DPW CIP Funds	Total New Projects
COUNTYWIDE - ALL DISTRICTS	30,781,000	0	2,020,116	32,801,116
FIRST DISTRICT	1,385,149	220,000	10,977,987	12,583,136
SECOND DISTRICT	156,650	0	4,087,150	4,243,800
THIRD DISTRICT	797,915	0	4,236,600	5,034,515
FOURTH DISTRICT	123,950	28,000	-	151,950
FIFTH DISTRICT	15,942,029	1,764,216	2,026,500	19,732,745
TOTAL NEW PROJECTS	**49,186,693**	**2,012,216**	**23,348,353**	**74,547,262**

CAPITAL IMPROVEMENT PROGRAM
Gary McBride

MISSION STATEMENT

The Capital Improvement Program receives and evaluates capital expenditure requests, recommends priorities for the acquisition or improvement of land, facilities and infrastructure, oversees and monitors major capital projects, and guides growth and change of county facilities and infrastructure by anticipating future needs.

ORGANIZATIONAL CHART



SUMMARY OF BUDGET UNITS

Funding for capital projects is included in the Architecture and Engineering Department (A&E) Capital Improvement Program (CIP) funds, and specific Arrowhead Regional Medical Center (ARMC), Airports, Regional Parks, Transportation, and Solid Waste Management CIP funds.

DESCRIPTION OF MAJOR SERVICES

The CIP is an internal planning tool administered by the County Administrative Office (CAO) to provide the Board of Supervisors (Board) with information to assist in the decision-making process for the allocation of limited resources to capital projects. The CIP provides for the acquisition, construction, reconstruction, initial fixtures and equipment, renovation, rehabilitation or replacement of facilities or equipment with a life expectancy of at least five years and capital costs in excess of $5,000. The program:

- Receives and evaluates requests to lease or expand leased space or to vacate, occupy, alter, remodel or construct county-owned space, land, or facilities
- Recommends priorities for capital projects based on criteria in the Capital Budget Policy for government facilities, regional parks, airports, transportation, and solid waste facilities
- Prepares the annual CIP budget, monitors and directs implementation of approved projects through the Architecture and Engineering (A&E), Real Estate Services, Airports, Regional Parks and Public Works departments
- Provides direct oversight for major capital projects
- Develops and implements facility standards and maintains land and building inventories
- Performs long-range planning to:
    - Link department capital and operational budget plans to countywide strategic plans
    - Conduct physical condition assessments through periodic surveys of facilities to identify major, large-scale projects to repair and rehabilitate county assets
    - Identify opportunities for energy efficiencies, life-cycle increases, and maintenance operating cost reductions
    - Identify future space and infrastructure needs of the county
    - Develop formal estimates of costs and seek adequate project funding, and
    - Identify opportunities for public-private partnerships for the development of county facilities.

BUDGET HISTORY

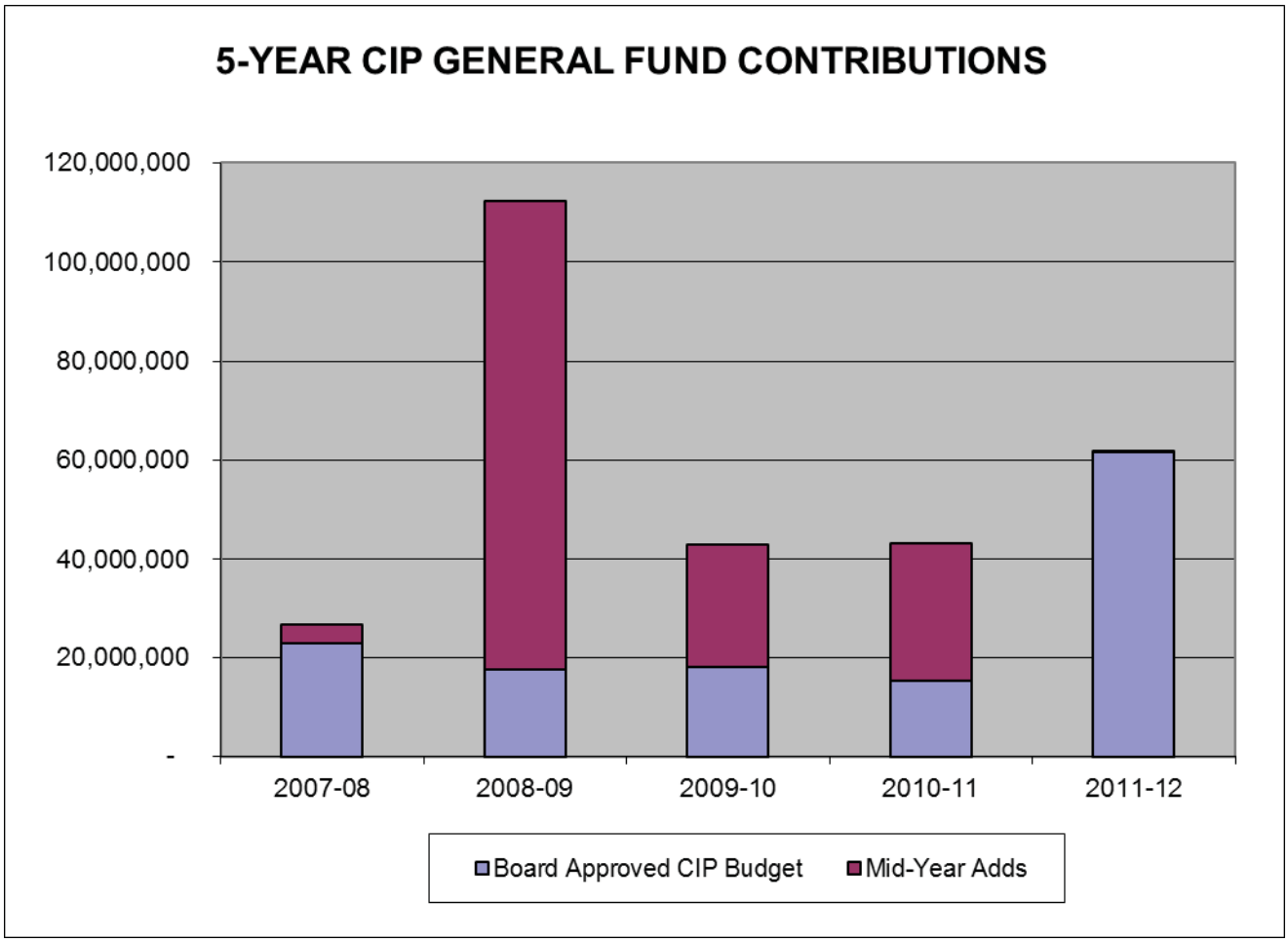
The CIP is funded by a number of sources, including the county general fund and various discretionary and restricted funding sources:

- Discretionary General Funding: Funded from county general fund discretionary dollars provided to CIP for general fund projects.
- Other Discretionary Funding: The underlying funding source is from a general fund department or from a funding source over which the Board has discretion. Costs are reimbursed to the CIP by the department. This category includes realignment, Fines and Forfeitures, special revenue, or internal service funds (such as Risk Management and Fleet Management).
- Restricted Funding: Any funding source other than the general fund, special revenue, or internal service funds, and the funding is from a dedicated source for a specified purpose. Examples are grants, Inmate Welfare Fund, enterprise funds, Courts, Library, fees, dedicated gas and sales tax, and state and federal aid.

The county's CIP includes construction, rehabilitation, and repair projects for numerous facilities and structures. Solid Waste Management and Transportation Division (road) projects are administered by the Department of Public Works (DPW). A&E administers projects for all others, including Arrowhead Regional Medical Center (ARMC), Airports, Regional Parks, general fund departments, and Community Development and Housing (CDH).

CIP funds are budgeted in various capital budget units and expended in various capital asset object codes for county-owned facilities: 4005-Land, 4010-Improvements to Land, 4030-Structures and Improvements to Structures, 4040-Equipment and 5010/5012-Transfers. The CIP budget also includes funding for non-owned facilities: 3305-Contributions to Other Agencies (for various city or community sponsored deferred maintenance/infrastructure capital projects that provide benefits to county residents), and 3310-Contributions to Non-Owned Projects (generally Community Development and Block Grant funded projects also administered by A&E).

The amount of discretionary general funding local cost funding for CIP varies annually based on available one-time funding. The following chart demonstrates the Board's commitment in recent years to address the backlog of deferred maintenance projects for county buildings and infrastructure. General fund contributions to CIP over the past five years total **$286.9 million**. Contributions have averaged approximately $57.4 million per year.



ANALYSIS OF 2012-13 RECOMMENDED BUDGET

On December 19, 2011, county departments were requested to submit CIP requests for discretionary general funding for 2012-13. The CAO received 119 requests from 23 departments with an estimated total project cost of $52.3 million. Departments submitting more than one CIP request prioritized their requests. CIP requests were also submitted by A&E, Facilities Management and Regional Parks for general projects.

The base budget allocation for CIP for 2011-12 was $15.3 million. For 2012-13, the CAO is recommending that the base budget allocation for CIP be reduced to $12.0 million. The Board's commitment to addressing deferred maintenance has improved the overall condition of county facilities and the ongoing requirement for larger, multi-year funded deferred maintenance projects has been reduced. This recommended funding level will allow the county to continue to invest in county building assets at an acceptable level.

2012-13 RECOMMENDED BUDGET

19 projects or program budgets are recommended to be funded from the base budget allocation of **$12.0 million**.

- **Deferred Maintenance** **$3.5 million**
  - Minor CIP Program – This program will address minor deferred or unscheduled maintenance projects for county facilities in the total amount of $1,896,000. Projects are identified and implemented as they occur during the year.
  - Regional Parks Improvement Program – This program will address various deferred maintenance or infrastructure improvement projects at Regional Park facilities in the total amount of $1,000,000. Nine projects are proposed at Prado, Cucamonga-Guasti, Calico and Glen Helen Regional Parks for 2012-13.
  - Exterior Renovation Program - This program will make various improvements to renovate building exteriors in the amount of $400,000. Four projects are currently planned at the County Government Center (CGC), General Services Building (GSB), Gilbert Street Warehouse, and Probation Day Reporting in San Bernardino.
  - Interior Renovation Program – This program will paint and replace flooring and improve various building interiors in the amount of $200,000. Four projects are currently planned at Big Bear Assessor, Phelan and Apple Valley Libraries, and the Board Chambers in the CGC.

- **Building System Improvements** **$3.1 million**
  - Generator Replacements Program – One project in the total amount of $1,300,000 will replace three emergency generators at the West Valley Detention Center (WVDC) in Rancho Cucamonga.
  - Elevator Modernization Program – Three projects in the total amount of $1,000,000 will modernize elevators at the 303 Building ($400,000), Central Detention Center (CDC) ($450,000), and Probation Day Reporting Center ($150,000) in San Bernardino.
  - Energy Efficiency Program – The county continues to partner with Southern California Edison and Southern California Gas to identify and fund energy efficiency projects. Funding in the amount of $630,000 is recommended for 2012-13 and will implement a WVDC Commissioning Study ($430,000), and Southern California Gas Studies at CDC ($100,000) and Glen Helen Regional Center (GHRC) in Devore ($100,000).
  - Boiler Replacement Program – One project will replace the boilers at CDC in the amount of $200,000.

- **Paving** **$2.2 million**
  - Pavement Management Program - Six paving projects in the total amount of $1,710,000 are planned to be funded from the Pavement Management Program for 2012-13: Old Hall of Records ($650,000), CGC ($500,000), 700 E. Gilbert Street ($220,000), Barstow Library ($120,000), WVDC ($120,000), and Redlands Museum ($100,000).
  - Barstow Courthouse – This project in the total amount of $230,000 will rehabilitate the upper parking lot at the Barstow Courthouse. The funding source is discretionary general funding of $210,000 and the Administrative Office of the Courts (AOC) ($20,000) for the Court's share of capital costs.
  - Needles Complex - This project in the total amount of $220,000 will rehabilitate the Needles Complex parking lots. The funding source is discretionary general funding of $170,000 and the AOC ($50,000) for the Court's share of capital costs.
  - Big Bear Courthouse – This project in the total amount of $200,000 will rehabilitate the parking lot at the Big Bear Courthouse. The funding source is $160,000 from discretionary general funding and the AOC ($40,000) for the Court's share of capital costs.

- **Infrastructure** **$1.2 million**
  - Site Infrastructure Program - Four projects in the total amount of $715,000 will improve site infrastructure: Superblock in Downtown San Bernardino Steam Piping Replacement ($375,000), Museum Flooding Mitigation ($160,000), GSB Building Parking Lot Lighting ($100,000), and Demo of Gilbert Street Covered Parking Structures ($80,000).
  - Sheriff's Training Academy Lead Traps and Water Runoff Project – This project in the total amount of $1,125,000 will install cement lined lead traps and onsite drainage to reduce lead exposure at the

Sheriff's Training Academy in Devore. The funding source is $375,000 from discretionary general funding and the Sheriff's Asset Forfeiture fund ($750,000).

- Cucamonga-Guasti Regional Park (CGRP) Reclaimed Water Project – Funding of $104,000 will make the third and fourth of five annual installments of $52,000 to the Inland Empire Utilities Agency for infrastructure improvements that converted potable water to recycled water at the CGRP.

- **Roofing** **$1.0 million**
  - Roofing Repairs/Replacement Program – Five projects in the total amount of $780,000 are proposed for 2012-13: San Manuel Amphitheater ($200,000); Big Bear Library ($200,000); Probation/Regional Youth Education Facility ($200,000), Gilbert Street Building 4 ($100,000), and Redlands Public Guardian ($80,000).
  - Needles Complex Roofing Replacement – One project in the total amount of $250,000 will replace the roofs on the Needles Complex buildings. The funding source is $200,000 from discretionary general funding and the AOC ($50,000) for its share of capital costs for the Courthouse and Office buildings in the complex.

- **Heating, Ventilation and Air Conditioning (HVAC)** **$0.9 million**
  - HVAC Program - Four HVAC projects in the total amount of $850,000 are planned for 2012-13: Probation Day Reporting Center ($400,000), Countywide HVAC Control System Upgrade ($250,000), WVDC Duct Cleaning ($100,000), and Glen Helen Regional Center (GHRC) Female Unit Duct Cleaning ($100,000).

- **Health/Safety/Americans with Disabilities Act (ADA)** **$0.1 million**
  - ADA Program - $100,000 is proposed for 2012-13 to fund improvements at county facilities to improve accessibility for the disabled. Projects will be identified and implemented during the year.

The 2012-13 recommended new projects will extend the useful life of facilities, remove potential hazards and reduce liability, and decrease operating expenses in some cases.

In addition to the base budget above of $12.0 million funded from ongoing discretionary general funding, additional ongoing discretionary general funding of $20.0 million for 800 Megahertz (MHz) Upgrade Project and additional one-time discretionary general funding of $14.6 million is proposed for the following existing projects:

- **Construction** **$34.6 million**
  - 800 MHz Upgrade Project – This project will begin to address the upgrade of the aging 800 MHz digital radio system. In the 2011-12 Adopted CIP budget, the Board approved redirecting the annual allocation of $24.0 million for Future Space Needs Reserve to fund this project. The estimated cost is $175.0 million, and the initial estimated project duration was 5 to 7 years. Funding for 2012-13 has been reduced to $20.0 million as the upgrade project is now planned to be programmed over a longer period of time.

  - Downtown Building Project – This project will purchase existing buildings, seismically retrofit and modernize certain existing buildings, and demolish older facilities in which additional investment is not recommended. Additional funding of $10,000,000 is recommended to be added to the current funding of $30,000,000 for a total of $40,000,000. It is anticipated that additional square footage will be acquired than originally estimated and the project budget will also include furniture, fixtures and equipment that was previously anticipated would be funded by departments.

  - Amended Fontana Sales Tax Agreement – Funding of $2,600,000 is recommended to amend an existing agreement with the City of Fontana for projects within the unincorporated area.

  - Sheriff's Crime Lab Redesign Project – This project will provide funding of $1,300,000 to redesign an expansion and remodel of the existing Sheriff's Crime Lab located at 200 S. Lena Road in San Bernardino.

  - Needles Fire Station – This project will purchase land and provide the design and construction of a new Fire Station to be located in the city of Needles. Additional funding of $700,000 is recommended

to be added to the current funding of $1,917,791 for a total of $2,617,791 which will be required based on updated construction estimate requirements.

In addition to the 24 discretionary general funding projects identified above in the total amount of **$46.6 million,** departments have identified other discretionary funding sources for 34 new projects in the amount of **$1.7 million** and restricted funding sources in the amount of **$0.9 million** (e.g. State Court's share of capital project costs at courthouses). A&E will also administer nine new projects at the Arrowhead Regional Medical Center in the amount of **$1.8 million** and three new projects at the county Airports in the amount of **$0.2 million**. 42 new projects using **$5.0 million** in discretionary general funding and **$14.1 million** of restricted funding sources are recommended for 2012-13 Transportation projects and 10 new projects using restricted funding of **$4.2 million** are recommended for Solid Waste Management projects. In 2012-13, the total budget for new CIP projects is **$74.5 million.**

The following chart demonstrates the allocation of funding sources for all new projects recommended in CIP for 2012-13:

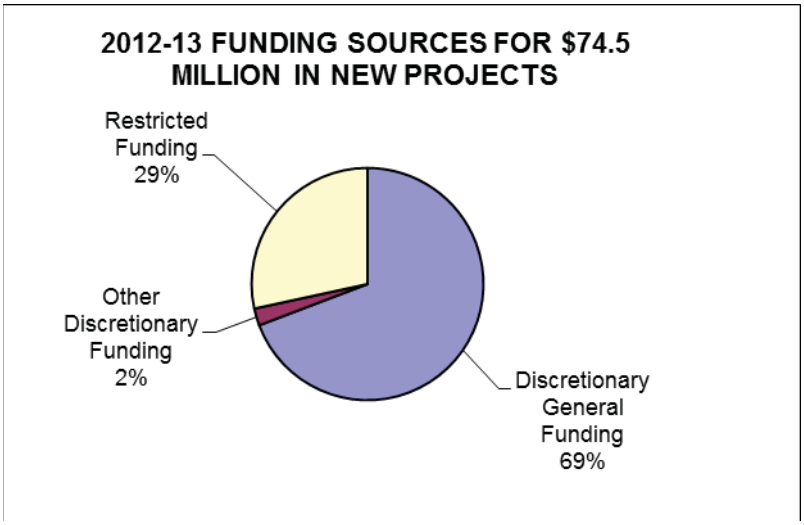


Table 1 provides a summary of all new CIP projects for 2012-13.

Table 1

SUMMARY OF 2012-13 NEW CIP PROJECTS					
	# of Proj.	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total New Projects
NEW PROJECTS ADMINISTERED BY A&E:					
Fund CJP and CJV	58	46,600,000	1,729,717	856,976	49.186,693
Arrowhead Regional Medical Center	9	-	-	1,764,216	1,764,216
Airports (Airports Funds)	2	-	48,000	-	48,000
Airports (Apple Valley Airport - CSA 60)	1	-	-	200,000	200,000
Total New Projects Administered by A&E	**70**	**46,600,000**	**1,777,717**	**2,821,192**	**51,198,909**
NEW PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:					
Dept. of Public Works (DPW) New Projects:					
Transportation New Projects (Various Funds)	42	5,000,000	-	14,107,587	19,107,587
Solid Waste Mgmt New Projects (Various Funds)	10	-	-	4,240,766	4,240,766
Total New Projects Administered by DPW	**52**	**5,000,000**	**-**	**18,348,353**	**23,348,353**
TOTAL NEW CIP PROJECTS	**122**	**51,600,000**	**1,777,717**	**21,169,545**	**74,547,262**

Details of all recommended new CIP projects are included in:

- Exhibit A – 2012-13 Capital Improvement Program New Projects Administered by Architecture and Engineering – By District by Location (Funds CJP and CJV)
- Exhibit B – 2012-13 Capital Improvement Program New Projects Administered by Architecture and Engineering (Arrowhead Regional Medical Center)
- Exhibit C – 2012-13 Airports New Projects Administered by Architecture and Engineering (Airports Funds)
- Exhibit D – 2012-13 Airports New Projects Administered by Architecture and Engineering (Apple Valley Airport – County Services Area 60)
- Exhibit E – 2012-13 Transportation New Projects Administered by Department of Public Works – Transportation
- Exhibit F – 2012-13 Solid Waste Management New Projects Administered by Department of Public Works – Solid Waste Management (Various Funds)

REVIEW OF CARRYOVER PROJECTS

Large capital projects often span more than one fiscal year and project balances are carried over annually until project completion. There are currently 201 active carryover projects administered by A&E with projected carryover balances of approximately $139.9 million. There are two carryover projects administered by Regional Parks Department with carryover balances of $0.7 million, and 57 carryover projects administered by the Department of Public Works with carryover balances of $61.0 million for a total of 260 carryover projects with total carryover balances of $201.5 million. Table 2 provides a summary of all Carryover Projects.

Table 2

SUMMARY OF 2012-13 CARRYOVER BALANCES					
	# Proj.	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance
CARRYOVER PROJECTS ADMINISTERED BY A&E:					
A&E Capital Funds (Various Funds)	178	90,769,110	11,062,099	26,682,111	128,513,320
ARMC Capital Funds (Funds CJZ & CJE)	7	-	-	3,649,624	3,649,624
Airports Carryover Projects (Various Funds)	9	-	3,583,125	2,766,875	6,350,000
Apple Valley Airport (CSA60)	7	-	-	1,365,000	1,365,000
Total A&E Carryover Projects	**201**	**90,769,110**	**14,645,224**	**34,463,610**	**139,877,944**
CARRYOVER PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:					
Regional Parks Carryover Projects	**2**	**-**	**-**	**658,940**	**658,940**
Dept. of Public Works (DPW) Carryover Projects:					
Transportation Carryover Projects (Various Funds)	52	-	-	59,155,300	59,155,300
Solid Waste Mgmt Carryover Projects (Various Funds)	5	-	-	1,829,683	1,829,683
Total Carryover Projects - DPW	**57**	**-**	**-**	**60,984,983**	**60,984,983**
TOTAL CARRYOVER PROJECTS	**260**	**90,769,110**	**14,645,224**	**96,107,533**	**201,521,867**

Following is a status of the large carryover construction projects administered by A&E:

Project	Total Project Budget	Carryover Balance
Adelanto Detention Center Expansion In December 2010, the Board approved the revised project budget of $120.0 million and awarded a construction contract for the 1,368 bed expansion of the Adelanto Detention Center located in Adelanto. The project is funded with an $82.3 million grant from the State of California under the Public Safety and Offender Rehabilitation Services Act of 2007 (AB900) and the remainder of $37.7 million is cash funded by the county from the Future Space Needs Reserve. Construction commenced in January 2011 and is estimated to complete August 2013. Estimated annual staffing costs and operating costs is $34.4 million when fully operational. It is anticipated the full operation of this facility will be phased in over a period of time depending on availability of funding and will be included within the Sheriff Department's budget allocation.	**$120.0 million**	**$20.0 million**
Downtown Building Project As part of the adoption of the CIP budget for 2011-12, the Board allocated one-time discretionary general funding of $30.0 million to acquire and complete tenant improvements to existing newer buildings, complete the seismic retrofit and modernization of certain existing buildings, and demolish older facilities in downtown San Bernardino in which additional investment is not recommended. The Real Estate Services Department has identified several buildings for acquisition. Additional funding of $10.0 million is recommended to be added in 2012-13 and is included in the new projects to meet the anticipated need to acquire additional square footage and to include furniture, fixtures and equipment in the budget which were previously planned to be funded by department occupants. The estimated operations and maintenance cost for approximately 150,000 square feet of additional space is $1,080,000 annually.	**$30.0 million**	**$30.0 million**
800 MHz Upgrade Project As part of the adoption of the CIP budget for 2011-12, the Board approved redirecting the ongoing set aside for Future Space Needs of $24.0 million to fund an 800 MHz digital radio system upgrade for public safety. On December 6, 2012, the Board redirected $4.75 million of the $24.0 million to the High Desert Government Center (HDGC) Public Safety Operations Center (PSOC), making significant steps towards the development of the infrastructure required for the future 800 MHz Upgrade Project at the PSOC. The current project budget is $19.25 million. Additional funding of $20.0 million is recommended to be added in 2012-13 and is included in the new projects. The project is currently in the preliminary planning stages. The number of sites/equipment locations and other operating changes and costs will be identified as part of the engineering assessment.	**$19.25 million**	**$19.25 million**

Project	Total Project Budget	Carryover Balance
High Desert Government Center Public Safety Operations Center As part of the adoption of the CIP budget for 2011-12, the Board reallocated approximately $9.0 million in savings from the HDGC building and solar projects (completed in 2010) to construct a Public Safety Operations Center on the 2nd floor of the existing, under-utilized facility. The reconstruction will include Sheriff's Dispatch, relocated from the Victorville Courthouse; an alternate Dispatch Center for County Fire; an Emergency Operations Center; a Fusion Center; major improvements to the County's Emergency Communications Infrastructure; and related support amenities and power enhancements, designed and constructed to Essential Facilities Standards and to meet the needs of a 24-hour operation. On December 6, 2011, the Board approved an increase of $7.75 million to the project budget by redirecting $3.0 million from the Sheriff's Crime Lab Project and $4.75 million from the 800 MHz Upgrade Project for a total project budget of $16.75 million. The Board also approved an agreement with the City of Hesperia for $10.75 million for the program management and construction infrastructure aspect of the overall project. Completion is anticipated to be June 2013. Annual maintenance and custodial expenses for the entire facility are estimated at $311,000 and utility costs are estimated at $160,000 and will be allocated across all the departments located in the building. The net result to the current and future occupants of the facility should be a decrease from current costs due to the technical and energy efficiencies inherent to the HDGC. There is no anticipated increase to staffing upon completion of the project but the impacted departments may elect to fund additional positions and/or private security personnel.	**$16.75 million**	**$10.0 million**
Baker Family Learning Center The new Baker Family Learning Center is a joint venture between the San Bernardino County Preschool Services Department and the County Library System. This multi-use facility, estimated at approximately 11,700 square feet, will be located at the northwest corner of Darby and Macy Streets in the unincorporated community of Muscoy. Construction commenced in March 2012 and is expected to complete in March 2013. The project budgets have three components: Construction ($4,396,421) funded from Community Development Block Grant (CDBG) funds, solar installation ($200,000) funded from American Recovery and Reinvestment Act (ARRA) and California Solar Initiative (CSI) funds, and furniture, fixtures and equipment (FF&E) ($277,257) funded from Board Discretionary Funding. Annual maintenance and custodial expenses are estimated at $50,400 and utility costs are estimated at $28,000 and will be funded approximately 54% County Library and 46% Preschool Services. Neither department anticipates additional staffing requirements as staff will be transferred from other Library and Preschool locations.	**$4.87 million**	**$1.1 million**

A summary of the status of previously approved CIP projects still in progress administered by A&E is provided in:

- Exhibit G – 2012-13 Carryover Projects (Various Funds)
- Exhibit H – 2012-13 Arrowhead Regional Medical Center Carryover Projects (Fund CJE)
- Exhibit I – 2012-13 Airports Carryover Projects (Various Funds)
- Exhibit J – 2012-13 Airports Carryover Projects (Apple Valley Airport – County Service Area 60)

A summary of the status of previously approved CIP projects still in progress administered by other departments is provided in:

- Exhibit K – 2012-13 Regional Parks Carryover Projects (Various Funds)
- Exhibit L – 2012-13 Transportation Carryover Projects (Various Funds)
- Exhibit M – 2012-13 Solid Waste Management Carryover Projects (Various Funds)

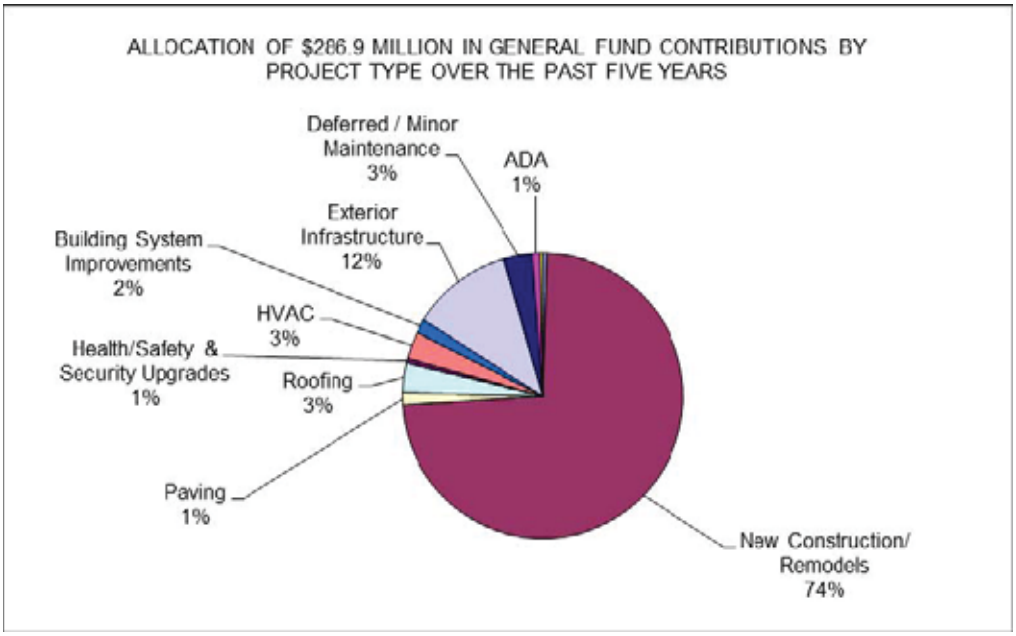
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN

The Five-Year CIP is reviewed annually and revised based on current circumstances and opportunities and considers historic requirements and expenditures for capital projects. While the Five-Year CIP does not appropriate funds, it does serve as a budgeting tool to set priorities, identify needed capital projects, estimate capital requirements, and coordinate financing and timing. It identifies projects for annual funding, focuses resources in program areas; and supports Business and Master Space Plan recommendations. It also identifies project impacts on future operating budgets, including additional staffing, maintenance, and other recurring operational expenditures that require ongoing funding and must be considered in the planning and approval of new projects.

The current general fund annual allocation for CIP projects is $12.0 million and the focus is on maintenance. That funding has been programmed over the next five years and is summarized on Exhibit N – 2012-13 through 2016-17 Five-Year Capital Improvement Program and includes capital expenditures of $60.0 million.

THE LAST FIVE YEARS

Over the past five years, the Board of Supervisors has allocated $286.9 million in general fund contributions for the CIP. The following chart indicates how those resources have been allocated by project type:



CIP NEEDS ADDRESSED IN THIS PLAN

The Five-Year CIP addresses the following needs:

- **Departmental Requirements**
  - Carpet/paint
  - Minor remodels
  - Restroom upgrades/ADA improvements

- **Building Systems**
  - Backlog of deferred maintenance
  - Moving towards emphasis on Preventative Maintenance
  - Emphasis on energy efficiency projects

- **Building Exterior/Interior Renovations**

- **Site Infrastructure**
  - Landscaping, irrigation and lighting
  - Increases parking and provides a pavement management plan

- **New Projects**
  - Allocates $2-3 million/year unprogrammed for new projects

EXHIBIT A

2012-13 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS

ADMINISTERED BY ARCHITECTURE AND ENGINEERING

By District by Location
(Funds CJP and CJV)

# Proj.	CIP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Countywide													
1	13-097	CJP 4030	MCIP	Architecture and Engineering Department (A&E)	Countywide	Various	Minor Capital Improvement Program	DM	1,896,000			1,896,000	General Fund
2	13-098	CJP 4030	ADA	A&E	Countywide	Various	Americans with Disabilities Act (ADA) Improvement Program	HS	100,000			100,000	General Fund
3	13-116	CJP 4030	2V03	Information Services Department (ISD)	Countywide	Various	800 MHz Upgrade Project - Proposed annual allocation for the 800 MHz Upgrade Project was reduced from $24.0 million to $20.0 million in 2012-13.	I	20,000,000			20,000,000	General Fund
4	13-099	CJP 4030	REGP	A&E	Countywide	Various	Regional Parks Improvements Program: Prado/Guasti Repair, replace and relocate electrical panels - $250,000; Calico Multi-Year Upgrades to facility roofs - $150,000; Morongo Preserve Leach field replacement - $30,000; Moabi Fire Hydrant - $30,000; Calico Septic Tank Replacement - $122,525; Calico RV Dump Station Improvement - $81,335; Calico Sewer Manhole Replacement - $303,575; Calico Upgrade Electrical System - Pottery Shop, Blacksmith, etc. - $30,000; additional funding for Glen Helen Old Campground Upgrades - $2,565.	DM	1,000,000			1,000,000	General Fund
5	13-100	CJP 4030	HVAC	A&E	Countywide	Various	Heating, Ventilation and Air Conditioning (HVAC) Upgrades/Maintenance/ Replacement Program: West Valley Detention Center (WVDC) Duct Cleaning - $100,000; Countywide HVAC Control System Upgrade - $250,000; Probation Day Reporting Center Mechanical Systems - $400,000; and Glen Helen Regional Center (GHRC) Female Unit Duct Cleaning - $100,000.	H	850,000			850,000	General Fund
6	13-101	CJP 4030	BOIL	A&E	Countywide	Various	Boiler Replacement Program: Central Detention Center (CDC) Domestic Water System.	BS	200,000			200,000	General Fund

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT A

2012-13 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS

ADMINISTERED BY ARCHITECTURE AND ENGINEERING

By District by Location
(Funds CJP and CJV)

# Proj.	CIP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Countywide (Cont'd)													
7	13-102	CJP 4030	GENR	A&E	Countywide	Various	Emergency Generator Replacements Program: WVDC (3) - $1,300,000.	BS	1,300,000			1,300,000	General Fund
8	13-103	CJP 4030	ELEV	A&E	Countywide	Various	Elevator Modernization Program: 303 Building Elevators (2) - $400,000; CDC Elevators (2) - $450,000; and Probation Day Reporting Center Elevator (1) - $150,000.	BS	1,000,000			1,000,000	General Fund
9	13-104	CJP 4030	ROOF	A&E	Countywide	Various	Roofing Repairs/Replacement Program: Gilbert Street Building 4 Roofing Replacement - $100,000; ; Redlands Public Guardian Roofing Replacement - $80,000; San Manuel Amphitheater Roofing Replacement - $200,000; Big Bear Library Roofing Replacement - $200,000; Probation/Regional Youth Educational Facility (RYEF) Roofing Repair/Replacement - $200,000.	R	780,000			780,000	General Fund
10	13-105	CJP 4010	PAVE	A&E	Countywide	Various	Pavement Management Program: County Government Center (CGC) Pavement Rehabilitation - $500,000; Old Hall of Records Pavement Rehabilitation (North Side) - $650,000; Museum Patch and Slurry Seal - $100,000; WVDC Patch and Slurry Seal - $120,000; Barstow Library Pavement Rehabilitation - $120,000; and 700 E. Gilbert Street Pavement Rehabilitation - $220,000.	P	1,710,000			1,710,000	General Fund
11	13-106	CJP 4030	ENGX	A&E	Countywide	Various	Energy Efficiency Program: WVDC Commissioning Study Implementation - $430 000; CDC Southern California Gas Study Implementation - $100,000; and Glen Helen Southern California Gas Study Implementation - $100,000.	BS	630,000			630,000	General Fund
12	13-107	CJP 4030	EXTR	A&E	Countywide	Various	Exterior Renovation Program: CGC Exterior Improvements - $100,000; General Services Building (GSB) Exterior Painting - $175,000; Gilbert Street Warehouse Exterior Painting - $75,000; and Probation Day Reporting Exterior Painting - $50,000.	DM	400,000			400,000	General Fund

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT A

2012-13 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS

ADMINISTERED BY ARCHITECTURE AND ENGINEERING

By District by Location
(Funds CJP and CJV)

# Proj.	CIP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Countywide (Cont'd)													
13	13-108	CJP 4030	INTR	A&E	Countywide	Various	Interior Renovation Program (Paint, Carpet and Miscellaneous): Big Bear Assessor Carpet and Paint - $55,000; Phelan Library Carpet and Paint - $45,000; Apple Valley Library Carpet and Paint - $60,000; and Board Chambers Control Room Upgrade - $40,000	DM	200,000			200,000	General Fund
14	13-109	CJP 4010	SITE	A&E	Countywide	Various	Site Infrastructure Program: Museum Flooding Mitigation - $160,000; GSB Parking Lot Lighting - $100,000; Demo Gilbert Street Covered Parking Structures - $80,000; Superblock Steam Piping Replacement - $375,000.	I	715,000			715,000	General Fund
	Total Countywide								30,781,000	-	-	30,781,000	
First District													
15	13-031	CJP 4030	3K08	County Fire	Hesperia	4691 Summit Valley Rd.	Station No. 48 Exterior Painting	DM		5,000		5,000	County Fire (FNR 590)
16	13-032	CJP 4030	3K09	County Fire	Hesperia	4691 Summit Valley Rd.	Station No. 48 underskirting	DM		8,500		8,500	County Fire (FNR 590)
17	13-017	CJP 4010	3K10	County Fire	Lucerne Valley	33289 Old Woman Springs Rd.	Lucerne Valley Household Hazardous Waste Collection Facility fence upgrade project	I		30,000		30,000	50% State Oil Payment Program/ 50%Household Hazardous Waste (FHH 107)
18	13-030	CJP 4030	3K11	County Fire	Lucerne Valley	33289 Old Woman Springs Rd.	Station No. 8 Hose Storage Room project	I		15,000		15,000	County Fire (FNR 590)
19	13-111	CJP 4030	3X12	A&E	Needles	1111 E. Bailey Ave.	Needles Complex Roofing Replacement (Court Share 22.0% of Courthouse and 65.05% of court offices actual costs)	R	200,000		50,000	250,000	General Fund/ Administrative Office of the Courts (AOC)

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT A

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2012-13 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS

ADMINISTERED BY ARCHITECTURE AND ENGINEERING

By District by Location
(Funds CJP and CJV)

# Proj.	CIP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
First District (Cont'd)													
20	13-112	CJP 4010	3X13	A&E	Needles	1111 E. Bailey Ave.	Needles Complex Pavement Rehabilitation	P	170,000	-	50,000	220,000	General Fund/ Administrative Office of the Courts (ACC)
21	13-095	CJP 4030	2Y30	County Fire	Needles	To Be Determined	Additional funding for construction of the Needles Fire Station.	C	700,000			700,000	General Fund
22	13-028	CJP 4030	3K12	County Fire	Pinon Hills	10433 Mountain Rd.	Station No. 13 painting exterior	DM		7,049		7,049	County Fire (FNR 590)
23	13-057	CJP 3310	3K05	Transitional Assistance Dept.	Trona	13209 Market St.	Paint, recarpet, restripe parking lot and rehab restrooms.	RE		85,000		85,000	90% Federal/State and local share 10%. Local share 49% realignment / 51% discretionary general funding.
24	13-029	CJP 4030	3K13	County Fire	Victorville	11855 E Street	Station No. 18 painting exterior	DM		8,000		8,000	County Fire (FNR 590)
25	13-036	CJP 4030	3S01	Sheriff/ Coroner/ Public Administrator	Victorville	14455 Civic Dr.	Coroner Victorville Cooler Enclosure	C		15,600		15,600	Department budget
26	13-026	CJP 4030	3K16	County Fire	Wrightwood	5960 Elm St.	Replacement of roof at Station 14	R		32,500		32,500	County Fire (FNR 590)
27	13-027	CJP 4030	3K17	County Fire	Wrightwood	5960 Elm St.	Replace facia boards at Station 14	DM		8,500		8,500	County Fire (FNR 590)
	Total First District								**1,070,000**	**215,149**	**100,000**	**1,385,149**	
Second District													
28	13-025	CJP 4030	3K14	County Fire	Devore	1511 Devore Rd.	Construct a 6' x 70' concrete hose drying rack	C		6,650		6,650	Valley Improvement Zone Capital Reserves (FVR 580)

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT A

2012-13 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS

ADMINISTERED BY ARCHITECTURE AND ENGINEERING

By District by Location
(Funds CJP and CJV)

# Proj.	CIP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Second District (Cont'd)													
29	13-016	CJP 4030	3K01	County Fire	Lake Arrowhead	301 S. State Hwy 173	Station No. 91 Administration window replacement	DM		150,000		150,000	County Fire/Division 4 Budget (FMR 600)
	Total Second District								-	**156,650**	-	**156,650**	
Third District													
30		CJP 4010	3X10	A&E	Barstow	235 E. Mountain View Ave.	Barstow Courthouse - Upper Parking Lot Pavement Rehabilitation	P	210,000		20,000	230,000	General Fund/ Administrative Office of the
31	13-078	CJP 4030	3K31	Public Works - Transportation	Big Bear	42090 N. Shore Dr.	Big Bear Yard - Construct 2,400 sq. ft. Cinder building	C			160,000	160,000	Gas Tax
32	13-079	CJP 4010	3K32	Public Works - Transportation	Big Bear	42090 N. Shore Dr.	Big Bear Yard Parking Lot Paving	P			96,000	96,000	Gas Tax
33	13-080	CJP 4030	3K33	Public Works - Transportation	Big Bear	42090 N. Shore Dr.	Big Bear Yard Roof Replacement	R			20,000	20,000	Gas Tax
34	13-113	CJP 4010	3X11	A&E	Big Bear	477 Summit Boulevard	Big Bear Courthouse Pavement Rehabilitation (Court Share 21.14% of actual costs)	P	160,000		40,000	200,000	General Fund/ Administrative Office of the Courts (AOC)
35	13-040	CJP 4030	3S03	Sheriff/ Coroner/ Public Administrator	Joshua Tree	6527 White Feather Rd.	Morongo Station Property Room expansion.	RE		37,385		37,385	Department budget
36	13-020	CJP 4030	3K15	County Fire	Mentone	1300 Crafton Ave.	Paint interior of station and apparatus bay	DM		7,980		7,980	Valley Improvement Zone Capital Reserves (FVR 580)
37	13-021	CJP 4030	3K03	County Fire	Mentone	1300 Crafton Ave.	Roof replacement	R		46,550		46,550	Valley Improvement Zone Capital Reserves (FVR 580)
	Total Third District								**370,000**	**91,915**	**336,000**	**797,915**	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT A

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2012-13 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS

ADMINISTERED BY ARCHITECTURE AND ENGINEERING

By District by Location
(Funds CJP and CJV)

# Proj.	CIP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Fourth District													
38	13-110	CJV 4010	9Z60	A&E	Ontario	800 N. Archibald	Cucamonga-Guasti Regional Park Reclaimed Water Project	I	104,000			104,000	General Fund
39	13-019	CJP 4030	3K18	County Fire	Upland	2413 N. Euclid Ave.	Exterior walls project	DM		19,950		19,950	Valley Improvement Zone Capital Reserves (FVR 580)
	Total Fourth District								**104,000**	**19,950**	-	**123,950**	
Fifth District													
40	13-022	CJP 4030	3K19	County Fire	Bloomington	10174 Magnolia	Paint exterior of building	DM		7,980		7,980	Valley Improvement Zone Capital Reserves (FVR 580)
41	13-023	CJP 4030	3K20	County Fire	Bloomington	10174 Magnolia	Kitchen remodel	RE		7,980		7,980	Valley Improvement Zone Capital Reserves (FVR 580)
42	13-035	CJP 4030	3S05	Sheriff/ Coroner/ Public Administrator	Devore	18000 Institution Rd.	Glen Helen Rehabilitation Center Female Visiting Project	C			14,086	14,086	Inmate Welfare Fund
43	13-038	CJP 4030	3S06	Sheriff/ Coroner/ Public Administrator	Devore	18000 Institution Rd.	Glen Helen Rehabilitation Center 18' x 65' patio cover for female visiting	C			22,250	22,250	Inmate Welfare Fund
44	13-039	CJP 4030	3S02	Sheriff/ Coroner/ Public Administrator	Devore	18000 Institution Rd.	Remodel Range Restroom	RE		18,000		18,000	Department budget
45	13-115	CJP 4030	3X14	A&E	Devore	18000 Institution Rd.	Sheriff's Training Academy Range Lead Traps and Water Runoff	I	375,000	750,000		1,125,000	General Fund / Sheriff's Asset Forfeiture Funding

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT A

2012-13 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS

ADMINISTERED BY ARCHITECTURE AND ENGINEERING

By District by Location
(Funds CJP and CJV)

# Proj.	CIP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Fifth District (Cont'd)													
46	13-121	CJP 3305	CFON	County Administrative Office	Fontana	Various	Fontana Sales Tax Agreement Buy-Out	I	2,600,000			2,600,000	General Fund
47	13-024	CJP 4030	3K21	County Fire	Muscoy	2852 N. Macy	Construct a 6' x 70' concrete hose drying rack	C		6,650		6,650	Valley Improvement Zone Capital Reserves (FVR 580)
48	13-044	CJP 4030	3K04	Preschool Services	San Bernardino	1499 S. Tippecanoe Ave.	Butler building improvements including installing two 5 ton air conditioning units, electrical, replace skylights, seal roof and repave parking lot.	RE		46,100		46,100	Department budget
49	13-120	CJP 4030	2Y65	Sheriff/ Coroner/ Public Administrator	San Bernardino	150 S. Lena Rd.	Design for expansion of Sheriff's Crime Lab at existing site.	PL	1,300,000			1,300,000	General Fund
50	13-013	CJP 4030	3F02	Fleet Management	San Bernardino	210 N. Lena Rd.	Replacement of garage doors	DM		10,000		10,000	Fleet Garage Budget (ICB VHS)
51	13-014	CJP 4030	3F01	Fleet Management	San Bernardino	210 N. Lena Rd.	Restroom upgrade, building 3, 4 and 5	RE		50,000		50,000	Fleet Garage Budget (ICB VHS)
52	13-018	CJP 4030	3K02	County Fire	San Bernardino	2824 E. W St.	Hazmat Division Emergency Response Vehicle Covered Parking area.	C		151,300		151,300	OFM Hazmat Divison reserve account (FKE 107)
53	13-037	CJP 4010	3S07	Sheriff/ Coroner/ Public Administrator	San Bernardino	630 E. Rialto Ave.	Central Detention Center - Recreation Yard fencing for Yards 5 and 6.	C			59,640	59,640	Inmate Welfare Fund
54	13-041	CJP 4030	3S04	Sheriff/ Coroner/ Public Administrator	San Bernardino	630 E. Rialto Ave.	Central Detention Center - Security Enhancement Project	HS		103,043		103,043	Department budget
55	13-077	CJP 4030	3K30	Public Works - Transportation	San Bernardino	825 E. 3rd St.	Move Yard 5 staff from Building 6 to Building 10 and install restroom	RE			25,000	25,000	Gas Tax

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT A

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2012-13 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS

ADMINISTERED BY ARCHITECTURE AND ENGINEERING

By District by Location
(Funds CJP and CJV)

# Proj.	CIP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Fifth District (Cont'd)													
56	13-081	CJP 4030	3K34	Public Works - Transportation	San Bernardino	825 E. 3rd St.	West and East 1st floor restroom remodel	RE			300,000	300,000	Gas Tax
57	13-066	CJP 3310	3K07	Children and Family Services	San Bernardino	860 E. Gilbert St.	Paint and install new carpet in County exclusive space in New Dependency Court county-owned building.	DM		95,000		95,000	90% Federal/State and local share 10%. Local share 49% realignment / 51% discretionary general funding.
58	13-096	CJP 4030	2X64	A&E	San Bernardino	To Be Determined	Additional funding for Downtown County Building project.	C	10,000,000			10,000,000	General Fund
	Total Fifth District								14,275,000	1,246,053	420,976	15,942,029	
58	TOTAL NEW PROJECTS ADMINISTERED BY A&E (FUND CJP AND CJV)								46,600,000	1,729,717	856,976	49,186,693	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT B

2012-13 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS

ADMINISTERED BY ARCHITECTURE AND ENGINEERING

(Arrowhead Regional Medical Center)

# Proj.	CIP Log #	Fund/ Object Code	CMS Proj. #	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Countywide								-	-	-	-	
First District								-	-	-	-	
Second District								-	-	-	-	
Third District								-	-	-	-	
Fourth District								-	-	-	-	
Fifth District												
1	13-048	CJE 4030	3G05	Colton	400 N. Pepper Ave.	Install Additional ceiling lifts and purchase portable/mobile patient lift equipment	RE			400,000	400,000	ARMC Enterprise Capital Funds
2	13-049	CJE 4030	3G10	Colton	400 N. Pepper Ave.	Centralized electronic surveillance for Behavioral Health	HS			685,419	685,419	ARMC Enterprise Capital Funds
3	13-050	CJE 4010	3G15	Colton	400 N. Pepper Ave.	Behavioral Health Security Fencing	I			121,300	121,300	ARMC Enterprise Capital Funds
4	13-051	CJE 4030	3G20	Colton	400 N. Pepper Ave.	Installation of automatic operators on 14 labor and delivery doors	HS			93,279	93,279	ARMC Enterprise Capital Funds
5	13-052	CJE 4010	3G25	Colton	400 N. Pepper Ave.	Ambulance Bay Parking Alterations	P			73,500	73,500	ARMC Enterprise Capital Funds
6	13-053	CJE 4030	3G30	Colton	400 N. Pepper Ave.	Sound absorbent ceiling project in NICU	HS			65,000	65,000	ARMC Enterprise Capital Funds
7	13-054	CJE 4030	3G35	Colton	400 N. Pepper Ave.	Sound absorbent walls project in NICU	HS			39,500	39,500	ARMC Enterprise Capital Funds
8	13-055	CJE 4030	3G40	Colton	400 N. Pepper Ave.	Outpatient Laboratory Access Door Relocation	RE			72,500	72,500	ARMC Enterprise Capital Funds
9	13-056	CJE 4030	3G45	Colton	400 N. Pepper Ave.	Conversion to hot/cold fresh food tray line	RE			213,718	213,718	ARMC Enterprise Capital Funds
	Total Fifth District							-	-	1,764,216	1,764,216	
9	TOTAL NEW PROJECTS ADMINISTERED BY A&E (ARMC FUNDS)							-	-	1,764,216	1,764,216	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT C

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2012-13 AIRPORTS NEW PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Airports Funds)

# Proj.	CIP Leg #	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Countywide						-	-	-	-	
First District										
1	13-009	Needles	711 Airport Rd.	Shade hangar tie down alteration	I		20,000		20,000	Airports CIP Fund RAA
	Total First District					-	20,000	-	20,000	
Second District						-	-	-	-	
Third District						-	-	-	-	
Fourth District										
2	13-008	Chino	7000 Merrill Ave.	Cal Aero Drive Safety Signage and Median Alteration	HS		28,000		28,000	Airports CIP Fund RAA
	Total Fourth District					-	28,000	-	28,000	
Fifth District						-	-	-	-	
2	TOTAL NEW PROJECTS ADMINISTERED BY A&E (AIRPORTS FUNDS)					-	48,000	-	48,000	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT D

2012-13 AIRPORTS NEW PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Apple Valley Airport - County Service Area 60)

# Proj.	CIP Log #	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Countywide						-	-	-	-	
First District										
1	13-007	Apple Valley	21600 Corwin Rd.	Pavement maintenance - fog seal and stripe	DM			200,000	200,000	CSA 60 CIP Fund RAI
	Total First District					-	-	200,000	200,000	
Second District						-	-	-	-	
Third District						-	-	-	-	
Fourth District						-	-	-	-	
Fifth District						-	-	-	-	
1	TOTAL NEW PROJECTS ADMINISTERED BY A&E (APPLE VALLEY AIRPORT - COUNTY SERVICE AREA 60)					-	-	200,000	200,000	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT E

2012-13 TRANSPORTATION NEW PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS - TRANSPORTATION

# Proj.	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Countywide							-	-	-	-	
First District											
1	Adelanto	Bellflower Street	Mojave Dr N/Cactus Rd	Rehabilitation	P	323,297			323,297	323,297	Measure I
2	Amboy	Amboy Road	National Trail Hwy S/10M	Chip Seal	P	341,500			341,500	341,500	Measure I
3	Apple Valley	Bear Valley Cutoff	Joshua Rd E/SH 18	Rehabilitation	P	1,600,200			1,600,200	1,600,200	Proposition 1B
4	Apple Valley	Central Road	Poppy Rd N/.5 M S, Bear Valley Cutoff	Overlay	P	513,000	513,000			513,000	General Fund (City Lead)
5	Apple Valley	Joshua Rd	Las Tunas Dr N/Bear Valley Cutoff	Surface Seal	P	30,000	30,000			30,000	General Fund (City Lead)
6	Apple Valley	Joshua Rd	SH18 N/.04 M N, Standing Rock Rd	Surface Seal	P	30,000	30,000			30,000	General Fund (City Lead)
7	Barstow	Barstow Area Chip Seals	Various Roads, Barstow Yard 12	Chip Seal	P	133,000			133,000	133,000	Measure I
8	Big River	Parker Dam Road	Aqueduct Rd (SH 62) N 2.0	Overlay	P	70,000			70,000	70,000	Measure I
9	Daggett	National Trails Hwy	Bridge #54c 116 (.02m E, Daggett Yermo Road)	Bridge Replacement	I	450,000			450,000	450,000	Gas Tax
10	Lenwood	Jasper Road	Lenwood Rd ELY/Pettit Rd	Overlay	P	400,000			400,000	400,000	Measure I
11	Ludlow	National Trails Hwy	Bridge #54c-239 Avon Wash (9.46m E, Crucero Rd)	Bridge Repair	I	307,500			276,750	276,750	Federal Highway Bridge Program (HBP) 88.53%, Gas Tax
12	Ludlow	National Trails Hwy	Bridge #54c-242 Kalmia Ditch(11.8 M E, Crucero Rd)	Bridge Repair	I	307,500			276,750	276,750	HBP 88.53%, Gas Tax
13	Phelan	Phelan Road	Malpaso E/Johnson	Rehabilitation	P	1,498,146			1,498,146	1,498,146	Proposition 1B
14	Phelan	Sheep Creek Road	.14m N, SH 138 N/Duncan Rd	Overlay/ Rehabilitation	P	4,142,295			4,142,295	4,142,295	Proposition 1B
15	Silver Lakes	National Trails Hwy	Vista Rd North 1 Mile	Rehabilitation	P	689,049			689,049	689,049	Proposition 1B
16	Trona	Trona Area Chip Seals	Various Roads, Trona Yard 13	Chip Seal	P	204,000			204,000	204,000	Measure I
	Total First District					**11,039,487**	**573,000**	**-**	**10,404,987**	**10,977,987**	
Second District											
17	Crestline	Crestline Area Surface Seals	Various Roads, Crestline Yard 7	Surface Seal	P	300,000	300,000			300,000	General Fund

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT E

2012-13 TRANSPORTATION NEW PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS - TRANSPORTATION

# Proj.	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Second District (Cont'd)											
18	Fontana	Beech Avenue	@ Pine Street	Install Crosswalk Lights	I	52,000			52,000	52,000	Highway Safety Improvement Program (HSIP) 90%, Gas Tax
19	Fontana	Cherry Ave	Whittram N to Foothill	Rehabilitation	P	900,000	900,000			900,000	General Fund
20	Lake Arrowhead	Lake Arrowhead Area Surface Seals	Various Roads, Lake Arrowhead Yard 8	Surface Seal	P	300,000	300,000			300,000	General Fund
21	San Antonio Heights	Beck Street & Other	24th St N/Newmant St	Surface Seal	P	430,000	430,000			430,000	General Fund
	Total Second District					**1,982,000**	**1,930,000**	**-**	**52,000**	**1,982,000**	
Third District											
22	Barstow Heights	Rimrock Road	O St E/Agarita Ave	Rehabilitation	P	1,174,000			1,174,000	1,174,000	Measure I
23	Barstow Heights	Barstow Heights Area Chip Seals	Various Roads, Barstow Heights Yard 12	Chip Seal	P	133,000			133,000	133,000	Measure I
24	Barton Flats	Jenks Lake Rd	SH 38 ELY/SH 38	Chip Seal	P	115,400	115,400			115,400	General Fund, Gas Tax
25	Big Bear	Big Bear Area Surface Seals	Various Roads, Big Bear Yard 9	Surface Seal	P	300,000	178,400		121,600	300,000	General Fund
26	Big Bear City	Shay Road	.07m E, Barranca E/.50m S, Pioneertown	Rehabilitation	P	671,300	671,300			671,300	General Fund
27	Big Bear City	Baldwin Lake Road	.50m S, Pioneertown Rd N/SH 18	Rehabilitation	P	765,900	765,900			765,900	General Fund
28	Big Bear City	Stanfield Cutoff	630 ' N, SH18 N 550'	Rehabilitation	P	280,000	280,000			280,000	General Fund
29	Mentone	Orange Blossom Trail	Wabash Ave NELY/SH 38	Bike Trail Construction	I	70,000			70,000	70,000	TDA Article 3 Grant 90%, Measure I
30	Morongo Valley	Ocotillo Street	Senilis Ave N/Park Ave	Overlay	P	24,200			24,200	24,200	Measure I
31	Morongo Valley	Mocking Bird Lane	.10m W, Artesia Ave E/Paradise Ave	Overlay	P	49,900			49,900	49,900	Measure I
32	Morongo Valley	East Drive	Mojave Dr N/29 Palm Hwy	Overlay	P	32,900			32,900	32,900	Measure I
33	Morongo Valley	Trail Way	Park Ave N&NE/Vale Drive	Overlay	P	34,400			34,400	34,400	Measure I
34	Morongo Valley	Morongo Way	Mtn View N/Trail Way	Overlay	P	20,600			20,600	20,600	Measure I
35	Morongo Valley	Park Avenue	SH 62 E/Vale Dr	Overlay	P	40,600			40,600	40,600	Measure I

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT E

2012-13 TRANSPORTATION NEW PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS - TRANSPORTATION

# Proj.	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Third District (Cont'd)											
36	Morongo Valley	Mojave Drive	Vale Dr E/East Drive	Overlay	P	15,700			15,700	15,700	Measure I
37	Morongo Valley	Mountain View Drive	Park Ave NW/29 Palms Hwy	Overlay	P	31,600			31,600	31,600	Measure I
38	Morongo Valley	Mescalero Avenue	Mojave Dr N/Pioneer Dr	Overlay	P	35,600			35,600	35,600	Measure I
39	Twentynine Palms	Amboy Road and Others	Various Roads, Twentynine Palms	Chip Seal	P	341,500			341,500	341,500	Measure I
	Total Third District					**4,136,600**	**2,011,000**	**-**	**2,125,600**	**4,136,600**	
Fourth District											
	Total Fourth District					**-**	**-**	**-**	**-**	**-**	
Fifth District											
40	Bloomington	Spruce Avenue	.06 M S of Paso Fino St N to .05 M N of Lustiano	Drainage Improvements	I	225,000			225,000	225,000	Gas Tax
41	Bloomington	Slover Avenue	Cedar Ave E to Cactus Ave	Rehabilitation	P	486,000	486,000			486,000	General Fund
42	Bloomington	Cedar Avenue	Riverside County Line N to Slover Ave	Rehabilitation/ Overlay	P	1,300,000			1,300,000	1,300,000	Gas Tax
	Total Fifth District					**2,011,000**	**486,000**	**-**	**1,525,000**	**2,011,000**	
42	**TOTAL TRANSPORTATION NEW PROJECTS**					**19,169,087**	**5,000,000**	**-**	**14,107,587**	**19,107,587**	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT F

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2012-13 SOLID WASTE MANAGEMENT NEW PROJECTS

ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS - SOLID WASTE MANAGEMENT

(Various Funds)

# Proj.	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Countywide									
1	Countywide	Active/Closed Sites	LFGES OM&M - Group B	I			593,311	593,311	EAL - Environmental Fund
2	Countywide	Active/Closed Sites	LFGES OM&M - Group A	I			600,000	600,000	EAL - Environmental Fund
3	Countywide	Active/Closed Sites	Water Quality Monitoring and Response Program - Group B	I			500,000	500,000	EAL - Environmental Fund
4	Countywide	Active/Closed Sites	Water Quality Monitoring and Response Program - Group A	I			326,805	326,805	EAL - Environmental Fund
	Total Countywide				-	-	**2,020,116**	**2,020,116**	
First District									
Second District									
5	Running Springs	29800 Heaps Peak Rd.	Heaps Peak: Leachate Collection Recovery & Treatment System - Construction per Corrective Action Plan (CAP)	I			1,050,000	1,050,000	EAL- Environmental Fund
6	Running Springs	29800 Heaps Peak Rd.	Heaps Peak: Install Modular Scalehouse	I			50,000	50,000	EAA- Operations Fund
7	Running Springs	29802 Heaps Peak Rd.	Heaps Peak: East Slope Stabilization - Construction	I			1,000,000	1,000,000	EAL- Environmental Fund
8	Ontario	2050 S. Milliken Ave.	Milliken: Edison Easement License Agreement				5,150	5,150	EAL- Environmental Fund
	Total Second District				-	-	**2,105,150**	**2,105,150**	
Third District									
9	Landers	59200 Winter Road	Landers: Install Modular Scalehouse	I			100,000	100,000	EAA- Operations Fund
	Total Third District				-	-	**100,000**	**100,000**	
Fourth District									
Fifth District									
10	Rialto	2340 Alder Ave.	Mid-Valley - Dept. of Toxic and Substance Control Reimb. (ongoing review staff time)	I			15,500	15,500	EAL - Environmental Fund
	Total Fifth District				-	-	**15,500**	**15,500**	
10	**TOTAL SOLID WASTE NEW PROJECTS**				-	-	**4,240,766**	**4,240,766**	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint. H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Countywide														
1		CJP 4030	2K04	Architecture and Engineering Department (A&E)	Countywide	Various	Energy Efficient Power Strips	I	30,000	6,573			6,573	General Fund Energy Efficiency Program
2	12-159	CJP 4010	2K09	County Fire	Countywide	Various	County Fire Fuel Tank Replacements	I	226,000		226,000		226,000	Fleet Mgmt budget
3	12-104	CJP 4030	2V03	Information Services Department (ISD)	Countywide	Various	800 MHz Upgrade Project	I	19,250,000	19,250,000			19,250,000	General Fund
4	Various	CJP 4030	ADA	A&E	Countywide	Various	Americans with Disabilities Act (ADA) Funding	HS	1,675,925	410,040			410,040	General Fund
5	08-165	CJP 4030	ADAM	A&E	Countywide	Various	ADA Management	HS	13,974	13,974			13,974	General Fund ADA Program budget
6	12-078	CJP 5010 5012	BLDA	A&E	Countywide	Various	Building Assessments (Phase II)	PL	600,000	198,725			198,725	General Fund
7	12-054	CJP 4030	BOIL	A&E	Countywide	Various	Countywide Boiler Replacement Program	BS	500,000	77,198			77,198	General Fund
8		CJP 5012	CIPA	A&E	Countywide	Various	Minor CIP Administration	PL	50,000	50,000			50,000	General Fund Minor CIP
9	12-083	CJP 4030	CRTB	A&E	Countywide	Various	Capital Projects for Court Buildings	DM	200,000	200,000			200,000	General Fund
10		CJP 4030	ENGR	A&E	Countywide	Various	Energy Efficiency - Projects (Rebates)	I	410,421	410,421			410,421	General Fund
11	07-255	CJP 4030	ENGX	A&E	Countywide	Various	Energy Efficiency Program (GF)	BS	124,495	124,495			124,495	General Fund
12	12-055	CJP 4030	GENR	A&E	Countywide	Various	Generator Replacements	BS	795,640	795,640			795,640	General Fund
13	12-051	CJP 4030	MCIP	A&E	Countywide	Various	Minor Capital Improvement Program (CIP) Projects	DM	228,875	228,875			228,875	General Fund
14	12-053	CJP 4010	PAVE	A&E	Countywide	Various	Pavement Management	P	400,000	195,000			195,000	General Fund

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Countywide (Cont'd)														
15		CJV 4030	0K50	A&E	Countywide	Various	Edison Energy Audit	BS	1,000	717			717	General Fund
	Total Countywide								**24,506,330**	**21,961,658**	**226,000**	**-**	**22,187,658**	
First District														
16	12-067	CJP 4030	2X00	A&E	Adelanto	9428 Commerce Way	Adelanto Detention Center (ADC) Roofing Replacement	R	500,000	547,710			547,710	General Fund
17	12-093	CJP 4030	2X60	A&E	Adelanto	9428 Commerce Way	ADC HVAC Replacement	H	735,000	660,250			660,250	General Fund
18	07-305	CJV 4030	7700	Sheriff/ Coroner/ Public Administrator	Adelanto	9438 Commerce Way	Adelanto Detention Center (ADC) Expansion	PL	120,000,000			20,034,308	20,034,308	General Fund/ AB900
19		CJP 4010	7705	Sheriff/ Coroner/ Public Administrator	Apple Valley	21101 Dale Evans Pkwy	High Desert Juvenile Detention and Assessment Center (HDJDAC) Secondary Water Source	I	1,400,000	1,063,560		336,440	1,400,000	General Fund / State of California, Department of Corrections and Rehabilitation (CDCR)
20	11-165	CJP 4030	1P04	Probation	Apple Valley	21101 Dale Evans Pkwy	High Desert Juvenile Detention and Assessment Center (HDJDAC) Card Access System Installation	HS	250,003		224,678		224,678	Probation
21	11-128	CJP 4030	2J00	Airports	Apple Valley	21600 Corwin Rd.	Apple Valley Airport Access Control System	I	225,000			25,356	25,356	County Service Area (CSA) 60
22	11-130	CJP 4030	2J02	Airports	Apple Valley	21600 Corwin Rd.	Apple Valley Airport Hangar Painting Project	DM	65,000			10,949	10,949	CSA 60
23	11-101 11-102	CJP 4030	1Z10	Sheriff/ Coroner/ Public Administrator	Baker	56778 Park Rd.	Baker Sheriff's Residences	C	240,000	51,744			51,744	General Fund

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
First District (Cont'd)														
24		CJP 4030	2X62	A&E	Hesperia	15900 Smoketree	High Desert Government Center (HDGC) Public Safety Operations Center (PSOC)	RE	16,750,000	9,953,035			9,953,035	General Fund
25		CJV 4030	0Y60	A&E	Hesperia	15900 Smoketree	HDGC Solar Energy System		251,739	10,000			10,000	General Fund
26		CJP 4030	1C13	Community Development and Housing (CDH)	Hesperia	17292 Eucalyptus	Disposition of County Owned Commercial Property	PL	115,000			114,184	114,184	CDBG
27	10-109	CJP 4030	0X80	Public Health	High Desert	To Be Determined	High Desert Animal Shelter	C	1,485,000	1,485,000			1,485,000	General Fund
28	11-131	CJP 4030	1S10	Sheriff/ Coroner/ Public Administrator	Needles	1111 Bailey Ave.	Surveillance Camera Installation	HS	170,000			39,662	39,662	Sheriff-Coroner
29	12-121	CJP 4010	2A07	CDH	Needles	1111 E. Bailey Ave.	Needles Courthouse ADA Site Improvements	HS	46,000			43,520	43,520	CDBG
30	12-121	CJP 4030	2A15	CDH	Needles	1111 E. Bailey Ave.	Needles Courthouse ADA Building Improvements	HS	40,000			40,000	40,000	CDBG
31	12-137	CJP 4030	2Y30	County Fire	Needles	TBD	Needles Fire Station	C	1,917,791	1,917,791			1,917,791	General Fund
32	12-176	CJP 3310	2C02	CDH	Newberry Springs	33363 Newberry Rd.	Senior Center Activity Sign	I	7,824			7,824	7,824	CDBG
33	06-001 11-102	CJV 4030	6060	Sheriff/ Coroner/ Public Administrator	Parker	Parker Dam Rd.	Sheriff's Parker Dam Facility	C	1,040,381	91,553			91,553	General Fund / Southwest Border Prosecution Initiative (SWBPI)
34	11-088	CJP 4030	1Y60	A&E	Victorville	14455 Civic Dr.	Victorville Courthouse Reroof (Court Share-64.25%/County Share-35.75%)	R	1,000,000			90,496	90,496	General Fund / Administrative Office of the Courts (AOC)

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Leg #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
First District (Cont'd)														
35	12-121	CJP 4010	2A10	CDH	Victorville	14455 Civic Dr.	Victorville Courthouse ADA Site Improvements	HS	104,000			97,352	97,352	CDBG
36	12-121	CJP 4030	2A20	CDH	Victorville	14455 Civic Dr.	Victorville Courthouse ADA Building Improvements	HS	220,000			120,184	120,184	CDBG
37	12-101	CJP 4010	2R15	Regional Parks	Victorville	18000 Yates Rd.	Lake Mojave Narrows Dam	I	2,100,000	1,933,791			1,933,791	General Fund
38	12-138	CJP 4030	2Y07	County Fire	Victorville	Tamarisk and Huerta Road	Spring Valley Lake Fire Station	H	2,470,062	2,263,356			2,263,356	General Fund
39	12-038	CJP 4030	2R00	Regional Parks	Yermo	36600 Ghost Town Rd.	Calico Ghost Town Campground "O" Restroom replacement	C	780,500		747,097		747,097	Regional Parks Off Highway Vehicle (OHV) Fund
40	09-047	CJV 4030	9X20	Regional Parks	Yermo	36600 Ghost Town Rd.	Calico Ghost Town Well and Water Improvements	I	800,000	592,099			592,099	General Fund
41	12-176	CJP 3310	2C00	CDH	Yucca Valley	3133 Balsa Avenue	Yucca Mesa Community Center Energy Efficient Windows	HS	28,000			28,000	28,000	CDBG
42		CJP 3310	1C12	CDH	Yucca Valley	3133 Balsa Ave.	Yucca Mesa Community Center Emergency Generator	BS	40,000			36,134	36,134	CDBG
43		CJP 3310	1C06	CDH	Yucca Valley	3133 Balsa Ave.	Yucca Mesa Community Center HVAC	H	44,348			44,348	44,348	CDBG
	Total First District								**152,825,648**	**20,569,889**	**971,775**	**21,068,757**	**42,610,421**	
Second District														
44	12-187	CJP 4030	2Y50	Regional Parks	Crestline	24171 Lake Dr.	Lake Gregory Regional Park (LGRP) Snack Bar Painting Project	DM	30,000	30,000			30,000	General Fund Reg Pks Maint Program
45	12-188	CJP 4030	2Y55	Regional Parks	Crestline	24171 Lake Dr.	LGRP Boathouse Painting Project	DM	30,000	30,000			30,000	General Fund Reg Pks Maint Program

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Second District (Cont'd)														
46		CJV 4030	1470	Regional Parks	Crestline	24171 Lake Dr.	LGRP Dam Outlet Valve	I	603,000	357,053			357,053	General Fund
47	05-103	CJV 4030	5748	Board of Supervisors (BOS) - Second District	Crestline	24171 Lake Dr.	Lake Gregory Regional Park (LGRP) San Moritz Lodge	C	586,000	44,317			44,317	General Fund
48	06-189	CJV 4010	6585	Regional Parks	Crestline	24171 Lake Dr.	LGRP Pavement	P	75,000	11,792			11,792	General Fund
49	06-184 07-268 07-280 08-188 09-121	CJV 4030	7565	Library	Crestline	24105 Lake Gregory Dr.	Crestline Library construction	C	5,980,000			400	400	Surety Refund
50		CJP 4010	2K01	Public Works	Fontana	Cherry Ave. and Washington	Demolish buildings	C	500,000		137,871		137,871	Department Budget
51	12-128	CJP 4030	2V08	ISD	Rancho Cucamonga	8303 N. Haven Ave.	ISD Rancho Courthouse Basement Air Conditioner Installation	H	44,000		44,000		44,000	Department Budget
52	12-121	CJP 4030	2A08	CDH	Rancho Cucamonga	8303 N. Haven Ave.	Rancho Courthouse ADA Building Improvements	HS	215,000			208,872	208,872	CDBG
53	12-068	CJP 4010	2X06	A&E	Rancho Cucamonga	8303 N. Haven Ave.	Rancho Courthouse Sidewalk Replacement	I	522,000	125,019		396,981	522,000	23.95% General Fund; 76.05% Administrative Office of the Courts (AOC)
54	12-152	CJP 4030	2X68	A&E	Rancho Cucamonga	8303 N. Haven Ave.	Rancho Courthouse Boiler Replacement	BS	115,000			5,858	5,858	General Fund / AOC
55	10-097	CJV 4030	0K35	A&E	Rancho Cucamonga	8303 N. Haven Ave.	Rancho Courthouse Cooling Pump	BS	39,894			6,902	6,902	General Fund / AOC
56	09-118	CJV 4030	9X25	A&E	Rancho Cucamonga	8303 N. Haven Ave.	Rancho Courthouse Building Fire Alarm Upgrade	BS	707,500			122,329	122,329	General Fund / AOC

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

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2012-13 CARRYOVER PROJECTS

ADMINISTERED BY ARCHITECTURE AND ENGINEERING

(Various Funds by Org)

# Proj.	CIP Leg #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Second District (Cont'd)														
57	11-043	CJP 4030	1X40	A&E	Rancho Cucamonga	8303 N. Haven Ave.	Rancho Courthouse Reroof	R	550,000			316,072	316,072	General Fund / AOC
58	07-179	CJV 4030	7190	A&E	Rancho Cucamonga	8303 Haven Ave.	Rancho CourthouseExterior Panels and Window Caulking	DM	655,700			24,748	24,748	General Fund / AOC
59	12-123	CJP 4030	2X76	Sheriff/ Coroner/ Public Administrator	Rancho Cucamonga	9500 Etiwanda Ave.	West Valley Detention Center (WVDC) Lighting Retrofit	I	138,000	134,218			134,218	General Fund Energy Efficiency Program
60	12-124	CJP 4030	2X80	Sheriff/ Coroner/ Public Administrator	Rancho Cucamonga	9500 Etiwanda Ave.	WVDC Boiler Replacement	BS	1,250,000	647,830			647,830	General Fund
61	12-065	CJP 4030	2X09	A&E	Rancho Cucamonga	9500 Etiwanda Ave.	WVDC Roofing Replacement	R	850,000	831,332			831,332	General Fund
62	12-072	CJP 4010	2X12	A&E/ Sheriff/ Fleet	Rancho Cucamonga	9500 Etiwanda Ave.	WVDC Drainage Channel Repairs	I	245,000	245,000			245,000	General Fund
63	12-182	CJP 4030	2Y20	A&E	Rancho Cucamonga	9500 Etiwanda Ave.	WVDC Retro-Commissioning	H	86,000	86,000			86,000	General Fund Energy Efficiency Program
64	10-100	CJV 4030	0X30	A&E	Rancho Cucamonga	9500 Etiwanda Ave.	WVDC Duct Cleaning	H	1,005,000	473,452			473,452	General Fund
65	08-185	CJV 4030	8X33	A&E	Rancho Cucamonga	9500 Etiwanda Ave.	WVDC Re-Roof	R	2,807,000	80,420			80,420	General Fund
66	11-197	CJP 4030	1Z72	Public Works	Running Springs	1896 Wilderness Rd.	Equipment Building and Office	C	400,000			345,037	345,037	Transportation Gas Tax
67	12-092	CJP 4030	2X24	A&E	Twin Peaks	26010 Highway 189	County Office Building Exterior Rehabilitation	DM	200,000	192,601			192,601	General Fund
68	08-180	CJV 4030	8X38	A&E	Twin Peaks	26010 Hwy 189	Twin Peaks Courthouse Re-Roof	R	904,000	8,120			8,120	General Fund
	Total Second District								**18,536,094**	**3,297,152**	**181,871**	**1,427,199**	**4,906,222**	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Third District														
69	09-007	CJP 4030	9Y15	County Fire	Angeles Oaks	5768 Frontage Rd.	Angelas Oaks Fire Station Replacement	C	2,200,000	2,028,598			2,028,598	General Fund
70	11-212	CJP 4030	1W05	Sheriff/ Coroner/ Public Administrator	Barstow	225 E. Mtn. View	Barstow Jail - Air Handler Unit (AHU) Replacment	H	150,000	95,873			95,873	General Fund Minor CIP
71	12-121	CJP 4010	2A01	A&E	Barstow	235 E. Mountain Ave.	Barstow Courthouse ADA Site Improvements	HS	93,000			90,955	90,955	Community Development Block Grant (CDBG)
72	12-121	CJP 4010	2A03	CDH	Big Bear	477 Summit Blvd.	Big Bear Courthouse ADA Site Improvements	HS	72,000			55,401	55,401	CDBG
73	12-121	CJP 4030	2A04	CDH	Big Bear	477 Summit Blvd.	Big Bear Courthouse ADA Building Improvements	HS	180,000			173,739	173,739	CDBG
74	09-172 09-245 10-086 11-083	CJV 4030	9Y20	A&E	Joshua Tree	63665 Twentynine Palms Hwy	Joshua Tree Government Center (JTGC) construction	C	8,678,439	395,973			395,973	General Fund/ SWBPI/ CDBG
75	10-181	CJV 4030	ARA8	A&E	Joshua Tree	63665 Twentynine Palms Hwy	JTGC Solar project	BS	1,477,668			246,042	246,042	General Fund / EECBG
76	12-121	CJP 4010	2A06	CDH	Joshua Tree	6527 Whitefeather Rd.	Joshua Tree Courthouse ADA Site Improvements	HS	132,000			117,494	117,494	CDBG
77	12-121	CJP 4030	2A14	CDH	Joshua Tree	6527 Whitefeather Rd.	Joshua Tree Courthouse ADA Building Improvements	HS	50,000			21,077	21,077	CDBG
78	07-269	CJP 4030	7575	District Attorney (DA)/Public Defender (PD) Remodel	Joshua Tree	6527 Whitefeather Rd.	Remodel Sheriff Court Services and Probation space for DA/PD	RE	250,000	221,330			221,330	General Fund

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

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2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Third District (Cont'd)														
79		CJP 4030	1K60	Risk Management	Redlands	2024 Orange Tree Ln.	Museum Flooding		17,375			1,375	1,375	Insurance/ Minor CIP
80	10-212	CJP 4030	1Z20	Museum	Redlands	2024 Orange Tree Ln.	Museum Lobby Information Kiosk ADA Upgrade	HS	187,000	187,000			187,000	General Fund
81	12-184	CJP 4010	2Y35	Museum	Redlands	2024 Orange Tree Ln.	County Museum Parking Lot Tree Trimming	DM	15,000	15,000			15,000	General Fund Minor CIP
82	07-089	CJV 4030	7665	Museum	Redlands	2024 Orange Tree Ln.	Museum Admissions and Lobby Refurbishment	RE	85,000	37,276			37,276	General Fund
83	08-206	CJV 4030	8X78	Museum	Redlands	2024 Orange Tree Ln.	Museum Exhibit Fabrication - Hall of Geological Wonders	RE	3,150,730			8,505	8,505	CCHE Grant/ IMLS Grant/ Museum
84	08-205	CJV 4030	8X81	Museum	Redlands	2024 Orange Tree Ln.	Museum Hall of History Refurbishment	RE	500,000	71,301			71,301	General Fund
85	12-126	CJP 4030	2K08	Public Works	Redlands	31 Refuse Rd.	Landfill Scalehouse HVAC	H	10,000		1,226		1,226	Department Budget
	Total Third District								**17,228,212**	**3,052,351**	**1,226**	**714,588**	**3,768,165**	
Fourth District														
86	12-121	CJP 4010	2A05	CDH	Chino	13260 Central Ave.	Chino Courthouse ADA Site Improvements	HS	73,000			65,487	65,487	CDBG
87	12-121	CJP 4030	2A12	CDH	Chino	13260 Central Ave.	Chino Courthouse ADA Building Improvements	HS	40,000			6,027	6,027	CDBG
88	11-044	CJP 4030	1X20	A&E	Chino	13260 Central Ave.	Chino Courthouse Reroof (Court Share-51.17%/County Share-48.83%)	R	300,000	82,443		2,382	84,825	General Fund / AOC
89	09-170	CJP 4010	2J03	Airports	Chino	7000 Merrill Ave.	Chino Airport Retention and Storm Water Conveyance	I	332,570		332,570		332,570	Department Budget
90	10-160	CJV 4030	0J05	Airports	Chino	7000 Merrill Ave.	Chino Airport Groundwater Assessment	I	380,000	115,743			115,743	General Fund

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EXHIBIT G

2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Fourth District (Cont'd)														
91	12-052	CJP 4010	2X18	Regional Parks	Ontario	800 N. Archibald Ave.	Cucamonga-Guasti Regional Park Reclaimed Water Project	I	52,000	36,906			36,906	General Fund
92	09-236	CJV 4030	9Z80	Regional Parks	Ontario	800 N. Archibald Ave.	Cucamonga Guasti Regional Park (CGRP) Reclaimed Water System Retrofit	I	134,000	227			227	General Fund
	Total Fourth District								**1,311,570**	**235,319**	**332,570**	**73,896**	**641,785**	
Fifth District														
93	12-009	CJP 4030	2S00	Sheriff/ Coroner/ Public Administrator	Devore	18000 Institution Rd.	Sheriff Training Center Expansion.	RE	1,785,000		1,762,928		1,762,928	State Asset Forfeiture and Law and Justice Funds
94	12-011	CJP 4010	2S03	Sheriff/ Coroner/ Public Administrator	Devore	18000 Institution Rd.	Sheriff's Training Center Parking	P	485,000		436,698		436,698	State Asset Forfeiture Funds
95	11-133	CJP 4030	1S20	Sheriff/ Coroner/ Public Administrator	Devore	18000 Institution Rd.	Sheriff's EVCC Modular Classroom	C	273,500			1,110	1,110	Sheriff
96	11-169	CJP 4030	1S55	Sheriff/ Coroner/ Public Administrator	Devore	18000 Institution Rd.	Glen Helen Regional Center (GHRC) HVAC Project	H	75,000		4,485		4,485	Department Budget
97	12-091	CJP 4030	2X63	Sheriff/ Coroner/ Public Administrator	Devore	18000 Institution Rd.	GHRC Sheriff's Roofing	R	450,000	426,827			426,827	General Fund
98	11-147	CJP 4030	1S30	Sheriff/ Coroner/ Public Administrator	Devore	18000 Institution Rd.	Renovate Range Training Classroom	C	110,000			100,741	100,741	Sheriff-Coroner
99	11-168	CJP 4030	1S40	Sheriff/ Coroner/ Public Administrator	Devore	18000 Institution Rd.	GHRC Female Housing Fire Alarm Upgrade	BS	55,800			26,418	26,418	Sheriff-Coroner (Justice Facility Reserve)

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

2012-13 CARRYOVER PROJECTS
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(Various Funds by Org)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Fifth District (Cont'd)														
100	11-151	CJP 4030	1S50	Sheriff/ Coroner/ Public Administrator	Devore	18000 Institution Rd.	Sheriff's Training Center Modular Building Relocation	C	285,000			273,418	273,418	Law and Justice Reserve
101	08-207	CJV 4030	8X84	Sheriff/ Coroner/ Public Administrator	Devore	18000 Institution Rd.	Sheriff's Training Center Design	PL	500,000	373,668			373,668	General Fund
102	12-030	CJP 4030	2U00	Public Health	Devore	19777 Shelter Way	Various improvements to the animal housing and Heating, Ventilation and Air Conditioning (HVAC) systems.	C	300,000		290,422		290,422	Transfer from High Desert Animal Control Facility project
103	12-178	CJP 4030	2K12	Risk Management	Devore	2575 Glen Helen Parkway	San Manuel Amphitheater Stage Roof Replacement	R	440,000	320,200			320,200	General Fund Minor CIP
104	10-119	CJP 4010	0X40	Regional Parks	Devore	2555 Glen Helen Parkway	Glen Helen Regional Park (GHRP) Irrigation Controls	I	355,000	355,000			355,000	General Fund
105	12-121	CJP 4030	2A13	CDH	Fontana	17780 Arrow Blvd.	Fontana Courthouse ADA Building Improvements	HS	35,000			1,038	1,038	CDBG
106	12-192	CJP 4030	010A	A&E	Fontana	17830 Arrow Blvd.	Fontana County Building Window Caulking	CM	10,000	10,000			10,000	General Fund Minor CIP
107	12-075	CJP 4030	2X21	A&E	Fontana	17830 Arrow Blvd.	Fontana Office Building Fire Alarm	HS	80,000	67,096			67,096	General Fund
108		CJP 3305	CFON	County Administrative Office (CAO)	Fontana	Various	City of Fontana	PL	3,882,641		3,882,641		3,882,641	General Fund
109		CJV 3310	0C39	CDH	Fontana	8565 Nuevo Ave.	Oldtimers Foundation Center ADA Restroom	HS	85,000			12,665	12,665	CDBG

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Fifth District (Cont'd)														
110	12-134	CJV 4030	ARA7	A&E	Muscoy	2818 Macy Street	Americans Recovery and Reinvestment Act (ARRA) Baker Family Learning Center Solar Project	C	200,000		94,040	104,309	198,349	ARRA and General Fund Energy Project
111	06-180 07-274 07-291	CJV 4030	8Y35	BOS - Fifth District	Muscoy	2818 Macy Street	Baker Family Learning Center construction project	C	4,396,421			717,949	717,949	CDBG
112	12-135	CJP 4040	2Y15	A&E	Muscoy	2818 Macy Street	Baker Family Learning Center FF&E Project	C	277,257		277,257		277,257	Board Discretionary Funding
113	11-007	CJP 4030	1V10	ISD	Rialto	1743 Miro Way	Upgrade fire protection system in communication equipment rooms	HS	60,000		29,671		29,671	ISD (IAM retained earnings)
114		CJP 4030	1N06	Behavioral Health	Rialto	850 E. Foothill Blvd.	Resource Center Oversite		15,000		10,561		10,561	Department Budget
115	12-147	CJP 4030	2Y12	Probation	San Bernardino	104 W. 4th St.	Probation Remodel for AB109 Space	RE	500,000			500,000	500,000	AB 109
116	12-183	CJP 4030	2Y25	Childrens Assessment Center	San Bernardino	1499 S. Tippecanoe Ave.	Children's Assessment Center Remodel	RE	87,000	30,000	57,000		87,000	Minor CIP/ Insurance
117	12-069	CJP 4030	2X27	A&E	San Bernardino	175 W. 5th St.	Civic Center Building (CCB) Foam Roofing	R	160,000	130,968			130,968	General Fund
118	11-117	CJP 4010	1F00	Fleet Management	San Bernardino	210 N. Lena Rd.	Repair/Replace Building 3 & 5 Roof	R	104,000		105,050		105,050	Department Budget
119	12-003	CJP 4030	2F03	Fleet Management	San Bernardino	210 N. Lena Rd.	Fleet Building 4 Restroom Remodel and Upgrade	RE	100,000		99,810		99,810	Department Budget
120	12-058	CJP 4030	2X30	A&E	San Bernardino	222 W. Hospitality Ln.	Elevator Modernization and Cab Upgrade	BS	400,000	392,528			392,528	General Fund
121	12-059	CJP 4030	2X33	A&E	San Bernardino	222 W. Hospitality Ln.	Exterior Window Seal	DM	100,000	6,877			6,877	General Fund
122	12-060	CJP 4030	2X36	A&E	San Bernardino	222 W. Hospitality Ln.	Fire Alarm Replacement	HS	280,000	267,223			267,223	General Fund

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Fifth District (Cont'd)														
123	12-133	CJP 4010	2X88	A&E	San Bernardino	222 W. Hospitality Ln.	Hall of Records Sign Project	I	5,000			5,000	5,000	Sanbag
124	10-107	CJV 4030	0X50	A&E	San Bernardino	222 W. Hospitality Ln.	Hall of Records (NHoR) Second Floor HVAC Replacement	H	675,000	47,173			47,173	General Fund
125	12-121	CJP 4030	2A18	CDH	San Bernardino	303 W. 3rd St.	Central Civil Courthouse ADA Building Improvements	HS	60,000			60,000	60,000	CDBG
126	12-073	CJP 4030	2X39	A&E	San Bernardino	303 W. 3rd St.	303 Building Elevator Modernization	BS	380,000	375,877			375,877	General Fund
127	12-149	CJP 4030	2X92	A&E	San Bernardino	303 W. 3rd St.	303 Building Data Room HVAC	H	110,000	110,000			110,000	General Fund Minor CIP
128	12-155	CJP 4030	009A	A&E	San Bernardino	351 N. Arrowhead Ave.	Central Plant Condensate Return Station	BS	32,000	3,325			3,325	General Fund Minor CIP
129	10-176	CJV 3305	0Y15	Courts	San Bernardino	351 N. Arrowhead Ave.	Central Courthouse Elevator Upgrades	BS	23,000	23,000			23,000	General Fund
130	12-121	CJP 4010	2A09	CDH	San Bernardino	351 N. Arrowhead Ave.	Central Courthouse ADA Site Improvements	HS	140,000			120,970	120,970	CDBG
131	12-121	CJP 4030	2A16	CDH	San Bernardino	351 N. Arrowhead Ave.	Central Courthouse Annex ADA Building Improvements	HS	95,000			1,570	1,570	CDBG
132	12-121	CJP 4030	2A17	CDH	San Bernardino	351 N. Arrowhead Ave.	Central Courthouse ADA Building Improvements	HS	30,000			3,705	3,705	CDBG
133	12-139	CJP 4030	2X90	A&E	San Bernardino	351 N. Arrowhead Ave.	Central Courthouse Cafeteria Improvement Project	RE	15,000	15,000			15,000	General Fund Minor CIP
134	12-153	CJP 4030	2X96	A&E	San Bernardino	351 N. Arrowhead Ave.	Central Plant Expansion Tank Replacement	BS	32,000	10,779		21,221	32,000	General Fund Minor CIP / AOC

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

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2012-13 CARRYOVER PROJECTS

ADMINISTERED BY ARCHITECTURE AND ENGINEERING

(Various Funds by Org)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Fifth District (Cont'd)														
135		CJY 3310	1830	A&E	San Bernardino	351 N. Arrowhead Ave.	Contributions of $8.8 million to State for new Courthouse downtown. $4.9 million due 12/2012 subject to available cash flows - $3,058,235 is estimated to be available	C	8,800,000	3,058,235			3,058,235	General Fund
136	11-052	CJP 4030	1Y30	A&E	San Bernardino	385 N. Arrowhead Ave.	County Government Center (CGC) Clerk of the Board elevator upgrade	BS	160,000	12,737			12,737	General Fund
137	10-123	CJV 4030	9Z60	A&E	San Bernardino	385 N. Arrowhead Ave.	CGC Land Use Partition Wall	RE	78,600	25,197			25,197	General Fund
138		CJP 4030	007A	A&E	San Bernardino	385 N. Arrowhead Ave.	CGC 3rd Floor Ductwork Modification	H	10,000	5,229			5,229	General Fund Minor CIP
139	12-117	CJP 4030	2A02	A&E	San Bernardino	385 N. Arrowhead Ave.	CGC Board Chambers ADA Improvements	HS	30,000	30,000			30,000	General Fund ADA Program budget
140	12-119	CJP 4030	2X04	A&E	San Bernardino	385 N. Arrowhead Ave.	CGC Citrus Room Improvements	RE	72,000		40,268		40,268	CIP Residual and Proj #9Z55
141	12-071	CJP 4030	2X42	A&E	San Bernardino	385 N. Arrowhead Ave.	County Government Center (CGC) Fire Alarm Upgrade	HS	445,000	434,830			434,830	General Fund
142	10-123	CJP 4030	2X57	Land Use Services	San Bernardino	385 N. Arrowhead Ave.	Land Use Services Office Remodel	RE	50,000	49,730			49,730	General Fund
143	12-188	CJP 4010	2Y45	A&E	San Bernardino	385 N. Arrowhead Ave.	CGC Driveway and Parking Lot Improvements	P	170,000	170,000			170,000	General Fund Pavement Mgmt Program
144	11-038	CJP 4030	1Y50	A&E	San Bernardino	401 N. Arrowhead Ave.	Probation Bldg. Compressor, cooling tower and air handler replacement	H	400,000	394,607			394,607	General Fund

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Leg #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Fifth District (Cont'd)														
145	12-189	CJP 4030	2Y60	A&E	San Bernardino	630 E. Rialto Ave.	Central Detention Center (CDC) Domestic Hot Water Boiler Design	BS	50,000	50,000			50,000	General Fund Minor CIP
146	11-051	CJP 4030	1X80	A&E	San Bernardino	655 E. 3rd St.	Sheriff's Headquarters Elevator Upgrade (2)	BS	320,000	2,500			2,500	General Fund
147	00-036	CJP 4030	1Y40	A&E	San Bernardino	655 E. 3rd St.	Sheriff's Headquarters Heating, hot water piping replacement	H	513,000	4,365			4,365	General Fund
148	12-012	CJP 4030	2S06	Sheriff/ Coroner/ Public Administrator	San Bernardino	655 E. 3rd St.	Sheriff's Headquarters Internal Affairs Remodel	RE	150,000		127,488		127,488	State Asset Forfeiture Funds
149	12-013	CJP 4030	2S09	Sheriff/ Coroner/ Public Administrator	San Bernardino	655 E. 3rd St.	Sheriff's Headquarters Public Affairs Remodel	RE	152,500		2,709		2,709	State Asset Forfeiture Funds
150	12-015	CJP 4030	2S15	Sheriff/ Coroner/ Public Administrator	San Bernardino	655 E. 3rd St.	International Services Commander's Office Upgrade	RE	12,000		12,000		12,000	State Asset Forfeiture Funds
151	12-074	CJP 4030	2X45	A&E	San Bernardino	655 E. 3rd St.	Sheriff's Headquarters Roofing Replacement and Exterior Weatherproofing	R	600,000	63,584			63,584	General Fund
152	12-151	CJP 4030	2X94	A&E	San Bernardino	655 E. 3rd St.	Sheriff's Headquarters IT Room Cooling Upgrade	H	180,000	20,000			20,000	General Fund Minor CIP
153	10-214	CJP 4030	1V60	ISD	San Bernardino	670 E. Gilbert St.	Communication Site Lighting	I	834,600		227,470		227,470	Department Budget
154	12-107	CJP 4030	2V04	ISD	San Bernardino	670 E. Gilbert St.	ISD Modular Building Ramp	HS	17000		5,680		5,680	Department Budget

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Leg #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Fifth District (Cont'd)														
155	12-122	CJP 4030	2X84	ISD	San Bernardino	670 E. Gilbert St.	ISD Communications Room A/C Replacement	H	55,000		12,547		12,547	Department Budget
156	11-003 12-066	CJP 4030	1V20	ISD	San Bernardino	670 E. Gilbert St.	Add power and redundancy for Uninterrupted Power Source (UPS) system	BS	2,229,705		1,646,031		1,646,031	ISD Retained Earnings
157	11-172	CJP 4030	1Z15	A&E	San Bernardino	777 E. Rialto Ave.	General Services Building (GSB) ADA Restroom Upgrade	HS	150,000	44,395			44,395	General fund
158	12-150	CJP 4030	2K10	Registrar of Voters	San Bernardino	777 E. Rialto Ave.	Registrar of Voters Electrical Power Project	I	14,160		5,072		5,072	Department Budget
159	12-180	CJP 4030	2V06	ISD	San Bernardino	777 E. Rialto Ave.	Refurbish Break Room/Training Room	RE	3,027		2,222		2,222	Department Budget
160	12-181	CJP 4030	2V07	ISD	San Bernardino	777 E. Rialto Ave.	Repair/Paint Service Bays	DM	9,500		9,500		9,500	Department Budget
161	12-061	CJP 4030	2X48	A&E	San Bernardino	777 E. Rialto Ave.	General Services Building (GSB) Phase III HVAC Improvements	H	570,000	560,819			560,819	General Fund
162	12-062	CJP 4030	2X51	A&E	San Bernardino	777 E. Rialto Ave.	GSB Roofing Replacement	R	950,000	950,000			950,000	General Fund
163	12-147	CJP 4030	2Y11	Airports/ Regional Parks	San Bernardino	777 E. Rialto Ave.	Probation/Airports/ Regional Parks Remodel for AB109 Space	RE	475,000	475,000			475,000	CIP Residual
164	12-130	CJP 4030	2N00	Behavioral Health	San Bernardino	780 E. Gilbert St.	Gilbert Street Chapel Remodel	RE	246,000			96,659	96,659	Mental Health Services Act (MHSA) Facilities Fund
165	12-198	CJP 4010	2Y70	A&E	San Bernardino	780 E. Gilbert St.	Repave Road behind Chapel and New Transitional Assistance Youth (TAY) Center	P	20,000	20,000			20,000	General Fund Pavement Mgmt Program

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT G

2012-13 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds by Org)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Fifth District (Cont'd)														
166	08-020	CJV 4030	8N00	Behavioral Health	San Bernardino	780 E. Gilbert St.	Transitional Age Youth Center Remodel	RE	8,021,754			1,338,303	1,338,303	Mental Health Services Act (MHSA) Facilities Fund
167	10-158	CJP 4030	1V50	ISD	San Bernardino	799 E. Rialto Ave.	Fiber optic cabling installation	I	132,000		65,252		65,252	Department Budget
168		CJP 4030	2K13	Public Works	San Bernardino	825 E. 3rd St.	Public Works Building Carpet Replacement in Room 117	DM	12,000		12,000		12,000	Department Budget
169	09-140	CJV 4030	9Y00	A&E	San Bernardino	825 E. 3rd St.	Public Works Building - 1 Hour Corridors	HS	1,292,535	1,130,411			1,130,411	General Fund
170	11-084	CJP 4030	1X90	A&E	San Bernardino	825 E. 3rd St.	Public Works Building Reroof	R	402,500	7,726			7,726	General Fund
171	12-097	CJP 4030	2V02	ISD	San Bernardino	840 E Gilbert St.	ISD Duct Work	H	95,000		35,707		35,707	Department Budget
172	12-090	CJP 4030	2V01	ISD	San Bernardino	840 E. Gilbert St.	ISD Reroof Project	R	150,000		94,150		94,150	Department Budget
173	12-121	CJP 4030	2A19	CDH	San Bernardino	860 E. Gilbert St.	Central Juvenile Dependency Courthouse ADA Building Improvements	HS	35,000			12,595	12,595	CDBG
174	12-079	CJP 4030	2X54	A&E	San Bernardino	900 E. Gilbert St.	Demolish various Central Juvenile Hall buildings.	C	800,000	800,000			800,000	General Fund
175	12-185	CJP 4010	2Y40	A&E	San Bernardino	Brinkerhoff Way	Brinkerhoff Way Pavement Renovation	P	140,000	140,000			140,000	General Fund Pavement Mgmt Program
176		CJP 4030	1Y95	A&E	San Bernardino	Gilbert St.	Gilbert Street Well	I	150,000	144,610			144,610	General Fund
177	12-102	CJP 4030	2X64	A&E	San Bernardino	TBD	Downtown Office Building Project	C	30,000,000	30,000,000			30,000,000	General Fund
178	07-293	CJV 4030	7600	Sheriff/ Coroner/ Public Administrator	San Bernardino	TBD	Sheriff's Crime Lab	C	93,225	93,225			93,225	General Fund
	Total Fifth District								76,784,725	41,652,741	9,348,657	3,397,671	54,399,069	
178	TOTAL CARRYOVER PROJECTS A&E CAPITAL FUNDS								291,192,579	90,769,110	11,062,099	26,682,111	128,513,320	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT H

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2012-13 ARROWHEAD REGIONAL MEDICAL CENTER CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Fund CJE)

# Proj.	CIP Log #	Fund/ Object Code	AE Proj. #	Location	Location-Address	Project Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Countywide									-	-	-	-	
First District									-	-	-	-	
Second District									-	-	-	-	
Third Districty									-	-	-	-	
Fourth District									-	-	-	-	
Fifth District													
1	11-120	CJE 4030	1G05	Colton	400 N. Pepper Ave.	Retrofit IV Room	RE	262,000			445,299	445,299	ARMC Facility Capital Funds
2	11-181	CJE 4030	1G20	Colton	400 N. Pepper Ave.	Medical Imaging Angio/Cath Lab Suite Replacement	RE	444,144			368,564	368,564	ARMC Operating Budget
3	12-087	CJE 4030	1G35	Colton	400 N. Pepper Ave.	ARMC Parking Expansion Project	Proj.	610,000			569,767	569,767	ARMC Operating Budget
4	12-045	CJE 4030	2G00	Colton	400 N. Pepper Ave.	Centralized electronic surveillance for Behavioral Health	HS	493,333			493,333	493,333	ARMC Capital Equipment Budget
5	12-046	CJE 4030	2G03	Colton	400 N. Pepper Ave.	Medical Imaging Fluoro Room 2 - GE CT Unit	I	1,941,625			115,108	115,108	ARMC Capital Equipment Budget
6	12-060	CJE 4030	2G12	Colton	400 N. Pepper Ave.	Medical Imaging Fluoro Room 2 - GE Fluoro Room 2 Unit	RE	407,622			44,398	44,398	ARMC Operating Budget
7	12-116	CJE 4030	2G15	Colton	400 N. Pepper Ave.	Cardiology Cath Lab/Dual Purpose Suite	RE	1,688,451			1,613,155	1,613,155	
7	TOTAL ARMC CARRYOVER PROJECTS							5,847,175	-	-	3,649,624	3,649,624	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT I

2012-13 AIRPORTS CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds)

# Proj.	CIP Log #	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Countywide						-	-	-	-	
First District										
1	12-043	Daggett	39500 National Trails Hwy	Airport Electrical Upgrades - Phase II	C		2,500,000		2,500,000	Airport CIP fund
2	07-254	Daggett	39500 National Trails Hwy	Taxiway A & C electrical upgrades and Taxiway B Extension	C		65,625	2,434,375	2,500,000	RAA
3	10-054	Needles	711 Airport Rd.	Master Drainage Plan	P		50,000		50,000	RAA
4	10-056	Needles	711 Airport Rd.	ALP Update	P		8,750	166,250	175,000	
5	10-060	Twentynine Palms	78569 29 Palms	ALP Update	P		8,750	166,250	175,000	
	Total First District					-	2,633,125	2,766,875	5,400,000	
Second District						-	-	-	-	
Third District						-	-	-	-	
Fourth District										
6		Chino	7000 Merrill Ave.	Test/Monitor Ground Water for PCE's & TCE's	I		275,000		275,000	RAA
7		Chino	7000 Merrill Ave.	Update CLUP	P		50,000		50,000	RAA
8		Chino	7000 Merrill Ave.	Runway Safety Area - Removal of Fire Suppression	I		600,000		600,000	Airport CIP fund
9		Chino	7000 Merrill Ave.	B-270 Retrofit	I		25,000		25,000	
	Total Fourth District					-	950,000	-	950,000	
Fifth District						-	-	-	-	
9	TOTAL AIRPORT CARRYOVER PROJECTS (VARIOUS FUNDS)					-	3,583,125	2,766,875	6,350,000	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT J

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2012-13 AIRPORTS CARRYOVER PROJECTS

ADMINISTERED BY ARCHITECTURE AND ENGINEERING

Apple Valley Airport - County Service Area 60 (CSA 60)

# Proj.	CIP Log #	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Countywide						-	-	-	-	
First District										
1		Apple Valley	21600 Corwin Rd.	Runway 8/26 Drainage Improvements	I			200,000	200,000	RAI
2		Apple Valley	21600 Corwin Rd.	Pavement Repairs	C			50,000	50,000	RAI
3		Apple Valley	21600 Corwin Rd.	Land Acquisition for RPZ -RW18	AC			500,000	500,000	RAI
4	10-074	Apple Valley	21600 Corwin Rd.	Airport Master Drainage Plan	P			50,000	50,000	RAI
5	10-126	Apple Valley	21600 Corwin Rd.	Enviornmental Inventory/Compliance - CEQA/NEPA	P			200,000	200,000	RAI
6		Apple Valley	21600 Corwin Rd.	T-Hangar Improvement - Locking System	I			250,000	250,000	RAI
7		Apple Valley	21600 Corwin Rd.	APV Meter Electrical Split	I			115,000	115,000	RAI
	Total First District					-	-	1,365,000	1,365,000	
Second District						-	-	-	-	
Third District						-	-	-	-	
Fourth District						-	-	-	-	
Fifth District						-	-	-	-	
7	TOTAL APPLE VALLEY AIRPORT - CSA 60 - CARRYOVER PROJECTS					-	-	1,365,000	1,365,000	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT K

2012-13 REGIONAL PARKS CARRYOVER PROJECTS
(Various Funds)

# Proj.	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Projected Carryover Balance	Funding Source
Countywide									
1	S.B./Redlands	Santa Ana River Trail	Construct hiking/biking/equestrian trail - Phase 3	I			559,940	559,940	Federal/State Grants
	Total Countywide				-	-	559,940	559,940	
First District					-	-	-	-	
Second District					-	-	-	-	
Third District					-	-	-	-	
Fourth District					-	-	-	-	
Fifth District									
2	San Bernardino	Along Santa Ana River	Santa Ana River Park	I			99,000	99,000	Federal Grant
	Total Fifth District				-	-	99,000	99,000	
2	TOTAL REGIONAL PARKS CARRYOVER PROJECTS				-	-	658,940	658,940	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT L

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2012-13 TRANSPORTATION CARRYOVER PROJECTS

(Various Funds)

# Proj.	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Projected Budget	Funding Source
Countywide						-	-	-	-	-	
First District											
1	Apple Valley	Rock Springs Road	Bridge 54-C670 @ Mojave River	Bridge replacement design	I	30,000,000			1,850,000	1,850,000	Measure I, Fee Plan, design and environmental clearance (construction not funded)
2	Baker	Baker Boulevard	Bridge 54-C127, 0.25M W of SH 127	Bridge replacement	I	2,900,000			-	-	Federal Highway Bridge Program (HBP) 88.53%, Gas Tax, PE and Construction
3	Helendale	Shadow Mountain Road	Helendale Road to National Trails Highway	Grade Separation	I	50,000,000			600,000	600,000	Measure I, Local Fee Plan PE phase only (construction not funded)
4	Hesperia	Escondido Avenue	At El Centro	Drainage Improvements	I	2,000,000			1,625,000	1,625,000	Proposition 42 and Gas Tax
5	Hesperia	Summit Valley Road	SH138 N to City Limits Hesperia	Widen and realign road	PL	21,300,000			500,000	500,000	Public Land Highway (PLH) (construction not funded)
6	Lenwood	Lenwood Road	N to Main St.	Grade Seperation	I	32,000,000			880,000	880,000	Measure I, SANBAG and City of Barstow
7	Ludlow	Dola Ditch Bridge	Nth, Br No 54C 285, 2.08M E of Kelbaker	Bridge replacement	I	900,000			50,000	50,000	HBP 88.53%, Gas Tax (design)
8	Ludlow	Lanzit Ditch Bridge	Nth, Br No 54C 286, 2.77 E of Kelbaker	Bridge replacement	I	1,076,000			50,000	50,000	HBP 88.53%, Gas Tax (design)
9	Needles	Needles Highway	N Street N&E to State Line	Passing Lanes	PL	88,000,000			900,000	900,000	STP, PLH (not fully funded)
10	Oak Hills	Ranchero Road	.30M E of Mariposa E to 1.00M E of Escondido Ave	Widen/install signal	I	15,700,000			1,200,000	1,200,000	Measure I, Regional Fee Plan, Local Stimulus (SANBAG and City participation for larger project - not fully funded)
11	Phelan	Caughlin Road	Phelan Road N 1M	Pave dirt road	P	1,925,000			1,100,000	1,100,000	Proposition 1B - Construction
12	Phelan	Phelan Road	At Lilac	Realign intersection	I	450,000			300,000	300,000	Proposition 1B
13	Phelan	Phelan Road	Beekley Rd E to Los Banos Ave	Drainage improvements	I	1,500,000			1,350,000	1,350,000	Measure I

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT L

2012-13 TRANSPORTATION CARRYOVER PROJECTS

(Various Funds)

# Proj.	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Projected Budget	Funding Source
First District (Cont'd)											
14	Pinon Hills	Phelan Road	At Sheep Creek Wash	Drainage Improvements	I	600,000			450,000	450,000	General Fund
15	Spring Valley Lake	Ridge Crest Road & Other	Pahute to Pebble Beach	Sidewalk Construction	I	287,200			287,200	287,200	Safe Routes to School (SR2S), Gas Tax
16	Spring Valley Lake	Yates Road	.24M N of Chinquapin Dr E & S to .02M S of Fortuna	Widen, Rehabilitation and Soundwall Construction	P	6,194,000			6,082,000	6,082,000	Proposition 1B, Gas Tax and Measure I
17	Victorville	San Martin Road	Dos Palmas Rd N to Palmdale Rd	Pave dirt road	P	1,000,000			280,000	280,000	General Fund
18	Yermo	Yermo Road	at Manix Wash	Bridge Replacement	I	1,800,000			200,000	200,000	HBP 88.53%, Gas Tax
19	Wrightwood	Lone Pine Canyon Road	at Sheep Creek Wash	Drainage Improvements	I	1,125,000			1,125,000	1,125,000	Gas Tax
	Total First District					**258,757,200**	-	-	**18,839,200**	**18,839,200**	
Second District											
20	Crestline	San Moritz Way	@ San Moritz Drive	Drainage Improvements	I	94,000			94,000	94,000	Gas Tax
21	Fontana	Almond Avenue	Upas Ct to .12M S of Foothill Blvd	Sidewalk Construction	I	250,000			155,000	155,000	SR2S, Gas Tax
22	Fontana	Arrow Route	Beech Ave to Almeria Ave	Rehabilitation / sidewalk installation	P	1,300,000			1,300,000	1,300,000	General Fund, Proposition 1B, CDBG
23	Fontana	Cherry Avenue	I-10	Improve Interchange	PL	76,000,000			6,600,000	6,600,000	SANBAG, Regional Fee Plan, City of Fontana, RDA ($3.7 M pending DOF ratification) Construction Phase
24	Fontana	Cherry Avenue	Whittran Ave N to Foothill Blvd	Widen Roadway	I	10,200,000			4,400,000	4,400,000	RDA (pending DOF ratification), Gas Tax Construction Phase
25	Fontana	San Bernardino Avenue	Calabash Ave E to Fontana Ave	Widen Roadway	I	3,000,000			1,618,000	1,618,000	Measure I, Proposition 1B
26	Fontana	Almeria Avenue	850 S of Foothill N to Foothill	Drainage Improvements	I	80,000			80,000	80,000	City Lead, Gas Tax
27	Fontana	Banana and Santa Ana	Various locations	Drainage Improvements/ Rehabilitation	I	800,000			800,000	800,000	General Fund
28	Fontana	Valley Boulevard	@ Banana Ave	Signal Installation	I	250,000			250,000	250,000	General Fund (funds transferred previously)

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT L.

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2012-13 TRANSPORTATION CARRYOVER PROJECTS

(Various Funds)

# Proj.	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Projected Budget	Funding Source
Second District (Cont'd)											
29	Green Valley Lake	Falling Leaf Drive	@ 33580 Falling Leaf Drive	Retaining Wall Construction	I	210,000			168,000	168,000	Proposition 42 and Proposition 1B
30	Lake Arrowhead	Grandview Road	Sawmill Rd to Walnut Hills Dr	Sidewalk Construction	I	105,000			97,000	97,000	SR2S, Gas Tax
31	Lake Arrowhead	Pine Drive	85' E of Hook Creek Rd	Retaining Wall Replace/Retrofit	I	300,000			300,000	300,000	Gas Tax
32	San Antonio Heights	Twenty-Fourth Street	Euclid Ave E to Campus Ave (Partial)	Drainage Improvements	I	255,000			255,000	255,000	Gas Tax
	Total Second District					**92,844,000**	-	-	**16,117,000**	**16,117,000**	
Third District											
33	Big Bear City	Pine View Drive	Big Bear Blvd (SH38) N to Aeroplane	Storm Drain	PL	4,400,000			10,000	10,000	Proposition 1B design phase (construction not funded)
34	Colton	Reche Canyon Road	1.20M S of Barton Rd (CLN CL) N .78M	Widen and Overlay	I	1,050,000			1,050,000	1,050,000	Proposition 1B, SANBAG, Regional Fee Plan, Gas Tax
35	Del Rosa	Eureka Street	Golondrina Dr to Sterling Ave	Sidewalk Construction	I	100,000			100,000	100,000	CDBG
36	Moonridge	Hatchery Drive	Glencove Dr N to State Lane	Pave dirt road	P	1,150,000			900,000	900,000	Proposition 1B Construction Phase
37	Moonridge	Maple Lane	Barton Lane N to SH 38	Slope Protection	PL	3,000,000			50,000	50,000	Proposition 1B design phase (construction not funded)
38	Redlands	Garnet Street	Mill Creek, Br No. 54C 420	Bridge replacement	I	3,700,000			50,000	50,000	HBP 80%, Gas Tax (design)
39	San Bernardino	Old Waterman Canyon	1.9 M N of Arrowhead Springs Rd	Culvert Construction	PL	1,000,000			25,000	25,000	Proposition 1B design phase (construction not funded)
40	Yucca Valley	Starlite Mesa & Others	Various locations	Apron installation	I	2,485,000			100,000	100,000	STP, Measure I (design phase budgeted)
	Total Third District					**16,885,000**	-	-	**2,285,000**	**2,285,000**	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT L

2012-13 TRANSPORTATION CARRYOVER PROJECTS

(Various Funds)

# Proj.	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Projected Budget	Funding Source
Fourth District											
41	Chino	Pipe Line Avenue	Chino Ave to Biscayne St	Sidewalk Construction	I	900,000			900,000	900,000	General Fund
42	Chino	Roswell Avenue	Philadelphia to Francis Ave	Sidewalk Construction	I	650,000			650,000	650,000	General Fund, City of Chino
	Total Fourth District					**1,550,000**	-	-	**1,550,000**	**1,550,000**	
Fifth District											
43	Bloomington	Cedar Avenue	@ I-10	Interchange PSR/PR	PL	53,000,000			5,000	5,000	Gas Tax environmental phase (construction not funded)
44	Bloomington	Cedar Avenue	El Rivino to Slover Ave	Install Medians	I	1,000,000			1,035,000	1,035,000	Highway Safety Improvement Program (HSIP) 90%, Gas Tax
45	Bloomington	Locust Avenue	7th - 11th	Rehabilitation	P	110,500			110,500	110,500	Gas Tax (City Lead)
46	Colton	Pepper Avenue	@ I-10	Reconstruct Interchange	PL	45,000,000			-	-	Federal Demonstration (DEMO) 80% (construction not fully funded)
47	Fontana	Slover Ave.	Tamarind Ave E to Cedar Ave	Signal Installation, Widening	I	4,400,000			2,650,000	2,650,000	Proposition 1B, Measure I, City of Fontana (for Phase I)
48	Fontana	Randall Avenue	Alder to Maple	Rehabilitation	P	187,600			187,600	187,600	Gas Tax (City Lead)
49	Fontana	Valley Boulevard	Locust to Spruce	Install Medians	I	950,000			1,200,000	1,200,000	Highway Safety Improvement Program (HSIP) 90%, Gas Tax
50	Lytle Creek	Glen Helen Parkway Bridge	Over Cajon Wash	Bridge Replacement	I	20,400,000			-	-	HBP 88.53%, Future Gas Tax
51	Lytle Creek	Glen Helen Parkway Grade Separation	@ UPRR-BNSF Crossing	Grade Separation	I	29,568,000			8,276,000	8,276,000	General Fund (prior year), Proposition 1B, SANBAG, Regional Fee Plan and Measure I
52	Verdemont	Institution Rd.	.20M W of Verdemont Rch Rd E .40M	Rehabilitation	P	7,000,000			6,900,000	6,900,000	General Fund
	Total Fifth District					**161,616,100**	-	-	**20,364,100**	**20,364,100**	
52	**TOTAL TRANSPORTATION CARRYOVER PROJECTS**					**531,652,300**	-	-	**59,155,300**	**59,155,300**	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT M

2012-13 SOLID WASTE MANAGEMENT CARRYOVER PROJECTS

(Various Funds)

# Proj.	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Countywide					-	-	-	-	
First District					-	-	-	-	
Second District									
1	Running Springs	29800 Heaps Peak Rd.	Heaps Peak: Leachate Collection Recovery & Treatment System - Construction per Corrective Action Plan (CAP)	I			430,000	430,000	EAL- Environmental Fund
	Total Second District				-	-	430,000	430,000	
Third District					-	-	-	-	
Fourth District					-	-	-	-	
Fifth District					-	-	-	-	
2	Rialto	2340 Alder Ave.	Mid-Valley: Full half-width Improvements of Alder Av & Casmalia St. - Construction of Basin & Drainage	I			65,431	65,431	EAC - Acquisition & Expansion Fund
3	Rialto	2340 Alder Ave.	Mid-Valley: Full half-width Improvements of Alder Av & Casmalia St. - Construction of Landscaping & Berm	I			148,478	148,478	EAC - Acquisition & Expansion Fund
4	Rialto	2340 Alder Ave.	Mid-Valley: Broco Investigation	I			1,059,274	1,059,274	EAL - Environmental Fund
5	Rialto	2340 Alder Ave.	Mid-Valley: Dept. of Toxic and Substance Control Reimbursement (ongoing review for staff time)	I			126,500	126,500	EAL - Environmental Fund
	Total Fifth District				-	-	1,399,683	1,399,683	
5	TOTAL SOLID WASTE CARRYOVER PROJECTS				-	-	1,829,683	1,829,683	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

EXHIBIT N

2012-13 THROUGH 2016-17
FIVE-YEAR CAPITAL IMPROVEMENT PLAN
By Project Type

Description	Proposed Year 1 (2012-13)	Proposed Year 2 (2013-14)	Proposed Year 3 (2014-15)	Proposed Year 4 (2015-16)	Proposed Year 5 (2016-17)	Total One-Time Capital Cost
Minor Capital Improvement Program	1,896,000	2,000,000	2,000,000	2,000,000	2,000,000	9,896,000
ADA Improvements Program	100,000	200,000	200,000	200,000	200,000	900,000
Regional Parks Improvements Program	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Building Systems/Improvements Program:						
HVAC Upgrades/Maintenance/Replacement	-	150,000	900,000	1,000,000	1,000,000	3,050,000
WVDC-Duct Cleaning	100,000	-	-	-	-	100,000
Foothill L&J Chiller Replacement	-	100,000	100,000	-	-	200,000
Countywide Controls Upgrade	250,000	-	-	-	-	250,000
Maple St. Package Unit Replacement	-	150,000	-	-	-	150,000
Probation Day Reporting Upgrade	400,000	-	-	-	-	400,000
GHRC Female Duct Cleaning	100,000	-	-	-	-	100,000
Adelanto Detention Center	-	600,000	-	-	-	600,000
Boiler Replacements		500,000	500,000	500,000	500,000	2,000,000
CDC Domestic Water	200,000	-	-	-	-	200,000
Emergency Generators	1,300,000	600,000	600,000	600,000	600,000	3,700,000
Elevator Modernization	-	150,000	250,000	250,000	450,000	1,100,000
303 Building (2)	400,000	-	-	-	-	400,000
Central Detention Center (2)	450,000	-	-	-	-	450,000
Information Services (3)	-	150,000	200,000	200,000	-	550,000
Probation Day Reporting Center (1)	150,000	-	-	-	-	150,000
Big Bear County Building (1)	-	150,000				
Fire Alarm Upgrades	-	200,000	200,000	200,000	200,000	800,000
Roofing Repair/Replacement Program:	-	100,000	870,000	1,000,000	1,000,000	2,970,000
Adelanto Detention Center	-	500,000	-	-	-	500,000
Sheriff's Glen Helen Facilities	-	270,000	130,000	-	-	400,000
Gilbert St. Bldg. 4	100,000	-	-	-	-	100,000
Needles Complex	200,000	-	-	-	-	200,000
Redlands Public Guardian	80,000	-	-	-	-	80,000
San Manuel Amphitheater	200,000	-	-	-	-	200,000
Big Bear Library	200,000	-	-	-	-	200,000
Probation/RYEF	200,000	-	-	-	-	200,000
Pavement Management Program:		40,000	1,000,000	1,000,000	1,000,000	3,040,000
County Government Center Rehabilitation	500,000	-	-	-	-	500,000
Old Hall of Records Rehabilitation	650,000	-	-	-	-	650,000
Museum Patch and Slurry	100,000	-	-	-	-	100,000
General Services Patch and Slurry	-	360,000	-	-	-	360,000
WVDC Patch and Slurry	120,000	220,000	-	-	-	340,000
Needles Complex Rehabilitation	170,000	-	-	-	-	170,000
Joshua Tree Complex Rehabilitation	-	160,000	-	-	-	160,000

EXHIBIT N

Page 2 of 2

2012-13 THROUGH 2016-17
FIVE-YEAR CAPITAL IMPROVEMENT PLAN
By Project Type

Description	Proposed Year 1 (2012-13)	Proposed Year 2 (2013-14)	Proposed Year 3 (2014-15)	Proposed Year 4 (2015-16)	Proposed Year 5 (2016-17)	Total One-Time Capital Cost
Pavement Management Program (Cont'd)						
Barstow Library Rehabilitation	120,000	-	-	-	-	120,000
Big Bear Building Rehabilitation	160,000	-	-	-	-	160,000
Barstow Courthouse Rehabilitation	210,000	-	-	-	-	210,000
FM Parking Lot & Drive Rehabilitation	-	220,000	-	-	-	220,000
700 East Gilbert St. Rehabilitation	220,000	-	-	-	-	220,000
Energy Efficiency Program:	-	-	250,000	250,000	250,000	750,000
WVDC Commissioning Study Implementation	430,000	130,000	-	-	-	560,000
CDC SCGas Study Implementation	100,000	125,000	-	-	-	225,000
Glen Helen SCGas Study Implementation	100,000	125,000	-	-	-	225,000
Exterior Renovation Program:	-	200,000	400,000	500,000	500,000	1,600,000
County Government Center	100,000	100,000	-	-	-	200,000
General Services Building Painting	175,000	-	-	-	-	175,000
Gilbert St. Warehouse Painting	75,000	-	-	-	-	75,000
Probation Day Reporting Center Painting	50,000	-	-	-	-	50,000
Glen Helen Amphitheater Painting/Sealing	-	200,000	100,000	-	-	300,000
Interior Renovation Program:	-	250,000	250,000	250,000	250,000	1,000,000
Big Bear Assessor Carpet & Paint	55,000	-	-	-	-	55,000
Phelan Library Carpet & Paint	45,000	-	-	-	-	45,000
Apple Valley Library Carpet & Paint	60,000	-	-	-	-	60,000
Board Chambers Control Room	40,000	-	-	-	-	40,000
Site Infrastructure Program:	-	260,000	400,000	550,000	800,000	2,010,000
Museum Flooding Mitigation	160,000	140,000	-	-	-	300,000
GSB Parking Lot Lighting	100,000	-	-	-	-	100,000
Demo. Gilbert Street Covered Pkg.	60,000	-	-	-	-	60,000
Sheriff's Range Traps	375,000	375,000	-	-	-	750,000
Superblock Steam Piping Replacement	375,000	-	-	-	-	375,000
Cucamonga-Guasti Reclaimed Water	104,000					
Unprogrammed	-	2,275,000	2,650,000	2,500,000	2,250,000	9,675,000
TOTAL BUDGET	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	60,000,000

General Fund

Aging and Adult Services - Aging Programs	AAF OOA
Aging and Adult Services - Public Guardian-Conservator	AAA PGD
Agriculture/Weights and Measures	AAA AWM
Airports	AAA APT
Architecture and Engineering	AAA ANE
Assessor/Recorder/County Clerk	AAA ASR
Auditor-Controller/Treasurer/Tax Collector	AAA ATX
Behavioral Health	AAA MLH
Board of Supervisors	AAA BDF
Board of Supervisors - Priority Policy Needs	AAA CNA
Child Support Services	AAA DCS
Clerk of the Board	AAA CBD
County Administrative Office	AAA CAO
County Administrative Office - Litigation	AAA LIT
County Counsel	AAA CCL
County Museum	AAA CCM
County Schools	AAA SCL
County Trial Courts - Court Facilities Payments	AAA CFP
County Trial Courts - Court Facilities/Judicial Benefits	AAA CTN
County Trial Courts - Drug Court Programs	AAA FLP
County Trial Courts - Grand Jury	AAA GJY
County Trial Courts - Indigent Defense Program	AAA IDC
County Trial Courts - Trial Court Funding - Maintenance of Effort	AAA TRC
District Attorney - Criminal Prosecution	AAA DAT
Economic Development	AAA EDF
Finance and Administration	AAA FAB
Finance and Administration - Capital Facilities Leases	AAA JPL
Health Administration	AAA HCC
Human Resources	AAA HRD
Human Resources - The Center for Employee Health and Wellness	AAA OCH
Human Resources - Unemployment Insurance	AAA UNI
Human Services - Administrative Claim	AAA DPA
Human Services - AFDC - Foster Care	AAB BHI
Human Services - Aid to Adoptive Children	AAB ATC
Human Services - Aid to Indigents (General Relief)	AAA ATI
Human Services - CalWORKs - 2 Parent Families	AAB UPP
Human Services - CalWORKs - All Other Families	AAB FGR
Human Services - Cash Assistance for Immigrants	AAB CAS
Human Services - Domestic Violence / Child Abuse Services	AAA DVC
Human Services - Entitlement Payments (Child Care)	AAA ETP
Human Services - Kinship Guardianship Assistance Program	AAB KIN
Human Services - Out-of-Home Child Care	AAA OCC
Human Services - Refugee Cash Assistance	AAB CAP
Human Services - Seriously Emotionally Disturbed	AAB SED
Information Services - Application Development	AAA SDD

General Fund	
Land Use Services - Administration	AAA LUS
Land Use Services - Building and Safety	AAA BNS
Land Use Services - Code Enforcement	AAA CEN
Land Use Services - Fire Hazard Abatement	AAA WAB
Land Use Services - Planning	AAA PLN
Law and Justice Group Administration	AAA LNJ
Local Agency Formation Commission	AAA LAF
Probation - Administration, Corrections and Detention	AAA PRB
Probation - Court-Ordered Placements	AAA PYA
Probation - Juvenile Justice Grant Program	AAA PRG
Public Defender	AAA PBD
Public Health	AAA PHL
Public Health - California Children's Services	AAA CCS
Public Health - Indigent Ambulance	AAA EMC
Public Works - Surveyor	AAA SVR
Purchasing	AAA PUR
Real Estate Services	AAA RPR
Real Estate Services - Courts Property Management	AAA CRT
Real Estate Services - Facilities Management Division	AAA FMD
Real Estate Services - Rents and Leases	AAA RNT
Real Estate Services - Utilities	AAA UTL
Regional Parks	AAA CCP
Registrar of Voters	AAA ROV
Sheriff/Coroner/Public Administrator	AAA SHR
Sheriff/Coroner/Public Administrator - Detentions	AAA SHD
Sheriff/Coroner/Public Administrator - Law Enforcement	AAA SHC
Veterans Affairs	AAA VAF

Restricted General Funds	
Automated Systems Development	AAP CAO
Prop 172 - District Attorney	AAG DAT
Prop 172 - Probation	AAG PRB
Prop 172 - Sheriff	AAG SHR
Realignment - Behavioral Health	AAC HCC
Realignment - Health Services	AAE HCC
Realignment - Social Services	AAD HCC

Special Revenue Funds	
Agriculture/Weights and Measures - California Grazing	SCD ARE
Airports - Capital Improvement Program	RAA APT
Airports - Capital Improvement Program	RAW APT
Airports - Chino Airport Commercial Hangars	RCI APT
Airports - Chino Airport Incentive Fund	RCO APT
Assessor/Recorder/County Clerk - Electronic Recording	SIW REC
Assessor/Recorder/County Clerk - Recorder Records	SIX REC
Assessor/Recorder/County Clerk - Social Security Number Truncation	SST REC
Assessor/Recorder/County Clerk - Systems Development	SDW REC
Assessor/Recorder/County Clerk - Vital Records	SDX REC
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	SDQ TTX
Behavioral Health - Block Grant Carryover Program	SDH MLH
Behavioral Health - Court Alcohol and Drug Program	SDI MLH
Behavioral Health - Driving Under the Influence Programs	SDC MLH
Behavioral Health - Mental Health Services Act	RCT MLH
Community Development and Housing	SAR ECD
Community Development and Housing	SAS ECD
Community Development and Housing	SAT ECD
Community Development and Housing	SAU ECD
Community Development and Housing	SAV ECD
Community Development and Housing	SBA ECD
Community Development and Housing	SBC ECD
Community Development and Housing	SBD ECD
Community Development and Housing	SBE ECD
Community Development and Housing	SBQ ECD
Community Development and Housing	SBR ECD
Community Development and Housing	SBW ECD
Community Development and Housing	SBZ ECD
Community Development and Housing	SCS ECD
Community Development and Housing	SDJ ECD
Community Development and Housing	SDK ECD
Community Development and Housing	SIH ECD
Community Development and Housing	SIL ECD
Community Development and Housing	SIO ECD
Community Development and Housing	SIR ECD
County Library	SAP CLB
County Trial Courts - Alternate Dispute Resolution	SEF CAO
County Trial Courts - Courthouse Seismic Surcharge	RSE CAO
County Trial Courts - Registration Fees	RMX IDC
District Attorney - Auto Insurance Fraud Prosecution	RIP DAT
District Attorney - Federal Asset Forfeitures	SDN DAT
District Attorney - Real Estate Fraud Prosecution	REB DAT
District Attorney - Specialized Prosecutions	SBI DAT
District Attorney - State Asset Forfeitures	SBH DAT
District Attorney - Vehicle Fees - Auto Theft	SDM DAT
District Attorney - Workers' Compensation Insurance Fraud Prosecution	ROB DAT
Economic Development - Housing Successor	MPW 644
Economic Development - Housing Successor	SPE RDA

Special Revenue Funds	
Economic Development - Housing Successor	SPH RDA
Economic Development - Housing Successor	SPL CED
Economic Development - Housing Successor	SPM MIS
Economic Development - San Bernardino Valley Enterprise Zone	SYZ EDF
Economic Development - Successor Agency	DBV CED
Economic Development - Successor Agency	DBW SSV
Economic Development - Successor Agency	SQD 644
Economic Development - Successor Agency	SQE SSV
Economic Development - Successor Agency	SQF CED
Economic Development - Successor Agency	SQG RDA
Economic Development - Successor Agency	SQH SSV
Economic Development - Successor Agency	SQI CED
Economic Development - Successor Agency	SQJ SSV
Economic Development - Successor Agency	SQK SSV
Finance and Administration - Disaster Recovery Fund	SFH CAO
Health Care Administration - Master Settlement Agreement	RSM MSA
Human Resources - Commuter Services	SDF HRD
Human Resources - Employee Benefits and Services	SDG HRD
Human Services - Wraparound Reinvestment Fund	SIN BHI
Law and Justice Group - 2011 Justice Assistance Grant	SDO LNJ
Law and Justice Group - 2010 Justice Assistance Grant	SIQ LNJ
Law and Justice Group - 2009 Justice Assistance Grant	SDT LNJ
Law and Justice Group - 2009 Recovery Act Justice Assistance Grant (JAG)	SIT LNJ
Law and Justice Group - Southwest Border Prosecution Initiative	SWI LNJ
Preschool Services	RSC HPS
Probation - Asset Forfeiture 15%	SYM PRB
Probation - Criminal Recidivism (SB 678)	SJB PRB
Probation - Juvenile Justice Grant Program	SIG PRG
Probation - Juvenile Re-Entry Program (AB 1628)	SIU PRB
Probation - State Seized Assets	SYN PRB
Public Health - Bio-Terrorism Preparedness	RPL PHL
Public Health - H1N1 Preparedness	RPM PHL
Public Health - Tobacco Use Reduction Now	RSP PHL
Public Health - Vector Control Assessments	SNR PHL
Public Health - Vital Statistics State Fees	SCI PHL
Public Works - Surveyor - Survey Monument Preservation	SBS SVR
Public Works - Transportation - Facilities Development Plans	SWB TRA
Public Works - Transportation - Facilities Development Plans	SWD TRA
Public Works - Transportation - Facilities Development Plans	SWG TRA
Public Works - Transportation - Facilities Development Plans	SWJ TRA
Public Works - Transportation - Facilities Development Plans	SWN TRA
Public Works - Transportation - Facilities Development Plans	SWO TRA
Public Works - Transportation - Facilities Development Plans	SWQ TRA
Public Works - Transportation - Facilities Development Plans	SWX TRA
Public Works - Transportation - Facilities Development Plans	SXP TRA
Public Works - Transportation - Facilities Development Plans	SXQ TRA
Public Works - Transportation - Measure I Program	RRR TRA
Public Works - Transportation - Measure I Program	RRS TRA
Public Works - Transportation - Measure I Program	RRT TRA
Public Works - Transportation - Measure I Program	RRU TRA
Public Works - Transportation - Measure I Program	RRV TRA

Special Revenue Funds	
Public Works - Transportation - Measure I Program	RWR TRA
Public Works - Transportation - Measure I Program	RWS TRA
Public Works - Transportation - Measure I Program	RWT TRA
Public Works - Transportation - Measure I Program	RWU TRA
Public Works - Transportation - Measure I Program	RWV TRA
Public Works - Transportation - Measure I Program	SWR TRA
Public Works - Transportation - Measure I Program	SWS TRA
Public Works - Transportation - Measure I Program	SWT TRA
Public Works - Transportation - Measure I Program	SWU TRA
Public Works - Transportation - Measure I Program	SWV TRA
Public Works - Transportation - Measure I Program	SWW TRA
Public Works - Transportation - Measure I Program	SXA TRA
Public Works - Transportation - Measure I Program	SXB TRA
Public Works - Transportation - Measure I Program	SXC TRA
Public Works - Transportation - Measure I Program	SXD TRA
Public Works - Transportation - Measure I Program	SXE TRA
Public Works - Transportation - Measure I Program	SXF TRA
Public Works - Transportation - Measure I Program	SXG TRA
Public Works - Transportation - Measure I Program	SXO TRA
Public Works - Transportation - Measure I Program	SXU TRA
Public Works - Transportation - Measure I Program	SXV TRA
Public Works - Transportation - Measure I Program	SXW TRA
Public Works - Transportation - Measure I Program	SXY TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEH TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEJ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEM TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SER TRA
Public Works - Transportation - Regional Development Mitigation Plan	SES TRA
Public Works - Transportation - Regional Development Mitigation Plan	SET TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEV TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEZ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFJ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFR TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFT TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGB TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGC TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGL TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGT TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGV TRA

Special Revenue Funds	
Public Works - Transportation - Regional Development Mitigation Plan	SGW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHB TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHC TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHF TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHH TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHI TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHL TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHQ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHR TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHX TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHY TRA
Public Works - Transportation - Regional Development Mitigation Plan	SIA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SID TRA
Public Works - Transportation - Road Operations	SAA TRA
Public Works - Transportation - Road Operations	SVF TRA
Public Works - Transportation - Road Operations	SVJ TRA
Public Works - Transportation - Road Operations	SVK TRA
Public Works - Transportation - Road Operations	SVL TRA
Public Works - Transportation - Road Operations	SVM TRA
Public Works - Transportation - Road Operations	SXI TRA
Real Estate Services - Chino Agricultural Preserve	SIF INQ
Regional Parks - Calico Ghost Town Marketing Services	SPS CCR
Regional Parks - County Trail System	RTS CCP
Regional Parks - San Manuel Amphitheater	SGH CAO
Regional Parks - Off-Highway Vehicle License Fee	SBY AMS
Regional Parks - Park Maintenance and Development	SPR CCR
Regional Parks - Amphitheater Improvements at Glen Helen	SGR RGP
Regional Parks - Proposition 40 Projects	RKM RGP
Sheriff/Coroner/Public Administrator- Aviation	SCE SHR
Sheriff/Coroner/Public Administrator - CAL-ID Program	SDA SHR
Sheriff/Coroner/Public Administrator - Capital Project Fund	SQA SHR
Sheriff/Coroner/Public Administrator - Contract Training	SCB SHR
Sheriff/Coroner/Public Administrator- Court Services Auto	SQR SHR
Sheriff/Coroner/Public Administrator - Court Services Tech	SQT SHR
Sheriff/Coroner/Public Administrator - Federal Seized Assets (DOJ)	SCK SHR
Sheriff/Coroner/Public Administrator - Federal Seized Assets (Treasury)	SCO SHR
Sheriff/Coroner/Public Administrator - IRNET Federal	SCF SHR
Sheriff/Coroner/Public Administrator - IRNET State	SCX SHR
Sheriff/Coroner/Public Administrator - Local Detention Facility Revenue	SRL SHR
Sheriff/Coroner/Public Administrator - Public Gatherings	SCC SHR
Sheriff/Coroner/Public Administrator - Search and Rescue	SCW SHR
Sheriff/Coroner/Public Administrator - State Seized Assets	SCT SHR
Sheriff/Coroner/Public Administrator - Auto Theft Task Force	SCL SHR
Special Districts - Fish and Game Commission	SBV CAO
Workforce Development	SAC JOB

Capital Improvement Funds	
Architecture and Engineering - Capital Improvements and Maintenance	CJP CIP
Architecture and Engineering - Capital Improvements and Maintenance	CJV CIP
Architecture and Engineering - Courthouse CIP	CJY CIP
Architecture and Engineering - Capital Improvements and Maintenance	CMV CIP
Arrowhead Regional Medical Center - Capital Improvements	CJE CIP
Arrowhead Regional Medical Center - Capital Improvements	CJZ CIP

Enterprise Funds	
Arrowhead Regional Medical Center (ARMC)	EAD MCR
Arrowhead Regional Medical Center - Medical Center Lease Payments	EMD JPL
County Museum - Museum Store	EMM CCR
Public Works - Solid Waste Management - Environmental Fund	EAL SWM
Public Works - Solid Waste Management - Environmental Mitigation Fund	EWD SWM
Public Works - Solid Waste Management - Operations	EAA SWM
Public Works - Solid Waste Management - Site Closure and Maintenance	EAB SWM
Public Works - Solid Waste Management - Site Enhancement, Expansion, and Acquisition	EAC SWM
Public Works - Solid Waste Management - Closure and Post Closure Maintenance	EAN SWM
Regional Parks - Active Outdoors	EME CCP
Regional Parks - Snack Bars	EMO CCR
Regional Parks - Snack Bars	EMP CCR
Regional Parks - Snack Bars	EMT CCR

Internal Service Funds	
Fleet Management - Garage	ICB VHS
Fleet Management - Motor Pool	IBA VHS
Human Resources - Earned Leave Program	IBU HRD
Information Services - 800 Megahertz-Rebanding Project	IBT MHZ
Information Services - Computer Operations	IAJ COD
Information Services - Computer Operations	IAJ CSB
Information Services - Computer Operations	IAJ DEK
Information Services - Computer Operations	IAJ FIS
Information Services - Computer Operations	IAJ GMS
Information Services - Computer Operations	IAJ PRT
Information Services - Computer Operations	IAJ SSD
Information Services - Computer Operations	IAJ TPS
Information Services - Telecommunication Services	IAM DTS
Information Services - Telecommunication Services	IAM NMC
Information Services - Telecommunication Services	IAM TOP
Information Services - Telecommunication Services	IAM WAN
Information Services - Telecommunication Services	IAM FSC
Information Services - Telecommunication Services	IAM MHZ
Purchasing - Mail/Courier Services	IAY PUR
Purchasing - Printing Services	IAG PUR
Purchasing - Surplus Property and Storage Operations	IAV PUR

Internal Service Funds	
Risk Management - Insurance Programs	IAA RMG
Risk Management - Insurance Programs	IAB RMG
Risk Management - Insurance Programs	IAD RMG
Risk Management - Insurance Programs	IAE RMG
Risk Management - Insurance Programs	IAF RMG
Risk Management - Insurance Programs	IAH RMG
Risk Management - Insurance Programs	IAI RMG
Risk Management - Insurance Programs	IAL RMG
Risk Management - Insurance Programs	IAN RMG
Risk Management - Insurance Programs	IAO RMG
Risk Management - Insurance Programs	IAQ RMG
Risk Management - Insurance Programs	IAR RMG
Risk Management - Insurance Programs	IAT RMG
Risk Management - Insurance Programs	IAU RMG
Risk Management - Insurance Programs	IAW RMG
Risk Management - Insurance Programs	IAX RMG
Risk Management - Insurance Programs	IBB RMG
Risk Management - Insurance Programs	IBC RMG
Risk Management - Insurance Programs	IBD RMG
Risk Management - Insurance Programs	IBF RMG
Risk Management - Insurance Programs	IBG RMG
Risk Management - Insurance Programs	IBH RMG
Risk Management - Insurance Programs	IBI RMG
Risk Management - Insurance Programs	IBK RMG
Risk Management - Insurance Programs	IBL RMG
Risk Management - Insurance Programs	IBM RMG
Risk Management - Insurance Programs	IBR RMG
Risk Management - Insurance Programs	IBS RMG
Risk Management - Insurance Programs	IMM RMG
Risk Management - Insurance Programs	ISB RMG
Risk Management - Operations	IBP RMG

AB 109: Assembly Bill 109, the Public Safety Realignment Act, signed April 4, 2011, transfers responsibility for housing/supervising inmate and parolee populations classified as "low-level" offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties effective October 1, 2011.

ABx1 26: Assembly Bill x1 26, the Dissolution Act, signed June 29, 2011, mandates the elimination of every redevelopment agency in California effective February 1, 2012, and mandates all unobligated funds be distributed to the appropriate taxing entities.

Accrual: An accrual is an accounting entry that recognizes revenue when earned and expenses when incurred. An accrual is made at the end of the fiscal year to ensure revenue and expenses are recorded in the appropriate fiscal year.

Activity: A component within a fund; usually a specific line of work performed to accomplish a function for which a governmental unit is responsible.

Adopted Budget: The original spending plan and financing given at the beginning of the fiscal year, typically adopted by the Board of Supervisors in June for the upcoming fiscal year. It may vary from the Recommended Budget.

Amortization: The process of gradually extinguishing an asset on the books.

Appropriation: An appropriation is an authority to spend. It represents the authorization for the county to make expenditures/incur obligations for a specified purpose and period of time. An appropriation represents the authorized expenditure limit for a budget unit for the current fiscal year.

ARRA: ARRA is an acronym used for American Recovery and Reinvestment Act of 2009, also known as Economic Stimulus Funds. The three immediate goals of ARRA are to create new jobs and save existing ones, spur economic activity and invest in long-term growth, and foster unprecedented levels of accountability and transparency in government spending.

Balanced Budget: The annual operating budget will be structurally balanced upon adoption of the Board of Supervisors. Total revenues, including carry-over fund balances, will equal the total appropriation and reserves.

Budgeted Staffing: The number of positions (headcount) funded in a budget unit.

Budget Unit: An organizational component which is represented by the combination of a fund and department into one unit for purposes of budgeting.

Capital Project Funds: Capital Project Funds are used to account for financial resources designated for the acquisition or construction of major capital facilities other than those financed by Enterprise and Internal Service Funds.

Central Services: The Central Services expense category, replaces Central Computer and was set up beginning fiscal year 2010-11 to allocate both the Information Services and Facilities Management Departments' associated charges.

- Information Services Department computer charges are countywide costs for computer infrastructure such as email, wide area network, payroll processing, and software/hardware staff support. Each department's Central Computer budget amount is estimated at the beginning of the fiscal year by the Information Services Department and is billed based on that estimate. Next year's budget (2011-12) will be adjusted based upon the actual usage in 2010-11.

- Facilities Management Department charges are for basic services provided to departments including grounds, custodial, and maintenance. Each department's budget amount for grounds, custodial, and maintenance is based on an annual average cost per square foot.

Contingencies: An amount set aside within a budget for unforeseen expenditure requirements. Board action must be taken to spend contingency funds and a 4/5 vote is required for approval.

COWCAP: COWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect support costs for services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller/Recorder/Treasurer/Tax Collector in accordance with the Office of Management and Budget, Budget Circular A-87, which is the guideline for state and federal reimbursements for indirect costs.

Department: An organizational unit used by county management to group programs of a like nature. In terms of financial structure, departments may have multiple funding sources, i.e. general fund, special revenue fund, etc. that are based on specified uses. The combinations of the various funds are consolidated at the department level.

Depreciation: The recording of expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

Deficit: Insufficient revenues or other available funds to fully fund expenditures and other disbursements during a fiscal year.

Discretionary General Funding: Describes the overall process of administering local cost, which is the amount contributed by the county general fund from its discretionary revenue sources to fund the activities of a department.

Discretionary Revenue: Revenue not legally designated for a specific purpose or program that can be appropriated at the discretion of the Board of Supervisors.

Employee Health and Productivity Program (EHaP): A modified duty/return to work program that utilizes specialized nurses to obtain effective and timely treatment for injured or ill employees. Overall goals are to return the employee to the workplace as soon as possible and to increase the health and productivity of employees through health promotion and risk reduction programs.

Encumbrance: An encumbrance is not an expenditure or a liability but merely a reserve of appropriation in a given fiscal year.

Enterprise Funds: Enterprise Funds are established to account for operations that are funded and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be funded or recovered primarily through operational revenues.

Expenditure: Decreases in net financial resources. An expenditure includes current operating expenses that require the present or future use of resources.

Final Budget: A budget unit's adopted spending plan and financing, including all mid-year adjustments through the fourth quarter.

Fiscal Year: The County's twelve-month accounting period (July 1 through the following June 30), which varies from the calendar year and the federal fiscal year.

Fixed Asset: An asset of a long-term character such as land, buildings, furniture, and other equipment costing $5,000 or more and having a useful life of one year or more. Additionally, computer software is capitalized if the value is $100,000 or greater.

Function: A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. This designation is specified by the State Controller. For example: "Public Protection" is the function of the Sheriff-Coroner/Public Administrator Department.

Fund: A legal unit that provides for the segregation of moneys or other resources in the county treasury for specific activities or obligations in accordance with specific restrictions or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and fund balance, as well as its income and expenditures. The assets of a fund may also be placed into separate accounts to provide for limitations on specific fund income or expenditures.

Fund Balance: An amount comprised of accumulated excess or deficiency of revenues less expenditures of a fund, including the cancellation of prior year encumbrances. This is measured at the end of each fiscal year. Fund balance may be used in the budget unit for the upcoming year as a funding source for one-time projects or services.

Fund Balance Classifications: Beginning in 2010-11, GASB 54 requires that financial statements for governmental funds classify fund balance in one of the following five components:

- Nonspendable fund balance – assets that will never convert to cash, or will not convert soon enough to affect the current period, or resources that must be maintained intact pursuant to legal or contractual requirements;
- Restricted fund balance – resources that are subject to externally enforceable limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, constitutional provision, or enabling legislation;
- Committed fund balance – resources that are constrained by self-imposed limitations set in place prior to the end of the period by the highest level of decision making, and remain binding unless removed in the same manner;
- Assigned fund balance – resources that are limited resulting from an intended use established by either the highest level of decision making, or the official or body designated for that purpose;
- Unassigned fund balance – residual net resources that cannot be classified in one of the other four categories.

GASB 34: Governmental Accounting Standards Board (GASB), Statement 34 establishes requirements for the annual financial reports of state and local governments. The goal is to make annual reports easier to understand and more useful to people who use governmental financial information to make decisions. There are many components of GASB 34, but as it relates to the budget, it is primarily composed of how services provided between county budget units are accounted for. GASB 34 specifies how payments for services should be accounted for (either as reimbursements or as departmental revenues). All transactions between departments within the same fund (i.e. general fund) are budgeted as reimbursements. While the net impact is zero, reclassifications between these two categories cause inconsistencies when comparing year-to-year budgets by specific expense or revenue categories.

GASB 51: Governmental Accounting Standards Board (GASB), Statement 51 establishes requirements for the annual financial reports of state and local governments. The objective of this statement is to enhance the comparability of the accounting and financial reporting of intangible assets among state and local governments, and requires that all intangible assets not specifically excluded by its scope provisions be classified as capital assets.

GASB 54: Governmental Accounting Standards Board (GASB), Statement 54 establishes requirements for the annual financial reports of state and local governments to be implemented for periods beginning after June 15, 2010. The objective of this statement is to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. The main components of GASB 54 and how they relate to budget primarily consists of replacing existing fund balance classifications (reserved and unreserved) with new classifications (nonspendable, restricted, committed, assigned, and unassigned) that observe the constraints imposed upon the use of the resources reported in governmental funds. In addition, special revenue fund type was clarified and affects the activities required to be reported in that fund type.

General Fund: The General Fund is the predominate fund for funding county programs.

Geographic Information System (GIS): A geographic information system integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.

Governmental Funds: Governmental funds consist of the general fund, special revenue funds, capital projects funds and debt service funds.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Headcount: Actual number of individuals carried in a budget unit's payroll, as opposed to the equivalent number computed from wages budgeted.

Internal Service Funds (ISF): Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis.

Limited Term: A position designation for non-regular positions, consisting of contract, extra-help, or recurrent position types.

Mandate: A program that meets constitutional, statutory or court-ordered requirements from either federal or state entities.

Memorandum of Understanding (MOU): For budget purposes, the MOU refers to a negotiated and approved labor agreement between the county and an employee labor organization or group that details the salary, benefits, and other conditions of employment.

Mid-year Adjustments: Board approved changes to a department's budget after the adoption of the final budget.

Mission: A clear, concise statement of purpose for the entire department. The mission focuses on the broad, yet distinct, results the department will achieve for its customers.

Modified Budget: A budget unit's adopted spending plan and financing, including any mid-year adjustments through the second quarter.

Net County Cost: Net county cost (or discretionary general funding) is the amount contributed to county general fund departments from its discretionary revenue sources to fund the activities of a department.

Operating Transfers In/Out: A method of providing financing from one budget unit to another for the implementation of a project or program.

Other Charges: A category of accounts established for expenditures other than salaries and benefits, services and supplies, and fixed assets. Example: Interest expense, public assistance costs, etc.

Performance Measure: An ongoing, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate to objectives and allow for measurement of the same thing over time.

Position: A specific employment, whether occupied or vacant, involving duties requiring the services of one person. A position whether full or part-time is reflected as 1 in budgeted staffing amounts.

Programmed Salary Savings: A programmed mitigation measure, taken midyear in 2009-10 used to assist with balancing the budget as a result of savings realized from the deferral of raises from various bargaining groups. The majority of general fund budget units receiving discretionary general funding were impacted by these savings.

Proposition 172 (Prop 172): A permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety.

Proprietary Funds: Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Service Employee (PSE): PSEs are employees assigned to entry-level positions in a variety of fields and occupations for a limited duration. They are not full-time, regular county employees. PSEs are subject to an expedited recruiting process to accommodate additional workload or to manage one-time special projects. They do not receive the full range of benefits or have the civil service status of regular county employees.

Realignment Funding (Health & Welfare): In 1991-92 the state approved the Health & Welfare Realignment Program that involves a shift of program responsibilities from the state to the counties. This shift is funded through a corresponding shift of dedicated Sales Tax and Vehicle License Fee revenue.

Recommended Budget: A recommended budget is the working document of the fiscal year under discussion. Approval of this document does not allow expenditures for fixed assets or for new permanent employee positions unless specifically approved by the Board of Supervisors.

Redevelopment Agency: In 1951 the California Redevelopment Law (CRL) was enacted, which gave California cities and counties the authority to create redevelopment agencies. The CRL provided the local redevelopment agencies powerful local tools to eliminate urban decay, apply for grants, create jobs, build community facilities and infrastructure and attract economic reinvestment. Eventually, the CRL was expanded to assist in the creation of low and moderate income housing. A redevelopment agency, a separate legal entity, was responsible for the implementation of the CRL for the local communities. A redevelopment agency had the ability to create project areas, to purchase and assemble development sites, build infrastructure, construct deed-restricted affordable housing, and issue debt. An agency paid for these improvements through the utilization of tax increment financing. Redevelopment agencies and tax increment financing were eliminated by the State on January 31, 2012.

Reimbursements: Amount received as payment of the cost of work, or service performed, or of other expenditures made, for or on behalf of another governmental unit or department. Reimbursements represent the recovery of expenditure and are considered a financing source.

Restricted Funds: Restricted funds consist of two restricted funding sources – Prop 172 and Realignment. Prop 172 revenue assists in funding the Sheriff-Coroner/Public Administrator, District Attorney, and Probation departments. Realignment assists in funding mental health, social services, and health programs within the county.

Revenue: The addition of cash or other current assets to governmental funds (receipts) which do not increase any liability or reserve and do not represent the recovery of an expenditure, i.e., reimbursements. Generally, revenue is derived from taxes, licenses and fees, or investment earnings. Revenues are deposited in a budget unit for future appropriation.

Revenue Over (Under) Expense: Represents the total change in a proprietary fund's net assets.

Retirement Incentive Program (RIP): A program offered to county employees in 2008-09 to obtain personnel cost savings in a manner that minimized the financial impact to the county. County employees retiring by June 30, 2009 were made eligible to receive $250 for each completed quarter of continuous county service, payable annually over five years. As part of the RIP, it was expected that the resulting vacated positions would not be filled for a period of five years (although some exceptions applied) and that payment would be suspended if the participating employee returned to work for the county in any capacity.

SB 90 State-Mandated Local Program: State reimbursements to local governments for the cost of activities required by State legislative and executive acts.

Services and Supplies: A category of expenditures within a budget unit for all standard costs of daily operations, including such items as office supplies, training, contractual services, and travel.

Set-Aside Reserve: A reserve made up from available balances materializing throughout one or more fiscal years which are not required to support disbursements of a legal or emergency nature and are held (set aside) for future funding requirements.

Special Revenue Funds: Special Revenue Funds are used to account for the proceeds of specific sources of revenue whereby the use of such revenue is restricted by law for particular functions or activities of government. State Government Code Section 29009 requires that the entire unreserved fund balance must be appropriated each year. The amount not expended is carried over to the subsequent year's budget.

Step Increases: An employee, based upon the completion of the required service hours in their classification, satisfactory work performance, and appointing authority recommendation, may receive step advancements. Step advancements within the base salary range shall be based on one (1) or two (2) step increments depending on hire date and bargaining unit. Each increment is 2.5%.

Strategic Goal: A strategic goal translates resources into significant results to be achieved, providing the basis for evaluating the department as a whole.

Time Bank: For 2011-12, per the SBPEA contract, represented employees will defer 1.5 hours of compensation each pay period for 26 pay periods, to be used in the same manner as vacation leave, and to be used prior to the expiration of the contract.

Transfers: The movement of resources from one budget unit to another usually for payment of services received.

Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same.

Unrestricted Net Assets: That portion of net assets that is neither restricted nor invested in capital assets (net of related debt).

Work Schedule Reduction: A recommended reduction of eight hours per pay period for SBPEA represented employees to help mitigate costs associated with previously negotiated across-the-board salary increases.

A&E: Architecture and Engineering Department
AAA: Area Agency of Aging
AABs: Assessment Appeals Boards
AB: Assembly Bill
ACF: Administration for Children and Families
ACIP: Airport Capital Improvement Program
ACT: Animal Cruelty Task
ADA: Americans with Disabilities Act
ADC: Adelanto Detention Center
ADP: State Department of Alcohol and Drug Programs
ADS: Alcohol and Drug Services
AFDC: Aid to Families with Dependent Children
AFIS: Automated Fingerprint Identification System
AOC: Administrative Office of the Courts
AOPA: Aircraft Owners and Pilots Association
APS: Adult Protective Services
AQMD: Air Quality Management District
ARMC: Arrowhead Regional Medical Center
ARRA: American Recovery and Reinvestment Act
ASB: Administrative Services Bureau
ATC: Aid to Adoptive Children
ATC: Auditor-Controller/Treasurer/Tax Collector
BCCs: Boards, Commissions, and Committees
BH: Behavioral Health
BLM: Bureau of Land Management
BMI: Body Mass Index
BOS: Board of Supervisors
BRT: Business Resource Team
CAEZ: California Enterprise Zone Association
CAFM: Computer Aided Facilities Management
CalEMA: California Emergency Management Agency
CAL ID: California Identification System
CAL MMET: California Multi-Jurisdictional Methamphetamine Enforcement Team
CALTRANS: California Department of Transportation
CalWORKs: California Work Opportunities and Responsibilities to Kids
CAD: Computer Aided Design
CAFR: Comprehensive Annual Financial Report
CAO: County Administrative Office
CARE: Coordinated Asthma Referral Education
CAS: Cash Assistance for Immigrants
CASE: Coalition Against Sexual Exploitation
CBO: Community Based Organization
CBP: Customs and Border Protection
CCB: Community Corrections Bureau
CCH: Cardiac Care Hospitals
CCS: California Children's Services
CDA: California Department of Aging
CDBG: Community Development Block Grant
CDBG–R: Community Development Block Grant, Economic Stimulus Funds (also ARRA)
CDC: Centers for Disease Control
CDC: Central Detention Center
CDCR: California Department of Corrections and Rehabilitation
CDH: Community Development and Housing
CDPH: California Department of Public Health
Cedar Glen: Cedar Glen Disaster Recovery Project Area
CEHW: Center for Employee Health and Wellness
CEQA: California Environmental Quality Act
CERTNA: California e-Recording Transaction Network Authority
CFCO: Community First Choice Options
CFS: Children and Family Services
CGC: County Government Center
CGRP: Cucamonga-Guasti Regional Park
CIP: Capital Improvement Program
CMAC: California Medical Assistance Commission
CMP: Congestion Management Program
CMS: Center for Medicare and Medicaid Services
CMSP: County Medical Services Program
CNET: Children's Network
CNI: California Necessities Index
COB: Clerk of the Board
CoIDA: San Bernardino County Industrial Development Authority
COLA: Cost of Living Adjustment
COPPS: Community Oriented Policing and Problem Solving
COPS: Citizens' Option for Public Safety
CoRDA: County of San Bernardino Redevelopment Agency
COWCAP: Countywide Cost Allocation Plan
CRI: Cities Readiness Initiative
CRM: Community Relationship Management
CSA: County Service Area
CSC: Customer Service Center
CSU: Customer Service Unit

CTC: Contract Transaction Charge
CWS: Child Welfare Services
DA: District Attorney
DAAS: Department of Aging and Adult Services
DBH: Department of Behavioral Health
DCB: Detention Corrections Bureau
DCSS: Department of Child Support Services
DHCS: State Department of Health Care Services
DJJ: Department of Juvenile Justice
DMH: State Department of Mental Health
DMV: Department of Motor Vehicles
DNA: Deoxyribonucleic Acid
DOJ: Department of Justice
DOL: Department of Labor
DPH: Department of Public Health
DPW: Department of Public Works
DRC: Day Reporting Center
DRDP-PS: Desired Results Developmental Profile Preschool
DRDP-R: Desired Results Developmental Profile-Revised
DRM: Department of Risk Management
DSH: Disproportionate Share Hospital
DSRIP: Delivery System Reform Incentive Plan
DUI: Driving Under the Influence
DUILA: Drug Use is Life Abuse
DVD: Digital Video Discs
EAP: Employee Assistance Program
ED: Department of Economic Development
EDA: Economic Development Agency
EDD: California Employment Development Department
EEO: Equal Employment Office
EFC: Extended Foster Care
EFT: Electronic Funds Transfer
EHaP: Employee Health and Productivity Program
EIR: Environmental Impact Report
EMACS: Employee Management and Compensation System
EMF: Environmental Mitigation Fund
EMS: Emergency Medical Services
EMSA: Emergency Medical Services Authority
EOC: Emergency Operations Center
EPSDT: Early and Periodic Screening, Diagnosis and Treatment
ERAF: Educational Revenue Augmentation Fund
ERC: Employment Resource Center
ERRP: Early Retiree Reimbursement Program
ESDC: Environmental Science Day Camp
ESG: Emergency Solutions Grant
EVOC: Emergency Vehicle Operations Center
F2F: Family-to-Family
FAA: Federal Aviation Administration
FAS: Financial Accounting System
FCC: Federal Communications Commission
FCSP: Family Caregiver Support Program
FEMA: Federal Emergency Management Agency
FGR: Cash Aid for All other Families
FLJC: Foothill Law and Justice Center
FMD: Facilities Management Division
FMAP: Federal Medical Assistance Percentage
FMIS: Fleet Management Information System
FMLA: Family Medical Leave Act
FNS: Food and Nutrition Services
FPACT: Family Planning, Access, Care, and Treatment
FRA: Frequency Reconfiguration Agreement
FSP: Food Stamp Participation
GASB: Governmental Accounting Standards Board
GED: General Equivalency Diploma
GFOA: Government Finance Officers Association
GHRC: Glen Helen Regional Center
GHRP: Glen Helen Regional Park
GIS: Geographic Information System
GPS: Global Positioning System
GR: General Relief
GREAT: Gang Resistance Education and Training
GRIP: Gang Reduction Intervention Program
GSA: General Services Administration
GSB: General Services Building
GWTS: Groundwater Treatment System
HAVA: Help America Vote Act of 2002
HBP: Highway Bridge Program
HDGC: High Desert Government Center
HDJDAC: High Desert Juvenile Detention and Assessment Center
HFAP: Health Care Facilities Accreditation Program
HHW: Household Hazardous Waste
HICAP: Health Insurance Counseling and Advocacy Program
HIDTA: High Intensity Drug Trafficking Area

HPRP: Housing Preservation and Rapid Re-housing Program
HRP: Home Rehabilitation Program
HS: Human Services
HUD: Housing and Urban Development
HVAC: Heating, Ventilation, and Air Conditioning
ICE: Immigration and Customs Enforcement
ICEMA: Inland Counties Emergency Medical Agency
IEP: Individualized Education Program
IEUW: Inland Empire United Way
IGT: Intergovernmental Transfers
IHSS: In-Home Supportive Services
IHSSPA: In Home Supportive Services Public Authority
ILP: Independent Living Program
IMLS: Institute of Museum and Library Services
IP: Internet Protocol
IRNET: Inland Regional Narcotics Enforcement Team
ISD: Information Services Department
ISF: Internal Service Fund
IT: Information Technology
ITSD: Information Technology and Support Division
IVDA: Inland Valley Development Agency
JDAC: Juvenile Detention and Assessment Center
JIMS: Jail Informaiton Management System
JJCPA: Juvenile Justice Crime Prevention Act
JOCS: Job Order Contract System
JPA: Joint Powers Authority
JPF: Juvenile Probation Funding
JTGC: Joshua Tree Government Center
Kin-Gap: Kinship Guardianship Assistance Program
LAD: Leasing and Acquisition Division
LAFCO: Local Agency Formation Commission
LEED: Leadership in Energy and Environmental Design
LEINC: Law Enforcement Intelligence Network Center
LET: Let's End Truancy
LFGES: Landfill Gas Extraction System
LGRP: Lake Gregory Regional Park
LIFT: Low Income First Time
LIHP: Low Income Health Plan
LLUMC: Loma Linda University Medical Center
MAA: Medi-Cal Administrative Activities
MDAQMD: Mojave Desert Air Quality Management District
MDCs: Mobile Data Computers
MHM!: My Health Matters!
MHSA: Mental Health Services Act
MHz: Megahertz
MIPPA: Medicare Improvements for Patients and Providers Act
MOE: Maintenance of Effort
MOU: Memorandum of Understanding
MRI: Magnetic Resonance Imaging
MSA: Master Settlement Agreement
MSSP: Multipurpose Senior Services Program
N/A: Not Applicable
NACCHO: National Association of County and City Health Officials
NACo: National Association of Counties
NBAA: National Business Aviation Association
NEPA: National Environmental Policy Act
NHoR: New Hall of Records
NIP: Neighborhood Initiative Program
NISG: Neighborhood Initiative Special Grant
NPDES: National Pollutant
NSP: Neighborhood Stabilization Program
OAA: Older Americans Act
OCE: Office of Compliance and Ethics.
OHV: Off-Highway Vehicle
OMB: Ombudsman
OM&M: Operations Maintenance and Monitoring
OPF: Official Personnel File
OSHA: Occupational Safety and Health Administration
PA: Public Authority
PACE: Pro Active Code Enforcement Program
PACE: Process Approach to Case Excellence
PATH: Project for Assistance in Transition from Homelessness
PBX: Private Branch Exchange
PC: Penal Code
PCE: Perchloroethylene
PCI: Pavement Condition Index
PCO: Probation Corrections Officer
PD: Public Defender
PEI/TREP: Prevention and Early Intervention/ Transportation Reimbursement Escort Program
PERC: Performance, Education and Resource Center
PFA: Planning Funding Agreement
PG: Programmed Maintenance
PH: Public Health

PHER: Public Health Emergency Response
PID: Program Integrity Division
PIMS: Property Information Management System
PIN: Personal Identification Number
PLF: State Public Library Fund
PLH: Public Lands Highway
PM: Programmed Maintenance
PO: Probation Officer
POS: Point of Sale
POST: Peace Officers Standards of Training
Prop: Proposition
PSART: Perinatal Screening, Assessment, Referral and Treatment
PSD: Preschool Services Department
PSE: Public Service Employee
PSIC: Public Safety Interoperable Communications
PSOC: Public Safety Operations Center
PSSF: Promoting Safe and Stable Families
RIAC: Range Improvement Advisory Committee
RDA: Redevelopment Agency
RESD: Real Estate Services Department
RIP: Retirement Incentive Program
ROPS: Recognized Obligation Payment Schedules
ROV: Registrar of Voters
RPTTF: Redevelopment Property Tax Trust Fund
SAMHSA: Substance Abuse and Mental Health Services Administration
SANBAG: San Bernardino Associated Governments
SANCATT: San Bernardino County Auto Theft Task Force
SAPT: Substance Abuse Prevention and Treatment
SB: Senate Bill
SBCL: San Bernardino County Library
SBCM: San Bernardino County Museum
SBPEA: San Bernardino Public Employees' Association
SBVEZ: San Bernardino Valley Enterprise Zone
SCAAP: State Criminal Alien and Assistance Program
SCAG: Southern California Association of Governments
SCAQMD: South Coast Air Quality Management District
SCBA: Self-Contained Breathing Apparatus
SCE: Southern California Edison
SCSEP: Senior Community Service Employment Program
SED: Seriously Emotionally Disturbed
SHPO: State Historic Preservation Office
SIA: Senior Information and Assistance
SMARA: Surface Mining and Reclamation Act
SRZS: Safe Routes to Schools
SSI/SSP: Supplemental Security Income/State Supplementary Payment
SSN: Social Security Number
STC: Standards for Training and Corrections
STEP: Subsidized Training and Employment Program
STOP: Support and Therapeutic Options Program
STORM: Storage Technology Optical Records Management
STP: Surface Transportation Program
SWAT: Special Weapons and Tactics
SWBPI: Southwest Border Prosecution Initiative
SWMD: Solid Waste Management Division
TA: Transition Authority
TAD: Transitional Assistance Department
TAY: Transitional Age Youth
TBD: To Be Determined
TC: Transitional Conferences
TCE: Trichloroethylene
TDM: Team Decision Making
TENS: Telephone Emergency Notification Section
TFS: Team Foundation Services
THPP: Transitional Housing Program-Plus
TOP: Training Online Program
TOT: Transient Occupancy Tax
TRANs: Tax Revenue Anticipation Notes
U.S. Postal: United States Postal
UDEL: Uniform District Election Law
ULEV: Ultra Low Emission Vehicle
UPP: Cash Aid for 2 Parent Families
UPS: Uninterruptible Power Supply
USDA: US Department of Agriculture
VA: Veterans Affairs
VEAP: Veteran Employment Assistance Program
VITA: Volunteer Income Tax Assistance
VLF: Vehicle License Fee
VOIP: Voice Over Internet Protocol
VSS: Visual Source Safe
VVEDA: Victor Valley Economic Development Authority
WAN: Wide Area Network
WDD: Workforce Development Department
WECA: West End Communications Authority

WEX: Work Experience
WIA: Workforce Investment Act
WIB: Workforce Investment Board
WIC: Welfare and Institutions Code
WIC: Women, Infant, and Children
WPR: Work Participation Rate
WRIB: Western Region Item Bank
WTW: Welfare to Work
WVDC: West Valley Detention Center
WVJDAC: West Valley Juvenile Detention and Assessment Center

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