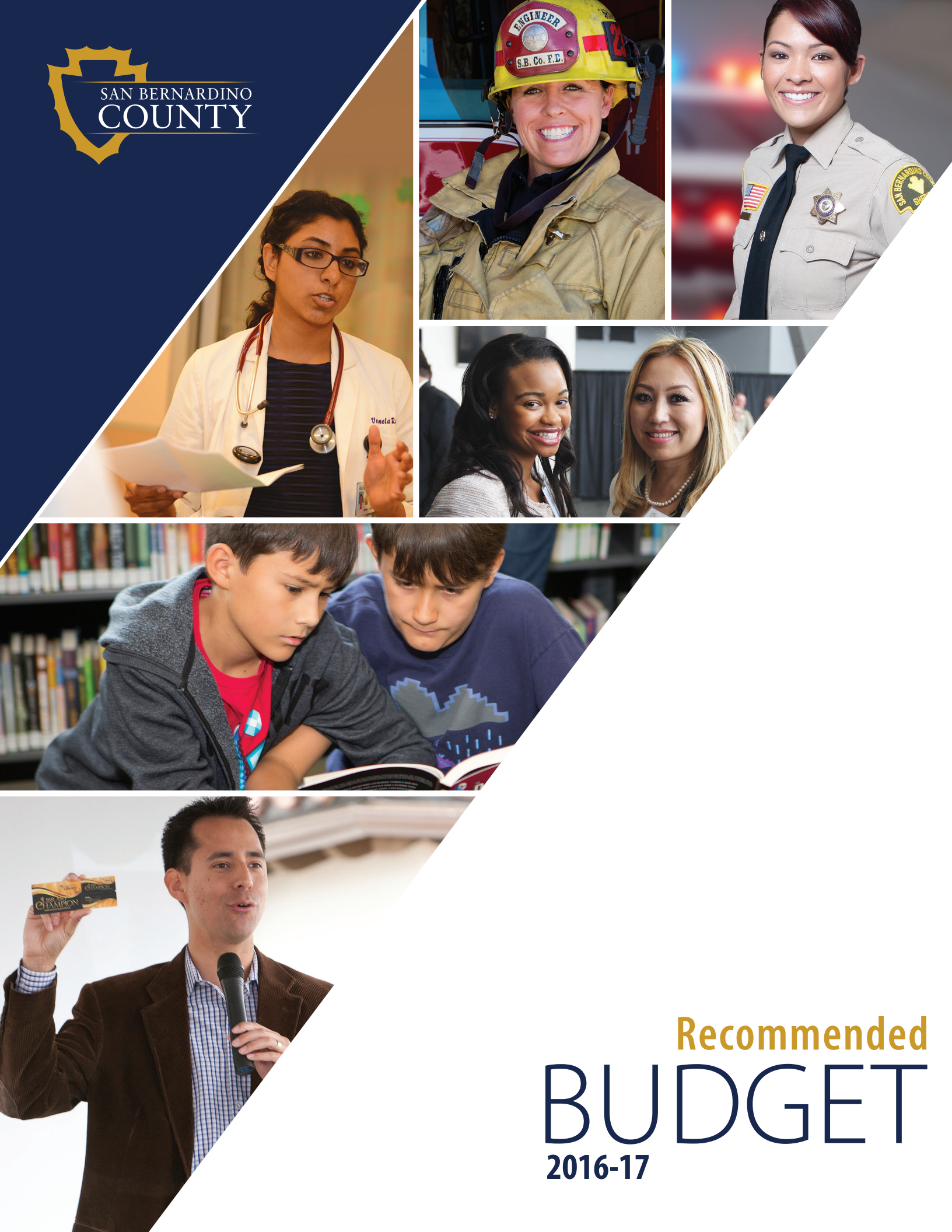
SAN BERNARDINO
COUNTY



Recommended BUDGET

2016-17

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SAN BERNARDINO COUNTY

County Administrative Office

May 24, 2016

I am pleased to hereby submit the 2016-17 Recommended Budget. The preparation of the budget is guided by the Board-adopted Countywide Vision. 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. The Countywide Vision and the Board's County Goals and Objectives provide County government with clear direction as it makes budget decisions. County departments, Board Governed Special Districts and Other Agencies built their 2016-17 Recommended Budgets to achieve the Board's policy direction. This straightforward approach has provided clarity of purpose during a particularly challenging time.

On December 2, 2015, we experienced an unprecedented attack on our County family that, though formidable, has highlighted our employees' and our organization's strength of character and resilience. In the 2016-17 Recommended Budget, the County has allocated $10.2 million in funds towards improving the security of County employees and the public which we serve, including $2.0 million to conduct a security assessment of all County facilities. Upon completion of the assessment, additional one-time funds will be required to address security improvements.

The 2016-17 Recommended Budget of $5.4 billion is balanced and consistent with policy direction received from the Board of Supervisors. The 2016-17 Recommended Budgets address the following key issues:

- Ongoing funding for negotiated raises for County employees
- Ongoing funding for maintenance of County roads
- Continues investment in facilities, infrastructure and operating systems
- Ongoing funding of mental health and medical services for County residents
- Maintains fiscal responsibility through contributions to reserves of $62.8 million

This budget book presents the County General Fund and County restricted general funds. It also presents capital project funds, special revenue funds, enterprise funds, internal service funds and permanent funds for all entities in the 2016-17 Recommended Budget book including the County, Board Governed County Service Areas, San Bernardino County Fire Protection District, San Bernardino County Flood Control District, Big Bear Valley Recreation and Park District, and Bloomington Recreation and Park District. Other agencies presented in this budget book include County Industrial Development Authority, Economic and Community Development Corporation, In-Home Supportive Services Public Authority, Inland Counties Emergency Medical Agency, and the recently added Housing Authority of the County of San Bernardino. The total requirements for these funds in 2016-17 are $5.4 billion, which includes amounts budgeted as contingencies or contributions to reserves. Excluding these amounts, total projected expenditures for 2016-17 are $5.3 billion.

BOARD OF SUPERVISORS
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General Fund Requirements total $2.9 billion and are funded by Countywide discretionary revenues (primarily property taxes), departmental revenues, and other funding sources of the General Fund. Of this $2.9 billion, only $558.3 million is truly discretionary.

	Requirements (In Millions) 2015-16 Modified	2016-17 Recommended	Change
General Fund	$ 2,984.3	$ 2,911.1	$ (73.2)
General Fund - Restricted	$ 49.3	$ 49.7	0.4
Special Revenue Funds	$ 1,169.6	$ 911.3	(258.4)
Capital Project Funds	$ 257.6	$ 298.4	40.7
Enterprise Funds	$ 984.9	$ 1,001.4	16.5
Internal Service Funds	$ 244.7	$ 248.2	3.5
Permanent Funds	$ 1.6	$ 0.0	(1.6)
	$ 5,692.0	$ 5,420.0	$ (272.0)

There is a $73.2 million net decrease in General Fund requirements due to a $106.1 million reduction in contributions to General Fund reserves, as the Board of Supervisors approved an increase to multiple County reserves in the 2015-16 First Quarter Budget Report. However, aside from this reduction, County General Fund operational groups' requirements are increasing by $32.9 million. There are notable increases in the two largest County operational groups, Human Services ($48.1 million) and Law and Justice ($12.5 million). The Human Services Operational Group is anticipating increased State and Federal funding that will support Department of Behavioral Health services, including inpatient hospitalization, indigent hospital care, general mental health services, and services for children, youth, and families. The County is also continuing to allocate additional resources to meet the growing need for augmented health and mental health correctional services associated with Public Safety Realignment.

The net reduction of $258.4 million in Special Revenue Funds is associated with the County's shift in 2015-16 from budgeting contingencies to instead placing unallocated resources in reserves. This technical change resulted in a large one-time contribution to reserves in 2015-16 that is not required in 2016-17. This reduction in contributions to reserves totaling $289.6 million is offset by increased operational costs of $31.2 million. This is due to increases within the Department of Behavioral Health's Mental Health Services Act (MHSA) budget unit and the County Fire Protection District budget units. The MHSA budget unit is increasing requirements by $62.0 million to meet the growing need for additional mental health services throughout the County. The County Fire Protection District budget is increasing as a result of the pending annexation of fire prevention and suppression services from the City of San Bernardino ($29.6 million) and Twentynine Palms ($1.7 million).

The $40.7 million increase in Capital Project Funds is primarily due to the planned construction of two Department of Behavioral Health funded Crisis Stabilization Centers and four Crisis Residential Treatment Centers totaling $36.5 million. This will enable Community Crisis Response Team (CCRT) clinics throughout the County to be expanded to provide 24 hour services and to respond to requests by law enforcement for support during the night hours.

Enterprise Funds requirements are increasing a net $16.5 million. Notably, the Housing Authority of the County of San Bernardino has been added to the budget book and is contributing to the overall increase in Enterprise Fund requirements, including additional assumed payments for Housing Assistance and increased Capital Expenditures.

	Budgeted Staffing		
	2015-16 Modified	2016-17 Recommended	Change
County General Fund	14,332	14,425	93
County - Other Funds	6,375	6,508	133
Special Districts and Other Agencies	1,402	1,561	159
	22,109	22,494	385

Budgeted staffing for 2016-17 is 22,494, an increase of 385 positions from the 2015-16 Modified Budget. General Fund staffing is increasing by 93 positions primarily due to net increases in the Sheriff/Coroner/Public Administrator and Detentions budget units (45) for limited term positions to provide work relief associated with departmental vacancies and to provide additional health related services at the County jails. Additionally, increases to the District Attorney – Criminal Prosecution budget unit (20) are associated with new extra-help positions that are funded by additional grant funds to provide additional victim/witness services.

Staffing in Other County Funds is increasing by 133 positions associated with increases at Arrowhead Regional Medical Center (80) due to the addition of 12 beds in the behavioral health unit, increased staffing in the sterile processing unit, and additional positions tied to achieving goals for the renewed five-year Medicaid Demonstration Waiver. Another notable change includes the addition of 23 positions in the Mental Health Services Act budget unit (MHSA) which are needed in order to expand Community Crisis Response Team (CCRT) services and to provide administrative support and expand services in other MHSA programs such as the Homeless Outreach Support Team.

Special Districts and Other Agencies are increasing by 159 positions. This is primarily related to increases within the Fire Protection District, which has a net increase of 139 positions mainly for additional fire prevention and suppression services resulting from the pending annexation of fire powers from the City of San Bernardino and Twentynine Palms.

HIGHLIGHTS OF 2016-17 RECOMMENDED BUDGET

Following are highlights of programmatic and budgetary proposals included in the Recommended Budget as they relate to the 2016-17 County Goals as adopted by the Board of Supervisors on March 1, 2016.

Implement the Countywide Vision

- The County is facilitating the year-long Vision2Read initiative, which seeks to raise the bar for literacy in our community by connecting the public – whether they need help or can offer their help – to existing literacy programs provided by the County, cities, towns, school districts and community organizations. Vision2Read is an opportunity for all sectors and members of the San Bernardino County community to engage and take action to support the success of every child from cradle to career, which is one of the first regional implementation goals of the Countywide Vision Project.

- The Community Vital Signs Initiative (CVS), a community-driven effort to establish a countywide health improvement framework, continues to work on the development of its Open Data Platform. In 2016-17, CVS will focus on the launch of the Open Data Platform, to address the four priority areas of the Community Transformation Plan: Education, Economy, Access to Health, and Safety. CVS will allow the community to obtain information to support informed data-driven

decisions; track progress and achievements; and allow alignment of community efforts with existing partner resources to improve health countywide.

- Preschool Services Department (PSD) will partner with County Superintendent of Schools, First Five, and Children's Fund to launch the Early Learning Mobile Technology Platform. This program is designed to accelerate student achievement and empower parents by giving them easy to use web-based tools to augment their children's learning.

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

- The Real Estate Services Department – Project Management Division (formerly Architecture and Engineering) capital budget includes 355 active projects with total requirements of $295.2 million, including $128.2 million in new projects funded with $57.7 million of Discretionary General Funding (Net County Cost). The $57.7 million of Discretionary General Funding includes an ongoing base budget of $12.0 million for maintenance and non-major Capital Improvement Program (CIP) projects, and $45.7 million for construction and major CIP projects. These major projects include $26.4 million for the 800 Megahertz Upgrade Project, $12.2 million for various Sheriff's facility improvements, $8.0 million for the County Buildings Acquisition and Retrofit Project including the upgrade of the County Government Center parking lots and grounds, and $7.6 million for a variety of other projects.

- Regional Parks continues to expand amenities at Calico Ghost Town Regional Park by utilizing Off-Highway Vehicle funding to provide additional campground hook-ups and cabins. These improvements are expected to generate additional revenue for the department and the concession operators, as well as encourage new tourism.

Improve County Government Operations

- Enterprise Financial Management System: Implementation of the new system began in May 2016 with the first phase (out of two phases) continuing into 2016-17 at an estimated cost of $7.1 million. The total cost for the new financial system is estimated to be $25.0 million and will streamline business processes and provide better management information.

- Public Health will continue its efforts to achieve and maintain National Accreditation, through the Public Health Accreditation Board (PHAB). Accreditation ensures the Department's continued focus on quality and performance improvement, transparency and accountability to all stakeholders, and the capacity to deliver core Public Health functions. The department will be submitting the required application to PHAB in December of 2016.

- The County Library continues its plans to enhance service by replacing outdated computer hardware and software. Funding has been included in the Library's material's budget, which adds high demand items to the collection, including an expanded digital book collection.

- Land Use Services, in conjunction with Public Works, Information Services, and other County departments, continues to upgrade to a new enterprise permit solution, Accela. The new system will include a shared database, precise digital maps, and satellite images of land data that are linked to the County's GIS database. It will also provide field staff remote real-time access to the database. This solution will streamline the permitting process, offering the public access to a web portal to manage and monitor applications and permits online.

Operate in a Fiscally-Responsible and Business-like Manner

- The County Museum's budget of $3.8 million demonstrates the County's commitment to support the Museum through a time of transition. The budget includes $1.1 million in one-time Discretionary General Funding which includes bridge funds to support current operations and funding for activities related to re-accreditation. The County Museum continues to implement the consultant study recommendations as approved by the Board of Supervisors, to address organizational and financial challenges.

- The Transitional Assistance Department is in the second of a four year reduction to the State's CalFresh Match Waiver pursuant to the phase-out agreement adopted in the prior year State budget. This waiver allowed the County to draw additional Federal and half of the State funding without increasing the County's Maintenance of Effort. The budget includes the use of $2.5 million of the original $5.0 million general fund reserve that the Board approved in 2014-15 for this phase-out period.

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

- The County continues work on a complete overhaul of the County's General Plan, referred to as the Countywide Plan. This Countywide Plan will be a comprehensive web-based system to document land use planning and organizational governance policies. It will be comprised of three basic components: The Policy Plan (a comprehensive general plan); the County Business Plan (a system that will define and guide how the County government operates and manages itself); and the Regional Issues Forum (a web-based resource center containing information regarding shared Countywide issues). Additionally, the County is updating and expanding the community plans. When completed, there will be 27 web-based community plans involving 49 communities.

- A team of County departments will continue to monitor the drought and develop ways to reduce water usage at County facilities to show good stewardship of this valuable resource. The Special Districts Department, in collaboration with other County departments, will continue to implement water conservation programs/strategies at various County Service Areas and Districts throughout the County.

- The Registrar of Voters budget fluctuates based on the 4-year election cycle, with the Presidential Election being the largest and most costly of the major elections. The Department is transitioning from a one minor and two major election cycle in 2015-16 to a one minor and one major election cycle for 2016-17. The budget includes provisions for the following: November 8, 2016 Presidential General Election (major); December 6, 2016 San Bernardino County Employees' Retirement Association Election (minor); and three anticipated, but unscheduled special elections (minor). The minor elections are 100% reimbursable; however, the November Presidential General Election is only 30% reimbursable and thus requires one-time Discretionary General Funding (Net County Cost) of $3.7 million for the year.

- The Public Works - Transportation budget includes over $35.0 million in major infrastructure projects, funded in part with Discretionary General Funding. Budgeted activities include design, right of way and/or construction for major projects, including:
  - Bridge replacements on: Glen Helen Parkway, Baker Boulevard, Garnet Street, Rock Springs Road, Dola Ditch Bridge, Lanzit Ditch Bridge, Yermo Road and Arrowbear Drive;
  - New bridge on Shadow Mountain Road;
  - Widening of Slover Avenue in the Bloomington area;

- Installation of raised pavement markers on National Trails Highway in the Amboy area;
- Reconstruction of Institution Road to improve access to the Sheriff facility in San Bernardino;
- National Trails Highway Bridges: Bridge management plan for the repair, rehabilitation or replacement of 127 bridges on National Trails Highway and starting the design phase for replacement of 10 bridges;
- Rehabilitation and re-profiling at various locations on Needles Highway in the Needles area;
- Improvements to alleviate congestion and improve circulation of the interchange on Interstate 10 at Cedar Avenue

- The Public Works - Transportation budget includes $31.5 million worth of pavement improvement projects, funded in part with ongoing Discretionary General Funding, to preserve the County's roadways by investing enough to keep the system from deteriorating further.

- The Public Works - Solid Waste Management Division plans to complete $8.9 million of capital improvement projects, which includes the following: $2.0 million for resurfacing the entrance and haul roads at the San Timoteo Landfill; $957,000 for construction of Groundwater Treatment Systems at the closed Lenwood-Hinkley Landfill and Yucaipa Disposal Site; $1.5 million for the East Slope Stabilization and Mitigation project at the closed Heaps Peak Disposal Site; $1.5 million for construction of Landfill Gas Extraction Systems at the Barstow and Big Bear Landfills which includes $300,000 to bring electrical power to the Barstow Landfill.

- The Public Works – Flood Control District (District) budget includes $37.6 million in capital improvement projects. The District anticipates completion of the following projects: Cactus Basin #3, Wilson Creek Channel, Santa Ana River Flood Wall Repair, and the waterline relocations for Bandicoot Basin and Amethyst Basin. The District also plans to start construction on the following projects: Levee Certification Restoration for Patton Basin, Mojave River Levee, and Sand Creek/Warm Creek Confluence.

- Land Use Services Planning budget includes $150,000 of Discretionary General Funding for the preparation of a Morongo Basin Cultural Plan.

- The Special Districts Department's budget includes $45.3 million of capital improvement projects including the design and construction of the Big Bear Alpine Zoo relocation, rehabilitation of the Lake Gregory Dam, and design and construction of Snow Drop Road. Water and sanitation infrastructure projects of $19.2 million include pipeline replacements; water system improvements; and design and construction of a pipeline, a 75,000-gallon water reservoir, and a pump station in CSA 70 W-4 - Pioneertown.

- Community Development & Housing is constructing Phase 2 of the Bloomington Community and Neighborhood Revitalization. A total of 190 multi-generational affordable housing units include 120 family units and 70 senior units and the Bloomington Branch Library. The Bloomington Branch Library and the first phase of housing are completed. The second phase is currently under construction and will be completed by Spring 2017.

Provide for the Safety, Health and Social Service Needs of County Residents

- The County is expanding efforts to provide homeless support to County residents through the following allocations included in the 2016-17 budget:
  - The Department of Behavioral Health is investing $4.0 million by providing for basic needs, case management, outreach services, and additional built and supportive housing opportunities.

- The Sheriff/Coroner/Public Administrator is continuing to fund the HOPE Program (Homeless Outreach Proactive Enforcement) Team ($620,000), which provides services to the homeless population by connecting them to the appropriate agencies for much needed services that help in the transition from homelessness.
- The Probation Department has included $3.2 million towards transitional housing for adult offenders requiring Probation Department supervision.

- The Department of Behavioral Health is expanding Mental Health Treatment Services, notably in the following areas:
  - $1.0 million towards staffing Community Crisis Response Team clinics, which will now provide 24 hour services to departmental consumers and respond to requests by law enforcement for support during the night hours. The department has also allocated $36.5 million towards the construction of new CCRT clinics throughout the County to expand these services.
  - $8.5 million for the Mental Health Services Act (MHSA) Comprehensive Children and Family Support Services program to support expanded mental health services for children.
  - $4.3 million for the MHSA Regional Adult Full Service Partnership (FSP) program to support expanded mental health services to adults.
  - $1.0 million for the MHSA Forensic Integrated Mental Health Partnership program to expand services to develop peer support and mentoring strategies for individuals who have been released early from County jail or state prison.

- The Sheriff/Coroner/Public Administrator budget includes $1.1 million of existing departmental resources for a program authorized by the Board as a pilot on December 15, 2015 (Item No. 72) related to the delivery of law enforcement services to unincorporated areas of the West End including the North Rancho/Etiwanda Preserve and the Mission Corridor, respectively. The program was successful and is now being incorporated as an ongoing service beginning in 2016-17.

- The Sheriff/Coroner/Public Administrator budget includes $9.0 million of one-time Discretionary General Funding (Net County Cost) to replace 2 aging and obsolete patrol helicopters: including equipment, travel and training for pilots and mechanics, installation of equipment, and delivery charges. The helicopter replacements will provide newer more reliable aircraft.

- The Public Defender Proposition 47 program will use media resources to reach all potential citizens who have convictions eligible for reclassification to further enhance their ability to rehabilitate within the community.

- County Fire is assuming fire, rescue, Emergency Medical Services (EMS), and prevention responsibilities within the Cities of San Bernardino ($29.6 million) and Twentynine Palms ($1.7 million) as a result of the pending annexations. This continued expansion of a regional approach will provide a more effective and efficient delivery of fire services for County residents.

- Land Use Services Code Enforcement is continuing to pilot various strategic initiatives to address issues with short-term rentals, particularly in the mountain areas. For 2016-17, a pilot program for a short-term rental hotline will be established where the public can report illegal or disruptive activities at short-term rental properties.

- The Information Services Department Telecommunication Services division is in the process of upgrading the County's Regional Public Safety Radio System (800 Mhz Upgrade Project). The project is currently on schedule, with an estimated completion date of 2020-21. The estimated cost of the project is $158.2 million primarily funded with Discretionary General Funding.

- The Department of Aging and Adult Services (DAAS) budget of $8.3 million will supplement programs such as the Elderly Nutrition, Supportive Services, Medicare Improvements for Patients and Providers Act, and Family Caregiver.

- The Arrowhead Regional Medical Center (ARMC) budget includes the addition of 14 positions to strengthen the Sterile Processing division to meet operational needs and ensure compliance with regulatory standards.

- The Department of Children's and Family Services is implementing an After Hours Response Center (ARC) in June 2016 to provide optimal customer service to our community partners, children and families. The Center will enhance the departments critical after hour function of responding to child abuse, neglect and exploitation referrals called into the Child and Adult Abuse Hotline (CAAHL).

Pursue County Goals and Objectives by Working with Other Agencies

- ARMC is participating in California's 1115 Waiver Renewal (Medi-Cal 2020), working alongside the California Association of Public Hospitals, the State of California, the Centers for Medicare & Medicaid Services, and multiple County departments focusing on improved patient outcomes, efficiencies and access in patient care, integrated care models and procuring maximum reimbursement for performance of prescriptive clinical measures. The budget includes $52.5 million in revenues related to the Medicaid Waiver programs.

Focus on Recovery and Resiliency Following the December 2, 2015 Terrorist Attack (SB Strong)

- The County Administrative Office has commenced a countywide effort to document the impact and ongoing response to the December 2, 2015 terrorist attack while pursuing multiple sources of potential cost-reimbursement and to create a historic and best-practices document.

- The County has allocated approximately $10.2 million in funds towards improving security at County facilities. This includes $8.2 million in immediate improvements to facilities, such as expanded security guard services, upgraded security cameras and key card access installations, and $2.0 million to conduct a security assessment of all County facilities.

CHALLENGES IN FISCAL YEAR 2016-17 AND BEYOND

Although the balancing of future costs with projected revenue has improved compared to prior County five year forecasts, broad economic challenges remain. The current economic expansion will be 7 years at the end of June 2016, which is the fourth longest in the history of the United States and cannot be assumed to last indefinitely. In addition, the fiscal uncertainty inherent in the State budget process continues to present a major challenge to the County's fiscal planning efforts.

Economic Challenges

The County's Five Year Financial Forecast covers July 2016 through June 2021 and includes moderate growth of major revenue streams throughout the period. Not included in the forecast are the impacts of a potential recession or the unknown economic impacts of the coming statewide $15 minimum wage.

By the end of the third year of the County's forecast the current economic expansion would match the longest expansion in history. Although the weakness of the current recovery and quantitative easing may have pushed off the next recession temporarily, it would be without precedent for the economy to expand throughout the County's entire five year forecast. In response to these unknown variables, the County has taken the approach of budgeting revenue growth in a conservative fashion over the entire five year forecast rather than assuming greater potential revenue increases in the immediate future with reductions in the later part of the forecast.

State Budget

On May 13, 2016, Governor Brown released his revised $173.1 billion spending plan to the 2016-17 Proposed State Budget. Since the release of the Proposed Budget, the State's tax revenue forecast has been reduced by $1.9 billion, reflecting poor April income tax receipts and more sluggish sales tax receipts than expected. Still, barring any significant changes, the budget over the next two fiscal years is balanced. The budget includes a $6.7 billion Rainy Day fund and an additional $1.8 billion set aside for economic uncertainty. Notable County impacts from the Governor's proposed budget are as follows:

- For Human Services, a notable change includes declining caseload projections in the CalWORKs program. The Transitional Assistance Department estimates this will reduce administrative and programmatic funding by $7.1 million. Additionally, in the area of homeless services, the Governor's budget is supporting the Senate's No Place Like Home $2 billion housing bond proposal, with debt financing support from the Mental Health Services Act (MHSA). At this time, there is not enough information to forecast how this will affect County MHSA funding in the future.

- The State Budget includes projected increases in Public Safety Realignment funding for all counties in 2016-17, based on a projected increase in the funding level available in 2015-16 of $85.1 million. Based on the State's allocation methodology, this would result in an increase of $6.4 million in ongoing (Base) funding and an additional $9.4 million in one-time funding available to the County in 2016-17. Due to the volatile nature of sales tax (which is the funding source for Public Safety Realignment), the County has taken a conservative approach and has budgeted less in total County ongoing 2016-17 base funds than are estimated in the Governor's May Revision (a total County allocation of $86.2 million has been budgeted compared to an estimated $90.1 million County allocation in the Governor's May Revision).

- The trend of lower Highway User Tax Account (HUTA) revenues is expected to continue for the next two to three years. These reductions hamper the County Department of Public Works' ability to deliver ongoing operation and maintenance programs critical for the safety and quality of life of our communities. At this time, it is estimated that the net effect over the next two fiscal years will be a $7.7 million decrease in projected revenues.

Sales Tax Volatility

Historically counties have been funded by relatively stable property taxes. The realignment of many state services has made counties increasingly dependent on sales tax revenue. As a result, the portion of requirements funded primarily with sales tax now represents 16.3% of the County budget and includes 1991 and 2011 Realignment revenues ($691.0 million), County sales tax ($22.7 million) and Proposition 172 Half Cent Sales taxes ($169.1 million). While sales taxes are projected to experience a modest increase in 2016-17, they tend to be much more volatile and quicker to react to changes in the economy, resulting in a higher risk of funding losses in future years.

Retirement Costs

Although there are minimal projected increases in retirement costs in 2016-17, the County is currently projecting the equivalent of an 11% loss in the County pension system for the year ending June 30, 2016, which will negatively impact County retirement costs beginning in 2017-18. Additionally, the County can expect to see increasing retirement cost volatility due to the increasing size of the pension fund. The County Administrative Office and the Retirement Association have an active dialog about monitoring, measuring, and mitigating the growing volatility risk.

CONCLUSION

The County fiscal plan as developed by the County Administrative Office is conservative in projecting anticipated costs and revenues while focusing on ensuring that the County is positioned to attract and retain a competitive workforce into the future through projected negotiated salary increases. As a result of the need to fund these increases, the 2016-17 Recommended Budget utilizes existing departmental resources or one-time funds for key projects and programs rather than additional ongoing Discretionary General Funding. 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.

Gregory C. Devereaux

GREGORY C. DEVEREAUX
Chief Executive Officer

CONTENTS OF 2016-17 RECOMMENDED BUDGET

There are two workbooks for the 2016-17 Recommended Budget, both are user friendly for the public, Board of Supervisors, and departments. The first workbook is the 2016-17 Executive Summary and the second workbook is the 2016-17 Recommended Budget. Both workbooks have tabbed sections that are described below:

The first workbook, 2016-17 Executive Summary, is a summary of the 2016-17 Recommended Budget, which begins with a memo from the Chief Executive Officer (CEO), and includes the following sections:

- **County Fiscal Plan**, which summarizes the CEO's plan to address the five-year forecast and includes changes in ongoing County discretionary revenue and the ongoing cost to maintain services.

- **Identified Needs**, which summarizes the ongoing and one-time needs recommended to be funded in 2016-17 and identifies future needs that are recommended for funding by setting aside monies in reserves.

- **County Budget Summary**, which shows total requirements and total sources included in the 2016-17 Recommended Budget with comparative numbers from the 2015-16 modified budget. Also included is total budgeted staffing recommended for 2016-17 with comparative numbers from the 2015-16 modified budget.

- **Discretionary General Funding and Restricted Funds**, which summarizes how the general fund is funded in 2016-17 as well as the balances of unallocated discretionary sources (contingencies) and reserves. Also included is information related to Prop 172 sales tax revenue and Realignment revenue.

The second workbook, 2016-17 Recommended Budget, begins with the **Table of Contents** and a **County Budget Overview,** which provides information about the County and the budget process and explains to the reader how the workbook functions.

After the County Budget Overview, there is a tab for each budget group and behind each tab are 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 2016-17 Recommended Budget.

- **Summary of Budget Units**, which summarizes the 2016-17 Recommended Budget by requirements, sources, net county cost, fund balance, unrestricted net position and staffing for all budget units under the direction of a specific department and/or group.

- **Department's 2015-16 Major Accomplishments**.

- **Department's Performance Measures to meet the 2016-17 County Goals and Objectives**.

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 2016-17 requirements (excluding reimbursements), sources (including reimbursements), net county cost, use of/(contribution to) fund balance/net position, budgeted staffing, and percentage of net county cost, if applicable.

- **Total Requirements (Excluding Reimbursements) and Total Sources (Including Reimbursements) pie charts**, illustrate what percentage of 2016-17 budgeted expenditure authority is spent on staffing expenses, operating expenses, etc., as well as, the percentage of the 2016-17 budgeted sources that come from net county cost, reimbursements, taxes, fee/rate supported revenues, etc.

- **Analysis of 2016-17 Recommended Budget**, includes line item budget amounts for requirements such as staffing expenses, operating expenses, etc., line items for revenue sources, and budgeted staffing for the most recent and upcoming fiscal year, as well as actual results for the past three fiscal years, and current year estimates.

- **Major Requirements and Sources in 2016-17 Recommended Budget,** provides explanations of major departmental requirements and sources included in the 2016-17 Recommended Budget.

  The section named **Detail of 2016-17 Recommended Budget** is for 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 2016-17, including staffing, requirements, sources, net county cost, fund balance, and net position, where applicable; and also includes a description of major programmatic changes in requirements and sources.

- **Budget Changes and Operational Impact,** briefly describes any major budget unit program impacts, and highlights the 2016-17 budget including significant changes in requirements and sources from the prior year modified budget.

- **Analysis of Fund Balance/Net Position,** where applicable, describes the budgeted use of or (contribution to) fund balance/net position, provides detail on one-time and ongoing uses, and if it is being used for ongoing purposes, explains what the plan is to reduce reliance on fund balance/net position.

- **2016-17 Position Summary** identifies, by departmental function, the 2015-16 modified budgeted staffing, recommended additions, deletions, and re-orgs in order to develop the 2016-17 Recommended Budgeted Staffing. In addition, the chart separates positions by type (regular and limited term).

- **Staffing Changes and Operational Impact,** briefly highlights budgeted staffing changes and operational impacts for 2016-17, including significant changes from prior year modified budgeted staffing.

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 information and insight needed to establish multi-year budget solutions and financial policies and actions that maintain good fiscal health. The County creates a five-year financial forecast for the purpose of providing the Board of Supervisors with a framework for use in decision-making to maintain continuity of services and capital investment. It also helps the County understand the fiscal challenges ahead and the need to establish priorities.

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.

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

Significant Issues Impacting the General Fund

Mandated program shifts from the State, funded primarily with sales tax revenue, increase the County's exposure to sales tax fluctuations. Sales tax revenue tends to be more volatile and quicker to react to changes in the economy than property tax revenue.

Although there are minimal projected increases in retirement costs in 2016-17, the County is currently projecting the equivalent of an 11% loss in the County pension system for the year ending June 30, 2016, which is reflected as Hypothetical Retirement costs of $18.8 million through 2020-21.

Known costs associated with approved Memoranda of Understanding (MOUs) with employee groups reflect a cumulative change over the next five year period of $24.1 million. However, the costs associated with current and upcoming negotiations with employee groups present an estimated $43.2 million variable challenge to the County's current operating surplus projected for the next five years. These Hypothetical MOU costs reflect the assumption that salary adjustments for the contracts with the employee groups currently in negotiations will mirror the salary adjustments received by the employees with recently executed employee contracts. The County currently estimates that the ongoing cost of staffing the expanded High Desert Detention Center is $27.6 million. Previously, the recommended funding deferral grew staffing in phases, moving Phase 2 to Fiscal Year 2017-18 and Phase 3 to Fiscal Year 2018-19, to mitigate costs. However, these costs are not funded in the Ongoing Budget Plan.

The Affordable Care Act will continue to impact Human Services departments and the Arrowhead Regional Medical Center as they are primary providers of Medi-Cal services. The longer term impacts of the Affordable Care Act remain difficult to forecast.

TABLE 1
FIVE-YEAR FINANCIAL FORECAST
DISCRETIONARY GENERAL FUNDING
FISCAL YEARS 2016-17 THROUGH 2020-21
(dollars in millions)

	2016-17	Total Change 2016-17 through 2020-21
2015-16 Ongoing Carryover	**$10.8**	**$10.8**
Property Tax	$27.1	$77.3
Proposition 172 Sales Tax	4.3	18.3
Other Revenue	5.3	10.9
Total Ongoing Revenue Change	**$36.7**	**$106.5**
Ongoing Cost Changes:		
Retirement	(0.7)	(18.6)
MOU Costs	(8.6)	(24.1)
County Fire Subsidy Costs	(1.2)	(1.9)
Other Costs	(6.6)	7.6
Transportation Operations/Pavement Management Program (PCI)	(5.4)	(5.4)
Total Change in Costs	**(22.5)**	**(42.4)**
Yearly Operating Available	**$25.0**	**$74.9**
Ongoing Costs Not Funded in the Ongoing Budget Plan		
High Desert Detention Center Staffing (Phases 2 and 3)	0.0	(27.6)
Subtotal Ongoing (Deficit)/Surplus Adding Ongoing Costs Not Funded in the Ongoing Budget Plan	**$25.0**	**$47.3**
Hypothetical Memoranda Of Understanding (MOU) Costs	(5.2)	(43.2)
Hypothetical Retirement Costs	0.0	(18.8)
Annual Ongoing (Deficit)/Surplus Adding Ongoing Costs Not Funded in the Ongoing Budget Plan	**$19.8**	**($14.7)**

Note: The Five-Year Financial Forecast represents future incremental costs and changes in revenues for the referenced fiscal year.

Table 1 displays the County's 2016-17 financial forecast and summarizes the County's five-year financial forecast. The forecast reflects ongoing expenditures funded with ongoing discretionary revenue in the County's General Fund. The forecast shows that ongoing revenues are increasing due to projected increases in property tax and Proposition 172 sales tax revenue. Ongoing Cost Changes reflect the cost to maintain current service levels. After accounting for these changes, the Yearly Operating Available is positive for the next five fiscal years, but only provides for minimal increases in services or labor costs.

In recent years, the County has identified an ongoing cost not previously included in the five year forecast that need to be addressed. This cost is included in Table 1 in the section Ongoing Costs Not Funded in the Ongoing Budget Plan and represents deferred staffing of the High Desert Detention Center. After including this cost component, the County's General Fund has a cumulative structural surplus of $47.3 million over the next five fiscal years.

This forecast also illustrates the need for continued caution in allocating any surplus in light of upcoming and current negotiations with employee groups. The surplus reverts to a deficit when potential Memoranda of

Understanding (MOU) and Retirement costs are included. Costs associated with future negotiations have been estimated and identified in Table 1 as Hypothetical MOU Costs and Hypothetical Retirement Costs.

2016-17 Recommended Budget

The 2016-17 Recommended Budget is structurally balanced, with $25.0 million of ongoing funding unallocated and available to fund future ongoing costs.

2016-17 Ongoing Revenue Changes

As reflected in the Five Year Financial forecast, the County anticipates increased revenues of $36.7 million in 2016-17. A recession is likely to impact the forecast. As a result, the forecast includes conservative estimates of growth and does not attempt to predict the onset of recession impacts.

Property Tax Revenue, including pass-throughs from redevelopment agencies, is projected to increase due to higher than anticipated revenue in 2015-16 and 3.5% growth in assessed valuation (AV) in 2016-17.

Proposition 172 Sales Tax revenue is projected to increase 3.0% over the 2015-16 budgeted amount based on projections from a local economist and current year trends. This revenue is derived from a half-cent sales tax that provides funding for public safety services. Sales tax revenue tends to be more volatile which creates more risk the public safety services being provided.

Other Revenue includes an anticipated increase of $1.1 million in discretionary sales tax revenue based on data provided by a local economist and the County's sales tax consultant and $3.2 million in COWCAP revenue based on information received from the Auditor-Controller/Treasurer/Tax Collector. Remaining increases in other revenue is comprised of other property related revenue and Franchise Fees.

2016-17 Ongoing Cost Changes

As reflected in the Five Year Financial Forecast, the County anticipates an increase in Ongoing Costs of $22.5 million in 2016-17. Ongoing Cost Changes reflect the cost to maintain current service levels.

Retirement costs are projected to increase by $0.7 million primarily due to an increase in retirement costs for employees in the San Bernardino County Safety Employees Benefit Association.

MOU Costs increases reflect the 2016-17 cost of approved compensation changes pursuant to negotiated MOUs with employee groups.

County Fire Subsidy Costs are increasing primarily due to the additional costs associated with recently approved MOUs.

Other Costs increases include $4.0 million in funding to Human Services for increased costs of Foster Care and California Children's Services, $0.9 million in funding allocations to departments for Worker's Compensation increases, and an additional $1.7 million for insurance, central services and other costs.

Transportation Operations/Pavement Management Program (PCI) represents an ongoing contribution to the maintenance of County responsibility roads to prevent further deterioration. In previous years, this cost was included in the Ongoing Costs Not Funded in the Ongoing Budget Plan section of the Five Year Financial Forecast. 2015-16 was the first year that sufficient ongoing resources existed to begin to fund this program on an ongoing basis. The 2015-16 Adopted Budget provided ongoing funding in the amount of $8.8 million for this program. The 2016-17 Recommended Budget includes additional funding of the $5.4 million identified in the Five Year Forecast, for total funding of $14.2 million.

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The County Fiscal Plan (five-year financial forecast) primarily focuses on increases in costs to maintain current services and the amount of discretionary revenue available to fund these costs and/or what mitigations are needed. Under the direction of the Chief Executive Officer, Finance and Administration also identifies needs within the County that are not currently funded and require funding with ongoing or one-time sources.

ONGOING NEEDS

The 2016-17 Recommended Budget funds $22.5 million in Ongoing Cost Changes identified in the five year financial forecast. No other ongoing costs are funded with Discretionary General Funding. This leaves approximately $25.0 million of ongoing resources available to address projected increases in negotiated salary costs, to position the County to attract and retain a competitive workforce.

ONE-TIME NEEDS

The 2016-17 Recommended Budget funds $59.6 million in increased one-time costs. One-time costs include $7.5 million per Board policy or direction. This includes funding the Economic Development Agency with one-time Discretionary General Funding derived from revenue earned by the Department, funding the Registrar of Voters 2016-17 Election Cycle, and funding the required increase in the County's Mandatory Contingencies. Further detail is provided on the following pages of the remaining $52.1 million in one-time needs included in the 2016-17 Recommended Budget.

One-time Costs Identified to be Funded in 2016-17
(in millions)

	One-Time
Give BIG San Bernardino County	$0.1
Baker Emergency Medical Services	0.1
Human Resources - Legal Costs and Office Furniture	0.1
Human Services CalFresh MOE Waiver Discontinuance	2.5
Public Health - Non-Profit Permits for Temporary Events and Snack Bars	0.1
Trial Court Funding Maintenance of Effort	1.5
District Attorney - Cold Case Prosecution	0.3
Public Defender - Proposition 47 Caseload	0.5
Sheriff - Recruitment Program	0.5
Sheriff - Guns, Body Armor and Equipment	1.3
Sheriff - Helicopters	9.0
County Museum - Operations and Accreditation	1.1
Land Use Services - Accela Permit Systems Upgrade	0.7
Land Use Services Planning - Morongo Basin Cultural Plan	0.2
Land Use Services Code Enforcement	0.4
Surveyor - Completion of Old Surveys	0.1
Regional Parks - Prado Park Master Plan	0.3
Flood Control - Rimforest Drainage	0.7
Transportation - Road Projects	4.1
Special Districts - CSA 120 North Etiwanda Preserve	0.5
Capital Improvement Projects:	
Apple Valley Library Structural Beam Repair Project	0.5
ARMC Jail Ward	2.5
County Building Acquisition and Retrofit Project	8.0
County Government Center Security Improvements and Café Remodel	0.3
County Museum Camera System	0.1
Demolition of Old Cental Juvenile Hall Buildings	0.5
Glen Helen Rehabilitation Center - Remodel Housing Units	5.2
Glen Helen Rehabilitation Center - Security Control Panel Replacement and Intercom System	0.8
Regional Parks Improvements	1.8
Searles Valley Historical Society Building Demolition	0.1
Security Assessments and Improvements	2.0
Sheriff's Morongo Jail - Security Camera and Intercom System	0.4
Sheriff's Consolidation Operations Remodel	4.5
Sheriff's Training Center Range Restrooms	0.1
West Valley Detention Center Rec Yard Enclosure	1.2
One-time Costs in 2016-17 Recommended Budget	**$52.1**

$0.1 million for CAO - Give BIG San Bernardino County

Give BIG San Bernardino County is a 24-hour online giving day. It is a “web-a-thon” that provides an opportunity for non-profits to raise funds to address the needs in the local community. Use of the General Fund Reserve for the 2016-17 Give Big Event is recommended to be allocated to the CAO budget.

$0.1 million for CAO - Baker Emergency Medical Services

On September 28, 2004 (Item No. 70), the Board of Supervisors approved Performance-Based Contract No. 04-1028 with Baker Emergency Medical Services, Inc., for the provision of ALS ambulance service in the County’s Exclusive Operating Area 23 which serves the greater Baker area. On December 15, 2015 (Item No. 18), the Board approved a contract with Baker Emergency Medical services to provide financial support for the delivery of the ALS ambulance services in the amount of $11,000 per month for a total not-to-exceed of $132,000 for the period of January 1, 2016 through December 31, 2016. On March 2, 2016, as included in the Second Quarter Budget Report, the Board approved the use of Discretionary General Funding in the amount of $66,000 for the period of January 1, 2016 through June 30, 2016.

$0.1 million for Human Resources – Legal Costs and Office Furniture

Funding for outside legal counsel for employee relations matters, and the purchase of office equipment, including chairs for the testing center.

$2.5 million for Human Services - CalFresh Maintenance of Effort (MOE) Waiver Discontinuance

Beginning in 2010-11, the CalFresh MOE Waiver allowed counties to draw down additional federal and half of the State funding for CalFresh without increasing the County’s MOE. The 2016-17 Governor’s budget includes a 50% reduction to the CalFresh Waiver which reflects the second year of the four-year phase-out agreement. The Board established a General Fund reserve for the CalFresh Waiver Discontinuance in 2013-14.

$0.1 million for Public Health – Non-Profit Permits for Temporary Events and Snack Bars

Funding for the cost of permits issued to non-profits for temporary events and Snack Bars for youth sporting events.

$1.5 million for Trial Court Funding Maintenance of Effort

On June 24, 2015 Governor Brown signed the Traffic Tickets/Infractions Amnesty Program into law. The program went into effect October 1, 2015 and remains in force until March 31, 2017. The program forgives unpaid traffic tickets due by January 1, 2013 in order to provide relief to qualified individuals who defaulted on a court-ordered obligation and may have had driving privileges suspended as a result. Funding is recommended to mitigate the decline in revenue anticipated in 2016-17 due to the amnesty program.

$0.3 million for District Attorney – Cold Case Prosecution

One-time funding for the addition of two extra-help District Attorney Senior Investigators to assist with the workload of the District Attorney’s Cold Case Prosecution Unit.

$0.5 million for Public Defender – Proposition 47 Caseload

The State’s Proposition 47, the Reduced Penalties for Some Crimes Initiative, was approved on the November 4, 2014 ballot. The initiative reduced the classification of most "non-serious and non-violent property and drug crimes" from a felony to a misdemeanor. Passage of Proposition 47 has resulted in a significant workload increase for the Public Defender. One-time funding is recommended for contract staffing costs associated with the Proposition 47 caseload.

$0.5 million for Sheriff – Recruitment Program

Funding for recruitment, advertisement and processing of prospective applicants. Additional recruitment efforts will assist the department in addressing critical issues with attrition and the filling of positions.

$1.3 million for Sheriff – Guns, Body Armor and Equipment
Funding for guns, ammunition and body armor associated with increased need at the Sheriff's Training Academy to expand response capabilities and upgrade the current body armor for optimum safety funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.

$9.0 million for Sheriff – Helicopters
Funding to replace two aging and obsolete patrol helicopters including equipment, travel and training for pilots and mechanics, installation of equipment and delivery charges funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.

$1.1 million for the County Museum – Operations and Accreditation
Includes bridge funding to support current operations, and funding for activities related to accreditation. Re-accreditation funding will be used for the following activities: relocating museum storage to a new climate controlled facility, developing an organizational strategic plan and exhibit interpretative master plan with a consultant, developing and upgrading wayfinding and interpretative signage, updating current exhibit spaces, and various other needs including the Museum's collection management system.

$0.7 million Land Use Services – Accela Permit Systems Upgrade
Use of the Permit Systems Upgrade Reserve to fund 2016-17 costs related to the upgrade of the outdated permitting system to a new enterprise solution. Accela is an enterprise land management system that facilitates interdepartmental communication and cooperative processing in a shared data environment.

$0.2 million for Land Use Services Planning – Morongo Basin Cultural Plan
Funding for costs related to the preparation of a Morongo Basin Cultural Plan.

$0.4 million for Land Use Services Code Enforcement
Funding for various costs and initiatives within the division. This includes:

- $100,000 relating to a pilot program for a 24/7 Short-Term Rental Complaint Hotline where the public can report illegal or disruptive activities at short-term rental properties.
- $195,381 to assist with funding the division's demolition program where private structures that have been identified as significant hazards or public nuisances can be demolished and the hazard abated,
- $50,000 for the purchase of kiosks in the Land Use offices to help better serve the public, and
- $64,803 for the purchase of radios for Code Enforcement officers that tie into the County Sheriff's dispatch channels to improve public and staff safety.

$0.1 million for Surveyor – Completion of Old Surveys
In 2012-13, the Records Survey Fee was converted from a flat fee to an actual cost fee. Prior to 2012-13, the flat fee was collected in advance. Consequently, work continues on many of these old surveys and the office of the Surveyor continues to incur costs without offsetting revenue. The recommended one-time allocation will fund the estimated hours that will be spent on these old surveys in 2016-17.

$0.3 million for the Regional Parks – Prado Park Master Plan
Funding for costs related to the preparation of a Master Plan for Prado Park.

$0.7 million for the Flood Control – Rimforest Drainage
A one-time contribution of $0.7 million funded from the Rimforest Drainage Reserve will pay costs associated with Flood Control's Rimforest Drainage project. This project involves construction of storm drain systems and a detention basin along Highway 18 and inside the village of Rimforest to mitigate the impact of drainage on the stability of the slope.

$4.1 million for the 2016-17 Transportation – Road Projects
A one-time contribution of $4.1 million for the following projects funded from the General Fund Reserves set-aside for these Transportation Projects:

- $0.1 million for the Cedar Avenue Interchange to fund land acquisition and continuing design activities.

- $0.8 million for the Green Tree Boulevard Connection to construct a new road from Yates Road westward and ending at the intersection of Green Tree Boulevard and Hesperia Road, as part of the Yucca Loma Corridor project within the City of Victorville.

- $3.2 million to fund the environmental phase and preliminary design costs of the multi-year structural improvements to 127 historically significant bridges on the National Trails Highway.

$0.5 million for Special Districts – CSA 120 North Etiwanda Preserve

One-time funding of $250,000 is recommended for land acquisition and parking improvements in CSA 120 North Etiwanda Preserve. An additional $250,000 is recommended for a study involving the collection of biological data on wildlife and vegetation within the North Etiwanda Preserve to ensure appropriate management of these lands.

$28.0 million for Capital Improvement Projects

One-time funding is recommended for various Capital Improvement Projects

- $0.5 million for the Apple Valley Library Structural Beam Repair Project. This additional funding will complete the structural repairs at the Apple Valley Library.

- $2.5 million for the Arrowhead Regional Medical Center Jail Ward Project. This will fund design costs for construction of a separate acute care ward for prisoners at the Arrowhead Regional Medical Center. Funding is from the ARMC Jail Ward Capital Projects Reserve.

- $8.0 million for the County Buildings Acquisition and Retrofit Project. This funding will increase the project budget to $84.3 million, for improvements to the newly acquired 323 Court Street Building in San Bernardino, the upgrade of the County Government Center parking lot and grounds, and $2.0 million of design costs for the Valley Public Safety Operations Project.

- $0.3 million for the County Government Center Security Improvements and Café Remodel. This project will provide design for security improvements and remodel of the County Government Center café.

- $0.1 million for a new Museum camera system. This new project will upgrade the camera system and add additional cameras at the Main Museum in Redlands.

- $0.5 million for the demolition of Old Central Juvenile Hall buildings. Funding of $500,000 will complete the demolition of Old Juvenile Hall Buildings on Gilbert Street in San Bernardino in order to remove underground tunnels and infrastructure and to make the property available for future uses.

- $5.2 million for the Glen Helen Rehabilitation Center (GHRC) Housing Unit Remodel. This new project will remodel housing units M-1 and M-2 at the Glen Helen Rehabilitation Center in Devore to increase security and ensure Americans with Disability Act, Board of State and Community Corrections and Title 15 compliance funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.

- $0.8 million for the Glen Helen Rehabilitation Center Security Control Panel Replacement and Intercom System funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.

- $1.8 million for Regional Parks Improvements including:

    - $0.4 million for the Calico Ghost Town Roof Replacement Project. This new project will repair or replace the roofs of Lil's Salon, Old Miner's Café, Hank's Hotel and the Red House at Calico Ghost Town in Yermo.

- $1.0 million for road improvements for the main road at Park Moabi. This new project will replace the four-mile main road from the gate house to the peninsula campground at Park Moabi in Needles.

- $0.2 million for Prado Water Diversion Project. This new project will repair drainage pipes lying on the bottom of Prado Lake to provide a functioning diversion system that captures runoff, temporarily impounds runoff, and releases runoff via concrete pipe to a downstream water body.

- $0.2 million for System-Wide Security Improvements. This new project will install security cameras at Glen Helen Regional Park, Cucamonga-Guasti Regional Park and Yucaipa Regional Park.

- $0.1 million for the Searles Valley Historical Society Building Demolition. This new project will demolish a building that recently reverted back to County ownership from the Searles Valley Historical Society in Trona that poses a health and safety issue.

- $2.0 million for Countywide Security Assessments and Improvements. This project will provide funding to conduct security assessments and make security improvements to various County office buildings identified as a result of the security assessments.

- $0.4 million for the Sheriff's Morongo Jail - Security Cameras and Intercom System Project funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.

- $4.5 million for the Sheriff's Consolidated Operations Remodel. This project will remodel existing office space for the consolidation of specialized forces funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.

- $0.1 million for the Sheriff's – Training Center – Range Restrooms Project. This new project in the total amount of $195,500 with $75,500 funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center and $120,000 from the Sheriff's department budget will purchase and install a pre-fabricated, concrete restroom building in the green belt area in front of Ranges 1 and 2 at the Sheriff's Training center in Devore.

- $1.2 million for the West Valley Detention Center Rec Yard Enclosure Project. This new project is for the construction and installation of steel enclosures that contain a toilet, sink and intercom in the recreation yards funded with a portion of the Jail Upgrades Reserve for the Glen Helen Rehabilitation Center.

FUTURE ONE-TIME NEEDS

In addition to one-time needs allocated for use in 2016-17, there are future one-time needs for which funding is recommended. This funding is recommended to be set aside in County General Fund Reserves. The detail of these needs is described below.

One-time Needs Set-Aside in General Fund Reserves
(in millions)

	One-Time
General Purpose	$8.3
Asset Replacement	15.6
EMACS Upgrade	8.0
Labor	11.0
Lake Gregory Dam	4.5
Ontario Airport	0.3
Permit Systems Upgrade	1.1
Recorder/County Clerk's Enterprise System	1.0
Transportation Projects - National Trails Highway	5.0
One-time Reserve Contributions in 2016-17 Recommended Budget	**$54.8**

$8.3 million for the General Purpose Reserve
The County's Fund Balance and Reserve Policy provides for a General Purpose Reserve targeted at 20% of locally funded appropriation. This policy states that this reserve shall be built up with one-time sources until the established target is achieved. The recommended one-time contribution of $8.3 million for 2016-17 brings the General Purpose Reserve to 14.6% of locally funded appropriation.

$15.6 million for the Asset Replacement Reserve
The Discretionary General Funding share of asset replacement needs is approximately $45.2 million. This includes assets that have or will exceed their useful lives by the end of 2016-17. The recommended contribution to this reserve will set-aside additional funds to address these needs.

$8.0 million for the EMACS Upgrade Reserve
One-time funding is recommended to establish a reserve for the upgrade of the County payroll system (EMACS) to version 9.2.

$11.0 million for the Labor Reserve
The County is currently in contract negotiations with various labor groups. The contribution to the Labor Reserve sets aside amounts to address potential one-time costs of these negotiations, and also sets aside a portion of the Hypothetical MOU costs identified in the five year financial forecast.

$4.5 million for the Lake Gregory Dam Reserve
Additional funds are needed for this project due to unexpected construction conditions, additional work required by the State Division Safety of Dams, and increases in engineers' estimates as the project has developed.

$0.3 million for the Ontario Airport Reserve
One-time funding is recommended for the establishment of a General Fund Reserve for future support for the Ontario International Airport.

$1.1 million for Permit Systems Upgrade

Additional ISD support (staffing costs) that was not anticipated at the outset of the project requires an additional $1.1 million in funding. This is partially due to project delays and additional modifications during the pre-implementation phase.

$1.0 million for the Recorder/County Clerk's Enterprise System

One-time funding is recommended for the establishment of General Fund Reserves for the Recorder/County Clerk's Enterprise System. The recommended funding will assist with the replacement of the aging, outdated, and increasingly unsupported Recorder-County Clerk enterprise system, necessary for complex recording, filing, and cashiering functions of the division.

$5.0 million for Transportation for the National Trails Highway

Additional funding for the repair, rehabilitation or reconstruction of various bridges along National Trails Highway.

SUMMARY

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Modified Budget	Fiscal Year 2016-17 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
Requirements						
Staffing Expenses	1,723,309,722	1,897,422,414	1,910,753,946	1,980,260,445	69,506,499	3.64%
Operating Expenses	2,232,629,165	2,650,015,127	2,716,622,886	2,732,653,518	16,030,632	0.59%
Capital Expenditures	175,270,768	330,462,928	383,045,675	454,551,553	71,505,878	18.67%
Reimbursements	(277,965,985)	(334,355,666)	(353,501,439)	(358,213,950)	(4,712,511)	1.33%
Contingencies	0	126,105,409	43,195,582	36,961,824	(6,233,758)	-14.43%
Subtotal Appropriation	3,853,243,670	4,669,650,212	4,700,116,650	4,846,213,390	146,096,740	3.11%
Operating Transfers Out	376,549,084	429,934,041	500,140,092	493,211,429	(6,928,663)	-1.39%
General Fund Contributions to Reserves	0	68,515,086	168,898,179	62,787,241	(106,110,938)	-62.83%
Non-General Fund Contr. to Reserves/Net Position	0	359,359,025	322,874,076	17,790,962	(305,083,114)	-94.49%
Total Requirements	4,229,792,754	5,527,458,364	5,692,028,997	5,420,003,022	(272,025,975)	-4.78%
Sources						
Taxes	798,544,354	792,753,688	804,654,853	853,638,531	48,983,678	6.09%
1991 Realignment	263,855,598	272,517,138	274,217,763	293,883,324	19,665,561	7.17%
2011 Realignment	347,597,438	398,381,791	404,084,631	397,162,639	(6,921,992)	-1.71%
State, Federal, or Other Government	1,578,695,362	1,638,865,645	1,675,441,285	1,801,076,712	125,635,427	7.50%
Fee/Rate	922,847,648	950,085,636	954,772,548	969,470,253	14,697,705	1.54%
Other Revenue	188,240,638	121,546,176	125,255,702	137,072,781	11,817,079	9.43%
Operating Transfers In	377,548,877	421,040,321	487,910,193	482,345,092	(5,565,101)	-1.14%
Use of Fund Balance/Unrestricted Net Position*	(190,623,734)	750,236,072	759,758,160	387,276,955	(372,481,205)	-49.03%
General Fund Unassigned Fund Balance*	(56,913,429)	179,109,752	179,109,752	47,972,619	(131,137,133)	-73.22%
Use of General Fund Reserves	0	2,922,144	26,824,110	50,104,116	23,280,006	86.79%
Total Sources	4,229,792,754	5,527,458,364	5,692,028,997	5,420,003,022	(272,025,975)	-4.78%
Budgeted Staffing**	21,589	21,881	22,109	22,494	385	1.74%

* For 2014-15, the two Fund Balance budget line items represent the actual increase to fund balance/net position.

**2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Note: Beginning in 2016-17 the Housing Authority of the County of San Bernardino has been added to this budget book. Prior years have been restated for comparitive purposes.

Overview of 2016-17 Requirements and Sources

As the largest political subdivision of the State, counties are vested by the California State legislature with the powers necessary to provide for the health and welfare of the people within its borders. The $5.4 billion 2016-17 Recommended Budget reflects the planned allocation of resources necessary to carry out this mission for the citizens of San Bernardino County. This budget has been developed in accordance with the Countywide Vision which promotes a sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure. The County's 22,494 budgeted positions are responsible for a wide variety of services to residents, from responding to calls for help in emergencies (Sheriff and Fire Department) to giving businesses the tools they need to succeed (Economic Development Agency) to providing a home for children in need (Human Services – Subsistence). The following budget is recommended in order to continue to provide the County's many important services in a fiscally responsible and sustainable manner.

Total Requirements of $5.4 billion consist primarily of Staffing and Operating Expenses, which represent 81.6% ($4.7 billion) of Total Requirements (excluding the effect of reimbursements). Staffing Expenses of $2.0 billion consist of salaries of $1.3 billion and benefit costs of $730.2 million. Departments with significant budgeted staffing expenses include the Sheriff/Coroner/Public Administrator ($446.7 million, 3,747 positions), Human Services Administrative Claim ($345.6 million, 4,806 positions), and Arrowhead Regional Medical Center ($263.7

million, 3,772 positions). The largest benefit related cost for the County is employee pensions (retirement), which makes up 58.4% ($426.3 million) of all costs associated with employee benefits. The increase in staffing costs of $69.5 million is largely due to increased costs of $31.3 million for 139 additional staff for the Fire Protection District as a result of the assumption of fire protection services from the Cities of San Bernardino and Twentynine Palms. Other increases in staffing include $10.0 million for the Arrowhead Regional Medical Center (80 positions) and $8.5 million in the Law and Justice Departments (80 positions). The Human Services Group is also increasing staffing expenses by $11.2 million while adding a net 13 positions due to position changes across multiple departments.

Operating Expenses in the County include costs for services and supplies, internal service fund charges, travel, transfers to the other County departments, and other charges. These expenses represent the largest share of costs within the County at $2.7 billion, which is primarily a result of the State giving the County the responsibility for administration of Human Services programs. Many of these programs provide subsistence payments to help residents in need throughout the County and as a result, the Human Services operational group makes up almost half (46%) of the County's operating expenses. In 2016-17 Operating Expenses are increasing by $16.0 million which is primarily associated with increases in Human Services ($63.5 million) and Administration ($14.6) million but is offset by decreases in Operations and Community Services ($34.3 million), and the Flood Control District ($21.7 million).

Total Requirements of $5.4 billion are decreasing from the 2015-16 Modified Budget by $272.0 million, or 4.78%. This decrease is primarily associated with a decrease in Contributions to Reserves/net position in the General Fund, and Special Revenue, Enterprise and Internal Service Funds. For the non-general funds, the 2015-16 budget included a change in the treatment of amounts not planned to be spent during the fiscal year. Instead of budgeting these amounts in contingencies, these amounts are now contributed to reserves/net position. As a result, the 2015-16 contribution to reserves/net position for the non-general funds included all amounts accumulated over multiple years, that were not budgeted for use in the 2015-16 fiscal year. In 2016-17 the contribution amount only represents the excess of sources over requirements, where they occur, for 2016-17. General fund reserve contributions are decreasing due to Contributions to Reserves made in the 2015-16 first quarter budget report, primarily funded with additional monies made available from 2015-16 final results of operations.

Total Requirements includes Contingencies and Contributions to Reserves (General Fund and Non General Fund). Like Contingencies, Contributions to Reserves represent Sources that are not planned to be spent in the coming fiscal year. Beginning in 2015-16, governmental funds other than the general fund eliminated the use of Contingencies, which represented Sources in excess of Requirements. Instead amounts that are available but not budgeted to be spent, are contributed to reserves. Excluding Contingencies and Contributions to Reserves, the total budget available for expenditure in 2016-17 is $5.3 billion (including Operating Transfers Out). Further detail on General Fund Contingencies and Reserves can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

New for 2016-17 is the inclusion of the budget for the Housing Authority of the County of San Bernardino (HACSB) into this budget book. Total Requirements for HACSB included in the 2016-17 Recommended Budget are $309.4 million (including Operating Transfers Out and Contributions to Reserves). Prior years have been restated to include HACSB Requirements for comparative purposes. Further detail on HACSB is included in the Other Agencies section of this budget book.

The three major funding sources of the County include revenue from other governmental entities (State, Federal or Other Government), funding for direct services provided (Fee/Rate), and taxes. At $1.8 billion, State, Federal or Other Government Revenue represents 31.2% of the County budget (including the effects of reimbursements). The Human Services operational group receives the largest amount of funds from other governments, with $410.8 million received from the State and $650.8 million received from the federal government. Fee/Rate revenue of $969.5 million represents 16.8% of the County budget and includes funding from licenses, permits, fines, fees, rates, and other charges for direct services provided by the County. Much of this funding ($213.0 million) is received by departments, such as the Fleet, Information Services and Risk Management Departments, that provide direct services to other County Departments. Other notable departments that receive funding to provide

specific services include the Sheriff's Department ($137.6 million), which provides law enforcement services for 14 incorporated county cities, and the Public Work's Solid Waste Division ($70.7 million) that is responsible for the operation and management of the County solid waste disposal system.

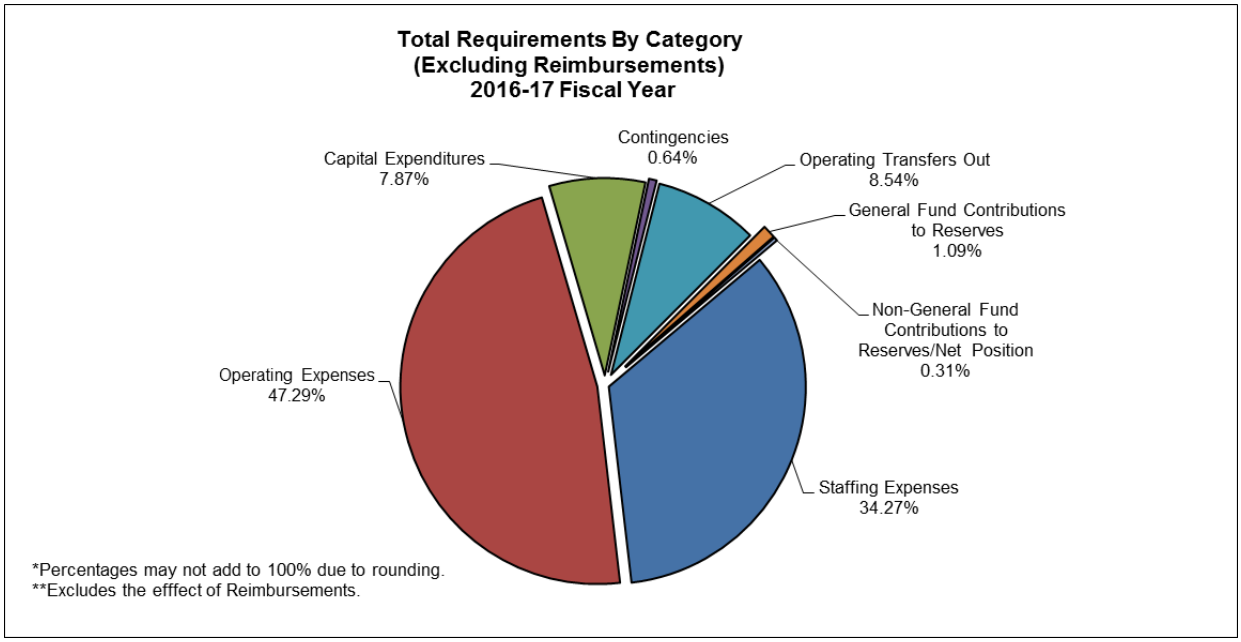
While historically it has been assumed that counties are reliant on relatively stable property taxes for the provision of services, with the realignment of many state services, counties have become increasingly dependent on sales tax revenue. When combining 1991 and 2011 Realignment revenues, which are primarily funded with sales tax ($691.0 million), with County sales tax ($22.7 million) and Proposition 172 Half Cent Sales taxes ($169.1 million), the portion of requirements funded primarily with sales tax represents 15.3% of the County budget. While sales taxes are projected to experience a modest increase in 2016-17, they tend to be much more volatile and quicker to react to changes in the economy, resulting in a higher risk of funding losses in future years.

The County recognizes that a recession is likely to commence in the very near future, as the current economic expansion will be at 7 years at the end of June 2016 and is the 4th longest in the history of the United States. In a stable conservative fashion, rather than attempting to time the economic cycles, the County has taken the approach of budgeting revenue growth conservatively.

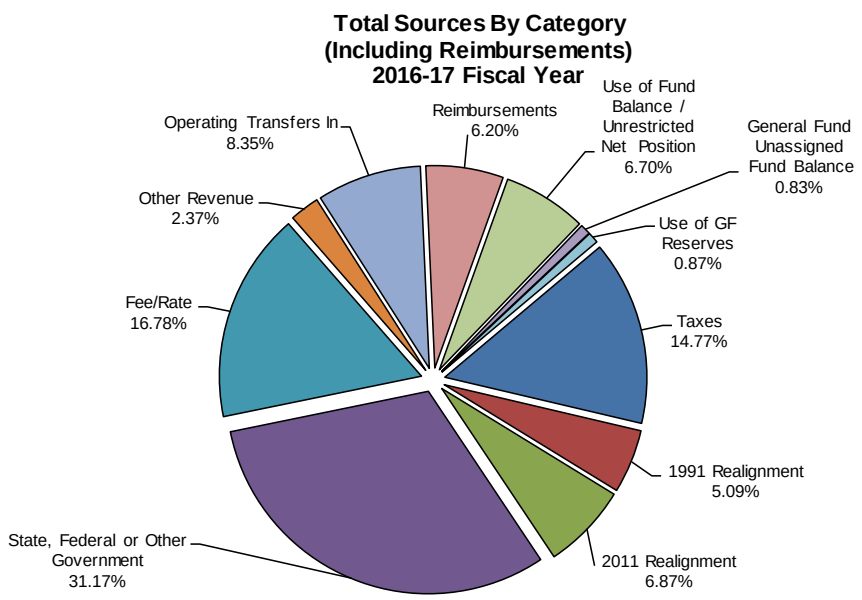
The County's approach to increasing County reserves reflects a fiscally conservative recognition of the resource shift from historically stable to risky tax sources. In 2015-16, the County contributed a total of $491.8 million between General Fund ($168.9 million) and Non-General Fund ($322.9 million) reserves and is budgeted to contribute $62.8 and $17.8 million in 2016-17, respectively. Further detail on County General Fund Reserves can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary. Information regarding Non-General Fund Reserves can be found on Budget Unit Specific pages within the budget book.

REQUIREMENTS AND SOURCES BY CATEGORY

Total Requirements (excluding the effect of Reimbursements) include approved expenditure appropriation for adoption by the Board of Supervisors, Operating Transfers Out, and Contributions to Reserves/Net Position for the County General Fund and for non-general fund departments. Operating Transfers Out provide a mechanism to transfer funding between budget units and are not appropriated to spend.



Total Sources (including the effect of Reimbursements) include projected revenue and Operating Transfers In, which provide a mechanism to transfer funding from one budget unit to another within the County. Additionally, Sources include the use of fund balance/unrestricted net position for all non-general funds, the general fund available unassigned fund balance, and the use of General Fund reserves.



*Percentages may not add to 100% due to rounding.

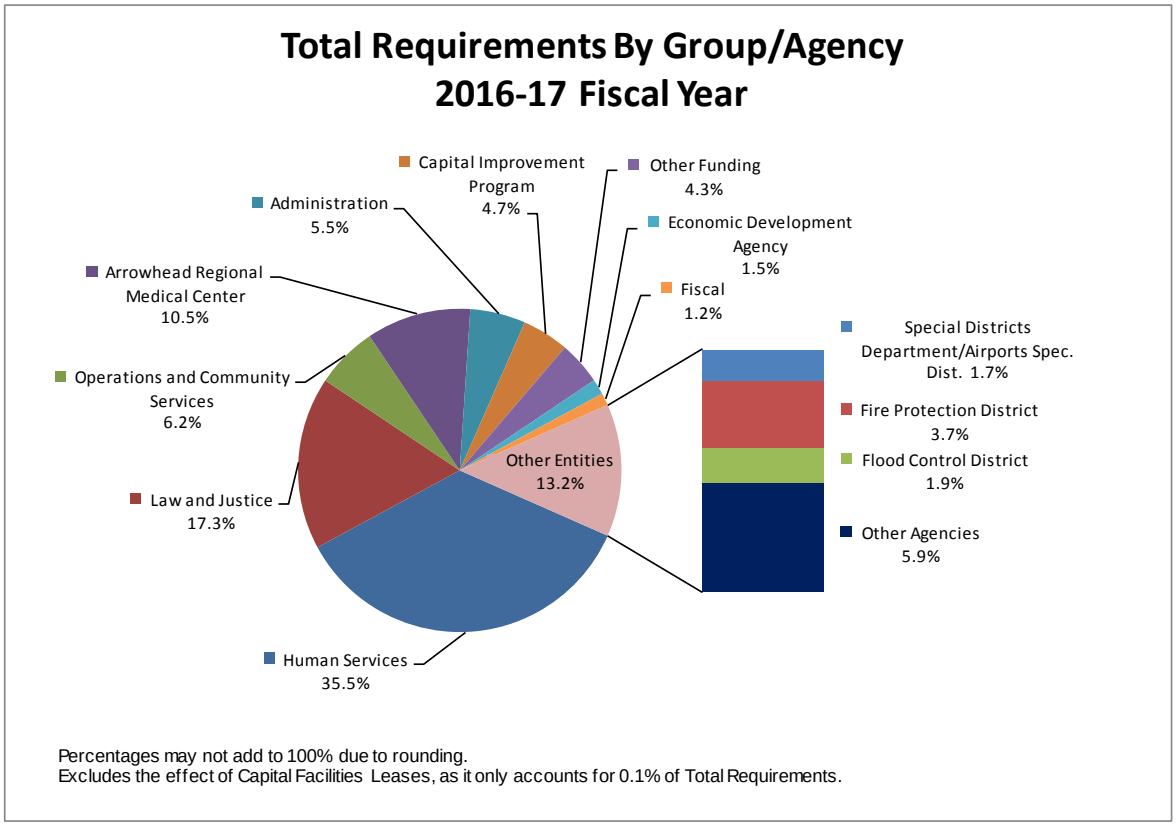
REQUIREMENTS SUMMARY

The 2016-17 Recommended Budget includes Requirements of $5.4 billion, which is a net decrease of $272.0 million or 4.78% compared to the 2015-16 Modified Budget.

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Modified Budget	Fiscal Year 2016-17 Recommended Budget**	Change From Prior Year Modified	Percent Change From Prior Year
County:						
Administration	222,427,527	291,462,469	296,698,425	300,327,021	3,628,596	1.22%
Capital Facilities Leases	13,297,988	12,940,810	12,940,810	7,240,810	(5,700,000)	-44.05%
Economic Development Agency	43,968,241	91,323,492	92,469,725	83,381,147	(9,088,578)	-9.83%
Fiscal	59,281,433	78,243,609	78,758,189	67,579,061	(11,179,128)	-14.19%
Arrowhead Regional Medical Center	506,251,949	529,808,838	537,345,769	565,652,411	28,306,642	5.27%
Human Services	1,570,035,135	1,896,338,489	1,912,597,331	1,920,819,388	8,222,057	0.43%
Law and Justice	837,870,934	930,293,104	959,576,888	935,254,824	(24,322,064)	-2.53%
Operations and Community Services	264,223,524	405,372,538	415,598,018	335,641,892	(79,956,126)	-19.24%
Capital Improvement Program	114,451,717	183,148,204	218,943,169	253,156,863	34,213,694	15.63%
Other Funding	81,032,484	314,155,802	358,659,156	234,178,463	(124,480,693)	-34.71%
Subtotal:	3,712,840,932	4,733,087,355	4,883,587,480	4,703,231,880	(180,355,600)	-3.69%
Special Districts/Other Agencies:						
Special Districts Department/Airports Spec. Dist.	43,346,775	129,142,965	133,804,312	93,223,488	(40,580,824)	-30.33%
Fire Protection District	137,065,263	196,035,176	202,837,041	198,240,109	(4,596,932)	-2.27%
Flood Control District	52,765,847	176,049,767	177,979,414	103,847,885	(74,131,529)	-41.65%
Other Agencies	283,773,937	293,143,101	293,820,750	321,459,660	27,638,910	9.41%
Subtotal:	516,951,822	794,371,009	808,441,517	716,771,142	(91,670,375)	-11.34%
Total:	4,229,792,754	5,527,458,364	5,692,028,997	5,420,003,022	(272,025,975)	-4.78%
Budgeted Staffing*	21,589	21,881	22,109	22,494	385	1.74%

* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

** Requirements include contributions to Available Reserves and Net Position.



Below are explanations of the major expenditures that are included in the $5.4 billion 2016-17 Recommended Budget and changes from the 2015-16 Modified Budget. It should be noted that Requirements discussed in this section include Contributions to Reserves/Net Position. As a result, the Total Requirements included in this section may not align with the Total Requirements discussed on Budget Unit Specific pages.

County Operations

Administration has Requirements of $300.3 million and contains County departments and functions that provide leadership and support to departments that provide direct public services to County residents. The leadership section of this operational group includes the Board of Supervisors ($7.7 million), which is the governing body of County government, and the County Administrative Office ($5.1 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 ($9.7 million), employment and employee related services provided by Human Resources ($18.1 million), and information technology support provided by the Information Services Department ($88.3 million). The largest department in the Administration operational group is the Department of Risk Management, which has Requirements of $106.3 million and administers the County self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs as well as its insured programs.

Overall, the change in budget from the 2015-16 Modified Budget for this operational group is $3.6 million, which represents a 1.2% increase in Requirements. The most notable change in the Administration group is a $5.2 million increase across the Information Services Department budget units. This increase improves county government operations by funding increased operating expenses while also providing for additional staffing for server management and fiscal administration.

Capital Facilities Leases has Requirements of $7.2 million which is a $5.7 million decrease from the prior year. This budget unit funds the cost of long-term capital lease payments for the major County facilities financed by the

General Fund. Requirements are decreasing as the result of the elimination of the lease payment for the 2002 Justice Center/Airport Improvements financing that matures on July 1, 2016. The final facility financed by the General Fund is the West Valley Detention Center.

Economic Development Agency has Requirements of $83.4 million 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, and business site selection assistance. Notable departmental Requirements include $55.5 million for Community Development and Housing (CDH) services which includes $17.7 million for infrastructure improvements in the areas surrounding San Sevaine and Cedar Glen communities and $29.4 million for low-moderate income housing assistance. In addition, the Department of Workforce Development ($24.4 million), which is funded by federal Workforce Innovation and Opportunity Act revenue, includes $15.4 million in direct services to job seekers and business customers, including vocational training, On-the-Job training, supportive services, business consulting, and workshops.

The net reduction in Requirements of $9.1 million is primarily due to a decrease of $4.8 million in CDH as the result of projects completed in 2015-16, and an increase in reimbursements of $2.1 million in Workforce Development from the Human Services Transitional Assistance Department to provide low-income adults with paid work experience.

Fiscal has Requirements of $67.6 million and includes the Auditor-Controller/Treasurer/Tax Collector ($39.5 million) and the Assessor/Recorder/County Clerk ($28.1 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. Notable Requirements in the Auditor-Controller/Treasurer/Tax Collector include $25.5 million for staffing expenses to provide accounting, auditing, collections, and investment services to County departments and constituents. The Assessor/Recorder/County Clerk includes $18.4 million in staffing expenses to perform mandated assessment of properties, recording of real estate and other documents, and County clerk functions.

Total Requirements in this group are decreasing $11.2 million (14.2%) and are primarily associated with a decrease in Contributions to Reserves as compared to the prior year. 2015-16 was the first year amounts not planned to be spent were contributed to reserves and as a result the 2015-16 contribution to reserves represented amounts accumulated over multiple years.

Arrowhead Regional Medical Center (ARMC) has Requirements of $565.7 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. For 2016-17, ARMC will focus on the next steps of healthcare transformation brought about by the renewal of the State of California's Section 1115 Waiver by the Centers for Medicare and Medicaid Services.

ARMC is increasing Requirements by $28.3 million, which represents a 5.3% increase over the prior year. This includes a $10 million increase in staffing expenses which is primarily the result of a continued focus on patient care and patient care volume through the addition of 80 positions to support the addition of 12 beds in the behavioral health unit, increased staffing in the sterile processing unit, and positions tied to achieving funding from the renewed Waiver. Also included in the increase is a $13.2 million increase in Capital Expenditures related to the funding of numerous capital improvement projects including the installation of a Multipurpose Angio Unit that will provide versatility in the types of procedures performed from simple x-rays to complex angiography.

Human Services is the largest operational group within the County with Requirements totaling $1.9 billion. 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 ($446.9 million) and Public Health ($108.5 million). Social services are provided primarily through Human Services ($1.1 billion) including the Human Services Administrative Claim budget unit ($564.0 million), the Human Service Subsistence Payments budget units ($548.5 million) and the Wraparound Reinvestment Fund budget unit ($11.6 million). Additional social services are provided by the Preschool Services Department ($50.7 million), Child Support Services

Department ($39.9 million), and the Aging and Adult Services Department ($9.5 million). Notable Requirements in the Human Services group include $1.3 billion in Operating Expenses of which $549.4 million are in the Human Services Subsistence funds and represent either direct payments to welfare recipients or payments to organizations that provide services to the welfare recipients.

Human Services is increasing Requirements by a net $8.2 million which primarily includes increases of $63.5 million in Operating Expenses, $20.2 million in Operating Transfers Out and $11.2 million in Staffing Expenses that are largely offset by decreases in Contributions to Reserves of $78.6. Changes in Operating Expenses are primarily the result of increases in the Department of Behavioral Health which include an increase of $60.8 million to fund increases to service provider contracts for inpatient hospitalization, indigent hospital care, foster family services, general mental health services, and services for children, youth, and families. Increases in Operating Transfers Out are primarily due to the construction of facilities for the Department of Behavioral Health ($40.6 million) and are offset by a decrease in the Master Settlement Agreement fund due to the elimination of a one-time transfer of funds in the prior year ($18.3 million), which was contributed to the ARMC Jail Ward Reserve. The net increase in staffing expenses within this operational group ($11.2 million) is primarily the result of the addition of a net 13 positions across all programs and increases in costs associated with negotiated salary and benefit changes.

Law and Justice has Requirements of $935.3 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (total - $605.5 million) provides law enforcement services for the unincorporated areas of the County and certain services on a countywide basis through its Operations budget unit ($240.7 million). Another primary function of the Sheriff's Department is to provide Detention facilities ($206.4 million) for all of the County pre-sentenced inmates as well as sentenced inmates no longer required to go to State prison. This is the result of the realignment of services by the State for adult offenders (2011 Realignment). The Sheriff's Department also provides law enforcement services to 14 county cities through contractual agreements ($137.6 million). The Probation Department ($168.5 million) provides supervision of adult and juvenile probationers throughout the County as well as for recently realigned State parolees (2011 Realignment). The District Attorney's Office ($81.8 million) is responsible for prosecuting crimes committed within the County, and the Public Defender ($38.5 million) provides mandated representation to indigent adult clients in felony, misdemeanor, and mental health civil commitment cases, as well as to clients facing probation, parole, or post-community supervision release violations.

Requirements are decreasing by a net $24.3 million in this operational group primarily due to increases in Staffing Expenses and Capital Expenditures that are offset by decreases in Operating Transfers Out and Contributions to Reserves.

Staffing Expenses are increasing by $8.5 million as follows:

- $6.4 million between the Sheriff's Operations budget ($4.9 million) and the Detentions budget ($1.5 million) will fund a combination of new positions, increased retirement costs and negotiated salary increases.
- $2.1 million in the District Attorney's Criminal Prosecution budget will fund a combination of negotiated salary increases and new positions ($2.1 million).

Capital Expenditures are increasing by $9.3 million and are primarily due to increases in the Sheriff's Operations budget unit to purchase two replacement patrol helicopters. These increases are offset by decreases in Operating Transfer Out as follows:

- $7.5 million between Probation's general fund budget unit ($3.5 million) and the SB 678 special revenue fund ($4.0 million) which are due to one-time projects funded in 2015-16.
- $4.2 million in the Sheriff's Operations budget due to the completion of capital improvement projects in 2015-16.

The remainder of the decrease in this group reflects a decrease in Contributions to Reserves as compared to the prior year. 2015-16 was the first year amounts not planned to be spent were contributed to reserves and as a result the 2015-16 contribution to reserves represented amounts accumulated over multiple years.

Operations and Community Services has Requirements of $335.6 million 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 ($17.3 million), the payment of County utilities ($19.6 million), Real Estate Services ($1.3 million) and the Chino Agricultural Preserve ($2.6 million). Departments that provide direct services to the community include Agriculture/Weights and Measures ($7.4 million), the County Library ($18.0 million), Land Use Services ($23.3 million), Registrar of Voters ($9.6 million), Regional Parks ($14.7 million), and the County Museum ($3.9 million). Notably, this group also includes the Department of Public Works – Transportation ($115.5 million) and Public Works – Solid Waste Management ($85.1 million). The Transportation Division is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,550 miles of roadway. Solid Waste Management is responsible for the operation and management of the County solid waste disposal system, which consists of six regional landfills, nine transfer stations, and thirty-three closed landfills or disposal sites.

The net decrease in Requirements is $80.0 million, which represents a 19.2% decrease from the 2015-16 Modified Budget. Reimbursements are decreasing by a total of $13.9 million primarily due to the reduction of projects in the Public Works Transportation funds that are funded through reimbursements. Operating expenses are decreasing by $34.3 million which includes the following notable decreases:

- $2.2 million decrease in Land Use – Planning primarily due to a reduction in the use of one-time funding for the Countywide Plan project.
- $18.6 million decrease in Public Works – Transportation due to reductions in projects funded by Measure I, Facilities, and Regional Development Mitigation plans funding.
- $9.1 million decrease in the Solid Waste Management Division due to a decrease of import tonnage and a negative cost of living adjustment for contracted operations rates.

Lastly, the remainder of the decrease in this group reflects a decrease in Contributions to Reserves as compared to the prior year. 2015-16 was the first year amounts not planned to be spent were contributed to reserves and as a result the 2015-16 contribution to reserves represented amounts accumulated over multiple years.

Capital Improvement Program has Requirements of $253.2 million and is used to account for funding resources designated for the acquisition or construction of major capital facilities. The increase in Requirements is due to an increase in new projects funded in 2016-17. Notably, this includes the construction of two Crisis Stabilization Centers and four Crisis Residential Treatment Centers for the Department of Behavioral Health ($36.5 million), additional funding for the design of the ARMC Jail Ward Project ($2.5 million) and increased funding for the Sheriff's consolidation project ($4.5 million). Further detail on major capital projects for 2016-17 are shown in the Capital Improvement Program section of this budget summary and in the CIP section of this budget book.

Other Funding of $234.2 million primarily represents the Countywide Discretionary Fund ($110.4 million), General Fund Contingencies ($10.2 million), and various restricted funds within the General Fund including contingencies within the Proposition 172 Half-Cent Sales tax budget unit ($26.8 million), 1991 Realignment ($10.6 million), and the Automated Systems Development Fund ($11.9 million). Other Funding also includes Contribution to Reserves of $62.8 million. Requirements within the Countywide Discretionary Fund are used primarily to transfer Discretionary General Funding to various budget units outside the General Fund to fund various programs and projects, such as a multi-year 800 MHz upgrade project ($17.9 million), and numerous non-major capital improvement projects for County facilities ($12.0 million).

Restricted Funds (General Fund) consist of four limited use budgets – Proposition 172 Half-Cent Sales tax, 1991 Realignment, 2011 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 realigned law and justice, 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. Further detail on all Restricted Funds can be found in the Discretionary General Funding and Restricted Funds section of this budget document.

The net decrease to Other Funding of $124.5 million primarily represents decreases to General Fund Contingencies ($6.2 million) and General Fund Contributions to Reserves ($106.1 million). Contingencies represent funding available from 2016-17 Sources that have not been allocated for expenditure. Further detail on County Contingencies and Reserves can be found in the Discretionary General Funding and Restricted Funds section of this budget document.

Special Districts/Other Agencies Operations

Special Districts Department/Airports Special District has Requirements of $93.2 million and is managed primarily by the Special Districts Department ($88.7 million) with $4.5 million in Requirements managed by County Airports. Airports manages County Service Area 60, which funds the operation, capital projects and maintenance of the Apple Valley Airport that was built in 1970 and is a public use airport providing general aviation services to the High Desert region.

The Special Districts Department provides for the management, and maintenance of general, parks and recreation, road, sanitation, streetlighting, and water districts for 101 Districts, County Services Areas (CSA) and Improvement Zones within the County. On December 29, 1969 the Board of Supervisors established CSA 70 Countywide to provide a centralized mechanism for administration of personnel and operations which serve all of the Board Governed CSAs. Staff within CSA 70 Countywide provide centralized and regional management services, administration, engineering, fiscal, human resources, lien administration, park maintenance, payroll, information services, road maintenance and inspection services.

Overall Requirements across Special Districts are decreasing by $40.6 million. Requirements budgeted to fund expenses in 2016-17 are decreasing slightly from the prior year due to the completion of projects throughout various districts. However the major change in Requirements is due to a decrease in Contributions to Reserves as compared to the prior year. 2015-16 was the first year amounts not planned to be spent were contributed to reserves and as a result the 2015-16 contribution to reserves represented amounts accumulated over multiple years.

Fire Protection District has Requirements of $198.2 million and provides fire protection and emergency services throughout the County. The District encompasses approximately 16,585 square miles, operates over 70 fire stations and 11 facilities within four Regional Service Zones (Mountain, North Desert, South Desert and Valley) and serves more than 60 unincorporated communities, the City of San Bernardino, City of Twentynine Palms, City of Grand Terrace, and the Town of Yucca Valley. Additionally, County Fire provides fire protection services through contracts to five cities, which include Adelanto, Needles, Victorville, Hesperia, and Fontana's independent fire protection district.

Requirements are decreasing by $4.6 million which is primarily due to an increase in staffing expenses as a result of the annexation of fire protection services from the Cities of San Bernardino and Twentynine Palms. This increase is offset by reductions in Operating Transfers Out ($10.4 million) which reflect a decreased use of reserve funding, and a decreases in Contributions to Reserves. 2015-16 was the first year amounts not planned to be spent were contributed to reserves and as a result the 2015-16 contribution to reserves represented amounts accumulated over multiple years.

Flood Control District was created in 1939 under special State legislation and has Requirements of $103.8 million. The District has developed an extensive system of flood control and water conservation facilities, including dams, conservation basins, debris basins, channels and storm drains. The purpose of these facilities is to intercept and convey flood flows through and away from developed areas of the County, as well as to promote water conservation and improved water quality.

The net decrease of $74.1 million is primarily due to reductions of $21.7 million in Operating Expenses which includes a contribution of one-time funds to the refunding of the District's Judgement Obligation Bonds and professional services for construction projects. The remainder of the decrease in this group reflects a decrease in Contributions to Reserves. 2015-16 was the first year amounts not planned to be spent were contributed to reserves and as a result the 2015-16 contribution to reserves represented amounts accumulated over multiple years.

Other Agencies has total Requirements of $321.5 million and contains five Other Agency budget reporting entities in the County, including the Housing Authority of the County of San Bernardino ($309.4 million), In-Home Supportive Services Public Authority ($7.8 million), Inland Counties Emergency Medical Agency ($4.1 million), County Industrial Development Authority ($56,616), and Economic and Community Development Corporation ($43 dollars). The Housing Authority of the County of San Bernardino (HACSB) is a critical economic partner of the County providing vital resources, skills, and motivation to individuals and families to help them transition out of government-assisted programs and into economic independence. The In-Home Supportive Services (IHSS) program was created in 1973 to serve elderly, blind, and/or disabled individuals who are not able to remain safely in their home without assistance. The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo and Mono Counties and is charged with the coordination, evaluation, and monitoring of emergency medical services within public and private pre-hospital providers, specialty hospitals, paramedic base hospitals, and the effectiveness of Emergency Medical Services (EMS) educational programs and medical disaster preparedness. The County Industrial Development Authority and Economic and Community Development Corporation are agencies created to provide various methods of financing on behalf of private enterprise in order to promote and enhance economic development and increase opportunities for useful employment.

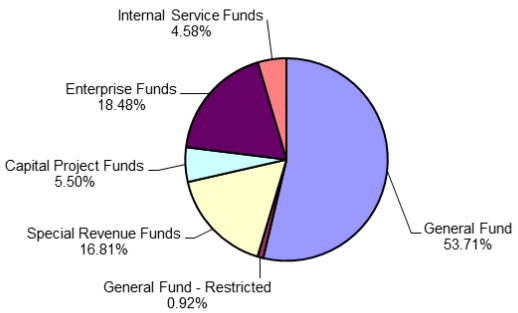
Requirements are increasing by 9.4% associated with an increase in HACSB, primarily due to the increase of Sources available to fund the Capital Fund Program and the Housing Choice Voucher program.

TOTAL REQUIREMENTS BY FUND TYPE

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Modified Budget	Fiscal Year 2016-17 Recommended Budget**	Change From Prior Year	Percent Change From Prior Year
General Fund	2,456,969,616	2,892,796,649	2,984,337,333	2,911,106,323	(73,231,010)	-2.45%
General Fund - Restricted	771,213	49,256,709	49,256,709	49,675,850	419,141	0.85%
Special Revenue Funds	589,260,122	1,151,526,320	1,169,616,041	911,260,027	(258,356,014)	-22.09%
Capital Project Funds	127,718,157	221,295,580	257,647,446	298,370,365	40,722,919	15.81%
Enterprise Funds	878,428,608	972,148,505	984,877,882	1,001,375,151	16,497,269	1.68%
Internal Service Funds	176,639,785	238,826,536	244,685,521	248,210,306	3,524,785	1.44%
Permanent Funds	5,252	1,608,065	1,608,065	5,000	(1,603,065)	-99.69%
Total	4,229,792,754	5,527,458,364	5,692,028,997	5,420,003,022	(272,025,975)	-4.78%
Budgeted Staffing*	21,589	21,881	22,109	22,494	385	1.74%

*2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Total Requirements By Fund Type
2016-17 Fiscal Year



Percentages may not add to 100% due to rounding.

Description of Major County Funds

1. The **General Fund**, explained in more detail below, is a major fund of the County. Human Services programs, Law and Justice Activities (including detentions), Public Health services, and Behavioral Health services make up a majority of the expenditures in the General Fund.

2. The **Arrowhead Regional Medical Center** (ARMC), which is an enterprise fund, is a major fund of the County. The ARMC is a state-of-the-art 456-bed medical facility and includes a 24-hour Emergency Department, Level II Trauma Center, three Family Health Centers and the only Burn Center service in San Bernardino, Riverside, Inyo and Mono counties.

Note: For budgetary purposes, a major fund constitutes more than 10 percent of the revenues or expenditures of the appropriated budget.

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's primary operating fund and Requirements are separated into General Fund and General Fund – Restricted. Funds included in the General Fund category are those that the Board of Supervisors predominately have oversight on the Sources and Requirements, including units that are typically mandated in nature, such as human services programs. General Fund – Restricted Funds consists of Prop 172, 1991 and 2011 Realignment, 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 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.

Permanent Funds: Permanent Funds account for legally restricted resources provided by trust in which the earnings but not the principal may be used for purposes that support the primary government's programs.

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.

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 Total Requirements (including Operating Transfers Out).

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Contr. To Reserves/Net Position	Total - All Funds
ADMINSTRATION							
BOARD OF SUPERVISORS	7,663,486						7,663,486
BOARD DISCRETIONARY FUNDING	1,555,087						1,555,087
CLERK OF THE BOARD	2,099,466						2,099,466
COUNTY ADMINISTRATIVE OFFICE	5,076,909						5,076,909
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	395,761						395,761
COUNTY COUNSEL	9,654,658						9,654,658
FINANCE AND ADMINISTRATION	3,065,263					7,530	3,072,793
HUMAN RESOURCES	13,554,747	4,511,521					18,066,268
FLEET MANAGEMENT					40,468,867		40,468,867
INFORMATION SERVICES	2,412,145				85,909,655		88,321,800
PURCHASING	2,536,046				11,592,780	22,137	14,150,963
RISK MANAGEMENT					106,296,377	173	106,296,550
LOCAL AGENCY FORMATION COMMISSION	308,741						308,741
COUNTY SCHOOLS	3,195,672						3,195,672
TOTAL ADMINISTRATION	**51,517,981**	**4,511,521**	**0**	**0**	**244,267,679**	**29,840**	**300,327,021**
CAPITAL FACILITIES LEASES							
CAPITAL FACILITIES LEASES	7,240,810						7,240,810
TOTAL CAPITAL FACILITIES LEASES	**7,240,810**	**0**	**0**	**0**	**0**	**0**	**7,240,810**
ARROWHEAD REGIONAL MEDICAL CENTER							
ARROWHEAD REGIONAL MEDICAL CENTER*				561,178,244		4,474,167	565,652,411
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	**0**	**0**	**0**	**561,178,244**	**0**	**4,474,167**	**565,652,411**
ECONOMIC DEVELOPMENT AGENCY							
ECONOMIC DEVELOPMENT	3,535,436						3,535,436
COMMUNITY DEVELOPMENT AND HOUSING		36,258,817	19,199,727				55,458,544
WORKFORCE DEVELOPMENT		22,993,213				1,393,954	24,387,167
TOTAL ECONOMIC DEVELOPMENT AGENCY	**3,535,436**	**59,252,030**	**19,199,727**	**0**	**0**	**1,393,954**	**83,381,147**
FISCAL							
ASSESSOR/RECORDER/COUNTYCLERK	23,673,605	4,417,943					28,091,548
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	39,250,013	200,000				37,500	39,487,513
TOTAL FISCAL	**62,923,618**	**4,617,943**	**0**	**0**	**0**	**37,500**	**67,579,061**
HUMAN SERVICES							
AGING AND ADULT SERVICES	9,450,173						9,450,173
PUBLIC GUARDIAN	1,309,616						1,309,616
BEHAVIORAL HEALTH	223,299,970	223,646,299					446,946,269
CHILD SUPPORT SERVICES	39,889,701						39,889,701
HEALTH ADMINISTRATION	120,371,376	17,000,000				381,156	137,752,532
HUMAN SERVICES	1,112,462,465	11,578,529					1,124,040,994
PRESCHOOLSERVICES		50,690,123					50,690,123
PUBLIC HEALTH	104,535,572	3,926,780				47,302	108,509,654
VETERANS AFFAIRS	2,230,326						2,230,326
TOTAL HUMAN SERVICES	**1,613,549,199**	**306,841,731**	**0**	**0**	**0**	**428,458**	**1,920,819,388**
LAW AND JUSTICE							
COUNTY TRIAL COURTS	37,731,403	1,884,255				3,135	39,618,793
DISTRICT ATTORNEY	72,918,145	8,883,729					81,801,874
LAW AND JUSTICE GROUP ADMINISTRATION	5,000	1,312,021					1,317,021
PROBATION	153,136,633	15,360,045					168,496,678
PUBLIC DEFENDER	38,520,660						38,520,660
SHERIFF/CORONER/PUBLIC ADMINSTRATOR	584,671,701	20,828,097					605,499,798
TOTAL LAW AND JUSTICE	**886,983,542**	**48,268,147**	**0**	**0**	**0**	**3,135**	**935,254,824**
OPERATIONS AND COMMUNITY SERVICES							
AGRICULTURE/WEIGHTS AND MEASURES	7,222,637	145,698					7,368,335
AIRPORTS	3,445,895	7,260,685					10,706,580
ARCHITECTURE AND ENGINEERING	0						-
COMMUNITY SERVICES GROUP	274,090						274,090
COUNTY LIBRARY		17,976,016					17,976,016
COUNTY MUSEUM	3,848,945			80,092			3,929,037
LAND USE SERVICES	23,301,652						23,301,652
PUBLIC WORKS	3,281,366	115,550,303		79,966,633		5,168,544	203,966,846
REAL ESTATE SERVICES	41,179,662	2,641,030					43,820,692
REGIONAL PARKS	9,891,178	4,795,381		40,761			14,727,320
REGISTRAR OF VOTERS	9,571,324						9,571,324
TOTAL OPERATIONS AND COMMUNITY SERVICES	**102,016,749**	**148,369,113**	**0**	**80,087,486**	**0**	**5,168,544**	**335,641,892**
CAPITAL IMPROVEMENT PROGRAM							
CAPITAL IMPROVEMENT PROGRAM			253,156,863				253,156,863
TOTAL CAPITAL IMPROVEMENT PROGRAM	**0**	**0**	**253,156,863**	**0**	**0**	**0**	**253,156,863**
OTHER FUNDING							
ALL OTHER FUNDING (E.G. COUNTYWIDE DISCRETIONARY, PROP 172, REALIGNMENT)	233,014,838	1,163,625					234,178,463
TOTAL OTHER FUNDING	**233,014,838**	**1,163,625**	**0**	**0**	**0**	**0**	**234,178,463**
SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT							
SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT		23,751,790	26,013,775	40,940,999		2,516,924	93,223,488
TOTAL SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT	**0**	**23,751,790**	**26,013,775**	**40,940,999**	**0**	**2,516,924**	**93,223,488**
FIRE PROTECTION DISTRICT							
FIRE PROTECTION DISTRICT		196,020,039				2,220,070	198,240,109
TOTAL FIRE PROTECTION DISTRICT	**0**	**196,020,039**	**0**	**0**	**0**	**2,220,070**	**198,240,109**
FLOOD CONTROL DISTRICT							
FLOOD CONTROL DISTRICT		99,927,568			3,920,317	0	103,847,885
TOTAL FLOOD CONTROL DISTRICT	**0**	**99,927,568**	**0**	**0**	**3,920,317**	**0**	**103,847,885**
OTHER AGENCIES							
OTHER AGENCIES		11,933,949		308,007,341		1,518,370	321,459,660
TOTAL OTHER AGENCIES	**0**	**11,933,949**	**0**	**308,007,341**	**0**	**1,518,370**	**321,459,660**
GRAND TOTAL*	**2,960,782,173**	**904,657,456**	**298,370,365**	**990,214,070**	**248,187,996**	**17,790,962**	**5,420,003,022**

* Includes Requirements of $17,324,768 that is budgeted in the Capital Improvement Program budget (Fund CJE).

TOTAL REVENUE AND OTHER FUNDING SOURCES

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Modified Budget	Fiscal Year 2016-17 Recommended Budget	Change From Prior Year	Percent Change From Prior Year
Revenue						
Taxes	798,544,354	792,753,688	804,654,853	853,638,531	48,983,678	6.09%
1991 Realignment	263,855,598	272,517,138	274,217,763	293,883,324	19,665,561	7.17%
2011 Realignment	347,597,438	398,381,791	404,084,631	397,162,639	(6,921,992)	-1.71%
State, Federal or Government Aid	1,578,695,362	1,638,865,645	1,675,441,285	1,801,076,712	125,635,427	7.50%
Fee/Rate	922,847,648	950,085,636	954,772,548	969,470,253	14,697,705	1.54%
Other Revenue	188,240,638	121,546,176	125,255,702	137,072,781	11,817,079	9.43%
Total Revenue	4,099,781,038	4,174,150,075	4,238,426,782	4,452,304,240	213,877,458	5.05%
Other Funding Sources						
Operating Transfers In	377,548,877	421,040,321	487,910,193	482,345,092	(5,565,101)	-1.14%
Use of Fund Balance/Unrestricted Net Position*	(190,623,734)	750,236,072	759,758,160	387,276,955	(372,481,205)	-49.03%
General Fund Unassigned Fund Balance*	(56,913,429)	179,109,752	179,109,752	47,972,619	(131,137,133)	-73.22%
Use of General Fund Reserves	0	2,922,144	26,824,110	50,104,116	23,280,006	86.79%
Total Other Funding Sources	130,011,716	1,353,308,289	1,453,602,215	967,698,782	(485,903,433)	-33.43%
Total Revenue and Other Funding Sources	4,229,792,754	5,527,458,364	5,692,028,997	5,420,003,022	(272,025,975)	-4.78%

* For 2014-15, the two Fund Balance budget line items represent the actual increase to fund balance/net position.

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 summary schedule provides the use of fund balance/unrestricted net position for all non-general funds, the general fund unassigned fund balance, as well as the use of general fund and non-general fund reserves. Descriptions of major sources of funding in the 2016-17 Recommended Budget and changes from the 2015-16 Modified Budget are included below.

Revenue

Taxes of $853.6 million consist of approximately $543.4 million of Property Tax ($518.6 million) and Sales/Other Taxes ($24.9 million) that is deposited directly into the Countywide Discretionary General Fund budget unit for allocation by the Board of Supervisors. Additionally, $134.0 million in Property Tax is reported for the County Library ($14.7 million), Fire Protection District ($66.2 million), Flood Control District ($45.3 million), and Board Governed Districts managed by the Special Districts Department and Airports ($7.8 million). Finally, Taxes also consist of Proposition 172 Half-Cent Sales Tax ($169.1 million) and Sales Tax – Measure I Road Operations funds ($6.6 million).

The net increase of $49.0 million is primarily related to a $21.6 million projected increase in taxes that fund Fire Protection Services as a result of the assumption of fire protection services from the City of San Bernardino. The remainder of the increases is primarily the result of projected increases in the taxes that are deposited into the Countywide Discretionary General Fund budget unit. This is the result of a projected 3.5% increase in the assessed valuation of properties within the County resulting in $16.4 million of additional property tax revenue. Additionally, it is estimated that the Proposition 172 Half-Cent Sales Tax will increase by $4.3 million in the upcoming fiscal year. For more detail on Discretionary General Fund related taxes, refer to the Discretionary General Funding and Restricted Funds section of the 2016-17 Recommended Budget.

1991 Realignment revenues of $293.9 million are increasing by $19.7 million over the prior year while **2011 Realignment** revenues of $397.2 million are decreasing over the prior year modified budget by $6.9 million. Although technically not categorized as the receipt of taxes, this funding is received from the State and is primarily derived from sales taxes to pay for realigned law and justice, mental health, social services and health programs within the County. Because sales tax tends to be much more volatile and quicker to react to changes in the economy, its usage results in a higher risk of funding decreases in future years. These decreases will likely

coincide with an economic downturn when there is an increased need for programs funded with this revenue. For more detail on Realignment funding, refer to the Discretionary General Funding and Restricted Funds section of the 2016-17 Recommended Budget.

State, Federal, and Other Government represent the largest revenue source within the County totaling $1.8 billion. The Human Services operational group receives the largest amount of funds from other governments, with $410.8 million received from the State and $650.8 million from the federal government. Countywide, there is an overall increase of $125.6 million from the prior year modified budget in this revenue category, which represents an increase of 7.5%.

Notable changes within this revenue source include:

- **Human Services** is increasing $73.9 million primarily due to increases within the Department of Behavioral Health's MHSA ($42.3 million) and General Fund ($29.9 million) budgets. Increases in the MHSA budget are primarily the result of increases in MHSA revenue and state SB82 grants approved by the California Health Facilities Financing Authority. Increases in the General Fund are primarily due to increases in Medi-Cal revenue related to program expansion, increased service capacity, and expanded eligibility under the Affordable Care Act (ACA).
- **ARMC** is increasing State, Federal and Other Government revenue by $28.5 million due to volume increases in acute inpatient, outpatient, and behavioral health units which are funded by a combination of revenue associated with programs such as the state's Managed Care Program and the Federal Medicare program.
- **Operations and Community Services** is increasing this revenue source by $17.6 million primarily due to increases in the Public Works – Transportation budget unit associated with funding for new construction, reconstruction and routine maintenance of the County's maintained roads and bridges.
- **Other Agencies** are increasing State, Federal and Other Government revenue by $10.2 million primarily due to increases in financing for HACSB's Capital Fund Program and the Housing Choice Voucher program.

Fee/Rate includes the following types of revenues: licenses, permits, fines, fees, rates, and other services. Total revenue of $969.5 million is anticipated to increase from the 2015-16 Modified Budget by $14.7 million. Much of this funding ($213.0 million) is received by departments, such as the Information Services Department and Risk Management Department that provide direct services to other County Departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department ($137.6 million), which provides law enforcement services for 14 incorporated county cities, and Public Works Solid Waste Division ($70.7 million) that is responsible for the operation and management of the County solid waste disposal system.

The most significant change in this category is included in the **Fire Protection District** that is increasing by $13.4 million including $7.4 million in new special assessment taxes as a result of the annexation of the City of San Bernardino into Service Zone FP-5 San Bernardino, $2.1 million in new special assessment taxes from the annexation of Twentynine Palms into Service Zone FP-5 Twentynine Palms, and a $1.3 million increase from the City of Fontana for additional contract services.

Other Revenue of $137.1 million primarily includes interest earnings, rents and concessions, and tobacco settlement funds. This revenue source is anticipated to increase by a net $11.8 million over the prior year modified budget. Notably, the Solid Waste Division is increasing other revenue by $5.0 million due to a one-time sale of surplus property.

Other Funding Sources

Operating Transfers In of $482.3 million is a funding source that provides a mechanism to transfer funding from one budget unit to another within the County or other entity. Two of the most notable groups with large Operating Transfers In include the Capital Improvement Program ($122.8 million) and HACSB ($181.3 million). Operating Transfers In are the main funding source for the Capital Improvement Program as the program is funded primarily

through monies received from other County Departments and the County General Fund for specific projects. The Operating Transfers In for HACSB reflects the movement of funds within the agency related to the Moving to Work Program.

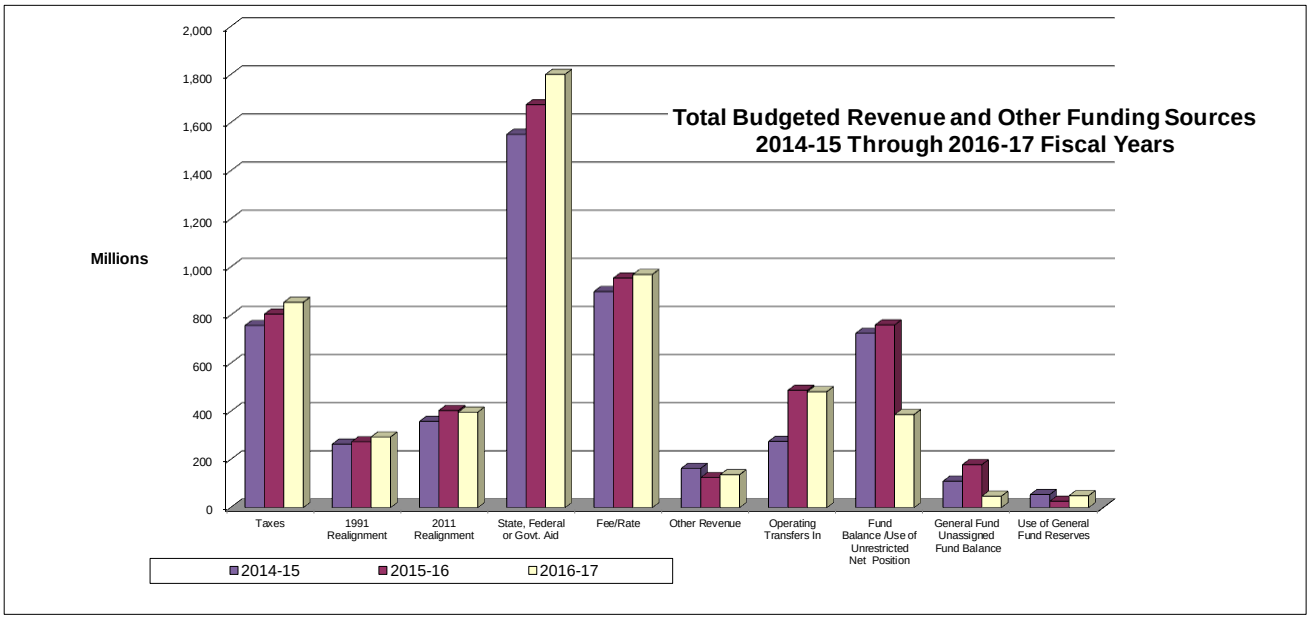
The net decrease in this funding source of $5.6 million is primarily the result of one time transfers funded in 2015-16 which are not funded at the same levels in 2016-17.

Use of Fund Balance/Unrestricted Net Position of $387.3 million represents unspent funds carried over from prior years that are available to be budgeted for all Restricted General Funds, Special Revenue Funds, and Capital Project funds in the County and the use of unrestricted net position that is available in Internal Service and Enterprise funds. The use of fund balance/net position is decreasing from the prior year by $372.5 million primarily due to the one-time use of fund balance in 2015-16 that was contributed to reserves.

General Fund Unassigned Fund Balance of $48.0 million represents unspent general fund balance carried over from 2015-16. This amount, in conjunction with other one-time money, funds one-time costs for department programs, capital improvement projects, transportation projects, contributions to General Fund Reserves, and also funds the County's mandatory 1.5% contingency, which per Board Policy 05-01 is 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. General Fund Unassigned Fund Balance is decreasing by $131.1 million from the prior year, and reflects the estimate of the General Fund results of operations for 2015-16.

Use of General Fund Reserves of $50.1 million represents the use of General Fund Reserves set aside for the County Permit System Upgrade ($0.7 million), Give Big ($0.1 million), the CalFresh Waiver Discontinuance ($2.5 million), the Rimforest Drainage Project ($0.7 million), the National Trails Highway ($3.2 million), Cedar Avenue Interchange ($0.08 million), Green Tree Blvd Connection ($0.8 million), ARMC Jail Ward ($2.5 million), County Buildings and Acquisition Project ($8.0), Glen Helen Rehabilitation Center SB1022 ($22.4 million), and Cash Flow Deficit ($9.1 million). This represents an increase of $23.3 million from the 2015-16 Modified Budget and is detailed in the Discretionary General Funding and Restricted Funds section of this budget document.

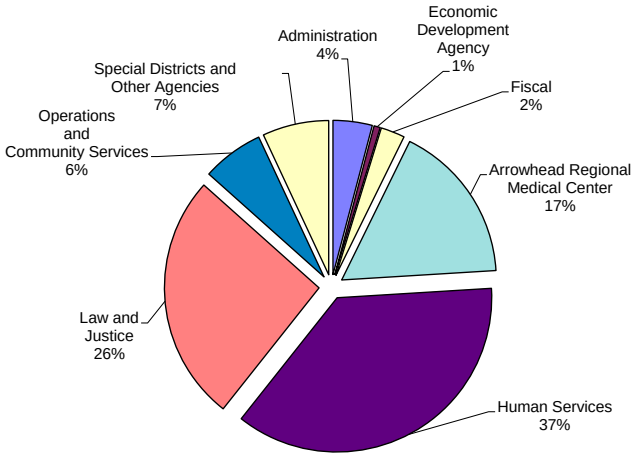
The bar graph below includes total budgeted revenue and other funding sources from the two prior Budgets and the 2016-17 Recommended Budget. 2014-15 amounts will not match previous information on prior pages because the bar graph reports on budgeted revenue and the previous tables reflect actual revenue received.



BUDGETED STAFFING SUMMARY

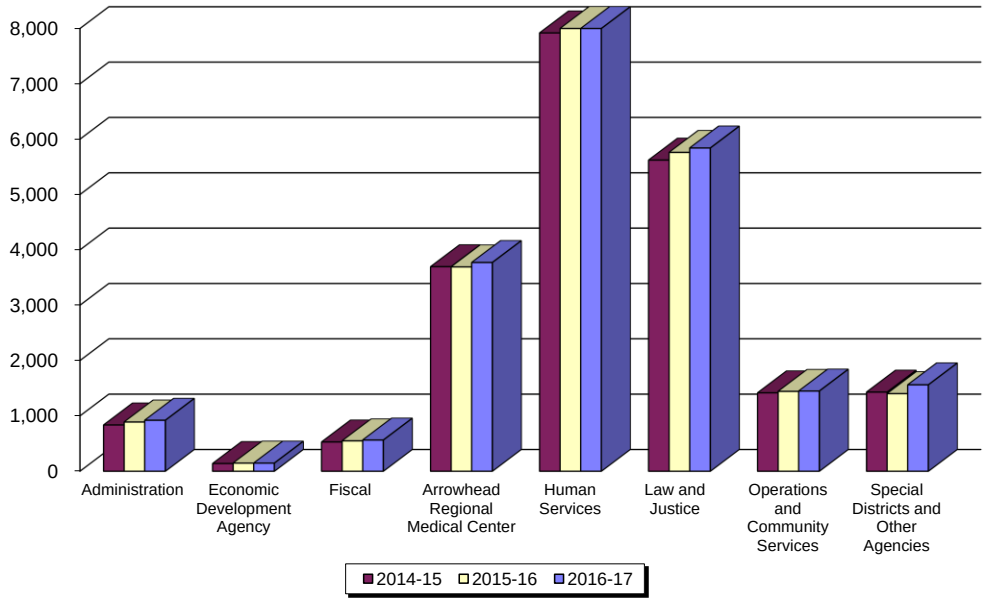
Budgeted staffing is accounted for using headcount; each position, whether full time or part time, is counted as one. The pie chart below depicts the budgeted staffing by group/agency for the 2016-17 fiscal year. The following bar graph illustrates the budgeted staffing for the 2016-17 fiscal year as well as the prior two fiscal years.

Budgeted Staffing By Group / Agency
2016-17 Fiscal Year



Percentages may not add to 100% due to rounding.

Budgeted Staffing By Group / Agency
2014-15 Through 2016-17 Fiscal Years



	2015-16 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	2016-17 Recommended Budget Staffing	Percentage Change
County - General Fund	14,332	28	65	93	14,425	0.6%
County - Other Funds	6,375	132	1	133	6,508	2.1%
Special Districts and Other Agencies	1,402	159	-	159	1,561	11.3%
Total	22,109	319	66	385	22,494	

Budgeted Staffing for caseload driven/grant, or special revenue funded programs, increased overall by a net 319 positions. Significant changes from the previous year's modified budgeted staffing in caseload driven, grant or special fund programs include the following:

County - General Fund

- **Behavioral Health** is requesting a net budgeted staffing increase of 28 positions between the Behavioral Health and Alcohol and Drug Services budget units. This is primarily to accommodate the expansion of the CHOICE program as well as the Correctional Mental Health Services expansion.

- **Public Health** is requesting a net increase of seven positions to address changes in grant funding, operational needs, quality improvement, equity issues, and to increase efficiency in operations.

- **The Human Services Administrative Claim** is requesting a net decrease of 48 budgeted positions. This includes the addition of 86 positions across its various departments but is offset by the deletion of 134 positions, the majority of which are from the Transitional Assistance Department (131). While a small

increase in TAD funding is anticipated, it is more than offset by increased salary costs and planned one-time expenditures. As a result, the department is requesting the deletion of these vacant positions to reflect anticipated allocations.

- **The District Attorney** is requesting the addition of 20 positions including the addition of one Deputy District Attorney IV to assist the department with increased workload, and 19 extra help positions to provide additional victim/witness services, aid in the department's Cold Case Prosecution Unit, and provide temporary clerical assistance.

- **Probation** is requesting the addition of 11 positions in the Administrative, Corrections and Detentions budget unit including five positions to support the department's Tattoo Removal Program, two Program Specialists to help monitor and evaluate the department's programs and treatments, and four administrative positions to improve management of the department's financial reporting and budget development processes.

- **Sheriff's Department** is requesting an increase of 14 positions in its Detentions unit including the addition of seven positions to meet TB testing requirements at the West Valley Detention Center, three positions to manage the department's inmate health records, and one Sheriff's Nurse Supervisor II to act as the department's Quality Improvement Coordinator to ensure compliance with the National Commission on Correction Health Care Standards.

County - Other Funds

- **Information Services - Computer Operations** is requesting the addition of nine regular positions to address an increased workload related to server management, system support and fiscal/administrative functions.

- **Arrowhead Regional Medical Center** is requesting the addition of a net 80 positions to address the addition of 12 beds in the behavioral health unit, increased staffing in the sterile processing unit, and additional positions tied to achieving goals for the renewed Waiver.

- **The Behavioral Health Mental Health Services Act** budget unit is increasing budgeted staffing by 23 positions. The Community Crisis Response Team (CCRT) is expanding to 24 hour clinical services and additional staffing increases are necessary to provide administrative support and to expand services in other MHSA programs such as the Homeless Outreach Support Team, which provides permanent support housing with wraparound case management.

- **Preschool Services** is requesting to increase budgeted staffing by 11 positions including eight limited term positions that will allow the department to convert staffing at three sites from Head Start to Early Head Start and three regular positions to address the increased demand for health and disability services for both Head Start and Early Head Start children and parents.

Special Districts and Other Agencies

- **Fire Protection District** is recommending an increase of 139 positions primarily as a result of the annexation of fire protection services from the Cities of San Bernardino and Twentynine Palms.

Budgeted staffing for all other programs is increasing by a net 66 budgeted positions. Significant changes from the previous year's modified budgeted staffing in all other programs include the following:

- **Administration –** Excluding the previously mentioned increases in Information Services, budgeted staffing within the Administration Group is increasing by a total of 23 positions. Significant changes within the group include increases in the Board of Supervisors (9), Human Resources (6) and Risk Management (4). The Board of Supervisors is increasing positions to recognize the addition of limited term contract

positions added since the First Quarter Budget Report. Human Resources is requesting to add six positions to improve access to professional guidance and training for Human Resources Officers, to improve the ability for the department to serve as an additional resource to departments and also to support increased workload due to labor negotiations and recruitment. Risk Management is adding four positions to assist with claims handling due to an unexpected increase in claims related to the Waterman Incident, City of San Bernardino Fire annexation to County Fire, and to reduce claims per adjuster ratio.

- **Fiscal** – The Fiscal Group is increasing budgeted staffing by a total of 15 positions primarily due to additions within the Assessor/Recorder/County Clerk (13). The Assessor/Recorder/County Clerk is requesting to increase staffing to adequately address anticipated increases in development, to improve overall operations through reorganization, and to enhance public assistance in the Assessor and Recorder divisions.

- **Law and Justice** – Excluding the previously mentioned increases in the Sheriff's Detentions, District Attorney, and Probation budget units, the Law and Justice Group is adding 35 positions. This primarily includes 31 positions within the Sheriff's Operations budget unit including two Sheriff's Services Specialists to provide evidence handling for Fontana and Big Bear, one Sheriff's pilot for fixed wing operations, one Detective for Terrorism Liaison Officer for Crime Intelligence, four Dispatcher IIs to provide workload relief, 17 Public Service Employees to provide temporary workload relief due to vacancies and three student interns for the Bureau of Administration.

- **Operations and Community Services –** The Operations and Community Services Group is increasing staffing by a net of six positions. Significant changes within this group include a decrease within Regional Parks (10) and increases in Land Use Services (7), Real Estate Services (4) and the County Library (3). Regional Parks is deleting 10 positions which have been vacant for the majority of 2015-16 and have been deemed unnecessary. Land Use is increasing positions across multiple divisions in order to improve the quality and timeliness of services provided. In addition, Real Estate Services is adding a net of four positions to assist with contract administration, project management, and workload relief. The County Library is adding a net three positions to assist with the new Bloomington Library, bookmobile program and to perform analysis of system-wide procedures, branch supervision, program implementation, and budgetary analysis.

- **Other Agencies** are increasing by a net of 14 positions primarily due to an increase of 10 budgeted positions in the In-Home Supportive Services budget unit associated with new responsibilities mandated by state and federal agencies, such as fingerprinting requirements of IHSS Providers and new federal legislation on overtime and services for homecare workers.

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

BUDGETED STAFFING SUMMARY

Department	2014-15 Final Budget	2015-16 Modified Budget	2016-17 Recommended Budget	Change Between 2015-16 & 2016-17
ADMINISTRATION				
GENERAL FUND				
BOARD OF SUPERVISORS	48	51	60	9
CLERK OF THE BOARD	14	13	13	-
COUNTY ADMINISTRATIVE OFFICE	17	17	17	-
COUNTY ADMINISTRATIVE OFFICE - AUTOMATED SYSTEMS DEVELOPMENT	-	12	13	1
COUNTY COUNSEL	86	93	95	2
FINANCE AND ADMINISTRATION	18	20	20	-
HUMAN RESOURCES	79	91	98	7
HUMAN RESOURCES - CENTER FOR EMPLOYEE HEALTH AND WELLNESS	12	12	12	-
INFORMATION SERVICES	13	15	15	-
PURCHASING	23	25	25	-
SUBTOTAL GENERAL FUND	310	349	368	19
OTHER FUNDS				
FLEET MANAGEMENT	87	93	95	2
HUMAN RESOURCES - COMMUTER SERVICES	3	3	4	1
HUMAN RESOURCES - EMPLOYEE BENEFITS AND SERVICES	31	31	29	(2)
INFORMATION SERVICES - APPLICATION DEVELOPMENT	87	88	89	1
INFORMATION SERVICES - COMPUTER OPERATIONS	120	123	132	9
INFORMATION SERVICES - TELECOMMUNICATIONS SERVICES	98	100	100	-
PURCHASING - PRINTING SERVICES	15	16	17	1
PURCHASING - SURPLUS PROPERTY AND STORAGE OPERATIONS	3	4	4	-
PURCHASING - MAIL/COURIER SERVICES	25	24	21	(3)
RISK MANAGEMENT - OPERATIONS	57	58	62	4
SUBTOTAL OTHER FUNDS	526	540	553	13
TOTAL ADMINISTRATION	**836**	**889**	**921**	**32**
ARROWHEAD REGIONAL MEDICAL CENTER				
OTHER FUNDS				
ARROWHEAD REGIONAL MEDICAL CENTER	3,696	3,692	3,772	80
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	**3,696**	**3,692**	**3,772**	**80**
ECONOMIC DEVELOPMENT AGENCY				
GENERAL FUND				
ECONOMIC DEVELOPMENT	10	12	10	(2)
OTHER FUNDS				
COMMUNITY DEVELOPMENT AND HOUSING	24	26	24	(2)
WORKFORCE DEVELOPMENT	105	109	113	4
SUBTOTAL OTHER FUNDS	129	135	137	2
TOTAL ECONOMIC DEVELOPMENT AGENCY	**139**	**147**	**147**	**-**

BUDGETED STAFFING SUMMARY

Department		2014-15 Final Budget	2015-16 Modified Budget	2016-17 Recommended Budget	Change Between 2015-16 & 2016-17
FISCAL					
GENERAL FUND					
ASSESSOR/RECORDER/COUNTY CLERK		222	224	237	13
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR		297	315	317	2
	SUBTOTAL GENERAL FUND	519	539	554	15
OTHER FUNDS					
ASSESSOR/RECORDER/COUNTY CLERK - SPECIAL REVENUE FUNDS		10	10	10	-
	SUBTOTAL OTHER FUNDS	10	10	10	-
	TOTAL FISCAL	**529**	**549**	**564**	**15**
HUMAN SERVICES					
GENERAL FUND					
AGING AND ADULT SERVICES - AGING PROGRAMS		38	40	40	-
AGING AND ADULT SERVICES - PUBLIC GUARDIAN - CONSERVATOR		19	21	21	-
CHILD SUPPORT SERVICES		431	428	424	(4)
HEALTH ADMINISTRATION		1	1	1	-
BEHAVIORAL HEALTH		513	584	610	26
BEHAVIORAL HEALTH - ALCOHOL AND DRUG		75	90	92	2
PUBLIC HEALTH		715	736	743	7
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES		174	179	179	-
HUMAN SERVICES - ADMINISTRATIVE CLAIM		4,707	4,854	4,806	(48)
VETERANS AFFAIRS		22	26	22	(4)
	SUBTOTAL GENERAL FUND	6,695	6,959	6,938	(21)
OTHER FUNDS					
HUMAN SERVICES - WRAPAROUND REINVESTMENT FUND		1	-	-	-
BEHAVIORAL HEALTH - MENTAL HEALTH SERVICE ACT		517	567	590	23
PRESCHOOL SERVICES		707	700	711	11
	SUBTOTAL OTHER FUNDS	1,225	1,267	1,301	34
	TOTAL HUMAN SERVICES	**7,920**	**8,226**	**8,239**	**13**
LAW AND JUSTICE					
GENERAL FUND					
DISTRICT ATTORNEY - CRIMINAL PROSECUTION		503	511	531	20
LAW AND JUSTICE GROUP ADMINISTRATION		1	1	1	-
PROBATION - ADMINISTRATION, CORRECTIONS & DETENTION		1,183	1,238	1,249	11
PROBATION - JUVENILE JUSTICE GRANT PROGRAM		39	47	46	(1)
PUBLIC DEFENDER		247	262	267	5
SHERIFF/CORONER/PUBLIC ADMINISTRATOR		1,698	1,701	1,732	31
SHERIFF - DETENTIONS		1,373	1,419	1,433	14
SHERIFF - LAW ENFORCEMENT CONTRACTS		578	582	582	-
	SUBTOTAL GENERAL FUND	5,622	5,761	5,841	80
OTHER FUNDS					
SHERIFF/CORONER/PUBLIC ADMINISTRATOR - PUBLIC GATHERINGS		-	-	-	-
	SUBTOTAL OTHER FUNDS	-	-	-	-
	TOTAL LAW AND JUSTICE	**5,622**	**5,761**	**5,841**	**80**

BUDGETED STAFFING SUMMARY

Department	2014-15 Final Budget	2015-16 Modified Budget	2016-17 Recommended Budget	Change Between 2015-16 & 2016-17
OPERATIONS AND COMMUNITY SERVICES				
GENERAL FUND				
AGRICULTURE/WEIGHTS AND MEASURES	64	64	65	1
AIRPORTS	20	20	20	-
COMMUNITY SERVICES GROUP	-	1	1	-
COUNTY MUSEUM	21	22	22	-
LAND USE SERVICES - ADMINISTRATION	36	38	40	2
LAND USE SERVICES - LAND DEVELOPMENT	8	8	8	-
LAND USE SERVICES - PLANNING	31	31	29	(2)
LAND USE SERVICES - BUILDING AND SAFETY	23	21	23	2
LAND USE SERVICES - CODE ENFORCEMENT	30	33	35	2
LAND USE SERVICES - FIRE HAZARD ABATEMENT	17	14	17	3
PUBLIC WORKS - SURVEYOR	25	23	23	-
REAL ESTATE SERVICES (RES)	26	24	24	-
RES - PROJECT MANAGEMENT DIVISION	22	22	24	2
RES - FACILITIES MANAGEMENT DIVISION	102	111	113	2
RES - UTILITIES	2	2	2	-
REGIONAL PARKS	232	205	195	(10)
REGISTRAR OF VOTERS	37	73	73	-
SUBTOTAL GENERAL FUND	696	712	714	2
OTHER FUNDS				
COUNTY LIBRARY	291	295	298	3
COUNTY MUSEUM - MUSEUM STORE	2	3	3	-
PUBLIC WORKS - TRANSPORTATION - ROAD OPERATIONS	341	341	343	2
PUBLIC WORKS - SOLID WASTE MANAGEMENT - OPERATIONS	83	86	87	1
REGIONAL PARKS - ENTERPRISE FUNDS	4	6	4	(2)
REGIONAL PARKS - SPECIAL REVENUE FUNDS	-	-	-	-
SUBTOTAL OTHER FUNDS	721	731	735	4
TOTAL OPERATIONS AND COMMUNITY SERVICES	**1,417**	**1,443**	**1,449**	**6**
TOTAL COUNTY DEPARTMENTS - GENERAL FUND	**13,852**	**14,332**	**14,425**	**93**
TOTAL COUNTY DEPARTMENTS - OTHER FUNDS	**6,307**	**6,375**	**6,508**	**133**
COUNTY DEPARTMENTS GRAND TOTAL	**20,159**	**20,707**	**20,933**	**226**
SPECIAL DISTRICTS AND OTHER AGENCIES				
OTHER FUNDS				
SPECIAL DISTRICTS DEPARTMENT	188	182	184	2
FIRE PROTECTION DISTRICT	911	878	1,017	139
FLOOD CONTROL DISTRICT	162	166	170	4
OTHER AGENCIES	169	176	190	14
SUBTOTAL OTHER FUNDS	1,430	1,402	1,561	159
TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES	**1,430**	**1,402**	**1,561**	**159**
TOTAL ALL COUNTY ENTITIES	**21,589**	**22,109**	**22,494**	**385**

CAPITAL IMPROVEMENT PROGRAM

The County budget summary includes Requirements for Capital Improvement Projects. Below find summary information on the types and costs of projects budgeted in 2016-17.

Projects Administered by Real Estate Services Department – Project Management Division

CAPITAL PROJECTS FUNDS SUMMARY

	Fund CJP	Fund CJV	Sub-Total	ARMC Capital Fund CJE	Total
Requirements					
Land	2,223,801		2,223,801		2,223,801
Improvements to Land	16,594,057		16,594,057	1,580,165	18,174,222
Structures and Improvements	257,412,641	931,224	258,343,865	15,744,603	274,088,468
Salaries and Benefits Transfers Out	4,793		4,793		4,793
Fixed Assets Transfers Out	707,931		707,931		707,931
Total Requirements	276,943,223	931,224	277,874,447	17,324,768	295,199,215

In August 2015, County departments were requested to provide a five-year projection of their capital requirements. The 2016-2021 5-Year Capital Improvement Program Plan was completed in December 2015. That document included information on Major Capital Improvements that are currently in progress, and projects proposed by County departments and Special Districts to commence within the next five years. It is intended to be a tool for management and the Board to prioritize capital needs, develop funding plans, and stay informed about the progress of multi-year projects. Departments request funding for these capital improvement projects as part of the budget process, when they submit a request for funding consideration to the Real Estate Services Department. Requests can also be submitted mid-year, if necessary, with any required budget adjustments made on quarterly budget reports.

The Real Estate Services Department – Project Management Division (RES-PMD) manages major county projects which include construction and rehabilitation of facilities, and repair projects. The 2016-17 budgets for these projects are summarized in the schedule above. The schedule above does not include Operating Transfers Out or Reimbursements as part of total Requirements. Instead, the schedule represents total budgeted project costs.

RES-PMD projects include $277.9 million in projects managed through Capital Funds and $17.3 million in projects managed through Arrowhead Regional Medical Center Enterprise Funds, for a total project budget of $295.2 million.

The 2016-17 Recommended Budget includes $128.2 million in new project funding. This includes $57.7 million in projects funded with Discretionary General Funding. Discretionary General Funding allocations include 800MHz Upgrade Project ($17.9 million) the County Buildings Acquisition and Retrofit Project ($8.0 million), various Sheriff facility improvements ($12.2 million) and the ARMC Jail Ward project ($2.5 million). Additionally $12.0 million in new project funding is allocated to non-major CIP and maintenance projects.

Projects approved in prior years but not yet completed have carryover balances of $167.0 million. The major multi-year projects with carryover balances are the 800 MHz Upgrade Project, the County Buildings Acquisition and Retrofit Project, and the Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport.

For a complete listing of capital improvement program highlights for projects administered by the Real Estate Services Department – Project Management Division see the Capital Improvement Program Section of this budget book.

Projects Administered by Other County Departments

Transportation and Solid Waste projects are administered by the Department of Public Works. Requirements for these projects are accounted for in special revenue and enterprise funds and budgeted in the respective department(s) budgets. Budgets for both the Transportation and Solid Waste departments are found in the Operations and Community Services section of this budget book. Total projects budgeted in 2016-17 (both new and carryover) for Transportation is $66.5 million, and for Solid Waste is $10.1 million. Transportation project types include major rehabilitation and overlay, surface chip and seal, and major infrastructure improvements. Solid Waste Management project types include closure construction, liner construction, land acquisition, and construction of landfill gas extraction systems.

Also reflected in the Capital Improvement Program are $0.4 million in Requirements for minor projects which are administered by various departments with oversight and inspection provided by RES-PMD. In 2016-17, this includes Airports ($0.3 million), CONFIRE ($45,000), and Public Works ($60,000).

For a complete listing of capital improvement program highlights for projects administered by other county departments see the Capital Improvement Program Section of this budget book.

Projects Administered by Flood Control and Special Districts Department

The Flood Control District and the Special Districts Department have independent multi-year capital improvement project plans that are budgeted in special revenue funds, capital projects funds, and enterprise funds and are included in the respective department's budget pages.

Flood Control, found in the Operations and Community Services section of this budget book, has twenty-five major improvement projects budgeted in 2016-17. Requirements for these projects (both new and carryover) total $37.6 million and includes right-of-way acquisition expenses, consultants for design or geotechnical services, labor, and construction costs.

Special Districts Department capital projects are found in the Special Districts Department section of this budget book, in the Capital Improvement Program pages. In 2016-17, Requirements for these projects (both new and carryover) total $45.3 million. Requirements include $8.9 million for the design and construction of a new Big Bear Alpine Zoo, $8.5 million for Lake Gregory Dam rehabilitation, $5.4 million for the Snow Drop Road Project and $5.3 million for the CSA 70 Pioneertown Offsite Pipeline Supply project.

DISCRETIONARY GENERAL FUNDING AND RESTRICTED FUNDS

County General Fund operations of $2.9 billion are funded with four major types of sources: countywide discretionary revenue ($767.5 million), Proposition 172 revenue ($169.1 million), 1991 and 2011 Realignment revenues ($689.2 million), and departmental revenue ($1.3 billion).

- 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 available fund balance, use of reserves and operating transfers in, are other funding sources that may be allocated to General Fund departments in the same manner as countywide discretionary revenue.

- 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.

- 1991 Realignment revenue provides health and welfare funding. In 1991-92, the State approved the Health and Welfare Realignment Program that involved 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.

- 2011 Realignment revenue provides public safety, health, and welfare funding. In 2011-12, the State approved what has become known as AB 109 Public Safety Realignment. As part of this realignment, the State addressed prison over-crowding by shifting custodial responsibility of non-violent, non-sex, and non-sex-against-children ('Triple-Nons') offenders to local jails. In addition, the parole function of the State was delegated to county Probation departments. In conjunction with Public Safety Realignment, the State also shifted full financial burden of many social service and mental health programs. The County was responsible for delivery of these programs before realignment, but with the shift the State would no longer contribute a share of cost. While the State no longer shares in the cost, it has dedicated a portion of the State sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.

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

County General Fund operations not funded by departmental revenue, Proposition 172 revenue, and/or Realignment revenue are funded by Net County Cost (or Discretionary General Funding). Net County Cost is funded by countywide discretionary revenue, which is primarily property tax revenue.

Any countywide discretionary revenue not distributed to departments through their Net County Cost allocation, if not transferred to other funds for specific projects/programs, is contributed to contingencies or reserves. Every year the County of San Bernardino has set aside a prudent dollar amount in contingencies and/or 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.

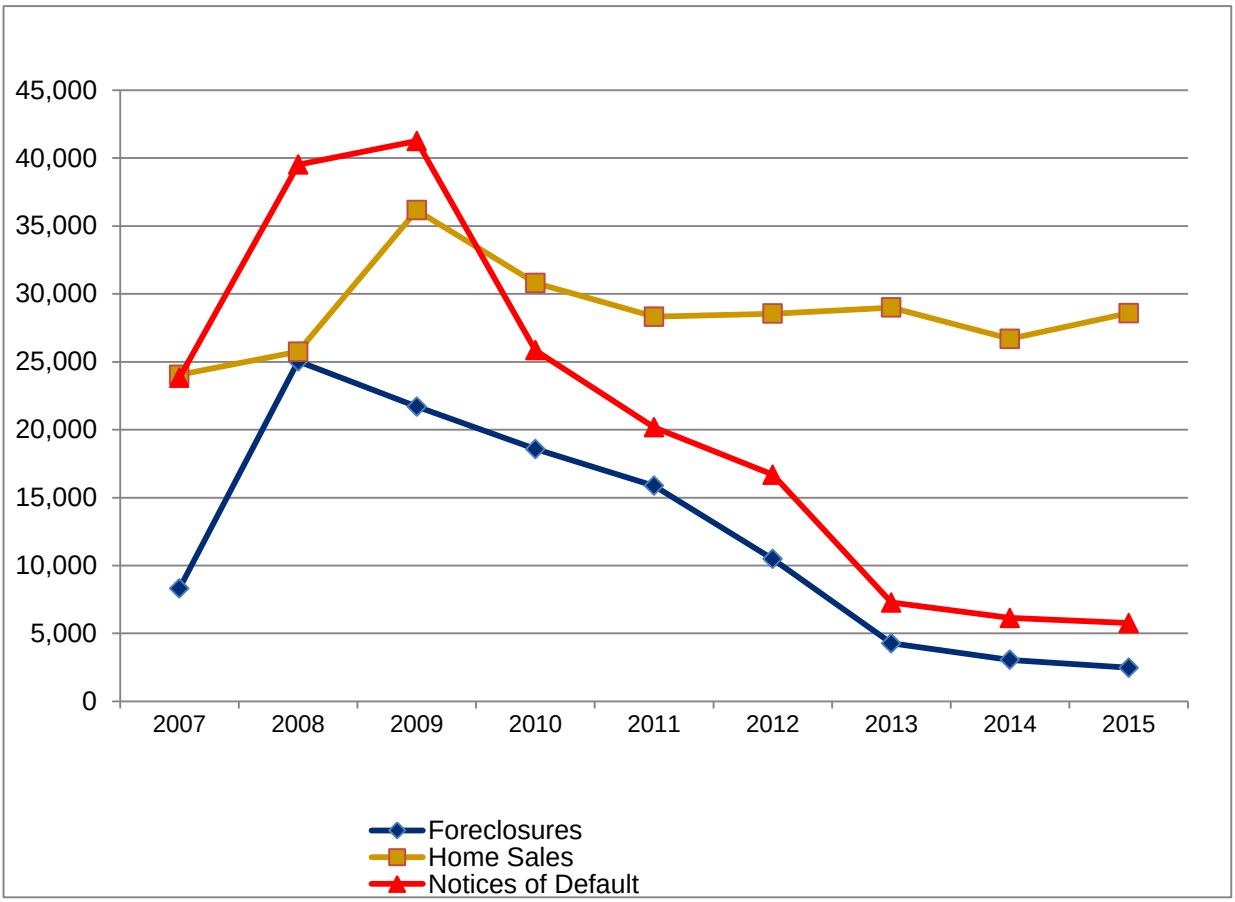
The following sections provide details of:

- The economic indicators that are factored into the County's fiscal plan.
- How economic indicators and other factors affect countywide discretionary revenue.
- How Discretionary General Funding (Net County Cost) has been allocated for the fiscal year.
- Information on General Fund contingencies and reserves.
- How economic indicators and other factors affect Proposition 172 revenue and Realignment revenue.
- The County Restricted General Fund – Automated Systems Development budget unit.

ECONOMIC INDICATORS

Property related revenue accounts for 67.6 percent of the County's discretionary revenue and other funding sources. These revenues were severely impacted by the mortgage and financial crisis, which also had a significant effect on the housing market within the County. During this crisis, home values plummeted while foreclosures and notices of default skyrocketed. Assessed valuation was 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. However, as shown in the chart below, foreclosures have declined from their peak of 7,899 experienced in the third quarter of 2008, down to 548 in the first quarter of 2016. Home sales have stabilized at roughly 28,000 annually since 2011. In addition, as shown in the chart on the next page, the median home prices are rising.

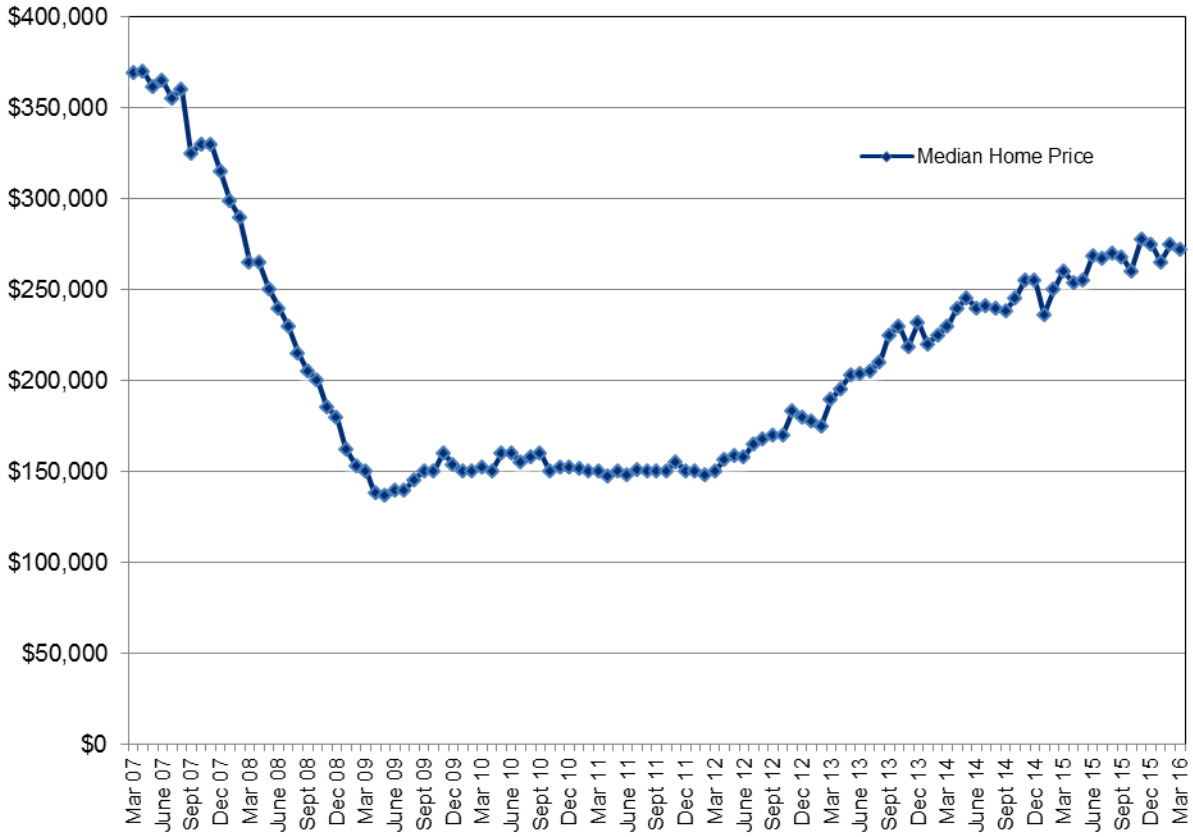
COUNTY OF SAN BERNARDINO
FORECLOSURES/HOME SALES/NOTICES OF DEFAULT BY QUARTER
CALENDAR YEARS 2009 THROUGH 2015



Source: County Assessor and CoreLogic/Dataquick

In 2015, foreclosures were down 18.9% from 2014, and for the first quarter of 2016 they were down by 17.8%. 2015 Notices of Default were down by 6.0% from the prior year, and for the first quarter of 2016 are down 6.3%. As foreclosures and Notices of Default decline, the County continues to see a rise in the median price of a home. The chart below shows the fluctuation in the median price over the past eight years. Prior to the steady increase that began in November of 2012, the median price had been stable at approximately $150,000 for the 34 month period between September 2009 and June 2012. As of March 2016, the County's median home price has risen to $272,000.

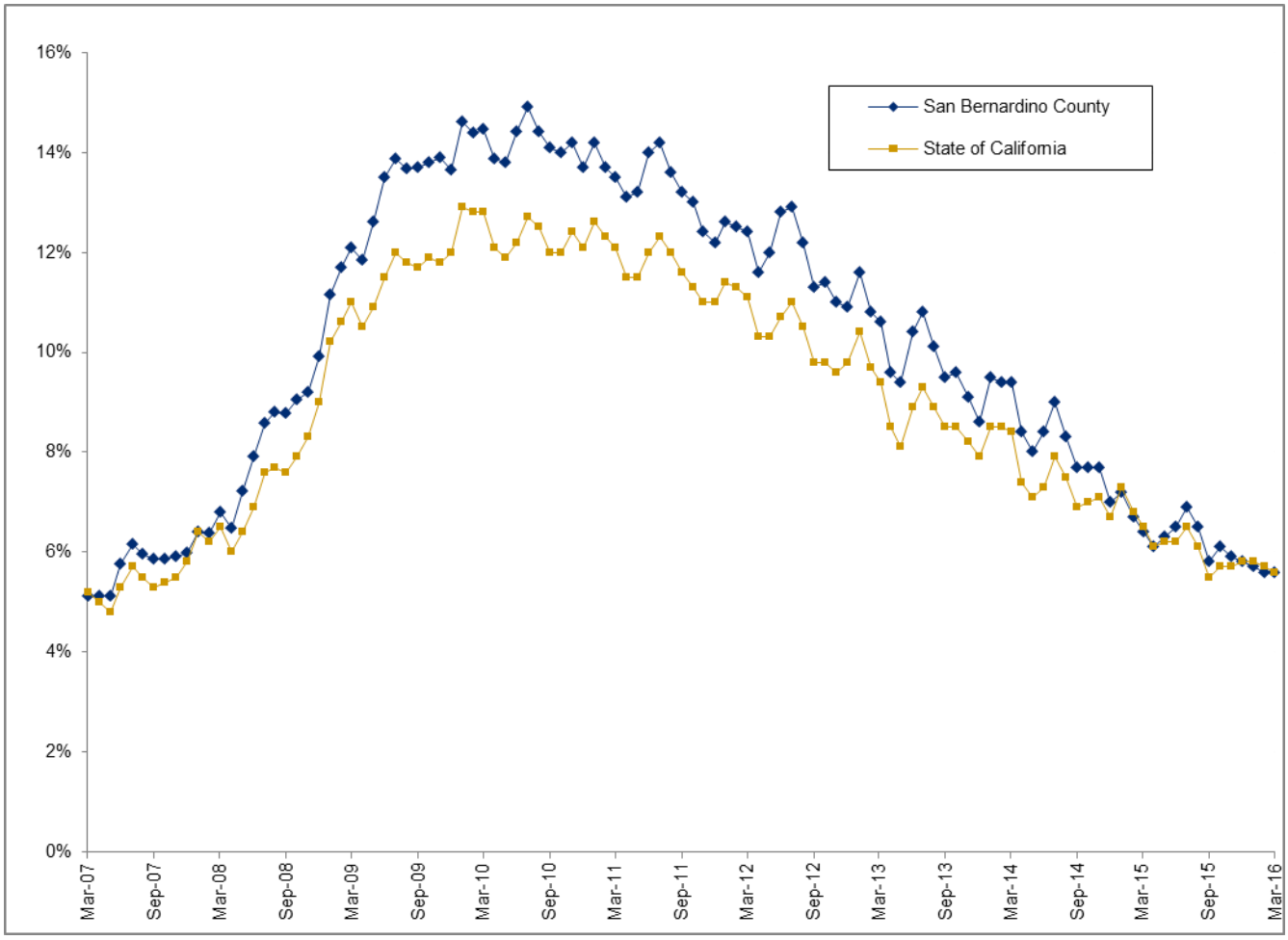
COUNTY OF SAN BERNARDINO
MEDIAN HOME PRICE BY MONTH
MARCH 2008 THROUGH MARCH 2016



Source: CoreLogic/Dataquick

During the recession, in addition to the decline in property values, the loss of jobs in the County led to high levels of unemployment, as shown in the chart below. County unemployment reached its peak of 14.8% in July 2010. However conditions have improved. In 2015, 58,692 jobs were added, and total job gains since 2011 are 196,708, which is 137.56% of the 142,993 jobs lost during the recession. Job growth for 2016 is forecasted at 48,700, which, if achieved, will be consistent with median job growth experienced prior to the recession. Unemployment has declined, returning to pre-recession levels at 5.6% as of March 2016, which compares to unemployment rates for the State and the United States of America, which were 5.6% and 5.0%, respectively.

COUNTY OF SAN BERNARDINO
UNEMPLOYMENT RATES
STATE OF CALIFORNIA AND SAN BERNARDINO COUNTY
MARCH 2007 THROUGH MARCH 2016

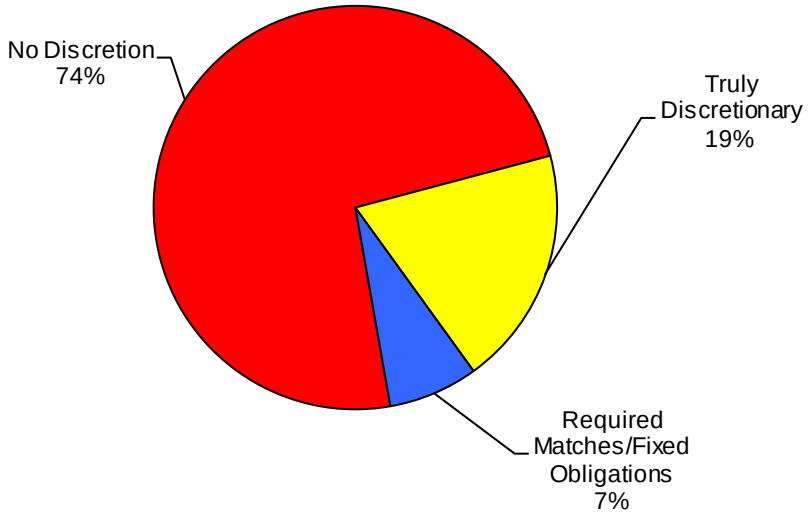


Source: State of California Employment Development Department

COUNTYWIDE DISCRETIONARY REVENUE

The entire General Fund budget including operating transfers in is $2.9 billion, however, only $0.56 billion (or 19.2%) is truly discretionary as seen in this pie chart.

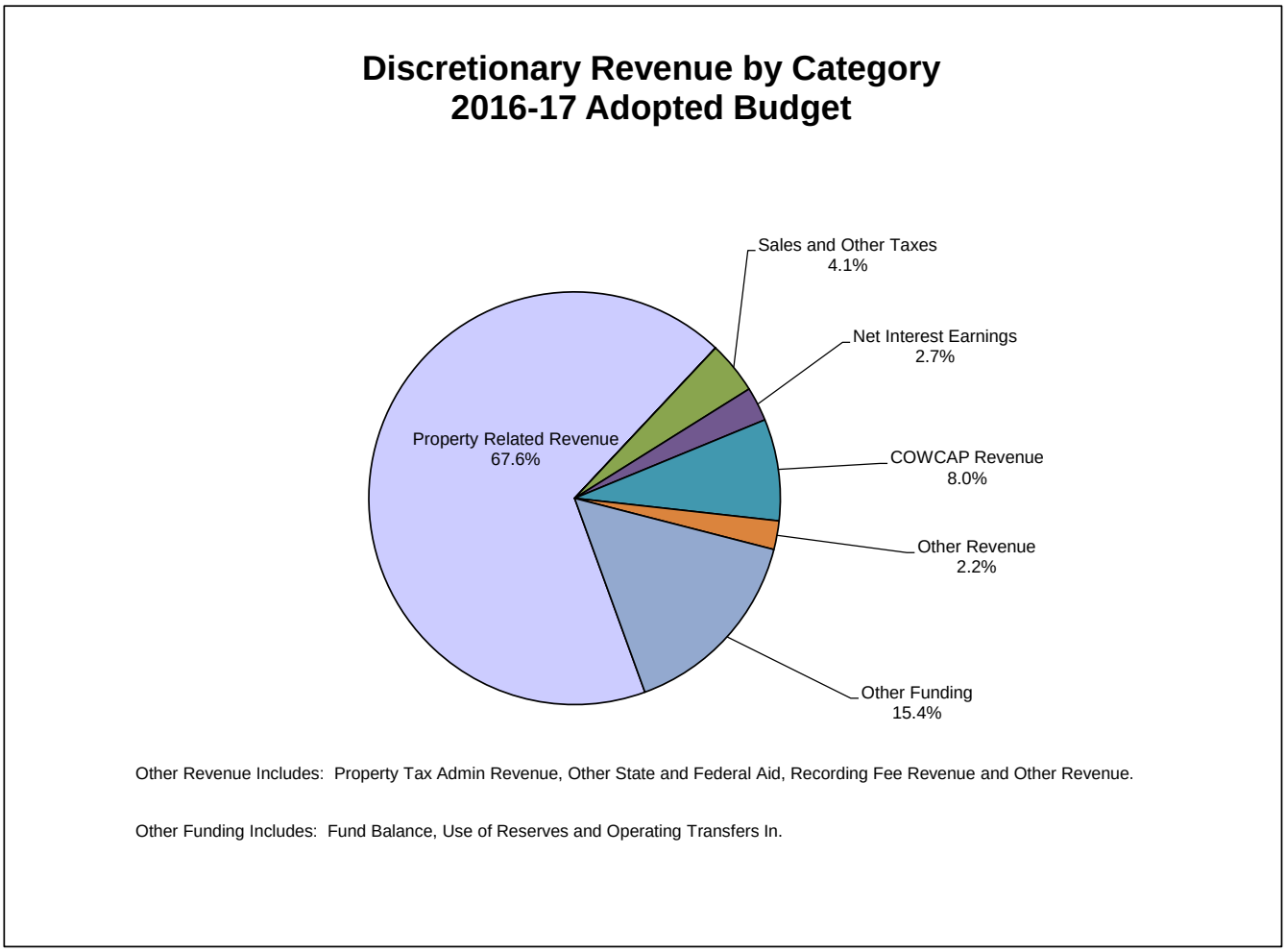
2016-17 Recommended Budget
General Fund Spending



SPENDING WHERE THERE IS NO DISCRETION. INCLUDES:	**2,143,617,544**
Welfare costs reimbursed by state and federal monies ($1,075.8 million)	
Other program costs funded by program revenues such as user fees ($1,067.8 million)	
REQUIRED HEALTH AND WELFARE MATCHES AND OTHER FIXED OBLIGATIONS:	**209,209,106**
SPENDING WHERE THERE IS DISCRETION. INCLUDES:	**558,279,673**
Reserve Contributions ($54.4 million)	
Contingencies Contributions ($0.2 million)	
Law and justice program costs funded by local revenues ($354.1 million)	
All other program costs funded by local revenues ($149.6 million)	
TOTAL:	**$2,911,106,323**

Countywide discretionary revenue and other funding sources total $767,488,779 and is first obligated to pay for required health and welfare matches and other fixed obligations, which total $209,209,106. The remaining amount of $558,279,673 is available to fund departmental budgets' Net County Cost or other expenditures.

Shown below are the sources of countywide discretionary revenue and other funding sources of $767,488,779 for the 2016-17 Recommended Budget:



Percentages may not add to 100% due to rounding.

COUNTYWIDE DISCRETIONARY REVENUE WHICH PAYS FOR NET COUNTY COST

2016-17 Discretionary General Funding of $767,488,779 includes Countywide Discretionary Revenue of $648.9 million and Other Funding Sources of $118.6 million. Per the County Fund Balance and Reserve Policy, the General Purpose Reserve will be built up with one-time sources until the target of 20% of locally funded appropriation is reached. The 2016-17 Recommended Budget includes a contribution of $8,347,763 to the General Purpose Reserve (1% of locally funded appropriation) and brings the funding level to $97,124,165, or 14.6% of locally funded appropriation. County policy also requires a minimum of 1.5% of locally funded appropriation be placed in General Fund Mandatory Contingencies, which is $9,988,981 for 2016-17.

	2015-16 Adopted Budget	2015-16 Modified Budget	2015-16 Estimate	2016-17 Recommended Budget
Countywide Discretionary Revenue				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	249,353,638	253,579,566	251,500,201	261,788,007
VLF/Property Tax Swap	227,495,213	232,065,308	232,070,078	240,212,594
Supplemental Property Tax	3,000,000	5,000,000	6,716,031	5,000,000
Property Transfer Tax	7,500,000	7,725,000	7,725,000	7,725,000
Penalty on Current Taxes	2,160,000	2,160,000	2,160,000	2,160,000
Prior Property Taxes, Penalties and Interest	1,690,000	1,690,000	1,690,000	1,690,000
Total Property Related Revenue	491,198,851	502,219,874	501,861,310	518,575,601
Sales and Other Taxes:				
Sales and Use Tax	21,561,071	21,561,071	23,573,825	22,682,247
Franchise Fees	5,950,000	6,645,000	6,645,000	6,645,000
Hotel/Motel Tax	1,500,000	1,500,000	1,500,000	1,500,000
Other Taxes	790,000	678,000	678,000	678,000
Total Sales and Other Taxes	29,801,071	30,384,071	32,396,825	31,505,247
Net Interest Earnings	20,550,000	20,550,000	20,550,000	20,550,000
COWCAP Revenue	57,921,243	57,921,243	57,923,243	61,089,208
Property Tax Admin Revenue	8,636,581	8,636,581	8,636,581	8,809,313
Recording Fee Revenue	2,850,000	2,850,000	2,850,000	2,850,000
State and Federal Aid	5,122,675	5,122,675	5,753,310	5,122,675
Other Revenue	430,000	430,000	13,661,174	430,000
Total Countywide Discretionary Revenue	**616,510,421**	**628,114,445**	**643,632,443**	**648,932,044**
Other Funding Sources				
Available Fund Balance, beginning	176,598,036	176,598,036	176,598,036	46,417,532
Fund Balance for Board Discretionary Fund Allocations	2,511,716	2,511,716	2,511,716	1,555,087
Use of Reserves	2,922,144	26,824,110	26,824,110	50,104,116
Operating Transfers In (One-Time)	12,000,000	33,018,544	33,018,544	3,480,000
Operating Transfers In (Ongoing)	17,000,000	17,000,000	17,000,000	17,000,000
Total Other Funding Sources	**211,031,896**	**255,952,406**	**255,952,406**	**118,556,735**
Total Countywide Discretionary Revenue and Other Funding Sources	**827,542,317**	**884,066,851**	**899,584,849**	**767,488,779**
Locally Funded Appropriation				
Total Countywide Discretionary Revenue	616,510,421	628,114,445	643,632,443	648,932,044
Operating Transfers In (Ongoing)	17,000,000	17,000,000	17,000,000	17,000,000
Locally Funded Appropriation	633,510,421	645,114,445	660,632,443	665,932,044

Countywide Discretionary Revenue

Property Related Revenue accounts for 67.6% of countywide discretionary revenue and other funding sources. These revenues were severely impacted as a result of the mortgage and financial crisis, which also had a significant effect on the housing market within the County. Assessed valuation was 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. However, the median price of a home in the County has risen and the volume of home sales remains relatively stable. Rising home prices are also leading to value being added back to the assessment roll for valuations that had been reduced through Proposition 8 reassessments.

The 2016-17 Recommended Budget anticipates a 3.5% increase in the assessed valuation of properties within the County.

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 ABx1 26. Pursuant to ABx1 26, 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 (residual) for local public agencies, including the County.

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 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 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 its 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, accounted for as interest earnings in Countywide discretionary revenue, are projected to remain static to prior year earnings.

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

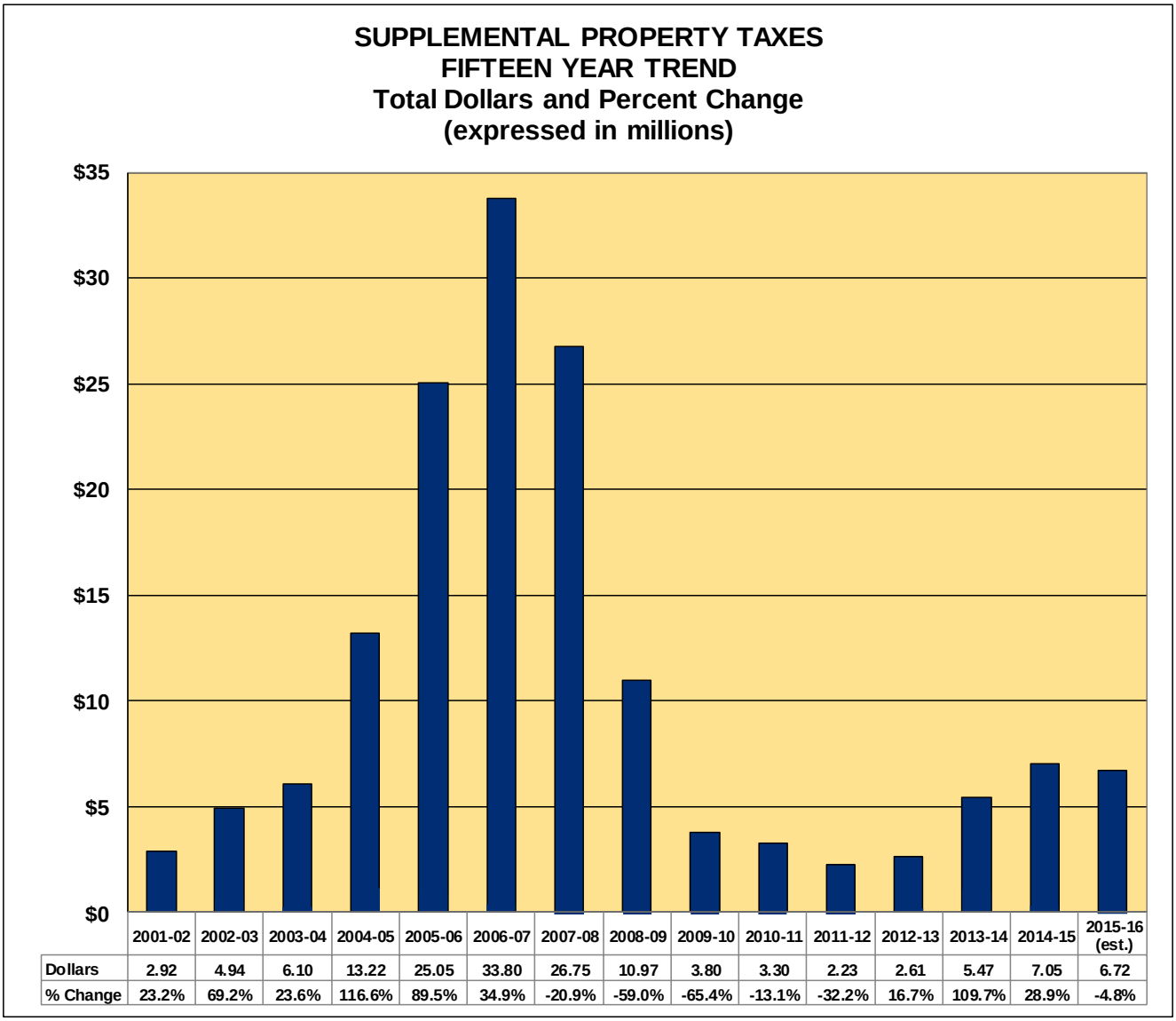
Current Secured, Unsecured, Unitary
Secured Property Tax Revenue makes up approximately $236.1 million of the $261.8 million in the 2016-17 "Current Secured, Unsecured, Unitary" budgeted revenue number, up from $228.2 million in the 2015-16 Modified Budget. This reflects a projected increase in assessed valuation of 3.5%. This number also includes a $1.0 million increase in residual revenue related to the dissolution of Redevelopment Agencies pursuant to ABx1 26 and pass-through payments consistent with the legislation (see 'Elimination of Redevelopment Agencies' on the previous page).

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 2016-17 budgeted amount reflects the projected increase in assessed valuation of 3.5% as compared to the 2015-16 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 home values are decreasing, 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.



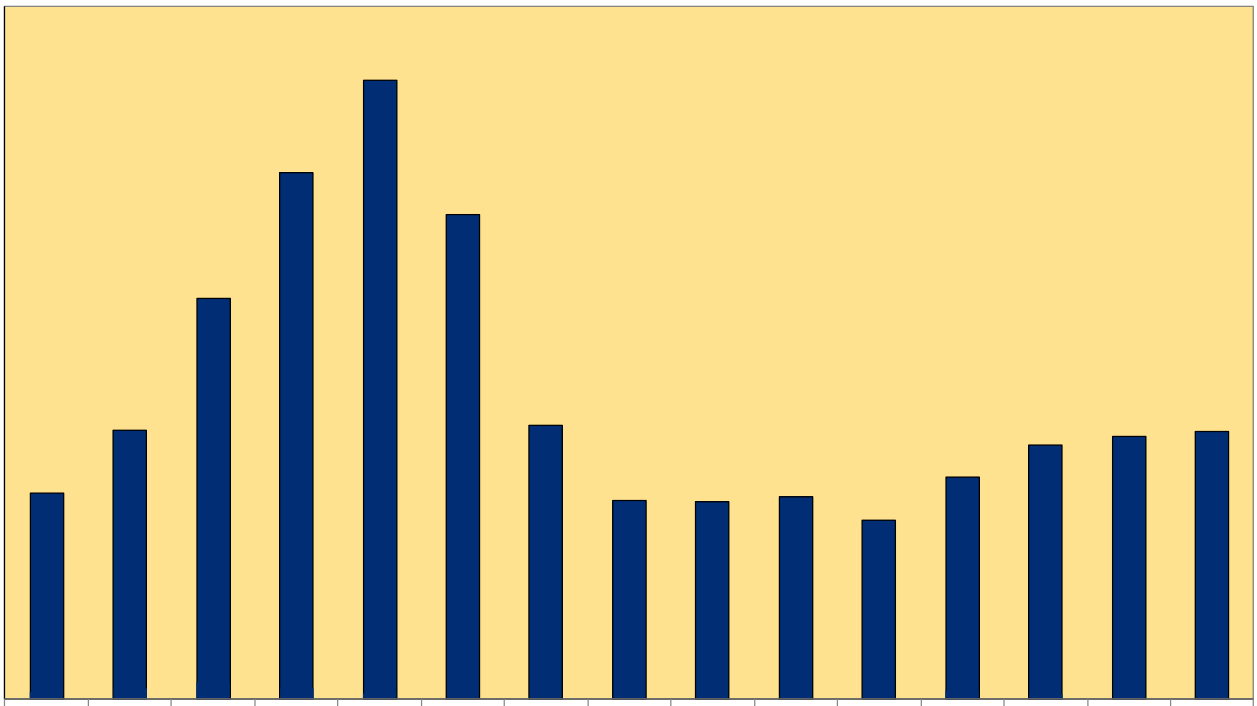
	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16 (est.)
Dollars	2.92	4.94	6.10	13.22	25.05	33.80	26.75	10.97	3.80	3.30	2.23	2.61	5.47	7.05	6.72
% Change	23.2%	69.2%	23.6%	116.6%	89.5%	34.9%	-20.9%	-59.0%	-65.4%	-13.1%	-32.2%	16.7%	109.7%	28.9%	-4.8%

As shown in the chart above, supplemental property tax revenues have declined significantly since 2006-07 as a result of the collapse of the housing market. Supplemental revenue in 2012-13 showed the first year over year increase since 2006-07. The County projects the ongoing portion of these revenues to be $5.0 million in 2016-17.

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 total $7.7 million in 2016-17, consistent with 2015-16 revenue. The following chart presents the most recent fifteen year trend of property transfer tax revenue.

PROPERTY TRANSFER TAX
FIFTEEN YEAR TREND
Total Dollars and Percent Change
(expressed in millions)



	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16 (est.)
Dollars	5.94	7.75	11.58	15.18	17.86	13.98	7.91	5.73	5.69	5.84	5.18	6.40	7.34	7.59	7.73
% Change	21.1%	30.5%	49.3%	31.2%	17.6%	-21.7%	-43.4%	-27.6%	-0.7%	2.7%	-11.4%	23.7%	14.6%	3.4%	1.8%

Sales and Use Tax

Countywide discretionary revenue includes 1.0% of the 8.0% 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 2016-17, Sales and Use Tax revenue is anticipated to increase by 5.2% over the prior year budgeted amount.

Elimination of the Sales Tax/Property Tax Swap of 0.25%

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. Prior to that time, counties and cities received 1.0% of the State's base sales tax rate. Pursuant to new provisions enacted by the legislature, this 1.0% 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 made up the loss of property tax revenue to the schools. This change is referred to as the 'Triple Flip'. 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.

Since 2013-14, both components of discretionary sales tax revenue (Sales and Use Tax Allocation of 0.75%, and Sales Tax/Property Tax Swap) were combined and reported together as Sales and Use Tax. However, the Triple Flip expired December 31, 2015 with the final payment of the California Economic Recovery Bonds in August 2015. Effective January 1, 2016, the County's share of the base sales tax rate was restored to the full 1.0%.

2016-17 ongoing sales tax revenue in the unincorporated area is projected to total $25.6 million (after adjusting for the Triple Flip). However, the County has budgeted only $22.7 million for 2016-17. The sales tax revenue projection of $22.7 million excludes 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 certain 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.

Sales Tax Risk – Potential Annexations and Incorporations: A portion 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).

Not included in budgeted sales and use tax revenue is $3.5 million of one-time use tax revenue estimated to be generated from major construction projects in the unincorporated areas of the County. This revenue would normally be distributed to the County, and cities within the County, based on their percent share of countywide sales tax revenue. However, due to the efforts of the Economic Development Department working with companies doing this construction, 100% of this revenue will be allocated to the County. Because this revenue is one-time in nature, it is budgeted as Operating Transfers In (one-time) instead of sales and use tax revenue.

Net Interest Earnings

Net interest earnings for 2016-17 are projected at $20.6 million and anticipated to remain flat when compared to the 2015-16 Adopted Budget amount as there are no material changes projected to penalties and interest earned from the Teeter program. For more information see the section titled 'The Teeter Plan' found earlier in this section.

COWCAP (Countywide Cost Allocation Plan) Revenue

The budgeted COWCAP Revenue reflects the recovered allowable costs included in the 2016-17 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 General Fund departments and taxing entities such as the County Library and Board-governed Special Districts. The County

anticipates COWCAP revenue to increase by $3.2 million when compared to the 2015-16 Adopted Budget based on information provided by the Auditor-Controller/Treasurer/Tax Collector.

Property Tax Administration 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.

The 2016-17 Recommended budget anticipates revenue to be relatively flat compared to the 2015-16 estimated revenue as there are no anticipated changes to supplemental property tax revenues and no material change in the County's cost to provide property tax assessment and collection services.

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 to the prior year's 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, SB90 reimbursements from the State, and excess Vehicle License Fee (VLF) revenue. 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 generated approximately $1.0 million in additional PILT revenue annually. Although scheduled to end in 2012, the full funding level for PILT was extended through federal fiscal year 2016 (October 1, 2015 to September 30, 2016). It is anticipated that this revenue will remain flat as compared to the 2015-16 Adopted budget as there are no changes anticipated to the related programs in 2016-17.

Other Revenue
Other revenue includes voided warrants issued by the County, projected transfers of unclaimed property tax refunds to the General Fund, the County's share of vehicle code violation revenue, and other miscellaneous revenues.

Other Funding Sources

Fund Balance

The 2015-16 estimated year-end fund balance for the General Fund is $48.0 million. This reflects fund balance that is available for appropriation. Anticipated fund balance is a result of unspent General Fund contingencies, departmental cost savings and additional revenue.

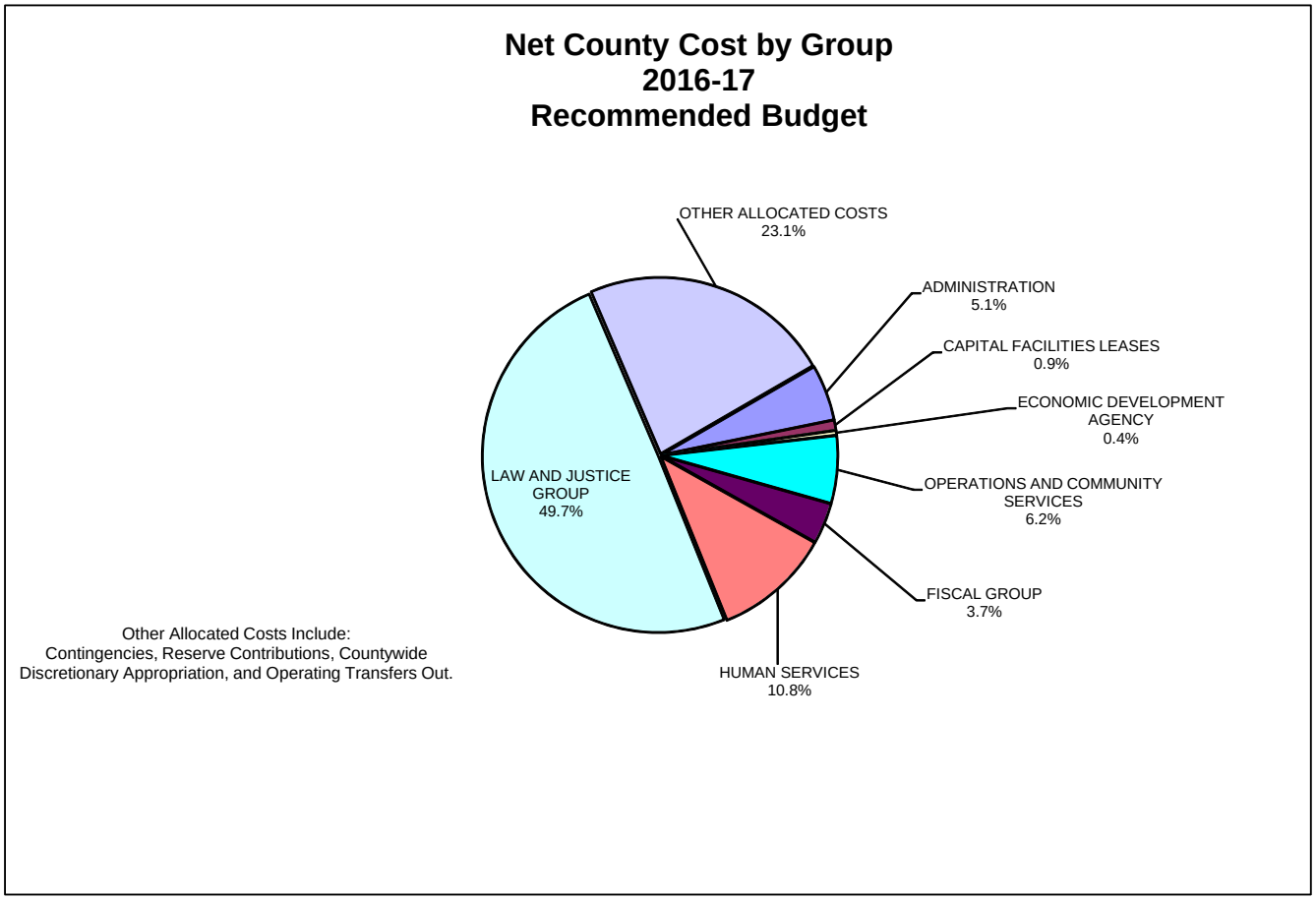
Use of Reserves

The County has set aside specific reserves and the recommended budget anticipates drawing down the reserves for use on projects. The $50.1 million use of General fund reserves is primarily to fund capital projects, Transportation projects, and other one-time needs in 2016-17.

Operating Transfers In

Operating Transfers In includes $17.0 million of ongoing tobacco settlement funds which primarily fund a portion of the annual debt service on the Arrowhead Regional Medical Center and ongoing funding for Public Health. One-time Operating Transfers In include $3.5 million of estimated one-time sales tax revenue discussed in the section titled 'Sales and Use Tax'.

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 2015-16 modified Net County Cost and 2016-17 recommended Net County Cost by department. This schedule also includes requirements and sources, 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 departments' requirements and sources.

Department Title	2015-16 Modified Budget: Requirements	Sources	Net County Cost	2016-17 Recommended Budget: Requirements	Sources	Net County Cost
BOARD OF SUPERVISORS (ALL DISTRICTS)	7,682,582	-	**7,682,582**	7,663,486	-	**7,663,486**
CLERK OF THE BOARD	2,109,445	236,172	**1,873,273**	2,099,466	219,235	**1,880,231**
COUNTY ADMINISTRATIVE OFFICE	5,060,819	-	**5,060,819**	5,076,909	-	**5,076,909**
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	393,868	-	**393,868**	395,761	-	**395,761**
COUNTY COUNSEL	8,648,122	5,467,467	**3,180,655**	9,654,658	6,275,947	**3,378,711**
FINANCE AND ADMINISTRATION	3,100,901	-	**3,100,901**	3,065,263	-	**3,065,263**
HUMAN RESOURCES	7,307,622	774,563	**6,533,059**	7,353,290	846,622	**6,506,668**
HUMAN RESOURCES - UNEMPLOYMENT INSURANCE	2,228,127	2,228,127	**-**	4,000,500	-	**4,000,500**
HUMAN RESOURCES - EMPLOYEE HEALTH AND WELLNESS	4,000,500	-	**4,000,500**	2,200,957	2,200,957	**-**
INFORMATION SERVICES - APPLICATION DEVELOPMENT	2,392,072	216,872	**2,175,200**	2,412,145	212,922	**2,199,223**
PURCHASING	2,527,502	773,451	**1,754,051**	2,536,046	820,330	**1,715,716**
LOCAL AGENCY FORMATION COMMISSION	294,039	-	**294,039**	308,741	-	**308,741**
COUNTY SCHOOLS	3,139,352	-	**3,139,352**	3,195,672	-	**3,195,672**
ADMINISTRATION SUBTOTAL:	**48,884,951**	**9,696,652**	**39,188,299**	**49,962,894**	**10,576,013**	**39,386,881**
CAPITAL FACILITIES LEASES	12,940,810	5,700,000	**7,240,810**	7,240,810	-	**7,240,810**
CAPITAL FACILITIES LEASES SUBTOTAL:	**12,940,810**	**5,700,000**	**7,240,810**	**7,240,810**	**-**	**7,240,810**
ECONOMIC DEVELOPMENT	3,848,263	233,000	**3,615,263**	3,535,436	220,000	**3,315,436**
ECONOMIC DEVELOPMENT AGENCY SUBTOTAL:	**3,848,263**	**233,000**	**3,615,263**	**3,535,436**	**220,000**	**3,315,436**
ASSESSOR/RECORDER/COUNTY CLERK	23,690,556	7,021,748	**16,668,808**	23,673,605	7,025,000	**16,648,605**
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	39,533,685	27,718,097	**11,815,588**	39,250,013	27,160,388	**12,089,625**
FISCAL SUBTOTAL:	**63,224,241**	**34,739,845**	**28,484,396**	**62,923,618**	**34,185,388**	**28,738,230**
HEALTH ADMINISTRATION	120,279,015	105,279,015	**15,000,000**	120,371,376	105,371,376	**15,000,000**
BEHAVIORAL HEALTH	185,423,229	183,431,018	**1,992,211**	223,299,970	221,307,759	**1,992,211**
PUBLIC HEALTH	83,701,158	79,284,996	**4,416,162**	83,013,050	78,534,422	**4,478,628**
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	21,778,580	17,092,434	**4,686,146**	21,050,021	16,746,219	**4,303,802**
PUBLIC HEALTH - INDIGENT AMBULANCE	472,501	-	**472,501**	472,501	-	**472,501**
AGING AND ADULT SERVICES	9,989,182	9,989,182	**-**	9,450,173	9,450,173	**-**
AGING AND ADULT SERVICES - PUBLIC GUARDIAN-CONSERVATOR	1,180,093	280,513	**899,580**	1,309,616	422,000	**887,616**
CHILD SUPPORT SERVICES	40,069,787	40,069,787	**-**	39,889,701	39,889,701	**-**
HUMAN SERVICES - ADMINISTRATIVE CLAIM	551,243,051	534,303,265	**16,939,786**	563,994,911	542,997,213	**20,997,698**
DOMESTIC VIOLENCE/CHILD ABUSE SERVICES	531,812	531,812	**-**	531,812	531,812	**-**
ENTITLEMENT PAYMENTS (CHILDCARE)	26,477,701	26,477,701	**-**	25,528,380	25,528,380	**-**
OUT-OF-HOME CHILD CARE	1,010,566	-	**1,010,566**	1,110,566	-	**1,110,566**
AID TO ADOPTIVE CHILDREN	64,112,155	62,062,635	**2,049,520**	68,000,000	65,700,480	**2,299,520**
AFDC - FOSTER CARE	137,044,207	118,470,799	**18,573,408**	148,623,654	127,726,708	**20,896,946**
REFUGEE CASH ASSISTANCE	125,000	125,000	**-**	125,000	125,000	**-**
CASH ASSISTANCE FOR IMMIGRANTS	2,521,954	2,521,954	**-**	2,521,954	2,521,954	**-**
CALWORKS - ALL OTHER FAMILIES	258,658,750	253,267,251	**5,391,499**	244,312,640	239,287,028	**5,025,612**
KINSHIP GUARDIANSHIP ASSISTANCE PROGRAM	10,809,739	9,684,054	**1,125,685**	12,305,750	10,804,158	**1,501,592**
SERIOUSLY EMOTIONALLY DISTURBED	-	-	**-**	-	-	**-**
CALWORKS - 2 PARENT FAMILIES	45,949,621	44,905,012	**1,044,609**	43,850,925	42,850,555	**1,000,370**
AID TO INDIGENTS (GENERAL RELIEF)	1,571,708	248,000	**1,323,708**	1,556,873	306,863	**1,250,010**
VETERANS AFFAIRS	2,457,463	926,677	**1,530,786**	2,230,326	660,000	**1,570,326**
HUMAN SERVICES SUBTOTAL:	**1,565,407,272**	**1,488,951,105**	**76,456,167**	**1,613,549,199**	**1,530,761,801**	**82,787,398**
COUNTY TRIAL COURTS - DRUG COURT PROGRAMS	-	-	**-**	-	-	**-**
COUNTY TRIAL COURTS - GRAND JURY	453,461	-	**453,461**	442,952	-	**442,952**
COUNTY TRIAL COURTS - INDIGENT DEFENSE PROGRAM	10,369,383	32,000	**10,337,383**	10,043,258	32,000	**10,011,258**
COUNTY TRIAL COURTS - COURT FACILITIES/JUDICIAL BENEFITS	1,211,897	-	**1,211,897**	1,014,763	-	**1,014,763**
COUNTY TRIAL COURTS - COURT FACILITIES PAYMENTS	2,676,349	-	**2,676,349**	2,676,349	-	**2,676,349**
COUNTY TRIAL COURTS - FUNDING OF MAINTENANCE OF EFFORT	25,509,881	14,182,000	**11,327,881**	23,554,081	10,726,316	**12,827,765**
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	72,063,785	37,441,867	**34,621,918**	72,918,145	39,413,128	**33,505,017**
LAW & JUSTICE GROUP ADMINISTRATION	92,839	92,839	**-**	5,000	5,000	**-**
PROBATION - ADMINISTRATION, CORRECTIONS AND DETENTION	153,131,369	77,357,342	**75,774,027**	153,136,633	77,155,942	**75,980,691**
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	-	-	**-**	-	-	**-**
PUBLIC DEFENDER	38,428,256	4,219,996	**34,208,260**	38,520,660	4,387,086	**34,133,574**
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	234,330,505	162,052,519	**72,277,986**	240,730,402	165,383,333	**75,347,069**
SHERIFF - DETENTIONS	200,460,005	67,538,836	**132,921,169**	206,354,117	71,216,247	**135,137,870**
SHERIFF - CONTRACTS	135,751,710	135,751,710	**-**	137,587,182	137,587,182	**-**
LAW AND JUSTICE SUBTOTAL:	**874,479,440**	**498,669,109**	**375,810,331**	**886,983,542**	**505,906,234**	**381,077,308**
AGRICULTURE/WEIGHTS AND MEASURES	6,945,681	5,542,860	**1,402,821**	7,222,637	5,809,655	**1,412,982**
AIRPORTS	3,018,485	3,018,485	**-**	3,445,895	3,445,895	**-**
ARCHITECTURE AND ENGINEERING	-	-	**-**	-	-	**-**
COMMUNITY SERVICES GROUP - ADMIN	270,000	-	**270,000**	274,090	-	**274,090**
COUNTY MUSEUM	3,908,537	432,900	**3,475,637**	3,848,945	395,700	**3,453,245**
LAND USE SERVICES - ADMINISTRATION	1,592,320	-	**1,592,320**	1,286,340	-	**1,286,340**
LAND USE SERVICES - PLANNING	9,675,962	3,995,034	**5,680,928**	7,325,595	2,595,000	**4,730,595**
LAND USE SERVICES - LAND DEVELOPMENT	1,016,493	384,810	**631,683**	928,324	281,112	**647,212**
LAND USE SERVICES - BUILDING AND SAFETY	5,022,848	4,458,719	**564,129**	5,349,734	4,792,424	**557,310**
LAND USE SERVICES - CODE ENFORCEMENT	6,576,917	795,490	**5,781,427**	5,822,393	694,588	**5,127,805**
LAND USE SERVICES - FIRE HAZARD ABATEMENT	2,539,311	2,255,165	**284,146**	2,589,266	2,291,073	**298,193**
PUBLIC WORKS-SURVEYOR	3,243,549	2,502,675	**740,874**	3,281,366	2,546,047	**735,319**
REAL ESTATE SERVICES (RES)	1,237,791	1,237,791	**-**	1,315,417	1,315,417	**-**
RES - FACILITIES MANAGEMENT	16,185,043	15,977,043	**208,000**	17,273,477	17,065,477	**208,000**
RES - UTILITIES	20,894,541	347,495	**20,547,046**	19,585,889	253,268	**19,332,621**
RES - RENTS AND LEASES	943,284	943,284	**-**	1,130,994	1,130,994	**-**
RES - COURTS PROPERTY MANAGEMENT	2,064,941	2,064,941	**-**	1,873,885	1,873,885	**-**
REGIONAL PARKS	10,675,534	8,571,356	**2,104,178**	9,891,178	7,612,000	**2,279,178**
REGISTRAR OF VOTERS	9,217,245	2,252,723	**6,964,522**	9,571,324	2,365,573	**7,205,751**
OPERATIONS AND COMMUNITY SERVICES SUBTOTAL:	**105,028,482**	**54,780,771**	**50,247,711**	**102,016,749**	**54,468,108**	**47,548,641**
GENERAL FUND DEPARTMENT SUBTOTAL:	**2,673,813,459**	**2,092,770,482**	**581,042,977**	**2,726,212,248**	**2,136,117,544**	**590,094,704**
CONTINGENCIES	16,665,070		**16,665,070**	10,170,981	-	**10,170,981**
RESERVE CONTRIBUTIONS	168,898,179		**168,898,179**	62,787,241	-	**62,787,241**
BOARD DISCRETIONARY FUND	2,511,716		**2,511,716**	1,555,087	-	**1,555,087**
NON DEPARTMENTAL APPROPRIATION	7,500,000	7,500,000	**-**	7,500,000	7,500,000	**-**
OPERATING TRANSFERS OUT	114,948,909		**114,948,909**	102,880,766	-	**102,880,766**
TOTAL COUNTYWIDE ALLOCATED COSTS:	**310,523,874**	**7,500,000**	**303,023,874**	**184,894,075**	**7,500,000**	**177,394,075**
GRAND TOTAL:	**2,984,337,333**	**2,100,270,482**	**884,066,851**	**2,911,106,323**	**2,143,617,544**	**767,488,779**

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

REQUIREMENTS

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 Pays for Net County Cost' found earlier in this section of the budget book.

	2015-16 Adopted Budget	2015-16 Modified Budget	2015-16 Estimate	2016-17 Adopted Budget
Services & Supplies	1,000,000	1,000,000	1,226,862	1,000,000
Other Charges	6,500,000	6,500,000	1,624,621	6,500,000
Total Expenditure Authority	7,500,000	7,500,000	2,851,483	7,500,000

Non-departmental expenditure authority pays for Countywide expenditures not allocable to a specific department, interest expense on the County's annual Tax and Revenue Anticipation Notes, and unanticipated costs such as settlements. The amount budgeted has not decreased to reflect actual cost experience. This is to ensure that payments can be made when needed without having to request additional spending authority. Settlement payments can have required payment dates without sufficient lead time to obtain approval for budget adjustments. 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

	2015-16 Adopted Budget	2015-16 Final Budget	2015-16 Estimate	2016-17 Recommended Budget
One-Time				
Capital Improvement Fund				
401 Arrowhead Building HVAC	400,000	400,000	400,000	-
Apple Valley Library Structural Beam Repair Project	2,500,000	2,500,000	2,500,000	460,000
ARMC Jail Ward	-	-	-	2,500,000
Board of Supervisors Chamber Remodel	-	1,200,000	1,200,000	-
Civil Liabilities Remodel	180,000	180,000	180,000	-
County Building Acquisition and Retrofit Project	11,200,000	11,200,000	11,200,000	8,000,000
County Government Center Café Remodel	-	-	-	250,000
County Fire Consolidation Headquarters	-	13,500,000	5,000,000	-
County Museum Camera System	-	-	-	50,000
Demolition of Old Central Juvenile Hall Building	1,500,000	1,830,000	1,830,000	500,000
Environmental Health Services Remodels	-	3,200,000	3,200,000	-
Glen Helen Rehabilitation Center Remodels	406,600	406,600	406,600	6,000,000
High Desert Detention Center Generator	1,000,000	1,000,000	1,000,000	-
High Desert Detention Center Housing Unit 2 HVAC	1,700,000	1,700,000	1,700,000	-
Lake Gregory Dam	-	2,090,000	2,090,000	-
Minor CIP Program	-	725,000	725,000	-
Regional Parks Improvements	-	-	-	1,778,226
Searles Valley Historical Society Building Demolition	-	-	-	105,000
Security Assessments and Improvements	-	-	-	2,000,000
Sheriff's Aviation Relocation	-	250,000	250,000	-
Sheriff's Morongo Jail Camera and Intercom System	-	-	-	400,000
Sheriff's Consolidation Remodel	-	-	-	4,500,000
Sheriff's Training Center Lead Mitigation Phase II	2,470,000	2,470,000	2,470,000	-
Sheriff's Training Center Range Restrooms	-	-	-	75,500
Update Valley Public Safety Operations Center (PSOC) Needs Assessment	200,000	200,000	200,000	-
Yucca Valley - Station 41 Room Addition	560,928	560,928	560,928	-
West Valley Detention Center Rec Yard Enclosure	-	-	-	1,200,000
800 MHz Project	8,500,000	8,500,000	8,500,000	-
Community Development and Housing - RDA Dissolution	150,000	150,000	150,000	-
County Fire Memorandum of Understanding Incentive Pay	-	795,083	795,083	-
County Fire Pilot's Weekend	-	132,000	132,000	-
County Fire Reserve Reduction	(12,820,000)	(12,820,000)	(12,820,000)	-
Flood Control District - Rimforest Drainage Project	874,098	874,098	874,098	650,000
Litigation	-	964,650	964,650	-
Public Works - Transportation Projects	6,432,500	9,841,855	9,841,855	4,093,500
Spring Valley Parkway Project	-	25,000	25,000	-
Special Districts CSA 120 North Etiwanda Preserve Parking Lot	-	-	-	250,000
Special Districts CSA 120 North Etiwanda Preserve Vegetation/Wildlife Study	-	-	-	250,000
Ongoing				
Aging and Adult Services	1,057,620	1,057,620	1,057,620	1,057,620
Capital Improvement Fund - Annual Allocation	12,000,000	12,000,000	12,000,000	12,000,000
800 MHz Project	17,881,452	17,881,452	17,881,452	17,881,452
General Fund Subsidy to County Fire Protection District				
Operations	461,429	461,429	461,429	5,825,679
Office of Emergency Services	1,901,228	1,901,228	1,901,228	1,901,228
North Desert Zone	7,976,378	7,976,378	7,899,697	8,113,922
South Desert Zone	3,455,077	3,455,077	3,455,077	4,077,591
Valley Zone	2,349,499	2,349,499	2,349,499	-
Mountain Zone	-	-	-	1,338,583
Equipment Purchases	3,774,879	3,774,879	3,774,879	-
Emergency Fuel	162,848	162,848	162,848	-
Court Settlement POB Payment	300,000	709,000	709,000	878,180
County Successor Agency to fund Sales Tax Sharing Agreement	250,000	250,000	185,973	250,000
Flood Control District Stormwater Permit	1,300,000	1,300,000	1,300,000	1,300,000
Public Works	8,794,285	8,794,285	8,794,285	14,194,285
Special Districts - Water/Wastewater System for Regional Parks	1,000,000	1,000,000	1,000,000	1,000,000
Total Operating Transfers Out	87,918,821	114,948,909	106,308,201	102,880,766

CONTINGENCIES

The County Contingencies include 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 or contributed to reserves is budgeted in the contingencies for uncertainties.

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. There are no ongoing set-aside contingencies.

	2015-16 Adopted Budget	2015-16 Approved Contributions/ (Uses)	2016-17 Adopted Contributions / (Uses)	2016-17 Adopted Budget
Contingencies				
Mandatory Contingencies (1.5% of Locally Funded Appropriation)	9,502,656		486,325	9,988,981
Uncertainties Contingencies	90,072,241	(82,909,827)	(6,980,414)	182,000
Total Contingencies	**99,574,897**	**(82,909,827)**	**(6,494,089)**	**10,170,981**

2015-16 Changes to Uncertainties Contingencies

In 2015-16, there was a net use of $82,909,827. The major adjustments are as follows:

- A use of $4,000,000 for various Sheriff/Coroner/Public Administrator Capital Improvement Program projects.
- A use of $1,200,000 for a remodel of the Board of Supervisors meeting chambers.
- A use of $350,000 for various County Museum exhibits.
- A use of $500,000 for Code Enforcement to fund the costs of cleanup of illegal dumping sites.
- A use of $248,300 for Community Development and Housing to support temporary and permanent housing solutions for homeless veterans.
- A net use of $4,200,000 resulting from the use of $22.5 million to fund the Capital Projects Reserve for the ARMC Jail Ward offset by a contribution from Tobacco Master Settlement available fund balance of $18.3 million.

- A use of $71,355,682 to fund increases to or establish the following reserves:
  - Asset Replacement in the amount of $16,817,302
  - County Buildings and Acquisition Retrofit Project in the amount of $40.0 million
  - Cash Flow Deficit in the amount of $9.1 million
  - Chino Airport Development Plan in the amount of $250,000
  - Labor in the amount of $4.9 million
  - Land Use Services General Plan/Development Code Amendments in the amount of $288,380

2016-17 Mandatory Contingencies

The base allocation to the mandatory contingencies is $9,988,981, the amount required pursuant to Board policy, based on projected locally funded appropriation of $665.9 million.

2016-17 Uncertainties Contingencies

All available General Fund sources not appropriated in the Recommended Budget or contributed to General Fund Reserves are reflected in the recommended Uncertain Contingencies of $182,000 above.

RESERVES

The County has a number of reserves that have been established over the years. The majority is 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 target to be 20% of locally funded appropriation. The Board of Supervisors also established specific purpose reserves to set aside funds to meet future needs.

2016-17 Recommended Contributions and Uses

The Fund Balance and Reserve Policy calls for a General Purpose Reserve targeted at 20% of locally funded appropriation, up from the previous target of 10%. The 2016-17 recommended contribution to the General Purpose Reserve brings the balance in the General Purpose Reserve to 14.6% of locally funded appropriation. The Fund Balance and Reserve Policy calls for continued annual contributions of one-time sources to the reserve until the 20% target is achieved. The 2016-17 contributions to Specific Purpose reserves include amounts set-aside to fund Capital Improvement Projects, Transportation Projects, the Earned Leave Reserve contribution, and many other important projects and future potential costs as show in the following tables.

Total Reserves

	6/30/15 Ending Balance	Approved 2015-16 Contributions	Approved 2015-16 Uses	6/30/16 Ending Balance	Recommended 2016-17 Contributions	Recommended 2016-17 Uses	6/30/17 Estimated Balance
General Purpose Reserve	**82,440,902**	**6,335,500**		**88,776,402**	**8,347,763**		**97,124,165**
Specific Purpose Reserves							
Asset Replacement	1,899,098	23,344,713		25,243,811	15,644,202		40,888,013
CalFresh Waiver Discontinuance	5,000,000		(1,275,000)	3,725,000		(2,538,401)	1,186,599
Capital Projects							
Animal Shelter	10,000,000			10,000,000			10,000,000
ARMC Jail Ward	-	22,500,000		22,500,000		(2,500,000)	20,000,000
County Buildings and Acquisition Retrofit Project	4,000,000	40,000,000		44,000,000		(8,000,000)	36,000,000
Lake Gregory Dam	5,000,000	3,803,000	(2,090,000)	6,713,000	4,500,000		11,213,000
Public Defender - Victorville/Rancho Court Remodel	430,000			430,000			430,000
Rancho Court Remodel - District Attorney	270,000		(270,000)	-			-
Rim Forest Drainage	5,900,000		(874,098)	5,025,902		(650,000)	4,375,902
Unspecified	-	6,700,000		6,700,000			6,700,000
Cash Flow Deficit	-	9,100,000		9,100,000		(9,100,000)	-
Chino Airport Development Plan Reserve	-	250,000		250,000			250,000
Computer Systems:							
Assessor-Recorder-Clerk's Enterprise System	-			-	1,000,000		1,000,000
EMACS Upgrade	-			-	8,000,000		8,000,000
New Property Tax System	20,000,000	5,000,000		25,000,000			25,000,000
New Financial Accounting System	13,000,000			13,000,000			13,000,000
Permit Systems Upgrade	2,389,538		(1,002,695)	1,386,843	1,100,000	(696,715)	1,790,128
County Fire Consolidated Headquarters	-	13,500,000	(13,500,000)	-			-
County Fire - Fire Training Center	-	820,000		820,000			820,000
Earned Leave	13,658,038	7,945,799	(2,146,166)	19,457,671	7,945,799		27,403,470
Give BIG San Bernardino County	-	200,000		200,000		(100,000)	100,000
Insurance	3,000,000			3,000,000			3,000,000
Jail Upgrades							
Adelanto Detention Center	9,969,361			9,969,361			9,969,361
Glen Helen Rehabilitation Center 512 Bed Step Housing Program	22,500,000			22,500,000		(22,425,500)	74,500
West Valley Detention Center ADA Improvements	7,000,000			7,000,000			7,000,000
Labor	4,681,832	7,400,000		12,081,832	10,999,477		23,081,309
Land Use Services General Plan/Development Code Amendments	1,553,408	1,807,368	(1,305,046)	2,055,730			2,055,730
Litigation Expenses	-	3,000,000		3,000,000			3,000,000
Litigation	-	1,350,000	(964,650)	385,350			385,350
Medical Center Debt Service	32,074,905			32,074,905			32,074,905
Ontario Airport Reserve	-			-	250,000		250,000
Redevelopment Agency Overpayment	3,800,000			3,800,000			3,800,000
Restitution	1,545,025			1,545,025			1,545,025
Retirement	8,500,000			8,500,000			8,500,000
Transportation Projects							
Cedar Avenue Interchange	-	8,175,000		8,175,000		(80,000)	8,095,000
Glen Helen Grade Separation	-			-			-
Glen Helen Parkway Bridge Replacement/Widening Construction	1,844,651	1,420,799	(1,226,455)	2,038,995			2,038,995
Green Tree Boulevard Connection	-	841,000		841,000		(841,000)	-
National Trails Highway	5,000,000	5,000,000	(2,100,000)	7,900,000	5,000,000	(3,172,500)	9,727,500
Rock Springs Bridge Replacement /Widening Construction	2,107,000		(70,000)	2,037,000			2,037,000
Stanfield Cutoff Road Repair and Bridge Replacement	-	405,000		405,000			405,000
Total Specific Purpose	**185,122,856**			**320,861,425**			**325,196,787**
Total Reserves	**267,563,758**			**409,637,827**			**422,320,952**

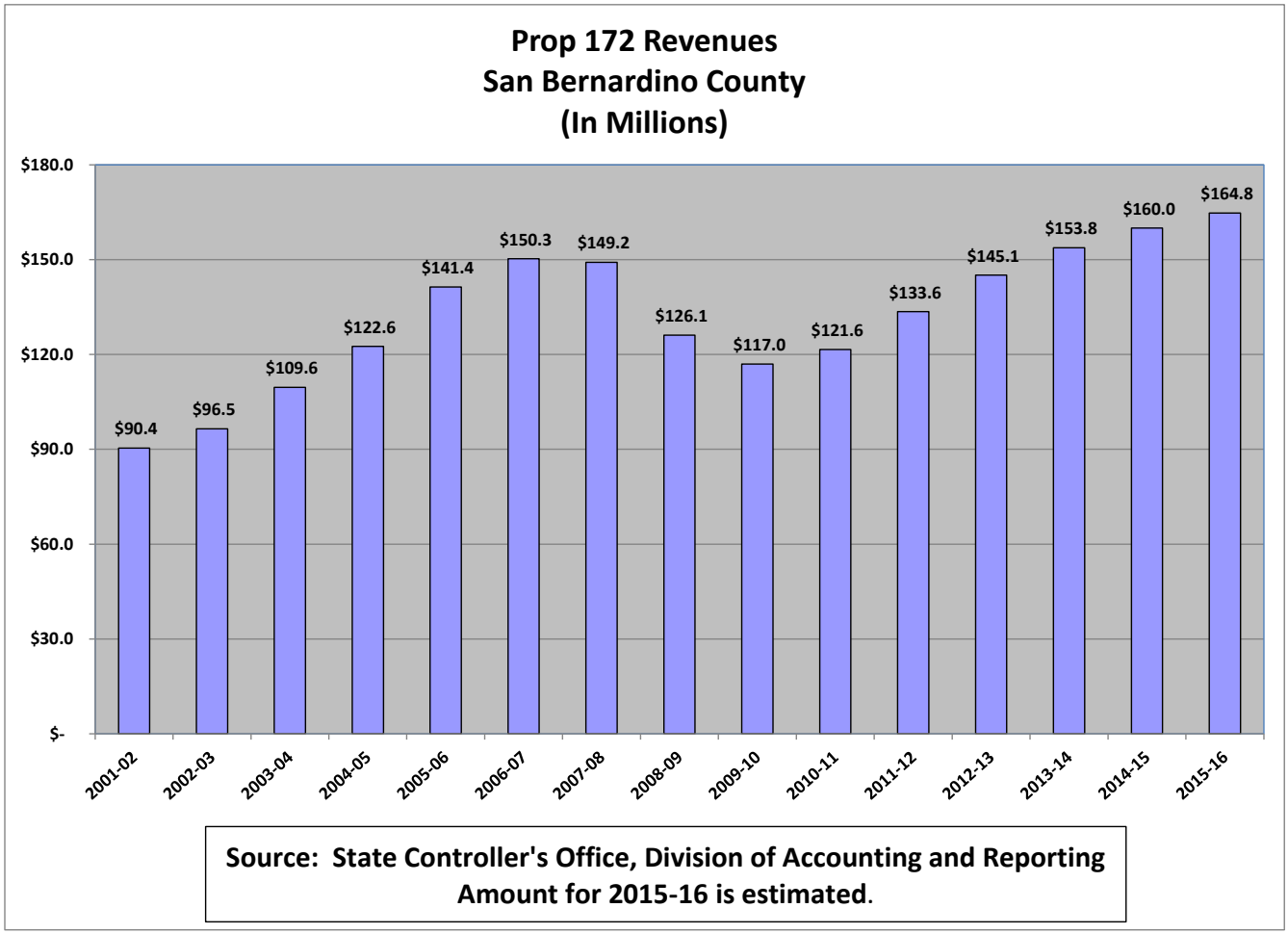
	2011-12	2012-13	2013-14	2014-15	Estimated 2015-16	Recommended 2016-17
General Purpose	$ 65.2	$ 70.8	$ 82.4	$ 82.4	$ 88.8	$ 97.1
Specific Purpose						
Asset Replacement	-	-	-	1.9	25.2	40.9
Cal Fresh Waiver Discontinuance	-	-	5.0	5.0	3.7	1.2
Capital Projects:	-	-	-	-	-	-
Animal Shelter	-	-	10.0	10.0	10.0	10.0
ARMC Jail Ward Reserve	-	-	-	-	22.5	20.0
303 Building Upgrades	-	-	4.0	-	-	-
County Buildings and Acquisition Retrofit Project	-	-	4.0	4.0	44.0	36.0
Lake Gregory Dam	-	-	-	5.0	6.7	11.2
Public Defender - Victorville and Rancho Court Remodel	-	-	-	0.4	0.4	0.4
Rancho Court Remodel - District Attorney	-	-	-	0.3	-	-
Rim Forest Drainage	-	-	5.9	5.9	5.0	4.4
Unspecified	-	-	-	-	6.7	6.7
Cash Flow Deficit	-	-	-		9.1	-
Chino Airport Development Plan Reserve	-	-	-		0.3	0.3
Computer Systems						
Assessor-Recorder-Clerk's Enterprise System	-	-	-	-	-	1.0
EMACS Upgrade	-	-	-	-	-	8.0
New Property Tax System	9.0	20.0	20.0	20.0	25.0	25.0
New Financial Accounting System	-	-	13.0	13.0	13.0	13.0
Permit Systems Upgrade	-	-	2.0	2.4	1.4	1.8
County Fire - Fire Training Center	-	-	-	-	0.8	0.8
County Fire - High Desert Fire Station	4.0	-	-	-	-	-
Earned Leave	3.6	3.6	10.6	13.7	19.5	27.4
Future Space Needs	22.9	22.9	-	-	-	-
Give BIG San Bernardino County	-	-	-	-	0.2	0.1
Insurance	3.0	3.0	3.0	3.0	3.0	3.0
Jail Upgrades:						
Adelanto Center	-	-	10.0	10.0	10.0	10.0
Glen Helen Rehabilitation Center 512 Bed Step Housing Program	-	-	22.5	22.5	22.5	0.1
West Valley Detention Center ADA Imrpovements	-	-	7.0	7.0	7.0	7.0
Labor	-	-	-	4.7	12.1	23.1
Land Use Services General Plan/Development Code Amendments	-	-	5.4	1.6	2.1	2.1
Litigation Expenses	-	-	-	-	3.0	3.0
Litigation	-	-	-	-	0.4	0.4
Medical Center Debt Service	32.1	32.1	32.1	32.1	32.1	32.1
Ontario Airport Reserve	-	-	-	-	-	0.3
Property Tax Admin Fee Litigation	14.2	-	-	-	-	-
Redevelopment Agency Overpayment	-	-	3.8	3.8	3.8	3.8
Restitution	1.5	1.5	1.5	1.5	1.5	1.5
Retirement	8.5	8.5	8.5	8.5	8.5	8.5
Transportation Projects	-	-	-	-	-	-
Cedar Avenue Interchange	-	-	-	-	8.2	8.1
Glen Helen Grade Separation	-	-	5.3	-	-	-
Glen Helen Parkway Bridge Replacement/Widening Construction	-	-	-	1.8	2.0	2.0
Green Tree Bouleavard Connection	-	-	-	-	0.8	-
National Trails Highway	-	-	-	5.0	7.9	9.7
Rock Springs Bridge Replacment/Widening Construction	-	-	-	2.1	2.0	2.0
Stanfield Cutoff Road Repair and Bridge Replacement	-	-	-	-	0.4	0.4
Workers Compensation Rebate	-	-	16.7	-	-	-
Total Specific Purpose	98.8	91.6	190.4	185.1	320.9	325.2
Total Reserves [1]	$164.0	$162.4	$272.8	$267.6	$409.6	$422.3

[1] Totals may not be exact due to rounding

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 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 estimated beginning and ending fund balances of the Prop 172 restricted general fund, budgeted revenue and departmental usage for 2016-17, the required 10% contingency target, and the amount above that target.

	Estimated Beginning Fund Balance	2016-17 Budgeted Revenue	2016-17 Budgeted Usage	Estimated Ending Fund Balance	10% Contingency	Amount Above Required Contingency
Sheriff/Coroner	18,722,170	118,461,000	(118,370,000)	18,813,170	11,846,100	6,967,070
District Attorney	5,302,498	29,618,500	(29,592,500)	5,328,498	2,961,850	2,366,648
Probation	2,636,175	21,150,500	(21,137,500)	2,649,175	2,115,050	534,125
Total	**26,660,843**	**169,230,000**	**(169,100,000)**	**26,790,843**	**16,923,000**	**9,867,843**

REALIGNMENT FUNDS

Beginning in 1991, the State of California (State) shifted the fiscal and programmatic responsibility of several health and social services programs from the State to counties. In 2011 the State shifted more social services and mental health programs to the counties along with law enforcement services. Separate budget units were established to account for the realigned program funding for the following service areas:

1991 Realignment	2011 Realignment	Other Realignment
Mental Health	Law Enforcement Services	CalWORKs MOE
Social Services	Support Services	Family Support
Health		

These Realignment budget units receive funds through a portion of sales tax and vehicle license fees. The budget units do not directly spend funds or provide services, but rather transfer funds to the operating budget units of the departments that incur the actual expenditures related to the realigned programs. The breakdown of the revenue received and departmental usage for each of the individual Realignment budget units is included in this section.

With the realignment of many state services, counties have become increasingly dependent on sales tax and vehicle license fee revenue for these realigned programs. This puts the County at the mercy of the business cycle, as funding will rise and fall in direct correlation to the State's economy. When the economy is doing well, the demand for public services goes down, but when the economy begins to retract, the demand for those services rises while revenues decrease, making the County more vulnerable to market fluctuations. Therefore the County maintains reserves in the 1991 Realignment funds and will establish reserves for certain 2011 Realignment funds to address sales tax volatility.

1991 Realignment

In 1991, the State shifted responsibility for a number of mental health, social services, and health programs to counties. This shift, known as 1991 Realignment, resulted in the creation of two dedicated funding streams to pay for the shifted services: a one-half 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 1991 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 1991 Realignment revenue.

The County is now responsible for the following mental health programs: community-based mental health programs, State Hospital services for County patients, and Institutions for Mental Disease. The County is now responsible for the following social services programs: the County revenue stabilization program and the County justice subvention program. The County is now responsible for the following health programs: 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 1991 Realignment, Foster Care non-federal reimbursable costs were funded by 95% State resources and 5% County resources. As a realigned program, Foster Care is funded with 40% State resources and 60% County resources, significantly impacting County resources.

The 1991 Realignment legislation allows for some flexibility in usage of funds at the County level. Upon approval 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 this provision in the past to help support either the health or social services programs; however, the County has not made a 10% transfer in several years and is not budgeting one for this fiscal year.

The 1991 Realignment program has some flaws in its design that adversely impact San Bernardino County 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. 1991 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.

2011 Realignment

The State addressed prison overcrowding by shifting custodial responsibility of non-violent, non-sex, and non-sex-against-children ('Triple-Nons') offenders to local jails in 2011, through Public Safety Realignment (AB 109). In addition, the parole function of the State was delegated to county Probation departments; parole revocation hearings were shifted to the local jurisdictions and cases were assigned to the District Attorney and Public Defender. The State also realigned Juvenile Reentry and Trial Court Security by placing 100% of the financial burden of those programs on the County. The justification for the 'Public Safety Realignment' is that it gives the County flexibility to better provide mental health and social services to the recently incarcerated in the hopes of reducing recidivism and having the net effect of lowering both jail and prison population.

In conjunction with AB 109, the State also shifted full financial burden of many social service and mental health programs to the County, including: Adult Protective Services, Foster Care, Child Welfare Services, Child Abuse Prevention and Intervention, Drug Court, and Medi-Cal substance abuse treatment programs. The County was responsible for delivery of these programs before realignment, but with the shift, the State no longer participates in the share of cost. While the State no longer shares in the cost, it has dedicated a portion of the State sales tax (1.0625%) revenue, along with a portion of vehicle license fees for these realigned programs. The County continues to receive federal funding in all of these programs at different levels depending on the program.

In November 2012, the California voters passed Proposition 30 which increased both Sales and Income Tax. The measure also dedicated a funding stream for 2011 Realignment in the State Constitution. That process has mitigated the revenue stream doubts that existed with the onset of 2011 Realignment, but funding will now be directly dependent on the health of the economy.

The two service areas of 2011 Realignment, Law Enforcement Services and Support Services, have each been assigned their own budget unit. The Law Enforcement Services budget unit has four subaccounts: Trial Court Security (administered by the Sheriff/Coroner/Public Administrator's department); District Attorney/Public Defender (which share the funds equally); Juvenile Justice (administered by Probation); and Community Corrections. The Community Corrections subaccount is administered by the Local Community Corrections Partnership which consists of a membership defined by Penal Code Section 1230 (including the Chief Probation Officer, the Sheriff/Coroner/Public Administrator, the District Attorney, the Public Defender, and Social Services Executives). As established by State law, the County's Local Community Corrections Partnership (CCP) has authority over the allocation of revenue from the Community Corrections subaccount. Historically, additional subaccount revenue has been used to cover the cost of new Public Safety Realignment programs. The CCP has also allocated additional estimated revenue from the subaccount to fund existing Public Safety Realignment program inflationary costs (e.g., retirement increases, negotiated employee cost increases).

The Support Services budget unit has two subaccounts: Behavioral Health and Protective Services. The Department of Behavioral Health allocates the subaccount funding to Specialty Mental Health, Drug Court, and the Drug Medi-Cal substance use disorder treatment programs while Human Services allocates the Protective Services subaccount to the appropriate social service programs. The 2011 Realignment legislation allows counties to allocate up to 10% between the Behavioral Health and Protective Services subaccounts. The 10% is based on the amount deposited in the previous year in the subaccount with the lowest balance. The County is not budgeting a transfer between subaccounts in this fiscal year. In the event that such transfer is needed, Board

of Supervisors approval is required. The Board of Supervisors also has the discretion to establish a Support Services Reserve Subaccount by up to five-percent (5%) from each subaccount's previous year's deposits.

Other Realignment

The State redirected funding from 1991 Realignment for Mental Health Services to the CalWORKs MOE portion related to 2011 Realignment. Sales tax and vehicle license fee revenue that previously was directed to the fund for Mental Health matching funds is now going to the CalWORKs MOE fund. The CalWORKs MOE budget unit provides funding to pay benefits to CalWORKs clients. The Mental Health funding now comes in the form of a defined monthly amount taken off the top of 2011 Realignment revenues. California Government Code establishes a statewide amount of $1.121 billion per year directed to the Mental Health Fund with future growth in the CalWORKs MOE fund to be directed to Mental Health as well.

Assembly Bill 85 (AB85) was signed into law on June 27, 2013, in order to provide a mechanism for the State of California to redirect a portion of 1991 Realignment for Health Services to fund social service programs. This shift is due to the idea that less health realignment is necessary as a result of the implementation of the Affordable Care Act. Per California Welfare and Institutions Code 176500.10(a)(5) and AB85 legislation the establishment of a new Family Support subaccount was required at the local level. This funding replaces State General Fund to fund the non-federal share of CalWORKs benefits.

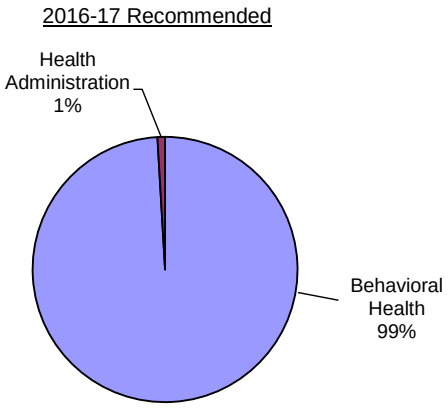
Budgetary Note: The methodology used to present budget information in the Realignment budget sections was changed as of the 2014-15 Adopted Budget Book. Growth and ongoing revenues are now reflected in the period the revenue is received and is consistent with other County budget reporting. A line has been added for each budget unit to reflect prior year growth revenue received so it is shown separately from regular revenues received in the budget unit. Previously, financial information presented in the Realignment budget sections was consistent with State reporting requirements for the 1991 Realignment funds. The State's reporting requirements are not consistent with the County's implementation of GASB 34, as it relates to revenue accrual. This is a revenue timing issue only as a result of delays by the State in distributing sales tax growth revenue.

MENTAL HEALTH				
	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Beginning Fund Balance	47,364,635	55,890,919	55,890,919	66,215,374
Revenue	56,903,563	56,280,019	56,280,019	56,280,019
Prior Year Growth Revenue	1,057,687	-	2,969,137	-
Departmental Usage	49,434,965	59,382,343	48,924,701	57,371,142
10% Transfers	-	-	-	-
Ending Fund Balance	55,890,919	52,788,595	66,215,374	65,124,251
Change in Fund Balance	8,526,286	(3,102,324)	10,324,455	(1,091,123)

Revenues are projected to exceed departmental usage in 2015-16 primarily due to a decrease in the number of clients requiring services without benefit of Medi-Cal or other coverage as a result of the implementation of the Affordable Care Act. This will result in an increase in fund balance of $10.3 million. Fund balance is budgeted to decrease by $1.1 million in 2016-17 due to additional departmental usage for the expansion of clinic facilities and services to meet client needs.

Prior year growth revenue of $3.0 million was received in 2015-16, which is available to fund one-time needs. Although 2015-16 growth revenue is also expected to be received in 2016-17, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels since the Mental Health 1991 Realignment has a fixed allocation.

DEPARTMENTAL USAGE OF MENTAL HEALTH 1991 REALIGNMENT				
	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Behavioral Health	48,748,215	58,860,940	48,489,927	56,842,753
Health Administration	686,750	521,403	434,774	528,389
Total Departmental Usage	49,434,965	59,382,343	48,924,701	57,371,142



SOCIAL SERVICES

	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Beginning Fund Balance	81,189,104	79,974,990	79,974,990	77,460,913
Revenue	94,909,884	100,576,259	98,800,013	99,594,319
Prior Year Growth Revenue	771,552	-	794,306	-
Departmental Usage	96,895,550	107,106,457	102,108,396	108,613,169
10% Transfers	-	-	-	-
Ending Fund Balance	79,974,990	73,444,792	77,460,913	68,442,063
Change in Fund Balance	(1,214,114)	(6,530,198)	(2,514,077)	(9,018,850)

Departmental usage is projected to exceed revenues in 2015-16, resulting in a $2.5 million decrease in fund balance. Departmental usage is budgeted to exceed revenues in 2016-17 primarily due to the addition of positions in Children and Family Services to service increased caseload levels, resulting in a decrease in fund balance of $9.0 million.

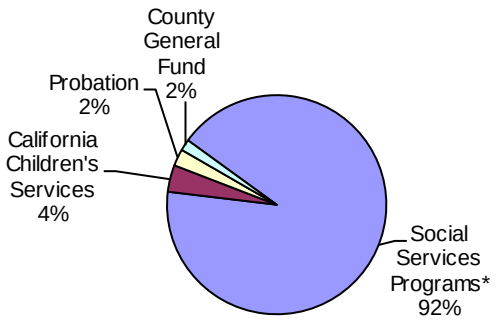
Social Services has priority claim on any 1991 Realignment sales tax growth received. Prior year growth revenue of $794,306 was received in 2015-16, which is available to fund one-time needs. Although 2015-16 growth revenue is expected in 2016-17, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels to mitigate potential operational impacts of sales tax fluctuations.

DEPARTMENTAL USAGE OF SOCIAL SERVICES 1991 REALIGNMENT

	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Social Services Programs*	90,097,280	97,920,681	94,688,215	99,809,737
California Children's Services	2,298,641	4,686,146	2,920,551	4,303,802
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	96,895,550	107,106,457	102,108,396	108,613,169

* Social Services Programs include: Foster Care (AAB BHI), Administrative Claim matches (AAA DPA), Aid to Adoptive Children (AAB ATC), and Health Administration Support (AAA HCC).

2016-17 Recommended



HEALTH

	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Beginning Fund Balance	68,011,436	100,177,482	100,177,482	107,290,750
Revenue	49,440,445	29,914,502	25,865,026	25,865,026
Prior Year Growth Revenue	1,590,371	-	923,608	-
Departmental Usage	18,864,769	31,392,834	19,675,366	32,462,665
10% Transfers	-	-	-	-
Ending Fund Balance	100,177,482	98,699,150	107,290,750	100,693,111
Change in Fund Balance	32,166,046	(1,478,332)	7,113,268	(6,597,639)

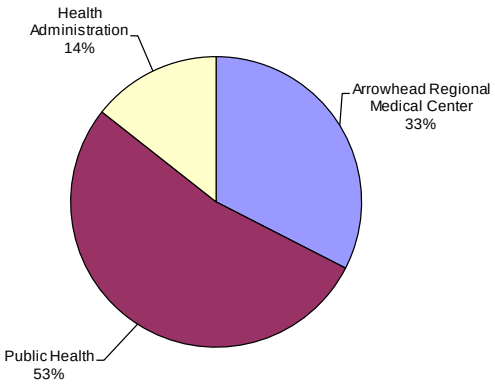
Revenues are projected to exceed departmental usage in 2015-16, resulting in an increase in fund balance of $7.1 million primarily due to no planned usage by ARMC as a result of the implementation of the Affordable Care Act. Revenues are projected to remain flat in 2016-17 as a result of Assembly Bill 85 legislation which redirects health realignment to the State to fund social services programs due to the passage of the Affordable Care Act. Departmental usage is budgeted to exceed revenues in 2016-17 due to the funding of one-time capital expenditures, resulting in a decrease of fund balance of $6.6 million.

Prior year growth revenue of $923,608 was received in 2015-16, which is available to fund one-time needs. Although 2015-16 growth revenue is expected to be received in 2016-17, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels to mitigate potential operational impacts of sales tax fluctuations.

DEPARTMENTAL USAGE OF HEALTH 1991 REALIGNMENT

	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Arrowhead Regional Medical Center	-	10,561,681	-	10,561,681
Public Health	12,310,685	16,253,196	15,503,196	17,235,296
Health Administration	6,554,084	4,577,957	4,172,170	4,665,688
Total Departmental Usage	18,864,769	31,392,834	19,675,366	32,462,665

2016-17 Recommended



LAW ENFORCEMENT SERVICES

	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Beginning Fund Balance	26,295,636	30,808,259	30,808,259	58,660,017
Revenue	106,662,128	116,730,607	124,737,779	126,300,282
Prior Year Growth Revenue	6,652,222	0	14,513,446	0
Departmental Usage	108,801,727	124,364,046	111,399,467	129,974,911
Ending Fund Balance	30,808,259	23,174,820	58,660,017	54,985,388
Change in Fund Balance	4,512,623	(7,633,439)	27,851,758	(3,674,629)

2011 Realignment required each county to develop an implementation plan approved by the Local Community Corrections Partnership and the Board of Supervisors. As a result of delays in filling positions funded with realignment as well as prior year growth revenue received, a fund balance of $30.8 million existed in the Law Enforcement Services budget unit at the beginning of 2015-16. Revenues are projected to exceed departmental usage in 2015-16, resulting in an increase of $27.8 million in fund balance that will be available to fund one-time needs. Departmental usage is budgeted to exceed revenues in 2016-17 due to the funding of various one-time needs, resulting in a decrease in fund balance of $3.7 million.

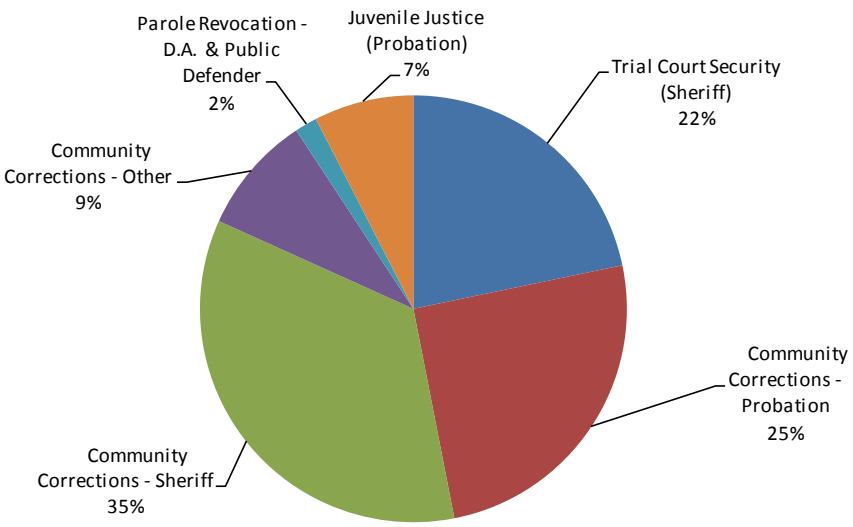
Prior year growth revenue of $14.5 million was received in 2015-16, which is available to fund one-time needs. Although 2015-16 growth revenue is expected to be received in 2016-17, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is at adequate levels. Fund balance will be used for one time needs and to establish reserves for sales tax volatility.

Departmental usage of 2011 Realignment funding for Law Enforcement Services is detailed in the table and chart on the following page.

DEPARTMENTAL USAGE OF LAW ENFORCEMENT SERVICES 2011 REALIGNMENT

	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Trial Court Security (Sheriff)	27,000,000	27,903,518	27,903,518	28,242,585
Community Corrections:				
Probation	31,786,968	34,158,410	24,859,524	32,748,182
Sheriff/Coroner/Public Administrator	30,291,339	41,695,857	38,010,960	45,258,167
District Attorney	2,843,626	3,036,570	3,036,570	3,327,400
Public Defender	2,057,454	2,330,391	2,330,391	2,551,581
Public Health	93,656	106,359	91,727	106,359
Aging and Adult Services	5,244	0	0	0
Behavioral Health	4,950,473	3,736,462	3,730,145	4,223,939
Alcohol and Drug Services	0	1,100,433	1,266,845	1,100,433
Workforce Development	151,876	211,854	120,000	232,746
Transitional Assistance	(8,235)	0	0	0
Human Resources	119,391	141,236	141,051	155,164
Subtotal Community Corrections	72,291,792	86,517,572	73,587,213	89,703,971
Parole Revocation:				
District Attorney	775,298	873,948	873,948	1,190,116
Public Defender	523,544	873,948	873,948	1,017,385
Subtotal Parole Revocation	1,298,842	1,747,896	1,747,896	2,207,501
Juvenile Justice (Probation):				
Youthful Offender Block Grant	8,095,257	8,050,060	8,087,727	9,675,854
Juvenile Reentry	115,836	145,000	73,113	145,000
Subtotal Juvenile Justice	8,211,093	8,195,060	8,160,840	9,820,854
Total Departmental Usage	108,801,727	124,364,046	111,399,467	129,974,911

2016-17 Recommended



SUPPORT SERVICES

	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Beginning Fund Balance	8,243,888	19,724,644	19,724,644	26,413,179
Revenue	144,918,932	152,423,797	152,423,797	167,247,753
Prior Year Growth Revenue	6,282,329	0	11,544,588	0
Departmental Usage	139,720,505	156,380,284	157,279,850	172,737,735
Ending Fund Balance	19,724,644	15,768,157	26,413,179	20,923,197
Change in Fund Balance	11,480,756	(3,956,487)	6,688,535	(5,489,982)

Revenues are projected to exceed departmental usage in 2015-16, primarily due to attrition and delay in staffing within protective services departments that use realignment. Also, various subsistence budget units qualified for greater federal reimbursement thus reducing the need for realignment funding. This will result in an increase in fund balance of $6.7 million. Fund balance is budgeted to decrease by $5.5 million in 2016-17 due to planned additional departmental usage for the expansion of child welfare services programs to meet client needs.

Prior year growth revenue of $11.5 million was received in 2015-16 which is available to fund one-time needs. Although 2015-16 growth revenue is expected to be received in 2016-17, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is at adequate levels. Fund balance will be used for one time needs and to establish reserves for sales tax volatility.

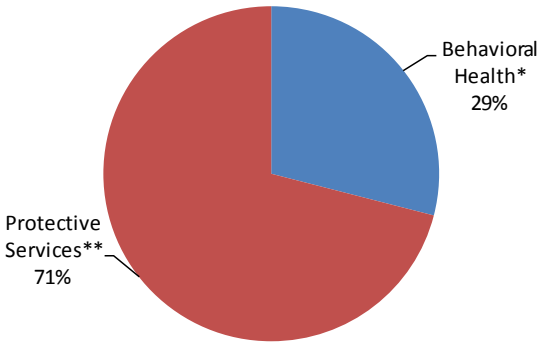
DEPARTMENTAL USAGE OF SUPPORT SERVICES 2011 REALIGNMENT

	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Behavioral Health*	38,063,526	41,347,604	43,903,018	50,100,760
Protective Services**	101,656,978	115,032,680	113,376,832	122,636,975
Total Departmental Usage	139,720,505	156,380,284	157,279,850	172,737,735

*The Behavioral Health sub-account funds Drug Court and Rehabilitative Services.

**The Protective Services sub-account funds Adult Protective Services, Foster Care Administration, Foster Care Assistance, Child Welfare Services, Aging & Adult Administration, Aging & Adult Assistance, Child Abuse Prevention, and Probation Programs for Juveniles.

2016-17 Recommended



CalWORKs MOE

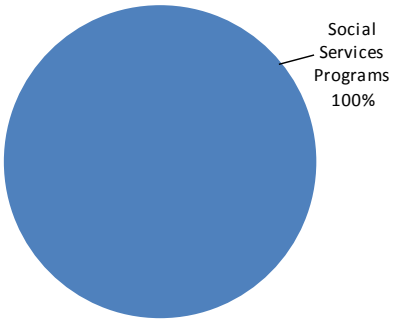
	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Beginning Fund Balance	0	14,528,999	14,528,999	14,528,999
Revenue	107,759,942	123,340,301	119,141,655	94,449,993
Prior Year Growth Revenue	5,844,262	0	0	0
Departmental Usage	99,075,206	123,340,301	119,141,655	94,449,993
Ending Fund Balance	14,528,999	14,528,999	14,528,999	14,528,999
Change in Fund Balance	14,528,999	0	0	0

Funding for the CalWORKs MOE comes from both Sales Tax and Vehicle License Fee revenues. These revenues originally funded Mental Health programs but, as part of 2011 Realignment, the funds were redirected to CalWORKs. Typically, there is not expected to be any fund balance in this budget unit since amounts received are immediately transferred to the budget unit used for assistance payments to CalWORKs clients. However, revenues exceeded departmental usage in 2014-15, resulting in an increase in fund balance of $14.5 million, primarily due to the timing of the State reconciliation process. The department anticipates returning the fund balance to the State at a later date.

DEPARTMENTAL USAGE OF CalWORKs MOE REALIGNMENT

	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Social Services Programs	99,075,206	123,340,301	119,141,655	94,449,993
Total Departmental Usage	99,075,206	123,340,301	119,141,655	94,449,993

2016-17 Recommended



FAMILY SUPPORT

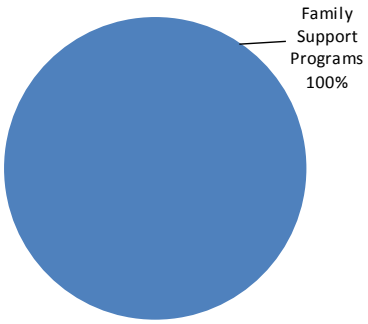
	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Beginning Fund Balance	0	7,911,474	7,911,474	7,911,474
Revenue	96,099,726	76,336,129	74,738,150	95,436,348
Prior Year Growth Revenue	10,563,626	0	8,004,371	0
Departmental Usage	98,751,878	76,336,129	82,742,521	95,436,348
Ending Fund Balance	7,911,474	7,911,474	7,911,474	7,911,474
Change in Fund Balance	7,911,474	0	0	0

This budget unit was established in 2013-14 per California Welfare and Institutions Code 17600.10(a)(5). Funding for Family Support comes from counties' indigent health care savings that are redirected from counties' Health 1991 Realignment Subaccount and moved to the new Family Support subaccount at the State level. Funds are allocated to counties from the Family Support subaccount in lieu of State general fund for CalWORKs assistance payments. The distribution of funds is based on counties' CalWORKs general fund expenditures. Typically, there is not expected to be any fund balance in this budget unit since amounts received are immediately transferred to the budget unit used for assistance payments to CalWORKs clients. However, revenues exceeded departmental usage in 2014-15, resulting in an increase in fund balance of $7.9 million, primarily due to the timing of the State reconciliation process. The department anticipates returning the fund balance to the State at a later date. Although 2015-16 growth revenue is expected to be received in 2016-17, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds.

DEPARTMENTAL USAGE OF FAMILY SUPPORT REALIGNMENT

	ACTUAL 2014-15	MODIFIED BUDGET 2015-16	ESTIMATED 2015-16	RECOMMENDED BUDGET 2016-17
Family Support Programs	98,751,878	76,336,129	82,742,521	95,436,348
Total Departmental Usage	98,751,878	76,336,129	82,742,521	95,436,348

2016-17 Recommended



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), a core information technology system; and for other future developments.

The new FAS project is a countywide collaborative effort to 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 Supervisors approved a $6.0 million allocation of Discretionary General Funding to fund this project, and added an additional $6.0 million mid-year. Although it hasn't been placed in this budget unit, an additional $13.0 million has been set-aside in general fund reserves for this project. A Request for Information was released in July 2011 and the resulting information was utilized to prepare a scope of services. In 2012-13, the County contracted with the Government Finance Officers Association, which has a history of successful government accounting information system installations, to oversee the Request for Proposal process for the County. In 2013-14 the County released the Request for Proposal. In April 2016, the Board of Supervisors approved contracts with SAP Public Services, Inc. (SAP) for financial software license, maintenance and support, and Labyrinth Solutions, Inc. for SAP Enterprise Financial Management System implementation consulting services. Implementation of the new system commenced in May 2016.

Requirements of $11.9 million represent staffing, operating and application development costs. Staffing Expenses of $1.8 million fund 13 positions to assist Auditor-Controller/Treasurer/Tax Collector, Finance and Administration, Human Resources, and Information Services in the implementation and operation of the new system. Operating Expenses are increasing $873,067, primarily due to staffing costs associated with four contract positions, and Reimbursements to Purchasing for staffing costs related to two department positions that will be working on the project on a part-time basis. In 2016-17, Capital Expenditures are decreasing $888,667 to reflect Requirements that have been identified for the start-up of the new system (Staffing and Operating Expenses).

Below is a table detailing budgeted Requirements for this unit in 2016-17.

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: Restricted General

BUDGET UNIT: AAP CAO
FUNCTION: General
ACTIVITY: Finance

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	1,679,507	0	1,800,985	**121,478**
Operating Expenses	78,635	52,637	130,450	902,101	189,088	1,775,168	**873,067**
Capital Expenditures	0	0	0	9,226,054	0	8,337,387	**(888,667)**
Total Exp Authority	78,635	52,637	130,450	11,807,662	189,088	11,913,540	**105,878**
Reimbursements	0	0	0	0	0	32,040	**32,040**
Total Appropriation	78,635	52,637	130,450	11,807,662	189,088	11,945,580	**137,918**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	78,635	52,637	130,450	11,807,662	189,088	11,945,580	**137,918**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	78,635	52,637	130,450	11,807,662	189,088	11,945,580	**137,918**
Budgeted Staffing*	0	0	0	12	12	13	**1**

*Data represents modified budgeted staffing

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Enterprise Financial Management System	12	13	-12	0	13	1	12
Total	12	13	-12	0	13	1	12

Staffing Expenses for 13 positions include:

- 1 Administrative Analyst III (limited term)
- 1 EMACS Manager
- 1 Departmental IS Administrator
- 1 Auditor-Controller Division Chief
- 2 Systems Accountant III
- 1 Systems Accountant II
- 1 Systems Accountant I
- 2 Accountant III
- 2 Programmer Analyst III
- 1 Business Systems Analyst III

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.8 million fund 13 positions of which 12 are regular positions and one is a limited term position. Changes in staffing include the addition of: one Auditor-Controller Division Chief; two Systems Accountant III; one Systems Account I; one Departmental IS Administrator; two Programmer Analyst III; one EMACS Manager; and one limited term Administrative Analyst III. Deletions include the following regular positions: three Systems Accountant II; one Business Applications Manager; one Administrative Analyst III, two Business Systems Analyst III, and one Systems Support Analyst III. These staffing changes will better reflect the skillset needed for the project.

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COUNTY OF SAN BERNARDINO

The County of San Bernardino's 2016-17 Recommended Budget covers the period from July 1, 2016 – June 30, 2017. The 2016-17 Recommended Budget represents a consolidation of all County entities which includes $5.4 billion in budgeted Requirements and Sources as well as 22,494 in budgeted staffing. The budget consists of several funds including the general fund, restricted funds, capital project funds, special revenue funds, internal service funds, enterprise funds and permanent funds. 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 Countywide Vision and goals and objectives of the County of San Bernardino approved by the Board of Supervisors (Board):

Countywide Vision

In 2010, the Board set out to establish a Countywide Vision for the future of the county as a whole, seeking input from the community through an online survey, town hall meetings and more than two dozen industry-specific focus groups. The County partnered with the San Bernardino Associated Governments (SANBAG) representing the county's 24 cities and towns on this effort that culminated in development of the Countywide Vision Statement and report, which were endorsed and adopted by the Board on June 30, 2011.

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 Countywide Vision report and related documents are available for review at www.sbcounty.gov/vision.

County Paradigm and Job Statement

Following the adoption of the Countywide Vision, the Board adopted the County paradigm and job statements on April 10, 2012. These statements describe County government's role in achievement of the Vision.

Our Paradigm: The County of San Bernardino is a regional government. We understand that every aspect of the quality of life in a community is part of an interrelated system. The County takes responsibility for ensuring that the community has determined how, when and by whom each element of that system is being addressed in pursuit of our shared Vision of the county and the future we desire.

Our Job: Our job is to create a county in which those who reside and invest can prosper and achieve well-being.

2016-17 County Goals and Objectives

The Board has annually established goals for the County since 2010. These goals seek to improve County government by providing a unified focus for all departments, clarifying roles and responsibilities, ensuring

alignment and proper allocation of fiscal and human resources, and fostering collaboration with other governmental agencies.

The Board approved the following 2016-17 County Goals and Objectives on March 1, 2016.

Implement the Countywide Vision

- *Continue the County role of convening conversations on community collaboration and collective action.*
- *Continue to promote the Countywide Vision and support the Element Groups.*

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

- *Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.*
- *Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.*
- *Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.*
- *Compete globally, regionally and locally for businesses and investment.*
- *Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.*

Improve County Government Operations

- *Maintain clear lines of authority and clarity in terms of roles, responsibilities and governance of all County departments and programs.*
- *Develop an approach to evaluate the performance of department heads who report to the Board.*
- *Continue to develop and maintain consistent messaging for the organization.*
- *Ensure that employees know that they and their work are valued.*
- *Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.*

Operate in a Fiscally-Responsible and Business-Like Manner

- *Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.*
- *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.*
- *Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.*
- *Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.*

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

- *Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.*
- *Work collaboratively with cities on zoning and development standards in their spheres of influence.*
- *Prioritize investments in services and amenities for County unincorporated communities.*

Provide for the Safety, Health, and Social Service Needs of County Residents

- *Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.*
- *Support efforts to improve the capacity of non-profit organizations to help address the needs of County residents.*
- *Develop a clinically integrated network of County departments and other health providers to support a comprehensive approach to population health management for County residents.*

Pursue County Goals and Objectives by Working with Other Agencies

- *Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.*
- *Collaborate with other agencies to help shape legislation and regulations which affect the County.*
- *Maintain close working relationships with cities, tribes and other governmental agencies.*

Focus on Recovery and Resiliency Following the December 2, 2015 Terrorist Attack (SB Strong)

- *Support County employees affected by the December 2, 2015 terrorist attack.*
- *Develop a memorial honoring County victims and first responders.*
- *Pursue economic investment in the City of San Bernardino and the region.*
- *Document actions taken to support the victims and the County organization and analyze their effectiveness in order to share lessons learned with those preparing for or suffering similar tragedies.*

In addition to the adoption of annual Goals & Objectives, since 2010 the Board of Supervisors is continuing to focus on maintaining the County's infrastructure and facilities, investing in underlying operating systems and improving service levels while implementing long-term solutions needed to establish a solid financial foundation for the County.

Performance Measurements

As part of the continuing effort to align resources with operational priorities, each department was asked to review existing performance measurements to ensure alignment with the 2016-17 County Goals and Objectives. These measurements should be realistic, easily quantifiable, and reflect progress on long-term multi-year strategic initiatives or the accomplishment of shorter-term tactical goals, that directly correlate to the identified County objectives and reflect activities within the department's control. Performance measurement progress continues to be reported as part of each quarterly budget report.

Performance measure information in the 2016-17 Recommended Budget book includes departmental strategies to achieve selected County Goals and Objectives, departmental performance measures for 2016-17 to demonstrate if departments are meeting the County Goals and Objectives and prior year accomplishments for performance measures carried over from the prior year. The following chart provides a sample of specific department performance measures for 2016-17:

SYNOPSIS OF SAN BERNARDINO COUNTY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

DEPARTMENT	OBJECTIVE	PERFORMANCE MEASURE
FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)		
County Administrative Office	Develop a memorial honoring County victims and first responders.	Participate on the memorial planning committee.
County Administrative Office	Document actions taken to support the victims and the County organization and analyze their effectiveness in order to share lessons learned with those preparing for or suffering similar tragedies.	Coordinate recovery, documentation, and evaluation efforts following the December 2, 2015 Terrorist Attack. (Target 100%)
Behavioral Health	Support County employees affected by the December 2, 2015 terrorist attack.	Number of providers and supportive personnel trained (Target 225).
IMPLEMENT THE COUNTYWIDE VISION		
Community Development and Housing	Continue the County role of convening conversations on community collaboration and collective action.	Activities, events and programs completed and delivered by the Affordable Housing Collaborative (Target: 8).
Public Health	Continue to promote the Countywide Vision and support the Element Groups.	Complete the 2016-17 Work Plan for addressing priorities of the Wellness Element Group of the Countywide Vision (Target: 100%).
CREATE, MAINTAIN, AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		
Clerk of the Board	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Turnaround time for processing new business licenses (Target: 11 days).
Economic Development	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of jobs resulting from County Economic Development attraction and expansion efforts (Target: 1,650).
Airports	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Occupancy Rate of Developed Space for Commercial Use (Target: 92%).
Regional Parks	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of tourist visitors to Regional Parks (Target: 110,000).
IMPROVE COUNTY GOVERNMENT OPERATIONS		
Arrowhead Regional Medical Center	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of survey respondents who would "definitely" recommend the hospital (Target: 72%).
Fleet Management	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Current level of uptime (vehicle availability) of light-duty vehicles serviced at Fleet facilities (Target: 96%).
Land Use Services	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Complete initial review of planning permit applications within 3 weeks of acceptance (Target: 70%).
Public Works	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of flood control basins cleaned out to full capacity before rainy season (Target: 99%).
Special Districts	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of customers (with cellular read meters) notified of new leaks within 1 business day of detection (Target: 100%).
OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		
Information Services Department	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage of current year's task for the 800 MHz system upgrade completed (Target: 100%).
Risk Management	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.	Cost of risk as a percentage of County budget (Target: <2%).
Assessor-Recorder-County Clerk	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage of completed Business Property Statements filed by the annual deadline (Target: 99%).
Real Estate Services	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Reduction in electricity usage (kilowatt hours - kWh) (Target: 600,000).
ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY		
Land Use Services	Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.	Complete 100% of the following Countywide Plan tasks (Target: 100%).
PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		
Sheriff/Coroner/Public Administrator	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of contacts with homeless individuals, which results in an estimated 30% annual referral rate for housing assistance (Target: 800).
Child Support Services	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Amount of child support collected for every dollar expensed (Target: $4.35).
Children and Family Services	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of newly licensed foster family homes (Target: 145).
District Attorney	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of victims served at the Children's Assessment Center (Target: 1,810).
Probation	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of adult supervision cases recidivating (Target: 26.0%).
Public Defender	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of Social Service Practitioner referrals for adult cases (Target: 900).
County Fire Protection District	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage reduction in the number of hospital readmissions to ARMC for Medi-Care patients (Target: 30%).
PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		
Auditor-Controller/Treasurer/Tax Collector	Maintain close working relationships with cities, tribes and other governmental agencies.	Percentage of apportionments completed by the third week of the following fiscal year (Target: 100%).
Public Health	Maintain close working relationships with cities, tribes and other governmental agencies.	Number of Rescue Group Partners (Target: 441).
Registrar of Voters	Collaborate with other agencies to help shape legislation and regulations which affect the County.	Number of national, state and regional committees of which the department is a member (Target 12).

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 - The County Administrative Office brings an agenda item to the Board of Supervisors requesting modifications to the adopted budget. 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. Departments are required to compute their full cost of service, capturing both direct and indirect costs associated with fees and internal service rates. Departments are able to recommend an alternate fee amount to 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 Fiscal Forecast – Finance and Administration develops a Five-Year Fiscal 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 for departmental input in preparation of the budget submittal. Internal training is conducted for all users of the system.

County Fiscal Plan – The five-year County fiscal plan is developed based on revenue projections and estimates of ongoing cost changes to maintain current service levels 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.

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 County fiscal plan. Special Revenue Funds, Internal Service Funds, and Enterprise Funds may budget requirements in excess of current year sources which reflects an operational decision to utilize assets that have been carried over from prior periods.

APRIL THROUGH 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.

Fiscal Overview – The Board of Supervisors conducts a special meeting to receive a presentation from the Chief Executive Officer on the County's current and projected financial condition. The presentation includes a preview of the Recommended Budget including proposed budget programs, potential issues and also provides the Board of Supervisors the opportunity to discuss and provide input for development of the County's Recommended Budget.

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 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 2016-17 Budget

October 6, 2015	Fee Instructions to Departments
December 18, 2015	Capital Improvement Call Letter to Departments
December 7, 2015	Departments Submit Fee Workbooks
February 1, 2016	Departments Submit Capital Improvement Requests
March 10, 2016	Budget Prep System Training

March 14, 2016	Budget Prep System opened for Departmental Input
March 15, 2016	2016-17 Fee Workshop
March 18, 2016	Budget Instructions to Departments
April 5, 2016	Fee Hearing
April 5, 2016	2016-17 Internal Service Rates Approved
April 6, 2016	Departments Submit Budget Workbooks
May 10, 2016	2016-17 Budget Workshop and Fiscal Overview
May 24, 2016	Recommended Budget Delivered to the Board of Supervisors
June 14, 2016	Budget Hearing and Adoption of 2016-17 Budget
October 2016	Adopted Budget Book Printed

General Fund Budget Process

The County Administrative Office has the responsibility of developing the County fiscal plan for all General Fund departments. This plan begins with a Five-Year Fiscal Forecast which is detailed in the Discretionary General Funding section of the Executive Summary. This forecast highlights estimated costs and revenue projections for the upcoming fiscal year, as well as the next four fiscal years. The County uses this forecast to build their fiscal plan for the five years beginning 2016-17.

The County fiscal plan also focuses on two restricted general fund funding sources, Proposition 172, and 1991 and 2011 Realignment. **Proposition 172** assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. **1991 Realignment** assists in funding the general fund departments of Human Services, Behavioral Health, and Public Health for mental health, social services, and health programs. **2011 Realignment** assists in funding the general fund departments of Human Services, Sheriff/Coroner/Public Administrator, Probation, District Attorney, Public Defender and Behavioral Health for public safety, health and welfare programs.

For some departments, budgets are also built utilizing revenues generated from fees. On March 15, 2016 the Board of Supervisors held a fee workshop to discuss recommended fee changes and the fee process, and held a fee hearing on April 5, 2016. The fee hearing is designed to take public testimony related to fee changes for the 2016-17 fiscal year. The majority of approved fees become effective July 1, 2016.

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 2016-17 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 adopts the recommended 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.

Other Entities Budget Process

In 2014-15, Board Governed Special Districts and Other Agencies (referred to collectively as "entities") were consolidated into the uniform, Countywide budget process. These entities include special revenue funds, capital

project funds, internal service funds, enterprise funds and permanent funds. Acting as the appropriate governing body, the Board is presented with and adopts a recommended budget for each respective entity.

The 2016-17 Recommended Budget, including all entities and funds discussed above, is scheduled for hearing and adoption on June 14, 2016.

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 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 depending upon the appropriation unit, unless noted below:

Transfer of Salaries and Benefits Appropriation:

- Transfers out require Board of Supervisors approval and should be included in a quarterly budget report.

Transfers of Fixed Asset Appropriation:

- Transfers in and out among the different fixed asset appropriation units are approved by the County Administrative Office as long as the total fixed asset appropriation does not increase.
- Transfers out of Fixed Asset Appropriation-
  - Transfers out increasing a non-fixed asset appropriation unit within individual Capital Improvement Program (CIP) project budgets are approved by the County Administrative Office as long as the total project budget does not increase.
  - Transfers out increasing a non-fixed asset appropriation unit are required to be included in the quarterly budget reports for Board of Supervisors approval, except within the CIP, as detailed above.
- Transfers in of Fixed Asset Appropriation-
  - Transfers in from a non-fixed asset appropriation unit to fund a unit value less than $10,000 may be approved by the County Administrative Office.
  - Transfers in from a non-fixed asset appropriation unit to fund a unit value of $10,000 or more are required to be included in the quarterly budget reports for Board of Supervisors approval.

Transfers impacting Operating Transfers Out Appropriation:

- Any changes to Operating Transfers Out are required to be included in the quarterly budget reports for Board of Supervisors approval.

BUDGET BOOK FORMAT

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

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

DEPARTMENT
Department Head

DEPARTMENT 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, sum the values listed in each box.

SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
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
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

2015-16 MAJOR ACCOMPLISHMENTS

2015-16 Major Accomplishments provides significant departmental accomplishments during the last fiscal year.

DEPARTMENT GOALS AND OBJECTIVES

COUNTY GOAL: BLANK		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE						
OBJECTIVE						
STRATEGY			0	0	0	0
STRATEGY						
STRATEGY						
STRATEGY						

The above table lists the County Goal and Objectives, department strategies and performance measures for the 2016-17 fiscal year.

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.

Name of Budget Unit

DESCRIPTION OF MAJOR SERVICES

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

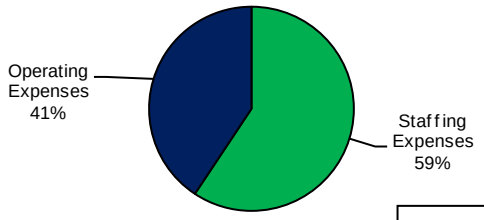
Budget at a Glance

Total Requirements (Excl. Reimb.)	$5,434,814
Total Sources (Incl. Reimb.)	$501,095
Net County Cost	$4,933,719
Total Staff	17
Funded by Net County Cost	91%

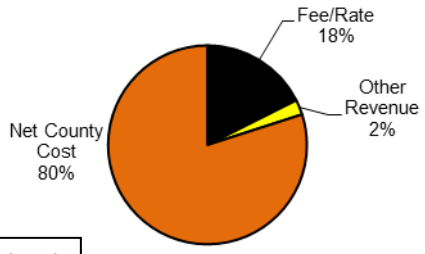
Budget at a Glance lists the budget unit's 2016-17 total requirements excluding reimbursements, total sources including reimbursements, total budgeted staffing, use of net county cost or use of carry over funding, if any, and percentage of requirements funded by net county cost, if applicable.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



These graphs display a visual picture of the budget unit's breakdown of expenditure authority and sources for 2016-17.

ANALYSIS OF 2016-17 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:**	-

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	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	0	-	0	**0**

*Data represents modified budgeted staffing

DETAIL OF 2016-17 RECOMMENDED BUDGET

Detail of 2016-17 Recommended Budget section 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 2016-17, including staffing, requirements, sources, net county cost, fund balance, and net position, where applicable; and also includes a description of major programmatic changes in requirements and revenues (sources).

MAJOR EXPENDITURES AND REVENUE IN 2016-17 RECOMMENDED BUDGET

The Major Expenditures and Revenue in the 2016-17 Recommended Budget section briefly describes significant budgeted expenditures and sources included within the Departments' recommended budget.

BUDGET CHANGES AND OPERATIONAL IMPACT

The Budget Changes and Operational Impact section briefly describes any major budget unit program impacts, and highlights the 2016-17 budget, including significant changes in requirements and sources from the prior year Modified budget.

2016-17 POSITION SUMMARY

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

*Detailed classification listing available in Appendix D.

The 2016-17 Position Summary above displays 2015-16 modified staffing by division within the budget unit (as of the 2015-16 2nd Quarter Budget Report adopted on March 1, 2016) and the details regarding if positions have been added, deleted or reorganized to derive the 2016-17 recommended staffing. It also provides limited term and regular position counts for 2016-17 budgeted staffing.

STAFFING CHANGES AND OPERATIONAL IMPACT

The Staffing Changes and Operational Impact section briefly highlights budgeted staffing changes and operational impacts for 2016-17, including significant changes from the prior year budgeted staffing.

Contents

County Budget Overview

Administration

Administration Summary....1
Board of Supervisors Summary....2
Board of Supervisors....3
Board Discretionary Fund....7
Clerk of the Board....9
County Administrative Office Summary....14
County Administrative Office....18
Litigation....21
County Counsel....23
Finance and Administration Summary....28
Finance and Administration....30
Capital Facilities Leases....33
Disaster Recovery Fund....35
Fleet Management....37
Human Resources Summary....42
Human Resources....45
The Center for Employee Health and Wellness....48
Unemployment Insurance....51
Commuter Services....53
Employee Benefits and Services....56
Information Services Summary....59
GIS and Multi-Media Services....61
Computer Operations....64
Telecommunication Services....67
Application Development....70
Purchasing Summary....73
Purchasing....76
Printing Services....79
Surplus Property and Storage Operations....82
Mail/Courier Services....85
Risk Management Summary....88
Operations....91
Insurance Programs....94
Local Agency Formation Commission....97
County Schools....100

Arrowhead Regional Medical Center

Arrowhead Regional Medical Center Summary....103
Arrowhead Regional Medical Center....104
Medical Center Lease Payments....111

Economic Development Agency

Economic Development Agency Summary....115
Economic Development Agency....116

Economic Development Agency - Continued

Economic Development Summary 117
Economic Development 120
Community Development and Housing Summary 123
Community Development and Housing 126
Homeless Housing Initiative 129
Workforce Development 131

Fiscal

Fiscal Summary 139
Assessor/Recorder/County Clerk Summary 140
Assessor/Recorder/County Clerk 142
Recorder Special Revenue Funds - Consolidated 145
Auditor-Controller/Treasurer/Tax Collector Summary 149
Auditor-Controller/Treasurer/Tax Collector 152
Redemption Restitution Maintenance 155

Human Services

Human Services Summary 157
Human Services 158
Health Administration Summary 160
Health Administration 161
Master Settlement Agreement 164
Behavioral Health Summary 166
Behavioral Health 168
Alcohol and Drug Services 171
Mental Health Services Act 174
Special Revenue Funds - Consolidated 178
Public Health Summary 181
Public Health 184
California Children's Services 187
Indigent Ambulance 190
Special Revenue Funds - Consolidated 192
Human Services-Administrative Claim 195
Human Services Subsistence Funds – Consolidated 206
Wraparound Reinvestment Fund 211
Aging and Adult Services Summary 214
Aging and Adult Services 216
Public Guardian-Conservator 219
Child Support Services 222
Preschool Services 228
Veterans Affairs 233

Law and Justice

Law and Justice Summary 239
County Trial Courts Summary 240
Drug Court Programs 241
Grand Jury 243
Indigent Defense Program 245
Court Facilities/Judicial Benefits 247
Court Facilities Payments 249
Trial Court Funding – Maintenance of Effort (MOE) 252
Courthouse Seismic Surcharge 254
Alternate Dispute Resolution 256
Registration Fees 258
District Attorney Summary 260
Criminal Prosecution 262

Contents

Law and Justice – Continued

Special Revenue Funds - Consolidated 265
Law and Justice Group Administration Summary.....270
Law and Justice Group Administration 272
Special Revenue Funds - Consolidated 275
Probation Summary 278
Administration, Corrections and Detentions 280
Juvenile Justice Grant Program 284
Special Revenue Funds - Consolidated 287
Public Defender 290
Sheriff/Coroner/Public Administrator Summary.....295
Sheriff/Coroner/Public Administrator 297
Sheriff - Detentions 301
Sheriff - Law Enforcement Contracts.....305
Special Revenue Funds - Consolidated 308

Operations and Community Services

Operations and Community Services Summary.....313
Community Services Administration Summary 315
Community Services Group 317
Agriculture/Weights and Measures Summary 320
Agriculture/Weights and Measures.....322
California Grazing 325
Airports Summary 327
Airports.....329
Special Revenue Funds – Consolidated.....332
CSA 60 – Apple Valley Airport.....335
CSA 60 – Apple Valley Airport – Capital Improvement Fund 337
County Library.....340
Bloomington Library Reserve 345
County Museum Summary 347
County Museum.....349
Museum Store.....352
Land Use Services Summary 355
Administration 359
Planning 362
Building and Safety 365
Code Enforcement 368
Fire Hazard Abatement.....371
Land Development.....374
Public Works Summary 377
Surveyor.....380
Monument Preservation.....383
Transportation Special Revenue Funds – Consolidated 385
Solid Waste Enterprise Funds – Consolidated 390
San Bernardino County Flood Control District - Consolidated 394
Flood Control Equipment 399
Real Estate Services Department Summary.....402
Real Estate Services.....405
Rents and Leases 408
Courts Property Management.....410
Chino Agricultural Preserve 412
Property Management Division.....414
Facilities Management Division 417
Utilities 420

Operations and Community Services- Continued

Regional Parks Summary 422
Regional Parks 424
Special Revenue Funds - Consolidated 427
Active Outdoors 431
Registrar of Voters 434

Special Districts Department

Special Districts Department Summary 439
Special Districts Department 440
General Districts - Consolidated 442
CSA 70 HL Havasu Lake 448
Park Districts – Consolidated 450
Big Bear Valley Recreation and Park District - Consolidated 457
Bloomington Recreation and Park District 460
Road Districts - Consolidated 463
Sanitation Districts - Consolidated 475
Streetlight Districts - Consolidated 480
Water Districts - Consolidated 485
Capital Improvement Program 489
Reserves 498

Fire Protection District

San Bernardino County Fire Protection District Summary 501
San Bernardino County Fire Protection District (SBCFPD) 502
Fire Administration 505
Mountain Regional Service Zone 509
North Desert Regional Service Zone 512
South Desert Regional Service Zone 516
Valley Regional Service Zone 520
Community Facilities District 2002-2 524
Hazardous Materials 526
Homeland Security Grant Program 529
Household Hazardous Waste 531
Office of Emergency Services 534
Termination Benefits and Capital Replacement Set-Asides 537

Other Agencies

Other Agencies Summary 539
In-Home Supportive Services Public Authority 540
Economic and Community Development Corp. 545
County Industrial Development Authority (CoIDA) 547
Inland Counties Emergency Medical Agency 549
Housing Authority of the County of San Bernardino 564

Capital Improvement Program

Capital Improvement Program Summary 559
Capital Improvement Program 560

Appendices

Appendix A – Budget Unit Listing 631
Appendix B – Budget Book Definitions 644
Appendix C – Budget Book Acronyms 652
Appendix D – Classification Listing and Position Count 657

ADMINISTRATION SUMMARY

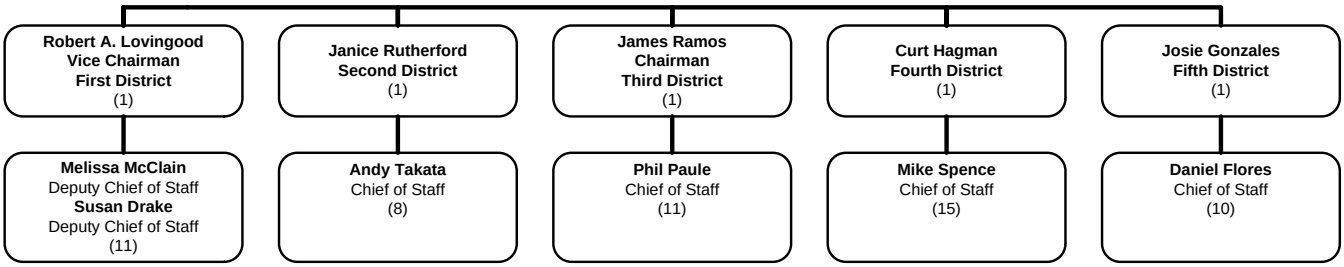
GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
BOARD OF SUPERVISORS					
BOARD OF SUPERVISORS	2	7,663,486	0	7,663,486	60
BOARD DISCRETIONARY FUND	7	1,555,087	0	1,555,087	0
CLERK OF THE BOARD	9	2,099,466	219,235	1,880,231	13
COUNTY ADMINISTRATIVE OFFICE					
COUNTY ADMINISTRATIVE OFFICE	14	5,076,909	0	5,076,909	17
LITIGATION	21	395,761	0	395,761	0
COUNTY COUNSEL	23	9,654,658	6,275,947	3,378,711	95
FINANCE AND ADMINISTRATION					
FINANCE AND ADMINISTRATION	28	3,065,263	0	3,065,263	20
HUMAN RESOURCES					
HUMAN RESOURCES	42	7,353,290	846,622	6,506,668	98
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	48	2,200,957	2,200,957	0	12
UNEMPLOYMENT INSURANCE	51	4,000,500	0	4,000,500	0
INFORMATION SERVICES					
GIS AND MULTI-MEDIA SERVICES	59	2,412,145	212,922	2,199,223	15
PURCHASING					
PURCHASING	73	2,536,046	820,330	1,715,716	25
LOCAL AGENCY FORMATION COMMISSION	97	308,741	0	308,741	0
COUNTY SCHOOLS	100	3,195,672	0	3,195,672	0
TOTAL GENERAL FUND		51,517,981	10,576,013	40,941,968	355
CAPITAL FACILITIES LEASES	33	7,240,810	0	7,240,810	0

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
FINANCE AND ADMINISTRATION:					
DISASTER RECOVERY FUND	35	0	7,530	(7,530)	0
HUMAN RESOURCES:					
COMMUTER SERVICES	53	942,881	747,200	195,681	4
EMPLOYEE BENEFITS AND SERVICES	56	3,568,640	3,490,335	78,305	29
TOTAL SPECIAL REVENUE FUNDS		4,511,521	4,245,065	266,456	33

INTERNAL SERVICES FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
FLEET MANAGEMENT	37	40,468,867	35,595,554	4,873,313	95
INFORMATION SERVICES:					
COMPUTER OPERATIONS	64	34,140,670	27,987,757	6,152,913	132
TELECOMMUNICATION SERVICES	67	35,796,822	29,478,170	6,318,652	100
APPLICATION DEVELOPMENT	70	15,972,163	14,693,515	1,278,648	89
PURCHASING:					
PRINTING SERVICES	79	3,969,750	3,602,500	367,250	17
SURPLUS PROPERTY AND STORAGE OPERATIONS	82	1,460,994	1,266,500	194,494	4
MAIL/COURIER SERVICES	85	6,162,036	6,184,173	(22,137)	21
RISK MANAGEMENT:					
OPERATIONS	88	125,000	125,173	(173)	62
INSURANCE PROGRAMS	94	106,171,377	103,322,700	2,848,677	0
TOTAL INTERNAL SERVICE FUNDS		244,267,679	222,256,042	22,011,637	520

BOARD OF SUPERVISORS
James Ramos, Chairman

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

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

Board of Supervisors

DESCRIPTION OF MAJOR SERVICES

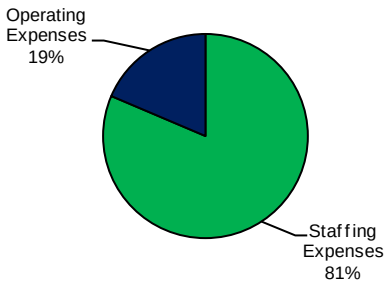
The Board of Supervisors is the governing body of the County government and Board-governed special districts. The Board of Supervisors establishes policy and exercises supervision over the official conduct of all County officers, Board-governed districts and special commissions. The Board of Supervisors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

Budget at a Glance

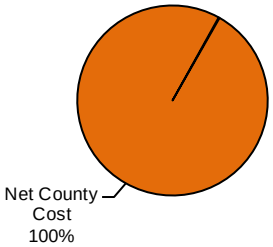
Total Requirements (Excl. Reimb.)	$7,677,038
Total Sources (Incl. Reimb.)	$13,552
Net County Cost	$7,663,486
Total Staff	60
Funded by Net County Cost	100%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Board of Supervisors
FUND: General

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

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

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

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

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

Additions (14 total)

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

Deletions (5 total)

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

Board Discretionary Fund

DESCRIPTION OF MAJOR SERVICES

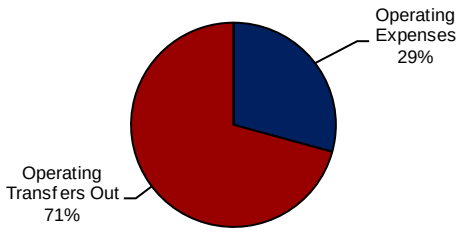
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$1,555,087
Total Sources (Incl. Reimb.)	$0
Net County Cost	$1,555,087
Total Staff	0
Funded by Net County Cost	100%

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

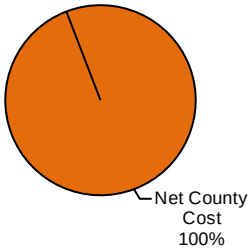
Since the inception of this budget unit, the Board has identified various community programs in alignment with the County's vision of creating, supporting, and enhancing vibrant communities that emphasize beauty, culture, art, recreation, education, and a sense of history. Through use of these funds,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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Board Discretionary Fund
FUND: General

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

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

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

STAFFING CHANGES AND OPERATIONAL IMPACT

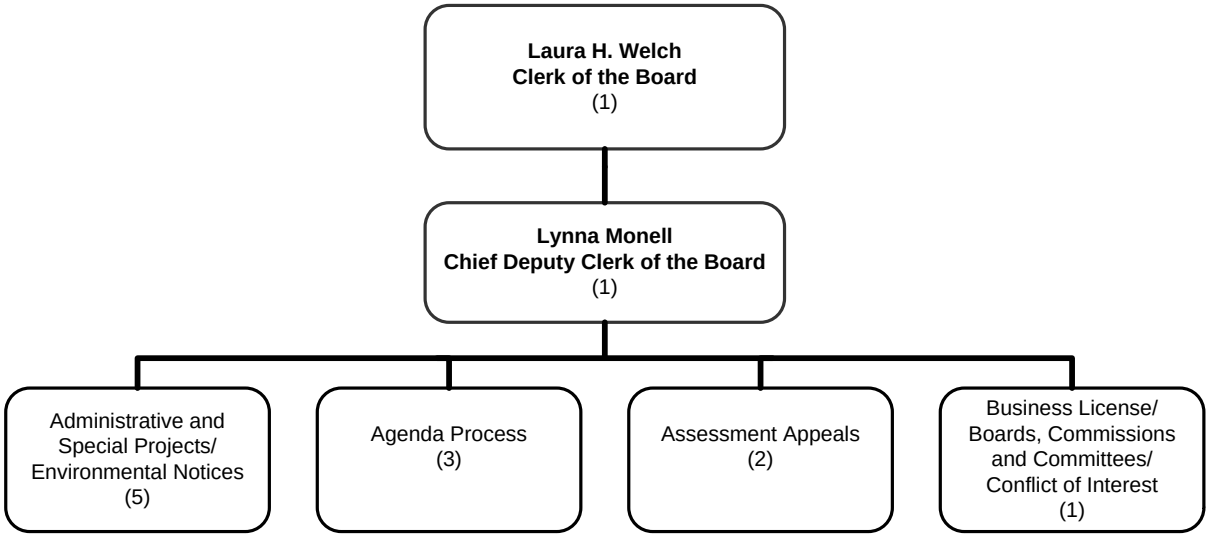
There is no staffing associated with this budget unit.

CLERK OF THE BOARD
Laura H. Welch

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

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

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

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

Clerk of the Board

DESCRIPTION OF MAJOR SERVICES

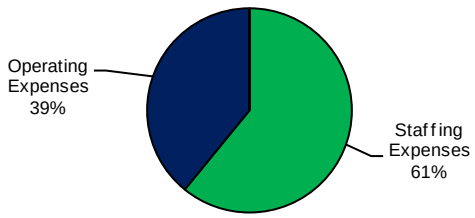
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,099,466
Total Sources (Incl. Reimb.)	$219,235
Net County Cost	$1,880,231
Total Staff	13
Funded by Net County Cost	89%

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

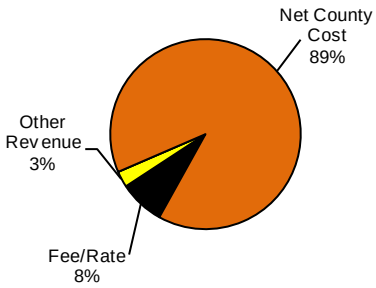
In accordance with state law, appeals of assessed property valuation are heard and determined by the County's Assessment Appeals Boards (AABs). The COB provides staff support to the AABs, facilitating the filing, hearing and disposition of thousands of appeals annually. The County requires that businesses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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

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

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

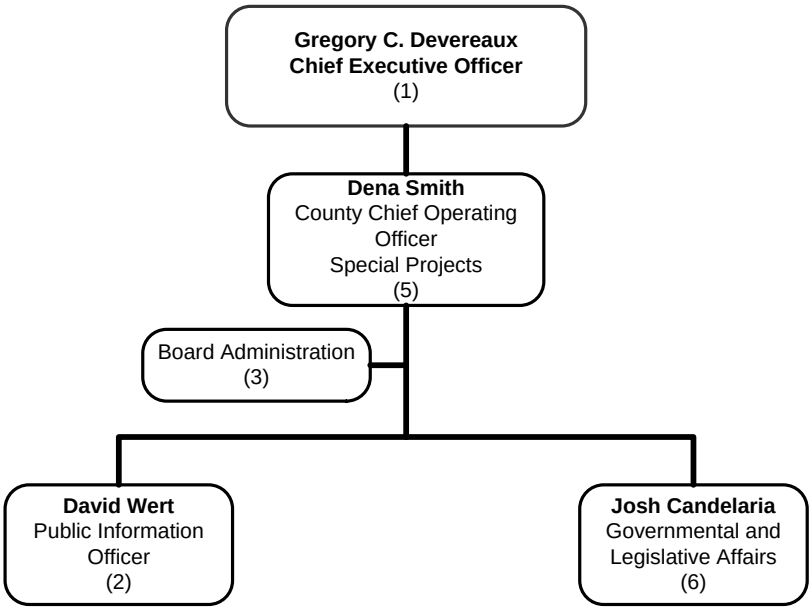
Staffing expenses of $1.3 million fund 13 budgeted regular positions. There are no budgeted staffing changes.

COUNTY ADMINISTRATIVE OFFICE
Gregory C. Devereaux

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

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

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

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

DEPARTMENT PERFORMANCE MEASURES CONTINUED

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

DEPARTMENT PERFORMANCE MEASURES CONTINUED

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

County Administrative Office

DESCRIPTION OF MAJOR SERVICES

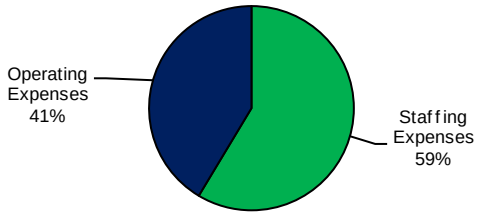
The County Administrative Office (CAO) is responsible to the Board of Supervisors (Board) for the general administration and coordination of all County operations and programs. The CAO oversees the operations of all County departments whose department heads are appointed by the Board or Chief Executive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

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

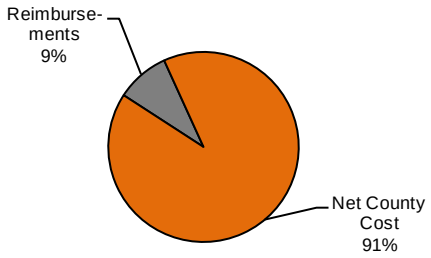
The CAO is also responsible for public information and legislative activities, and coordination of County activities with other local government entities, including cities and other counties.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

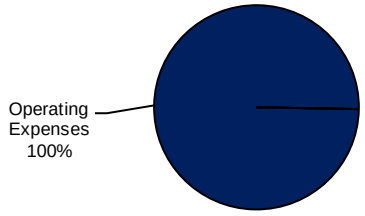
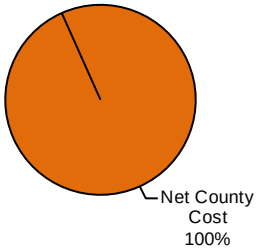
Litigation

DESCRIPTION OF MAJOR SERVICES

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

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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

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

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

STAFFING CHANGES AND OPERATIONAL IMPACT

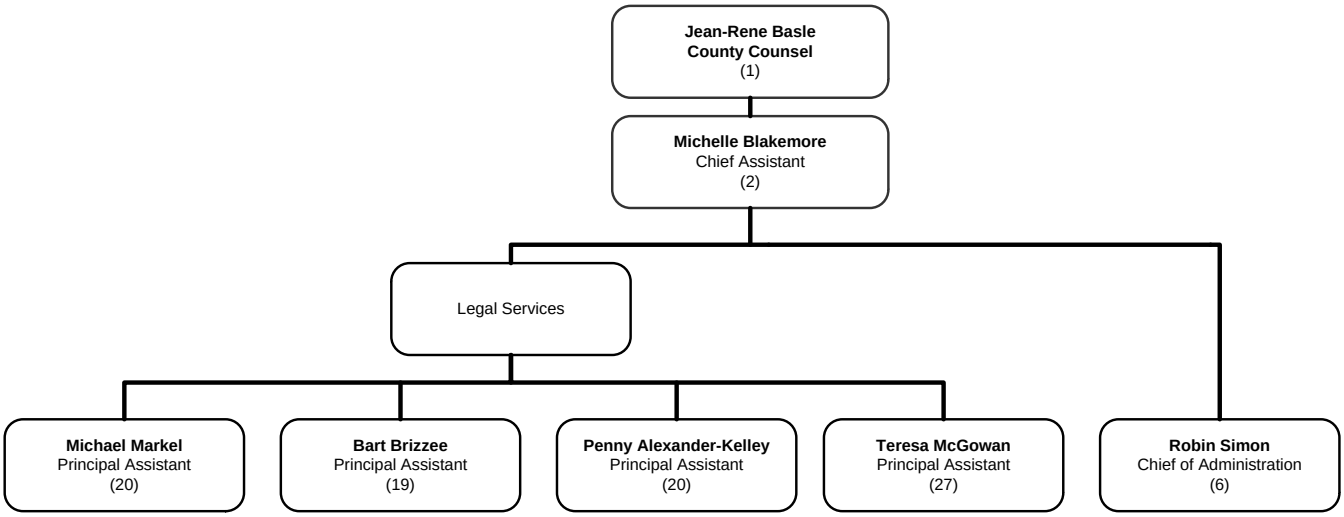
There is no staffing associated with this budget unit.

COUNTY COUNSEL
Jean-Rene Basle

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

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

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

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

County Counsel

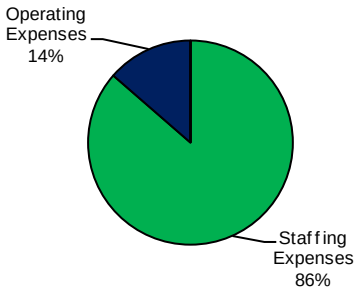
DESCRIPTION OF MAJOR SERVICES

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

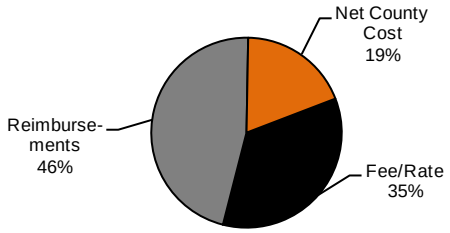
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$17,938,479
Total Sources (Incl. Reimb.)	$14,559,768
Net County Cost	$3,378,711
Total Staff	95
Funded by Net County Cost	19%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Counsel
FUND: General

BUDGET UNIT: AAA CCL
FUNCTION: General
ACTIVITY: Counsel

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

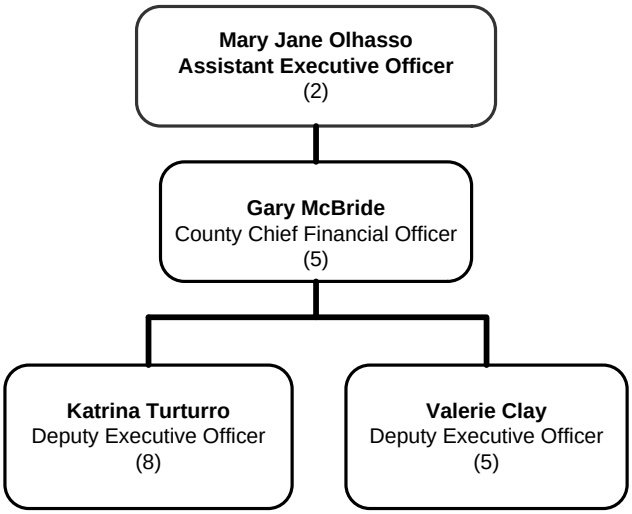
Staffing Expenses of $15.5 million fund 95 positions, of which 91 are regular positions and four are limited term positions. Staffing changes for 2016-17 reflect an increase of two budgeted positions which includes the addition of one County Counsel Lead Secretary and one County Counsel Paralegal. Both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

FINANCE AND ADMINISTRATION
Mary Jane Olhasso

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

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

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

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

Finance and Administration

DESCRIPTION OF MAJOR SERVICES

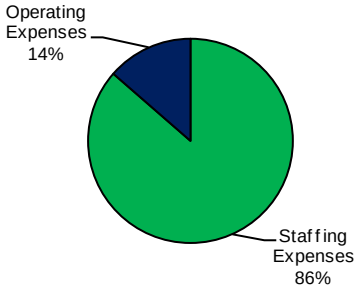
The Finance and Administration budget unit was created in 2011-12 to centralize financial management and oversight. In alignment with priorities of the Board of Supervisors and the Chief Executive Officer, this section provides timely and accurate financial information, and advises departments in financial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

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

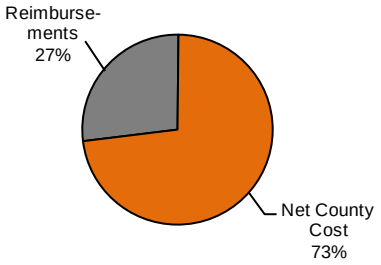
Finance and Administration is responsible for the preparation and administration of the County budget and annual fee reviews process, including development of the five-year forecast and annual strategic plan; the administration and monitoring of the County General Fund long-term debt portfolio, which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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Finance and Administration
FUND: General

BUDGET UNIT: AAA FAB
FUNCTION: General
ACTIVITY: Finance

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Capital Facilities Leases

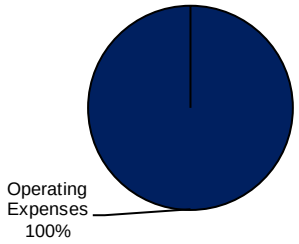
DESCRIPTION OF MAJOR SERVICES

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

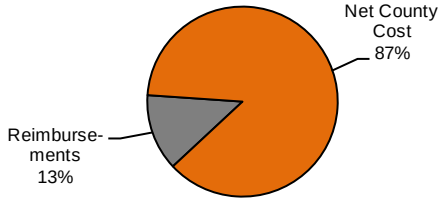
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$8,325,852
Total Sources (Incl. Reimb.)	$1,085,042
Net County Cost	$7,240,810
Total Staff	0
Funded by Net County Cost	87%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

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

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

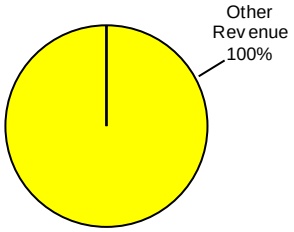
Disaster Recovery Fund

DESCRIPTION OF MAJOR SERVICES

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

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

2016-17 RECOMMENDED BUDGET

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

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

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

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF FUND BALANCE

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

STAFFING CHANGES AND OPERATIONAL IMPACT

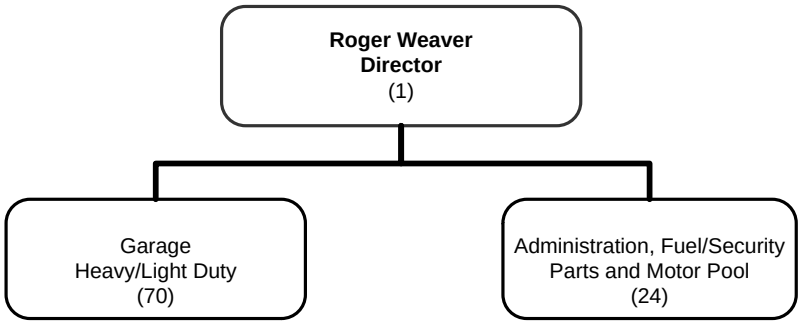
There is no staffing associated with this budget unit.

FLEET MANAGEMENT
Roger Weaver

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

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

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

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

Fleet Management

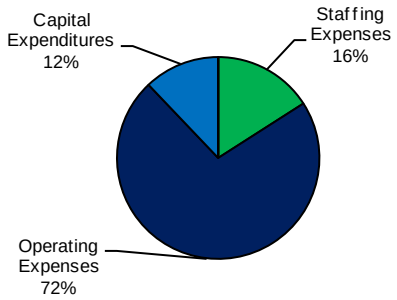
DESCRIPTION OF MAJOR SERVICES

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

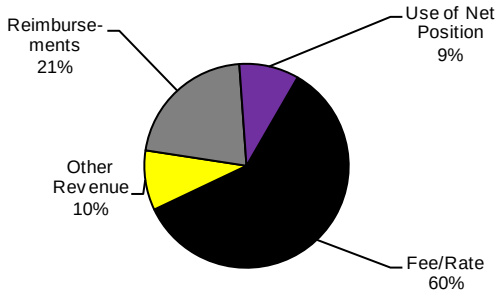
Fleet Management provides acquisition, maintenance, repair, modification, and disposal services for the majority of County vehicles and equipment. Fleet Management's main garage in San Bernardino includes four shops: automotive, heavy duty, welding/metal fabrication, and generator services, as well as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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Fleet Management
FUND: Fleet Management

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

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

ANALYSIS OF NET POSITION

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

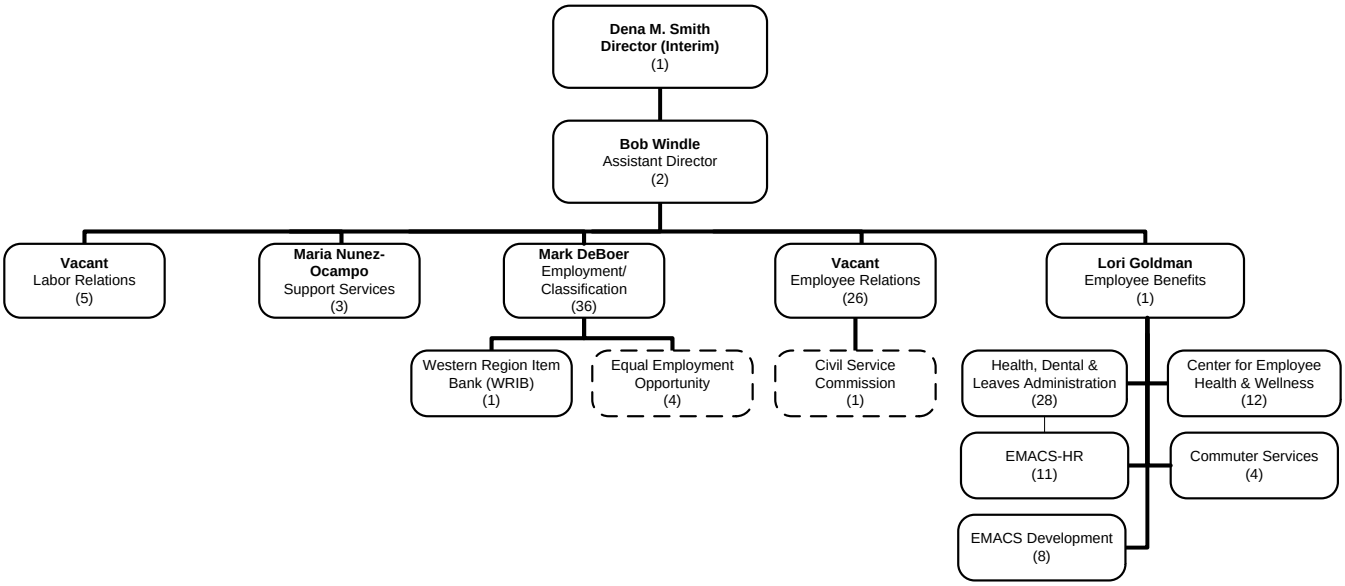
Staffing Expenses of $8.2 million funds 95 budgeted positions of which 90 are regular positions and five are limited term positions. Staffing changes for 2016-17 include the reclassification of Fleet Specialist to an Office Assistant III, and the addition of two Public Service Employee positions. The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

HUMAN RESOURCES
Dena M. Smith, Interim Director

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

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

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Meet the legislative requirement of the ACA by offering coverage to >95% of full time employees.	99.7%	99%	99.6%	99%
STRATEGY	To ensure compliance and avoid Affordable Care Act penalties, follow the current action plan to ensure all aspects of administration and reporting are addressed.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of eligible records audited.	100%	85%	100%	100%
STRATEGY	On an annual basis, audit specified components of the EMACS system in order to ensure compliance with Federal, State and MOU requirements and overall accuracy of the payroll and recordkeeping function. For 2016-17, this activity will include the review of employee classifications and ensure 50% compliance with overtime/Fair Labor Standards Act (FLSA) regulations.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of departments with diversity committees.	4	14	15	25
STRATEGY	In accordance with the Countywide Vision, implement a strategy to increase department awareness and support for outreach, educational and training activities focused on ensuring a County workforce that reflects the diversity of our community. This strategy will include the establishment of approximately 10 departmental committees per year that will work in collaboration with HR to plan and implement department-specific strategies for diversity including recruitment, mentoring and outreach activities.					

Human Resources

DESCRIPTION OF MAJOR SERVICES

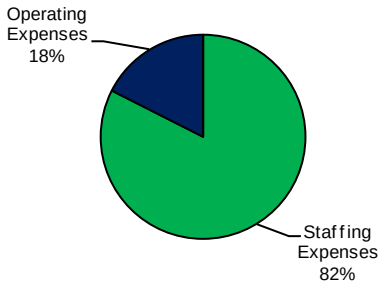
The Human Resources Department administers the County's human resources programs. This includes the responsibility for recruitment, employment testing, and certification of eligible candidates; establishment and maintenance of classification and compensation systems and program administration for the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

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

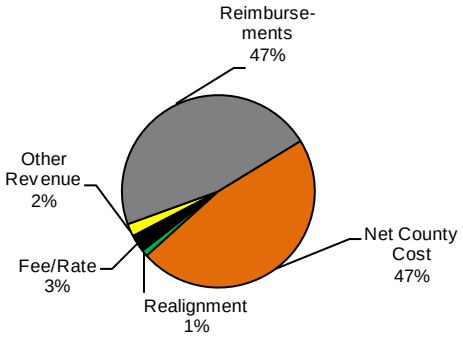
In addition, the department is responsible for the management of the Western Region Item Bank (WRIB), a cooperative, computer-based test question bank used by 120 public agencies to develop employment tests. Each WRIB participating agency pays an annual fee.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: General

BUDGET UNIT: AAA HRD
FUNCTION: General
ACTIVITY: Personnel

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

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

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

Two regular positions have been deleted as follows:

- 1 Human Resources Deputy Director
- 1 EMACS Manager

The Center for Employee Health and Wellness

DESCRIPTION OF MAJOR SERVICES

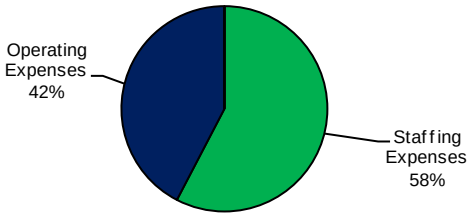
The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. The CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the County in hearings before the Civil Service Commission regarding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

Budget at a Glance

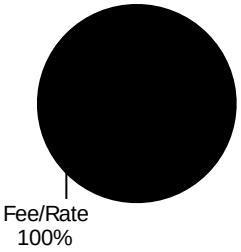
Total Requirements (Excl. Reimb.)	$2,200,957
Total Sources (Incl. Reimb.)	$2,200,957
Net County Cost	$0
Total Staff	12
Funded by Net County Cost	0%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA OCH
FUNCTION: General
ACTIVITY: Personnel

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

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

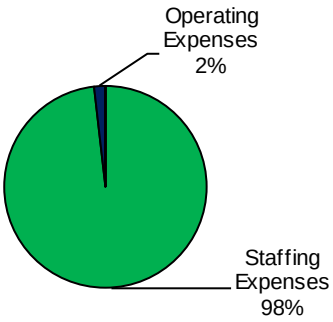
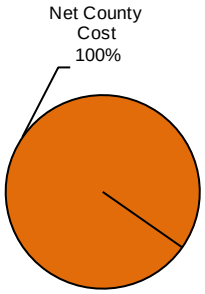
Unemployment Insurance

DESCRIPTION OF MAJOR SERVICES

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

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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA UNI
FUNCTION: General
ACTIVITY: Personnel

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Commuter Services

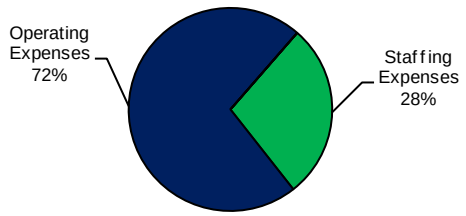
DESCRIPTION OF MAJOR SERVICES

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

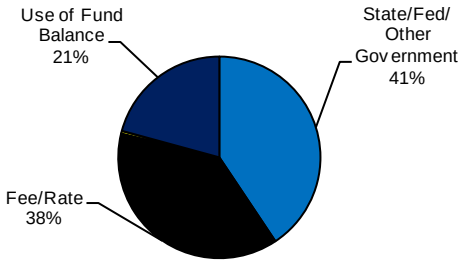
The Commuter Services budget unit was established to account for funds received under AB 2766 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department 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).

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: Commuter Services

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

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

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF FUND BALANCE

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Employee Benefits and Services

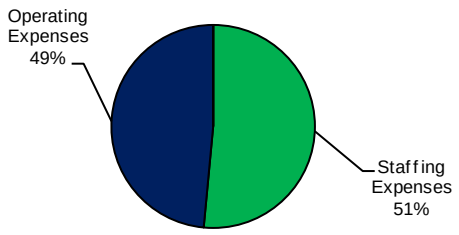
DESCRIPTION OF MAJOR SERVICES

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

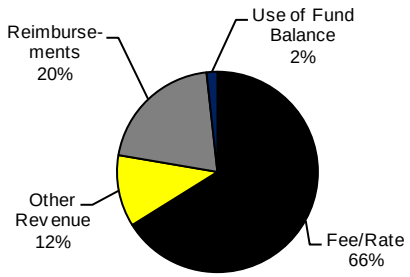
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$4,492,708
Total Sources (Incl. Reimb.)	$4,414,403
Use of/ (Contribution to) Fund Balance	$78,305
Total Staff	29

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

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

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF FUND BALANCE

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Three regular positions have been deleted as follows:

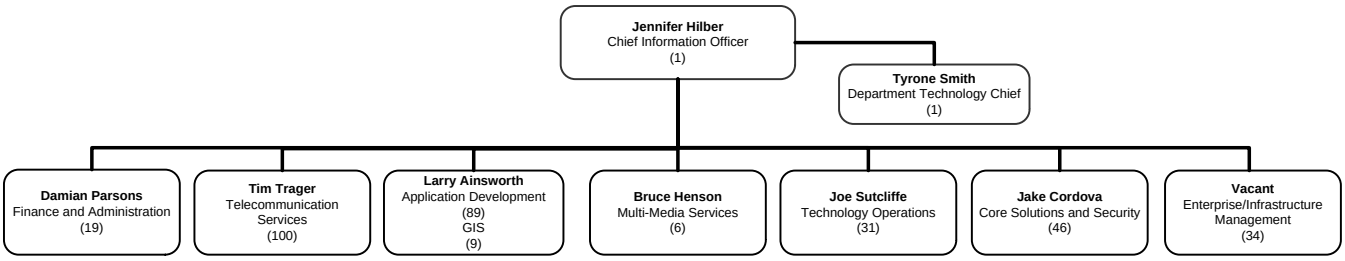
- 2 Human Resources Analyst I (transferred to Human Resources budget unit)
- 1 Staff Analyst II (transferred to Human Resources budget unit)

INFORMATION SERVICES DEPARTMENT
Jennifer Hilber

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

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

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Complete the current year's task for migration to VOIP technology.	79%	100%	100%	100%
STRATEGY	Unify the County's enterprise telecommunication services by improving functionality and supportability. For 2016-17, implement year four of a seven year project to convert 14% (2,899) of all County telephones to Voice Over Internet Protocol (VOIP) technology.					

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Percentage scheduled uptime availability for Data Center	100%	100%	100%	100%
STRATEGY	To provide a high availability Data Center infrastructure to house critical equipment that supports the County's mission.					

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Percentage scheduled uptime availability for WAN	100%	100%	100%	100%
STRATEGY	To provide a high availability and secure Wide Area Network (WAN) infrastructure for efficient and secure transmission of County data that supports the County's mission.					

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Percentage of current year's task for the 800 Mhz system upgrade completed.	100%	100%	100%	100%
STRATEGY	To improve public safety by upgrading the County's 800 Mhz Public Safety Radio system to digitally capable. The workplan is to implement new radio equipment buildings and continue installation of micorowave radio equipment and conversion of subscriber radio fleets.					

GIS & Multi-Media Services

DESCRIPTION OF MAJOR SERVICES

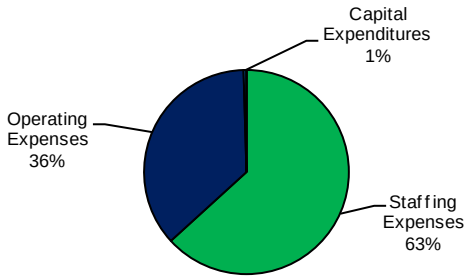
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,412,145
Total Sources (Incl. Reimb.)	$212,922
Net County Cost	$2,199,223
Total Staff	15
Funded by Net County Cost	91%

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

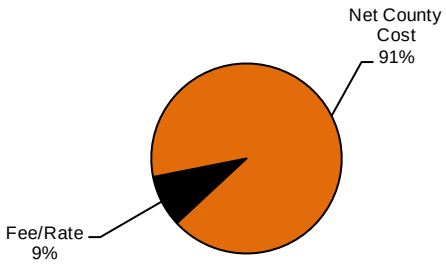
ISD's Multi-media Services (MMA) provides support to the Clerk of the Board for Board of Supervisor meetings that typically occur on a bi-weekly basis. The division also supports other types of meetings including, but not limited to, Assessment Appeal Hearings, Planning Commission, Board Committee meetings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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: General

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

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Computer Operations

DESCRIPTION OF MAJOR SERVICES

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

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

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

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

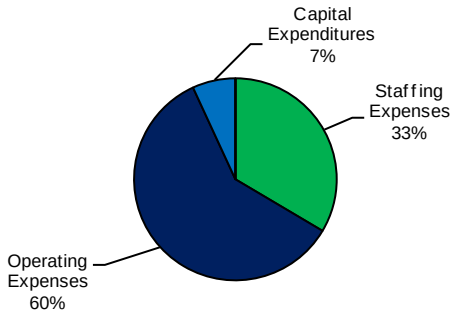
Core Solutions and Security provides the County with global email, security direction and technology policies and procedures, handles service requests and technical services that support desktop communications and functions across the County and assists departments in ensuring that their technology and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

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

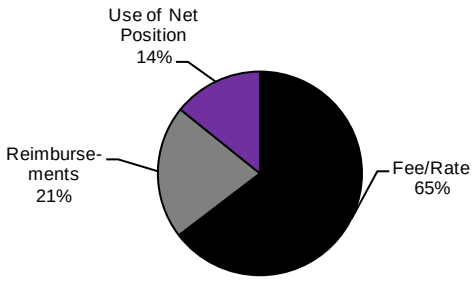
- Update video conferencing system to improve video quality and interoperability with other systems.
- Upgrade internet filtering to accommodate bandwidth increases and improve security.
- Pilot and implement enterprise software license tracking software to improve auditing and reconciliation of County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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Computer Operations

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

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

ANALYSIS OF NET POSITION

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.
Note: (1) Technology Operations
(2) Enterprise/Infrastructure Management

STAFFING CHANGES AND OPERATIONAL IMPACT

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

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

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

- 1 Information Systems Manager

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

Telecommunication Services

DESCRIPTION OF MAJOR SERVICES

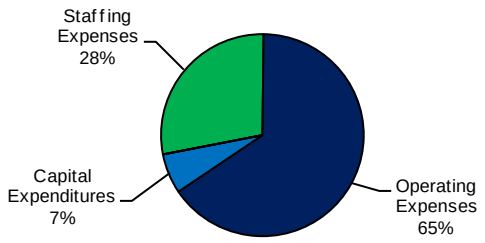
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$41,157,643
Total Sources (Incl. Reimb.)	$34,838,991
Use of / (Contribution To) Net Position	$6,318,651
Total Staff	100

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

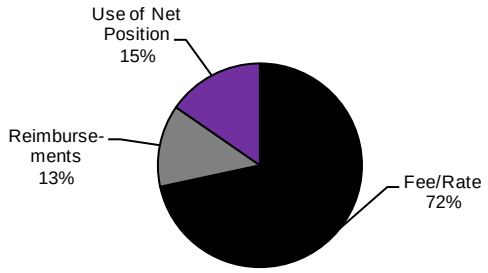
The County's Regional Public Safety Radio System is in the process of being upgraded. Ongoing Discretionary General Funding of $17.9 million continues to be allocated for the upgrade project. The estimated cost of the project is $158.2 million. $101.9 million has been funded to date and an additional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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Telecommunication Services

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

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

ANALYSIS OF NET POSITION

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

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

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

Application Development

DESCRIPTION OF MAJOR SERVICES

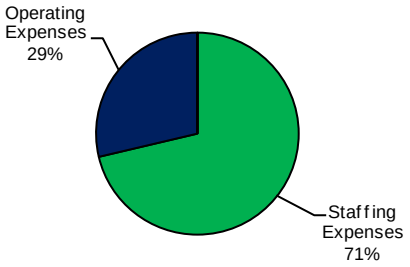
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$15,972,163
Total Sources (Incl. Reimb.)	$14,693,515
Use of / (Contribution To) Net Position	$1,278,648
Total Staff	89

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

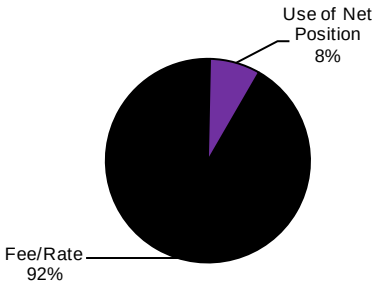
This budget unit is an internal service fund that primarily provides services to County departments and recovers costs via a billable hourly programming rate.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Application Development

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

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

ANALYSIS OF NET POSITION

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

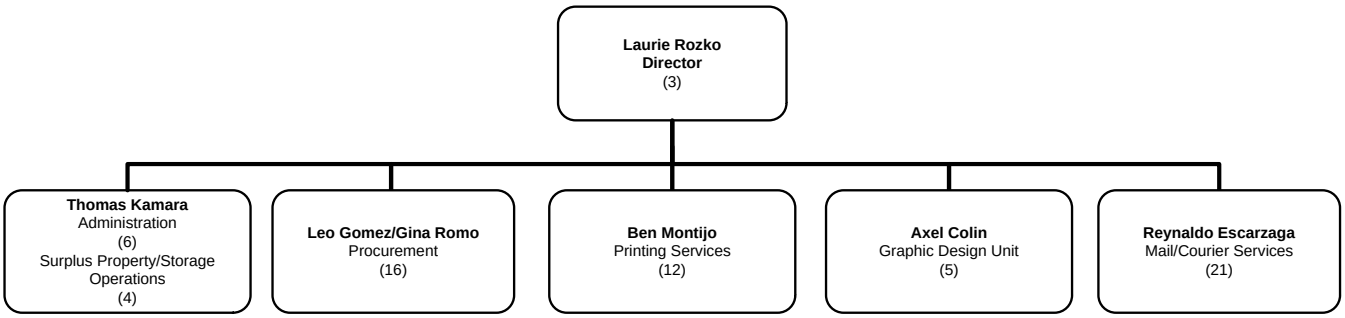
Staffing Expenses of $11.4 million fund 89 budgeted regular positions. Changes to budgeted staffing include the addition of four regular Business Systems Analyst III positions as a result of increased workload, offset by the transfer out of three regular positions that were moved to another budget unit;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

PURCHASING DEPARTMENT
Laurie Rozko

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

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

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average customer satisfaction on 100% scale	91%	85%	85%	90%
OBJECTIVE	**Ensure that employees know that they and their work are valued.**					
STRATEGY	Deliver topnotch customer service to internal customers.					
STRATEGY	Recognize staff for accomplishments in service delivery.					
STRATEGY	Continuously evaluate communication, purchasing services, training, and responsiveness for departments.					
STRATEGY	Poll customers for feedback on numerous occasions.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average days purchasing cycle for standard purchase orders up to $100,000	11.1	12.0	11.5	11.0
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average days purchasing cycle for low value purchase orders up to $7,500	N/A	3.5	3.0	2.8
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average days purchasing cycle to convert requisition to purchase order	N/A	2.4	2.4	2.2
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of annual aggregate bids to achieve cost or efficiency improvements	3	8	8	10
STRATEGY	Create operational efficiencies and cost savings through purchases and programs for multiple departments.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

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

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

Purchasing

DESCRIPTION OF MAJOR SERVICES

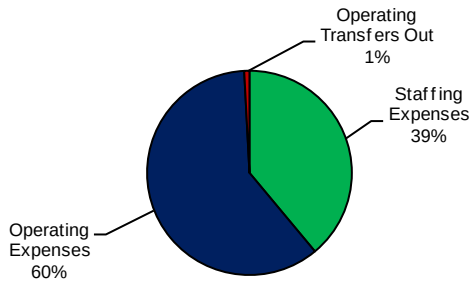
The Purchasing Department provides procurement services, administers contracts, manages vendor relationships, oversees procurement card program operations, and implements the electronic procurement system. Divisions include printing services and graphic design, mail and courier services, and surplus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

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

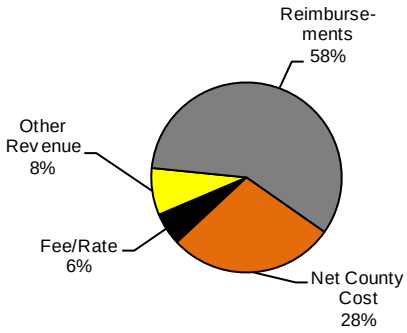
Essential values are customer service, partnership, innovation, ethical and fair conduct, professional standards, and transparency in the fulfillment of the department's purchasing obligations while upholding legal requirements and fiduciary responsibility to the citizens of San Bernardino County.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: General Fund

BUDGET UNIT: AAA PUR
FUNCTION: General
ACTIVITY: Finance

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Printing Services

DESCRIPTION OF MAJOR SERVICES

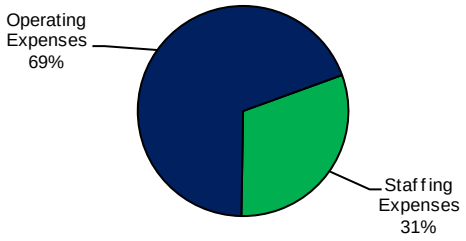
Printing Services designs, prints, and finishes high quality print production materials using the latest technology, and operates two locations for Quick Copy services.

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

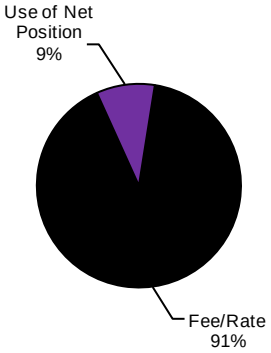
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net position available at the end of a fiscal year is carried over for working capital or equipment replacement. Any excess or shortage in unrestricted net position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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Printing Services

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

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF NET POSITION

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Surplus Property and Storage Operations

DESCRIPTION OF MAJOR SERVICES

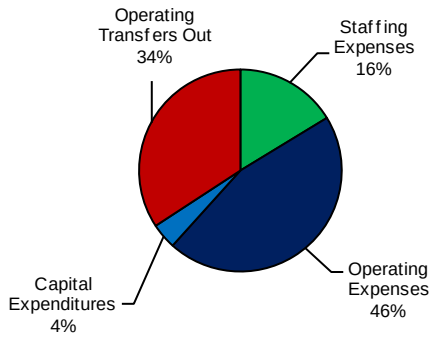
Surplus Property and Storage Operations manage County storage and excess property, internally reallocating used items to departments, distributing equipment to approved community-based organizations, and contracting with auctioneers and recyclers. Detailed reporting is required under County policy and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

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

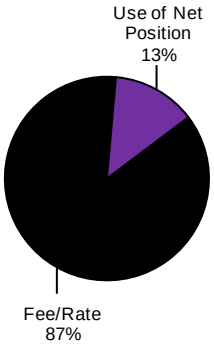
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through a rate assessed on purchases of commodities frequently received at Surplus Property and by user rates for Storage Operations. Unrestricted net position available at the end of a fiscal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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Surplus

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

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF NET POSITION

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Mail/Courier Services

DESCRIPTION OF MAJOR SERVICES

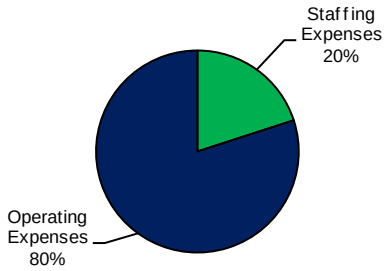
Mail/Courier Services provides mail handling and interoffice mail delivery. Mail handling includes various expedited shipping services, postage at a discounted presort rate and overnight services at a governmental discounted rate, along with automated mail duties. There are nine courier routes, six postage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

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

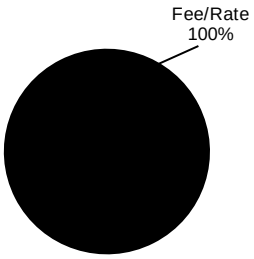
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net position available at the end of a fiscal year is carried over for working capital or equipment replacement. Any excess or shortage in unrestricted net position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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

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

*Data represents modified budgeted staffing
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF NET POSITION

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

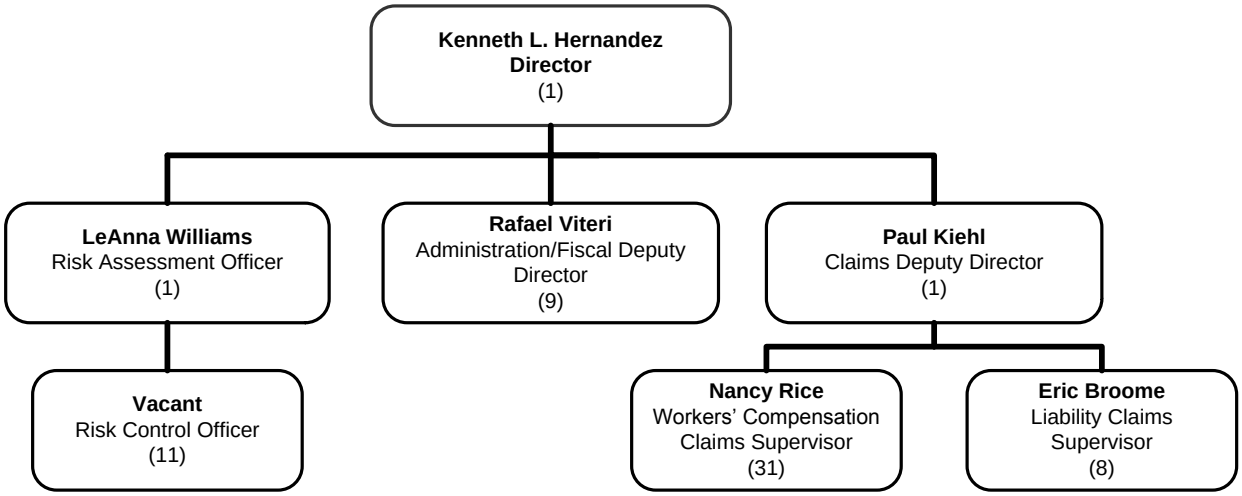
Staffing Expenses of $1.2 million fund 21 budgeted regular positions. The deletion of two Mail Processor IIs and one Mail Processor III is the result of reduced workload.

RISK MANAGEMENT
Kenneth L. Hernandez

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

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

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

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

Operations

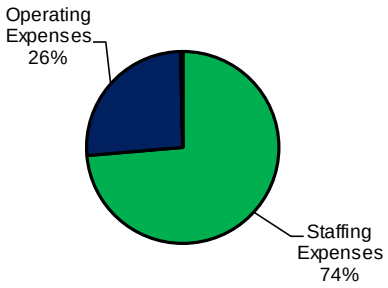
DESCRIPTION OF MAJOR SERVICES

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

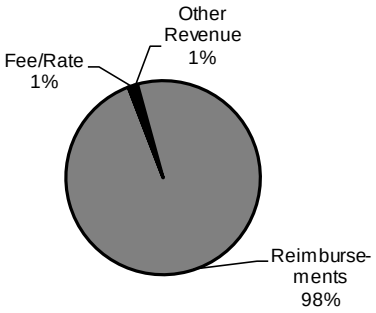
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$7,927,452
Total Sources (Incl. Reimb.)	$7,927,625
Use of / (Contribution To) Net Position	($173)
Total Staff	62

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

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

*Data represents modified budgeted staffing
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

ANALYSIS OF NET POSITION

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Insurance Programs

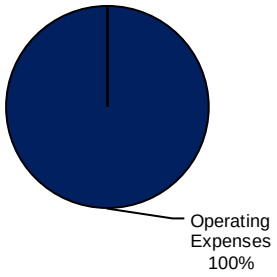
DESCRIPTION OF MAJOR SERVICES

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

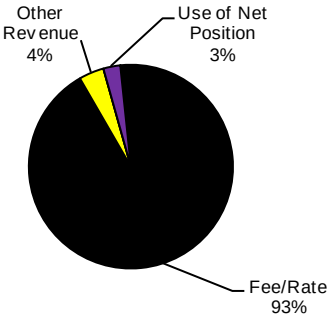
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$106,171,377
Total Sources (Incl. Reimb.)	$103,322,700
Use of / (Contribution To) Net Position	$2,848,677
Total Staff	0

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Risk Management
FUND: Insurance Programs

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Other General

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

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

ANALYSIS OF NET POSITION

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

STAFFING CHANGES AND OPERATIONAL IMPACT

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

LOCAL AGENCY FORMATION COMMISSION
Kathleen Rollings-McDonald

2016-17 SUMMARY OF BUDGET UNITS

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

DESCRIPTION OF MAJOR SERVICES

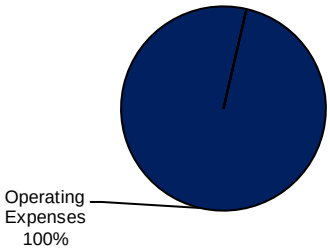
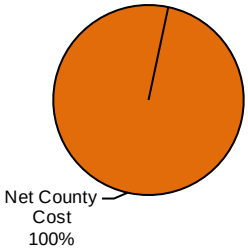
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$308,741
Total Sources (Incl. Reimb.)	$0
Net County Cost	$308,741
Total Staff	0
Funded by Net County Cost	100%

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

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

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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

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

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

COUNTY SCHOOLS
Ted Alejandre

2016-17 SUMMARY OF BUDGET UNITS

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

DESCRIPTION OF MAJOR SERVICES

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

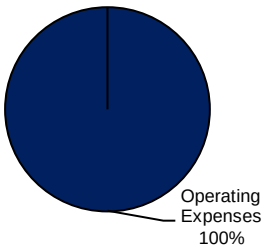
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,195,672
Total Sources (Incl. Reimb.)	$0
Net County Cost	$3,195,672
Total Staff	0
Funded by Net County Cost	100%

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

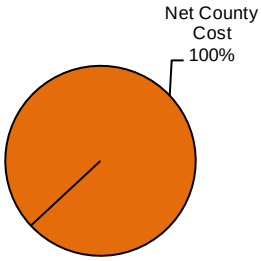
District Financial Services was established to independently perform all audits and approval functions required of the Auditor-Controller/Treasurer/Tax Collector and the Superintendent of Schools. District Financial Services is jointly responsible to those elected officials. These services include warrant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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Schools
FUND: General

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

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

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

STAFFING CHANGES AND OPERATIONAL IMPACT

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

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ARROWHEAD REGIONAL MEDICAL CENTER
SUMMARY

ENTERPRISE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
ARROWHEAD REGIONAL MEDICAL CENTER					
ARROWHEAD REGIONAL MEDICAL CENTER	104	502,075,494	506,549,661	(4,474,167)	3,772
MEDICAL CENTER LEASE PAYMENTS	111	41,777,982	41,777,982	0	0
TOTAL ENTERPRISE FUNDS		543,853,476	548,327,643	(4,474,167)	3,772

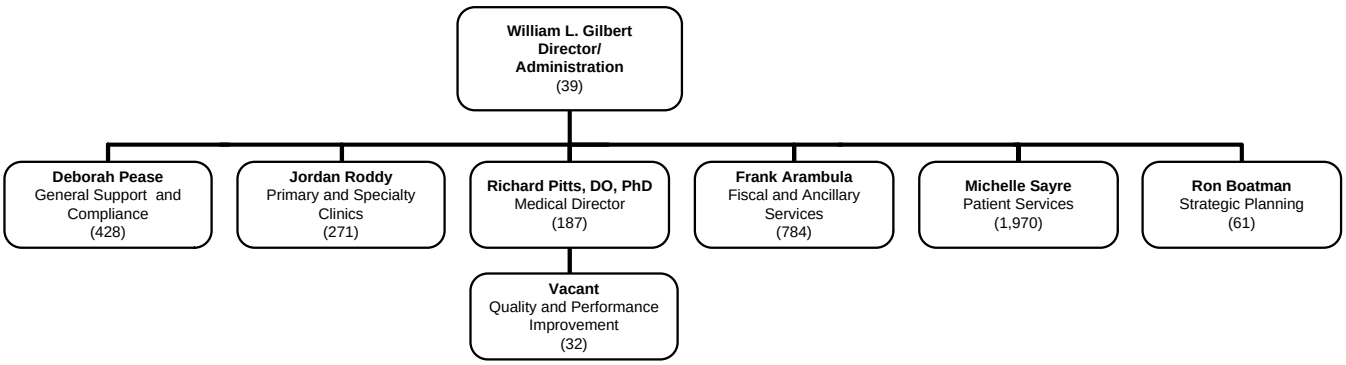
ARROWHEAD REGIONAL MEDICAL CENTER

William L. Gilbert

DEPARTMENT MISSION STATEMENT

The San Bernardino County Arrowhead Regional Medical Center is a safety net hospital with the primary mission of providing quality healthcare 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



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Enterprise Funds						
Arrowhead Regional Medical Center	502,075,494	506,549,661			(4,474,167)	3,772
Medical Center Lease Payments	41,777,982	41,777,982			0	0
Total Enterprise Funds	543,853,476	548,327,643	0	0	(4,474,167)	3,772
Total - All Funds	543,853,476	548,327,643	0	0	(4,474,167)	3,772

2015-16 MAJOR ACCOMPLISHMENTS

- Received accreditation from the College of American Pathologists for the Laboratory and Blood Gas Lab.
- Graduated 46 resident physicians from Arrowhead Regional Medical Center (ARMC) core residency programs, with 23 residents staying in the Inland Empire area to practice.
- Collaborated with the California Association of Public Hospitals and Health Systems to help the California Department of Health Care Services negotiate a new five-year Medicaid Demonstration Waiver to provide significant funding for operations through 2020.
- Recognized as a Gold Level Recipient of the American Heart Association's Fit-Friendly Worksites Recognition Program for the ninth year in a row.
- Received the American Heart Association/American Stroke Association's Get With the Guidelines®-Stroke Silver Plus Quality Achievement Award with Target: Stroke Honor Roll, achieving 100% of all stroke core measures, placing ARMC above all other area hospitals.
- Installed new equipment and renovated the cardiovascular catheterization lab.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of survey respondents who would "definitely" recommend the hospital	68%	72%	69%	72%
STRATEGY	Improve ARMC's CAHPS Hospital Survey (HCAHPS) score used to monitor inpatient satisfaction through the use of best practice tools involving hospital employees and medical staff.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of survey respondents who would "definitely" recommend the provider practice	74%	80%	76%	80%
STRATEGY	Improve ARMC's CAHPS Clinician & Group Survey (CG-CAHPS) score used to monitor Family Health Clinic patient satisfaction through the use of best practice tools to educate clinic employees and medical staff.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	NEW Percentage of Outcome Measures with 100% Achievement	N/A	N/A	N/A	80%
STRATEGY	Improve the Centers for Medicare & Medicaid Services' mandated disease outcome measures achievement rate through adherence to established treatment, prevention, and collaboration strategies performed by frontline healthcare providers.					

Arrowhead Regional Medical Center

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$506,679,856
Total Sources (Incl. Reimb.)	$511,154,023
Use of / (Contribution To) Net Position	($4,474,167)
Total Staff	3,772

Arrowhead Regional Medical Center (ARMC) is a 456-bed university-affiliated teaching hospital licensed by the State of California Department of Health and operated by the County of San Bernardino. The hospital, located on a 70-acre campus in Colton, California, is a designated Level II Trauma Center. ARMC operates a regional burn center, primary stroke center, a free-standing behavioral health center, four primary care centers, including three family health centers, and 40 specialty clinics.

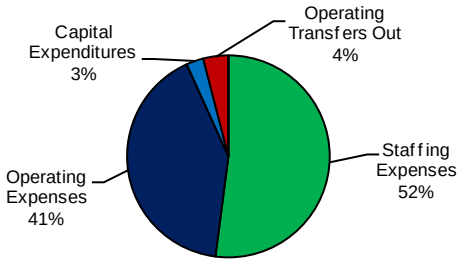
In keeping with its mission of providing quality health care and education, a variety of community outreach and wellness programs are offered, including the Breathmobile (asthma education and screening), a mobile medical clinic, annual health and safety expo, and annual 5K walk-run event. ARMC is the principal clinical site for multiple medical residency programs, some accredited through the Accreditation Council for Graduate Medical Association (ACGME), and others accredited by the American Osteopathic Association (AOA). Specialty programs include: emergency medicine, family medicine, internal medicine, surgery, neurological surgery, OB-GYN, psychiatry, and ophthalmology.

Patient care is coordinated among multiple care providers to ensure all health care needs are met from arrival to discharge, including the following:

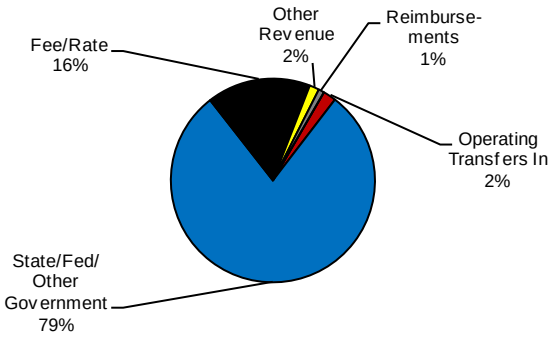
- **Emergency Department:** ARMC's Emergency Department, with more than 92,000 patient visits each year, includes a helicopter landing area outside of the Emergency Department that can accommodate both standard medical evacuation helicopters and military helicopters.
- **Trauma Center:** ARMC's trauma center treats the most seriously injured patients and is one of the region's busiest for adult trauma care. It is the only Inland Empire Trauma Center certified by the American College of Surgeons.
- **Edward G. Hirschman Burn Center:** The center provides complete inpatient and outpatient burn care to patients of all ages and serves four counties: Inyo, San Bernardino, Riverside, and Mono.
- **Neonatal Intensive Care (NICU):** The 30-bed unit offers state-of-the-art intensive care in a nursery setting and provides care for premature infants and sick newborns requiring continuous assessment, observation, and intensive treatment.
- **Outpatient and Specialty Services:** ARMC's Outpatient Care services include many different specialty services and an array of preventative/primary care programs designed to ensure optimum health for children and adults, including: Audiology, Cardiology, (interventional and cardiac rehabilitation), Coumadin Clinic, Dialysis Center, Family and Elder Care, Gastroenterology Lab, Infusion Therapy, Lipid Clinic, Oncology Services, Ophthalmology, Orthopedics, Otolaryngology (ENT) and Oral, Maxillofacial Surgery, Pain Management Clinic, Pediatrics Clinic, Rehabilitation Services, Surgical Services, Women's Health Services, Wound Care Center (Hyperbaric Oxygen Therapy).
- **Family Health Centers:** The Family Health Centers (FHCs) offer comprehensive primary care medical services to individuals and families in Rialto (Westside Family Center), San Bernardino (McKee Family Health Center), and Fontana (Fontana Family Health Center).

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Arrowhead Regional Medical Center
DEPARTMENT: Medical Center
FUND: Medical Center

BUDGET UNIT: EAD MCR
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	231,529,363	247,431,909	243,218,079	253,687,693	253,619,215	263,719,134	**10,031,441**
Operating Expenses	189,924,979	212,957,284	202,845,498	215,701,211	215,326,110	208,764,290	**(6,936,921)**
Capital Expenditures	5,363,315	5,320,736	8,071,542	11,681,232	11,357,203	13,955,689	**2,274,457**
Total Exp Authority	426,817,657	465,709,929	454,135,119	481,070,136	480,302,528	486,439,113	**5,368,977**
Reimbursements	(179,912)	0	(1,070,640)	(3,559,758)	(4,599,570)	(4,604,362)	**(1,044,604)**
Total Appropriation	426,637,745	465,709,929	453,064,479	477,510,378	475,702,958	481,834,751	**4,324,373**
Operating Transfers Out	9,618,819	10,821,308	9,835,647	11,681,261	11,667,653	20,240,743	**8,559,482**
Total Requirements	436,256,564	476,531,237	462,900,126	489,191,639	487,370,611	502,075,494	**12,883,855**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	317,139,276	290,522,623	391,084,308	375,622,579	404,811,003	404,085,371	**28,462,792**
Fee/Rate	91,177,192	130,957,219	132,557,040	88,213,585	79,265,668	84,043,449	**(4,170,136)**
Other Revenue	30,112,490	265,723	25,794,216	7,827,711	7,829,432	7,859,160	**31,449**
Total Revenue	438,428,958	421,745,565	549,435,564	471,663,875	491,906,103	495,987,980	**24,324,105**
Operating Transfers In	23,561	33,739,228	595,098	10,561,681	0	10,561,681	**0**
Total Financing Sources	438,452,519	455,484,793	550,030,662	482,225,556	491,906,103	506,549,661	**24,324,105**
Net Position							
Use of/ (Contribution to) Net Position**	(2,195,955)	21,046,444	(87,130,536)	6,966,083	(4,535,492)	(4,474,167)	**(11,440,250)**
Est. Net Position Available						99,032,659	
Total Est. Unrestricted Net Position						94,558,492	
Budgeted Staffing*	3,544	3,621	3,696	3,692	3,692	3,772	**80**

*Data represents modified budgeted staffing
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $263.7 million fund 3,772 positions. Operating Expenses of $208.8 million are comprised primarily of medical supplies, physician fees, purchased medical services, insurance, utilities, and rent expense. Capital Expenditures of $14.0 million fund necessary clinical and non-clinical equipment purchases. These expenses are offset by Reimbursements of $4.6 million for services and supplies purchased on behalf of other County departments.

Operating Transfers Out of $20.2 million represents costs budgeted for debt service of $8.0 million and $12.2 million for construction projects, which are being managed by the Real Estate Services-Project Management Division (PMD).

Sources of $506.5 million includes $404.1 million in state and federal funding primarily from Medicare and Medi-Cal; $84.0 million in current services from private pay patients and insurance; and $7.9 million in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other hospitals through the residency program. Operating Transfers In of $10.6 million represents the portion of Health Realignment allocated to ARMC.

BUDGET CHANGES AND OPERATIONAL IMPACT

The approval of the renewal of the State of California's Section 1115 Waiver (Waiver) by the Centers for Medicare and Medicaid Services signals the next step in health care transformation for ARMC. The renewed Waiver, a significant source of ARMC's revenue, includes three major components: Public Hospital Redesign and Incentives in Medi-Cal (PRIME), Global Payment Program (GPP), and Whole Person Care (WPC).

PRIME is a pay for performance program. Funding will be achieved by meeting metrics that improved infrastructure, staffing, and care management related to the ambulatory setting. PRIME takes transformation to a new level and raises the bar of performance to national standards. Integration of Primary Care and Behavioral Health is just one example of the nine project objectives set to national standards.

GPP aims to treat the remaining uninsured with the right care at the right place at the right time. The GPP will use non-traditional or complementary services, which is a shift from high cost-based, hospital-centric models of care. Services such as wellness programs, tele-health, group medical visits, home nursing, and eVisits with primary care providers are just a few examples.

WPC is designed to provide comprehensive integrated care to highest-risk and most vulnerable patients. WPC will include coordinating physical health, behavioral health, and social service needs with an aim to improve health and well-being.

As a result of continued focus on patient care and patient care volume, Requirements are increasing by $12.9 million. This is primarily due to increases in Staffing Expenses of $10.0 million related to the net addition of 80 positions and negotiated salary increases. The majority of the new positions are related to the addition of 12 beds in the behavioral health unit, increased staffing in the sterile processing unit, and positions tied to achieving funding from the renewed Waiver. Increases in Capital Expenditures of $2.3 million are related to the purchase of clinical and non-clinical equipment. Increases of $8.6 million in Operating Transfers Out are related to capital improvement projects managed by PMD. The decrease in Operating Expenses of $6.9 million is primarily driven by a reduction in insurance costs and high cost pharmaceutical drugs related to the Hepatitis C Clinic. This anticipated reduction of pharmaceutical costs at ARMC is a result of other Hepatitis C clinics that will be available in the Inland Empire.

Sources are increasing by $24.3 million primarily due to increases in state, federal, and other government revenue sources. This additional revenue is associated with volume increases in the acute inpatient, outpatient, and behavioral health units. Additional revenues are also related to an improvement in the payor mix, which

includes an increase in the number of Medi-Cal managed care patients, and a reduction in the number of self-pay patients due to the Affordable Care Act.

ANALYSIS OF NET POSITION

The budget reflects a contribution of $4.5 million to Net Position. This is a result of anticipated volume increases combined with reduced expenses. Available Net Position will be used to fund future capital projects, electronic health record system, and fixed asset purchases as needed.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Administration	37	3	0	-1	39	3	36
Patient Services	2,036	56	-8	-114	1,970	622	1,348
Primary and Specialty Clinics	260	34	0	-23	271	13	258
Medical Director	196	0	-10	1	187	174	13
Strategic Planning	0	3	0	58	61	1	60
Fiscal and Ancillary Services	422	17	-10	355	784	130	654
Quality and Performance Improvement	36	1	-1	-4	32	2	30
General Support and Compliance	705	0	-5	-272	428	37	391
Total	3,692	114	-34	0	3,772	982	2,790

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $263.7 million fund 3,772 budgeted positions of which 2,790 are regular positions and 982 are limited term positions. The budget includes a net increase of 80 positions (addition of 114, deletion of 34). The primary driver of these budgeted staffing changes relates to the addition of 12 beds in the behavioral health unit, increased staffing in sterile processing unit, and additional positions tied to achieving goals for the renewed Waiver. The reorganization of positions is primarily related to the reassignment of the Ancillary divisions from the General Support and Compliance division to the Fiscal Services and Ancillary division and the addition of a Strategic Planning division.

A total of 114 positions are added to the budget (83 regular, 31 limited term) as follows:

Additions
Associate Chief Nursing Officer (1 regular)
Care Assistant (5 regular)
Clinic Assistant (21 regular)
Clinical Therapist I (1 regular, 1 limited term)
Contract Physical Therapy Assistant (1 limited term)
Healthcare Program Administrator (2 regular)
Hospital Unit Assistant (2 regular, 3 limited term)
Laboratory Technologist II (3 regular)
Licensed Vocational Nurse II (6 regular)
Licensed Vocational Nurse-Per Diem (2 limited term)
Medical Staff Coordinator (1 regular)
Mental Health Nurse II (8 regular)
Nurse Educator (1 regular)
Nursing Attendant (2 regular, 3 limited term)
Occupational Therapy Assistant (1 regular, 1 limited term)
Office Assistant III (6 regular)
Psychiatric Technician I (1 regular, 1 limited term)
Public Service Employee (4 limited term)
Registered Nurse II-ARMC (1 regular)

Additions (cont.)
Registered Nurse II-Clinic (1 regular)
Registered Nurse II-Per Diem (9 limited term)
Respiratory Care Practitioner III (2 regular)
Secretary I (1 regular)
Social Service Practitioner (2 regular)
Special Procedures Radiologic Technologist II (4 regular)
Staff Analyst II (1 regular)
Sterile Processing Technician I (4 limited term)
Storekeeper (6 regular, 2 limited term)
Stores Supervisor (1 regular)
Supervising Sterile Processing Technician (1 regular)
Utilization Review Technician (2 regular)

Based on an operational assessment of staffing requirements, a total of 34 vacant positions have been deleted (10 regular, 24 limited term) as follows:

Deletions
Assistant Hospital Administrator-Fiscal Services (1 regular)
Associate Hospital Administrator-Nursing Services (2 regular)
Business Applications Manager (1 regular)
Contract Physical Therapist II (1 limited term)
Contract Resident PGY III (1 limited term)
Contract Resident PGY IV (3 limited term)
Contract Resident PGY VI (1 limited term)
Contract Resident PGY VII (5 limited term)
Contract Respiratory Care Practitioner II (3 limited term)
Contract Special Procedures Radiologic Technologist (1 limited term)
Cook I (1 regular)
Cytotechnologist (1 limited term)
Food Service Worker I (2 regular)
General Services Aide (2 regular)
Health Information Management Assistant I (1 limited term)
Neurodiagnostic Technologist II (1 limited term)
Nursing Attendant (6 limited term)
Sterile Processing Technician I (1 regular)

Medical Center Lease Payments

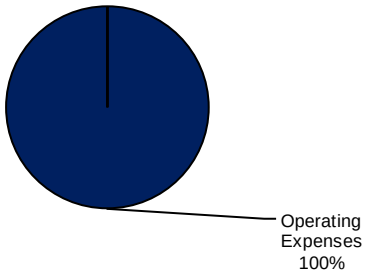
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$41,777,982
Total Sources (Incl. Reimb.)	$41,777,982
Use of / (Contribution To) Net Position	$0
Total Staff	0

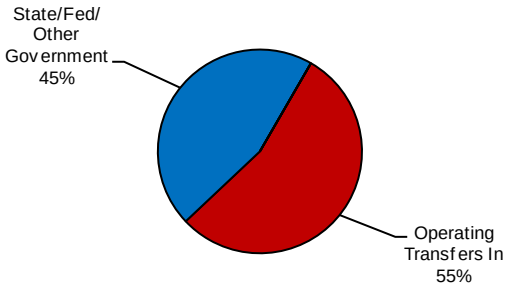
This budget unit funds the cost of long-term lease payments to the Inland Empire Public Facilities Corporation for the Arrowhead Regional Medical Center (ARMC) facility. Funding sources include state revenues from the Construction Renovation/Reimbursement Program (SB 1732). This program provides supplemental reimbursement for construction, renovation, or replacement of medical facilities or fixed equipment. Other funding sources are operating transfers from ARMC and operating transfers from the General Fund backed by Health Realignment revenues and Tobacco Master Settlement Agreement proceeds.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Arrowhead Regional Medical Center
DEPARTMENT: Capital Facilities Leases
FUND: Medical Center Lease Payments

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	41,657,396	42,279,632	41,609,664	41,629,997	41,535,546	41,777,982	**147,985**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	41,657,396	42,279,632	41,609,664	41,629,997	41,535,546	41,777,982	**147,985**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	41,657,396	42,279,632	41,609,664	41,629,997	41,535,546	41,777,982	**147,985**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	41,657,396	42,279,632	41,609,664	41,629,997	41,535,546	41,777,982	**147,985**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	18,901,369	21,247,253	16,501,273	18,890,122	19,114,785	18,957,360	**67,238**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	769,768	2,887	0	0	0	0	**0**
Total Revenue	19,671,137	21,250,141	16,501,273	18,890,122	19,114,785	18,957,360	**67,238**
Operating Transfers In	21,986,259	21,029,491	25,108,391	22,739,875	22,420,761	22,820,622	**80,747**
Total Financing Sources	41,657,396	42,279,632	41,609,664	41,629,997	41,535,546	41,777,982	**147,985**
Net Position							
Use of/ (Contribution to) Net Position	0	0	0	0	0	0	**0**
Est. Net Position Available						0	
Total Est. Unrestricted Net Position						0	
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of $41.8 million represent lease payments and associated fees and expenses.

State, Federal, or Other Government revenue of $19.0 million is from the State of California's Construction Renovation/Reimbursement Program (SB 1732). The amount reimbursed by the state depends on the allowable portion of the 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 $22.8 million are funded by $10.7 million of Tobacco Master Settlement Agreement monies, $4.1 million of Health Realignment funds, and $8.0 million in revenues anticipated to be generated by ARMC.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $147,985 primarily due to increased debt service costs, which results in an increase of Sources to meet needed Requirements.

ANALYSIS OF NET POSITION

There is no Use of Net Position associated with this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

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ECONOMIC DEVELOPMENT AGENCY
SUMMARY

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

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

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

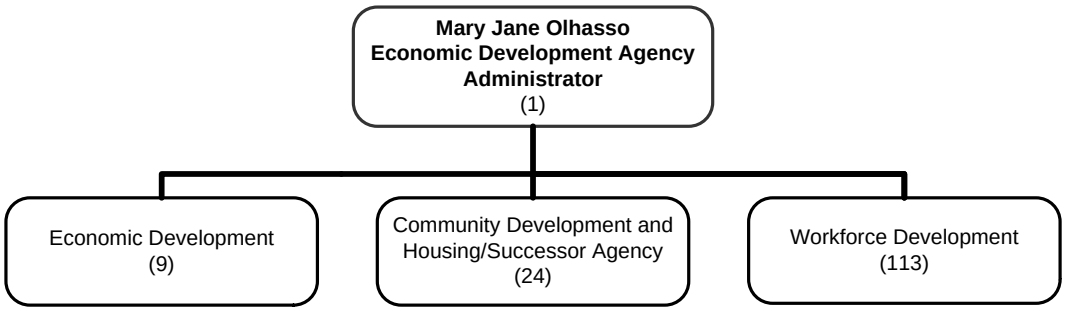
ECONOMIC DEVELOPMENT AGENCY

Mary Jane Olhasso

DEPARTMENT MISSION STATEMENT

The Economic Development Agency's mission is to create, maintain, and grow the economic value of San Bernardino County.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

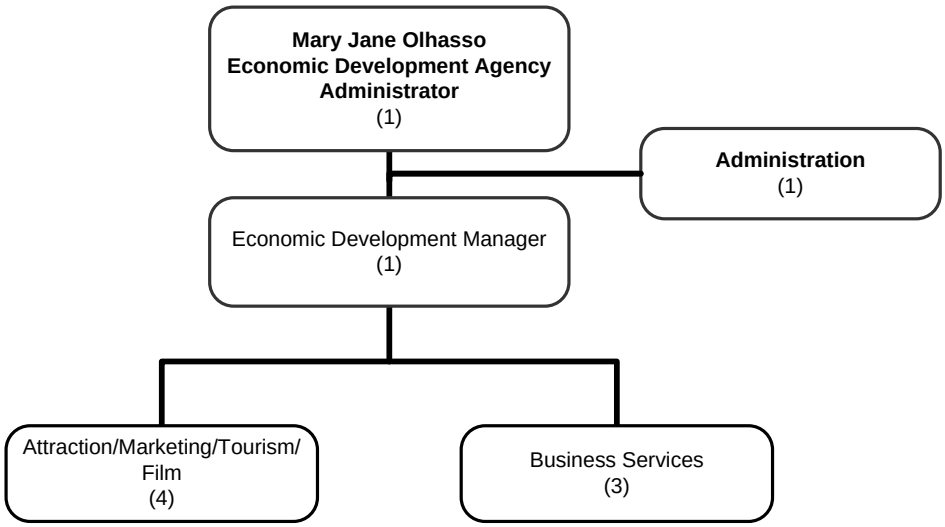
	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Economic Development	3,535,436	220,000	3,315,436			10
CDH - Homeless Housing Initiative	0	0	0			0
Total General Fund	3,535,436	220,000	3,315,436	0	0	10
Special Revenue Funds						
Community Development and Housing	36,258,817	16,022,308		20,236,509		24
Workforce Development	22,993,213	24,387,167		(1,393,954)		113
Total Special Revenue Funds	59,252,030	40,409,475	0	18,842,555	0	137
Capital Project Funds						
Community Development and Housing	19,199,727	52,600		19,147,127		0
Total Capital Project Funds	19,199,727	52,600	0	19,147,127	0	0
Other Agencies						
Economic and Community Development Corp.	43	0		43		0
County Industrial Development Authority	56,616	150		56,466		0
Total Other Agencies	56,659	150	0	56,509	0	0
Total - All Funds	82,043,852	40,682,225	3,315,436	38,046,191	0	147

ECONOMIC DEVELOPMENT
Mary Jane Olhasso

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Economic Development	3,535,436	220,000	3,315,436			10
Total General Fund	3,535,436	220,000	3,315,436	0	0	10

2015-16 MAJOR ACCOMPLISHMENTS

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

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

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

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

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

- Advertising space on Pandora radio for a total of 1.6 million impressions.
- Print advertising in Automobile Club (AAA) *Westways Magazine* – circulation 4.2 million.
- On-line advertising with *Weekend Sherpa* highlighting Wrightwood, Joshua Tree, Mountains, and Route 66 to a subscribers base of 2,600.

- Hosted the San Bernardino County sponsored Tourism Summit for 50 attendees focusing on strategies to promote tourism in Joshua Tree.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**	Number of jobs resulting from County Economic Development attraction and expansion efforts.	2,148	1,650	3,680	1,800
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	The department invests in marketing its services to generate private investment and foster job growth, in part by developing strong local, regional, national and international business relationships.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**	Number of business contacts reached through County Economic Development efforts.	2,483	2,000	2,000	2,000
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	The department's attraction efforts are to increase awareness of countywide programs and opportunities in order to meet the needs of clients.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**	Number of assists, such as research, demographic and site information and site tours by County Economic Development staff.	1,413	1,000	1,000	1,000
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	The department supports the brokerage community and County entities by providing research, demographic and site information and coordinating tours.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Percentage change in market awareness of County tourism and desination	3.50%	3%	3%	3%
STRATEGY	The department engages in a strategic tourism marketing program that incorporates branding and advertising to increase awareness of the County as a tourism destination.					

Economic Development

DESCRIPTION OF MAJOR SERVICES

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

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

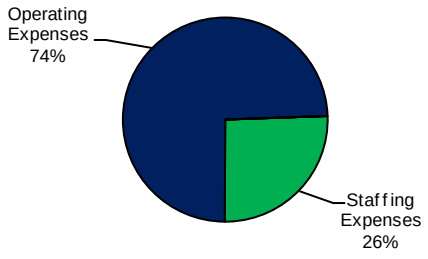
The department spearheads initiatives for local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations. These organizations include, but are not limited to: local, state and federal agencies, non-profit development corporations,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

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

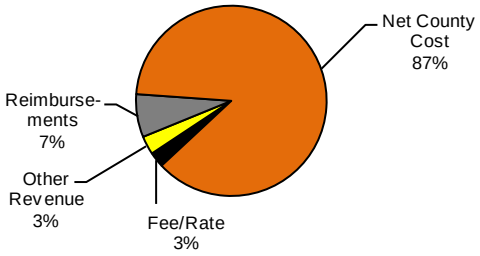
- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance, including Film Permits
- Incentive Programs
- Small Business Assistance and Technical Support
- Technical Assistance – for County cities, County departments, and economic development stakeholders
- Marketing Support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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development
FUND: General

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,597,262	1,582,904	1,221,575	1,038,481	762,077	977,618	**(60,863)**
Operating Expenses	1,709,465	1,822,709	1,995,604	2,819,772	2,139,765	2,836,400	**16,628**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,306,727	3,405,613	3,217,179	3,858,253	2,901,842	3,814,018	**(44,235)**
Reimbursements	(917,374)	(873,311)	(466,765)	(336,290)	(92,785)	(278,582)	**57,708**
Total Appropriation	2,389,353	2,532,302	2,750,414	3,521,963	2,809,057	3,535,436	**13,473**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,389,353	2,532,302	2,750,414	3,521,963	2,809,057	3,535,436	**13,473**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	13,500	0	0	0	**0**
Fee/Rate	37,663	35,687	149,509	30,000	32,927	100,000	**70,000**
Other Revenue	165,307	150,000	158,806	125,000	170,000	120,000	**(5,000)**
Total Revenue	202,970	185,687	321,815	155,000	202,927	220,000	**65,000**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	202,970	185,687	321,815	155,000	202,927	220,000	**65,000**
Net County Cost	2,186,383	2,346,615	2,428,599	3,366,963	2,606,130	3,315,436	**(51,527)**
Budgeted Staffing*	15	13	10	12	12	10	**(2)**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Additions

- 2 Public Service Employees

Deletions

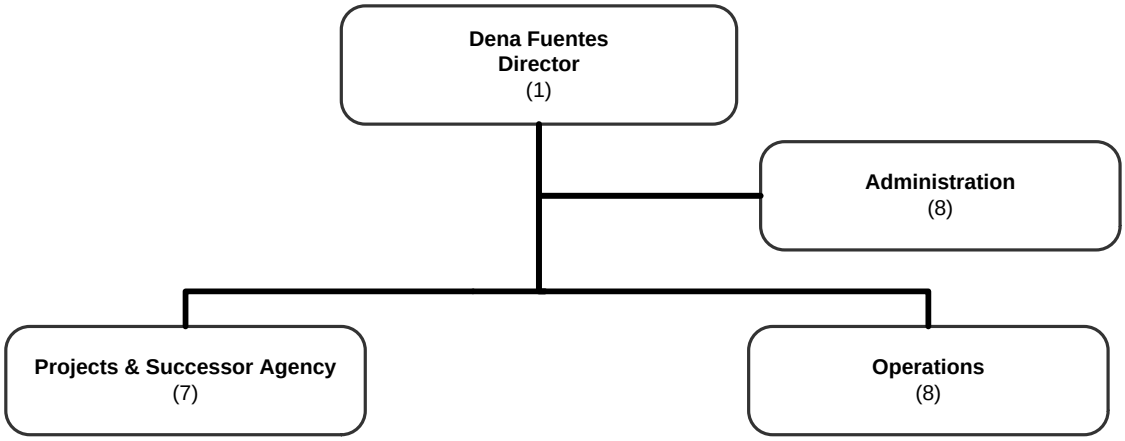
- 1 Staff Analyst II
- 1 Payroll Specialist
- 1 ECD Technician
- 1 Deputy Director

COMMUNITY DEVELOPMENT AND HOUSING
Dena Fuentes

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

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

2015-16 MAJOR ACCOMPLISHMENTS

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

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

DEPARTMENT PERFORMANCE MEASURES

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

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

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of Housing Grant Funds Commitment Deadlines met.	100%	100%	100%	100%
STRATEGY	Though collaboration with both the cities and various County departments, Community Development Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate- income persons and [persons with special needs. adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of Federal Housing Grant funds spent by County.	100%	100%	100%	100%
STRATEGY	Though collaboration with both the cities and various County departments, Community Development Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate- income persons and [persons with special needs. adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Continue the County role of convening conversations on community collaboration and collective action.**	Activities, events, programs completed and delivered by the Affordable Housing Collaborative.	9	6	6	8
STRATEGY	Continue to facilitate and support the Affordable Housing Collaborative activities to leverage affordable housing and other County resources to effectuate community and neighborhood revitalization.					

Community Development and Housing

DESCRIPTION OF MAJOR SERVICES

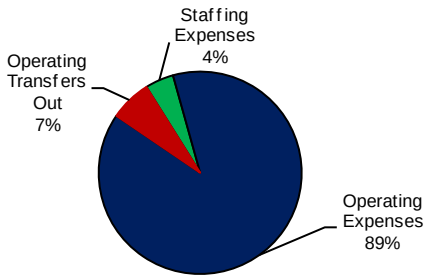
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$59,528,242
Total Sources (Incl. Reimb.)	$20,144,606
Use of/ (Contribution to) Fund Balance	$39,383,636
Total Staff	24

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

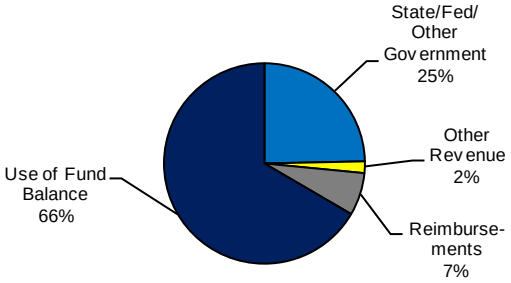
Additionally, CDH is responsible to complete the County's remaining redevelopment activities under the auspices of the County of San Bernardino's Successor Agency, Oversight Board, and Housing Successor. This includes ensuring the enforceable financial obligations are retired, selling the Successor Agency's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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,796,203	2,132,778	2,379,797	2,659,788	2,454,620	2,719,155	**59,367**
Operating Expenses	25,151,669	14,791,082	19,421,997	56,738,113	17,862,218	52,887,483	**(3,850,630)**
Capital Expenditures	362,157	1,389,791	0	0	0	0	**0**
Total Exp Authority	27,310,029	18,313,651	21,801,794	59,397,901	20,316,838	55,606,638	**(3,791,263)**
Reimbursements	(5,683,921)	(3,019,955)	(4,269,191)	(4,024,346)	(3,292,324)	(4,069,698)	**(45,352)**
Total Appropriation	21,626,108	15,293,696	17,532,603	55,373,555	17,024,514	51,536,940	**(3,836,615)**
Operating Transfers Out	3,997,373	1,327,983	7,354,766	4,837,278	2,750,000	3,921,604	**(915,674)**
Total Requirements	25,623,481	16,621,679	24,887,369	60,210,833	19,774,514	55,458,544	**(4,752,289)**
Sources							
Taxes	0	23,410	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	18,371,307	11,947,976	11,149,295	13,607,859	9,953,953	14,591,231	**983,372**
Fee/Rate	2,048	32,482	39,385	0	6,792	352,705	**352,705**
Other Revenue	16,327,544	1,820,052	26,361,274	2,134,020	1,552,856	1,110,972	**(1,023,048)**
Total Revenue	34,700,899	13,823,920	37,549,954	15,741,879	11,513,601	16,054,908	**313,029**
Operating Transfers In	650,425	824,276	0	150,000	162,000	20,000	**(130,000)**
Total Financing Sources	35,351,324	14,648,196	37,549,954	15,891,879	11,675,601	16,074,908	**183,029**
Fund Balance							
Use of / (Contribution to) Fund Balance	(9,727,843)	1,973,483	(12,662,585)	44,318,954	8,098,913	39,383,636	**(4,935,318)**
Available Reserves				3,163,595	39,383,636	0	**(3,163,595)**
Total Fund Balance				47,482,549	47,482,549	39,383,636	**(8,098,913)**
Budgeted Staffing*	18	21	24	26	26	24	**(2)**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

DETAIL OF 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

ANALYSIS OF FUND BALANCE

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Homeless Housing Initiative

DESCRIPTION OF MAJOR SERVICES

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

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

2016-17 RECOMMENDED BUDGET

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

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	226,300	226,300	0	**(226,300)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	226,300	226,300	0	**(226,300)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	226,300	226,300	0	**(226,300)**
Operating Transfers Out	0	0	0	100,000	100,000	0	**(100,000)**
Total Requirements	0	0	0	326,300	326,300	0	**(326,300)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	78,000	78,000	0	**(78,000)**
Total Revenue	0	0	0	78,000	78,000	0	**(78,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	78,000	78,000	0	**(78,000)**
Net County Cost	0	0	0	248,300	248,300	0	**(248,300)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

STAFFING CHANGES AND OPERATIONAL IMPACT

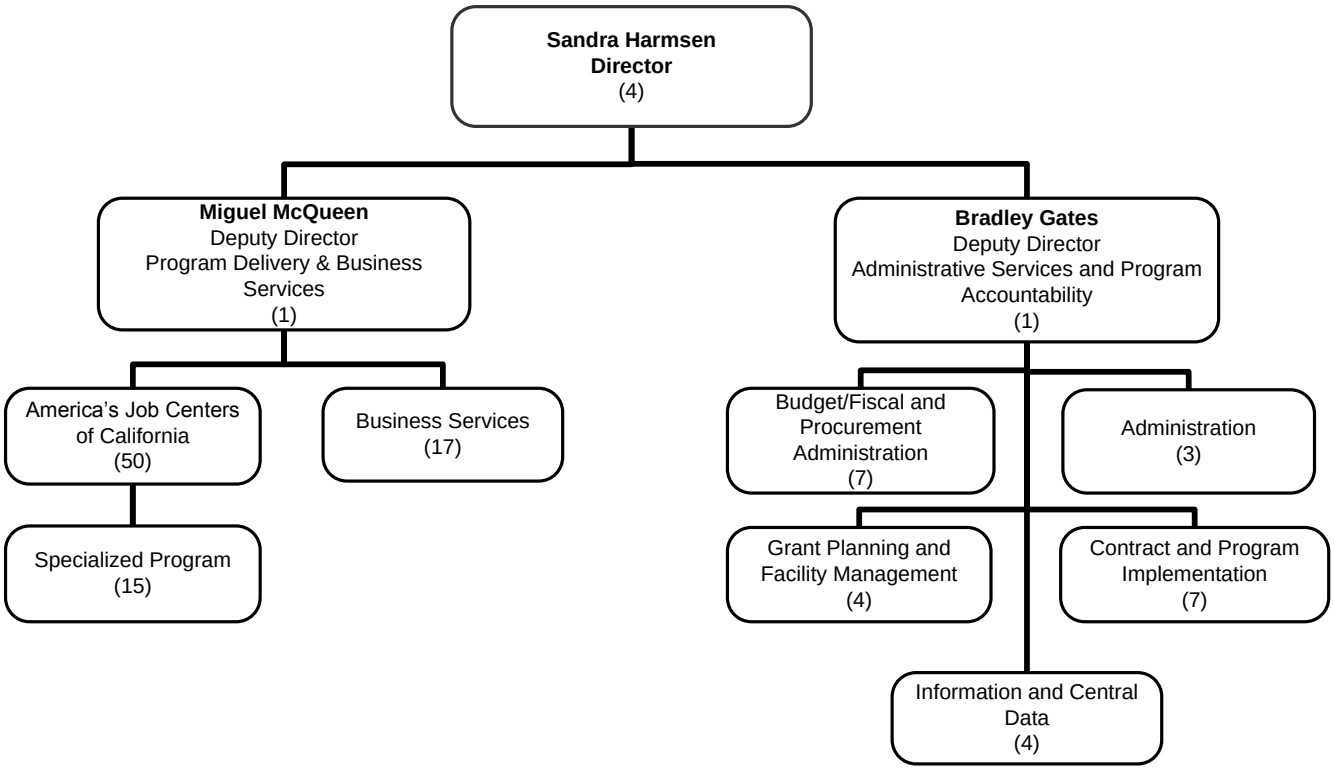
There is no staffing associated with this budget unit. In 2016-17, it is anticipated this program will expand services to additional homeless clients.

WORKFORCE DEVELOPMENT
Sandra Harmsen

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Workforce Development	22,993,213	24,387,167		(1,393,954)		113
Total Special Revenue Funds	22,993,213	24,387,167	0	(1,393,954)	0	113
Total - All Funds	22,993,213	24,387,167	0	(1,393,954)	0	113

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	America's Job Center of California visits.	60,167	50,000	70,000	70,000
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Operate the County's three America's Job Centers of California. Service levels (Resource Room, Intensive Services, Training) provided are determined by each participating customer.					

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	Meet Federal and State mandated performance measures for customers enrolled in intensive services as reported by the State in the current year.	Yes	Yes	Yes	Yes
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Ensure that performance measures are met by emphasizing job placement, average wage, and job retention outcomes for customers enrolled in intensive services.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	Customers who choose to enroll in intensive services	6,537	5,000	6,000	6,000
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Provide Intensive Employment Services to customers in the America's Job Centers. Intensive Services include Career Counseling, Job Placement, Assessments, etc.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	Customers receiving training services	1,405	1,600	1,600	1,600
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Train customers to gain employment in the in-demand occupations in San Bernardino County.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**	Business visits	7,784	7,600	7,800	7,600
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Retain County businesses through proactive outreach to identify and resolve business concerns.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**	Businesses served through layoff aversion consulting services.	16	20	22	20
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Identify at-risk businesses and provide resources to avert potential layoffs.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**	Jobs retained through layoff aversion consulting services	187	320	320	320
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Identify at-risk businesses and provide resources to avert potential layoffs.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	At-risk youth enrolled	538	520	520	540
STRATEGY	Work with Youth Providers to serve at-risk youth to prepare them to enter the workforce.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	At-risk youth placed in employment	298	345	348	350
STRATEGY	Provide work experience opportunities for at-risk youth.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	At-risk youth attaining GED, High School Diploma, Training Certificate or Associates Degree	190	270	315	320
STRATEGY	Assist at-risk youth in obtaining a GED, High School Diploma, Training Certificate or Associates Degree.					

Workforce Development

DESCRIPTION OF MAJOR SERVICES

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

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

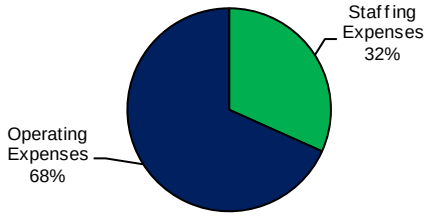
WDD is funded primarily by the federal Workforce Innovation and Opportunity Act (WIOA). WIOA requires that job seeking customers be provided with access to employment services through the America's Job Centers of California (AJCC) system. WDD operates AJCCs in each of the County's three major population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

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

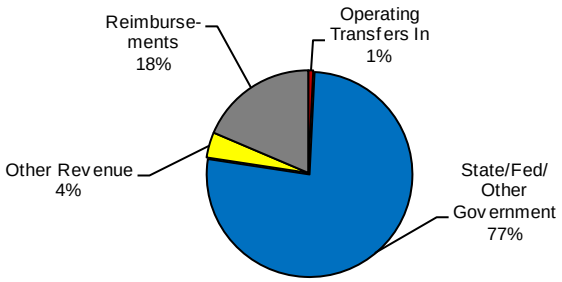
The WIOA Youth Program provides at-risk youth, aged 16-24, with opportunities that redirect youth from a path of dependency to a path of self-reliance. Through contracted service providers, youth customers receive paid work experience, occupational training and leadership development, supportive services,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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	7,959,401	6,872,047	6,604,130	8,722,618	7,845,735	9,041,396	**318,778**
Operating Expenses	12,240,152	11,159,658	12,582,726	18,900,633	14,179,634	19,468,242	**567,609**
Capital Expenditures	0	0	0	50,000	0	50,000	**0**
Total Exp Authority	20,199,553	18,031,705	19,186,856	27,673,251	22,025,369	28,559,638	**886,387**
Reimbursements	(254,623)	(817,940)	(2,980,155)	(3,509,799)	(3,584,293)	(5,566,425)	**(2,056,626)**
Total Appropriation	19,944,930	17,213,765	16,206,701	24,163,452	18,441,076	22,993,213	**(1,170,239)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	19,944,930	17,213,765	16,206,701	24,163,452	18,441,076	22,993,213	**(1,170,239)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	19,304,004	15,023,397	14,578,325	24,010,601	17,418,762	22,952,739	**(1,057,862)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	811,383	1,251,124	1,044,854	1,513,658	1,391,393	1,201,682	**(311,976)**
Total Revenue	20,115,387	16,274,521	15,623,179	25,524,259	18,810,155	24,154,421	**(1,369,838)**
Operating Transfers In	0	0	151,876	211,854	120,000	232,746	**20,892**
Total Financing Sources	20,115,387	16,274,521	15,775,055	25,736,113	18,930,155	24,387,167	**(1,348,946)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(170,457)	939,244	431,646	(1,572,661)	(489,079)	(1,393,954)	**178,707**
Available Reserves				1,083,582	0	1,393,954	**310,372**
Total Fund Balance				(489,079)	(489,079)	0	**489,079**
Budgeted Staffing*	122	104	105	109	113	113	**4**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF FUND BALANCE

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

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FISCAL SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
ASSESSOR/RECORDER/COUNTY CLERK	140	23,673,605	7,025,000	16,648,605	237
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	149	39,250,013	27,160,388	12,089,625	317
TOTAL GENERAL FUND		62,923,618	34,185,388	28,738,230	554

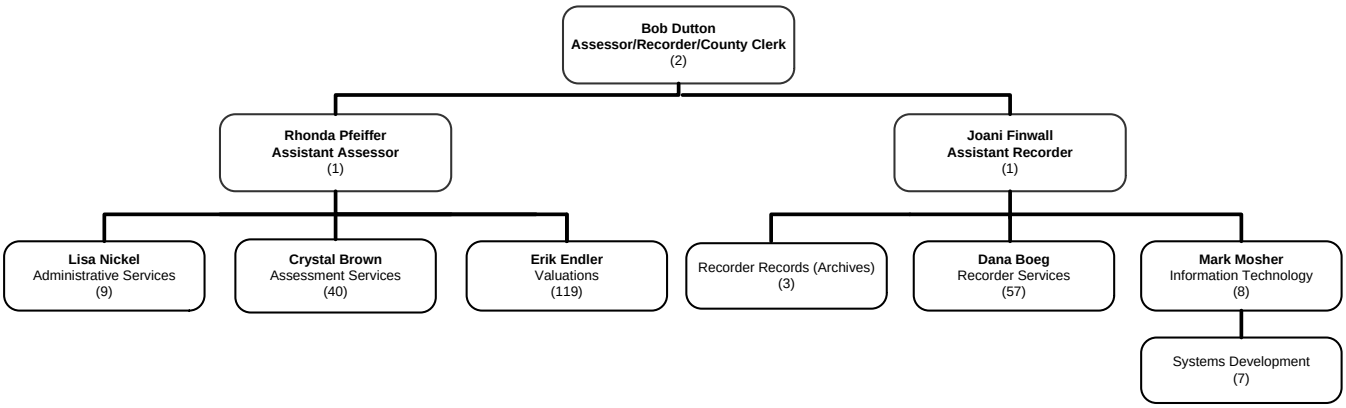
SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
ASSESSOR/RECORDER/COUNTY CLERK: SPECIAL REVENUE FUNDS - CONSOLIDATED	145	4,417,943	3,312,900	1,105,043	10
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION RESTITUTION MAINTENANCE	155	200,000	237,500	(37,500)	0
TOTAL SPECIAL REVENUE FUNDS		4,617,943	3,550,400	1,067,543	10

ASSESSOR/RECORDER/COUNTY CLERK
Bob Dutton

DEPARTMENT MISSION STATEMENT

The Office of 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



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Assessor/Recorder/County Clerk	23,673,605	7,025,000	16,648,605			237
Total General Fund	23,673,605	7,025,000	16,648,605	0	0	237
Special Revenue Funds						
Recorder Special Revenue Funds - Consolidated	4,417,943	3,312,900		1,105,043		10
Total Special Revenue Funds	4,417,943	3,312,900	0	1,105,043	0	10
Total - All Funds	28,091,548	10,337,900	16,648,605	1,105,043	0	247

2015-16 MAJOR ACCOMPLISHMENTS

- Completed a project importing and indexing 2.5 million official documents into the recording system increasing the availability of online records from 1973 back to 1958, making all official records of the County available online.
- Coordinated an interface between the Clerk of the Board Appeals Database and the Assessor Property Information Management System (PIMS) resulting in improved accuracy in appeals tracking and the ability to schedule according to geographic region to more efficiently process appeals.
- Collaborated with the County Administrative Office, Real Estate Services, County Counsel, and the District Attorney's Office to develop and implement a Commercial Solicitation Ordinance to ensure the public can conduct business at County facilities in a safe and harassment-free environment.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Percentage of completed appraisable events received to date in current roll year.	94.4%	99.0%	93.0%	95.0%
STRATEGY	Establish a value for appraisable events by the close of the roll year to optimize tax revenues.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Percentage of completed Business Property Statements filed by the annual deadline.	99.8%	99.0%	99.0%	99.0%
STRATEGY	Process annual 571L Business Property Statements by the close of the roll year to optimize tax revenues.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of change in ownership documents completed in current roll year.	99.4%	95.5%	99.0%	99.0%
STRATEGY	Process changes of ownership to ensure values are enrolled by the close of the roll year.					

Assessor/Recorder/County Clerk

DESCRIPTION OF MAJOR SERVICES

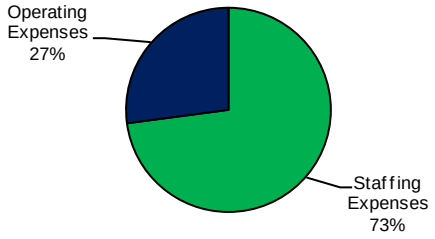
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$25,201,729
Total Sources (Incl. Reimb.)	$8,553,124
Net County Cost	$16,648,605
Total Staff	237
Funded by Net County Cost	66%

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 758,013 parcels of real property, 32,512 business property accounts, and 32,649 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.

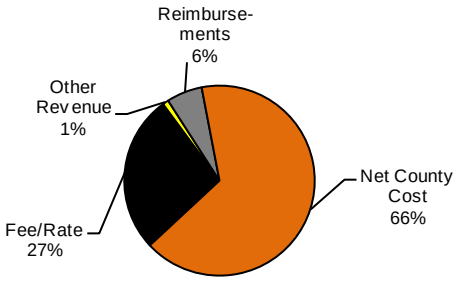
The Valuations Division is responsible for real, personal, business and special property valuations and assessment appeals. District offices provide public assistance regarding questions of ownership, mailing addresses, parcel numbers and assessed values. The Assessment Services Division provides mapping, change of ownership, change of address, data entry services, and public information services. The Information Technology Division provides 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.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: General

BUDGET UNIT: AAA ASR
FUNCTION: General
ACTIVITY: Finance

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	16,374,853	17,191,240	16,758,507	18,179,576	16,856,623	18,371,819	**192,243**
Operating Expenses	5,626,983	5,580,041	6,215,198	6,859,635	6,369,527	6,829,910	**(29,725)**
Capital Expenditures	42,332	10,823	0	144,000	142,900	0	**(144,000)**
Total Exp Authority	22,044,168	22,782,104	22,973,705	25,183,211	23,369,050	25,201,729	**18,518**
Reimbursements	(294,570)	(306,260)	(364,746)	(1,492,655)	(332,448)	(1,528,124)	**(35,469)**
Total Appropriation	21,749,598	22,475,844	22,608,959	23,690,556	23,036,602	23,673,605	**(16,951)**
Operating Transfers Out	39,952	28,869	73,274	0	0	0	**0**
Total Requirements	21,789,550	22,504,713	22,682,233	23,690,556	23,036,602	23,673,605	**(16,951)**
Sources							
Taxes	21,462	18,662	21,913	25,000	16,912	20,000	**(5,000)**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	60	0	**0**
Fee/Rate	7,293,110	6,760,539	7,530,379	6,727,248	6,522,478	6,747,500	**20,252**
Other Revenue	273,254	211,243	245,204	269,500	253,303	257,500	**(12,000)**
Total Revenue	7,587,826	6,990,444	7,797,496	7,021,748	6,792,753	7,025,000	**3,252**
Operating Transfers In	0	1,169	0	0	0	0	**0**
Total Financing Sources	7,587,826	6,991,613	7,797,496	7,021,748	6,792,753	7,025,000	**3,252**
Net County Cost	14,201,724	15,513,100	14,884,737	16,668,808	16,243,849	16,648,605	**(20,203)**
Budgeted Staffing*	216	222	222	224	224	237	**13**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $18.4 million represent the majority of this budget unit and fund 237 positions. Operating Expenses of $6.8 million primarily consist of printing and taxpayer notice mailing costs, COWCAP, and systems development charges for the Property Information Management System. Reimbursements of $1.5 million are primarily from Recorder special revenue funds for administrative and information technology costs.

Sources of $7.0 million include fees for recording and County Clerk services, special assessments, transfers of ownership, and data sales.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $16,951. This is primarily due to a decrease in termination benefits, general office expenses, and equipment, partially offset by increases in subscriptions, and negotiated salary increases.

Sources are increasing by $3,252 primarily due to an increase in revenue from special assessments and recorded documents, partially offset by a reduction in revenue from vital records and County Clerk activities due to a decrease in volume.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Management	4	0	0	0	4	0	4
Administrative Services	7	2	0	0	9	0	9
Assessment Services	39	0	0	1	40	0	40
Valuations	112	8	0	-1	119	4	115
Recorder Services	54	3	0	0	57	4	53
Information Technology	8	0	0	0	8	0	8
Total	224	13	0	0	237	8	229

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $18.4 million fund 237 budgeted positions of which 229 are regular positions and eight are limited term positions. Staffing changes for 2016-17 include an increase of 13 budgeted positions. A total of three Appraiser I positions and one Office Assistant III are being added in order to adequately address anticipated development volume increases. One Administrative Supervisor I, one ARC Project Administrator, and one Media Specialist I are being added as part of a reorganization to improve overall operations. A total of six Public Service Employees are also being added to enhance public assistance in the Assessor and Recorder divisions.

Recorder Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Systems Development was established to support, maintain and modernize the creation, retention and retrieval of information in the County's system of recorded documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$4,417,943
Total Sources (Incl. Reimb.)	$3,312,900
Use of/ (Contribution to) Fund Balance	$1,105,043
Total Staff	10

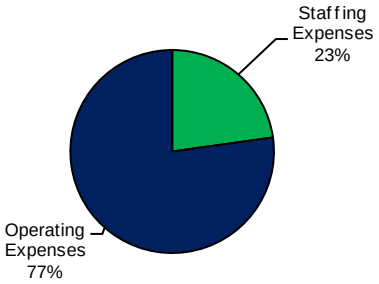
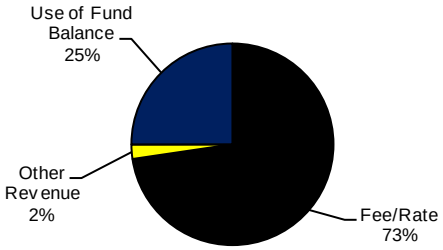
Vital Records was established to support vital records operation and retention, including the improvement and automation of vital records systems. Sources include fees collected for certified copies of vital statistics records pursuant to Health and Safety Code Section 103625(f) and 103625(g)(2). There is no staffing associated with this budget unit.

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 regulations 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 this JPA. Sources include 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.

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. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

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. Sources include fees collected pursuant to Government Code Section 27301. There is no staffing associated with this budget unit.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: Recorder Special Revenue Funds - Consolidated

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,001,309	1,077,801	830,848	976,054	923,638	1,000,820	**24,766**
Operating Expenses	1,778,299	1,787,635	2,387,785	4,596,432	1,927,953	3,391,123	**(1,205,309)**
Capital Expenditures	57,022	134,879	21,571	36,000	36,000	26,000	**(10,000)**
Total Exp Authority	2,836,630	3,000,315	3,240,204	5,608,486	2,887,591	4,417,943	**(1,190,543)**
Reimbursements	0	(53,218)	0	0	0	0	**0**
Total Appropriation	2,836,630	2,947,097	3,240,204	5,608,486	2,887,591	4,417,943	**(1,190,543)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,836,630	2,947,097	3,240,204	5,608,486	2,887,591	4,417,943	**(1,190,543)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	4,517,817	3,589,381	3,563,403	3,375,000	3,087,999	3,210,500	**(164,500)**
Other Revenue	103,089	90,296	95,640	94,300	98,582	102,400	**8,100**
Total Revenue	4,620,906	3,679,677	3,659,043	3,469,300	3,186,581	3,312,900	**(156,400)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,620,906	3,679,677	3,659,043	3,469,300	3,186,581	3,312,900	**(156,400)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(1,784,276)	(732,580)	(418,839)	2,139,186	(298,990)	1,105,043	**(1,034,143)**
Available Reserves				8,069,049	10,507,225	9,402,182	**1,333,133**
Total Fund Balance				10,208,235	10,208,235	10,507,225	**298,990**
Budgeted Staffing*	12	11	10	10	10	10	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Systems Development (Fund SDW)	3,172,743	1,925,000	1,247,743	3,205,913	7
Vital Records (Fund SDX)	136,120	180,000	(43,880)	1,251,955	0
Electronic Recording (Fund SIW)	332,610	386,800	(54,190)	1,451,099	0
Recorder Records (Fund SIX)	469,100	385,100	84,000	466,603	3
Social Security Number Truncation (Fund SST)	307,370	436,000	(128,630)	3,026,612	0
Total Special Revenue Funds	4,417,943	3,312,900	1,105,043	9,402,182	10

Systems Development includes $3.2 million in Requirements to fund seven positions, costs for document indexing/imaging, computer hardware, software and associated maintenance. Sources of $1.9 million are from Recorder modernization fees. Fund Balance of $1.2 million is being used to support ongoing costs related to the modernization of Recorder systems. The department is reviewing operations in an effort to make adjustments to programs to reduce reliance on Fund Balance in future years.

Vital Records includes $136,120 in Requirements to fund computer software, printing and other professional services. Sources of $180,000 are from vital and health statistic fees. Contribution to Fund Balance of $43,880 will fund future vital records system improvements.

Electronic Recording includes $332,610 in Requirements for computer hardware and CeRTNA related expenses. Sources of $386,800 are from electronic recording fees and anticipated interest earnings. Contribution to Fund Balance of $54,190 will fund future electronic recording system improvements.

Recorder Records includes $469,100 in Requirements for Staffing Expenses to fund three positions and costs associated with preservation efforts. Sources of $385,100 are from records fees and anticipated interest earnings. Fund Balance of $84,000 is being used to support ongoing costs related to preservation efforts. Cost savings in lease and utility costs are anticipated through a requested move from a leased facility to a County-owned facility, which would eliminate reliance on Fund Balance to fund ongoing costs.

Social Security Number Truncation includes $307,370 in Requirements to fund the cost of truncating records as required by law. Sources of $436,000 are from redaction fees and anticipated interest earnings. Contribution to Fund Balance of $128,630 will fund future social security number truncation system improvements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.2 million primarily due to decreases in professional services in fund SST in the amount of $1.0 million related to a one-time historic redaction project in 2015-16. Sources are decreasing by $156,400 primarily due to a reduction in recorded documents.

ANALYSIS OF FUND BALANCE

Fund Balance has historically been used for special projects and periods of temporary revenue decline, and has been increased during years of strong revenues in all Recorder special revenue funds. In 2016-17, the department anticipates the use of $1.3 million of Fund Balance in the Systems Development special revenue fund to support ongoing costs related to the modernization of Recorder systems. The department is reviewing operations in an effort to make adjustments to programs to reduce the reliance on Fund Balance in future years.

The department also anticipates a use of $84,000 of Fund Balance in the Recorder Records special revenue fund to support ongoing costs related to preservation efforts. Cost savings in lease and utility costs are anticipated through a requested move from a leased facility to a County-owned facility, which would eliminate reliance on Fund Balance to fund ongoing costs.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Systems Development	7	0	0	0	7	0	7
Recorder Records (Archives)	3	0	0	0	3	0	3
Total	10	0	0	0	10	0	10

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.0 million fund 10 budgeted regular positions. There are no staffing changes for 2016-17.

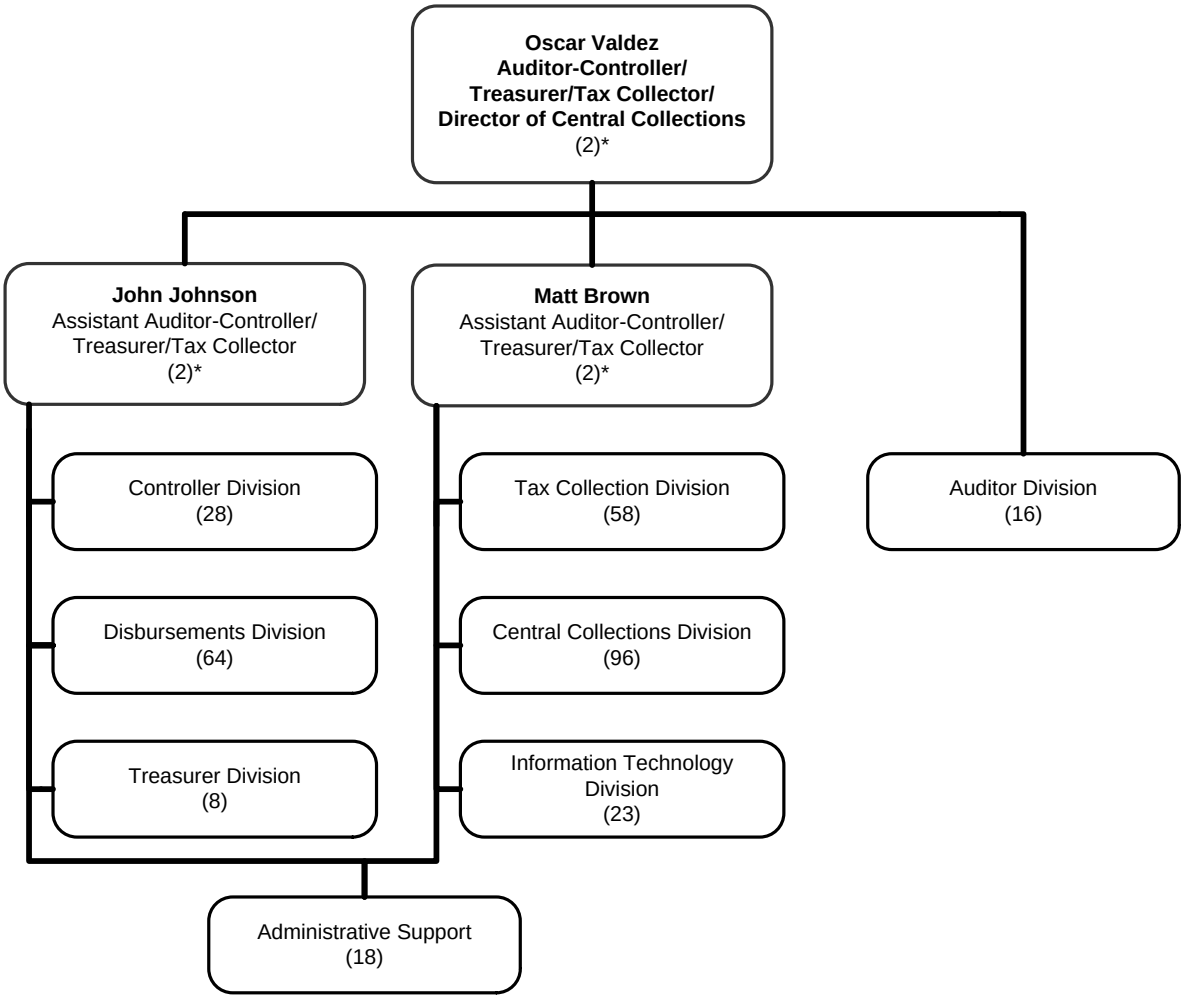
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR

Oscar Valdez

DEPARTMENT 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 fair, timely and innovative in the use of technology to enhance services throughout the County.

ORGANIZATIONAL CHART



*Includes one secretary position

2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Auditor-Controller/Treasurer/Tax Collector	39,250,013	27,160,388	12,089,625			317
Total General Fund	39,250,013	27,160,388	12,089,625	0	0	317
Special Revenue Funds						
Redemption Restitution Maintenance	200,000	237,500		(37,500)		0
Total Special Revenue Funds	200,000	237,500	0	(37,500)	0	0
Total - All Funds	39,450,013	27,397,888	12,089,625	(37,500)	0	317

2015-16 MAJOR ACCOMPLISHMENTS

- Received a National Association of Counties Achievement Award for the Online Banking Property Tax Payment Program which increased efficiency in processing payments remitted through a taxpayer's online banking system.
- Attained the highest value ever achieved in the County's treasury pool of $6.025 billion.
- Dispersed over $1.1 billion in compensation to more than 23,000 County and Special District employees and remitted associated payroll taxes of over $165.0 million to federal and state taxing entities during calendar year 2015.
- Partnered with the San Bernardino County Employees' Retirement Association to successfully compile and issue schedules of pension related information for financial reporting purposes in accordance with the Governmental Accounting Standards Board Statement No. 68.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Continue to develop and maintain consistent messaging for the organization.**	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
STRATEGY	Maintain the financial accounting system in accordance with Generally Accepted Accounting Standards and the Government Finance Officers Association (GFOA) to achieve the highest standards in government accounting and financial reporting.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Maintain close working relationships with cities, tribes and other governmental agencies.**	Percentage of apportionments completed by the third week of the following fiscal year	100%	100%	100%	100%
STRATEGY	Complete the final property tax apportionment by the third week following the end of the fiscal year.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	County investment pool rating	Fitch - AAA	Fitch - AAA	Fitch - AAA	Fitch - AAA
STRATEGY	Maintain the highest possible credit rating for the County investment pool.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Percentage of annual tax charge collected	97.50%	96%	96%	96%
STRATEGY	Maintain collection of property taxes at 96% or higher, which are used to fund key public services including education, police and fire protection, social and health services.					

Auditor-Controller/Treasurer/Tax Collector

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$39,787,364
Total Sources (Incl. Reimb.)	$27,697,739
Net County Cost	$12,089,625
Total Staff	317
Funded by Net County Cost	31%

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 Controller Division records the collections and performs the accounting, reporting, and claims of all County financial activities to ensure sound financial management. It is also responsible for developing and implementing accounting systems and standards and administering the Countywide Cost Allocation Plan. The Disbursements Division is responsible for vendor payments, payroll services, the compilation of property tax rates, revenue disbursements to taxing agencies and managing and calculating pass-through agreement payments on behalf of Countywide successor agencies relating to the dissolution of Redevelopment Agencies.

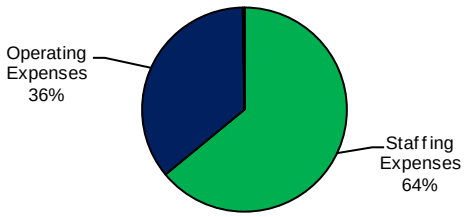
The Treasurer Division performs the County's treasury function including the investment of all County and School District funds within the County investment pool and associated banking services. The Treasurer currently manages assets of $5.0 – $5.9 billion. The Tax Collector Division collects property taxes for all County taxing entities that is anticipated to amount to over $2.3 billion in property taxes and other fees in 2015-16.

The Central Collections Division provides collection services for the County and Superior Court, and is anticipated to collect nearly $44.9 million for the year ending June 30, 2016, consisting of $26.2 million for collection of court-ordered payments and $18.7 million for Arrowhead Regional Medical Center's delinquent accounts receivable.

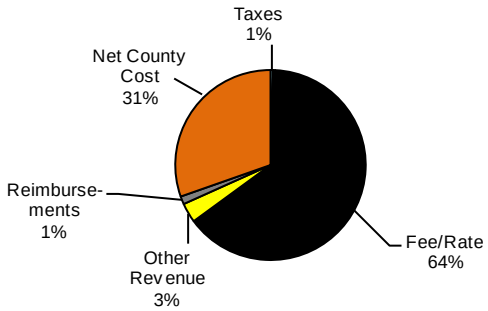
The Auditor Division performs operational and financial audits of departments, agencies and special districts, evaluates internal controls for operational improvement, and operates the Fraud, Waste and Abuse Hotline.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: General

BUDGET UNIT: AAA ATX
FUNCTION: General
ACTIVITY: Finance

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	22,511,394	22,924,596	21,811,815	25,773,754	22,936,839	25,474,092	**(299,662)**
Operating Expenses	10,365,494	11,882,362	11,696,888	14,180,431	13,502,694	14,202,272	**21,841**
Capital Expenditures	88,481	123,796	112,130	138,000	138,000	111,000	**(27,000)**
Total Exp Authority	32,965,369	34,930,754	33,620,833	40,092,185	36,577,533	39,787,364	**(304,821)**
Reimbursements	(275,419)	(323,835)	(261,835)	(558,500)	(330,124)	(537,351)	**21,149**
Total Appropriation	32,689,950	34,606,919	33,358,998	39,533,685	36,247,409	39,250,013	**(283,672)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	32,689,950	34,606,919	33,358,998	39,533,685	36,247,409	39,250,013	**(283,672)**
Sources							
Taxes	386,920	289,460	272,730	180,000	178,030	180,000	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	153,632	75,605	211,806	127,776	139,888	131,703	**3,927**
Fee/Rate	19,472,244	19,538,898	19,171,973	26,148,871	23,467,771	25,524,648	**(624,223)**
Other Revenue	4,887,853	4,869,125	4,019,786	1,261,450	1,321,207	1,324,037	**62,587**
Total Revenue	24,900,649	24,773,088	23,676,295	27,718,097	25,106,896	27,160,388	**(557,709)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	24,900,649	24,773,088	23,676,295	27,718,097	25,106,896	27,160,388	**(557,709)**
Net County Cost	7,789,301	9,833,831	9,682,703	11,815,588	11,140,513	12,089,625	**274,037**
Budgeted Staffing*	280	295	297	315	315	317	**2**

*Data represents modified budgeted staffing

Note: The Auditor-Controller is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is $117,274 which represents the Auditor-Controller's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $25.5 million represent the majority of Requirements in this budget unit and fund 317 budgeted positions. The Requirements are necessary to provide accounting, auditing, collections, and investment services to County departments and constituents. Sources primarily represent Fee/Rate and cost-reimbursement revenue generated by services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $283,672, primarily due to a decrease in Staffing Expenses for eight positions deleted in the budget unit and added to the Automated Systems Development budget unit (AAP CAO) to accurately reflect the staffing needs of the Enterprise Financial Management System project. This decrease is partially offset by the addition of seven less expensive limited term positions that will provide backfill coverage for the deleted positions.

Sources are decreasing by $557,709, primarily due to a decrease in cost reimbursement associated with the treasury pool.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Management	6	0	0	0	6	0	6
Administrative Support	18	0	0	0	18	10	8
Information Technology Division	23	1	-1	0	23	1	22
Auditor Division	16	0	0	0	16	0	16
Controller Division	28	4	-4	0	28	4	24
Disbursements Division	64	3	-3	0	64	7	57
Treasurer Division	7	1	0	0	8	0	8
Tax Collection Division	56	1	0	1	58	1	57
Central Collections Division	97	0	0	-1	96	0	96
Total	315	10	-8	0	317	23	294

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $25.5 million fund 317 budgeted positions of which 294 are regular positions and 23 are limited term positions. The budget includes a net increase of two positions.

Eight positions are deleted from this budget unit and added to the AAP CAO budget unit, consisting of: one Departmental IS Administrator, one Auditor-Controller Division Chief, two Systems Accountant III's, one Systems Accountant II, one Systems Accountant I and two Accountant III's. Other changes consist of an increase of seven limited term positions to provide backfill coverage for staff added to the AAP CAO budget unit consisting of: one Contract Business Applications Manager in the Information Technology Division; one Contract Systems Accountant II in the Controller Division; three Contract Accountant III's in the Controller Division; and two Contract Accountant III's in the Disbursements Division.

Two new positions are funded by existing sources and consist of: one Supervising Accountant II in Disbursements to assist staff, review work performed, and monitor and improve controls and processes for the fiscal unit in property tax, and one Accountant II in the Tax Collector's office to serve as a lead in fiscal and accounting operations. The addition of one Investment Officer position in the Treasurer Division is funded by treasury pool interest earnings to assist the Chief Deputy Treasurer in the day-to-day trading and management of the County's treasury pool.

Redemption Restitution Maintenance

DESCRIPTION OF MAJOR SERVICES

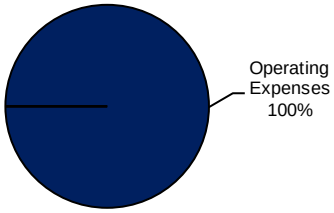
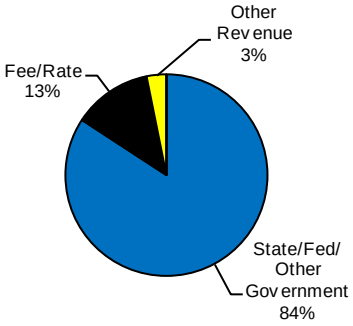
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$200,000
Total Sources (Incl. Reimb.)	$237,500
Use of/ (Contribution to) Fund Balance	($37,500)
Total Staff	0

The Redemption Restitution Maintenance budget unit consists of revenue received from tax sales and the State of California for the Victim Restitution Rebate.

Redemption Maintenance accounts for revenue received from tax sales 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.

Restitution Maintenance accounts for rebate revenue received from the State of California for collecting and submitting Victim Restitution funds timely to the state, per Government Code 13963(f). Additionally, the rebate revenue received is used to further collection efforts.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: Redemption Restitution Maintenance

BUDGET UNIT: SDQ TTX
FUNCTION: General
ACTIVITY: Finance

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	200,000	0	200,000	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	200,000	0	200,000	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	200,000	0	200,000	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	200,000	0	200,000	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	233,744	175,355	226,573	200,000	180,052	200,000	**0**
Fee/Rate	0	0	0	30,000	0	30,000	**0**
Other Revenue	3,143	3,690	5,490	4,800	7,556	7,500	**2,700**
Total Revenue	236,887	179,045	232,063	234,800	187,608	237,500	**2,700**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	236,887	179,045	232,063	234,800	187,608	237,500	**2,700**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(236,887)	(179,045)	(232,063)	(34,800)	(187,608)	(37,500)	**(2,700)**
Available Reserves				1,656,413	1,809,221	1,846,721	**190,308**
Total Fund Balance				1,621,613	1,621,613	1,809,221	**187,608**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of $200,000 represent a transfer to the Auditor-Controller/Treasurer/Tax Collector's General Fund budget unit for Staffing and Operating Expenses for work related to the processing of excess tax sale proceeds. Sources of $237,500 represent revenue from the State of California, unclaimed excess tax sale proceeds and anticipated interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Sources are increasing by $2,700 due to an increase in anticipated interest earnings.

ANALYSIS OF FUND BALANCE

No use of Fund Balance is anticipated. A Contribution to Fund Balance of $37,500 is anticipated in 2016-17 as Sources are anticipated to exceed Requirements. In future years, Fund Balance can be used for processing tax sale excess proceeds and to further collection efforts for victim restitution.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

HUMAN SERVICES SUMMARY

	Page #	Requirements	Sources	Net County Cost	Staffing
GENERAL FUND					
HUMAN SERVICES	158				
HEALTH ADMINISTRATION					
HEALTH ADMINISTRATION	160	120,371,376	105,371,376	15,000,000	1
BEHAVIORAL HEALTH					
BEHAVIORAL HEALTH	166	208,540,307	206,697,554	1,842,753	610
ALCOHOL AND DRUG SERVICES	171	14,759,663	14,610,205	149,458	92
PUBLIC HEALTH					
PUBLIC HEALTH	181	83,013,050	78,534,422	4,478,628	743
CALIFORNIA CHILDREN'S SERVICES	187	21,050,021	16,746,219	4,303,802	179
INDIGENT AMBULANCE	190	472,501	0	472,501	0
HUMAN SERVICES ADMINISTRATIVE CLAIM	195	563,994,911	542,997,213	20,997,698	4,806
HUMAN SERVICES - SUBSISTENCE PAYMENTS:					
SUBSISTENCE FUNDS - CONSOLIDATED	206	548,467,554	515,382,938	33,084,616	0
AGING AND ADULT SERVICES					
AGING AND ADULT SERVICES	214	9,450,173	9,450,173	0	40
PUBLIC GUARDIAN-CONSERVATOR	219	1,309,616	422,000	887,616	21
CHILD SUPPORT SERVICES	222	39,889,701	39,889,701	0	424
VETERANS AFFAIRS	233	2,230,326	660,000	1,570,326	22
TOTAL GENERAL FUND		1,613,549,199	1,530,761,801	82,787,398	6,938

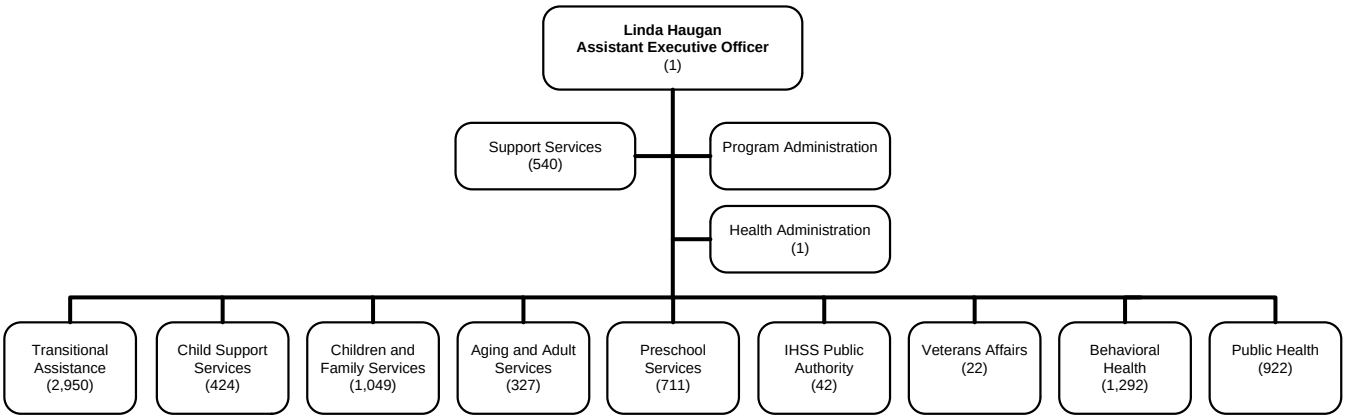
	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
HEALTH ADMINISTRATION:					
MASTER SETTLEMENT AGREEMENT	164	17,000,000	17,381,156	(381,156)	0
BEHAVIORAL HEALTH:					
MENTAL HEALTH SERVICES ACT	174	210,922,097	175,975,954	34,946,143	590
SPECIAL REVENUE FUNDS - CONSOLIDATED	178	12,724,202	10,731,013	1,993,189	0
PUBLIC HEALTH:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	192	3,926,780	3,974,082	(47,302)	0
HUMAN SERVICES ADMINISTRATION:					
WRAPAROUND REINVESTMENT FUND	211	11,578,529	6,035,000	5,543,529	0
PRESCHOOL SERVICES	228	50,690,123	50,527,113	163,010	711
TOTAL SPECIAL REVENUE FUNDS		306,841,731	264,624,318	42,217,413	1,301

HUMAN SERVICES
Linda Haugan

DEPARTMENT MISSION STATEMENT

Human Services works to build a healthy community by strengthening individuals and families, enhancing quality of life, and valuing people.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF HEALTH BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Health Administration	120,371,376	105,371,376	15,000,000			1
Behavioral Health	208,540,307	206,697,554	1,842,753			610
Alcohol and Drug Services	14,759,663	14,610,205	149,458			92
Public Health	83,013,050	78,534,422	4,478,628			743
California Children's Services	21,050,021	16,746,219	4,303,802			179
Indigent Ambulance	472,501	0	472,501			0
Total General Fund	448,206,918	421,959,776	26,247,142	0	0	1,625
Special Revenue Funds						
Master Settlement Agreement	17,000,000	17,381,156		(381,156)		0
Mental Health Services Act	210,922,097	175,975,954		34,946,143		590
BH - Special Revenue Funds - Consolidated	12,724,202	10,731,013		1,993,189		0
PH - Special Revenue Funds - Consolidated	3,926,780	3,974,082		(47,302)		0
Total Special Revenue Funds	244,573,079	208,062,205	0	36,510,874	0	590
Total - All Funds	692,779,997	630,021,981	26,247,142	36,510,874	0	2,215

Health is comprised of six general fund budget units: Health Administration, Behavioral Health, Alcohol and Drug Services, 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.

2016-17 SUMMARY OF HUMAN SERVICES BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Human Services Administrative Claim	563,994,911	542,997,213	20,997,698			4,806
Human Services Subsistence - Consolidated	548,467,554	515,382,938	33,084,616			0
Aging and Adult Services	9,450,173	9,450,173	0			40
Public Guardian - Conservator	1,309,616	422,000	887,616			21
Child Support Services	39,889,701	39,889,701	0			424
Veterans Affairs	2,230,326	660,000	1,570,326			22
Total General Fund	1,165,342,281	1,108,802,025	56,540,256	0	0	5,313
Special Revenue Funds						
Wraparound Reinvestment Fund	11,578,529	6,035,000		5,543,529		0
Preschool Services	50,690,123	50,527,113		163,010		711
Total Special Revenue Funds	62,268,652	56,562,113	0	5,706,539	0	711
Other Agencies						
IHSS Public Authority	7,826,150	7,826,150		0		42
Total Other Agencies	7,826,150	7,826,150	0	0	0	42
Total - All Funds	1,235,437,083	1,173,190,288	56,540,256	5,706,539	0	6,066

NOTE: IHSS Public Authority is reported in the 'Other Agencies' section of this 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 (BH) and Public Health (PH). Two other agencies work in conjunction with the core Human Services departments and they are: Children's Network and the Office of Homeless Services. Additionally, there are several support divisions under Human Services Management Services, including the Performance, Education and Resource Center which 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.

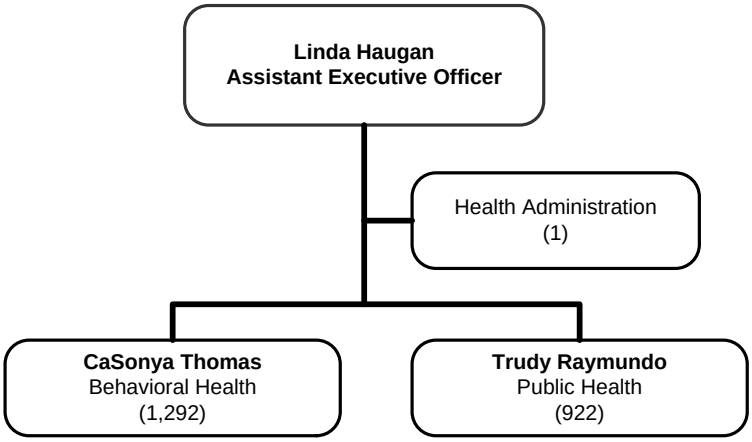
Subsistence Payments and Aid to Indigents (general relief) are either direct payments to welfare recipients or payments to organizations that provide service to the welfare recipients. The Human Services Assistant Executive Officer is responsible for all of the above budget units.

HEALTH ADMINISTRATION

DEPARTMENT 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 the general laws.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Health Administration	120,371,376	105,371,376	15,000,000			1
Total General Fund	120,371,376	105,371,376	15,000,000	0	0	1
Special Revenue Funds						
Master Settlement Agreement	17,000,000	17,381,156		(381,156)		0
Total Special Revenue Funds	17,000,000	17,381,156	0	(381,156)	0	0
Total - All Funds	137,371,376	122,752,532	15,000,000	(381,156)	0	1

Health Administration

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$120,371,376
Total Sources (Incl. Reimb.)	$105,371,376
Net County Cost	$15,000,000
Total Staff	1
Funded by Net County Cost	12%

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). Health Administration provides regular fiscal and policy analysis relating to the operations of these departments. Additionally, Health Administration manages the Health Administration budget unit, which includes funding and related transactions for the County's contribution for ARMC debt service payments, health related maintenance of effort costs, and transfers required to obtain federal health care funding.

Intergovernmental Transfers

This budget unit includes Intergovernmental Transfers (IGT) to the state for Medi-Cal managed care and Section 1115 Waiver related payments which consists of three components: PRIME, Global Payment Program (GPP), and Whole Person Care (WPC). These IGTs are used to send the non-federal share of Medi-Cal managed care and Section 1115 Waiver payments to the state in order to receive matching contributions. The initial investment is returned to this budget unit.

Medi-Cal managed care payments provide for maximum reimbursement under the allowable rate range. PRIME funding is tied to results and is based on meeting metrics and project objectives set to national standards. GPP funding is tied to treating remaining uninsured through non-traditional or complementary services. WPC is designed to provide comprehensive integrated care to high-risk and vulnerable patients. These payments are reflected as a matching contribution to the state, with a return of the initial investment to this budget unit.

Realignment and General Fund Support

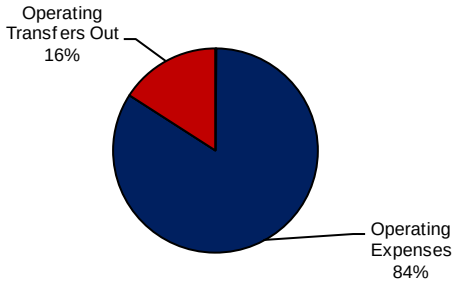
County General Fund support and realignment funds totaling $20.4 million are used to pay a portion of the ARMC debt service ($14.8 million), Realignment AB 8 match of $4.3 million, 2-1-1 San Bernardino Program, and administrative costs. To qualify for receipt of Health Realignment funding from the state, the County must contribute a 'match' of local funds. The County's $4.3 million match is based on a formula established through AB 8 in 1979. This amount has remained constant throughout the years.

Realignment funds support costs in this budget unit as follows:

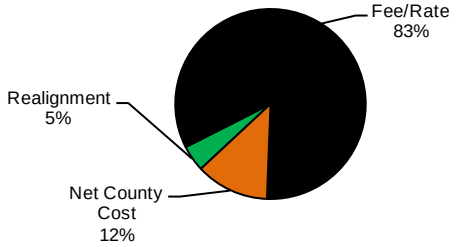
- Mental Health at 9.8%;
- Social Services at 3.3%;
- Health at 86.9% (which also covers debt service payments).

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Health Administration
FUND: General

BUDGET UNIT: AAA HCC
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	320,215	323,696	145,471	168,474	167,085	171,502	**3,028**
Operating Expenses	67,065,145	152,789,252	63,253,366	101,053,987	75,879,124	101,062,573	**8,586**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	67,385,360	153,112,948	63,398,837	101,222,461	76,046,209	101,234,075	**11,614**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	67,385,360	153,112,948	63,398,837	101,222,461	76,046,209	101,234,075	**11,614**
Operating Transfers Out	18,302,938	17,346,170	21,425,070	19,056,554	18,737,440	19,137,301	**80,747**
Total Requirements	85,688,298	170,459,118	84,823,907	120,279,015	94,783,649	120,371,376	**92,361**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	7,826,732	3,376,654	7,399,844	5,279,015	4,783,649	5,371,376	**92,361**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	62,861,566	152,082,554	62,423,991	100,000,000	75,000,000	100,000,000	**0**
Other Revenue	0	0	72	0	0	0	**0**
Total Revenue	70,688,298	155,459,209	69,823,907	105,279,015	79,783,649	105,371,376	**92,361**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	70,688,298	155,459,209	69,823,907	105,279,015	79,783,649	105,371,376	**92,361**
Net County Cost	15,000,000	14,999,909	15,000,000	15,000,000	15,000,000	15,000,000	**0**
Budgeted Staffing*	2	2	1	1	1	1	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Major expenditures include Intergovernmental Transfers to cover the required local match for Medi-Cal managed care, PRIME, GPP, and WPC programs, as well as debt service for ARMC. The major revenue source is the matching funds received from the state.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $92,361 due to increased administrative and debt service costs, which results in an increase in Sources needed to meet Requirements.

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $171,502 fund one budgeted regular position.

Master Settlement Agreement

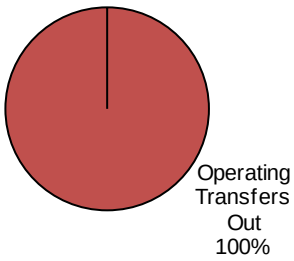
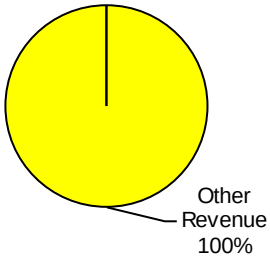
DESCRIPTION OF MAJOR SERVICES

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 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.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$17,000,000
Total Sources (Incl. Reimb.)	$17,381,156
Use of/ (Contribution to) Fund Balance	($381,156)
Total Staff	0

A majority of the County's total proceeds are used each year to fund a portion of the Arrowhead Regional Medical Center (ARMC) debt.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Health Administration
FUND: Master Settlement Agreement

BUDGET UNIT: RSM MSA
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	17,000,000	17,000,000	19,200,000	35,300,000	35,300,000	17,000,000	**(18,300,000)**
Total Requirements	17,000,000	17,000,000	19,200,000	35,300,000	35,300,000	17,000,000	**(18,300,000)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	27,311,849	17,994,676	17,836,962	17,783,935	17,619,094	17,381,156	**(402,779)**
Total Revenue	27,311,849	17,994,676	17,836,962	17,783,935	17,619,094	17,381,156	**(402,779)**
Operating Transfers In	10,611	0	0	0	0	0	**0**
Total Financing Sources	27,322,460	17,994,676	17,836,962	17,783,935	17,619,094	17,381,156	**(402,779)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(10,322,460)	(994,676)	1,363,038	17,516,065	17,680,906	(381,156)	**(17,897,221)**
Available Reserves				2,570,410	2,405,569	2,786,725	**216,315**
Total Fund Balance				20,086,475	20,086,475	2,405,569	**(17,680,906)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Transfers Out of $17.0 million reflect a transfer to the General Fund used to fund the Net County Cost within the Health Administration budget unit and to offset increased health care costs within the Department of Public Health. Health Administration uses that Net County Cost to fund the $4.3 million local match requirement for 1991 Health Realignment and $10.7 million of debt service for ARMC.

BUDGET CHANGES AND OPERATIONAL IMPACT

Sources from the Master Settlement Agreement have been budgeted conservatively based on average receipts over the last four years excluding extraordinary revenue. Revenues have remained stable over the past four years with the exception of the approximate $9.8 million of extraordinary revenue received in 2012-13 for a Non-Participating Manufacturers (NPM) Adjustment settlement payment.

ANALYSIS OF FUND BALANCE

Fund balance is expected to increase by $381,156 based on the continued trend of revenues exceeding the base expenditure. In 2015-16, a one-time contribution was made to a General Fund Reserve for an ARMC Jail Ward. There are no ongoing uses of fund balance anticipated in 2016-17.

STAFFING CHANGES AND OPERATIONAL IMPACT

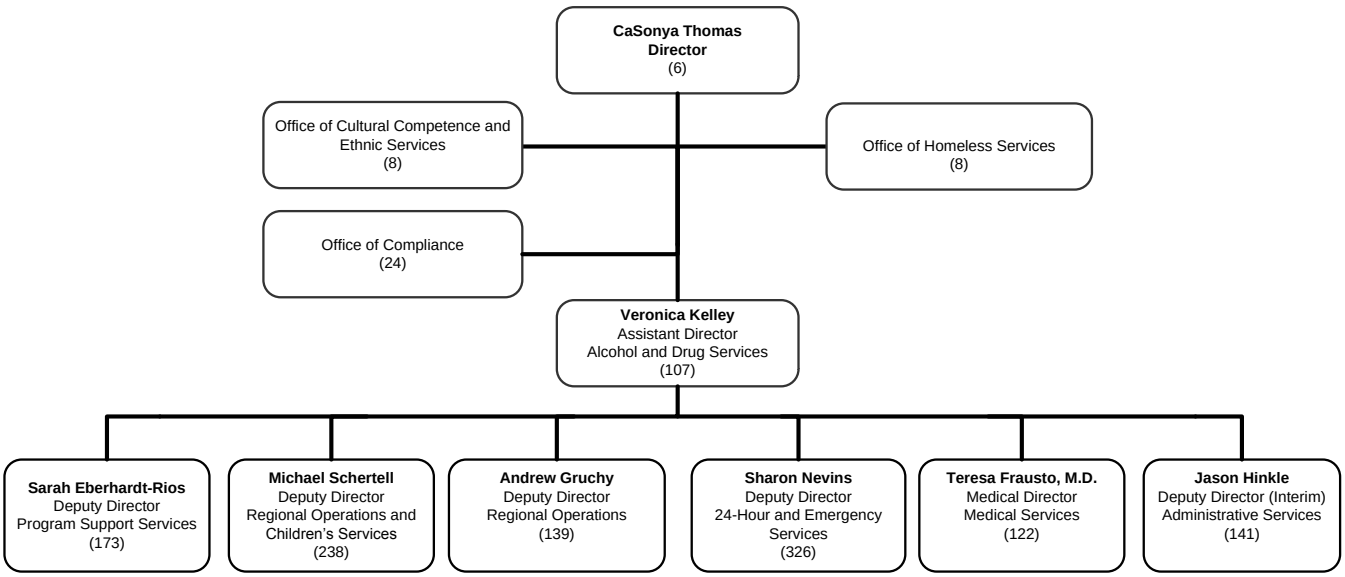
There is no staffing associated with this budget unit.

BEHAVIORAL HEALTH
CaSonya Thomas

DEPARTMENT 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



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Behavioral Health	208,540,307	206,697,554	1,842,753			610
Alcohol and Drug Services	14,759,663	14,610,205	149,458			92
Total General Fund	223,299,970	221,307,759	1,992,211	0	0	702
Special Revenue Funds						
Mental Health Services Act	210,922,097	175,975,954		34,946,143		590
Special Revenue Funds - Consolidated	12,724,202	10,731,013		1,993,189		0
Total Special Revenue Funds	223,646,299	186,706,967	0	36,939,332	0	590
Total - All Funds	446,946,269	408,014,726	1,992,211	36,939,332	0	1,292

2015-16 MAJOR ACCOMPLISHMENTS

- Managed, administered and evaluated over $80 million of Mental Health Service Act (MHSA) funded programs serving over 150,000 children, adults and families in San Bernardino County.
- Awarded two Senate Bill 82 Investment in Mental Health Wellness Act of 2013 grants from the California Health Facilities Financing Authority totaling $10.6 million for two new Crisis Residential Treatment Centers and one Crisis Stabilization Unit.
- Deployed and maintained clinical and supportive resources for victims, family members, County staff and community members since the act of terrorism, also referred to as the Waterman Incident.
- Provided emergency and crisis behavioral health services through the deployment of over 300 clinical behavioral health first responders since the terrorist act with ongoing support to victims and family members, County staff and community members.
- Supported over 130 individuals closely impacted by the terrorist act utilizing 60 staff in collaboration with Children and Family Services (CFS) and Transitional Assistance Department (TAD).

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of Medi-Cal clients served by County behavioral health services.	40,190	36,115	43,000	46,000
STRATEGY	Increase specialty behavioral health care for the County's Medi-Cal population who experience significant mental, emotional or substance use disorders.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of County residents receiving services funded by MHSA, including early intervention and prevention services.	135,934	100,000	156,022	160,000
STRATEGY	Increase access to services funded by the Mental Health Services Act (MHSA), including early access to prevention and early intervention services.					
COUNTY GOAL: FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Support County employees affected by the December 2, 2015 terrorist attack.**	**NEW** Number of providers and supportive personnel trained	N/A	N/A	N/A	225
STRATEGY	Provide grant-funded best practice training to individuals supporting victims.					

Behavioral Health

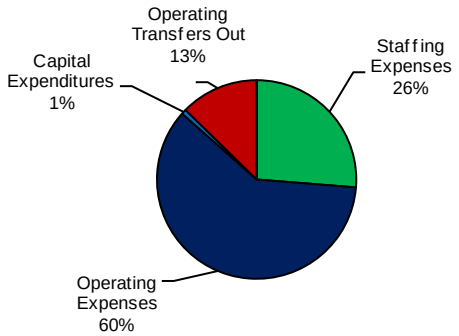
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$232,096,779
Total Sources (Incl. Reimb.)	$230,254,026
Net County Cost	$1,842,753
Total Staff	610
Funded by Net County Cost	1%

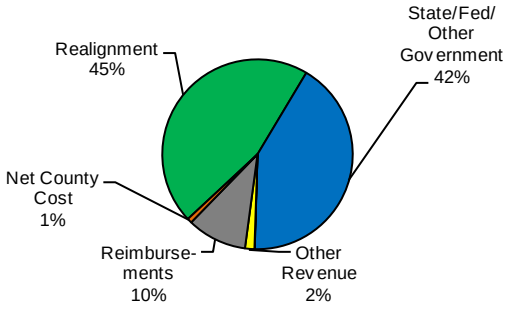
The Department of Behavioral Health is responsible for providing mental health services to County residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups, with primary emphasis placed on treating children, families and 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 also operates as a training setting by administering various internship programs and offering continuing education for licensed department and contractor staff.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: General

BUDGET UNIT: AAA MLH
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	40,879,012	44,413,480	40,821,208	57,455,294	43,086,828	60,973,374	**3,518,080**
Operating Expenses	88,202,875	101,646,103	102,472,423	118,340,253	106,915,910	139,909,182	**21,568,929**
Capital Expenditures	74,514	208,681	138,186	766,000	177,500	1,834,868	**1,068,868**
Total Exp Authority	129,156,401	146,268,264	143,431,817	176,561,547	150,180,238	202,717,424	**26,155,877**
Reimbursements	(10,393,769)	(16,810,633)	(10,296,556)	(16,832,753)	(14,295,542)	(23,556,472)	**(6,723,719)**
Total Appropriation	118,762,632	129,457,631	133,135,261	159,728,794	135,884,696	179,160,952	**19,432,158**
Operating Transfers Out	1,842,753	1,842,753	10,997,371	13,100,786	13,419,610	29,379,355	**16,278,569**
Total Requirements	120,605,385	131,300,384	144,132,632	172,829,580	149,304,306	208,540,307	**35,710,727**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	82,744,721	77,179,544	85,748,439	98,411,397	90,527,278	105,633,843	**7,222,446**
State/Fed/Other Government	32,600,765	49,781,312	53,516,598	69,474,618	52,145,413	97,251,590	**27,776,972**
Fee/Rate	236,728	234,515	181,760	115,974	118,206	101,459	**(14,515)**
Other Revenue	3,180,229	2,275,131	2,306,056	2,984,838	4,670,656	3,710,662	**725,824**
Total Revenue	118,762,443	129,470,502	141,752,853	170,986,827	147,461,553	206,697,554	**35,710,727**
Operating Transfers In	0	0	538,131	0	0	0	**0**
Total Financing Sources	118,762,443	129,470,502	142,290,984	170,986,827	147,461,553	206,697,554	**35,710,727**
Net County Cost	1,842,942	1,829,882	1,841,648	1,842,753	1,842,753	1,842,753	**0**
Budgeted Staffing*	485	511	513	584	584	610	**26**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $61.0 million fund 610 positions. Operating Expenses of $139.9 million are primarily for $90.6 million in contracted and specialized services. Capital Expenditures of $1.8 million include the purchase of fixed assets related to expansions of the East Valley Outpatient Clinic and the Hesperia Outpatient Clinic, and the relocation of the Vista Community Counseling clinic. Capital Expenditures also include items such as vehicles, computers, and other equipment to enhance the ability of the mental health clinicians to provide services in the field. Operating Transfers Out of $29.4 million include $12.9 million to the Capital Improvement Program Budget for a new facility for the Children and Youth Collaborative Services (CYCS) program, and $14.7 million to the Mental Health Services Act (MHSA) special revenue fund for mental health services.

Reimbursements of $23.6 million include $5.4 million from the MHSA budget unit for the new CYCS facility, $4.8 million for administrative support, and $1.3 million for a new Choosing Healthy Options to Instill Change and Empowerment (CHOICE) program in Barstow to serve recently released probationers. Reimbursements also include $6.1 million for salary reimbursements for program related services, and $6.0 million in Reimbursements from other County departments for program staff expenses, CalWORKs, rents and other program operations.

Realignment sources of $105.6 million consists of 1991 Realignment, and 2011 Realignment, including Public Safety Realignment. State and federal aid of $97.3 million includes Medi-Cal Federal Financial Participation, Affordable Care Act (ACA), and the Mental Health Block Grant. Other Revenue of $3.7 million includes payments from Social Security Administration and other agencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $35.7 million. This is primarily due to an increase of $21.6 million in Operating Expenses, which includes an increase of $20.3 million to service provider contracts for inpatient hospitalization, indigent hospital care, foster family services, general mental health services, and services for children, youth, and

families. Operating Transfers Out is increasing by $16.3 million and is primarily due to the construction of the new CYCS facility. Changes in Requirements also include an increase in Staffing Expenses of $3.5 million which reflects the addition of 26 positions primarily for the expansion of the Correctional Mental Health Services program and the CHOICE program, as well as negotiated salary increases. Capital Expenditures are increasing by $1.1 million for equipment related to enhanced security measures, the relocation of the CYCS facility, and software and equipment upgrades. These increases are partially funded by a $6.7 million increase in Reimbursements from the MHSA budget unit and other County departments.

Sources are increasing by $35.7 million primarily due to an increase in 2011 Realignment of $7.2 million and an increase of $27.8 million in State, Federal, and Other Government sources which includes an increase in Medi-Cal revenue related to program expansion, increased service capacity, and expanded eligibility under the ACA.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
24-Hour and Emergency Services	67	6	-3	0	70	0	70
Administrative Services	59	0	0	0	59	1	58
Office of Compliance	15	2	0	-1	16	2	14
Director	6	0	0	0	6	0	6
Program Support Services	53	9	-1	1	62	7	55
Regional Operations	90	1	0	0	91	0	91
Alcohol & Drug Services	24	0	-1	0	23	0	23
Regional Operations & Children's Svcs	164	1	-3	0	162	3	159
Medical Services	106	16	-1	0	121	35	86
Total	584	35	-9	0	610	48	562

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $61.0 million fund 610 budgeted positions, of which 562 are regular positions and 48 are limited term positions. The budget includes a net increase of 26 positions comprised of 35 new positions (12 limited-term and 23 regular) and nine deleted positions. The new positions are needed to accommodate the expansion of the CHOICE program as well as the Correctional Mental Health Services expansion. Eight of the nine deleted positions are transferred to the MHSA budget unit to align staffing with programmatic needs, due to recent program changes.

Additions

1 Alcohol & Drug Counselor
5 Clinical Therapist II
1 Contract Adult Psychiatrist
1 Contract Adult Psychiatrist Board Certified
1 Contract Child Psychiatrist Board Certified
4 Contract Psychiatrist Licensed Physicians
2 Contract Clinic Assistants
1 Correctional Mental Health Services Manager
1 Contract Nurse Practitioner II
1 Contract Registered Nurse Case Manager
2 Mental Health Nurse II
1 General Services Worker II
1 Health Information Management Assistant II
1 Medical Records Coder II
1 Mental Health Clinic Supervisor
4 Office Assistant III
3 Psychiatric Technician I
1 Public Service Employee
3 Social Worker II

Deletions

5 Clinical Therapist I *
1 General Service Worker II *
1 Licensed Vocational Nurse II *
1 Office Assistant III
1 Social Worker II *

*These positions are moved to the MHSA budget unit.

Alcohol and Drug Services

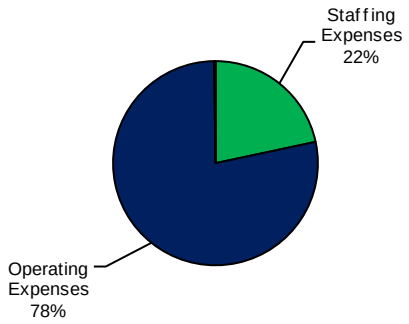
DESCRIPTION OF MAJOR SERVICES

The Department of Behavioral Health - Alcohol and Drug Services (ADS) provides comprehensive Substance Use Disorder (SUD) services through various substance abuse prevention and treatment programs to County residents. Services include outpatient, residential and narcotic treatment services, prevention, and transitional supportive housing.

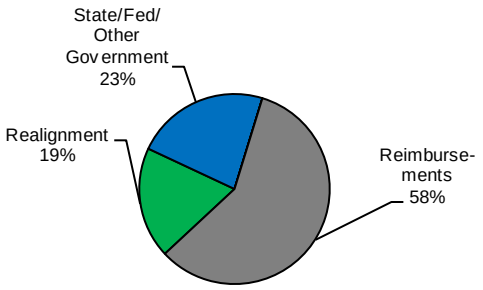
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$35,200,018
Total Sources (Incl. Reimb.)	$35,050,560
Net County Cost	$149,458
Total Staff	92
Funded by Net County Cost	0%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Alcohol and Drug Services
FUND: General

BUDGET UNIT: AAA ADS
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	3,769,582	4,225,175	4,365,811	7,644,666	4,952,783	7,620,065	**(24,601)**
Operating Expenses	17,791,466	18,460,802	23,362,138	24,385,637	23,958,136	27,510,753	**3,125,116**
Capital Expenditures	0	4,866	6,163	65,800	0	69,200	**3,400**
Total Exp Authority	21,561,048	22,690,843	27,734,112	32,096,103	28,910,919	35,200,018	**3,103,915**
Reimbursements	(13,931,974)	(13,024,531)	(16,761,292)	(19,502,454)	(15,444,451)	(20,440,355)	**(937,901)**
Total Appropriation	7,629,074	9,666,312	10,972,820	12,593,649	13,466,468	14,759,663	**2,166,014**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	7,629,074	9,666,312	10,972,820	12,593,649	13,466,468	14,759,663	**2,166,014**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	6,484,752	5,922,210	6,634,042	6,862,657	6,634,042	**0**
State/Fed/Other Government	7,473,121	3,043,180	4,900,174	5,809,849	6,194,638	7,975,863	**2,166,014**
Fee/Rate	5,164	489	200	300	300	300	**0**
Other Revenue	1,520	(5,776)	578	0	0	0	**0**
Total Revenue	7,479,805	9,522,645	10,823,162	12,444,191	13,057,595	14,610,205	**2,166,014**
Operating Transfers In	0	0	0	0	259,415	0	**0**
Total Financing Sources	7,479,805	9,522,645	10,823,162	12,444,191	13,317,010	14,610,205	**2,166,014**
Net County Cost	149,269	143,667	149,658	149,458	149,458	149,458	**0**
Budgeted Staffing*	44	53	75	90	90	92	**2**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $7.6 million fund 92 budgeted positions. Operating Expenses of $27.5 million are comprised primarily of $22.8 million in professionally contracted services, transfers ($3.4 million) to Public Health for HIV counseling and prevention services, and transfers to the Behavioral Health general fund budget unit for the ADS share of the department's administrative costs. Capital expenditures of $69,200 fund improvements to structures and the purchase of equipment for the expansion of the Hesperia and East Valley clinics and the Screening Assessment and Referral Center. Together these expenditures support the clinics and programs that provide SUD services to County residents.

Reimbursements of $20.4 million include support from the Transitional Assistance Department, Children and Family Services, Public Health, the department's special revenue funds that support ADS programs, and the Behavioral Health general fund budget unit for SUD related services. Sources of $14.6 million include federal and state funds: Drug Medi-Cal, Affordable Care Act Drug Medi-Cal, Substance Abuse Prevention and Treatment Block Grant, 2011 Realignment, and Public Safety Realignment.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.2 million. Operating Expenses are increasing by $3.1 million primarily due to increased contracted professional services ($1.8 million) for additional narcotic treatment services to homeless and other SUD clients. Other increases to Operating Expenses include an increase in transfers of $802,849 which includes transfers to the Behavioral Health General Fund budget unit reflecting an increased share of administrative costs, and increased transfers to Public Health for additional services to be provided. Reimbursements are increasing by $937,901 reflecting additional residential services funded through Mental Health Services Act (MHSA) and funding from the ADS special revenue budget unit to support SUD program increases.

Sources are increasing by $2.2 million primarily due to additional State General Funds for Drug Medi-Cal services and federal aid increases for the expanded Drug Medi-Cal population related to the Affordable Care Act.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Office of Compliance	0	1	0	0	1	0	1
Administrative Services	7	1	-1	0	7	0	7
Program Support Services	1	0	0	0	1	0	1
Alcohol & Drug Services	82	2	-1	0	83	3	80
Total	90	4	-2	0	92	3	89

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $7.6 million fund 92 budgeted positions of which 89 are regular positions and three are limited term positions. The budget includes a net increase of two positions (addition of 4, deletion of 2). One Staff Analyst II position is transferred in from the MHSA budget unit to provide administrative and fiscal support. The addition of the Peer and Family Advocate position for the department's Family Stabilization Program will provide intensive case management and services to CalWORKs customers who are experiencing an identified situation or crisis in accordance with Assembly Bill 74 (2013). Other staff additions are for administrative and clinical support for expanded programs.

Additions

1 Office Assistant III
1 Peer and Family Advocate II
1 Program Specialist I
1 Staff Analyst II

Deletions

1 Accountant III*
1 Social Worker II*

*These positions were moved to the MHSA budget unit.

Mental Health Services Act

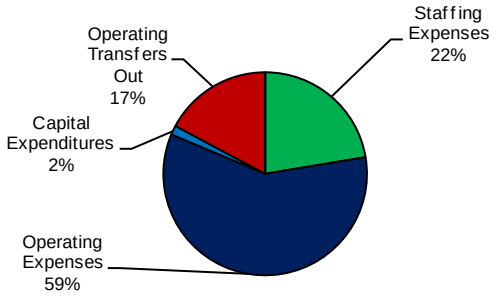
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$212,247,388
Total Sources (Incl. Reimb.)	$177,301,245
Use of/ (Contribution to) Fund Balance	$34,946,143
Total Staff	590

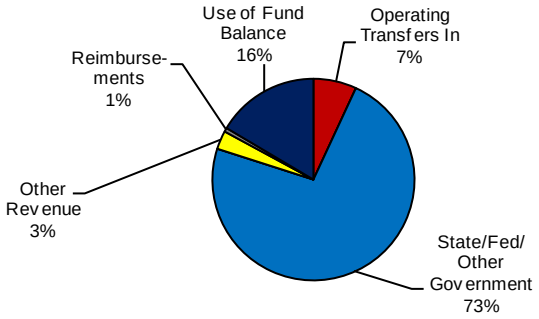
On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds $1.0 million. The proposition was enacted into law as the Mental Health Services Act (MHSA), effective January 1, 2005. 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."

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Mental Health Services Act

BUDGET UNIT: RCT MLH
FUNCTION: Health and Sanitaion
ACTIVITY: Hospital Care

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	26,155,522	28,693,789	31,128,037	44,407,177	35,935,591	47,503,332	**3,096,155**
Operating Expenses	54,889,223	84,169,768	79,997,020	89,588,338	74,871,531	125,142,014	**35,553,676**
Capital Expenditures	165,726	1,672,047	813,629	3,400,707	270,500	3,149,013	**(251,694)**
Total Exp Authority	81,210,471	114,535,604	111,938,686	137,396,222	111,077,622	175,794,359	**38,398,137**
Reimbursements	(501,377)	(498,499)	(712,960)	(577,609)	(730,728)	(1,325,291)	**(747,682)**
Total Appropriation	80,709,094	114,037,105	111,225,726	136,818,613	110,346,894	174,469,068	**37,650,455**
Operating Transfers Out	57,472	6,668	125,003	12,115,927	6,815,927	36,453,029	**24,337,102**
Total Requirements	80,766,566	114,043,773	111,350,729	148,934,540	117,162,821	210,922,097	**61,987,557**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	1,570,578	5,827,284	0	0	0	0	**0**
State/Fed/Other Government	90,510,717	85,061,754	123,572,346	112,688,786	109,007,852	155,034,217	**42,345,431**
Fee/Rate	0	100	(128)	0	573	0	**0**
Other Revenue	1,463,325	4,847,877	4,810,783	5,917,767	5,606,321	6,286,482	**368,715**
Total Revenue	93,544,620	95,737,015	128,383,001	118,606,553	114,614,746	161,320,699	**42,714,146**
Operating Transfers In	1,026,596	0	9,154,618	11,809,722	11,172,733	14,655,255	**2,845,533**
Total Financing Sources	94,571,216	95,737,015	137,537,619	130,416,275	125,787,479	175,975,954	**45,559,679**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(13,804,650)	18,306,758	(26,186,890)	18,518,265	(8,624,658)	34,946,143	**16,427,878**
Available Reserves				68,498,538	95,641,461	60,695,318	**(7,803,220)**
Total Fund Balance				87,016,803	87,016,803	95,641,461	**8,624,658**
Budgeted Staffing*	367	459	517	567	567	590	**23**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $47.5 million fund 590 positions. Operating Expenses of $125.1 million are primarily for $87.3 million in contracted and specialized services and $22.0 million in interdepartmental transfers for mental health crisis services provided by Children's Network, Children and Family Services, Probation, Public Defender and Public Health. Also included are administrative and program expenditures to execute the approved MHSA Plan.

Capital Expenditures of $3.1 million and Operating Transfers Out of $36.5 million primarily fund the establishment of two Crisis Stabilization Units (CSU) in the East Valley and West Valley, and four Crisis Residential Treatment (CRT) Centers in San Bernardino, High Desert, East Valley, and Morongo Basin which will provide 24 hour services to individuals with mental health and substance use disorders.

Reimbursements of $1.3 million include financial support from Human Services for the administration of the Office of Homeless Services, the Behavioral Health (BH) General Fund budget unit and the Alcohol and Drug Services (ADS) General Fund budget unit for program service related salary reimbursements.

State and federal aid in the amount of $155.0 million includes revenue from the Mental Health Services Act, Medi-Cal Federal Financial Participation and Affordable Care Act, and Senate Bill 82 Investment in Mental Health Wellness Act of 2013 (SB82) Grants. Other Revenue of $6.3 million includes revenue from Children and Family Services for Screening, Assessment, Referral and Treatment services (SART), Social Security Supplemental Security Income through Interim Assistance for indigent clients, rent reimbursement, and anticipated interest earnings.

Operating Transfers In from the BH General Fund budget unit of $14.7 million primarily consists of 2011 Realignment for Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Services, and Public Safety Realignment for mental health services to probationers.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $62.0 million, primarily due to Operating Expenses increasing by $35.6 million. Additional Operating Expenses include $23.7 million in professional and contracted services for Therapeutic Behavioral Services, the Regional Full Services Partnership, Comprehensive Child and Family Support Services and SB 163 Wraparound Program services. Additionally, $11.9 million is for general services and supplies, equipment and transfers that support Outpatient, Child and Youth, Adult Residential Treatment, Crisis Stabilization and the Mental Health Triage programs. This also includes $5.5 million in fixed asset transfers to the Behavioral Health general fund budget unit for the purchase of shared equipment. Changes in Requirements also include an increase in Staffing Expenses of $3.1 million which reflects the addition of 23 CSU positions and negotiated salary increases. Operating Transfers Out are increasing by $24.3 million to fund two CSUs located in the East Valley and West Valley, and two CRT Centers in the West Valley and Morongo Basin.

Sources are increasing by $45.6 million. Medi-Cal revenue is increasing by $9.5 million due to increasing service capacity and expanded eligibility for services under the Affordable Care Act. MHSA revenue is increasing by $21.7 million based on the state's projections. State grant funding is increasing by $10.6 million based on SB82 grants approved by the California Health Facilities Financing Authority (CHFFA). Operating Transfers In are increasing by $2.8 million due to an increase in 2011 Realignment, including Public Safety Realignment received from the BH General Fund budget unit.

ANALYSIS OF FUND BALANCE

MHSA utilizes Fund Balance to cover one-time expenses. The use of $35.0 million of Fund Balance will primarily be used to supplement the SB82 grants received to facilitate the construction and establishment of two CSUs, four CRT Centers, startup costs associated with the new Electronic Health Records system, and other one-time capital expenditures.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
24-Hour and Emergency Services	240	18	-1	-1	256	2	254
Administrative Services	76	1	-1	-1	75	5	70
Office of Compliance/Cultural Competence & Ethnic Services	15	0	0	0	15	0	15
Office of Homeless Services	8	0	0	0	8	0	8
Program Support Services	108	1	0	1	110	29	81
Alcohol & Drug Services	1	0	0	0	1	0	1
Regional Operations & Children's Svcs	70	5	0	1	76	0	76
Regional Operations	48	1	-1	0	48	0	48
Medical Services	1	0	0	0	1	0	1
Total	567	26	-3	0	590	36	554

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $47.5 million fund 590 budgeted positions of which 554 are regular positions and 36 are limited term positions. This includes a net increase of 23 positions comprised of the following: 14 regular new positions, one limited term position, the addition of a job share for a Clinical Therapist I, 10 positions from the BH General Fund budget unit and the ADS General Fund budget unit, and three deleted positions that were moved to other budget units. In order to better serve the County residents, the Community Crisis Response Team (CCRT) is expanding to 24 hour clinical services and additional staffing increases are necessary to provide administrative

support and to expand services in other MHSA programs such as the Homeless Outreach Support Team, which provides permanent support housing with wraparound case management.

Additions

1 Accountant III	1 General Services Worker II	1 Office Assistant IV
7 Clinical Therapist I	1 Licensed Vocational Nurse II	9 Social Worker II
3 Clinical Therapist II	1 Mental Health Education Consultant	
1 Contract Business System Analyst II	1 Office Assistant II	

Deletions

1 Mental Health Clinic Supervisor*	1 Psychiatric Technician I*	1 Staff Analyst II*

*These positions were moved to General Fund budget units.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$12,724,202
Total Sources (Incl. Reimb.)	$10,731,013
Use of/ (Contribution to) Fund Balance	$1,993,189
Total Staff	0

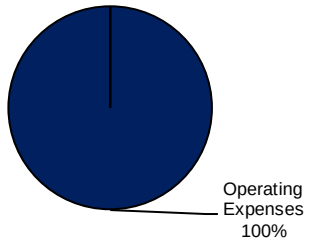
Block Grant Carryover Program are funds utilized by Alcohol and Drug Services (ADS) received from the State Department of Health Care Services (DHCS) under a multi-year cost reimbursement contract that allows the County to retain unused federal Substance Abuse Prevention and Treatment (SAPT) funds for use in the next fiscal year. These funds are to be spent on alcohol abuse prevention, education, and treatment in schools and the community as described in the annual update to the contract between the County and the State. Funds are transferred to the ADS Budget Unit, 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 of September 24, 1996, 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 of September 24, 1996, 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 transferred to the ADS Budget Unit based on needs of the program.

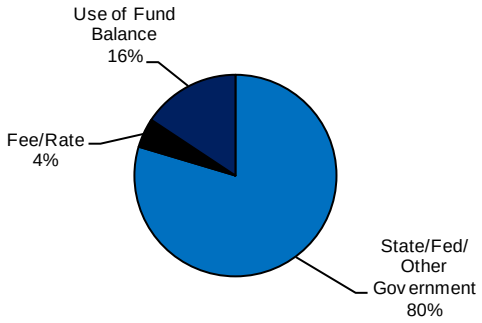
Driving Under the Influence Program as per Title 9, Division 4, Chapter 3, 9878 (m) of the State regulations and Health and Safety Code 11837.8 (a), the Department of Behavioral Health charges fees to privately owned and operated vendors for monitoring Penal Code (PC) 1000 and DUI programs. The County supervises these programs as required 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 to the special revenue budget unit. Funds are then transferred to the Alcohol and Drug Services budget 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.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	11,420,002	10,307,147	13,543,756	12,139,149	11,088,107	12,724,202	**585,053**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	11,420,002	10,307,147	13,543,756	12,139,149	11,088,107	12,724,202	**585,053**
Reimbursements	0	(11,054)	0	0	0	0	**0**
Total Appropriation	11,420,002	10,296,093	13,543,756	12,139,149	11,088,107	12,724,202	**585,053**
Operating Transfers Out	0	0	538,131	0	0	0	**0**
Total Requirements	11,420,002	10,296,093	14,081,887	12,139,149	11,088,107	12,724,202	**585,053**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	2,197,147	64,957	0	0	0	0	**0**
State/Fed/Other Government	8,854,928	8,348,706	9,906,395	10,232,241	10,232,241	10,131,718	**(100,523)**
Fee/Rate	657,009	653,947	637,458	580,685	561,458	557,659	**(23,026)**
Other Revenue	137,807	50,541	27,479	25,005	40,135	41,636	**16,631**
Total Revenue	11,846,890	9,118,151	10,571,332	10,837,931	10,833,834	10,731,013	**(106,918)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	11,846,890	9,118,151	10,571,332	10,837,931	10,833,834	10,731,013	**(106,918)**
Fund Balance							
Use of / (Contribution to) Fund Balance	(426,888)	1,177,942	3,510,555	1,301,218	254,273	1,993,189	**691,971**
Available Reserves				4,675,504	5,722,449	3,729,260	**(946,244)**
Total Fund Balance				5,976,722	5,976,722	5,722,449	**(254,273)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Block Grant Carry Over Program (SDH)	11,965,086	10,161,732	1,803,354	1,543,673	0
Court Alcohol & Drug Program (SDI)	560,000	366,714	193,286	1,654,041	0
Driving Under the Influence Program (SDC)	199,116	202,567	(3,451)	531,546	0
Total Special Revenue Funds	12,724,202	10,731,013	1,993,189	3,729,260	0

Block Grant Carryover Program has Requirements of $12.0 million for Operating Expenses which primarily consist of transfers to the ADS General Fund budget unit for salaries and benefits as well as costs related to alcohol abuse prevention, education, and treatment in schools and the community. Sources of $10.2 million are primarily from federal aid received through DHCS and anticipated interest revenue. Fund Balance of $1.8 million fund the expansion of Substance Use Disorder (SUD) treatment services in the ADS General Fund budget unit.

Court Alcohol and Drug Program has Requirements of $560,000 for Operating Expenses to fund SUD Programs which are expensed in the ADS General Fund budget unit. Sources of $366,714 include fines collected from DUI offenders and interest revenue. Fund Balance of $193,286 will be used to expand a new diversion program.

Driving Under the Influence Program has Requirements of $199,116 for Operating Expenses to fund salaries and benefits and other operating expenditures in the ADS General Fund budget unit incurred in monitoring the DUI/Deferred for Entry of Judgment programs. Sources of $202,567 include DUI fees paid by program providers and interest revenue. As Sources exceed Requirements there will be a Contribution to Fund Balance of $3,451.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $585,053. Operating Expenses consisting of transfers to the ADS General Fund budget unit have increased due to the costs of a new specialized contract service which will provide diversion from incarceration and court proceedings, reduce congestion in jails and courts, and provide better service to individuals by referring SUD consumers to treatment services throughout the County.

Sources are decreasing by $106,918 due to a reduction of $89,466 in the federal block grant award, adjusted by DHCS annually based on program needs, and a decrease of $17,452 in court fines and program participant collections.

ANALYSIS OF FUND BALANCE

The federal SAPT Block Grant award (Block Grant Carryover Program) is available to the County for two fiscal years. Any balances from the first fiscal year are rolled over and can be used in the next fiscal year. Consequently, the fund balance primarily consists of these roll over balances and current deposits from the federal award. The primary reason for the decrease in fund balance is the increases in Transfers Out to the ADS General Fund budget unit for a new diversion program for substance use disorder consumers and the expansion of current SUD treatment services. In future years, Drug Medi-Cal funding for expanded services to eligible clients will reduce utilization of the fund balance.

STAFFING CHANGES AND OPERATIONAL IMPACT

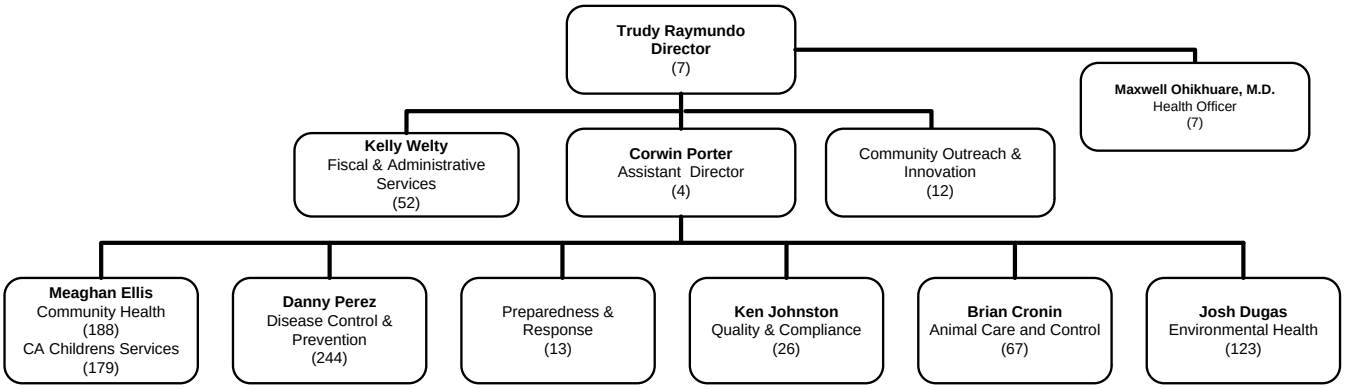
There is no budgeted staffing in these consolidated special revenue funds.

PUBLIC HEALTH
Trudy Raymundo

DEPARTMENT MISSION STATEMENT

Working in partnership to promote and improve health, wellness, safety and Quality of life in San Bernardino County.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Staffing
General Fund					
Public Health	83,013,050	78,534,422	4,478,628		743
California Children's Services	21,050,021	16,746,219	4,303,802		179
Indigent Ambulance	472,501	0	472,501		0
Total General Fund	104,535,572	95,280,641	9,254,931	0	922
Special Revenue Funds					
Special Revenue Funds - Consolidated	3,926,780	3,974,082		(47,302)	0
Total Special Revenue Funds	3,926,780	3,974,082	0	(47,302)	0
Total - All Funds	108,462,352	99,254,723	9,254,931	(47,302)	922

2015-16 MAJOR ACCOMPLISHMENTS

- Submitted Statement of Intent to Public Health Accreditation Board (PHAB), providing official notification the department is pursuing national accreditation.
- Published the 2015-20 Strategic Plan to outline goals and objectives in alignment with the Countywide Vision.
- Received 2015 National Association of Counties (NACo) Achievement Award for 2015 “Safe and Sober Prom” campaign involving youth led activities reaching over 1,500 students at 18 County high schools.
- Improved outreach and participation in the summer meals program by 34% through partnered efforts with other Public Health programs, County departments, and community agencies.
- Earned the Association of Public Health’s Healthiest Lab Runner-Up award in 2015.
- Coordinated 28 school-based clinics, successfully vaccinating 1,735 people with the flu vaccine.
- Completed final evaluation of Bridging Reentry Integration by Driving Goal-oriented Effective Strategies (BRIDGES) Re-entry project, providing pre/post release services to 78 incarcerated individuals achieving a low 11.5% recidivism rate, compared to the baseline of 45.2%.
- Supported County’s homeless veteran’s “Leave No Vet Out” initiative by providing transportation and arranging temporary care for pets owned by homeless veterans, enabling access to resources for housing and services.
- Received three 2015 NACo Achievement Awards for the “Customer Service Portal,” “Electronic Pesticide Use Reporting Program,” and “100% Food Handler Card Compliance Program.”
- Improved access to service through designation of two new Federally Qualified Health Centers (FQHCs), including additional funding of $1.4 million for expanded services and quality improvement.
- Recognized by National Association of County and City Health Officials (NACCHO) as a Promising Practice under the category of Access to Care, Coalitions and Partnerships, Injury and Violence Prevention for the Hesperia Health Center’s collaboration in a Domestic Violence Partnership in Health Care program.
- Expanded Bold Upstream Innovative Local Data driven (BUILD) Project activities (designation as a Health Hub, Zum Up, Know Your Numbers) through the BUILD Partnership.
- Sustained continuity of Environmental Health Services operations following the act of terrorism also referred to as the Waterman Incident, via a coordinated effort that combined mutual aid, volunteers, other County department staff, retirees, and contract staff.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Continue to promote the Countywide Vision and support the Element Groups.**	Complete the 2016-17 Work Plan for addressing priorities of the Wellness Element Group of the Countywide Vision: - Develop an Action Plan for implementation of the Community Transformation Plan, including identification of key partnerships to address system level and community level strategies - Develop evaluation tools for measuring and tracking progress and achievement of long and short term goals - Promote and evaluate awareness of the Community Vital Signs data platform to community partners and stakeholders via employment of the Strategic Communications Plan	80%	100%	100%	100%
STRATEGY	Public Health serves as the staff liaison to the Countywide Vision Project's Wellness Element Group which has initiated a multi-year community-driven process to identify priority areas for improving health and wellness. The department will continue to support and facilitate the development, implementation, and evaluation of the Community Transformation Plan.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.**	Percentage of current year workforce development activities completed: - Develop and implement an Individual Professional Development Plan (IPDP) process - 50% of staff have created an IPDP and reviewed with their Supervisor - Mentorship program completed with one cohort of staff	N/A	100%	100%	100%
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Implement relevant, high-quality Public Health Leadership training to achieve an essential element of Public Health Accreditation and ensure stable departmental leadership into the future.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of current year accreditation activities completed: - Submit Application to PHAB - Resolve gaps in required PHAB documentation - Continue accreditation marketing efforts to all DPH staff - Continue to provide PHAB trainings aligned with accreditation requirements	80%	100%	100%	100%
STRATEGY	Achieve and maintain National Accreditation, through the Public Health Accrediatation Board (PHAB), to ensure that the department continues to focus on quality and performance improvement, transparency and accountability to all stakeholders and funders, and maintains the capacity to deliver the three core public health functions and ten essential services.					

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Maintain close working relationships with cities, tribes and other governmental agencies.**	Number of Rescue Group Partners (RGPs)	403	400	430	441
STRATEGY	Increase number of public/private collaborations with non-profit animal rescue group partners (corporations).					

COUNTY GOAL: FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Support County employees affected by the December 2, 2015 terrorist attack.**	**NEW** Percentage of staff completing training	N/A	N/A	N/A	80%
STRATEGY	Provide Public Health staff with training on long-term coping strategies to build resiliency.					

Public Health

DESCRIPTION OF MAJOR SERVICES

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.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$92,772,148
Total Sources (Incl. Reimb.)	$88,293,520
Net County Cost	$4,478,628
Total Staff	743
Funded by Net County Cost	5%

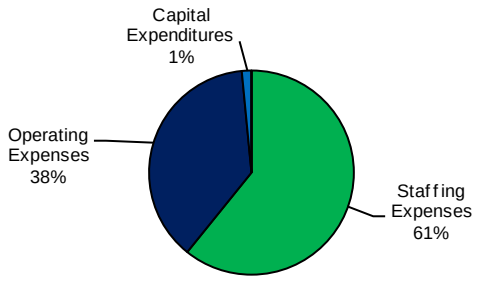
Key delivery areas include Community Health, Disease Control and Prevention, Environmental Health, Animal Care and Control, and Community Outreach and Innovation. Community Health provides health care services that promote and improve the health of County residents and visitors, and assures the quality and accessibility of health care services to the public by providing clinical services through a network of Federally Qualified Health Center's (FQHC) and Public Health Clinics. 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.

Community Outreach and Innovation encompasses Community Vital Signs, an ongoing community driven process that acts as a complement to the Wellness component of the Countywide Visioning process. This initiative 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. Implementation will involve the alignment and activation of resources and partnerships within the community to achieve shared goals that aim at improving the overall health and well-being of the County's residents.

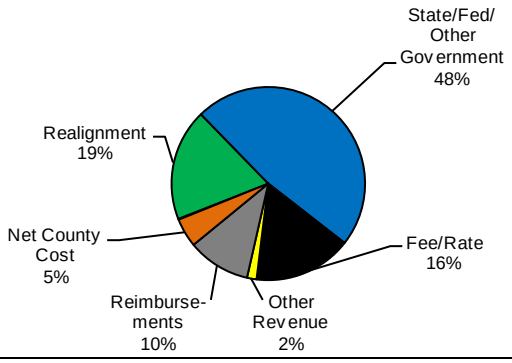
The Department of Public Health is currently in the process of seeking national accreditation. Public Health accreditation measures performance against a set of nationally recognized standards that focus on accountability, efficiency, effectiveness, and outcomes. This includes using deliberate and defined continuous quality improvement processes that are responsive to community needs and improving community health.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: General

BUDGET UNIT: AAA PHL
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	50,290,287	51,399,550	47,967,081	57,058,946	47,792,781	56,400,480	**(658,466)**
Operating Expenses	24,715,779	26,870,635	27,874,098	34,598,888	32,396,986	34,965,827	**366,939**
Capital Expenditures	190,916	223,783	345,030	1,430,088	596,476	1,405,841	**(24,247)**
Total Exp Authority	75,196,982	78,493,968	76,186,209	93,087,922	80,786,243	92,772,148	**(315,774)**
Reimbursements	(9,030,219)	(9,392,706)	(8,338,724)	(10,016,764)	(8,382,402)	(9,759,098)	**257,666**
Total Appropriation	66,166,763	69,101,262	67,847,485	83,071,158	72,403,841	83,013,050	**(58,108)**
Operating Transfers Out	29,700	0	2,465,108	630,000	630,000	0	**(630,000)**
Total Requirements	66,196,463	69,101,262	70,312,593	83,701,158	73,033,841	83,013,050	**(688,108)**
Sources							
Taxes	638	585	0	0	0	0	**0**
Realignment	10,638,234	14,250,797	12,404,341	16,359,555	15,594,923	17,341,655	**982,100**
State/Fed/Other Government	33,267,521	34,309,986	37,209,584	46,434,540	37,762,817	44,353,448	**(2,081,092)**
Fee/Rate	15,659,730	14,939,918	14,954,669	14,754,409	13,970,802	15,215,781	**461,372**
Other Revenue	2,704,925	1,225,085	1,294,316	1,618,492	1,175,220	1,480,645	**(137,847)**
Total Revenue	62,271,048	64,726,371	65,862,910	79,166,996	68,503,762	78,391,529	**(775,467)**
Operating Transfers In	110,093	136,913	68,321	118,000	113,917	142,893	**24,893**
Total Financing Sources	62,381,141	64,863,284	65,931,231	79,284,996	68,617,679	78,534,422	**(750,574)**
Net County Cost	3,815,322	4,237,978	4,381,362	4,416,162	4,416,162	4,478,628	**62,466**
Budgeted Staffing*	737	713	715	736	736	743	**7**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $56.4 million fund 743 positions and represent staffing for eight medical clinics, 17 Women, Infants and Children (WIC) clinics, and two animal shelters, as well as multiple outlying County sites performing environmental health inspections, home visits, and animal control staff canvassing. Operating Expenses of $35.0 million include services and supplies, travel, and transfers to other County departments. Capital Expenditures of $1.4 million include the purchase and implementation of an electronic health record (EHR) system and the replacement of two aging x-ray machines. Reimbursements of $9.8 million include payments from other County departments for services provided by Public Health. Total Financing Sources of $78.5 million includes $44.4 million in state and federal funding primarily from grants and Medi-Cal; $15.2 million in fee/rate revenue primarily from license/permit and fees for service; $1.5 million in other grant revenue; $142,893 in Operating Transfers In from County Fire; and $17.3 million in realignment revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $688,108 primarily due to budgeted savings that reflect the ongoing difficulty in filling hard to recruit/retain positions. In addition, many positions are now budgeted at the trainee level to allow for proper training to transition to the I and II levels of the classification. Sources are decreasing by $750,574 due to decreases in state and federal grants partially offset by increases in fee/rate revenue from licenses and permits, fees for service, and realignment revenue.

The departments' budget includes an allocation of one-time Net County Cost in the amount of $50,000 to cover the cost of permits issued to non-profits for temporary events and snack bars for youth sporting events.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Director	1	0	0	6	7	1	6
Health Officer	8	0	-1	0	7	1	6
Assistant Director	8	0	-2	-2	4	1	3
Community Health	188	2	-1	-1	188	2	186
Disease Control & Prevention	227	2	-3	18	244	1	243
Fiscal & Administrative Services	45	1	-1	7	52	0	52
Quality & Compliance	79	0	-3	-50	26	0	26
Animal Care and Control	64	3	0	0	67	0	67
Environmental Health	116	9	0	-2	123	27	96
Preparedness & Response	0	0	0	13	13	0	13
Community Outreach & Innovation	0	1	0	11	12	0	12
Total	736	18	-11	0	743	33	710

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $56.4 million fund 743 budgeted positions of which 710 are regular positions and 33 are limited term positions. The budget includes the addition of 18 new positions and the deletion of 11 vacant positions. These staffing changes are needed to address changes in grant funding, operational needs, quality improvement, equity issues, and to increase efficiency in operations.

Additions

1 Clinical Therapist II
1 Public Health Program Coordinator
1 Fiscal Assistant
3 Animal License Checker I
1 Registered Nurse II – Public Health
7 Environmental Health Specialist II – Extra Help
1 Nurse Manager Public Health
1 Environmental Health Specialist II
1 Systems Accountant II
1 Health Education Specialist II

Deletions

1 Public Health Physician II
1 Supervising Public Health Nurse
1 Supervising Program Specialist
1 Health Education Specialist I
1 Secretary II
4 Health Services Assistant I
1 Public Health Microbiologist II
1 Public Health Project Coordinator

California Children's Services

DESCRIPTION OF MAJOR SERVICES

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.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$21,050,021
Total Sources (Incl. Reimb.)	$16,746,219
Net County Cost	$4,303,802
Total Staff	179
Funded by Net County Cost	20%

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.

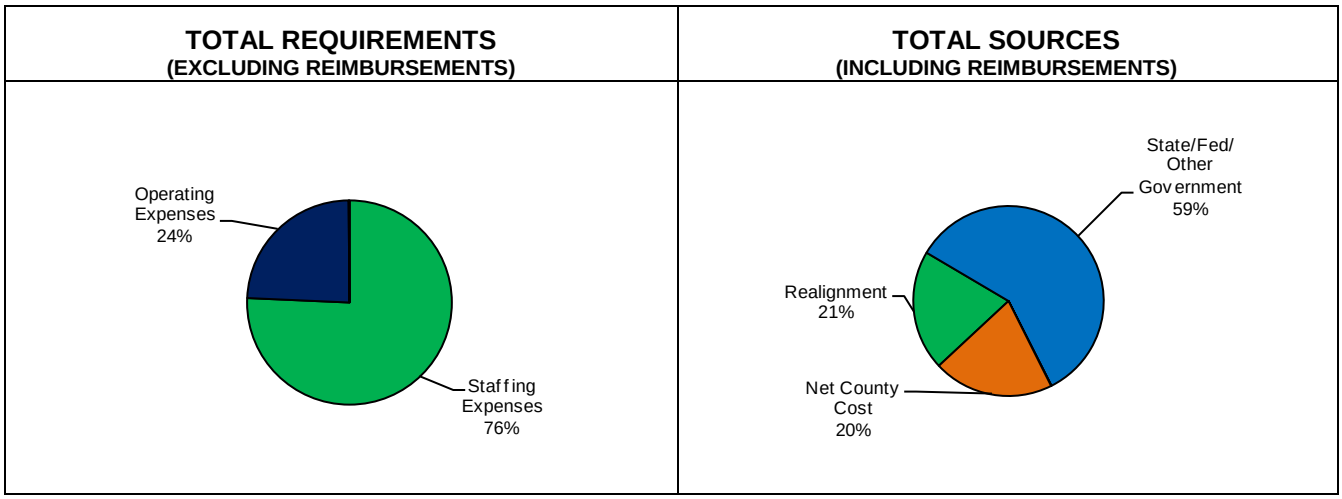
1. Administrative Component – Case Management activities include determining program eligibility, evaluating needs for specific services, determining the appropriate providers and authorizing/paying for medically necessary care. Reimbursement for administrative and operational costs for County CCS programs is shared between the state and County programs as 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 currently as follows:

   - Medi-Cal is 83.6% of the caseload. Federal and state funds reimburse CCS for 100% of the costs.
   - OTLICP (Optional Targeted Low Income Children's Program) accounts for 10.49% of the caseload. This federal and state program pays 88% of the costs. The remaining 12% local share is equally funded by Social Services Realignment (6%) and County General Fund support (6%) and is billed to CCS on a quarterly basis.
   - CCS or Non-Medi-Cal caseload accounts for approximately 5.9% of the caseload. 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 County General Fund support (25%).

2. Medical Therapy Component – This component 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 85% of the caseload in the medical therapy component is Medi-Cal eligible. The state also reimburses approximately $70,000 at 100% for personnel costs while attending individualized educational programs per California AB3632.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health - California Children's Services
FUND: General

BUDGET UNIT: AAA CCS
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	13,030,035	13,805,909	12,853,404	16,177,134	13,891,168	15,934,758	**(242,376)**
Operating Expenses	3,938,544	4,151,263	3,994,077	5,573,477	3,962,474	5,087,294	**(486,183)**
Capital Expenditures	163,524	0	0	27,969	27,969	27,969	**0**
Total Exp Authority	17,132,103	17,957,172	16,847,481	21,778,580	17,881,611	21,050,021	**(728,559)**
Reimbursements	(1,871)	0	(1,549)	0	0	0	**0**
Total Appropriation	17,130,232	17,957,172	16,845,932	21,778,580	17,881,611	21,050,021	**(728,559)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	17,130,232	17,957,172	16,845,932	21,778,580	17,881,611	21,050,021	**(728,559)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	2,821,859	2,624,095	2,298,641	4,686,146	2,920,551	4,303,802	**(382,344)**
State/Fed/Other Government	11,110,592	12,545,014	12,221,961	12,391,688	11,957,259	12,427,817	**36,129**
Fee/Rate	13,472	14,779	7,645	14,000	13,055	14,000	**0**
Other Revenue	182,114	149,189	18,752	600	70,196	600	**0**
Total Revenue	14,128,037	15,333,077	14,546,999	17,092,434	14,961,061	16,746,219	**(346,215)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	14,128,037	15,333,077	14,546,999	17,092,434	14,961,061	16,746,219	**(346,215)**
Net County Cost	3,002,195	2,624,095	2,298,933	4,686,146	2,920,550	4,303,802	**(382,344)**
Budgeted Staffing*	161	166	174	179	179	179	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $15.9 million fund 179 budgeted positions and comprise the majority of requirements within this budget unit. Operating Expenses include payments to the state and other providers for treatment costs and medical supplies.

Sources of $16.7 million primarily consist of state and federal aid of $12.4 million and $4.3 million in Realignment funding.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $728,559 primarily due to an anticipated reduction in salary costs for hard to recruit/retain positions, decreased payments to OTLICP for medical services and transfers to the Public Health General Fund budget unit for indirect overhead costs.

Sources are decreasing by $346,215 primarily due to the decreased use of Social Services Realignment, offset by an increase in federal and state grant funding.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
California Children's Services	179	0	0	0	179	0	179
Total	179	0	0	0	179	0	179

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $15.9 million fund 179 budgeted regular positions. There is no change to the budgeted staffing.

Indigent Ambulance

DESCRIPTION OF MAJOR SERVICES

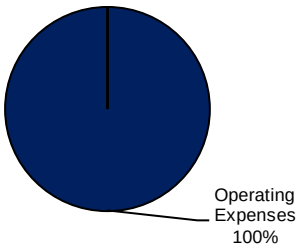
This budget unit provides funding for ambulance contractors who transport indigents to the Arrowhead Regional Medical Center or the closest hospital under certain life-threatening situations. Up to the extent of available appropriation, the fund also pays for the Sheriff/Coroner/Public Administrator's cost of transportation of inmates for medical treatment. The requirements in this budget unit are maintained at a constant level.

Budget at a Glance

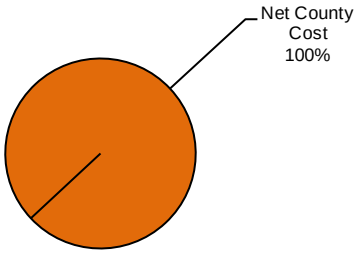
Total Requirements (Excl. Reimb.)	$472,501
Total Sources (Incl. Reimb.)	$0
Net County Cost	$472,501
Total Staff	0
Funded by Net County Cost	100%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: General

BUDGET UNIT: AAA EMC
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
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**
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**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

All Requirements are for transportation of indigent patients or inmates for medical treatment.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no changes to this budget unit.

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 Requirements (Excl. Reimb.)	$3,926,780
Total Sources (Incl. Reimb.)	$3,974,082
Use of/ (Contribution to) Fund Balance	($47,302)
Total Staff	0

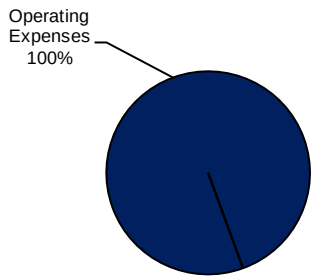
Bioterrorism Preparedness is supported by federal and state funding from the Centers for Disease Control, Pandemic Influenza and Cities Readiness initiative. Funds support the department's preparedness for and response to emergencies caused by bioterrorism, infectious disease, natural disasters and other public health threats such as Pandemic Influenza through the development and exercising of comprehensive public health emergency preparedness and response plans.

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 $4, to be collected by the County, which is 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, data collection and analysis.

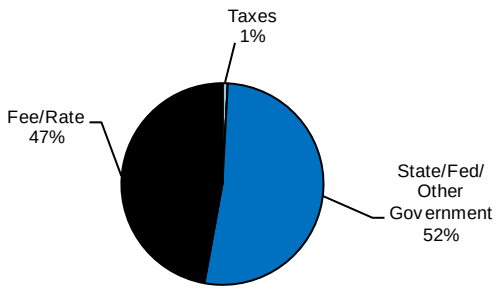
Vector Control Assessments funding is received via the property tax roll and is dedicated for vector control services. The assessments are levied against parcels within the unincorporated areas of the County and the amount assessed depends upon the level of improvement on a given parcel. Services provided by the Vector Control Program include responding to citizen complaints/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.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	4,283,291	4,220,178	3,616,916	4,241,796	3,629,631	3,926,780	**(315,016)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	4,283,291	4,220,178	3,616,916	4,241,796	3,629,631	3,926,780	**(315,016)**
Reimbursements	0	0	(75,643)	0	0	0	**0**
Total Appropriation	4,283,291	4,220,178	3,541,273	4,241,796	3,629,631	3,926,780	**(315,016)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,283,291	4,220,178	3,541,273	4,241,796	3,629,631	3,926,780	**(315,016)**
Sources							
Taxes	31,605	36,707	39,079	38,033	38,404	33,670	**(4,363)**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	2,184,890	2,439,939	1,903,716	2,091,197	1,915,386	2,066,946	**(24,251)**
Fee/Rate	1,778,514	1,815,628	1,832,572	1,844,156	1,834,208	1,854,462	**10,306**
Other Revenue	19,385	13,576	17,228	13,696	18,979	19,004	**5,308**
Total Revenue	4,014,394	4,305,850	3,792,595	3,987,082	3,806,977	3,974,082	**(13,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,014,394	4,305,850	3,792,595	3,987,082	3,806,977	3,974,082	**(13,000)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	268,897	(85,672)	(251,322)	254,714	(177,346)	(47,302)	**(302,016)**
Available Reserves				3,727,780	4,159,840	4,207,142	**479,362**
Total Fund Balance				3,982,494	3,982,494	4,159,840	**177,346**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
BioTerrorism Preparedness (RPL)	2,067,546	2,067,546	0	1,932	0
Vital Statistics State Fees (SCI)	181,412	170,155	11,257	795,023	0
Vector Control Assessments (SNR)	1,677,822	1,736,381	(58,559)	3,410,187	0
Total Special Revenue Funds	3,926,780	3,974,082	(47,302)	4,207,142	0

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Bio-terrorism Preparedness: Requirements of $2.1 million represent transfers to the Public Health General Fund budget unit for the Preparedness and Response Program. Sources of $2.1 million are primarily from federal aid.

Vital Statistics State Fees: Requirements of $181,412 represent transfers to the Public Health General Fund budget unit for the costs of improvement/modernization of the vital records systems and operations. Sources of $170,155 are vital statistic fees set by the state.

Vector Control Assessment: Requirements of $1.7 million represent transfers to the Public Health General Fund budget unit for the operation of the Vector Control program. Sources of $1.7 million are primarily funding received via property tax assessments.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $315,016 primarily due to the reduction in one-time expenses related to software and fixed asset purchases.

ANALYSIS OF FUND BALANCE

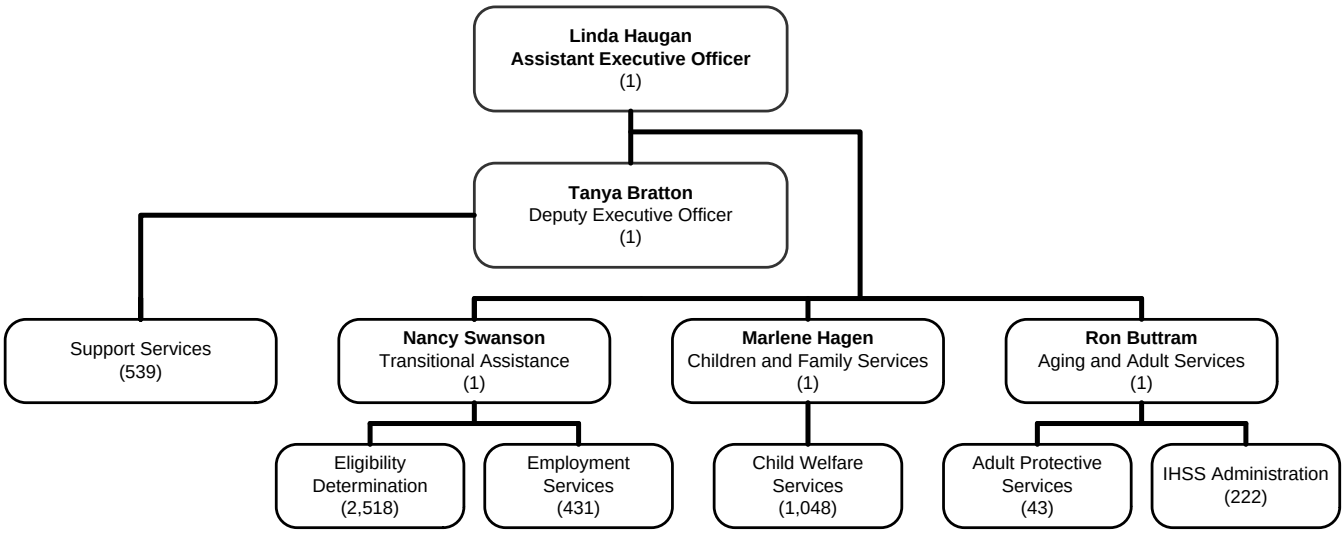
The Contribution to Fund Balance of $47,302 primarily represents the net increase of Sources over Requirements for Vital Statistics and Vector Control.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with the consolidated special revenue funds. Services for the above programs are provided by staff budgeted in Public Health's General Fund budget unit.

HUMAN SERVICES ADMINISTRATIVE CLAIM
Linda Haugan

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Human Services Administrative Claim	563,994,911	542,997,213	20,997,698			4,806
Human Services Subsistence - Consolidated	548,467,554	515,382,938	33,084,616			0
Total General Fund	1,112,462,465	1,058,380,151	54,082,314	0	0	4,806
Special Revenue Funds						
Wraparound Reinvestment Fund	11,578,529	6,035,000		5,543,529		0
Total Special Revenue Funds	11,578,529	6,035,000	0	5,543,529	0	0
Total - All Funds	1,124,040,994	1,064,415,151	54,082,314	5,543,529	0	4,806

2015-16 MAJOR ACCOMPLISHMENTS

Transitional Assistance Department (TAD)

- Processed over $31 million in federal and state tax refunds and served more than 14,500 taxpayers in communities throughout San Bernardino County through the Volunteer Income Tax Assistance (VITA) program. These refunds stimulate economic activity, fight poverty, and lead to increased self-sufficiency.
- Continued use of the Customer Service Center (CSC), processing 1.3 million phone requests (average of 106,219 calls per month) related to CalWORKs, CalFresh and Medi-Cal cases in 2015. CSC also provided crucial support to ongoing statewide Health Care Reform and access to Health Care benefits for residents.

- Provided timely responses to County residents regarding Health Care Reform. TAD CSC handled the transferred calls from Covered CA Service Centers for coverage under the Affordable Care Act in 30 seconds or less, as mandated by the MOU signed by Consortia/DHCS/Covered CA. The average time to answer was 10 seconds.
- Partnered with Workforce Development Department (WDD) in placing 606 CalWORKs Youth into paid work experience.

Children and Family Services (CFS)

- Received and assessed 32,679 child abuse and neglect referrals encompassing over 61,110 children.
- Reunited 1,259 children with their families.
- Achieved permanency for 796 children through adoption and guardianship.

Department of Aging and Adult Services (DAAS)

- Received National Association of Counties (NACo) Achievement Awards for IHSS Intake Process Improvement Plan, DAAS Mentoring Program, “It’s Not Your Fault” Campaign, and Public Authority and DAAS Collaboration on IHSS Provider Services.
- Provided In-Home Support Services to over 26,500 aged, blind and/or disabled County residents who were able to remain safely in their homes as a result of the services provided.
- Processed 31,800 calls and referrals at the 24 hour Adult Protective Services hotline.
- Received 2015 National Association of Area Agencies on Aging (n4a) Innovation and Achievement Award for PC 368.1 Law Enforcement Card and Training Program.

Additional DAAS accomplishments can be found in the Aging and Adult Services budget section.

DEPARTMENT PERFORMANCE MEASURES

Transitional Assistance Department (TAD)

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of calls transferred from Covered California Service Center to TAD in 30 seconds or less.	100%	80%	97.67%	80%
STRATEGY	Provide timely responses to calls from County Residents for Health Care Reform (HCR) from Customer Service Center (CSC)					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of participants engaged in a Federal WtW activity	59.7%	50%	51.82%	50%
STRATEGY	Increase the Work Participation Rate (WPR) of recipients of CalWORKs benefits					
STRATEGY	Increase the number of Welfare to Work (WtW) CalWORKs participants who are engaged in a mandated federal WtW acitvity.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of annual error rate for CalFresh benefits	5.1%	3.0%	2.2%	3.0%
STRATEGY	Maintain Calfresh (Cf) error rate below the federal tolerance level of 6% to avoid fiscal sanction.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of eligible County taxpayers served	14,308	12,875	14,235	15,179
STRATEGY	Provide Volunteer Income Tax Assistance (VITA) preparation services for eligible County families and individuals thereby stimulating economic activity					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

Children and Family Services (CFS)

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of families involved with a Parent Partner	1,415	1,200	1,200	1,260
STRATEGY	Increase and enhance the role of Parent Partners (a resource to help parents navigate the complex child welfare system). Parent Partners are parents who have successfully navigated the child welfare system, successfully reunified with their children and now work as para-professionals for Children and Family Services. Engagement with a Parent Partner leads to earlier reunification for families.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of newly licensed foster family homes	178	145	115	145
STRATEGY	Utilize Foster Family Home (FFH) recruitment/retention strategies to increase the availability of licensed Foster Family Homes in San Bernardino County. FFHs provide family-like living arrangements for our children in foster care as an alternative to Out-of-County placements and other higher levels of care at increased costs.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of children impacted	1,656	2,000	2,000	2,000
STRATEGY	Utilize Team Decision Making (TDM) and Child and Family Team (CFT) meetings, which are collaborative processes involving the family and their community support systems who know and care about the child(ren). These meetings are designed to make the best informed decisions concerning a child(ren)'s safety and living environment, as well as, identify and address their mental health needs.					

Administrative Claim

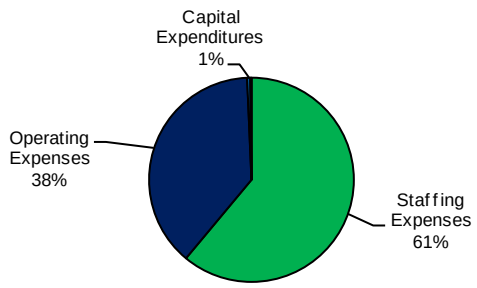
DESCRIPTION OF MAJOR SERVICES

This budget unit represents the administrative claim made by the County for social services programs under applicable mandatory federal and state regulations. Transitional Assistance Department (TAD), Children and Family Services (CFS), Adult Services programs of the Department of Aging and Adult Services (DAAS), Children's Network and the administrative support and training functions provided by Human Services (HS) Administration and the Performance, Education and Resource Center (PERC) are included in the Administrative Claim budget unit.

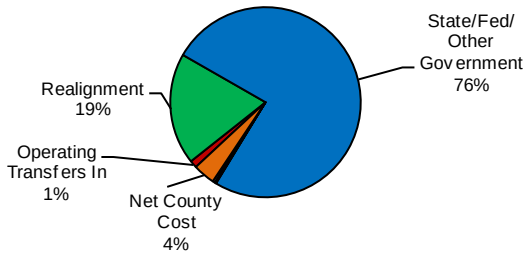
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$566,131,493
Total Sources (Incl. Reimb.)	$545,133,795
Net County Cost	$20,997,698
Total Staff	4,806
Funded by Net County Cost	4%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Administrative Claim
FUND: General

BUDGET UNIT: AAA DPA
FUNCTION: Public Assistance
ACTIVITY: Public Assistance Admin

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	288,252,315	316,484,173	309,808,520	341,412,020	331,756,485	345,596,316	**4,184,296**
Operating Expenses	141,603,476	154,473,527	161,814,570	207,684,383	181,140,703	216,684,277	**8,999,894**
Capital Expenditures	2,297,362	1,468,740	2,010,248	3,060,244	1,501,884	2,769,900	**(290,344)**
Total Exp Authority	432,153,153	472,426,440	473,633,338	552,156,647	514,399,072	565,050,493	**12,893,846**
Reimbursements	(3,090,852)	(2,844,080)	(2,643,873)	(1,962,040)	(2,037,099)	(2,136,582)	**(174,542)**
Total Appropriation	429,062,301	469,582,360	470,989,465	550,194,607	512,361,973	562,913,911	**12,719,304**
Operating Transfers Out	0	221,641	1,009,125	1,048,444	1,048,444	1,081,000	**32,556**
Total Requirements	429,062,301	469,804,001	471,998,590	551,243,051	513,410,417	563,994,911	**12,751,860**
Sources							
Taxes	20	0	0	0	0	0	**0**
Realignment	87,674,828	94,447,214	95,630,342	103,425,284	101,556,898	107,386,855	**3,961,571**
State/Fed/Other Government	315,372,779	356,872,932	359,435,407	421,397,529	393,372,452	426,899,099	**5,501,570**
Fee/Rate	493,751	547,878	606,761	584,500	551,076	503,360	**(81,140)**
Other Revenue	5,856,170	783,293	1,010,420	1,524,490	990,205	1,046,870	**(477,620)**
Total Revenue	409,397,548	452,651,317	456,682,930	526,931,803	496,470,631	535,836,184	**8,904,381**
Operating Transfers In	5,087,889	185,877	823,248	7,371,462	0	7,161,029	**(210,433)**
Total Financing Sources	414,485,437	452,837,194	457,506,177	534,303,265	496,470,631	542,997,213	**8,693,948**
Net County Cost	14,576,864	16,966,807	14,492,413	16,939,786	16,939,786	20,997,698	**4,057,912**
Budgeted Staffing*	4,215	4,612	4,707	4,854	4,854	4,806	**(48)**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Major requirements include the following:

- Staffing Expenses of $345.6 million fund 4,806 positions.
- Operating Expenses of $216.7 million represent expenses for County services, computer hardware and software, office supplies, insurance, mail services, professional services, communications, training, security, furniture, travel, goods and services for clients, facility leases, transfers out and miscellaneous operating costs.
- Capital Expenditures of $2.8 million include expenses for equipment, capitalized software and vehicles.
- Reimbursements of $2.1 million include payments from other County departments to HS for administrative support services as requested.

Major sources include the following:

- Realignment revenue of $107.4 million is used to match available federal funding and replace state funding for programs that have been realigned.
- Federal and state funding of $426.9 million represents total available funding for the administration of mandated Human Services programs.
- Operating Transfers In of $7.2 million represents funds provided from the Wraparound Reinvestment Fund utilized as a match to access additional federal funding for Children's Services programs. This funding will enable Children and Family Services to enhance service levels despite increasing costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

The latest projection of available sources for social services programs include funding and mandated program changes as addressed in the 2016-17 Governor's Budget and an analysis of actual current realignment growth receipts. Caseload changes, mandated program changes, augmented funding for continuation of the Affordable Care Act and increasing realignment revenue receipts continue to provide additional funding for most HS programs.

While this budget anticipates increased allocations across many social services programs, the ongoing availability of additional statewide revenue and realignment revenue is uncertain. Because of this, HS continues to plan for the maximum possible available funding to effectively take advantage of potential funding increases, yet remain prepared for unexpected funding decreases. To prepare for possible future funding challenges, 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.

Plans for significant expenditures, whether for staff, services and supplies, equipment, or services to clients will be monitored closely and necessary adjustments will be made as 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, Sources within this budget unit, including Net County Cost, are expected to increase 2.3%. This results in an increase in Requirements of $12.8 million as follows:

- Staffing Expenses increase of $4.2 million. This is primarily due to negotiated salary increases coupled with increases in retirement rates. Savings realized from reductions in TAD staffing are offset by increases in CFS staffing resulting in a net staffing decrease of 48 positions.
- Operating Expenses increase of $9.0 million. Changes are related to increases in insurance, utilities, communications, mailing and postage, IHSS MOE requirements and security.
- Capital Expenditures decrease of $290,344 which is primarily due to reductions in copier purchases, one-time C-IV equipment purchases and video conferencing equipment purchases.
- Reimbursements increase of $174,542 which reflects an increase in the demand and costs for HS administrative support.

Sources are increasing by $8.7 million as follows:

- Realignment usage increases $4.0 million and is possible because of increased realignment collections. This increase is required to fund increased program expenditures for CFS programs ($2.5 million) and the mandated 3.5% IHSS MOE increase ($1.5 million).
- Federal and state funding available for HS programs increases a net $5.5 million primarily due to increased funding for Medi-Cal, Child Welfare Services and IHSS.

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 and revenue from realignment funds. Realignment funds were created by two distinct and separate state realignment processes to offset the costs that were shifted to the County from the state for realigned programs. Their use is limited to designated social services programs.

Changes to HS County share needs are as follows:

History of Social Services Realignment and Net County Cost
HS Administrative Budget
(In Millions)

	ACTUALS							
	2011-12	2012-13	2013-14	2014-15	2015-16 Estimated	2015-16 Modified Budget	2016-17 Budget	Increase/ (decrease)
Administrative Budget (DPA)								
1991 Realignment	17.0	12.9	16.0	14.9	12.7	14.2	14.5	**0.3**
2011 Realignment	36.3	36.1	39.8	40.6	45.1	45.6	47.9	**2.3**
Net County Cost	13.4	14.6	17.0	14.5	16.9	16.9	21.0	**4.1**
IHSS Providers (DPA)								
1991 Realignment	37.4	37.8	37.8	39.1	42.7	42.7	44.0	**1.3**
IHSS Public Authority (DPA)								
1991 Realignment	0.9	0.9	0.9	1.0	1.0	1.0	1.0	**-**
Total 1991 Realignment	**55.3**	**51.6**	**54.7**	**55.0**	**56.4**	**57.9**	**59.5**	**1.7**
Total 2011 Realignment	**36.3**	**36.1**	**39.8**	**40.6**	**45.1**	**45.6**	**47.9**	**2.3**
Grand Total Realignment	**91.6**	**87.7**	**94.5**	**95.6**	**101.5**	**103.4**	**107.4**	**4.0**
Total Net County Cost	**13.4**	**14.6**	**17.0**	**14.5**	**16.9**	**16.9**	**21.0**	**4.1**

In aggregate, the HS Administrative Claim (DPA) budget unit includes a $4.1 million net increase to Net County Cost. $1.8 million of this increase is the CFS local share for staffing increases and classification changes necessary to enhance services to an increasing number of County families in need. $1.0 million is the local share required for HS to access the federal and state funding required to fund increased salary, insurance, information technology and COWCAP costs. $1.3 million is the increase in Net County Cost required to fund the County share of the stepped reduction of enhanced state CalFresh Administration funding that has been available since 2010. Net County Cost figures are estimates and are dependent upon actual expenditures and use of available funding sources. HS will closely manage changes arising from the state budget, grant funding and available realignment revenue. Significant changes will be addressed through the County's quarterly budget process, as needed.

HS programs that are not state or federal mandates do not generate state or federal revenue and are funded with Discretionary General Funding (Net County Cost) 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:

	2015-16 Budget	2016-17 Budget	Inc/(Dec)
HS Support of Office of Homeless Assistance	350,000	350,000	-
PERC Training Expense	335,000	335,000	-
Total HS General Fund Support	685,000	685,000	-

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Transitional Assistance Department	3,080	1	-131	0	2,950	0	2,950
Children and Family Services	979	70	0	0	1,049	17	1,032
Department of Aging and Adult Services	255	12	0	-1	266	0	266
HS Administration and Support Services	540	3	-3	1	541	4	537
Total	4,854	86	-134	0	4,806	21	4,785

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $345.6 million fund 4,806 budgeted positions of which 4,785 are regular positions and 21 are limited term positions. The budget includes a net decrease of 48 positions.

TRANSITIONAL ASSISTANCE DEPARTMENT (TAD)

A small increase in TAD program funding is expected but is more than offset by increased salary costs and planned one-time expenditures. The stepped reduction of enhanced state CalFresh Administration funding also requires the reduction of eligibility staffing. As a result, TAD has identified the need to make the following changes to currently vacant positions:

Additions:
- 1 TAD Regional Manager

Deletions (131 positions):
- 70 Eligibility Worker II
- 7 Eligibility Worker III
- 7 Eligibility Worker Supervisor I
- 10 Office Assistant II
- 1 Supervising Office Assistant
- 1 Staff Analyst II
- 1 Program Specialist I
- 30 Employment Services Specialist
- 3 Supervising Employment Services Specialist I
- 1 Employment Services Technician

CHILDREN AND FAMILY SERVICES (CFS)

CFS funding increases due to availability of additional realignment funding and additional Discretionary General Funding (Net County Cost) allows for staffing additions as follows:

Additions (70 positions):
- 20 Social Service Practitioner
- 8 Supervising Social Services Practitioner
- 10 Social Worker II
- 10 Social Service Aide
- 7 Intake Specialist
- 1 Child Welfare Services Manager
- 12 Office Assistant III
- 1 Supervising Office Assistant
- 1 Media Specialist I – Children's Network

DEPARTMENT OF AGING AND ADULTS SERVICES (DAAS)

The IHSS MOE limits the County's liability for necessary increases to provide services to an increasing elderly population. This MOE structure allows the County to provide mandated levels of IHSS services and requires the County to contribute an established match from local resources. The required County match increases 3.5% each year. This structure allows DAAS to increase social worker and support staffing to the levels necessary to effectively administer services to IHSS clients. Available funding increases provides for staffing additions as follows:

Additions:

3	Social Worker II
3	Supervising Social Worker
6	Office Assistant III

HS ADMINISTRATION AND SUPPORT SERVICES

HS Administration and Support Services Divisions have operated with few staffing changes in recent years in an effort to allow increased funding to be utilized by HS departments so that they may add program staff necessary to provide required services to clients. Available funding will be utilized to provide necessary support to all HS departments and necessitates some staffing changes within the Administration and Support Divisions. Staffing changes are as follows:

Additions:

1	Administrative Manager	Administrative Support Division
1	HS Emergency Services Supervisor	Administrative Support Division
1	Staff Analyst II	Program Integrity Division

Deletions:

1	Contract Technical Analyst	Administration
1	Contract C-IV Financial Management	Administration
1	Public Service Employee	PERC

The following chart provides an overview of the funding sources and local share requirements for the programs that are budgeted in the HS Administrative Claim budget:

REVENUE SOURCE AND NET COUNTY COST BREAKDOWN BY PROGRAM

		Revenue							Local Share						
Transitional Assistance Department (TAD)	Appropriation	Federal	% Federal	State	% State	Other	% Other	Total Federal/State/ Other	Realignment	% Realignment	Net County Cost (NCC)	% NCC	Total Local Share	Total Revenue	Staffing
Food Stamps	101,461,599	56,212,585	55%	35,259,075	35%			91,471,660	-		9,989,939	10%	9,989,939	101,461,599	1,075
Calfresh- Food Stamps Waiver One-Time Funding	2,538,401								-		2,538,401	100%	2,538,401	2,538,401	
Single Allocation															
CalWorks - Eligibility	33,225,444	33,225,444	100%	-	0%			33,225,444	-		-	-	-	33,225,444	404
CalWorks - Mental Health	8,614,120	-	-	8,614,120	100%			8,614,120	-		-	-	-	8,614,120	-
CalWorks - Cal-Learn	1,652,772	1,520,550	92%	132,222	8%			1,652,772	-	-	-	-	-	1,652,772	5
CalWorks - Welfare to Work	73,813,517	73,813,517	100%	-	-			73,813,517	-		-	-	-	73,813,517	431
CalWorks - Child Care Admin - Stage 1	3,795,788	3,795,788	100%	-	-			3,795,788	-		-	-	-	3,795,788	30
Total Single Allocation	121,101,641	112,355,299		8,746,342				121,101,641	-		-			121,101,641	870
Medi-Cal	96,367,808	48,183,904	50%	48,183,904	50%			96,367,808	-		-	-	-	96,367,808	945
Foster Care Administration	5,868,539	2,934,270	50%	-	-			2,934,270	2,934,270	50%	-		2,934,270	5,868,539	54
General Relief Administration	731,098	-	-	-	-			-	-		731,098	100%	731,098	731,098	6
Other Programs	20,830,374	16,871,653	81%	3,958,721	19%			20,830,374	-		-	-	-	20,830,374	-
Total TAD	348,899,459	236,557,710		96,148,042				332,705,751	2,934,270		13,259,438		16,193,707	348,899,459	2,950
Department of Children's Services (CFS)															
Child Welfare Services - Basic	111,709,648	50,852,049	46%			7,161,029	6%	58,013,078	47,250,810	42%	6,445,760	6%	53,696,570	111,709,648	881
Foster Training and Recruitment	211,271	109,861	52%	-	0%			109,861	101,410	48%	-	-	101,410	211,271	2
Support and Therapeutic Options Program	938,946	-	0%	-	0%			-	938,946	100%	-	-	938,946	938,946	7
Adoptions	5,815,577	2,442,542	42%	-	0%			2,442,542	3,373,035	58%	-	-	3,373,035	5,815,577	46
ILP	1,564,973	719,887	46%	-	0%			719,887	845,085	54%	-	-	845,085	1,564,973	12
Other Programs	10,027,378	3,568,522	36%	2,545,468	25%			6,113,990	3,913,388	39%	-	-	3,913,388	10,027,378	80
Promoting Safe and Stable Families	1,899,801	1,899,801	100%	-	0%			1,899,801	-		-	-	-	1,899,801	15
Licensing	714,934	270,352	38%	444,582	62%			714,934	-		-	-	-	714,934	6
Total CFS	132,882,528	59,863,014		2,990,050		7,161,029		70,014,093	56,422,674		6,445,760		62,868,434	132,882,528	1,049
Aging and Adult Services															
In-Home Supportive Services	23,203,811	11,601,905	50%	11,601,905	50%			23,203,811	-		-	0%	-	23,203,811	245
Adult Protective Services	5,942,187	2,654,688	45%	-	0%			2,654,688	3,045,354	51%	242,145	4%	3,287,499	5,942,187	21
IHSS Provider Payments Local Match	44,984,557	-	0%	-	0%			-	44,984,557	100%	-	0%	44,984,557	44,984,557	
IHSS Provider Benefits Local Match	-	-		-				-	-		-		-	-	-
IHSS PA Local Cost Match	-	-		-				-	-		-		-	-	-
Other Programs	-	-		-				-	-		-		-	-	-
Total Aging and Adult	74,130,555	14,256,593		11,601,905		-		25,858,499	48,029,911		242,145		48,272,056	74,130,555	266
HS Admin/Support															541
Non Claimable Costs															
PERC Training Expense	335,000							-	-		335,000	100%	335,000	335,000	
Other	7,747,369			5,481,785	71%	1,550,230	20%	7,032,015	-		715,354	9%	715,354	7,747,369	
Total	8,082,369	-		5,481,785		1,550,230		7,032,015	-	-	1,050,354		1,050,354	8,082,369	
Total Administrative Budget	563,994,911	310,677,317	55%	116,221,782	21%	8,711,259		435,610,359	107,386,855	19%	20,997,698	4%	128,384,552	563,994,911	4,806

Human Services Subsistence Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$549,350,954
Total Sources (Incl. Reimb.)	$516,266,338
Net County Cost	$33,084,616
Total Staff	0
Funded by Net County Cost	6%

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/or 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 and court fines imposed in domestic violence cases. The child abuse prevention program is funded by realignment and revenue generated from a surcharge placed on certified copies of birth certificates. Revenues from the surcharges are deposited into special revenue funds and used to fund the payments to contractors. These three revenue sources provide 100% of the funding for this program.

Entitlement Payments (Child Care) provides for the Stage One Child Care 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 and is intended to fund child care for CalWORKs recipients who are seeking employment or have obtained employment. Child care 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 and are funded with Discretionary General Funding (Net County Cost).

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 approximately 42% federally funded. The remaining 58% is funded with 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 two 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, realignment and County participation) and non-federal (realignment 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 federal cases, the cost-sharing ratios are now approximately 45% federal and 55% County.
- For non-federal cases all costs are borne by the County.
- All County share-of-cost is funded with 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 federal participation is 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 families. The federal and state governments reimburse 97.5% of the costs for this program. Approximately 47.2% is realignment. The mandated 2.5% County share is funded by Discretionary General Funding (Net County Cost).

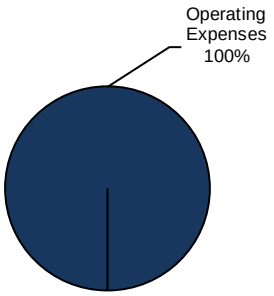
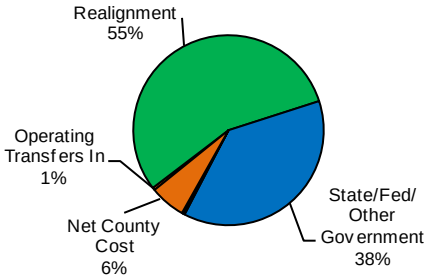
Kinship Guardianship Assistance Program (Kin-Gap) provides a subsidy to children who leave the juvenile court dependency system to live with a relative legal guardian. It offers relative caregivers of dependent children an option for providing a permanent home to these children. To be eligible for the 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 54% federally funded. The remaining 46% is funded with realignment and 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. 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).

All HS Subsistence programs are mandated by federal or state law.

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.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	**TOTAL SOURCES** (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Human Services Subsistence
FUND: General

BUDGET UNIT: Various
FUNCTION: Public Assistance
ACTIVITY: Aid Programs

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	470,192,568	485,787,744	516,486,644	549,696,613	535,457,272	549,350,954	**(345,659)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	470,192,568	485,787,744	516,486,644	549,696,613	535,457,272	549,350,954	**(345,659)**
Reimbursements	(755,768)	(777,926)	(778,504)	(883,400)	(855,862)	(883,400)	**0**
Total Appropriation	469,436,800	485,009,818	515,708,140	548,813,213	534,601,410	548,467,554	**(345,659)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	469,436,800	485,009,818	515,708,140	548,813,213	534,601,410	548,467,554	**(345,659)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	135,832,835	153,302,411	293,435,357	308,714,084	299,850,481	304,458,131	**(4,255,953)**
State/Fed/Other Government	301,519,375	295,228,473	186,852,301	204,088,798	199,042,933	206,489,977	**2,401,179**
Fee/Rate	0	1,773,291	1,773,562	1,743,336	1,301,167	1,627,967	**(115,369)**
Other Revenue	487,201	308,254	249,531	248,000	387,834	306,863	**58,863**
Total Revenue	437,839,411	450,612,429	482,310,751	514,794,218	500,582,415	512,882,938	**(1,911,280)**
Operating Transfers In	5,000,000	5,000,000	4,500,000	3,500,000	3,500,000	2,500,000	**(1,000,000)**
Total Financing Sources	442,839,411	455,612,429	486,810,751	518,294,218	504,082,415	515,382,938	**(2,911,280)**
Net County Cost	26,597,389	29,397,389	28,897,389	30,518,995	30,518,995	33,084,616	**2,565,621**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17			
	Requirements	Sources	Net County Cost	Staffing
Subsistence Funds				
Aid to Indigents (Fund AAA ATI)	1,556,873	306,863	1,250,010	0
Domestic Violence/Child Abuse Services (Fund AAA DVC)	531,812	531,812	0	0
Entitlement Payments (Child Care) (Fund AAA ETP)	25,528,380	25,528,380	0	0
Out-of-Home Child Care (Fund AAA OCC)	1,110,566	0	1,110,566	0
Aid to Adoptive Children (AAB ATC)	68,000,000	65,700,480	2,299,520	0
AFDC - Foster Care (Fund AAB BHI)	148,623,654	127,726,708	20,896,946	0
Refugee Cash Assistance (AAB CAP)	125,000	125,000	0	0
Cash Assistance for Immigrants (AAB CAS)	2,521,954	2,521,954	0	0
CalWORKs - All Other Families (AAB FGR)	244,312,640	239,287,028	5,025,612	0
Kinship Guardianship Assistance Program (AAB KIN)	12,305,750	10,804,158	1,501,592	0
CalWORKs - 2 Parent Families (Fund AAB UPP)	43,850,925	42,850,555	1,000,370	0
Total Subsistence Funds	548,467,554	515,382,938	33,084,616	0

Aid to Indigents (General Relief): Requirements of $1.6 million provide 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. Sources of $306,863 represent aid payment reimbursement and SSI collections. This budget unit has a Net County Cost of $1.3 million.

Domestic Violence/Child Abuse Services: Operating Expenses of $1.4 million for 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. This is funded by Reimbursements of $833,400 from surcharges placed on certified copies of birth certificates, marriage licenses and court fines imposed in domestic violence cases, and Sources of $531,812 of realignment funding that is dedicated to the child abuse prevention program. There is no Net County Cost for this budget unit.

Entitlement Payments (Child Care): Requirements of $25.5 million provide payments to child care providers for CalWORKs Stage One Child Care. Sources of $25.5 million represent state and federal funding for the program. There is no Net County Cost for this budget unit.

Out-of-Home Child Care: Requirements of $1.1 million provide 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. This budget unit is 100% funded with Net County Cost.

Aid to Adoptive Children: Requirements of $68.0 million provide assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. Sources of $65.7 million include $29.0 million in federal revenue and $36.7 million in Realignment revenue. This budget unit has a Net County Cost of $2.3 million.

AFDC-Foster Care: Requirements of $148.6 million consist of $147.1 million in aid payments and other expenses for children living in foster homes and group-care facilities and $1.5 million in transfers to the Wraparound Reinvestment Fund. Sources of $127.7 million include $50.2 million in federal revenue, $74.2 million Realignment revenue, $2.5 million transferred from the Wraparound Reinvestment Fund and $864,524 in Child Support collections. This budget unit has a Net County Cost of $20.9 million.

Refugee Cash Assistance: Requirements of $125,000 provide assistance payments for a maximum of eight months to all refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. Sources of $125,000 represent federal funding for the program. There is no Net County Cost for this budget unit.

Cash Assistance for Immigrants: Requirements of $2.5 million provide cash assistance to aged, blind and disabled legal immigrants who are no longer eligible for SSI/SSP. Sources of $2.5 million represent state funding for the program. There is no Net County Cost for this budget unit.

CalWORKs – All Other Families: Requirements of $244.3 million provide assistance payments to families that are eligible for aid and include all cases that have not been identified as two-parent families. Sources of $239.3 million include $78.4 million in federal revenue, $160.1 million in Realignment revenue, and $715,736 in Child Support collections. This budget unit has a Net County Cost of $5.0 million.

Kinship Guardianship Assistance Program (Kin-GAP): Requirements of $12.3 million provide subsidies to relative caregivers of children who leave the juvenile court dependency system to live with a relative legal guardian. Sources of $10.8 million include $6.7 million in federal and state revenue, $4.1 million in Realignment revenue, and $30,736 in Child Support collections. This budget unit has a Net County Cost of $1.5 million.

CalWORKs – 2 Parent Families: Requirements of $43.9 million provide assistance payments to families eligible for aid and includes all cases that have been identified as two-parent families. Sources of $42.9 million include $14.1 million in federal revenue, $28.8 million in Realignment revenue and $16,971 in Child Support collections. This budget unit has a Net County Cost of $1.0 million.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $345,659 due to a reduction in Operating Expenses that are direct payments of benefits to clients and contracted payments to service providers that provide vital, necessary services to children.

Sources are decreasing by $2.9 million due to the following:

- Realignment is decreasing by $4.3 million primarily due to anticipated caseload decreases in CalWORKs cash aid. These budgets require a greater commitment in realignment compared to Foster Care and Adoptions.
- State/Fed/Other Government is increasing by $2.4 million mostly due to anticipated increases in Adoptions, Foster Care and Kinship Assistance programs that bring a greater reimbursement of federal funding.
- Operating Transfers In is decreasing by $1.0 million due to declining available funding in the Wraparound Reinvestment budget that is used to offset local matching funds for Foster Care.

Net County Cost is increasing by $2.6 million primarily due to caseload increases in Adoptions, Foster Care and Kinship Guardianship Assistance Programs.

History of Social Services Realignment and Net County Cost
HS Subsistence Budgets
(In Millions)

	ACTUALS						
	2012-13	2013-14	2014-15	2015-16 Estimated	2015-16 Modified Budget	2016-17 Budget	Increase/ (decrease)
Domestic Violence (DVC)							
2011 Realignment	0.5	0.5	0.5	0.5	0.5	0.5	**0.0**
Aid to Adoptive Children (ATC)							
1991 Realignment	5.6	6.2	6.5	6.2	7.3	6.5	**(0.8)**
2011 Realignment	22.9	24.4	25.7	27.8	27.8	30.3	**2.5**
Net County Cost	2.0	2.0	2.0	2.0	2.0	2.3	**0.3**
AFDC Foster Care (BHI)							
1991 Realignment	27.5	25.6	28.5	31.9	32.6	33.7	**1.1**
2011 Realignment	27.8	26.0	31.6	36.1	37.3	40.5	**3.2**
Net County Cost	15.2	18.4	17.6	18.7	18.6	20.9	**2.3**
CalWORKs Cash Aid - (FGR&UPP)							
Family Support Realignment	-	7.0	98.0	73.7	76.3	94.4	**18.1**
CalWORKs MOE Realignment	47.4	60.9	98.3	119.1	123.3	94.4	**(28.9)**
Net County Cost	5.8	6.2	6.1	6.4	6.4	6.0	**(0.4)**
Kinship Guardianship Assistance Program (KIN)							
1991 Realignment	-	-	0.8	1.0	-	1.0	**1.0**
2011 Realignment	4.1	2.6	3.7	3.6	3.6	3.1	**(0.4)**
Net County Cost	0.8	1.0	1.1	1.3	1.1	1.5	**0.4**
All other subsistence budgets							
Net County Cost	2.8	1.8	2.1	2.1	2.4	2.4	**(0.0)**
Total 1991 Realignment	**33.1**	**31.8**	**35.8**	**39.1**	**39.9**	**41.1**	**1.2**
Total 2011 Realignment	**55.3**	**53.5**	**61.5**	**67.9**	**69.2**	**74.5**	**5.3**
CalWORKs MOE Realignment	**47.4**	**60.9**	**98.3**	**119.1**	**123.3**	**94.4**	**(28.9)**
Family Support Realignment	**-**	**7.0**	**98.0**	**73.7**	**76.3**	**94.4**	**18.1**
Grand Total Realignment	**135.8**	**153.2**	**293.6**	**299.9**	**308.7**	**304.5**	**(4.3)**
Total Net County Cost	**26.6**	**29.4**	**28.9**	**30.5**	**30.5**	**33.1**	**2.6**

Wraparound Reinvestment Fund

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$13,078,529
Total Sources (Incl. Reimb.)	$7,535,000
Use of/ (Contribution to) Fund Balance	$5,543,529
Total Staff	0

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 behavior and/or emotional difficulties to 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.

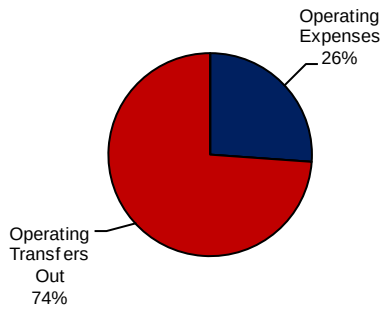
Contracts have been established with four agencies to provide Countywide Wraparound Program Services to high risk children. These contracts stipulate that the County will retain 5% of the monthly Wraparound Foster Care payments for federally eligible cases and 10% of the monthly Wraparound Foster Care payments for non-federally eligible cases.

This budget unit will provide 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.

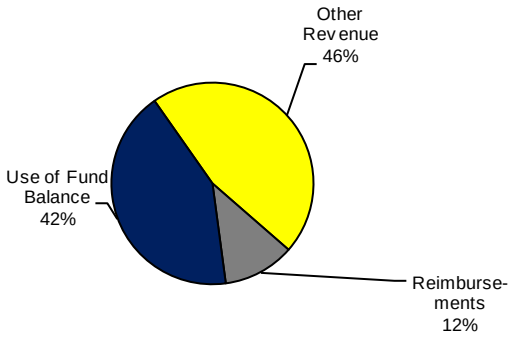
This budget unit requires no Discretionary General Funding (Net County Cost) since amounts are withheld from existing AFDC – Foster Care maintenance payments.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Wraparound Reinvestment Fund
FUND: Special Revenue

BUDGET UNIT: SIN BHI
FUNCTION: Public Assistance
ACTIVITY: Aid Program

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	189,625	108,906	(1,088)	0	0	0	**0**
Operating Expenses	1,915,383	3,200,344	2,421,619	3,888,000	2,831,500	3,417,500	**(470,500)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	2,105,008	3,309,250	2,420,531	3,888,000	2,831,500	3,417,500	**(470,500)**
Reimbursements	(1,682,492)	(1,094,695)	(1,472,398)	(2,000,000)	(1,455,500)	(1,500,000)	**500,000**
Total Appropriation	422,516	2,214,555	948,133	1,888,000	1,376,000	1,917,500	**29,500**
Operating Transfers Out	10,087,889	5,000,000	4,500,000	10,871,462	3,500,000	9,661,029	**(1,210,433)**
Total Requirements	10,510,405	7,214,555	5,448,133	12,759,462	4,876,000	11,578,529	**(1,180,933)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	6,071,418	7,310,709	4,621,970	6,313,760	4,632,500	6,035,000	**(278,760)**
Total Revenue	6,071,418	7,310,709	4,621,970	6,313,760	4,632,500	6,035,000	**(278,760)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	6,071,418	7,310,709	4,621,970	6,313,760	4,632,500	6,035,000	**(278,760)**
Fund Balance							
Use of / (Contribution to) Fund Balance	4,438,987	(96,154)	826,163	6,445,702	243,500	5,543,529	**(902,173)**
Available Reserves				438,367	6,640,569	1,097,040	**658,673**
Total Fund Balance				6,884,069	6,884,069	6,640,569	**(243,500)**
Budgeted Staffing*	6	6	1	0	0	0	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $11.6 million consist of the following:

- Operating Expenses of $3.4 million for services and supplies, travel and public assistance expenses to provide supportive services to children in need.
- Reimbursements of $1.5 million resulting from the retention of funds from contractor payments.
- Operating Transfers Out of $9.7 million includes $7.2 million to the Human Services Administrative Claim budget unit to provide matching funds allowing access to additional federal funding in support of the Child Welfare Services Program and $2.5 million to AFDC Foster Care budget unit for required matching funds previously matched with 1991 Realignment.

Sources of $6.0 million are anticipated from unexpended funds that will be recovered from contractors as each annual contract settlement is concluded.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.2 million and include the following:

- Operating Expenses are decreasing by $470,500 due to an overall decrease in expenditures for sponsorships and miscellaneous supportive services. Many of these services are already being provided by Children and Family Services and are included in the HS Administrative Claim budget to leverage access to available federal revenue.
- Reimbursements are being reduced by $500,000 to reflect the actual retentions over the last three years.
- Operating Transfers Out are decreasing by $1.2 million due to the decreased need for matching funds for Child Welfare Services Programs.

Sources are decreasing by $278,760 due to anticipated reductions in recoveries from contractors.

Available Reserves are increasing by $658,673. Remaining reserves may be used to cover future Wraparound Services program payments.

ANALYSIS OF FUND BALANCE

Fund Balance usage is budgeted to decrease by $902,173 reflecting reductions of ongoing matching for Child Welfare Services Programs that was determined to be unsustainable. Realignment and other funding are utilized to replace the use of wraparound funds to maintain current program levels and provide additional funding in the future.

STAFFING CHANGES AND OPERATIONAL IMPACT

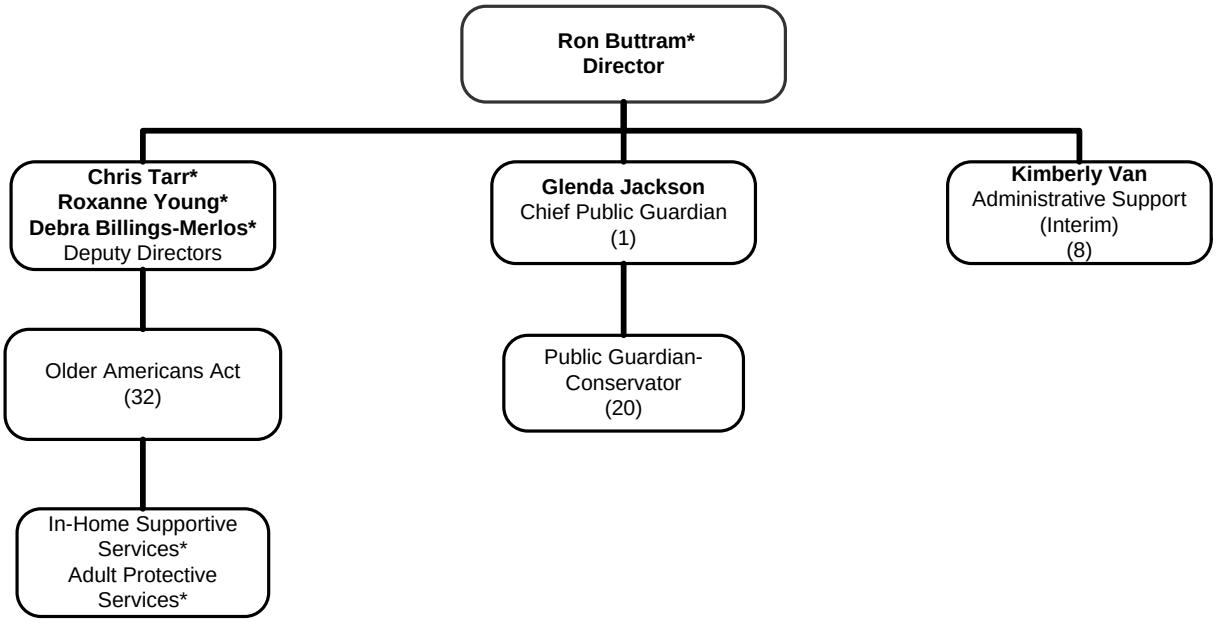
There is no staffing associated with this budget unit. Services for this program are provided by staff budgeted in the Human Services (HS) Administrative Claim budget unit.

AGING AND ADULT SERVICES
Ron Buttram

DEPARTMENT MISSION STATEMENT

The Department of Aging and Adult Services (DAAS) 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



*Staffing is budgeted in the Human Services Administrative Claim budget unit

2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Aging and Adult Services	9,450,173	9,450,173	0			40
Public Guardian - Conservator	1,309,616	422,000	887,616			21
Total General Fund	10,759,789	9,872,173	887,616	0	0	61
Total - All Funds	10,759,789	9,872,173	887,616	0	0	61

2015-16 MAJOR ACCOMPLISHMENTS

- Received National Association of Counties (NACo) Achievement Awards for the DAAS Mentoring Program, IHSS Intake Process Improvement Plan (II-PIP), IHSS Provider Services: A Collaborative Effort, and "It's Not Your Fault" Campaign.
- Received 2015 National Association of Area Agencies on Aging (n4a) Innovation and Achievement Award for PC 368.1 Law Enforcement Card and Training Program.
- Provided 133,522 Congregate meals and 267,414 Home-Delivered meals (through November 2015) via the department's Elderly Nutrition Program.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of conservatees' bills paid within 10 days of receipt	96%	87%	96%	87%
STRATEGY	Ensure Public Guardian provides timely and accurate financial support to conservatees.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of custsomers contacted by Senior Information and Assistance staff	14,892	13,930	15,870	14,000
STRATEGY	Enhance senior safety and independence by connecting customers with community resources.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of emergency APS referrals responded to within 24 hours	100%	100%	100%	100%
STRATEGY	Provide in-person response within 24 hours to emergency Adult Protective Services (APS) referrals, including intake, intervention, and/or reports of life threats or crises.					

Aging & Adult Services

DESCRIPTION OF MAJOR SERVICES

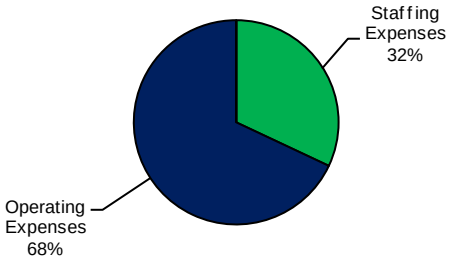
The Department of Aging & Adult Services (DAAS), under the direction of the California Department of Aging (CDA), serves as the federally-designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older American Act.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$9,879,231
Total Sources (Incl. Reimb.)	$9,879,231
Net County Cost	$0
Total Staff	40
Funded by Net County Cost	0%

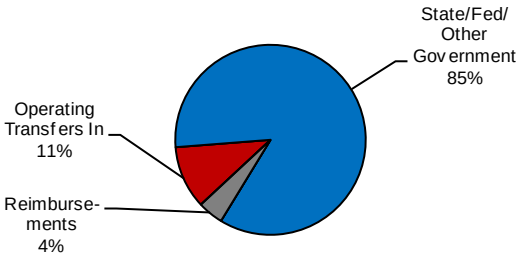
The department works to ensure options are easily accessible to all older individuals and to have a visible resource where seniors can go or call for information. Programs offered by the Department include Senior Information and Assistance (SIA), Elderly Nutrition Program, Senior Community Service Employment Program (SCSEP), Senior Supportive Services, Health Insurance Counseling and Advocacy Program (HICAP), Family Caregiver Support Program (FCSP), Multipurpose Senior Services Program (MSSP), and Long-term Care Ombudsman Program (OMB).

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Aging & Adult Services
FUND: General

BUDGET UNIT: AAF OOA
FUNCTION: Public Assistance
ACTIVITY: Public Assistance Administration

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	3,401,839	3,280,439	2,934,147	3,193,564	2,849,124	3,162,041	**(31,523)**
Operating Expenses	6,344,441	5,806,596	6,709,684	7,196,506	6,677,145	6,717,190	**(479,316)**
Capital Expenditures	0	0	0	53,000	51,221	0	**(53,000)**
Total Exp Authority	9,746,280	9,087,035	9,643,831	10,443,070	9,577,490	9,879,231	**(563,839)**
Reimbursements	(429,147)	(494,474)	(356,476)	(453,888)	(295,385)	(429,058)	**24,830**
Total Appropriation	9,317,133	8,592,561	9,287,355	9,989,182	9,282,105	9,450,173	**(539,009)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	9,317,133	8,592,561	9,287,355	9,989,182	9,282,105	9,450,173	**(539,009)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	8,276,356	7,321,847	8,322,691	8,931,562	8,224,485	8,392,553	**(539,009)**
Fee/Rate	84,256	0	0	0	0	0	**0**
Other Revenue	52,171	10,862	(7,938)	0	0	0	**0**
Total Revenue	8,412,783	7,332,709	8,314,753	8,931,562	8,224,485	8,392,553	**(539,009)**
Operating Transfers In	1,057,620	1,207,627	1,057,620	1,057,620	1,057,620	1,057,620	**0**
Total Financing Sources	9,470,403	8,540,336	9,372,373	9,989,182	9,282,105	9,450,173	**(539,009)**
Net County Cost	(153,270)	52,225	(85,018)	0	0	0	**0**
Budgeted Staffing*	47	43	38	40	40	40	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $3.2 million fund 33 regular positions and seven limited term positions. Operating Expenses of $6.7 million include funding for contracted services for the Elderly Nutrition, Senior Supportive Services, Family Caregiver programs, and MSSP programs. Sources consist of state and federal revenue of $8.4 million, of which $4.2 million will support the Senior Nutrition Services (Title IIIC), $1.2 million for MSSP, $1.3 million for Senior Supportive Services (Title IIIB), and $607,000 for Family Caregiver programs. Operating Transfers In of $1.1 million represent Discretionary General Funding for aging programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $539,009 primarily due to reductions in services and supplies, contracted vendor payments, and reimbursements received from other departments. The reductions are due to the reduction in sources.

Sources are decreasing by $539,009 primarily as a result of the elimination of one-time federal funding received for the Elderly Nutrition, Supportive Services, and Family Caregiver programs.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Administrative Support	8	0	0	0	8	0	8
MSSP	9	0	0	0	9	0	9
Ombudsman	6	0	0	0	6	5	1
SCSEP	2	0	0	0	2	2	0
SIA	15	0	0	0	15	0	15
Total	40	0	0	0	40	7	33

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.2 million fund 40 budgeted positions of which 33 are regular positions and seven are limited term positions. No staffing changes are requested.

Public Guardian - Conservator

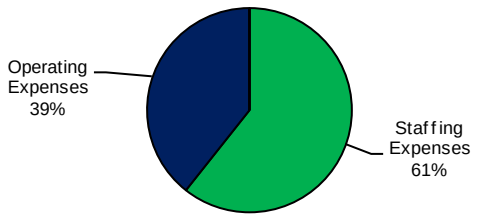
DESCRIPTION OF MAJOR SERVICES

By court appointment, the Public Guardian-Conservator acts as conservator of last resort for individuals found to be gravely disabled or who 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.

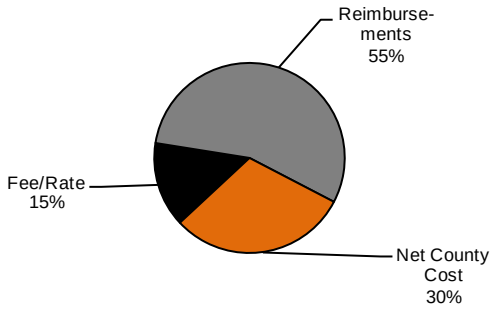
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,918,582
Total Sources (Incl. Reimb.)	$2,030,966
Net County Cost	$887,616
Total Staff	21
Funded by Net County Cost	30%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: DAAS - Public Guardian
FUND: General

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,410,648	1,520,273	1,418,119	1,471,507	1,408,331	1,770,412	**298,905**
Operating Expenses	640,965	567,956	695,182	1,169,628	1,099,213	1,148,170	**(21,458)**
Capital Expenditures	0	0	42,427	0	0	0	**0**
Total Exp Authority	2,051,613	2,088,229	2,155,729	2,641,135	2,507,544	2,918,582	**277,447**
Reimbursements	(1,358,597)	(1,229,253)	(1,183,544)	(1,461,042)	(1,351,317)	(1,608,966)	**(147,924)**
Total Appropriation	693,016	858,976	972,185	1,180,093	1,156,227	1,309,616	**129,523**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	693,016	858,976	972,185	1,180,093	1,156,227	1,309,616	**129,523**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	146,673	155,717	81,242	0	0	0	**0**
Fee/Rate	96,316	112,216	351,329	280,513	425,405	422,000	**141,487**
Other Revenue	179	(1,572)	1,498	0	0	0	**0**
Total Revenue	243,168	266,361	434,069	280,513	425,405	422,000	**141,487**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	243,168	266,361	434,069	280,513	425,405	422,000	**141,487**
Net County Cost	449,848	592,615	538,116	899,580	730,822	887,616	**(11,964)**
Budgeted Staffing*	19	19	19	21	21	21	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $1.8 million fund 21 regular positions. Operating Expenses of $1.1 million represent program expenses that include COWCAP, Central Services, and County Counsel legal expenses. Reimbursements of $1.6 million include funding received from the Department of Behavioral Health for conservatee case costs and from the Sheriff/Coroner/Public Administrator for shared warehouse costs.

Estate fee revenue of $422,000 represents court-ordered fees paid to the department from the estates of conservatees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $129,523 primarily as a result of higher staffing expenses and higher County Counsel legal expenses which are partially offset by an increase in reimbursements received from the Department of Behavioral Health.

Sources are increasing by $141,487 as a result of increased collections of court-ordered Estate Fees charged to conservatees. Net County Cost is decreasing by $11,964 primarily due to one-time 2015-16 mid-year adjustments.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Public Guardian Conservator	21	0	0	0	21	0	21
Total	21	0	0	0	21	0	21

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

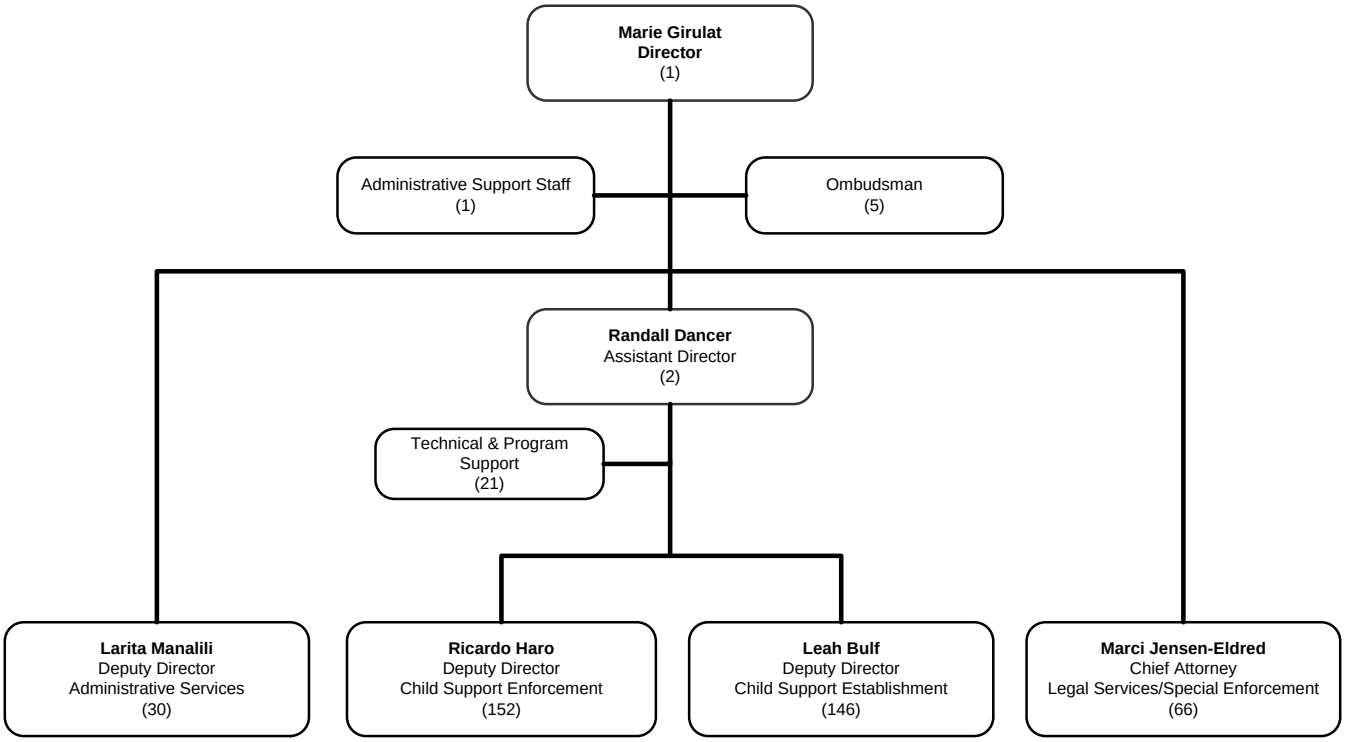
Staffing Expenses of $1.8 million fund 21 budgeted regular positions. There are no staffing changes requested.

CHILD SUPPORT SERVICES
Marie Girulat

DEPARTMENT 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 in a professional manner.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Child Support Services	39,889,701	39,889,701	0			424
Total General Fund	39,889,701	39,889,701	0	0	0	424
Total - All Funds	39,889,701	39,889,701	0	0	0	424

2015-16 MAJOR ACCOMPLISHMENTS

- Collected $177.0 million in child support payments for federal Fiscal Year 2015.
- Participated in 12 Workforce Development Department Rapid Response sessions, providing information about the child support program and case-specific assistance to individuals who were impacted by employer downsizing.
- Continued to work with the Probation Department and the AB 109 program, making 15 presentations at Day Reporting Centers throughout the County to provide child support program information and case-specific remedies to probationers.
- Utilized social media and kiosks located in the department branches to increase public awareness and allowing customers to access case information.
- Assisted over 1,500 customers through outreach activities.
- Collected over 1,500 payments totaling over $374,480 through the recently launched MoneyGram and PayNearMe services, allowing customers to make payments on their cases at participating convenience stores.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS.		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of current child support collected compared to the total current child support due.	65.3%	67%	67%	67%
STRATEGY	Work in collaboration with parents to obtain accurate and appropriate child support orders for families in San Bernardino County.					
STRATEGY	Increase the collection of current child support which will result in more money being received by San Bernardino County families.					
STRATEGY	Educate parents about the child support program, the importance of paying consistently, and the need for reliable child support on a monthly basis.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS.		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of child support cases with collection of arrears compared to the total child support cases with arrears owed.	67.4%	69%	69%	69%
STRATEGY	Continue to utilize a dedicated team for the collection of child support arrears/past-due child support with a focus on increased collections.					
STRATEGY	Encourage parents with non-DCSS cases to utilize the department's services early in the life of their case to minimize the accumulation of child support arrears.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS.		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Amount of child support collected for every dollar expensed.	$4.42	$4.35	$4.35	$4.35
STRATEGY	Implement efficiencies in department processes in order to increase collections and improve cost effectiveness.					
STRATEGY	Continue to implement efficient processes regarding the Automated Statewide Child Support System to identify changes that will improve collections and cost effectiveness.					

Child Support Services

DESCRIPTION OF MAJOR SERVICES

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, west end, and the greater San Bernardino area.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$39,889,701
Total Sources (Incl. Reimb.)	$39,889,701
Net County Cost	$0
Total Staff	424
Funded by Net County Cost	0%

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 the program.

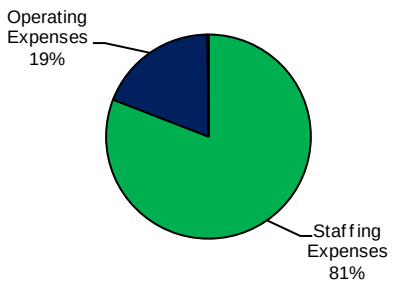
The services provided by DCSS include the following:

- 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 made and balances dues.
- Modifying court orders when appropriate.

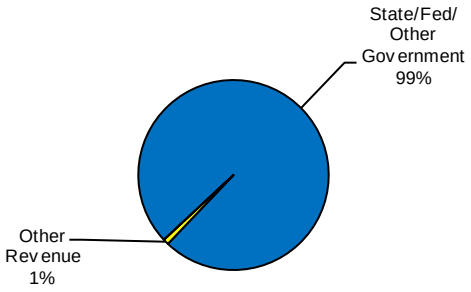
Additionally, DCSS offers services to assist customers with concerns that may arise in the progress of their case. The Ombudsman program administers the Complaint Resolution process, in which customers have the opportunity to raise concerns with the processing of their case, pursue resolution, and obtain information about the child support program and their rights and responsibilities.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Child Support Services
FUND: General

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	31,210,827	32,817,028	30,908,461	32,219,817	32,106,700	32,270,442	**50,625**
Operating Expenses	7,587,812	7,561,288	7,633,948	7,837,120	7,768,098	7,556,222	**(280,898)**
Capital Expenditures	100,033	190,578	0	12,850	12,850	63,037	**50,187**
Total Exp Authority	38,898,672	40,568,894	38,542,409	40,069,787	39,887,648	39,889,701	**(180,086)**
Reimbursements	(130,098)	(69,972)	(886)	0	(547)	0	**0**
Total Appropriation	38,768,574	40,498,922	38,541,523	40,069,787	39,887,101	39,889,701	**(180,086)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	38,768,574	40,498,922	38,541,523	40,069,787	39,887,101	39,889,701	**(180,086)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	38,726,391	39,557,980	38,905,341	39,509,838	39,861,494	39,509,838	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	41,963	961,702	(380,387)	559,949	25,607	379,863	**(180,086)**
Total Revenue	38,768,354	40,519,682	38,524,954	40,069,787	39,887,101	39,889,701	**(180,086)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	38,768,354	40,519,682	38,524,954	40,069,787	39,887,101	39,889,701	**(180,086)**
Net County Cost	220	(20,760)	16,569	0	0	0	**0**
Budgeted Staffing*	435	434	431	428	428	424	**(4)**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing expenses of $32.3 million fund 424 budgeted regular positions. Operating Expenses of $7.6 million include COWCAP, professional services contracts, utilities, telephone services, leases, insurance, and other operating costs. Capital Expenditures of $63,037 include purchase of equipment and capitalized software.

Sources of $39.9 million primarily represent the state and federal allocation to fund child support operations. DCSS has no Net County Cost.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $180,086, primarily due to a decrease in COWCAP. Negotiated salary increases require the department to reduce staffing by four positions, which are currently vacant, as there will be no corresponding increase in federal and state funding. Service levels will not be affected. The reduction in Sources reflects the decreases in Requirements.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Director	1	0	0	0	1	0	1
Administrative Support Staff	1	0	0	0	1	0	1
Ombudsman	5	0	0	0	5	0	5
Assistant Director	2	0	0	0	2	0	2
Technical & Program Support	22	0	-1	0	21	0	21
Administrative Services	32	0	-2	0	30	0	30
Child Support Enforcement	153	0	-1	0	152	0	152
Child Support Establishment	146	0	0	0	146	0	146
Legal Services & Special Enforcement	66	0	0	0	66	0	66
Total	428	0	-4	0	424	0	424

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

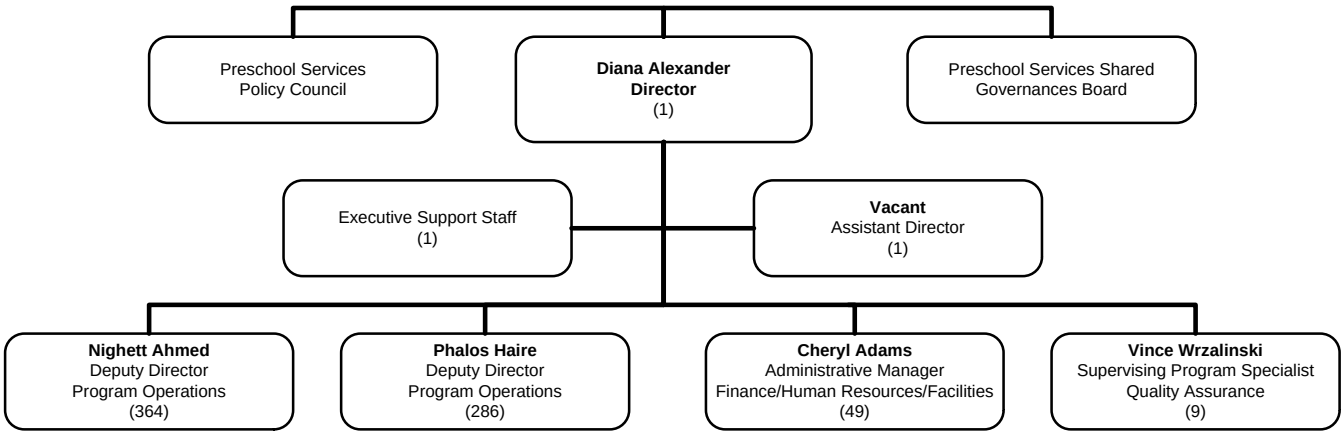
Staffing Expenses of $32.3 million fund 424 budgeted regular positions. Staffing changes include the deletion of one Assistant Operations Manager, one Secretary I, one Fiscal Assistant, and one IT Technical Assistant I, all of which are vacant positions. The deletion of four positions is necessitated by negotiated salary increases with no corresponding increase in state and federal funding. The reduction in staffing will require redistribution of workload among existing staff.

PRESCHOOL SERVICES
Diana Alexander

DEPARTMENT MISSION STATEMENT

Preschool Services improves the well-being of children, empowers families, and strengthens communities.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Preschool Services	50,690,123	50,527,113		163,010		711
Total Special Revenue Funds	50,690,123	50,527,113	0	163,010	0	711
Total - All Funds	50,690,123	50,527,113	0	163,010	0	711

2015-16 MAJOR ACCOMPLISHMENTS

- Increased literacy skills by 85% for enrolled preschool children ages (3-5 yrs).
- Increased social and emotional skills by 25% in enrolled toddlers (18 mos-3 yrs).
- Enrolled 330 foster children in Head Start.
- Reduced the number of preschool children who were classified as obese or overweight by 60%.
- Enrolled 40 children for the new Early Head Start – Child Care Partnership program.
- Trained 124 Head Start parents as food service workers, custodians, clerks, and teacher aides through the Apprenticeship Program.
- Provided 6,395 hours of direct mental health services to Head Start families through the Prevention and Early Intervention (PEI) grant.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of children achieving building level and above in literacy skills utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool.	N/A	75%	88%	75%
STRATEGY	Promote school readiness.					
STRATEGY	Increase literacy skills with focus on letter and word knowledge in preschool age (3-5 yrs) children attending a year round program to prepare for kindergarten.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of children achieving building level in social and emotional skills utilizing the DRDP 2015 assessment tool.	N/A	25%	27%	25%
STRATEGY	Increase social & emotional skills in toddlers (18 mos-3 yrs) attending a year round program to prepare for transition into a preschool program.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of foster children enrolled.	N/A	250	300	260
STRATEGY	Increase the enrollment opportunities for foster children.					
STRATEGY	Enhance the referral process of enrollment with the Children and Family Services Department.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of full day children identified as obese or overweight whose BMI is reduced.	66%	15%	63%	45%
STRATEGY	Identify obese and/or overweight children in an effort to promote a healthy lifestyle.					
STRATEGY	Promote nutrition education programs for parents at each school site.					
STRATEGY	Ensure that children receive both nutrition curriculum and physical activity daily within the classroom schedule.					
STRATEGY	Decrease the number of children who are initially identified as obese or overweight from the higher level of Body Mass Index (BMI) classification to the next lower level by children's heights and weights.					

Preschool Services

DESCRIPTION OF MAJOR SERVICES

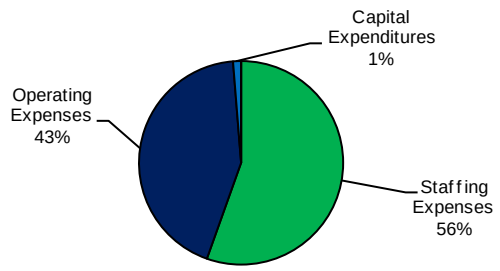
The Preschool Services Department (PSD) administers the Federal Head Start, Early Head Start and Early Head Start – Child Care Partnership programs, California Department of Education State Preschool program, as well as the Child and Adult Care Food Program in 43 locations throughout the County of San Bernardino. The programs are fully funded from federal and state sources with no Net County Cost.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$51,511,123
Total Sources (Incl. Reimb.)	$51,348,113
Use of/ (Contribution to) Fund Balance	$163,010
Total Staff	711

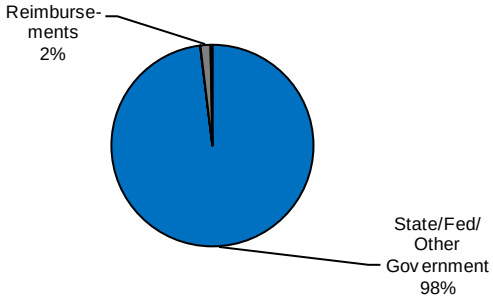
PSD serves approximately 6,000 low-income and disadvantaged families with children from birth to five years of age and pregnant women. PSD's priority population includes children in foster care, those who are homeless, and children with special needs and/or disabilities. In addition, PSD's programs offer comprehensive child development and family support services to all enrolled children and families which include nutrition and physical and mental health services to strengthen each child's capacity to participate successfully in school.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Preschool Services
FUND: Preschool Services

BUDGET UNIT: RSC HPS
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	28,399,414	28,179,918	27,059,176	27,439,079	27,686,947	28,559,729	**1,120,650**
Operating Expenses	18,562,930	18,367,419	21,809,021	26,482,434	23,174,403	22,299,625	**(4,182,809)**
Capital Expenditures	238,899	43,291	252,533	399,000	672,430	651,769	**252,769**
Total Exp Authority	47,201,243	46,590,628	49,120,730	54,320,513	51,533,780	51,511,123	**(2,809,390)**
Reimbursements	(645,180)	(628,021)	(771,715)	(821,000)	(741,652)	(821,000)	**0**
Total Appropriation	46,556,063	45,962,607	48,349,015	53,499,513	50,792,128	50,690,123	**(2,809,390)**
Operating Transfers Out	174,712	121,738	2,051,429	405,000	125,000	0	**(405,000)**
Total Requirements	46,730,775	46,084,345	50,400,444	53,904,513	50,917,128	50,690,123	**(3,214,390)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	46,390,348	45,563,156	49,263,924	53,866,232	50,654,325	50,501,113	**(3,365,119)**
Fee/Rate	74,999	61,902	15,123	20,000	14,825	20,000	**0**
Other Revenue	295,976	15,673	165,987	0	392,707	6,000	**6,000**
Total Revenue	46,761,323	45,640,731	49,445,034	53,886,232	51,061,857	50,527,113	**(3,359,119)**
Operating Transfers In	0	41,458	2,448	964,650	964,650	0	**(964,650)**
Total Financing Sources	46,761,323	45,682,189	49,447,482	54,850,882	52,026,507	50,527,113	**(4,323,769)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(30,548)	402,156	952,962	(946,369)	(1,109,379)	163,010	**1,109,379**
Available Reserves				0	163,010	(0)	**(0)**
Total Fund Balance				(946,369)	(946,369)	163,010	**1,109,379**
Budgeted Staffing*	706	674	707	700	700	711	**11**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Major expenditures include Staffing Expenses of $28.6 million to fund 711 budgeted positions that administer preschool program services. Operating Expenses of $22.3 million include contracts for temporary help, food, subcontractors and transportation. Also included are transfers to other County departments for services such as data processing, facilities management, insurance, lease payments, human services and information technology systems support and human resources. Capital Expenditures of $651,769 fund the purchase of rubber flooring for Head Start playgrounds, and a modular unit and associated construction for the Rancho Cucamonga Head Start site. Additionally, Capital Expenditures will also fund two audiometric machines for Early Head Start, a video conferencing unit and scissor lift forklift for the department's warehouse, and eight vehicles that will replace fully depreciated vehicles. Reimbursements of $821,000 are from the Department of Behavioral Health for the operation of the Prevention and Early Intervention and the Low-Income First Time Mothers (LIFT) programs. These programs provide children with identified social-emotional developmental challenges, as well as at-risk low-income first-time pregnant mothers, with support services and parent/teacher training.

Sources of $50.5 million are primarily from the federal and state government.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $3.2 million primarily due to a decrease in services and supplies which includes lower COWCAP charges, insurance premiums, and classroom supplies. Additionally, contractual charges decreased to reflect the Early Head Start – Child Care Partnership grant change from an 18-month project period to a 12-month project period.

Sources are decreasing by $4.3 million. This is primarily due to the reduction of one-time funds of $2.0 million in the Early Head Start – Child Care Partnership Program, a decrease in prior year Head Start revenue of $786,827, and the termination of the First 5 Full-Day contract that supported two full-time Preschool classrooms.

ANALYSIS OF FUND BALANCE

Use of Fund Balance of $163,010 will cover obligations that will not be reimbursed until the following fiscal year.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Executive Unit	3	0	0	0	3	0	3
Operations	639	12	-1	0	650	627	23
Administration	49	0	0	0	49	11	38
Quality Assurance	9	0	0	0	9	0	9
Total	700	12	-1	0	711	638	73

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $28.6 million fund 711 budgeted positions of which 73 are regular positions and 638 are limited term positions. The 2016-17 budget includes a net increase of eight limited term positions and three regular positions.

The increase of eight limited term positions will allow the department to convert staffing at three sites from Head Start to Early Head Start, and include:

Additions
2 Contract Food Service Worker 12 months
2 Contract Center Clerk 12 months
2 Contract Custodian 12 months
3 Contract Teacher II 12 months

Deletions
1 Contract Center Clerk 9 months

The three regular positions added will address the increased demand for health and disability services for both Head Start and Early Head Start children and parents, and include:

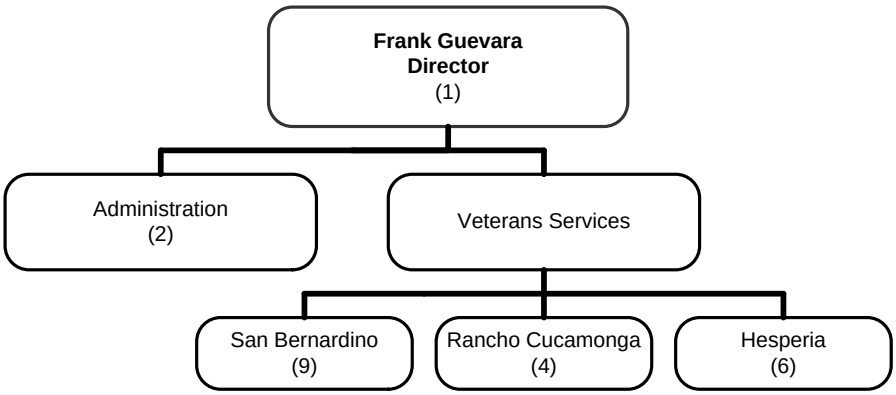
Additions
2 Behavioral Specialist
1 Special Education Specialist

VETERANS AFFAIRS
Frank Guevara

DEPARTMENT MISSION STATEMENT

To serve veterans and their families and ensure they receive the benefits they have earned.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Veterans Affairs	2,230,326	660,000	1,570,326			22
Total General Fund	2,230,326	660,000	1,570,326	0	0	22
Total - All Funds	2,230,326	660,000	1,570,326	0	0	22

2015-16 MAJOR ACCOMPLISHMENTS

- Produced $61.7 million in new federal benefits for County residents to mitigate the effects of the slow economic recovery. This is the most by any county in California and represents 8% of all new dollars earned by California counties.
- Partnered with the Incredible Edible Community Garden Project and California State University San Bernardino Institute for Research to help meet the mental health needs of County veterans at no added cost to the County.
- Collaborated with the United States Department of Veterans Affairs (USDVA), CalVet, the San Bernardino Superintendent of Schools, the Department of Behavioral Health, the Transitional Assistance Department, and the Department of Aging and Adult Services to ensure County veterans receive their fair share of resources.
- Issued over 3,400 Veterans ID cards in conjunction with the Veteran Friendly Business program for veterans to receive discounts from County retailers.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.**	Percentage of VSR staff maintaining federal accreditation	100%	100%	100%	100%
STRATEGY	Maintain federal accreditation and maximize staff knowledge of federal benefits and services by ensuring Veterans Service Representatives (VSRs) meet the federal mandate for completion of 15 hours of continuing education per year.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.**	Percentage of College Fee-Waiver letters mailed within 10 days of application	100%	100%	100%	100%
STRATEGY	Maintain efficiency and maximize benefits by processing state college fee-waiver applications for spouses and dependent children of qualified, disabled veterans.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of pending Veterans Affairs caseload with claim reviews less than 90 days past due	90%	80%	75%	75%
STRATEGY	Ensure efficient case management and resolution of claims.					

Veterans Affairs

DESCRIPTION OF MAJOR SERVICES

According to the Secretary of the USDVA, approximately one out of every three people in the United States is a potential Veterans Affairs beneficiary. The County Department of Veterans Affairs (VA) 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 USDVA system for veterans and recently discharged military personnel in our community.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,230,326
Total Sources (Incl. Reimb.)	$660,000
Net County Cost	$1,570,326
Total Staff	22
Funded by Net County Cost	70%

Services to the veterans' 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.

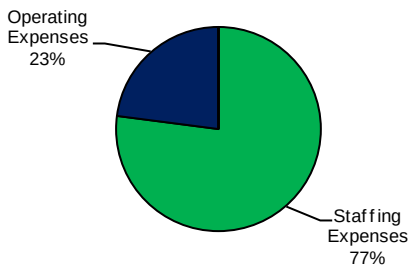
Information and Referral
Make referrals to other County departments, homeless and emergency service providers, and state and federal agencies.

Advocacy
Provide individual advocacy, advocacy at the policy and legislative levels, and provide state and federal elected officials with technical assistance regarding veteran's legislation.

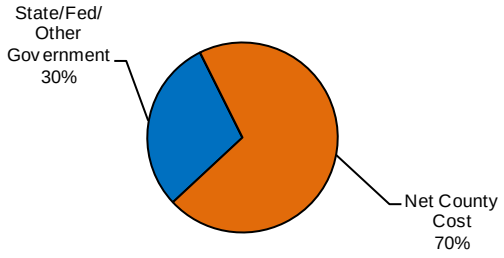
Outreach
Conduct outreach to retirement homes, mortuaries, schools, jobs fairs, military separation programs, and service organizations such as the American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, Knights of Columbus, and Optimists for the express purpose of informing the community of veterans' benefits and services.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Veterans Affairs
FUND: General

BUDGET UNIT: AAA VAF
FUNCTION: Public Assistance
ACTIVITY: Veteran's Services

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,467,500	1,516,696	1,479,659	1,828,459	1,457,699	1,718,561	**(109,898)**
Operating Expenses	353,508	420,597	464,833	629,004	494,947	511,765	**(117,239)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,821,008	1,937,293	1,944,492	2,457,463	1,952,646	2,230,326	**(227,137)**
Reimbursements	(20,000)	0	0	0	0	0	**0**
Total Appropriation	1,801,008	1,937,293	1,944,492	2,457,463	1,952,646	2,230,326	**(227,137)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,801,008	1,937,293	1,944,492	2,457,463	1,952,646	2,230,326	**(227,137)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	457,816	613,006	866,892	926,677	552,698	660,000	**(266,677)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	245	0	4,957	0	79	0	**0**
Total Revenue	458,061	613,006	871,849	926,677	552,777	660,000	**(266,677)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	458,061	613,006	871,849	926,677	552,777	660,000	**(266,677)**
Net County Cost	1,342,947	1,324,287	1,072,643	1,530,786	1,399,869	1,570,326	**39,540**
Budgeted Staffing*	18	22	22	26	26	22	**(4)**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $1.7 million fund 22 budgeted positions. Operating Expenses of $511,765 consist primarily of facilities management, interdepartmental transfers, including COWCAP and general office supplies, printing, mailing, and outreach supplies.

Sources of $660,000 consist of state Subvention funding, Medi-Cal Cost Avoidance Program, and the state Veterans Service Office Fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $227,137 primarily due to a reduction in salaries and benefits that include negotiated salary increases that are offset by the reduction of a mid-year adjustment to salary and benefit costs associated with the state Subvention program. Services and supplies are also reduced due to one-time costs associated with special VA outreach programs in 2015-16.

Sources are decreasing by $266,677 due to the loss of one-time state funding. Overall, operations will not be impacted.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Administration	3	0	0	0	3	0	3
Veterans Services	23	0	-4	0	19	0	19
Total	26	0	-4	0	22	0	22

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.7 million fund 22 budgeted regular positions. Four limited term positions associated with short term projects are being deleted.

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LAW AND JUSTICE SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
COUNTY TRIAL COURTS	240				
DRUG COURT PROGRAMS	241	0	0	0	0
GRAND JURY	243	442,952	0	442,952	0
INDIGENT DEFENSE PROGRAM	245	10,043,258	32,000	10,011,258	0
COURT FACILITIES/JUDICIAL BENEFITS	247	1,014,763	0	1,014,763	0
COURT FACILITIES PAYMENTS	249	2,676,349	0	2,676,349	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	252	23,554,081	10,726,316	12,827,765	0
DISTRICT ATTORNEY					
CRIMINAL PROSECUTION	260	72,918,145	39,413,128	33,505,017	531
LAW AND JUSTICE GROUP ADMINISTRATION					
LAW AND JUSTICE GROUP ADMINISTRATION	270	5,000	5,000	0	1
PROBATION					
ADMINISTRATION, CORRECTIONS AND DETENTION	278	153,136,633	77,155,942	75,980,691	1,249
JUVENILE JUSTICE GRANT PROGRAM	284	0	0	0	46
PUBLIC DEFENDER	290	38,520,660	4,387,086	34,133,574	267
SHERIFF/CORONER/PUBLIC ADMINISTRATOR					
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	295	240,730,402	165,383,333	75,347,069	1,732
SHERIFF - DETENTIONS	301	206,354,117	71,216,247	135,137,870	1,433
SHERIFF - LAW ENFORCEMENT CONTRACTS	305	137,587,182	137,587,182	0	582
TOTAL GENERAL FUND		886,983,542	505,906,234	381,077,308	5,841

SPECIAL REVENUE FUND	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
COUNTY TRIAL COURTS					
COURTHOUSE SEISMIC SURCHARGE	254	1,524,155	1,524,155	0	0
ALTERNATE DISPUTE RESOLUTION	256	360,100	360,100	0	0
REGISTRATION FEES	258	0	3,135	(3,135)	0
DISTRICT ATTORNEY					
SPECIAL REVENUE FUNDS - CONSOLIDATED	265	8,883,729	8,496,509	387,220	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	275	1,312,021	582,145	729,876	0
PROBATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	287	15,360,045	14,755,863	604,182	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	308	20,828,097	10,603,969	10,224,128	0
TOTAL SPECIAL REVENUE FUNDS		48,268,147	36,325,876	11,942,271	0

COUNTY TRIAL COURTS

SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Drug Court Programs	181,168	181,168	0			0
Grand Jury	442,952	0	442,952			0
Indigent Defense Program	10,043,258	32,000	10,011,258			0
Court Facilities/Judicial Benefits	1,014,763	0	1,014,763			0
Court Facilities Payments	2,676,349	0	2,676,349			0
Trial Court Funding - Maintenance of Effort	23,554,081	10,726,316	12,827,765			0
Total General Fund	37,912,571	10,939,484	26,973,087	0	0	0
Special Revenue Funds						
Courthouse Seismic Surcharge	1,524,155	1,524,155		0		0
Alternate Dispute Resolution	360,100	360,100		0		0
Registration Fees	0	3,135		(3,135)		0
Total Special Revenue Funds	1,884,255	1,887,390	0	(3,135)	0	0
Total - All Funds	39,796,826	12,826,874	26,973,087	(3,135)	0	0

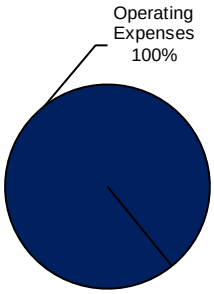
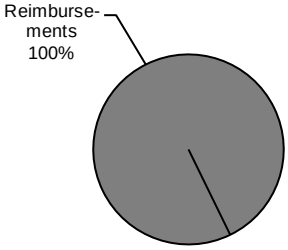
Drug Court Programs

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 Requirements (Excl. Reimb.)	$181,168
Total Sources (Incl. Reimb.)	$181,168
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Drug Court Programs
FUND: General

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	309,613	280,661	202,372	181,168	181,168	181,168	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	309,613	280,661	202,372	181,168	181,168	181,168	**0**
Reimbursements	(156,545)	(201,901)	(181,168)	(181,168)	(181,168)	(181,168)	**0**
Total Appropriation	153,068	78,760	21,204	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	153,068	78,760	21,204	0	0	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	137,675	78,621	11,843	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	137,675	78,621	11,843	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	137,675	78,621	11,843	0	0	0	**0**
Net County Cost	15,393	139	9,361	0	0	0	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of $181,168 include professional and specialized services, medical expenses, vehicle charges, general office expenses, and travel related to the operation of drug court programs, as well as a transfer of $153,695 to the Superior Court to fund two budgeted positions. Reimbursements of $181,168 represent payments from the County Department of Behavioral Health, to help pay for program activities.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are unchanged from the previous year.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Grand Jury

DESCRIPTION OF MAJOR SERVICES

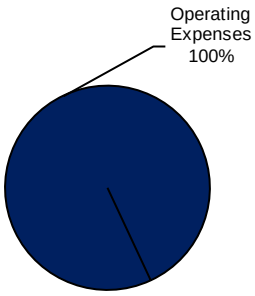
The San Bernardino County Grand Jury is appointed annually by the Superior Court. Its responsibilities include investigating local government, examining instances of public office crime and corruption, and returning indictments in certain criminal cases brought before it by the District Attorney's Office. 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.

Budget at a Glance

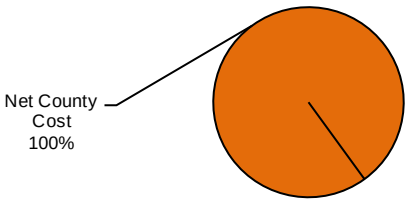
Total Requirements (Excl. Reimb.)	$442,952
Total Sources (Incl. Reimb.)	$0
Net County Cost	$442,952
Total Staff	0
Funded by Net County Cost	100%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Grand Jury
FUND: General

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	346,932	321,069	301,050	453,461	393,573	442,952	**(10,509)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	346,932	321,069	301,050	453,461	393,573	442,952	**(10,509)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	346,932	321,069	301,050	453,461	393,573	442,952	**(10,509)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	346,932	321,069	301,050	453,461	393,573	442,952	**(10,509)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	1,430	0	0	0	0	0	**0**
Total Revenue	1,430	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,430	0	0	0	0	0	**0**
Net County Cost	345,502	321,069	301,050	453,461	393,573	442,952	**(10,509)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements include transfers for staffing costs of $83,565 to the Superior Court to fund a Grand Jury Assistant position and juror fees in the amount of $194,919. The remaining $164,468 is primarily for phone, mail, information technology, and travel-related costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $10,509 from the previous year primarily due to reduced COWCAP expenses.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

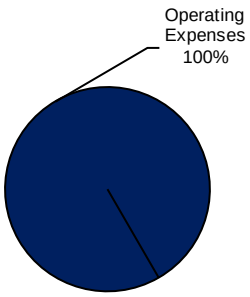
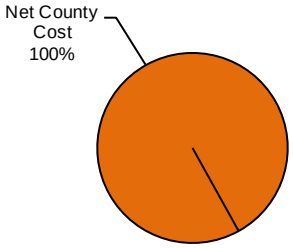
Indigent Defense Program

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$10,043,258
Total Sources (Incl. Reimb.)	$32,000
Net County Cost	$10,011,258
Total Staff	0
Funded by Net County Cost	100%

The Indigent Defense Program provides for representation services appointed by the Superior Court for indigent defendants in criminal and juvenile delinquency proceedings that the Public Defender is unable to represent, and for conservatorship, guardianship, probate, family law other than Family Code § 3150 minor's counsel, and misdemeanor appeals. A portion of this budget is also set aside for capital case defense costs for the Public Defender Capital Defense Unit. The program administers contracts, monitors caseloads and expenditures, processes accounts payable and performs trust fund accounting, and reports to the County Finance Office. The program administers and coordinates court-appointed representation services of attorneys, experts and investigators for an average of 3,000 misdemeanor and 3,500 felony cases per year, including capital and life-without-parole cases, and an average of 3,000 delinquency, conservatorship, guardianship, probate, mental health, misdemeanor appeal and other cases per year. In coordination with the Superior Court, this program also administers the County's Dispute Resolution Programs Act alternate dispute resolution program and its associated special revenue fund. This unit funds one analyst position and part-time clerical support in the Finance and Administration budget.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Indigent Defense Program
FUND: General

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	8,660,660	9,315,420	9,736,915	10,369,383	8,842,470	10,043,258	**(326,125)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	8,660,660	9,315,420	9,736,915	10,369,383	8,842,470	10,043,258	**(326,125)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	8,660,660	9,315,420	9,736,915	10,369,383	8,842,470	10,043,258	**(326,125)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	8,660,660	9,315,420	9,736,915	10,369,383	8,842,470	10,043,258	**(326,125)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	81,686	55,873	58,803	32,000	46,581	32,000	**0**
Other Revenue	56,189	0	0	0	0	0	**0**
Total Revenue	137,875	55,873	58,803	32,000	46,581	32,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	137,875	55,873	58,803	32,000	46,581	32,000	**0**
Net County Cost	8,522,785	9,259,547	9,678,112	10,337,383	8,795,889	10,011,258	**(326,125)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of $10.0 million includes contracted and *ad hoc* (non-contracted) court-appointed legal representation services for indigent defendants in criminal and juvenile delinquency cases, and for other cases requiring court-appointed representation services including conservatorship, guardianship, probate, mental health, and misdemeanor appeals. These expenses also include costs for investigator and expert services for the Public Defender Capital Defense Unit of $225,000, reflecting the division's projected caseload. The cost of one limited-term contract employee position for program administration services and part-time clerical support is included in the budget as a transfers out.

Fee/Rate revenue of $32,000 reflects the receipt of client payments for appointed juvenile delinquency representation services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $326,125 to better reflect actual expenditures over from previous fiscal years.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no budgeted staffing associated with this budget unit. One analyst position and part-time clerical support in Finance and Administration support the program associated with these positions.

Court Facilities/Judicial Benefits

DESCRIPTION OF MAJOR SERVICES

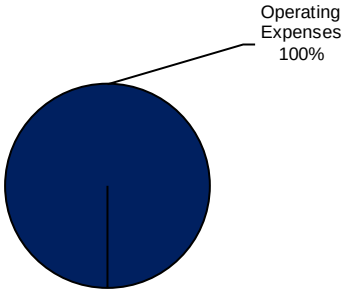
This budget unit annually appropriates an amount that the County provides in supplemental benefits for Superior Court judges appointed before January 1, 2008. These benefits include automobile, security and education allowances. This budget unit also continues to appropriate funds for property insurance costs not covered by an agreement with the Administrative Office of the Courts, as well as security services at the Fontana Court.

Budget at a Glance

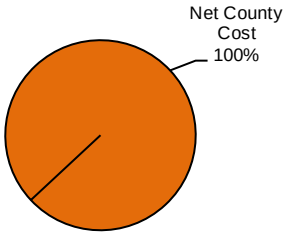
Total Requirements (Excl. Reimb.)	$1,014,763
Total Sources (Incl. Reimb.)	$0
Net County Cost	$1,014,763
Total Staff	0
Funded by Net County Cost	100%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,204,218	1,125,448	1,070,413	1,211,897	955,297	1,014,763	**(197,134)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,204,218	1,125,448	1,070,413	1,211,897	955,297	1,014,763	**(197,134)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,204,218	1,125,448	1,070,413	1,211,897	955,297	1,014,763	**(197,134)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,204,218	1,125,448	1,070,413	1,211,897	955,297	1,014,763	**(197,134)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	1,204,218	1,125,448	1,070,413	1,211,897	955,297	1,014,763	**(197,134)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of $1.0 million include payment of judicial benefits for 44 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. Operating Expenses also include $116,610 for property insurance costs and transfers to the Sheriff/Coroner/Public Administrator for security services at the Fontana Court.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing $197,134 due to a lower number of judges qualified to receive benefits.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

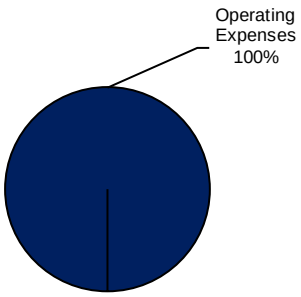
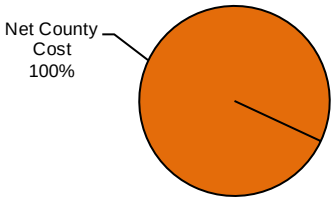
Court Facilities Payments

DESCRIPTION OF MAJOR SERVICES

The Trial Court Facilities Act of 2002, SB 1732, requires the transfer of responsibility for funding and operations 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 for the County's facilities. The final obligation under this agreement was the transfer of four facilities in 2014-15.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,676,349
Total Sources (Incl. Reimb.)	$0
Net County Cost	$2,676,349
Total Staff	0
Funded by Net County Cost	100%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Courts Facilities Payments
FUND: General

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,504,112	2,523,246	2,674,628	2,676,349	2,675,105	2,676,349	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	2,504,112	2,523,246	2,674,628	2,676,349	2,675,105	2,676,349	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,504,112	2,523,246	2,674,628	2,676,349	2,675,105	2,676,349	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,504,112	2,523,246	2,674,628	2,676,349	2,675,105	2,676,349	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	2,504,112	2,523,246	2,674,628	2,676,349	2,675,105	2,676,349	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $2.7 million represents payments to the state for operational and maintenance costs of the court facilities. The facilities are detailed below:

Facility Name	Payment Amount
Current Facilities:	
Barstow Courthouse	165,492
Big Bear Courthouse	25,584
Chino Courthouse	125,192
Fontana Courthouse	158,412
Fontana Jury Assembly	21,477
Joshua Tree Courthouse	67,664
Needles Clerk's Office and Courthouse	32,536
Rancho Cucamonga	834,964
Rancho Cucamonga Juvenile	29,204
San Bernardino Courthouse and Annex	812,480
San Bernardino Juvenile	7,752
Victorville Courthouse	224,980
Juvenile Traffic	19,078
Juvenile Delinquency Court	25,616
Court Executive Office (Old Hall of Records)	44,700
Appellate & Appeals (Old Law Library)	15,476
Redlands Courthouse	53,704
Twin Peaks	12,038
	2,676,349

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no budget changes in 2016-17.

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

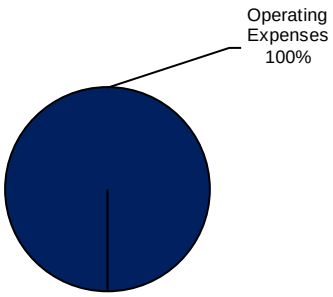
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$23,554,081
Total Sources (Incl. Reimb.)	$10,726,316
Net County Cost	$12,827,765
Total Staff	0
Funded by Net County Cost	54%

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 counties to retain many fines and forfeitures to help fund their MOE payments with the provision that collections that exceeded the amount of revenue MOE be shared equally between the state and the County.

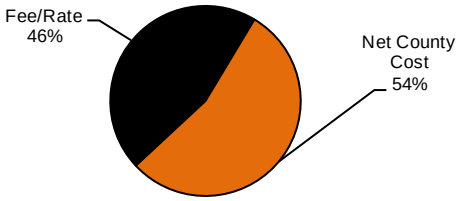
The County's historical MOE contribution of $28.4 million was made up of two components. Requirements of $20.2 million represented the adjusted 1994-95 County expenses for court operations and Sources of $8.2 million was based on the fine and forfeiture revenue sent to the state in 1994-95. In 2006-07 the revenue component changed to $3.3 million due to legislation. Therefore, the County's current MOE contribution is $23.6 million.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	25,988,739	25,882,314	25,422,520	25,509,881	23,554,197	23,554,081	**(1,955,800)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	25,988,739	25,882,314	25,422,520	25,509,881	23,554,197	23,554,081	**(1,955,800)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	25,988,739	25,882,314	25,422,520	25,509,881	23,554,197	23,554,081	**(1,955,800)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	25,988,739	25,882,314	25,422,520	25,509,881	23,554,197	23,554,081	**(1,955,800)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	15,409,976	15,261,482	14,255,820	14,182,000	11,042,854	10,726,316	**(3,455,684)**
Other Revenue	0	0	1,061	0	0	0	**0**
Total Revenue	15,409,976	15,261,482	14,256,881	14,182,000	11,042,854	10,726,316	**(3,455,684)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	15,409,976	15,261,482	14,256,881	14,182,000	11,042,854	10,726,316	**(3,455,684)**
Net County Cost	10,578,763	10,620,832	11,165,639	11,327,881	12,511,343	12,827,765	**1,499,884**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

MAJOR EXPENDITURES AND REVENUE IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of $23.6 million reflects the County's capped MOE payment of $23.6 million to the state for court operations.

Sources of $10.7 million include traffic and criminal fines, penalty assessments, vital statistics fees, civil filing fees, traffic school and recording fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

On June 24, 2015 Governor Brown signed the Traffic Tickets/Infractions Amnesty Program into law. The program went into effect October 1, 2015 and remains in force until March 31, 2017. The program forgives unpaid traffic tickets due by January 1, 2013 in order to provide relief to qualified individuals who defaulted on a court-ordered obligation and may have had driving privileges suspended as a result.

The amnesty has resulted in a significant decline in revenue which, in turn, is expected to increase Net County Cost by $1.5 million for this budget unit in 2016-17.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Courthouse Seismic Surcharge

DESCRIPTION OF MAJOR SERVICES

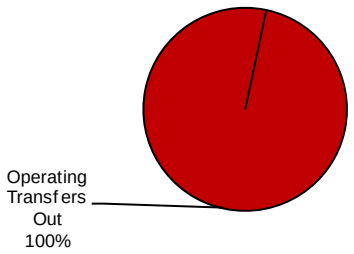
Funding for this budget unit comes from a $35 surcharge on civil filings as authorized by Government Code Section 70624. Surcharge revenues were used for the Central Courthouse seismic retrofit/remodel project, which was completed in January 2011. These revenues were also used to make contributions to the state for the new courthouse in downtown San Bernardino.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$1,524,155
Total Sources (Incl. Reimb.)	$1,524,155
Use of/ (Contribution to) Fund Balance	$0
Total Staff	0

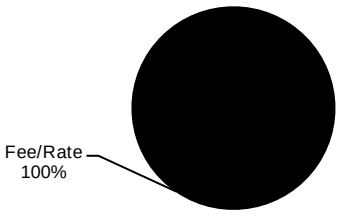
In June 2007 the County privately placed $18.4 million of revenue bonds for courthouse improvements. These bonds mature on June 1, 2037, and are payable solely from revenues generated by a $35 civil filing fee surcharge and related interest earnings. They are not an obligation of the County. The purchasers 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.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Courthouse Seismic Surcharge

BUDGET UNIT: RSE CAO
FUNCTION: General
ACTIVITY: Plant Acquisition

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	2,142,910	1,818,629	1,671,569	1,610,026	1,545,185	1,524,155	**(85,871)**
Total Requirements	2,142,910	1,818,629	1,671,569	1,610,026	1,545,185	1,524,155	**(85,871)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	2,142,617	1,818,464	1,671,396	1,609,925	1,544,947	1,524,000	**(85,925)**
Other Revenue	258	160	181	101	191	155	**54**
Total Revenue	2,142,875	1,818,624	1,671,577	1,610,026	1,545,138	1,524,155	**(85,871)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,142,875	1,818,624	1,671,577	1,610,026	1,545,138	1,524,155	**(85,871)**
Fund Balance							
Use of / (Contribution to) Fund Balance	35	5	(8)	0	47	0	**0**
Available Reserves				47	0	0	**(47)**
Total Fund Balance				47	47	0	**(47)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Transfers Out of $1.5 million reflect the amount of projected revenue and fund balance to be transferred to the bond trustee. Principal and interest payments on the bonds total $1.5 million for the fiscal year.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing by $85,871 based on 2015-16 estimated collections.

ANALYSIS OF FUND BALANCE

The Courthouse Seismic Surcharge does not carry a fund balance. Revenues received for the surcharge placed on civil filings are transferred to the trustee on a monthly basis for payments on the bonds issued for the seismic retrofit of the courthouse. Any fund balance reflected at year-end is only a result of timing.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Alternate Dispute Resolution

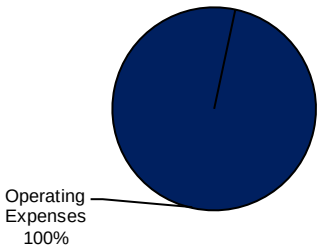
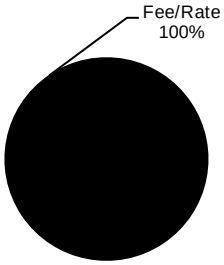
DESCRIPTION OF MAJOR SERVICES

The Dispute Resolution Programs Act of 1986 (DRPA) authorizes the local establishment and funding of dispute resolution programs as an alternative to more formal court proceedings. The County presently receives $8 per civil filing which funds contract alternate dispute resolution services for small claims and landlord-tenant actions, and certain civil and family law matters.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$360,100
Total Sources (Incl. Reimb.)	$360,100
Use of/ (Contribution to) Fund Balance	$0
Total Staff	0

The special revenue fund was established January 1, 2005 to account for this program. The fund balance is reserved as a contingency in the event revenues from the DRPA $8 civil filing fees decline to below the payment amount for the contracted alternate dispute resolution services.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Alternate Dispute Resolution

BUDGET UNIT: SEF CAO
FUNCTION: Public Protection
ACTIVITY: Judicial

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	488,096	500,000	476,667	360,100	360,092	360,100	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	488,096	500,000	476,667	360,100	360,092	360,100	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	488,096	500,000	476,667	360,100	360,092	360,100	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	488,096	500,000	476,667	360,100	360,092	360,100	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	13	18	53	0	0	0	**0**
Fee/Rate	496,562	417,331	382,620	360,000	371,699	360,000	**0**
Other Revenue	792	516	303	100	92	100	**0**
Total Revenue	497,367	417,865	382,976	360,100	371,791	360,100	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	497,367	417,865	382,976	360,100	371,791	360,100	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(9,271)	82,135	93,691	0	(11,699)	0	**0**
Available Reserves				3,553	15,252	15,252	**11,699**
Total Fund Balance				3,553	3,553	15,252	**11,699**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of $360,100 represents costs related to contracted alternate dispute resolution services.

Sources of $360,100 are anticipated from the collection of the DRPA $8 civil filing fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements remain unchanged in anticipation of a new contract to be effective July 1, 2016 at a payment rate of $360,000 per year for contracted alternate dispute resolution services.

Sources remain unchanged as revenues from the DRPA $8 civil filing fee for 2016-17 are projected to be $360,000.

ANALYSIS OF FUND BALANCE

Fund Balance is reserved for future years in the event revenues from the DRPA $8 civil filing fees decline to amounts below the cost of contracted alternate dispute resolution services. The Fund Balance has been almost depleted over the past two years as revenues dropped below the contract payment costs. As a result, an amendment processed during 2014-15 reduced contract payment costs to $360,000 per year to reflect anticipated on-going revenues.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

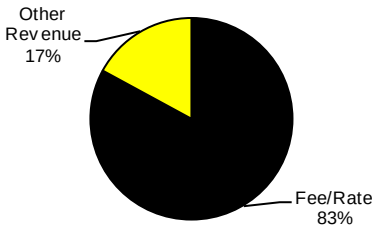
Registration Fees

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 Requirements (Excl. Reimb.)	$0
Total Sources (Incl. Reimb.)	$3,135
Use of/ (Contribution to) Fund Balance	($3,135)
Total Staff	0

2016-17 RECOMMENDED BUDGET

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

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Registration Fees

BUDGET UNIT: RMX IDC
FUNCTION: Public Protection
ACTIVITY: Judicial

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	4,022	2,798	2,658	2,600	1,954	2,600	**0**
Other Revenue	2,047	807	648	535	726	535	**0**
Total Revenue	6,069	3,605	3,306	3,135	2,680	3,135	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	6,069	3,605	3,306	3,135	2,680	3,135	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(6,069)	(3,605)	(3,306)	(3,135)	(2,680)	(3,135)	**0**
Available Reserves				169,998	169,543	172,678	**2,680**
Total Fund Balance				166,863	166,863	169,543	**2,680**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Fund Balance ($169,543) and Sources ($3,135) totaling $172,678 for 2016-17 is being set aside in Available Reserves for future allocation by the Board of Supervisors.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in the Registration Fee special revenue fund budget for 2016-17. Revenues from the indigent defense registration fee dropped following implementation of Assembly Bill 3000 ("Court Surcharge Guidelines"), effective September 2002, that prioritized distribution of criminal case installment payments of fines and penalties.

ANALYSIS OF FUND BALANCE

Fund Balance is reserved for future allocation by the Board of Supervisors.

STAFFING CHANGES AND OPERATIONAL IMPACT

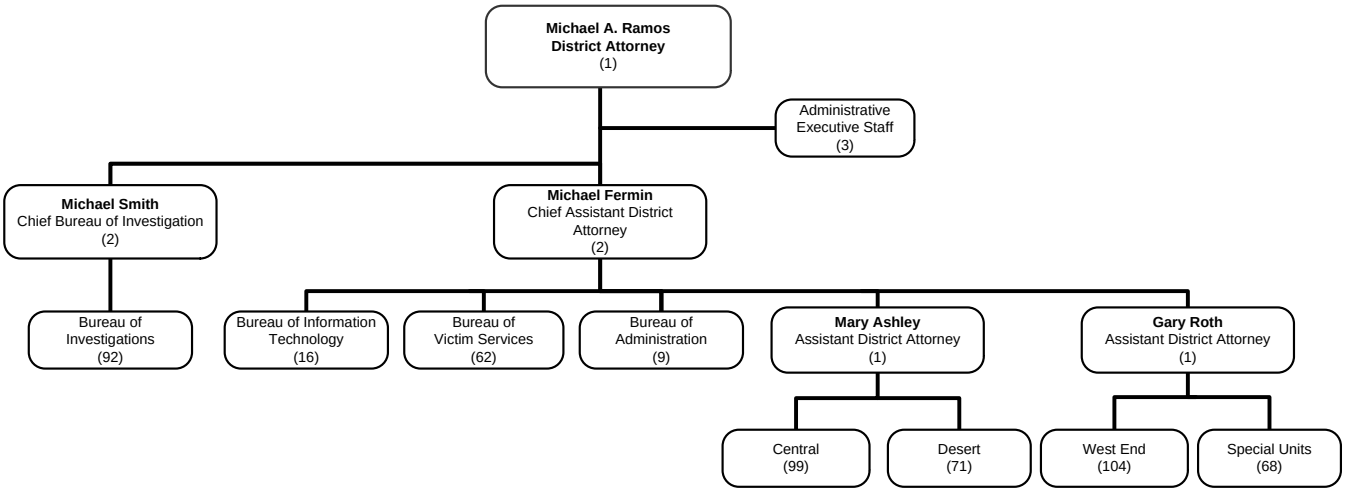
There is no staffing associated with this budget unit.

DISTRICT ATTORNEY
Michael A. Ramos

DEPARTMENT 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 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



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Criminal Prosecution	72,918,145	39,413,128	33,505,017			531
Total General Fund	72,918,145	39,413,128	33,505,017			531
Special Revenue Funds						
Special Revenue Funds - Consolidated	8,883,729	8,496,509		387,220		0
Total Special Revenue Funds	8,883,729	8,496,509		387,220		0
Total - All Funds	81,801,874	47,909,637	33,505,017	387,220	0	531

2015-16 MAJOR ACCOMPLISHMENTS

- Created a Department Peer Support Program.
- Established the Facility Dog Program to comfort children, elders and special needs victims.
- Received a National Association of Counties (NACo) award for Animal Cruelty Prevention, Investigation and Prosecution Collaborative.
- Established the Animal Cruelty Prosecution Unit.
- Paid out approximately $1.8 million on behalf of crime victims through processing victim services claims.
- Consolidated a number of District Attorney offices into one building in San Bernardino.
- Located and recovered 71 children by the Department's Child Abduction Unit.
- Provided immediate crisis response and support services to the victims, witnesses and families tragically affected by the December 2, 2015 act of terrorism.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of victims provided victim services by the Department.	4,887	5,400	4,598	5,400
STRATEGY	Minimize impact of crime upon the lives of victims and provide assistance as they participate in the criminal justice system.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of victims served by the Department's Victim Advocates at the Children's Assessment Center.	1,768	1,750	1,750	1,810
STRATEGY	Minimize impact of crime upon the lives of child victims by providing assistance at the Children's Assessment Center.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of arrest reports reviewed within 90 days after initiation into the Department's case management system.	92%	90%	90%	92%
STRATEGY	Respect the victim's Marsy's Law right to a speedy and prompt final conclusion of the case.					
STRATEGY	Hold the guilty accountable and protect the innocent.					

Criminal Prosecution

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$83,338,403
Total Sources (Incl. Reimb.)	$49,833,386
Net County Cost	$33,505,017
Total Staff	531
Funded by Net County Cost	40%

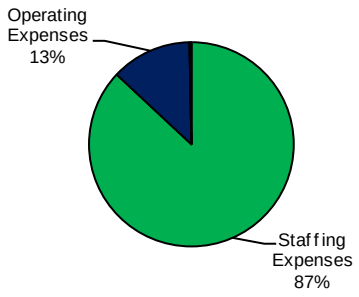
The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the County of San Bernardino, including all city jurisdictions pursuant to Government Code 26500. Additionally, the District Attorney's Office provides legal assistance for criminal 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 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.

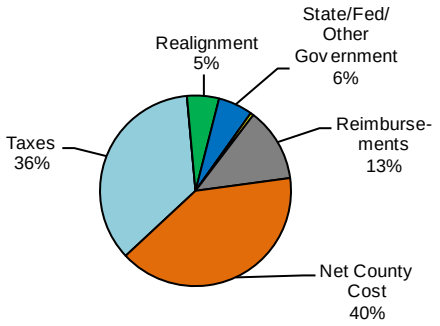
Finally, as the public prosecutor who handles all cases in the name of the People, the District Attorney has a responsibility to keep the citizens of this County informed through regular interaction with the media and the public.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney
FUND: General

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	62,613,082	63,065,056	63,244,732	70,388,793	65,843,933	72,481,510	**2,092,717**
Operating Expenses	7,429,839	7,988,767	9,614,909	10,987,759	10,752,544	10,609,162	**(378,597)**
Capital Expenditures	0	38,805	0	85,000	85,000	0	**(85,000)**
Total Exp Authority	70,042,921	71,092,628	72,859,641	81,461,552	76,681,477	83,090,672	**1,629,120**
Reimbursements	(8,515,366)	(7,980,105)	(8,529,214)	(9,940,767)	(8,961,256)	(10,420,258)	**(479,491)**
Total Appropriation	61,527,555	63,112,523	64,330,427	71,520,785	67,720,221	72,670,414	**1,149,629**
Operating Transfers Out	158,819	74,510	465,238	543,000	468,000	247,731	**(295,269)**
Total Requirements	61,686,374	63,187,033	64,795,665	72,063,785	68,188,221	72,918,145	**854,360**
Sources							
Taxes	25,790,117	26,532,500	27,300,000	28,840,000	28,840,000	29,592,500	**752,500**
Realignment	1,960,000	3,458,126	3,618,924	3,910,518	3,910,518	4,517,516	**606,998**
State/Fed/Other Government	4,295,930	3,769,570	5,751,365	4,261,595	3,792,368	4,873,358	**611,763**
Fee/Rate	0	0	(177)	0	0	0	**0**
Other Revenue	532,238	427,252	464,425	429,754	439,648	429,754	**0**
Total Revenue	32,578,285	34,187,448	37,134,537	37,441,867	36,982,534	39,413,128	**1,971,261**
Operating Transfers In	0	38,096	0	0	0	0	**0**
Total Financing Sources	32,578,285	34,225,544	37,134,537	37,441,867	36,982,534	39,413,128	**1,971,261**
Net County Cost	29,108,089	28,961,489	27,661,128	34,621,918	31,205,687	33,505,017	**(1,116,901)**
Budgeted Staffing*	477	488	503	511	511	531	**20**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

The vast majority of Requirements for the District Attorney's Office, which includes Staffing Expenses of $72.5 million and Operating Expenses of $10.6 million, fulfill the department's core responsibility of prosecuting crimes. These expenses are funded primarily from the following sources:

- Discretionary General Funding (Net County Cost) of $33.5 million.
- Prop 172 sales tax revenue of $29.6 million that is required by law to be used for public safety activities.
- Reimbursements of $10.4 million mainly from the Department's Special Revenue Funds.
- Funding from various state/federal agencies of $4.9 million.
- AB 109 revenue of $4.5 million as part of the 2011 Public Safety Realignment.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by a net $854,360 primarily due to the following:

- $2.1 million increase in Staffing Expenses related to negotiated salary increases and additional Budgeted Staffing of 20 positions.
- $2.1 million decrease in various one-time costs due to the completion of certain improvements in 2015-16 related to the 303 West Third Street Building Remodel Project in San Bernardino. These improvements were funded by an offsetting $2.1 million one-time increase in Discretionary General Funding for 2015-16.
- $724,526 increase in COWCAP charges.

Sources are increasing by $2.0 million primarily due to the following:

- $752,500 increase in Prop 172 revenue based on sales tax projections.
- $609,676 of additional federal grant funds to provide a wide variety of social services for victims of and witnesses to crimes.
- $606,998 of additional AB 109 funds anticipated from the state.

The department budget includes an allocation of one-time Net County Cost in the amount of $314,302 for cold case prosecution.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Management	8	0	0	0	8	0	8
Bureau of Administration	9	0	0	0	9	0	9
Bureau of Victim Services	47	15	0	0	62	15	47
Bureau of Information Technology	16	0	0	0	16	0	16
Special Units	67	1	0	0	68	1	67
Bureau of Investigation	92	2	0	0	94	7	87
Criminal Prosecution - Central	99	0	0	0	99	5	94
Criminal Prosecution - West End	104	0	0	0	104	1	103
Criminal Prosecution - Desert	69	2	0	0	71	2	69
Total	511	20	0	0	531	31	500

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $72.5 million fund 531 budgeted positions of which 500 are regular positions and 31 are limited term positions. This budget includes the addition of 20 positions (one regular and 19 limited term) as follows:

- One Deputy District Attorney IV to assist the department with increased workload demands.
- A total of 15 extra-help positions (13 Victim Advocate I's and two Office Assistant III's) to provide additional victim/witness services. The cost of these positions is offset by additional grant funds from the California Governor's Office of Emergency Services (Cal OES) as accepted by the Board of Supervisors on April 5, 2016 (Item No. 30).
- Two extra-help DA Senior Investigators to assist the Department's Cold Case Prosecution Unit. These positions are funded by a one-time increase in Discretionary General Funding for 2016-17.
- Two extra-help Public Service Employees to provide clerical assistance because of temporary staffing vacancies at the Department's Joshua Tree office.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$8,883,729
Total Sources (Incl. Reimb.)	$8,496,509
Use of/ (Contribution to) Fund Balance	$387,220
Total Staff	0

Real Estate Fraud Prosecution accounts for activity related to the investigation and prosecution of real estate fraud crimes in the County. Pursuant to Government Code section 27388, the costs related to this activity are funded through a fee charged on recorded documents. On July 22, 2014, the Board of Supervisors (Board) adopted Resolution 2014-164 authorizing an increase of this fee from $3.00 to $10.00. The revenue collected from this fee is transferred to the District Attorney's Criminal Prosecution unit (less an administrative fee) to offset the cost of staff assigned to investigate/prosecute real estate fraud.

Auto Insurance Fraud Prosecution represents activity related to the investigation and prosecution of automobile insurance fraud. Insurance fraud is a particular problem for automobile policy holders. It contributes substantially to the cost of automobile insurance, particularly 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 the California Insurance Code, to the District Attorney's Office for investigation and prosecution of automobile insurance fraud. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to investigate/prosecute auto insurance fraud.

Workers' Compensation Insurance Fraud Prosecution accounts for activity related to the investigation and prosecution of workers' compensation insurance fraud. The California Department of Insurance, pursuant to Section 1871.83 of the California Insurance code, distributes grant funds to the District Attorney's Office for this purpose. The funds received by San Bernardino County are administered through this budget unit. The insurance grant revenue is transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to prosecute workers' compensation insurance fraud.

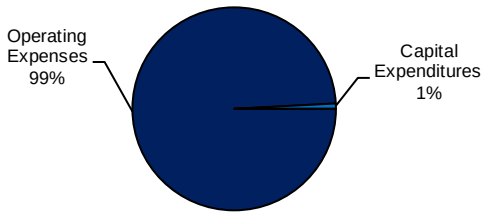
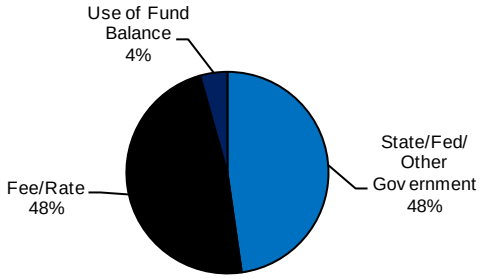
Specialized Prosecutions was established in 1990-91 with funding from various fines and forfeitures for the District Attorney's Office to prosecute crimes such as hazardous waste dumping, consumer fraud, and violations of Cal/OSHA laws established to ensure safe and healthy working conditions for California workers. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff associated with these specialized prosecutions.

Vehicle Fees – Auto Theft Prosecution accounts for the receipt of assessments on vehicles registered in San Bernardino County. On May 2, 1995, the Board 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 Board adopted a subsequent resolution on June 16, 2015 to increase this fee from $1.00 to $2.00 per vehicle. 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. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the costs of prosecuting and investigating automobile theft crimes.

State Asset Forfeitures represent receipt of the District Attorney's share of state asset forfeiture funds. The goal of asset forfeiture is to remove the profits from those who benefit from illegal activities. While seizure and arrests present a temporary setback for criminals, asset forfeiture is effective in permanently removing the proceeds from the criminals while diminishing their ability to continue the illegal enterprise. The law permits law enforcement agencies to use the proceeds of forfeitures to offset public safety expenses. Thus, law enforcement is able to convert criminal profits into supplemental funding to inhibit illegal activities. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to help offset the cost of processing asset forfeitures cases.

Federal Asset Forfeitures account for the share of federal asset forfeitures processed by the District Attorney's Office. In 1982, 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. Proceeds from the sale of forfeited assets such as real property, vehicles, businesses, financial instruments, vessels, aircraft and jewelry are deposited in this fund and are subsequently used to further law enforcement initiatives. Under the Equitable Sharing program, proceeds from the sale of these seized assets are often shared with participating state and local law enforcement agencies. The County's share of these funds are ultimately transferred to the District Attorney's Criminal Prosecution budget unit to assist with operating costs of the Department's Asset Forfeiture unit and other eligible public safety expenses pursuant to established guidelines set forth by the U.S. Department of Justice.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Judicial

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	6,731,791	6,168,581	6,932,225	8,345,031	8,116,500	8,808,729	**463,698**
Capital Expenditures	0	0	0	0	0	75,000	**75,000**
Total Exp Authority	6,731,791	6,168,581	6,932,225	8,345,031	8,116,500	8,883,729	**538,698**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,731,791	6,168,581	6,932,225	8,345,031	8,116,500	8,883,729	**538,698**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	6,731,791	6,168,581	6,932,225	8,345,031	8,116,500	8,883,729	**538,698**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,650,341	3,716,057	3,548,113	3,356,458	3,548,250	4,240,943	**884,485**
Fee/Rate	3,778,175	2,182,897	4,130,274	3,648,000	4,269,121	4,240,000	**592,000**
Other Revenue	17,361	8,577	18,071	10,912	17,348	15,566	**4,654**
Total Revenue	7,445,877	5,907,531	7,696,458	7,015,370	7,834,719	8,496,509	**1,481,139**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	7,445,877	5,907,531	7,696,458	7,015,370	7,834,719	8,496,509	**1,481,139**
Fund Balance							
Use of / (Contribution to) Fund Balance	(714,086)	261,050	(764,233)	1,329,661	281,781	387,220	**(942,441)**
Available Reserves				3,890,551	4,938,431	4,551,211	**660,660**
Total Fund Balance				5,220,212	5,220,212	4,938,431	**(281,781)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Real Estate Fraud Prosecution (Fund REB)	2,728,385	2,900,000	(171,615)	1,345,888	0
Auto Insurance Fraud Prosecution (Fund RIP)	689,455	577,000	112,455	147,132	0
Workers' Comp Ins Fraud Prosecution (Fund ROB)	2,371,769	2,115,809	255,960	283,550	0
Specialized Prosecutions (Fund SBI)	1,543,485	1,155,000	388,485	509,210	0
Vehicle Fees - Auto Theft Prosecution (Fund SDM)	1,296,941	1,551,200	(254,259)	495,474	0
State Asset Forfeitures (Fund SBH)	210,321	150,000	60,321	23,449	0
Federal Asset Forfeitures (Fund SDN)	43,373	47,500	(4,127)	1,746,508	0
Total Special Revenue Funds	8,883,729	8,496,509	387,220	4,551,211	0

Real Estate Fraud Prosecution: Requirements of $2.7 million are for transfers to the department's Criminal Prosecution budget unit for costs related to prosecuting real estate fraud. Sources of $2.9 million represent the amount anticipated from the $10.00 fee collected on recorded documents for real estate fraud prosecution.

Auto Insurance Fraud Prosecution: Requirements of $689,455 are for transfers to the department's Criminal Prosecution budget unit for costs related to prosecuting auto insurance fraud cases. Sources of $577,000 represent projected grant funds from the California Department of Insurance. The Use of Fund Balance of $112,455 is for the program's staffing and other operating costs. If grant funds are not increased in the future, program costs will need to be reduced.

Workers' Compensation Insurance Fraud Prosecution: Requirements of $2.4 million are for transfers to the department's Criminal Prosecution budget unit for costs related to prosecuting workers' compensation insurance fraud cases. Sources of $2.1 million reflect projected grant funds from the California Department of Insurance. The Use of Fund Balance of $255,960 is for the program's staffing and other operating costs. If grant funds are not increased in the future, program costs will need to be reduced.

Specialized Prosecutions: Requirements of $1.5 million are for transfers to the department's Criminal Prosecution budget unit for staffing and other costs related to specialized prosecution. Sources of $1.2 million reflect the department's estimated revenue from anticipated case settlements during 2016-17. The Use of Fund Balance of $388,485 is for the costs to prosecute crimes such as hazardous waste dumping, consumer fraud, and violations of Cal OSHA laws. These types of cases often continue for many months or possibly years in some instances. When these cases eventually conclude, the department receives funding for cost reimbursement and this Fund Balance is replenished at that time.

Vehicle Fees – Auto Theft Prosecution: Requirements of $1.3 million are for transfers to the department's Criminal Prosecution budget unit for costs associated with prosecuting and investigating automobile theft crimes. Sources of $1.6 million represent new and renewal registration assessments on vehicles registered in San Bernardino County.

State Asset Forfeitures: Requirements of $210,321 are primarily for transfers to the department's Criminal Prosecution budget unit to help offset costs related to asset forfeiture cases. Sources of $150,000 reflect the anticipated proceeds from asset forfeitures. The Use of Fund Balance of $60,321 is to assist with the costs of processing asset forfeiture claims. Proceeds from these asset forfeitures tend to fluctuate on an annual basis. When these cases conclude, the department receives funding pursuant to California law and the Fund Balance is replenished at that time.

Federal Asset Forfeitures: Requirements of $43,373 are for transfers to the department's Criminal Prosecution budget unit to assist with operating expenses of the Asset Forfeiture Unit. Sources of $47,500 represent proceeds from federal asset forfeitures ($40,000) and interest earnings ($7,500).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $538,698 primarily due to a $498,775 increase in transfers to the department's Criminal Prosecution budget unit for the cost of 3 additional Investigator positions, as approved by the Board in the first quarter of 2015-16, to enhance the department's capacity to investigate and prosecute automobile theft crimes.

Sources are increasing by $1.5 million due to additional revenue generated from Board-approved fee increases for vehicle registration ($875,000) and recorded real estate documents ($650,000).

ANALYSIS OF FUND BALANCE

The following Special Revenue Funds have budgeted the Use of Fund Balance for 2016-17:

- Auto Insurance Fraud Prosecution: $112,455 for the program's staffing and other operating costs. If grant funds are not increased in the future, program costs will need to be reduced.
- Worker' Compensation Insurance Fraud Prosecution: $255,960 for the program's staffing and other operating costs. If grant funds are not increased in the future, program costs will need to be reduced.
- Specialized Prosecutions: $388,485 for the costs to prosecute crimes such as hazardous waste dumping, consumer fraud, and violations of Cal OSHA laws. These types of cases often continue for many months or possibly years in some instances. When these cases eventually conclude, the Department receives funding for cost reimbursement and this fund balance is replenished at that time.
- State Asset Forfeitures: $60,321 to assist with the costs of asset forfeiture cases. Proceeds from these asset forfeitures tend to fluctuate on an annual basis. When these cases conclude, the Department receives funding pursuant to California law and the fund balance is replenished at that time.

The following Special Revenue Funds have budgeted a Contribution to Fund Balance that will increase the amount of Available Reserves:

- Real Estate Fraud Prosecution ($171,615)
- Vehicle Fees – Auto Theft Prosecution ($254,259)
- Federal Asset Forfeitures ($4,127)

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these consolidated special revenue budget units.

LAW AND JUSTICE GROUP ADMINISTRATION

Phyllis K. Morris

DEPARTMENT 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.

2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Law and Justice Administration	5,000	5,000	0			1
Total General Fund	5,000	5,000	0	0	0	1
Special Revenue Funds						
Special Revenue Funds - Consolidated	1,312,021	582,145		729,876		0
Total Special Revenue Funds	1,312,021	582,145	0	729,876	0	0

2015-16 MAJOR ACCOMPLISHMENTS

- Received Justice Assistance Grant funding of $582,145 on behalf of the County and 16 cities.
- Implemented business practice changes to evaluate sub recipient compliance with federal requirements and ensure performance goals.
- Received Juvenile Accountability Block Grant funding of $87,839 for continuance of the Public Defender's Early Intervention program.
- Allocated Southwest Border Prosecution Initiative funds for a variety of Law and Justice related projects, including the District Attorney Peer Support Program, the Sheriff e-Citation conversion project, and the purchase of Sheriff's Crime Lab Microscopes.
- Established a Misdemeanor Pretrial Diversion Program to provide early intervention and education for low level offenders with a goal towards reducing recidivism.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of new Justice Assistance Grant projects initiated.	12	12	12	12
STRATEGY	Cooperatively develop new programs with local law enforcement agencies to secure Justice Assistance Grant funding.					
STRATEGY	Participate with Law and Justice Agencies to facilitate additional grant funding.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	NEW Number of individuals diverted to the Pretrial Diversion Program.	N/A	N/A	1,065	2,500
STRATEGY	Establish and maintain accountability-based programs designed to reduce recidivism among adults who are referred by law enforcement personnel or agencies.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Amount of additional funding secured.	$745,158	$750,000	$750,000	$750,000
STRATEGY	Identify new grant opportunities.					

Law and Justice Group Administration

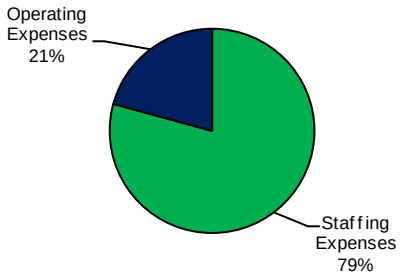
DESCRIPTION OF MAJOR SERVICES

Under general direction of the Law and Justice Group Chair, 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.

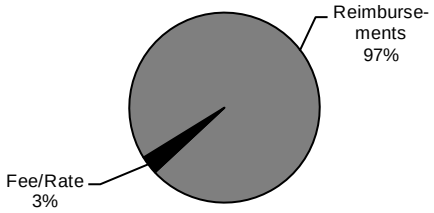
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$159,042
Total Sources (Incl. Reimb.)	$159,042
Net County Cost	$0
Total Staff	1
Funded by Net County Cost	0%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Law and Justice Group Admin
FUND: General

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	162,040	195,176	169,967	181,497	179,027	126,039	**(55,458)**
Operating Expenses	107,305	112,702	103,428	100,107	95,021	33,003	**(67,104)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	269,345	307,878	273,395	281,604	274,048	159,042	**(122,562)**
Reimbursements	(163,633)	(197,769)	(192,234)	(188,765)	(181,209)	(154,042)	**34,723**
Total Appropriation	105,712	110,109	81,161	92,839	92,839	5,000	**(87,839)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	105,712	110,109	81,161	92,839	92,839	5,000	**(87,839)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	97,270	104,976	105,156	87,839	87,839	0	**(87,839)**
Fee/Rate	5,000	5,000	5,000	5,000	5,000	5,000	**0**
Other Revenue	0	190	0	0	0	0	**0**
Total Revenue	102,270	110,166	110,156	92,839	92,839	5,000	**(87,839)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	102,270	110,166	110,156	92,839	92,839	5,000	**(87,839)**
Net County Cost	3,442	(57)	(28,995)	0	0	0	**0**
Budgeted Staffing*	1	1	1	1	1	1	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $126,039 represent the majority of expenditures and fund one budgeted position. Operating Expenses of $33,003 include various administrative costs for providing services. Reimbursements of $154,042 are primarily funded by the Finance and Administration budget unit and pay for operational expenses for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses were reduced by $55,458 as a result of a change in the classification for the Law and Justice Group's Analyst from an Administrative Analyst III to an Administrative Analyst II, which better fits the needs of the Law and Justice Group and results in significant budgetary savings. This change results in a corresponding net reduction in Reimbursements. Additionally, Operating Expenses are decreasing by $67,104 primarily due to the elimination of Juvenile Accountability Block Grant Funds by the federal government, which are reflected as a decrease in sources. These funds were used to pay for a Social Worker in the Public Defender's office for its Early Intervention Program. The Public Defender plans to maintain this program, which will be funded within its existing budget allocation.

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $126,039 fund one budgeted regular position. There are no changes to budgeted staffing count, but the budgeted position in this unit has changed as a result of transferring out an Administrative Analyst III to the County Finance and Administration budget and the transferring in of an Administrative Analyst II from the County Finance and Administration budget.

Special Revenue Funds – Consolidated

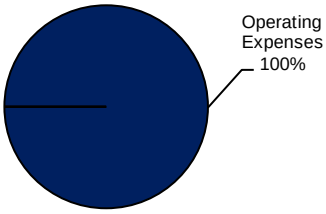
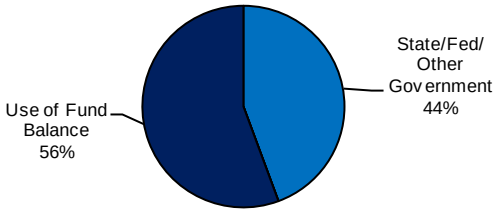
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$1,312,021
Total Sources (Incl. Reimb.)	$582,145
Use of/ (Contribution to) Fund Balance	$729,876
Total Staff	0

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 cameras and X-Ray equipment for the Sheriff/Coroner/Public Administrator; video conferencing equipment for the District Attorney; computer equipment and enhancements for the Public Defender; and GPS tracking and polygraph services for the Probation Department.

Southwest Border Prosecution Initiative is a reimbursement program under which jurisdictions in the four Southwestern U.S. Border States 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. This fund receives allocations from the Federal Southwest Border Prosecution Initiative (SWBPI) program administered by the Bureau of Justice Assistance (BJA).

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Law and Justice Group Administration
FUND: Various

BUDGET UNIT: Various
FUNCTION: Judicial
ACTIVITY: Public Protection

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,244,205	1,867,382	1,125,589	1,546,641	791,809	1,312,021	**(234,620)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,244,205	1,867,382	1,125,589	1,546,641	791,809	1,312,021	**(234,620)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,244,205	1,867,382	1,125,589	1,546,641	791,809	1,312,021	**(234,620)**
Operating Transfers Out	0	71,927	0	0	0	0	**0**
Total Requirements	1,244,205	1,939,309	1,125,589	1,546,641	791,809	1,312,021	**(234,620)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	932,634	713,840	659,953	846,745	582,145	582,145	**(264,600)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	19,835	13,939	12,825	0	12,748	0	**0**
Total Revenue	952,469	727,779	672,778	846,745	594,893	582,145	**(264,600)**
Operating Transfers In	0	71,927	0	0	0	0	**0**
Total Financing Sources	952,469	799,706	672,778	846,745	594,893	582,145	**(264,600)**
Fund Balance							
Use of / (Contribution to) Fund Balance	291,736	1,139,603	452,811	699,896	196,916	729,876	**29,980**
Available Reserves				2,248,374	2,751,354	2,021,478	**(226,896)**
Total Fund Balance				2,948,270	2,948,270	2,751,354	**(196,916)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Southwest Border Prosecution Initiative (SWI)	711,484	0	711,484	1,977,254	0
JAG Consolidated (SDZ)	600,537	582,145	18,392	44,224	0
Total Special Revenue Funds	1,312,021	582,145	729,876	2,021,478	0

Southwest Border Prosecution Initiative: Requirements of $711,484 include transfers to the participating law and justice agencies, including the District Attorney, Probation Department, Public Defender, and Sheriff/Coroner/Public Administrator for various one-time law enforcement projects and programs. Fund Balance of $711,484 is being used for these one-time expenses.

JAG Consolidated: Requirements of $600,537 primarily include pass-through costs to various law enforcement agencies for the Justice Assistance Grant Program. Sources of $582,145 represent Justice Assistance Grant funds. Fund Balance of $18,392 is primarily being used to pay for one-time automated systems enhancements and other minor one-time costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net $234,620 primarily due to one-time funding for various Law and Justice Southwest Border funded projects included in the 2015-16 budget. Additionally, transfers from the SWBPI budget to the Law and Justice Administration budget for staffing is no longer included in the budget, as the SWBPI budget is no longer receiving ongoing funding and therefore will not be used for ongoing staffing costs. Instead, the County's Finance and Administration budget unit is paying for the majority of the cost of the position.

ANALYSIS OF FUND BALANCE

The SWBPI budget has seen a reduction in Fund Balance, as there has not been an allocation by the federal government of this source of funding in 2014-15 or 2015-16. In prior years, this budget was used to help pay for the ongoing cost of one budgeted position. For 2016-17, the SWBPI budget will no longer fund any ongoing costs and, as a result, Fund Balance will solely be used to pay for one-time Law and Justice related projects approved by the Law and Justice Group.

STAFFING CHANGES AND OPERATIONAL IMPACT

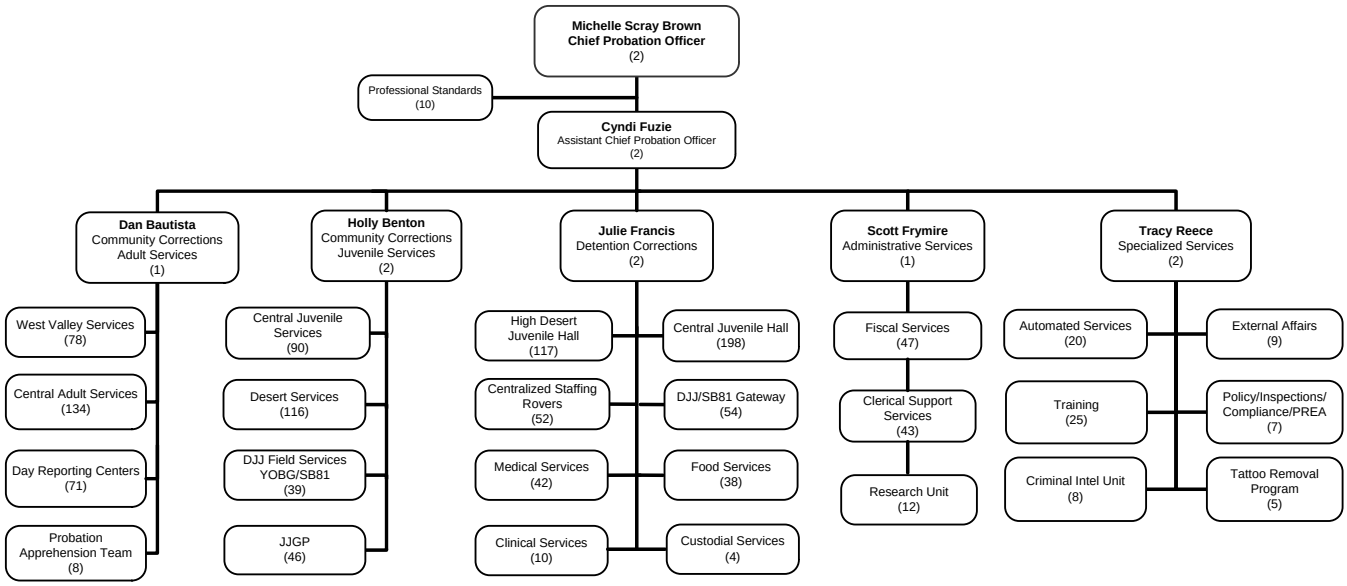
There is no staffing associated with these budget units.

PROBATION
Michelle Scray Brown

DEPARTMENT MISSION STATEMENT

The Probation Department is dedicated to protecting the community through the 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



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Administration, Corrections and Detention	153,136,633	77,155,942	75,980,691			1,249
Juvenile Justice Grant Program	0	0	0			46
Total General Fund	153,136,633	77,155,942	75,980,691	0	0	1,295
Special Revenue Funds						
Special Revenue Funds - Consolidated	15,360,045	14,755,863		604,182		0
Total Special Revenue Funds	15,360,045	14,755,863	0	604,182	0	0
Total - All Funds	168,496,678	91,911,805	75,980,691	604,182	0	1,295

2015-16 MAJOR ACCOMPLISHMENTS

- Established four annual job fairs with “felon friendly” employers, as well as a partnership with the Center for Employment Opportunities (CEO), to provide job preparedness training and immediate transitional employment for adult offenders. Obtaining viable employment is well established as one of the most important factors in reducing recidivism.
- Established the Fontana Day Reporting and Operations Center next to the existing Fontana Courthouse. This full service center provides a one-stop shop for all clients seeking a variety of county services, such as Workforce Development, Behavioral Health, Public Health, and a variety of Probation sponsored training opportunities. The goal is for these individuals to become law-abiding, productive, and self-supporting citizens of San Bernardino County.
- Commenced training operations at the County-owned West Valley Regional Training Center, thus eliminating the need for a leased facility, and became the first Probation Department in the State of California to be certified under Peace Officer Standards and Training (POST) PC832 requirements, as amended per AB1890 in 2015.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of new adult supervision cases assessed within 60 days.	96.3%	96.0%	96.0%	97.0%
STRATEGY	Assess each new adult offender to determine expected risk of recidivating and their criminogenic risk factors to ensure appropriate supervision level.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of new juvenile supervision cases assessed within 60 days.	95.5%	97.5%	97.5%	98.0%
STRATEGY	Assess each new juvenile offender to determine expected risk of recidivating and their criminogenic risk factors to ensure appropriate supervision level.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of adult supervision cases recidivating.	27.8%	26.0%	27.0%	26.0%
STRATEGY	Supervise adult probationers at an appropriate level to reduce recidivism.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of juvenile supervision cases recidivating.	26.2%	26.0%	25.5%	25.0%
STRATEGY	Supervise juvenile probationers at an appropriate level to reduce recidivism.					

Administration, Corrections and Detention

DESCRIPTION OF MAJOR SERVICES

Probation's executive management is responsible for the overall leadership of the Department, developing and implementing policies and procedures which focus on improving public safety while operating in a fiscally responsible manner. These efforts are driven by ensuring integrity to the mission of the department, reliance on recognized professional practices, and the development of innovative evidence-based programs to meet the changing needs of the population.

Budget at a Glance

Total Requirements (Excl. Reimb.)	$162,258,843
Total Sources (Incl. Reimb.)	$86,278,152
Net County Cost	$75,980,691
Total Staff	1,249
Funded by Net County Cost	47%

Each of the following bureaus focus on providing for the health and social service needs of County residents in a variety of ways, from managing field operations in the community to caring for minors in detention, by addressing each individual's criminogenic risk factors and providing services to meet those specific needs:

- Adult Community Corrections Bureau (ACCB) is responsible for adult supervision, training and treatment program options, Day Reporting Centers, and investigation reports for the courts along with case management services. ACCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. As a result of Public Safety Realignment (AB 109), the department created Day Reporting Centers (DRC) in each region to provide services to the entire adult offender population by offering services from a wide variety of governmental agencies such as Behavioral Health, Workforce Development, Transitional Assistance, and other related agencies. The department is also expanding services to assist in diverting an offender from progressing further into the criminal justice system through additional state SB678 – Criminal Recidivism funded programs, which target offenders for prevention and program efforts aimed at preventing them from being sentenced to state prison. All efforts are aimed at reducing recidivism and moving offenders into a role of law-abiding, self-sufficient, productive citizens.

- Juvenile Community Corrections Bureau (JCCB) is responsible for juvenile supervision, training and treatment program options, Day Reporting Centers, and investigation reports for the courts along with case management services. JCCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. JCCB utilizes Juvenile Justice Crime Prevention Act funding to provide School Probation Officers and targeted behavioral development programs to prevent minors' immersion into the criminal justice system. JCCB also receives funding through the Youthful Offender Block Grant/SB-81, which provides funding for the Gateway Program, a secured residential treatment program that allows minors to gain self sufficiency through a variety of educational and behavioral components, and also funds intensive juvenile supervision services. All efforts are aimed at reducing recidivism and moving offenders into the role of law-abiding, self-sufficient, productive citizens.

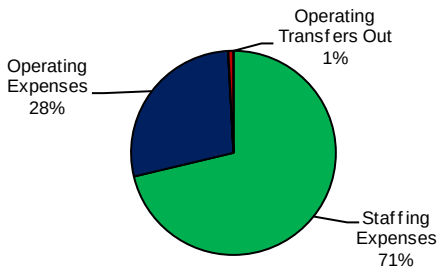
- Detention Corrections Bureau (DCB) is responsible for the County's Juvenile Detention and Assessment Centers (JDAC's) and Department operated residential treatment options in secured environments for legally detained and court ordered minors. DCB works with all of the law enforcement agencies in the County when detention for a youth is being considered, and works with multiple County agencies inside the facilities as well, including local community groups such as faith based organizations, to address the behavioral and emotional needs of the juveniles.

- Administrative Services Bureau (ASB) is responsible for the organizational and administrative support functions of the department, including budget preparation, grant compliance, payroll/personnel, purchasing, payables, courier/file delivery, reception, clerical, research and analytical units, building management and facilities, vehicles, and other infrastructure needs. Each of these units work with other County agencies, as well as outside vendors and suppliers, to ensure that the Department is operating at maximum efficiency in a fiscally responsible manner, while staying focused on the primary mission: to improve public safety.

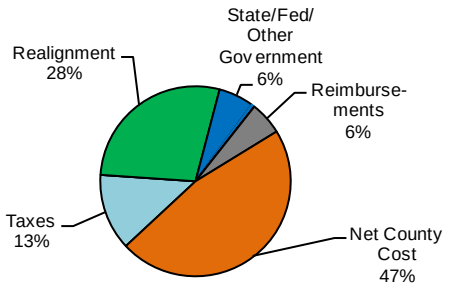
- Specialized Services Bureau (SSB), formed in March 2014, is responsible for unique operations that cover needs and requirements beyond community corrections or detention services and which often impact areas across the entire Department. Some examples of these units include Training, Automated Systems, External Affairs, Policies and Procedures, Audits and Inspections, implementation of the Prison Rape Elimination Act (PREA), and the Criminal Intelligence Unit (CIU). Prior to the development of this new Bureau, these units were spread across the other Bureaus.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	99,610,804	104,597,041	105,208,126	116,593,666	108,836,572	115,635,389	**(958,277)**
Operating Expenses	27,367,318	27,946,655	33,231,436	40,685,610	36,550,273	44,649,189	**3,963,579**
Capital Expenditures	141,073	822,128	973,006	207,783	205,436	91,000	**(116,783)**
Total Exp Authority	127,119,195	133,365,824	139,412,568	157,487,059	145,592,281	160,375,578	**2,888,519**
Reimbursements	(3,703,984)	(3,728,382)	(4,274,835)	(9,711,809)	(6,248,654)	(9,122,210)	**589,599**
Total Appropriation	123,415,211	129,637,442	135,137,733	147,775,250	139,343,627	151,253,368	**3,478,118**
Operating Transfers Out	923,970	8,079,523	12,858,582	5,356,119	5,351,921	1,883,265	**(3,472,854)**
Total Requirements	124,339,181	137,716,965	147,996,315	153,131,369	144,695,548	153,136,633	**5,264**
Sources							
Taxes	16,950,000	19,107,088	23,727,218	21,390,525	21,390,525	21,137,500	**(253,025)**
Realignment	24,837,053	41,035,700	42,931,257	45,219,868	40,462,549	45,435,434	**215,566**
State/Fed/Other Government	18,484,743	9,990,869	10,132,772	9,853,849	11,409,752	9,689,908	**(163,941)**
Fee/Rate	1,152,760	913,485	1,050,444	892,100	849,039	892,100	**0**
Other Revenue	1,557,686	0	80,134	1,000	0	1,000	**0**
Total Revenue	62,982,242	71,047,142	77,921,825	77,357,342	74,111,865	77,155,942	**(201,400)**
Operating Transfers In	0	14,537	167,538	0	0	0	**0**
Total Financing Sources	62,982,242	71,061,679	78,089,363	77,357,342	74,111,865	77,155,942	**(201,400)**
Net County Cost	61,356,939	66,655,286	69,906,952	75,774,027	70,583,683	75,980,691	**206,664**
Budgeted Staffing*	1,194	1,188	1,183	1,238	1,238	1,249	**11**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

As in prior years, the large majority of Requirements for 2016-17 consist of staffing and facility costs related to the supervision and treatment of adult offenders and legally detained juveniles. These costs, which include operation of the Day Reporting Centers for adults and the Juvenile Detention and Assessment Centers for juveniles, are funded by the following sources:

- Realignment ($45.4 million) consisting of:
  - AB 109 funds ($32.7 million)
  - Youthful Offender Block Grant ($9.7 million)
  - Other realignment funding ($3.0 million)
- Prop 172 sales tax revenue ($21.1 million)
- State support for Juvenile Probation Funding ($5.4 million)
- Funding from various other state/federal agencies ($4.3 million)
- Fees received from providing services ($892,100)
- SB 678 reimbursements ($7.4 million)
- Reimbursements from other departments ($1.7 million)

The department is also receiving $76.0 million of Discretionary General Funding (Net County Cost) for 2016-17.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by a net $5,264 primarily due to the following:

- $958,277 decrease in Staffing Expenses. Although there are increases in negotiated salary and benefit costs and an addition of 11 budgeted positions, these increases are more than offset by cost savings from reduced workers' compensation expenses and budgeting more Probation Corrections Officer and Probation Officer II positions at the lower classifications of Probation Corrections Officer Trainee and Probation Officer I. The department anticipates filling several vacant positions at the trainee level with new recruits that initially lack the appropriate background experience needed for employment at the higher level classifications.
- $4.0 million increase in Operating Expenses for additional costs mainly attributed to adult offender transitional housing ($1.0 million), new/upgraded computer software systems ($1.0 million), insurance ($574,673), transfers to the Department of Behavioral Health for mental health services provided to adult probationers ($400,000), facility related charges ($370,715), and the new tattoo removal program ($281,000).
- $589,599 decrease in Reimbursements, primarily from the SB 678 Special Revenue Fund for capital projects funded in 2015-16.
- $3.5 million reduction in Operating Transfers Out to the County's Capital Improvement Program as several projects were completed in 2015-16.

The 2016-17 budget reflects no significant changes in Sources or Discretionary General Funding (Net County Cost).

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Administrative Services Bureau	139	5	0	-27	117	9	108
Specialized Services Bureau	79	5	0	-8	76	1	75
Community Corrections Bureau - Adult	289	0	0	3	292	0	292
Community Corrections Bureau- Juvenile	226	1	0	20	247	0	247
Detention Corrections Bureau	505	0	0	12	517	4	513
Total	1,238	11	0	0	1,249	14	1,235

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $115.6 million fund 1,249 budgeted positions of which 1,235 are regular positions and 14 are limited term positions. This budget includes the addition of 11 regular positions as follows:

- Five positions (two Correctional Nurse II's; one Licensed Vocational Nurse II-Corrections; one Probation Officer II; and one Office Assistant III) for the Tattoo Removal Program. The objective of this new program is to reduce the risk of recidivism by providing an opportunity for the removal of tattoos from certain Department-identified individuals. Eliminating tattoos will assist the efforts of these individuals to pursue employment and free themselves from a lifestyle that utilizes tattoos as a means of identifying with criminal groups.

- Two Program Specialist I's to help monitor and evaluate the Department's numerous programs and treatments. These positions, which will be responsible for collecting data for performance reports and audits, are needed to ensure that the programs/treatments adhere to Evidence Based Practices.

- One Administrative Supervisor II to oversee development of the Department's annual budget, which has increased significantly since implementation of the 2011 Public Safety Realignment. This position will also supervise staff, develop fiscal procedures, and ensure the Department is prepared for a variety of federal, state and county audits.

- One Supervising Office Assistant. Due to restructuring of non-sworn staff in the Probation Department, there is a need for this position to collaborate with supervisors from the various law and justice partners to ensure consistency amongst all agencies within the region.

- One Fiscal Specialist to organize additional staffing, buildings, and equipment that have increased since implementation of the 2011 Public Safety Realignment. This position will also assist the Department with various financial audits and the resolution of complex accounting issues.

- One Probation Officer II previously included in the Juvenile Justice Grant Program has been moved to this budget unit to better align with the position's administrative oversight and workload.

Costs of the five positions for the Tattoo Removal Program are funded by AB109 revenue. The other six added positions are offset by a portion of the cost savings resulting from budgeting for several Probation Corrections Officer and Probation Officer II positions at the trainee level.

With the introduction of a Probation Division Director II position approved in the first quarter of 2015-16, the Department made the determination to move the Research Unit (with Budgeted Staffing of 12 positions) from the Specialized Services Bureau to the Administrative Services Bureau (ASB) to provide greater continuity with budget and fiscal operations. In addition, a total of 39 positions (including 26 for Clerical Support Services) have been moved from the ASB to the other Bureaus. This internal reorganization allows the Department to adjust to recent growth in programs by maximizing overall Department efficiency, while not impacting the duties of assigned staff.

Juvenile Justice Grant Program

DESCRIPTION OF MAJOR SERVICES

The Juvenile Justice Crime Prevention Act allocates state resources annually to fund programs which address juvenile crime prevention and focus on the 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.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$7,178,560
Total Sources (Incl. Reimb.)	$7,178,560
Net County Cost	$0
Total Staff	46
Funded by Net County Cost	0%

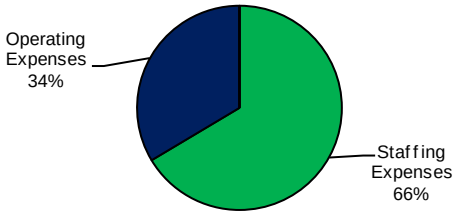
Current programs include Day Reporting Centers, School Probation Officers and a variety of other programs designed to effectively meet the diverse needs of youth.

This budget unit was established to receive funds from the Juvenile Justice Grant Program Special Revenue Fund to pay for program expenses and staffing costs when incurred, and avoid cash issues.

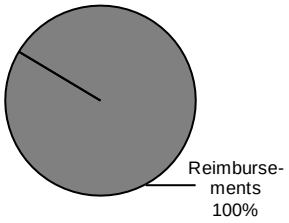
The Juvenile Justice Grant revenue is funded under the State Public Safety Realignment program.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,899,433	3,683,081	3,717,485	4,819,368	4,322,334	4,768,390	**(50,978)**
Operating Expenses	2,421,111	2,301,047	2,209,305	2,271,056	2,067,285	2,410,170	**139,114**
Capital Expenditures	198,793	0	0	120,000	109,345	0	**(120,000)**
Total Exp Authority	5,519,337	5,984,128	5,926,790	7,210,424	6,498,964	7,178,560	**(31,864)**
Reimbursements	(5,519,192)	(5,854,222)	(5,897,380)	(7,210,424)	(6,498,964)	(7,178,560)	**31,864**
Total Appropriation	145	129,906	29,410	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	145	129,906	29,410	0	0	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	121	0	677	0	0	0	**0**
Total Revenue	121	0	677	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	121	0	677	0	0	0	**0**
Net County Cost	24	129,906	28,733	0	0	0	**0**
Budgeted Staffing*	38	39	39	47	47	46	**(1)**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses ($4.8 million) and Operating Expenses ($2.4 million) represent the cost of programs for at-risk minors that include day reporting centers, counseling and tutoring services, school probation officers, and the District Attorney's Let's End Truancy (LET) Program. This budget unit is funded by Reimbursements from the Department's Juvenile Justice Crime Prevention Act – Special Revenue Fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes included in the 2016-17 budget.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Juvenile Justice Grant Program	47	0	-1	0	46	0	46
Total	47	0	-1	0	46	0	46

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $4.8 million fund 46 budgeted regular positions. This budget includes the deletion of one Probation Officer II position that was moved to the Administration, Corrections and Detention budget unit to better align with the administrative oversight and staff workload of that position.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$15,360,045
Total Sources (Incl. Reimb.)	$14,755,863
Use of/ (Contribution to) Fund Balance	$604,182
Total Staff	0

Juvenile Justice Crime Prevention Act (JJCPA) - allocates state resources annually to fund programs which 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 Grant Program 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 will 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. The staff is budgeted in the Probation general fund budget unit and reimbursed by this budget unit.

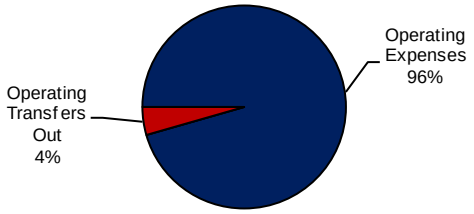
AB 1628 – Juvenile Reentry Program allocates state funding resources to gradually assume responsibility for supervision of juveniles released from the state's Division of Juvenile Justice (DJJ). This shift of parole supervision to the counties gives local officials more options for the rehabilitation of youth in their communities. This legislation authorizes counties to establish a Juvenile Reentry Fund that would accept state money to address the costs of local supervision and rehabilitative programs.

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.

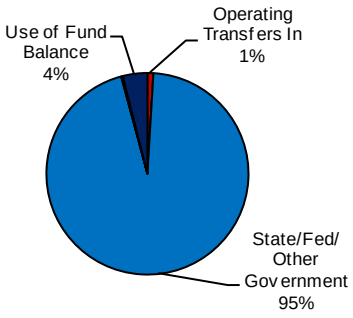
State Seized Assets accounts for Probation's proportionate share of asset forfeitures seized in conjunction with other agencies. Expenditures for this budget unit include safety equipment and training expenses not reimbursed through other sources.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	7,066,422	7,662,551	8,429,423	15,325,845	11,341,657	14,677,004	**(648,841)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	7,066,422	7,662,551	8,429,423	15,325,845	11,341,657	14,677,004	**(648,841)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	7,066,422	7,662,551	8,429,423	15,325,845	11,341,657	14,677,004	**(648,841)**
Operating Transfers Out	0	0	0	4,716,000	4,710,320	683,041	**(4,032,959)**
Total Requirements	7,066,422	7,662,551	8,429,423	20,041,845	16,051,977	15,360,045	**(4,681,800)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	7,848,633	10,198,388	16,784,477	20,003,526	13,931,224	14,573,397	**(5,430,129)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	28,339	26,813	52,905	36,366	68,555	37,466	**1,100**
Total Revenue	7,876,972	10,225,201	16,837,382	20,039,892	13,999,779	14,610,863	**(5,429,029)**
Operating Transfers In	0	0	110,000	145,000	73,113	145,000	**0**
Total Financing Sources	7,876,972	10,225,201	16,947,382	20,184,892	14,072,892	14,755,863	**(5,429,029)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(810,550)	(2,562,650)	(8,517,959)	(143,047)	1,979,085	604,182	**747,229**
Available Reserves				18,870,784	16,748,652	16,144,470	**(2,726,314)**
Total Fund Balance				18,727,737	18,727,737	16,748,652	**(1,979,085)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Juvenile Justice Crime Prevention Act (Fund SIG)	7,178,560	7,178,560	0	5,214,653	0
SB 678 - Criminal Recidivism (Fund SJB)	8,080,878	7,430,961	649,917	10,253,359	0
AB 1628 - Juvenile Reentry Program (Fund SIU)	14,000	145,000	(131,000)	676,458	0
Asset Forfeiture 15% (Fund SYM)	13,140	42	13,098	0	0
State Seized Assets (Fund SYN)	73,467	1,300	72,167	0	0
Total Special Revenue Funds	15,360,045	14,755,863	604,182	16,144,470	0

Juvenile Justice Crime Prevention Act: Requirements of $7.2 million consist of transfers to the Juvenile Justice Grant Program budget for costs related to the Department's House Arrest and School programs, as well as the Let's End Truancy (LET) program with the District Attorney and Public Defender. Sources of $7.2 million represent the projected state JJCPA allocation ($6.5 million) and estimated revenue from school districts participating in the school probation officer program ($653,298).

SB 678 - Criminal Recidivism: Requirements of $8.1 million include transfers of $7.4 million to the department's general fund budget unit for reimbursement of staffing and other operating costs related to reducing parolee recidivism. In addition, an Operating Transfer Out to the County's Capital Improvement Program of $669,041 is budgeted for additional improvements to the 150 West Fifth Street Building in San Bernardino. Sources of $7.4 million represent the projected state allocation of SB 678 funding. The Use of Fund Balance of $649,917 is for one-time costs associated with improving the 150 West Fifth Street Building.

AB 1628 - Juvenile Reentry Program: Requirements of $14,000 represent an operating transfer out to the County's Capital Improvement Program for fence and gate improvements at the department's Gateway facility. Sources of $145,000 represent this program's anticipated state allocation for 2016-17.

Asset Forfeiture 15%: Requirements of $13,140 represent one-time costs for drug abuse and gang diversion programs funded primarily by the Use of Fund Balance.

State Seized Assets: Requirements of $73,467 include an array of one-time costs such as training seminars, safety equipment, travel and incentives for graduates of the youth Gang Resistance Education & Training (G.R.E.A.T.) program. These costs are primarily funded through the Use of Fund Balance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $4.7 million primarily due to one-time costs in 2015-16 associated with acquiring the 150 West Fifth Street Building in San Bernardino. Sources are decreasing by $5.4 million to reflect a reduction in state funding for the SB 678 program.

ANALYSIS OF FUND BALANCE

Significant Uses of/Contributions to Fund Balance are as follows:

- The SB 678 – Criminal Recidivism Fund is budgeting the Use of Fund Balance of $649,917 for certain one-time improvement costs for the 150 West Fifth Street Building.
- The AB 1678 – Juvenile Reentry Program is budgeting a Contribution to Fund Balance of $131,000 that will increase available reserves for future allocation.

STAFFING CHANGES AND OPERATIONAL IMPACT

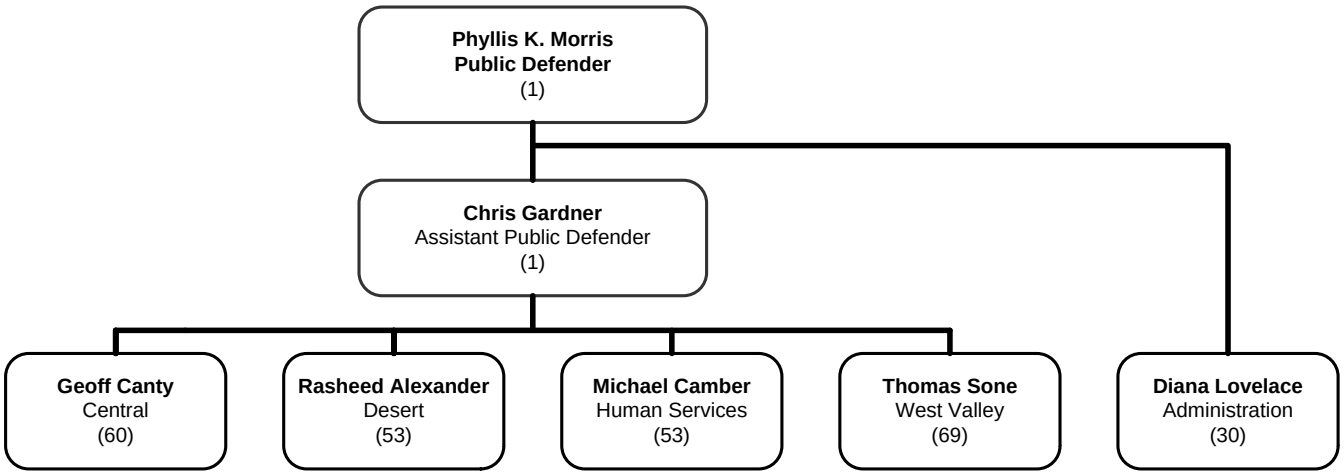
There is no staffing included in these consolidated special revenue funds.

PUBLIC DEFENDER
Phyllis K. Morris

DEPARTMENT MISSION STATEMENT

Promoting justice and protecting constitutional rights through effective representation.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Public Defender	38,520,660	4,387,086	34,133,574			267
Total General Fund	38,520,660	4,387,086	34,133,574	0	0	267
Total - All Funds	38,520,660	4,387,086	34,133,574	0	0	267

2015-16 MAJOR ACCOMPLISHMENTS

- Enhanced the felony reclassification program to achieve optimum benefit to County residents with prior felony convictions.
- Received NACo award for Removing Every Barrier and Rehabilitating (REBAR), a program that provides legal, social, and practical support to clients to improve employment opportunities.
- Received NACo award for the creation and implementation of an automated case management system.
- Collaborated with Law & Justice committee during the creation and implementation of the County's Pre-Trial Diversion program.
- Integrated the use of Social Service Practitioners with adult divisions to achieve positive outcomes that support client rehabilitation and lead to self-sufficiency.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of closed felony cases with a trial.	2.60%	2.00%	4.00%	2.50%
STRATEGY	Protecting constitutional rights and promoting justice through effective representation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of closed misdemeanor cases with a trial.	0.70%	0.50%	0.50%	0.50%
STRATEGY	Protecting constitutional rights and promoting justice through effective representation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of felony cases resolved within 270 days of appointment.	91%	65%	85%	75%
STRATEGY	Resolving cases in a timely manner.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of misdemeanor cases resolved within 180 days of appointment.	87%	85%	87%	85%
STRATEGY	Resolving cases in a timely manner.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of Social Service Practitioner referrals for adult cases.	369	375	850	900
STRATEGY	Providing social service referrals to further client treatment and/or stabilization.					

Public Defender

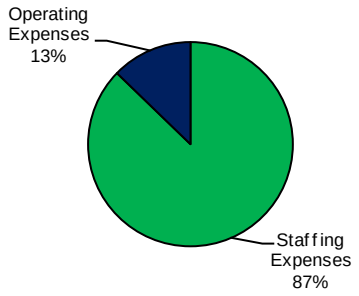
DESCRIPTION OF MAJOR SERVICES

The Public Defender promotes justice and protects constitutional rights by providing mandated representation to indigent adult clients in felony, misdemeanor, and mental health civil commitment cases, as well as to clients facing probation, parole, or post-community supervision release violations. The Public Defender also represents the County's children facing juvenile delinquency proceedings. Using a holistic approach, the department seeks to increase client opportunities for achieving self-sufficiency. The role the department plays in the criminal justice system reflects the checks and balances found in American democracy.

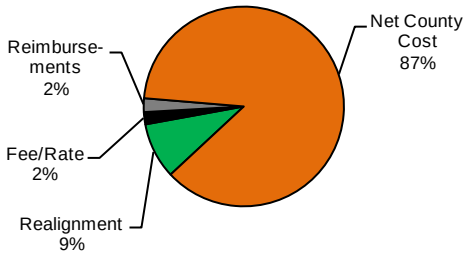
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$39,397,242
Total Sources (Incl. Reimb.)	$5,263,668
Net County Cost	$34,133,574
Total Staff	267
Funded by Net County Cost	87%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Public Defender
FUND: General

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	29,184,304	30,253,485	30,225,131	34,205,741	31,028,045	34,318,817	**113,076**
Operating Expenses	4,274,830	4,063,431	4,666,753	5,106,784	5,042,744	5,015,925	**(90,859)**
Capital Expenditures	31,641	(2,419)	64,922	91,000	68,734	62,500	**(28,500)**
Total Exp Authority	33,490,775	34,314,497	34,956,806	39,403,525	36,139,523	39,397,242	**(6,283)**
Reimbursements	(419,736)	(448,963)	(283,396)	(975,269)	(312,373)	(876,582)	**98,687**
Total Appropriation	33,071,039	33,865,534	34,673,410	38,428,256	35,827,150	38,520,660	**92,404**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	33,071,039	33,865,534	34,673,410	38,428,256	35,827,150	38,520,660	**92,404**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	1,535,253	2,784,110	2,580,997	3,204,339	3,204,339	3,568,966	**364,627**
State/Fed/Other Government	864,273	3,890	409,621	45,657	43,764	42,000	**(3,657)**
Fee/Rate	1,073,299	997,037	1,007,641	970,000	748,718	776,120	**(193,880)**
Other Revenue	655	3,550	45,414	0	0	0	**0**
Total Revenue	3,473,480	3,788,587	4,043,673	4,219,996	3,996,821	4,387,086	**167,090**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,473,480	3,788,587	4,043,673	4,219,996	3,996,821	4,387,086	**167,090**
Net County Cost	29,597,559	30,076,947	30,629,737	34,208,260	31,830,329	34,133,574	**(74,686)**
Budgeted Staffing*	237	243	247	262	262	267	**5**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $34.3 million, Operating Expenses of $5.0 million, and Capital Expenditures of $62,500 support the department in achieving its mission of promoting justice and protecting constitutional rights. Sources include $3.6 million of Realignment funds, legal services fees of $776,120, and state aid for the representation of state hospital and prison clients in the amount of $42,000.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $92,404. This is primarily due to an increase in Staffing Expenses as the result of negotiated salary increases and the addition of five positions to meet ongoing operational requirements. Sources are increasing by $167,090 primarily due to an increase in Realignment funding, which offsets an anticipated reduction in legal services fees collections.

The department budget includes an allocation of one-time Net County Cost of $464,231 to fund contract staff necessary for the implementation of Proposition 47.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Administration	33	3	-4	0	32	15	17
Central Division	57	3	0	0	60	3	57
Desert Division	52	1	0	0	53	2	51
Human Services Division	53	2	-2	0	53	8	45
West Valley Division	67	2	0	0	69	2	67
Total	262	11	-6	0	267	30	237

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $34.3 million fund 267 budgeted positions of which 237 are regular positions and 30 are limited term positions. This includes a net increase of six regular positions and the deletion of one limited term position. The staffing changes will ensure that the department can meet new and ongoing operational requirements.

A total of 11 positions are added to the budget (six regular, five limited term) as follows: one Automated Systems Analyst I and one Automated Systems Technician to provide network infrastructure and user desktop support to department staff; two Investigative Technician II positions to support the Central and West Valley divisions with investigative case research and courtroom presentations; four Law Clerk II positions to assist the Adult divisions with routine case activity; one Secretary to coordinate training, special projects and events scheduling; one Social Service Practitioner to perform mitigation work for serious cases; and one contract Deputy Public Defender III position to assist with the Prop. 47 project.

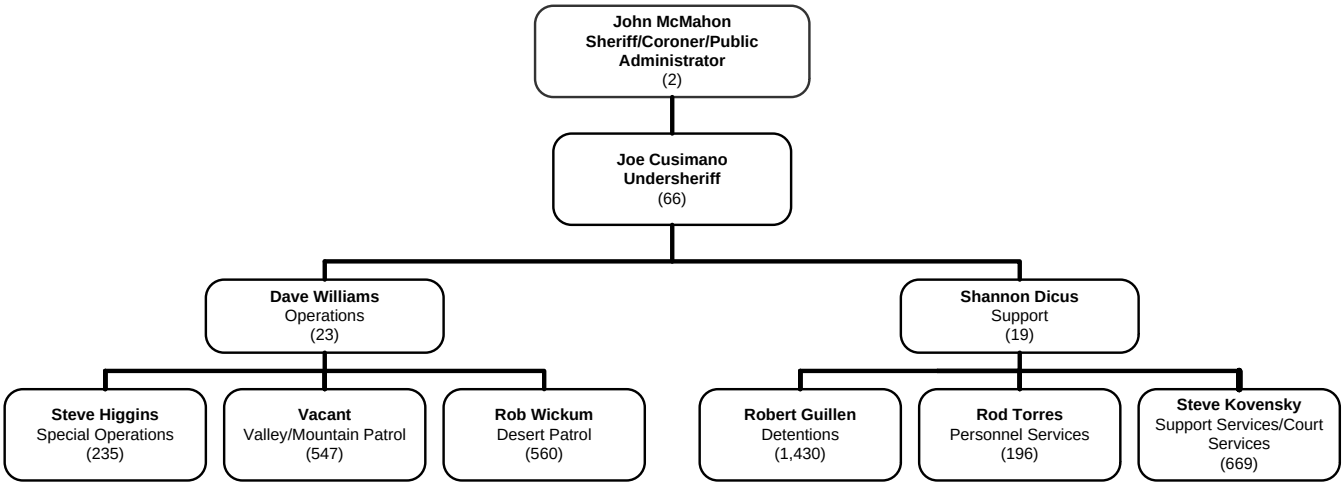
A total of six vacant limited term positions have been deleted. Four Public Service Employee positions supported the case file imaging project that is close to completion and the restructuring of the Proposition 47 project allowed for the deletion of two contract Deputy Public Defender IV positions.

SHERIFF/CORONER/PUBLIC ADMINISTRATOR
John McMahon

DEPARTMENT 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



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Sheriff/Coroner/Public Administrator	240,730,402	165,383,333	75,347,069			1,732
Sheriff - Detentions	206,354,117	71,216,247	135,137,870			1,433
Sheriff - Law Enforcement Contracts	137,587,182	137,587,182	0			582
Total General Fund	584,671,701	374,186,762	210,484,939	0	0	3,747
Special Revenue Funds						
Special Revenue Funds - Consolidated	20,828,097	10,603,969		10,224,128		0
Total Special Revenue Funds	20,828,097	10,603,969	0	10,224,128	0	0
Total - All Funds	605,499,798	384,790,731	210,484,939	10,224,128	0	3,747

2015-16 MAJOR ACCOMPLISHMENTS

- Collaborated with local, state and federal agencies in the area of gang identification and investigations. The department applied lessons learned while working with the various agencies to successfully identify local gang members and create safer neighborhoods within the County.
- Completed three major construction projects: the Sheriff Training Center expansion, Sheriff's Aviation, and the Sheriff's Crime Laboratory. The new buildings were designed to be more energy efficient and allows the County to eliminate the cost of a long-term lease.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of contacts with homeless individuals, which results in an estimated 30% annual referral rate for housing assistance.	724	665	1,000	800
STRATEGY	Balance proactive outreach with enforcement of the law.					
STRATEGY	Connect members of the homeless population with resources that may help them transition from homelessness.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Total number of documented gang contacts per year.	3,632	2,800	3,200	3,000
STRATEGY	Increase the number of gang contacts accomplished through an emphasis on in-field contacts and documentation.					
STRATEGY	Improves the department's ability to solve crime by providing investigative leads, as well as an opportunity to engage in early intervention/diversion strategies.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	NEW Percentage of County employees trained on safety and security in the workplace per fiscal year (3,000 County employees per fiscal year, 13.79% of 21,755 budgeted staffing).	N/A	N/A	N/A	14%
STRATEGY	Raising the level of awareness and preparedness amongst the County workforce to work towards a safer work environment.					
STRATEGY	Recognizing potential of workplace violence to ensure employee safety.					
STRATEGY	Understanding victim responses during critical incidents to better address their needs.					

Sheriff/Coroner/Public Administrator

DESCRIPTION OF MAJOR SERVICES

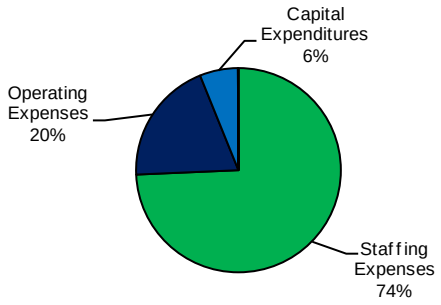
The Sheriff/Coroner/Public Administrator acts as the chief law enforcement officer, coroner/public administrator, and director of safety and security for the County by providing a full range of services throughout the County unincorporated areas.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$282,146,581
Total Sources (Incl. Reimb.)	$206,799,512
Net County Cost	$75,347,069
Total Staff	1,732
Funded by Net County Cost	27%

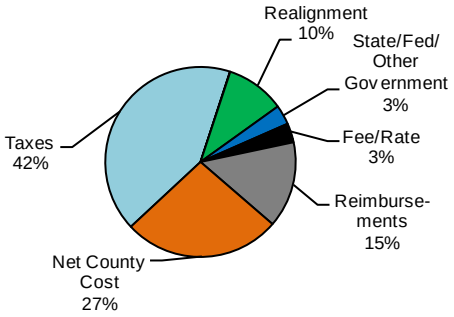
The department's general law enforcement mission is carried out through the operation of 10 County stations and a centralized headquarters, using basic crime and narcotics investigations, a crime laboratory and identification bureau, central records, two dispatch communication centers and an aviation 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 has been appointed. The Courts Civil Division is in charge of imposing court-ordered settlements and providing security to courtrooms in the San Bernardino Superior Court system. The department is also mandated to perform search and rescue operations within the County, through its mountain rescue, desert rescue, swift water and the dive team, performed primarily by trained volunteers and reserve Deputies, and administered by the Sheriff's Volunteer Forces Unit.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: General

BUDGET UNIT: AAA SHR
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	174,452,559	193,639,615	195,766,792	204,771,385	205,177,950	209,679,156	**4,907,771**
Operating Expenses	67,533,222	56,532,800	51,721,844	55,863,643	54,436,998	55,215,441	**(648,202)**
Capital Expenditures	5,365,923	4,428,950	4,929,919	8,400,386	6,824,480	16,999,489	**8,599,103**
Total Exp Authority	247,351,704	254,601,365	252,418,555	269,035,414	266,439,428	281,894,086	**12,858,672**
Reimbursements	(45,614,298)	(35,883,601)	(36,243,078)	(39,163,877)	(37,816,866)	(41,416,179)	**(2,252,302)**
Total Appropriation	201,737,406	218,717,764	216,175,477	229,871,537	228,622,562	240,477,907	**10,606,370**
Operating Transfers Out	308,080	195,974	98,533	4,458,968	4,133,545	252,495	**(4,206,473)**
Total Requirements	202,045,486	218,913,738	216,274,010	234,330,505	232,756,107	240,730,402	**6,399,897**
Sources							
Taxes	101,728,950	106,130,000	110,702,915	115,360,000	115,360,000	118,370,000	**3,010,000**
Realignment	26,402,887	28,648,974	27,000,000	27,903,518	27,903,518	28,242,585	**339,067**
State/Fed/Other Government	7,655,233	9,373,995	9,381,972	9,478,980	7,800,740	9,387,167	**(91,813)**
Fee/Rate	3,773,030	5,754,358	6,313,970	7,279,457	6,849,848	7,559,398	**279,941**
Other Revenue	3,602,763	1,676,945	2,360,893	1,552,000	1,708,012	1,656,500	**104,500**
Total Revenue	143,162,863	151,584,272	155,759,750	161,573,955	159,622,118	165,215,650	**3,641,695**
Operating Transfers In	619,333	1,020,776	673,918	478,564	305,126	167,683	**(310,881)**
Total Financing Sources	143,782,196	152,605,048	156,433,668	162,052,519	159,927,244	165,383,333	**3,330,814**
Net County Cost	58,263,290	66,308,690	59,840,342	72,277,986	72,828,863	75,347,069	**3,069,083**
Budgeted Staffing*	1,648	1,686	1,698	1,701	1,701	1,732	**31**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $240.7 million include cost of providing patrol and general law enforcement for the County's unincorporated areas. Also included are costs related to the following administrative support divisions: Automotive, Bureau of Administration, County Building and Security, Civil Liabilities, Criminal Intelligence, Employee Resources, Internal Affairs, Records, Technical Services, Training (Basic Academy, Emergency Vehicle Operations Center, Range, Advanced Officer), Specialized Investigations, Aviation, Bomb Arson, Coroner, Court Services, Communications, and the Inland Regional Narcotics Enforcement Team (IRNET). Also included in this budget unit are the Contract Training, Public Gathering, Aviation Services and Search & Rescue operating budget units previously accounted for as special revenue funds.

Operations are funded by a variety of Sources, the more significant of which are listed below:

- $118.4 million in Proposition 172 half cent sales tax revenue
- $ 75.3 million of Net County Cost (Discretionary General Funding)
- $ 41.4 million in Reimbursements (primarily from the department's law enforcement contracts)
- $ 28.2 million from the state for providing court security services (Public Safety Realignment)
- $ 5.5 million in state and federal grants
- $ 7.5 million in fees/charges for providing an array of law enforcement services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $6.4 million primarily due to increases of $4.9 million in Staffing Expenses primarily associated with a net increase of 31 budgeted positions ($1.2 million), additional retirement costs ($1.3 million), and negotiated salary increases and other benefit changes ($1.8 million). Additionally, Capital Expenditures are increasing $8.6 million, primarily due to the one-time purchase of two replacement patrol helicopters. These increases are offset by a decrease in Operating Transfers Out of $4.2 million due to the completion of capital improvement projects in 2015-16, and increased reimbursements of $2.3 million from the Sheriff-Contracts budget unit for increased staffing costs ($1.0 million) and from the Sheriff-Detentions budget unit for a proportionate share of Training Academy costs ($1.3 million).

Sources increased by a net $3.3 million due to a projected increase in Proposition 172 half-cent sales tax revenue of $3.0 million and an increase of $339,067 in Realignment (Trial Court Security Funding).

The following are notable changes to Discretionary General Funding (Net County Cost) for 2016-17:

- Increase of $9.0 million in one-time funding to fund the purchase of two replacement patrol helicopters
- Decrease of $3.0 million primarily for reduced insurance costs and prior year funding for termination cash outs (Earned Leave Program)
- Decrease of $4.0 million in one-time Capital Improvement Projects completed in the prior year
- Decrease of $2.0 million in one-time vehicle purchases
- Increase of $1.7 million in one-time funding for recruitment needs and various law enforcement related equipment

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Sheriff	2	0	0	0	2	0	2
Undersheriff	56	5	0	2	63	7	56
Assistant Sheriff - Operations	22	1	0	0	23	4	19
Assistant Sheriff - Support	20	0	0	-1	19	1	18
Special Operations	234	1	0	0	235	15	220
Valley/Mountain Patrol	219	4	0	-1	222	5	217
Desert Patrol	284	0	0	19	303	12	291
Personnel Services	195	1	0	0	196	43	153
Support Services/Court Services	669	20	-1	-19	669	54	615
Total	1,701	32	-1	0	1,732	141	1,591

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $209.7 million fund 1,732 budgeted positions of which 1,591 are regular positions (876 safety and 715 professional) and 141 are limited term positions. The department is increasing budgeted staffing by a net 31 positions, which include the following:

Additions:

- 2 Sheriff's Service Specialist – Evidence handling for Fontana and Big Bear
- 1 Sheriff's Pilot – funded within existing resources for Aviation Fixed Wing operations
- 1 Lieutenant – funded by Public Gathering to manage special events
- 1 Detective – funded within existing resources for Terrorism Liaison Officer for Crime Intelligence
- 1 Systems Development Team Leader – technical correction for prior year staffing adjustment
- 17 Public Service Employee to provide workload relief due to vacancies in the following:
    - 6 Records
    - 5 Technical Services
    - 4 Dispatch
    - 2 Bureau of Administration

Additions (cont.):

- 4 Sheriff's Communication Dispatcher II – Recurrent positions to provide vacancy relief
- 3 Student Intern for Bureau of Administration
- 1 Sergeant Extra Help for Internal Affairs
- 1 Contract Motorcycle Instructor – for the Emergency Vehicle Operations Center to provide training for department and other agencies' motor officers

Deletion:

- 1 Systems Development Team Leader – technical correction for prior year staffing adjustment

Sheriff - Detentions

DESCRIPTION OF MAJOR SERVICES

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 condition of post release community supervision.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$209,275,390
Total Sources (Incl. Reimb.)	$74,137,520
Net County Cost	$135,137,870
Total Staff	1,433
Funded by Net County Cost	65%

The San Bernardino County Sheriff operates four Type 1 and four Type II facilities. The Type II Detention Facilities currently have a total maximum inmate capacity of 6,769. West Valley Detention Center, Central Detention Center, High Desert Detention Center (formerly known as Adelanto Detention Center) and the Glen Helen Rehabilitation Center house both pre-trial inmates and persons sentenced to serve time in a County facility. The Type I Holding Facilities, namely Big Bear, Barstow, Morongo and Colorado River Jails, have a total maximum holding capacity of 198 arrestees.

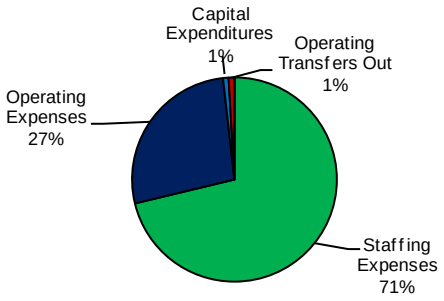
On April 4, 2011, the Governor of California signed Assembly Bill 109, the Public Safety Realignment Act, which created a significant change to the California correctional system. The law, which became effective on October 1, 2011, transferred responsibility for housing/supervising inmate and parolee 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.

Phase 1 of the High Desert Detention Center opened on February 6, 2014. This completed portion of the expansion project allowed for an additional 222 beds, with a total of 1,392 bed increase upon full operation of the facility.

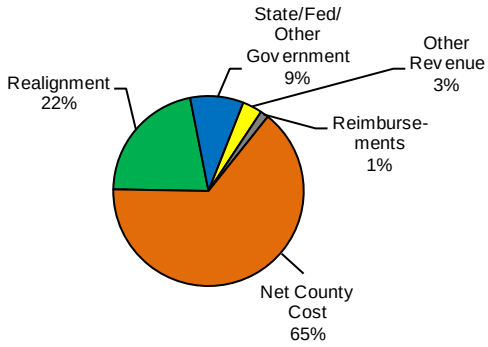
On April 21, 2015, the California Department of State Hospitals entered into a contract with the Department to administer the Jail Based Competency Treatment Program (JBCT) and provide inmates from counties, including San Bernardino, with restoration of competency treatment services similar to those provided in state mental hospitals. The contract provides access to portions of the West Valley Detention Center (WVDC) for up-to 76 patient inmates.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: General

BUDGET UNIT: AAA SHD
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	128,245,794	130,323,236	133,017,385	147,542,596	140,262,911	149,071,911	**1,529,315**
Operating Expenses	18,149,278	26,261,417	37,765,541	52,951,588	52,156,115	56,445,569	**3,493,981**
Capital Expenditures	0	89,531	322,925	900,000	779,202	1,833,000	**933,000**
Total Exp Authority	146,395,072	156,674,184	171,105,851	201,394,184	193,198,228	207,350,480	**5,956,296**
Reimbursements	(2,726,299)	(2,868,614)	(2,675,047)	(2,923,732)	(2,923,732)	(2,921,273)	**2,459**
Total Appropriation	143,668,773	153,805,570	168,430,804	198,470,452	190,274,496	204,429,207	**5,958,755**
Operating Transfers Out	2,004,860	102,213	233,015	1,989,553	467,328	1,924,910	**(64,643)**
Total Requirements	145,673,633	153,907,783	168,663,819	200,460,005	190,741,824	206,354,117	**5,894,112**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	25,128,163	34,274,176	30,291,339	41,695,857	38,010,960	45,258,167	**3,562,310**
State/Fed/Other Government	12,685,330	8,653,494	8,520,212	19,215,481	17,562,301	18,989,100	**(226,381)**
Fee/Rate	61,245	0	9,532	0	0	0	**0**
Other Revenue	6,970,068	6,838,496	6,278,691	6,627,498	5,743,697	6,968,980	**341,482**
Total Revenue	44,844,806	49,766,166	45,099,774	67,538,836	61,316,958	71,216,247	**3,677,411**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	44,844,806	49,766,166	45,099,774	67,538,836	61,316,958	71,216,247	**3,677,411**
Net County Cost	100,828,827	104,141,617	123,564,045	132,921,169	129,424,866	135,137,870	**2,216,701**
Budgeted Staffing*	1,301	1,385	1,373	1,419	1,419	1,433	**14**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $206.4 million represent the cost to staff and operate the County's four detention facilities. This includes costs of the food services division that serves approximately 21,000 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 200,000 inmates annually primarily for court appearances. The most significant sources of funding for this budget unit are as follows:

- $135.1 million of Net County Cost (Discretionary General Funding)
- $ 45.3 million of Public Safety Realignment Funding (AB 109)
- $ 10.9 million from a contract with the California Department of State Hospitals for the JBCT Program
- $ 6.1 million from the U.S. Marshal for housing federal inmates
- $ 4.0 million from the Inmate Welfare Fund budget unit
- $ 2.8 million reimbursement from the Department's Local Detention Facility Revenue budget unit
- $ 1.7 million from state funded programs
- $ 1.0 million from charging inmates for electronic monitoring
- $ 1.0 million from charging inmates participating in the work release program
- $ 500,000 from a contract with Liberty Healthcare for the Return of Competency Program (ROC)

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $5.9 million primarily due to increases in Operating Expenses, Staffing Expenses and Capital Expenditures. Operating Expenses are increasing by $3.5 million primarily to provide additional mental health and physician services at the jails through contractual services. Additionally, County Administrative charges (COWCAP), Facilities Management-Maintenance charges, Data Processing charges and medical expenses are increasing primarily associated with the expansion of the High Desert Detention Center. Also, beginning this fiscal year, this budget unit is transferring $1.3 million to the Sheriff's operating budget unit for its share of costs related to Deputy Trainees. Staffing Expenses are increasing by $1.5 million relative to 14 positions added in an effort to comply with new standard of care defined by the National Commission on Correctional Health Standards, in response to changes in inmate demographics resulting from AB 109 prison realignment. Capital Expenditures are increasing by $933,000 due to additional equipment needs for detention facilities.

Sources increased by a net $3.7 million primarily due to a projected increase in AB 109 base funding which assists in funding additional program costs. The department's Net County Cost (Discretionary General Funding) allocation is increasing by $2.2 million to fund additional retirement costs, negotiated salary increases, COWCAP and data processing charges.

2016-17 POSITION SUMMARY*

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Detentions	1417	14	0	-1	1,430	52	1,378
Undersheriff	2	0	0	1	3	0	3
Total	1,419	14	0	0	1,433	52	1,381

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $149.1 million fund 1,433 budgeted positions of which 1,381 are regular positions (624 safety and 757 professional) and 52 are limited term positions. The department is increasing budgeted staffing by 14 positions, which are funded primarily with additionally AB 109 base funding. Staffing changes include the following:

Additions:

- 1 Deputy Sheriff – for female intake in detentions
- 5 Health Services Assistants – for TB testing requirement at WVDC
- 2 Licensed Vocational Nurses – for TB testing requirement at WVDC
- 1 Sheriff's Nurse Supervisor II – to act as the department's Quality Improvement Coordinator to ensure compliance with the National Commission on Correction Health Care Standards
- 1 Business Systems Analyst II – to manage the department's health records of inmates
- 1 Automated Systems Technician – to manage the department's health records of inmates
- 1 Application Specialist – to manage the department's health records of inmates
- 1 Sheriff's Food Services Manager – department funded approved dual fill for extended leave coverage
- 1 Sheriff's Training Specialist I – for standardized corrections training

Sheriff – Law Enforcement Contracts

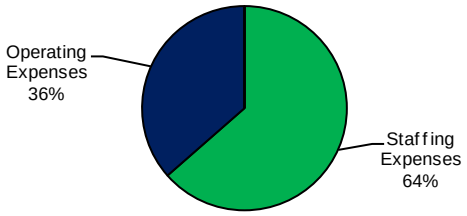
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$138,357,042
Total Sources (Incl. Reimb.)	$138,357,042
Net County Cost	$0
Total Staff	582
Funded by Net County Cost	0%

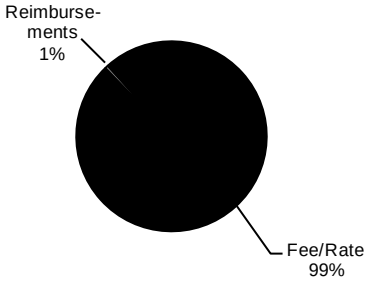
The San Bernardino County Sheriff provides contract law enforcement services to 14 cities/towns (Adelanto, Apple Valley, Big Bear, Chino Hills, Grand Terrace, Hesperia, Highland, Loma Linda, Needles, Rancho Cucamonga, Twenty-nine Palms, Victorville, Yucaipa and Yucca Valley) within San Bernardino County 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, resulting in a more effective and efficient broad-based law enforcement environment.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: General

BUDGET UNIT: AAA SHC
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	76,359,497	80,346,313	80,842,677	87,029,085	83,871,396	87,910,947	**881,862**
Operating Expenses	40,358,387	46,021,574	45,194,829	48,912,268	47,774,575	50,446,095	**1,533,827**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	116,717,884	126,367,887	126,037,506	135,941,353	131,645,971	138,357,042	**2,415,689**
Reimbursements	(264)	(698,948)	(350,120)	(189,643)	(189,643)	(769,860)	**(580,217)**
Total Appropriation	116,717,620	125,668,939	125,687,386	135,751,710	131,456,328	137,587,182	**1,835,472**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	116,717,620	125,668,939	125,687,386	135,751,710	131,456,328	137,587,182	**1,835,472**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	114,847,941	118,651,898	124,788,917	135,751,710	131,490,632	137,587,182	**1,835,472**
Other Revenue	350	472	3,724	0	1,474	0	**0**
Total Revenue	114,848,291	118,652,370	124,792,641	135,751,710	131,492,106	137,587,182	**1,835,472**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	114,848,291	118,652,370	124,792,641	135,751,710	131,492,106	137,587,182	**1,835,472**
Net County Cost	1,869,329	7,016,569	894,745	0	(35,778)	0	**0**
Budgeted Staffing*	575	573	578	582	582	582	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $137.6 million primarily include the following:

- Staffing Expenses of $87.9 million for 582 budgeted law enforcement and professional staff assigned to stand-alone operations serving as city police departments.
- Operating Expenses of $50.4 million primarily include $5.5 million in COWCAP charges, $5.5 million in risk management charges, $2.2 million in vehicle fuel and maintenance charges, $1.3 million in patrol related non-inventoriable equipment charges, and $891,582 in radio access and maintenance charges. It also includes transfers to the Sheriff/Coroner/Public Administrator general fund budget unit for the following:
    - $20.3 million for services from County stations for smaller city operations (Dual Operations)
    - $ 6.3 million for dispatch services
    - $ 2.7 million for training costs
    - $503,491 for administrative support
- Reimbursements of $769,860 represent a credit to the Cities of Chino Hills, Rancho Cucamonga and Yucaipa for the delivery of law enforcement services to portions of the unincorporated areas of the West End and Mentone/Barton Flats.

Sources of $137.6 million represent law enforcement contract revenues from 14 cities and the San Manuel Band of Mission Indians.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.8 million primarily due to a $1.5 million increase in Operating Expenses that includes a $1.3 million increase in Transfers to the Sheriff/Coroner/Public Administrator general fund budget unit for increased inflationary costs (e.g. retirement costs) to provide dual operation services, dispatch services and training and a $166,270 increase in risk management liabilities associated with higher law enforcement liability premiums. These increases are offset by an increase in Reimbursements of $580,217 for unincorporated patrol in the cities of Chino Hills and Rancho Cucamonga. Additionally, there is an increase in Staffing Expenses of $881,862 primarily due to retirement costs.

Sources are increasing by $1.8 million to reflect additional revenue from law enforcement contracts to cover the increased cost of services provided.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Valley/Mountain Patrol	325	0	0	0	325	0	325
Desert Patrol	257	0	0	0	257	0	257
Total	582	0	0	0	582	0	582

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $87.9 million fund 582 budgeted regular positions. There are no staffing changes for this budget unit.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$20,891,009
Total Sources (Incl. Reimb.)	$10,666,881
Use of/ (Contribution to) Fund Balance	$10,224,128
Total Staff	0

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's share of federal asset forfeitures. **IRNET State** accounts for IRNET's share of state asset forfeitures and 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 this program 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 and Safety Code 11489 (b)(2)(A)(i) requires these funds be maintained in a special revenue fund. Fifteen percent (15%) of all forfeitures received after January 1994 are set aside for drug education and gang intervention programs. 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 Programs. 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.

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 and California Highway Patrol as required by AB767. This budget unit accounts for funds received from vehicle registration assessments, per Vehicle Code 9250.14, and are expended exclusively to fund programs that enhance law enforcement efforts to deter and investigate vehicle theft crimes. Expenditures for SANCATT personnel are transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit. In addition, funds offset operating expenses for qualified expenditures by participating agencies.

CAL-ID Program funding is used for the operating expenses of the Local Automated Fingerprint Identification System (AFIS) and for staffing costs of positions assigned to the CAL-ID program. The budget unit is funded from joint trust contributions by all local contracting municipal agencies and vehicle registration fees per Vehicle Code (VC) 9520.19. Staffing costs for positions assigned to the CAL-ID program are transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit.

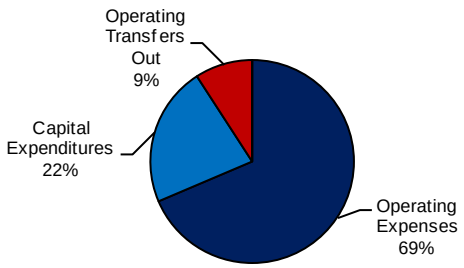
Court Services Auto accounts for processing court fees collected under AB1109, which are used to supplement the County's cost for vehicle fleet replacement and equipment, maintenance, and civil process operations associated with court services.

Court Services Tech accounts for processing court fees collected under AB709, which are used for automated equipment necessary to operate court services.

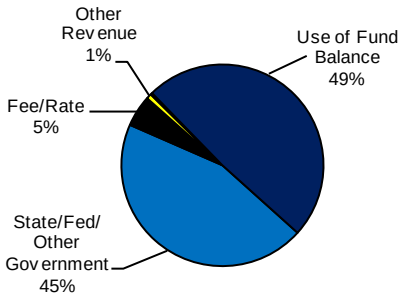
In accordance with state legislation (AB1805) effective July 1, 2007, **Local Detention Facility Revenue** accounts for an allocation of funds from the state replacing booking fees previously charged by the County to cities and local entities, as permitted by Government Code Section 29550. Funds are required to be used for the purpose of operating, renovating, remodeling, or constructing local detention facilities.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	719,829	(17,613)	0	0	0	0	**0**
Operating Expenses	13,382,093	11,084,260	14,274,890	17,747,870	13,178,798	14,328,652	**(3,419,218)**
Capital Expenditures	2,355,600	3,810,640	5,990,854	4,659,888	2,725,052	4,654,185	**(5,703)**
Total Exp Authority	16,457,522	14,877,287	20,265,744	22,407,758	15,903,850	18,982,837	**(3,424,921)**
Reimbursements	(115,146)	(470,173)	(1,319,453)	(1,059,908)	(60,981)	(62,912)	**996,996**
Total Appropriation	16,342,376	14,407,114	18,946,291	21,347,850	15,842,869	18,919,925	**(2,427,925)**
Operating Transfers Out	2,315,425	867,016	2,861,264	3,683,199	2,024,347	1,908,172	**(1,775,027)**
Total Requirements	18,657,801	15,274,130	21,807,555	25,031,049	17,867,216	20,828,097	**(4,202,952)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	15,672,072	12,497,788	12,962,811	10,152,505	11,800,418	9,380,299	**(772,206)**
Fee/Rate	3,185,873	(166,879)	15,193	1,000	955,016	1,050,000	**1,049,000**
Other Revenue	2,324,121	2,372,900	1,605,923	2,085,686	171,198	173,670	**(1,912,016)**
Total Revenue	21,182,066	14,703,809	14,583,927	12,239,191	12,926,632	10,603,969	**(1,635,222)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	21,182,066	14,703,809	14,583,927	12,239,191	12,926,632	10,603,969	**(1,635,222)**
Fund Balance							
Use of / (Contribution to) Fund Balance	(2,524,265)	570,321	7,223,628	12,791,858	4,940,584	10,224,128	**(2,567,730)**
Available Reserves				2,979,450	10,830,724	606,596	**(2,372,854)**
Total Fund Balance				15,771,308	15,771,308	10,830,724	**(4,940,584)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
IRNET Federal (Fund SCF)	1,380,149	10,500	1,369,649	0	0
IRNET State (Fund SCX)	234,680	61,000	173,680	0	0
Federal Seized Assets - DOJ (Fund SCK)	4,231,128	35,000	4,196,128	0	0
Federal Seized Assets- Treasury(Fund SCO)	521,431	1,200	520,231	0	0
State Seized Assets (Fund SCT)	1,901,373	509,500	1,391,873	0	0
Auto Theft Task Force (Fund SCL)	1,393,728	1,769,596	(375,868)	606,596	0
CAL-ID Program (Fund SDA)	4,389,516	4,389,516	0	0	0
Court Services Auto (Fund SQR)	1,126,454	656,750	469,704	0	0
Cout Services Tech (Fund SQT)	2,891,031	412,300	2,478,731	0	0
Local Detention Facility Revenue (Fund SRL)	2,758,607	2,758,607	0	0	0
Total Special Revenue Funds	20,828,097	10,603,969	10,224,128	606,596	0

IRNET Federal: Requirements of $1.4 million consist of Operating Expenses which support law enforcement operations and investigations, training and education, transfers and contributions to other agencies for their participation in asset seizures, and overtime for personnel involved in law enforcement operations. Sources of $10,500 include projected interest earnings on the current Fund Balance. In order to comply with federal guidelines, the department does not budget anticipated revenues in this budget unit.

Fund Balance will be used for law enforcement operations and equipment, transfers to other law enforcement agencies, and overtime for personnel involved in law enforcement operations, all of which can be reduced as needed dependent on the amount of fund balance available.

IRNET State: Requirements of $234,680 consist of Operating Expenses for various one-time law enforcement operations and ongoing drug and gang programs. Sources of $61,000 include anticipated state asset forfeiture funds and projected interest earnings. Use of Fund Balance of $173,680 is for one-time Operating Expenses. State forfeited funds are distributed to the local law enforcement agency that participated in the seizure.

Federal Seized Assets (DOJ): Requirements of $4.2 million include $1.9 million in Operating Expenses to support law enforcement operations and investigations and Capital Expenditures of $2.3 million in one-time equipment and software purchases. Sources of $35,000 include projected interest earnings on the current Fund Balance. In order to comply with federal guidelines, the department does not budget anticipated revenues.

Fund Balance will be used to support law enforcement operations and investigations along with training and education. In addition, the fund balance will be used for law enforcement equipment, transfers to other law enforcement agencies and overtime for personnel involved in law enforcement operations. These purchases can be reduced as needed dependent on the amount of fund balance available.

Federal Seized Assets (Treasury): Requirements of $521,431 support law enforcement operations. Sources of $1,200 represent projected interest earnings. In order to comply with federal guidelines, the department does not budget anticipated revenues in this budget unit.

Fund Balance will be used to support law enforcement operations and investigations along with training and education, all of which can be reduced as needed dependent on the amount of fund balance available. Treasury

Guide and Equitable Sharing for Foreign Countries and Federal, State and Local Law Enforcement Agencies permits the expenditures noted above.

State Seized Assets: Requirements of $1.9 million primarily include $282,944 in Operating Expenses that support continuous law enforcement investigation activity. In addition, $63,500 of Operating Expenses provide for a transfer to the Sheriff/Coroner/Public Administrator's general fund budget unit for public safety educator overtime and salaries. Operating Transfers Out of $1.6 million is budgeted for departmental Capital Improvement Program (CIP) projects. Sources of $509,500 include $425,000 in anticipated state asset seizures, $9,500 in projected interest earnings and $75,000 from the Evidence and Cash Trust Fund. Use of Fund Balance of $1,391,873 is being used for one-time Capital Improvement Projects.

State forfeited funds are distributed to the local law enforcement agency that participated in the seizure. Fifteen percent of these funds will be deposited in a special fund maintained by the seizing agency to fund programs designed to combat drug abuse and reduce gang activity.

San Bernardino County Auto Theft Task Force (SANCATT): Requirements of $1.4 million include Operating Expenses, offset by $62,912 in Reimbursements. Requirements include contributions to non-county participating task force agencies and a transfer to the Sheriff/Coroner/Public Administrator's General Fund budget unit to support the cost of 4 positions. The District Attorney Department is reimbursing $62,912 to SANCATT for the cost of one of these positions. Sources of $1.8 million primarily represent vehicle registration fees and projected interest earnings. The department is budgeting to contribute $375,868 to Fund Balance, which is being placed in Available Reserves of $606,596 for future use, to support costs associated with the operations of SANCATT as permitted by Vehicle Code Section 9240.14.

CAL-ID Program: Requirements of $4.4 million include $4.2 million in Operating Expenses, which support communications, and travel and training, and transfers to the Sheriff/Coroner/Public Administrator's General Fund budget unit for staffing costs of 36 personnel assigned to this program. Capital Expenditures of $160,000 include one-time equipment purchases. Sources of $4.4 million are from the CAL-ID Program trust fund and directly offset all claimable costs.

Court Services Auto: Requirements of $1.1 million primarily include $1.1 million in Capital Expenditures to replace vehicles. Sources of $656,750 primarily reflect the Department's share of anticipated court fines. Use of Fund Balance of $469,704 is being used for one-time purchases to replace patrol vehicles.

Per Government Code Section 26746, Fund Balance shall be expended to supplement the County's cost for vehicle fleet replacement and equipment, maintenance, and civil process operations.

Court Services Tech: Requirements of $2.9 million include $1.8 million in Operating Expenses primarily to fund an upgrade to the Court Case Management System (CCMS) and $1.1 million in Capital Expenditures to fund one-time purchases of computer equipment for the CCMS. Each time the Sheriff's Civil Services Division serves various court writs, the Sheriff's Civil Services Division receives a portion of the fee. Sources of $412,300 primarily represent the department's share of anticipated court fines. Use of Fund Balance of $2.5 million is being used to upgrade the CCMS. Per Government Code Section 26731, Fund Balance shall be expended to supplement the County's cost for the implementation, maintenance, and purchase of auxiliary equipment and furnishings for automated systems or other non-automated operational equipment and furnishings deemed necessary.

Local Detention Facility Revenue: Requirements of $2.8 million represent Transfers to the Sheriff – Detentions General Fund budget unit for expenditures related to the operation, renovation, remodeling, or construction of local detention facilities. Sources of $2.8 million represent the booking fee allocation anticipated from the state in addition to projected interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing $4.2 million, resulting primarily from the following:

- In 2015-16, the department budgeted to expend $1.5 million for Capital Improvement Program (CIP) projects at the department's training facilities from its Contract Training special revenue fund. This special revenue fund's ongoing revenue was transferred to the department's General Fund budget unit in 2013-14 and will be deactivated in 2016-17, resulting in a reduction of $1.5 million in requirements.
- Federal Seized Assets (DOJ) requirements are decreasing a net $3.2 million primarily as a result of the department only being able to budget revenue once funds have been received by the department, in accordance with federal guidelines. In 2015-16, the department was able to increase its requirements in a quarterly budget report, as it had received asset forfeiture funds from the federal government, which paid for the maintenance of law enforcement hardware and equipment. Since the department cannot budget anticipated receipts, it has reduced requirements accordingly. It is likely that the department will return to the Board in a future quarterly budget report to partially restore its Operating Expenses budget.
- State Seized Assets requirements are decreasing $797,914 primarily as a result of the completion of one-time CIPs projects in 2015-16 and to reflect an assumed reduction in anticipated asset forfeiture revenue, which will not impact any ongoing departmental operations.
- CAL-ID Program requirements are decreasing $462,155 primarily due to the prepayment in 2015-16 for the maintenance of various CAL-ID related law enforcement equipment, resulting in reduced estimated expenditures in 2016-17.
- Court Services Tech requirements are increasing $2.4 million primarily to pay for an upgrade to the Court Case Management System (CCMS). The department will be using Fund Balance in 2016-17 to pay for this one-time cost.

Sources are decreasing a net $1.6 million primarily due to the fact that for Federal Seized Assets (DOJ), the department can only budget revenue once funds have been received by the department, in accordance with federal guidelines. In 2015-16, the department was able to increase sources by $1.7 million in a quarterly budget report, as it had received additional asset forfeiture funds from the federal government. It is likely that the department will return to the Board in a future quarterly budget report as asset forfeiture revenue is received throughout the fiscal year.

ANALYSIS OF FUND BALANCE

Historically, the Department has used Fund Balance for one-time law enforcement expenditures. This is standard practice for the Department. Such one-time expenditures have included various detention facility and training academy improvements, law enforcement equipment and vehicle purchases, and support of the expansion and relocation of the County's Aviation Unit.

Various laws and program guidelines governing the special revenue funds require the use of the Fund Balance generally to supplement law enforcement operations as well as to purchase various law enforcement vehicles and equipment. Additionally, the Department uses Fund Balance for overtime salaries of officers involved in law enforcement investigations as permitted by federal asset forfeiture program guidelines.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing within these budget units.

OPERATIONS AND COMMUNITY SERVICES
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
COMMUNITY SERVICES					
COMMUNITY SERVICES ADMINISTRATION	315	274,090	0	274,090	1
AGRICULTURE/WEIGHTS AND MEASURES					
AGRICULTURE/WEIGHTS AND MEASURES	320	7,222,637	5,809,655	1,412,982	65
AIRPORTS					
AIRPORTS	327	3,445,895	3,445,895	0	20
COUNTY MUSEUM					
COUNTY MUSEUM	347	3,848,945	395,700	3,453,245	22
LAND USE SERVICES					
ADMINISTRATION	355	1,286,340	0	1,286,340	40
PLANNING	362	7,325,595	2,595,000	4,730,595	29
BUILDING AND SAFETY	365	5,349,734	4,792,424	557,310	23
CODE ENFORCEMENT	368	5,822,393	694,588	5,127,805	35
FIRE HAZARD ABATEMENT	371	2,589,266	2,291,073	298,193	17
LAND DEVELOPMENT	374	928,324	281,112	647,212	8
PUBLIC WORKS					
SURVEYOR	377	3,281,366	2,546,047	735,319	23
REAL ESTATE SERVICES					
REAL ESTATE SERVICES	402	1,315,417	1,315,417	0	24
RENTS AND LEASES	408	1,130,994	1,130,994	0	0
COURTS PROPERTY MANAGEMENT	410	1,873,885	1,873,885	0	0
PROJECT MANAGEMENT DIVISION	414	0	0	0	24
FACILITIES MANAGEMENT DIVISION	417	17,273,477	17,065,477	208,000	113
UTILITIES	420	19,585,889	253,268	19,332,621	2
REGIONAL PARKS					
REGIONAL PARKS	422	9,891,178	7,612,000	2,279,178	195
REGISTRAR OF VOTERS	434	9,571,324	2,365,573	7,205,751	73
TOTAL GENERAL FUND		102,016,749	54,468,108	47,548,641	714

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	325	145,698	2,500	143,198	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	332	7,260,685	5,191,710	2,068,975	0
COUNTY LIBRARY - CONSOLIDATED	340	17,799,116	16,024,589	1,774,527	298
BLOOMINGTON LIBRARY RESERVE	345	176,900	550	176,350	0
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
MONUMENT PRESERVATION	383	80,516	80,000	516	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	385	115,469,787	99,776,557	15,693,230	343
FLOOD CONTROL DISTRICT					
SPECIAL REVENUE FUNDS - CONSOLIDATED	394	99,927,568	68,018,379	31,909,189	170
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	412	2,641,030	484,596	2,156,434	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	427	4,795,381	3,664,840	1,130,541	0
TOTAL SPECIAL REVENUE FUNDS		248,296,681	193,243,721	55,052,960	811

OPERATIONS AND COMMUNITY SERVICES
SUMMARY CONTINUED

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

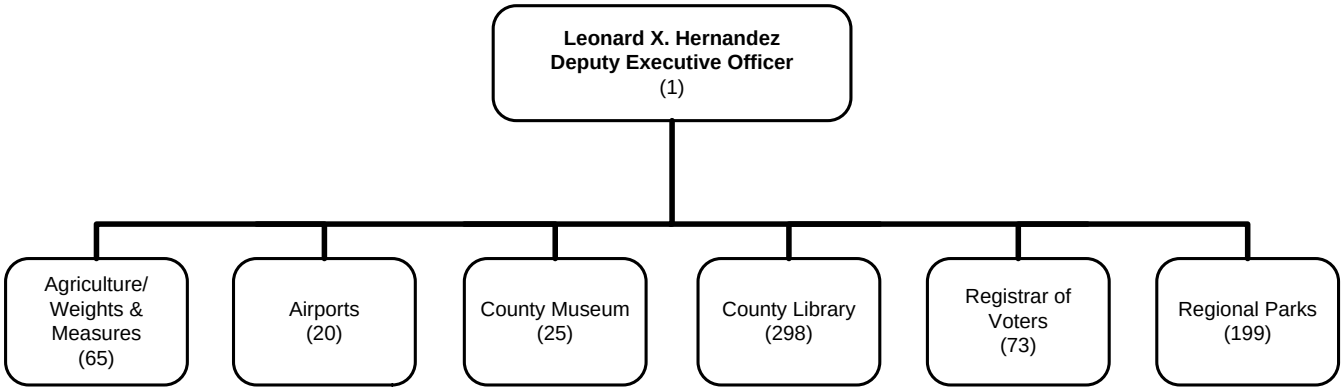
INTERNAL SERVICE FUND	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
SAN BERNARDINO COUNTY FLOOD CONTROL DISTRICT:					
FLOOD CONTROL EQUIPMENT	399	3,920,317	2,612,000	1,308,317	0
TOTAL INTERNAL SERVICES FUND		3,920,317	2,612,000	1,308,317	0

COMMUNITY SERVICES
Leonard X. Hernandez

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Community Services Administration	274,090	0	274,090			1
Agriculture / Weights & Measures	7,222,637	5,809,655	1,412,982			65
Airports	3,445,895	3,445,895	0			20
County Museum	3,848,945	395,700	3,453,245			22
Regional Parks	9,891,178	7,612,000	2,279,178			195
Registrar of Voters	9,571,324	2,365,573	7,205,751			73
Total General Fund	34,254,069	19,628,823	14,625,246	0	0	376
Special Revenue Funds						
California Grazing	145,698	2,500		143,198		0
Airports - Consolidated	7,260,685	5,191,710		2,068,975		0
County Library - Consolidated	17,976,016	16,025,139		1,950,877		298
Regional Parks - Consolidated	4,795,381	3,664,840		1,130,541		0
Total Special Revenue Funds	30,177,780	24,884,189	0	5,293,591	0	298
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	1,739,366	2,613,068			(873,702)	0
CSA 60 - Apple Valley Airport - Cap Improv	1,889,336	23,900			1,865,436	0
Museum Store	80,092	68,092			12,000	3
Active Outdoors	40,761	28,855			11,906	4
Total Enterprise Funds	3,749,555	2,733,915	0	0	1,015,640	7
Total - All Funds	68,181,404	47,246,927	14,625,246	5,293,591	1,015,640	681

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

Community Services Administration

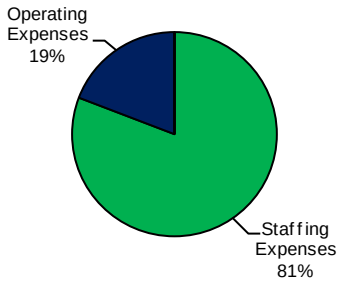
DESCRIPTION OF MAJOR SERVICES

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

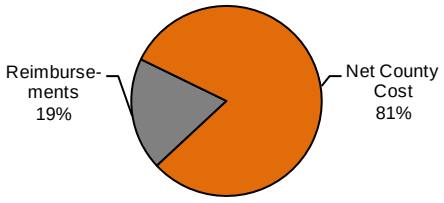
The Community Services Group is comprised of the following six departments: Agricultural/Weights and Measures, Airports, County Library, County Museum, Regional Parks, and Registrar of Voters. Agricultural / Weights and Measures protect the welfare of the public by ensuring residents and businesses comply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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Community Services Group
FUND: General

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	270,000	267,893	274,049	**4,049**
Operating Expenses	0	0	0	65,000	65,000	65,041	**41**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	335,000	332,893	339,090	**4,090**
Reimbursements	0	0	0	(65,000)	(65,000)	(65,000)	**0**
Total Appropriation	0	0	0	270,000	267,893	274,090	**4,090**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	270,000	267,893	274,090	**4,090**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	0	0	0	270,000	267,893	274,090	**4,090**
Budgeted Staffing*	0	0	0	1	1	1	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

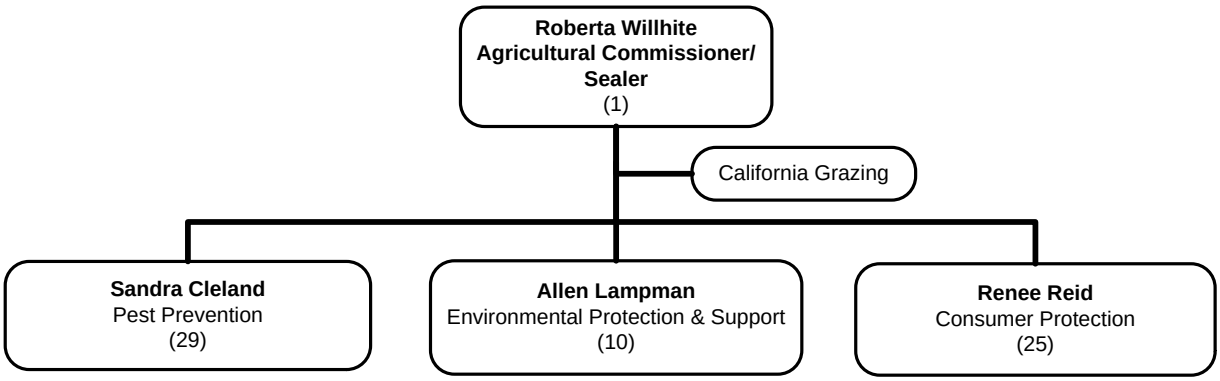
AGRICULTURE/WEIGHTS & MEASURES

Roberta Y. Willhite

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Agriculture / Weights & Measures	7,222,637	5,809,655	1,412,982			65
Total General Fund	7,222,637	5,809,655	1,412,982	0	0	65
Special Revenue Fund						
California Grazing	145,698	2,500		143,198		0
Total Special Revenue Fund	145,698	2,500	0	143,198	0	0
Total - All Funds	7,368,335	5,812,155	1,412,982	143,198	0	65

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of registered devices inspected.	84%	85%	80%	75%
STRATEGY	Perform device inspections with a goal of inspecting a minimum of 75% of the devices (i.e. scales, gas pumps).					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average number of monthly trap servicings.	13,381	10,823	11,000	11,500
STRATEGY	Service exotic insect traps on a monthly basis to guarantee completion of the contracted servicing levels.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of Pesticide Company locations inspected.	N/A	60%	60%	60%
STRATEGY	Partnering with State agencies, perform safety compliance inspections at Pesticide Companies with a target inspection goal of 60% of the locations.					

Agriculture/Weights & Measures

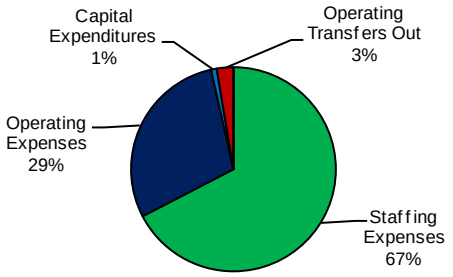
DESCRIPTION OF MAJOR SERVICES

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

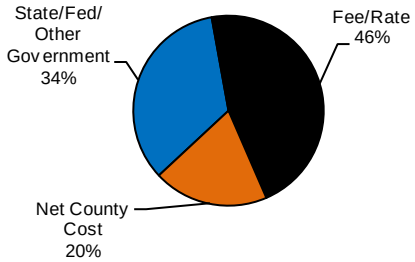
The Department of Agriculture / Weights & Measures protects the environment, public health, worker safety and the welfare of the public by helping residents and businesses comply with state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	4,427,088	4,768,868	4,621,917	4,730,846	4,650,340	4,866,804	**135,958**
Operating Expenses	2,061,544	1,868,823	2,237,199	2,093,108	2,068,542	2,101,233	**8,125**
Capital Expenditures	8,870	(6,788)	33,283	31,727	31,727	65,000	**33,273**
Total Exp Authority	6,497,502	6,630,903	6,892,399	6,855,681	6,750,609	7,033,037	**177,356**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,497,502	6,630,903	6,892,399	6,855,681	6,750,609	7,033,037	**177,356**
Operating Transfers Out	48,000	7,907	0	90,000	90,000	189,600	**99,600**
Total Requirements	6,545,502	6,638,810	6,892,399	6,945,681	6,840,609	7,222,637	**276,956**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,104,929	2,405,236	3,137,597	2,389,960	2,459,206	2,463,555	**73,595**
Fee/Rate	3,068,429	3,063,184	3,429,415	3,151,500	3,255,000	3,344,700	**193,200**
Other Revenue	(257)	(2,436)	3,743	1,400	1,400	1,400	**0**
Total Revenue	6,173,101	5,465,984	6,570,755	5,542,860	5,715,606	5,809,655	**266,795**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	6,173,101	5,465,984	6,570,755	5,542,860	5,715,606	5,809,655	**266,795**
Net County Cost	372,401	1,172,826	321,644	1,402,821	1,125,003	1,412,982	**10,161**
Budgeted Staffing*	63	63	64	64	64	65	**1**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

California Grazing

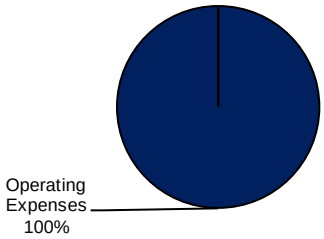
DESCRIPTION OF MAJOR SERVICES

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

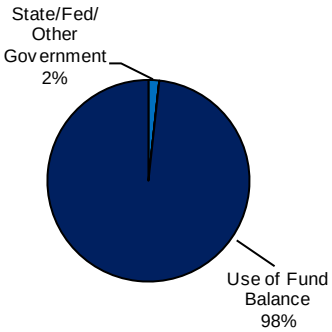
The California Grazing budget unit funds a variety of range improvement projects such as cattle guards, fencing, pipelines, tanks and other water dispensing facilities adopted by the County's Range Improvement Advisory Committee (RIAC). RIAC is comprised of five lessees of federal grazing land and one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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,995	0	3,390	145,698	3,000	145,698	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	2,995	0	3,390	145,698	3,000	145,698	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,995	0	3,390	145,698	3,000	145,698	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,995	0	3,390	145,698	3,000	145,698	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	2,876	2,718	3,453	2,500	3,000	2,500	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	2,876	2,718	3,453	2,500	3,000	2,500	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,876	2,718	3,453	2,500	3,000	2,500	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	119	(2,718)	(63)	143,198	0	143,198	**0**
Available Reserves				0	143,198	0	**0**
Total Fund Balance				143,198	143,198	143,198	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF FUND BALANCE

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

STAFFING CHANGES AND OPERATIONAL IMPACT

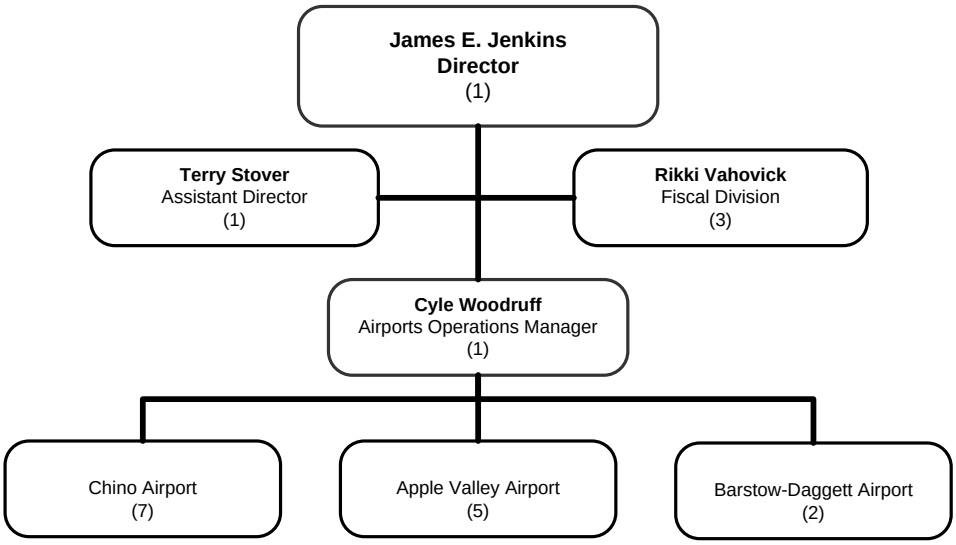
There is no staffing associated with this budget unit.

AIRPORTS
James E. Jenkins

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Airports	3,445,895	3,445,895	0			20
Total General Fund	3,445,895	3,445,895	0			20
Special Revenue Funds						
Airports Special Revenue Funds - Consolidated	7,260,685	5,191,710		2,068,975		0
Total Special Revenue Funds	7,260,685	5,191,710		2,068,975		0
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	1,739,366	2,613,068			(873,702)	0
CSA 60 - Apple Valley Airport - Cap Improv	1,889,336	23,900			1,865,436	0
Total Enterprise Funds	3,628,702	2,636,968			991,734	0
Total - All Funds	14,335,282	11,274,573	0	2,068,975	991,734	20

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

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

Airports

DESCRIPTION OF MAJOR SERVICES

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

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

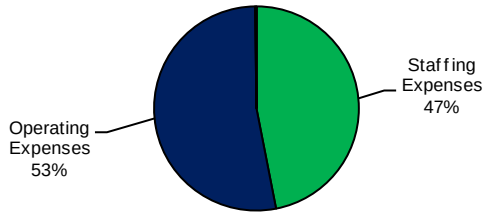
The County's six airports include:

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

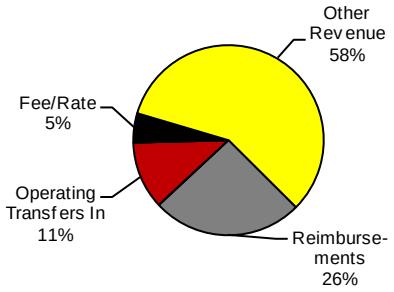
The County's airports produce revenue to operate and maintain the airport system. Revenues are generated from facility rents, concession and user fees, and, in the case of Apple Valley Airport, property taxes dedicated to the support of CSA 60. State and federal grants are significant sources for funds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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,632,659	1,855,067	1,768,633	2,049,978	1,961,331	2,172,999	**123,021**
Operating Expenses	1,867,509	1,855,126	1,883,999	2,068,447	2,011,946	2,447,422	**378,975**
Capital Expenditures	0	7,895	0	10,000	9,503	10,000	**0**
Total Exp Authority	3,500,168	3,718,088	3,652,632	4,128,425	3,982,780	4,630,421	**501,996**
Reimbursements	(886,813)	(936,848)	(1,000,837)	(1,109,940)	(892,941)	(1,184,526)	**(74,586)**
Total Appropriation	2,613,355	2,781,240	2,651,795	3,018,485	3,089,839	3,445,895	**427,410**
Operating Transfers Out	424,000	194,696	865,875	0	394,133	0	**0**
Total Requirements	3,037,355	2,975,936	3,517,670	3,018,485	3,483,972	3,445,895	**427,410**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	45,616	40,000	43,064	0	40,000	0	**0**
Fee/Rate	156,865	189,008	289,519	173,306	272,586	230,932	**57,626**
Other Revenue	2,821,029	2,744,516	3,185,088	2,743,112	3,069,319	2,680,464	**(62,648)**
Total Revenue	3,023,510	2,973,524	3,517,671	2,916,418	3,381,905	2,911,396	**(5,022)**
Operating Transfers In	25,000	23,502	0	102,067	102,067	534,499	**432,432**
Total Financing Sources	3,048,510	2,997,026	3,517,671	3,018,485	3,483,972	3,445,895	**427,410**
Net County Cost	(11,155)	(21,090)	(1)	0	0	0	**0**
Budgeted Staffing*	19	20	20	20	20	20	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Airports Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

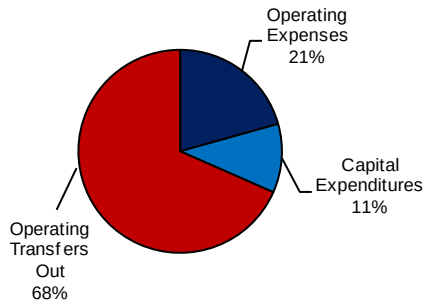
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$7,260,685
Total Sources (Incl. Reimb.)	$5,191,710
Use of/ (Contribution to) Fund Balance	$2,068,975
Total Staff	0

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

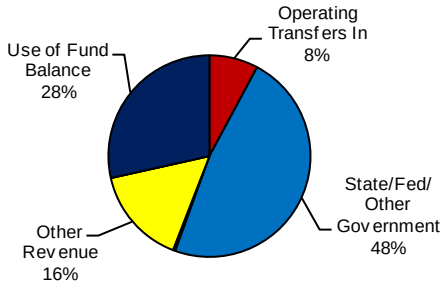
Airports Capital Improvement Program is a Capital Improvement Program (CIP) that is managed by the Department of Airports and includes projects for Baker Airport, Barstow-Daggett Airport, Chino Airport, Needles Airport, and Twentynine Palms Airport. Projects funded in this budget unit include utility,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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Plant Acquisition

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,094,597	1,214,034	939,378	2,286,984	1,615,515	1,499,172	**(787,812)**
Capital Expenditures	539,298	914,532	1,402,992	1,048,336	764,508	795,359	**(252,977)**
Total Exp Authority	1,633,895	2,128,566	2,342,370	3,335,320	2,380,023	2,294,531	**(1,040,789)**
Reimbursements	(200,000)	0	0	0	0	0	**0**
Total Appropriation	1,433,895	2,128,566	2,342,370	3,335,320	2,380,023	2,294,531	**(1,040,789)**
Operating Transfers Out	1,057,764	583,255	1,378,387	4,792,938	1,203,501	4,966,154	**173,216**
Total Requirements	2,491,659	2,711,821	3,720,757	8,128,258	3,583,524	7,260,685	**(867,573)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	1,975,371	0	102,509	3,479,287	700,044	3,463,203	**(16,084)**
Fee/Rate	184	7,428	32,134	12,944	24,537	26,384	**13,440**
Other Revenue	926,599	1,677,979	1,832,776	2,225,315	2,062,865	1,134,043	**(1,091,272)**
Total Revenue	2,902,154	1,685,407	1,967,419	5,717,546	2,787,446	4,623,630	**(1,093,916)**
Operating Transfers In	1,111,129	758,816	1,215,875	704,913	696,140	568,080	**(136,833)**
Total Financing Sources	4,013,283	2,444,223	3,183,294	6,422,459	3,483,586	5,191,710	**(1,230,749)**
Fund Balance							
Use of / (Contribution to) Fund Balance	(1,521,624)	267,598	537,463	1,705,799	99,938	2,068,975	**363,176**
Available Reserves				904,625	2,510,486	441,511	**(463,114)**
Total Fund Balance				2,610,424	2,610,424	2,510,486	**(99,938)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

DETAIL OF 2016-17 RECOMMENDED BUDGET

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

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

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

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF FUND BALANCE

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

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

CSA 60 – Apple Valley Airport - Operations

DESCRIPTION OF MAJOR SERVICES

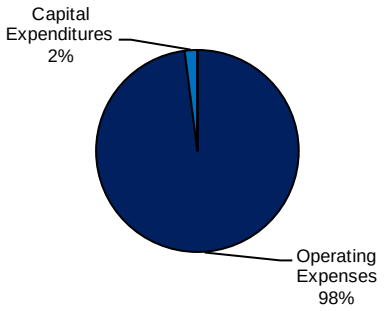
County Service Area 60 (CSA 60) funds the operation, capital projects and maintenance of Apple Valley Airport, which is administered and staffed by the County of San Bernardino Department of Airports. Apple Valley Airport, which was built in 1970, is a public use airport providing general aviation services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

Budget at a Glance

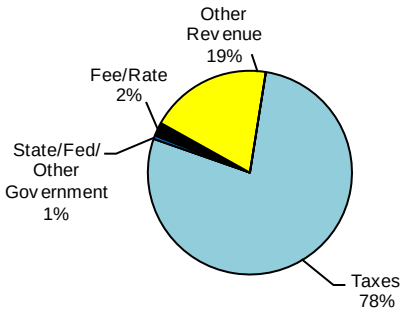
Total Requirements (Excl. Reimb.)	$1,739,366
Total Sources (Incl. Reimb.)	$2,613,068
Use of / (Contribution To) Net Position	($873,702)
Total Staff	0

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,465,115	1,394,940	1,458,961	1,698,123	1,614,226	1,704,366	**6,243**
Capital Expenditures	0	5,184	0	0	0	35,000	**35,000**
Total Exp Authority	1,465,115	1,400,124	1,458,961	1,698,123	1,614,226	1,739,366	**41,243**
Reimbursements	(182)	0	0	0	0	0	**0**
Total Appropriation	1,464,933	1,400,124	1,458,961	1,698,123	1,614,226	1,739,366	**41,243**
Operating Transfers Out	563,000	0	0	0	0	0	**0**
Total Requirements	2,027,933	1,400,124	1,458,961	1,698,123	1,614,226	1,739,366	**41,243**
Sources							
Taxes	1,921,496	2,033,265	2,117,048	2,035,000	2,035,000	2,035,000	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	27,566	29,892	29,169	0	25,235	15,000	**15,000**
Fee/Rate	(12,738)	3,764	26,315	38,219	80,991	56,200	**17,981**
Other Revenue	638,094	722,234	573,176	559,444	634,254	506,868	**(52,576)**
Total Revenue	2,574,418	2,789,155	2,745,708	2,632,663	2,775,480	2,613,068	**(19,595)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,574,418	2,789,155	2,745,708	2,632,663	2,775,480	2,613,068	**(19,595)**
Net Position							
Use of/ (Contribution to) Net Position**	(546,485)	(1,389,031)	(1,286,747)	(934,540)	(1,161,254)	(873,702)	**60,838**
Est. Net Position Available						22,997,496	
Total Est. Unrestricted Net Position						22,123,794	
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF NET POSITION

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

STAFFING CHANGES AND OPERATIONAL IMPACT

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

CSA 60 – Apple Valley Airport – Capital Improvement Program

DESCRIPTION OF MAJOR SERVICES

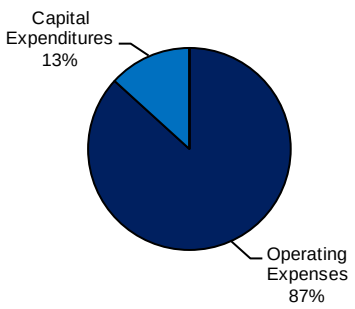
County Service Area 60 (CSA 60), through the Department of Airports, manages the Capital Improvement Program (CIP) for Apple Valley Airport. Projects include utility, storm water, fire suppression plans, Airport Master Plan and construction/rehabilitation of numerous runways, taxiways, and airport facilities.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

Budget at a Glance

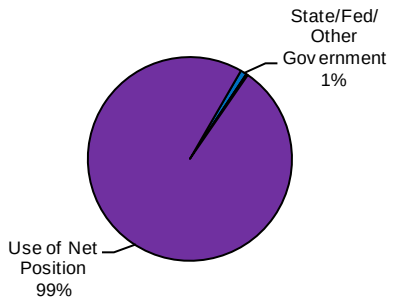
Total Requirements (Excl. Reimb.)	$1,889,336
Total Sources (Incl. Reimb.)	$23,900
Use of / (Contribution To) Net Position	$1,865,436
Total Staff	0

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	351,499	83,608	20,928	1,261,248	33,498	1,639,336	**378,088**
Capital Expenditures	216,857	54,535	104,773	925,000	169,500	250,000	**(675,000)**
Total Exp Authority	568,356	138,143	125,701	2,186,248	202,998	1,889,336	**(296,912)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	568,356	138,143	125,701	2,186,248	202,998	1,889,336	**(296,912)**
Operating Transfers Out	1,672,518	1,139,066	250	0	0	0	**0**
Total Requirements	2,240,874	1,277,209	125,951	2,186,248	202,998	1,889,336	**(296,912)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	59,300	0	141,750	18,900	**18,900**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	19,928	8,324	7,345	0	8,447	5,000	**5,000**
Total Revenue	19,928	8,324	66,645	0	150,197	23,900	**23,900**
Operating Transfers In	500,000	0	0	0	0	0	**0**
Total Financing Sources	519,928	8,324	66,645	0	150,197	23,900	**23,900**
Net Position							
Use of/ (Contribution to) Net Position	1,720,946	1,268,885	59,306	2,186,248	52,801	1,865,436	**(320,812)**
Est. Net Position Available						2,849	
Total Est. Unrestricted Net Position						1,868,285	
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $1.9 million consist primarily of Operating Expenses of $1.6 million for transfers to Real Estate Services – Project Management Division (PMD) for the management of the construction of CIP projects at Apple Valley Airport, including $490,000 for a solar powered obstruction lighting project, $449,750 for taxiway and parking lot reconstruction projects, $275,000 for the terminal Heating, Ventilation, Air Conditioning (HVAC) upgrades, $250,000 for t-hangar improvements and $50,000 for the initial phase of the drainage basin land acquisition. Capital Expenditures of $250,000 include $200,000 for fog sealing and striping and $50,000 for Phase I of the Comprehensive Land Use Plan (CLUP).

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

ANALYSIS OF NET POSITION

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

STAFFING CHANGES AND OPERATIONAL IMPACT

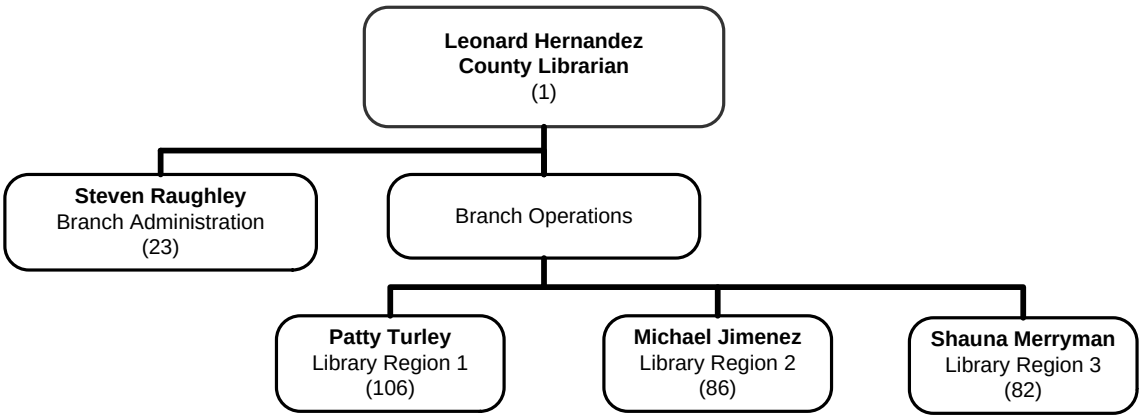
There is no staffing associated with this budget unit.

COUNTY LIBRARY
Leonard X. Hernandez

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
County Library	17,799,116	16,024,589		1,774,527		298
Bloomington Library Reserve	176,900	550		176,350		0
Total Special Revenue Funds	17,976,016	16,025,139	0	1,950,877	0	298
Total - All Funds	17,976,016	16,025,139	0	1,950,877	0	298

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of desktop computers replaced less than four years ago.	N/A	95%	100%	100%
STRATEGY	Maintain a replacement cycle for computer hardware between four to five years to ensure that public access computers are available for use and fully functional with reliable hardware and software.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of attendees at branch library programs.	222,074	145,000	195,000	200,000
STRATEGY	Offer programs for multiple age groups to promote the Countywide Vision of cradle-to-career education, fostering personal and professional development and enrichment.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of digital materials checked out.	95,063	80,000	140,000	160,000
STRATEGY	Continue to enhance digital eBook / audiobook offerings for easy anytime access to materials across a multitude of digital devices to aid in job enrichment.					

County Library

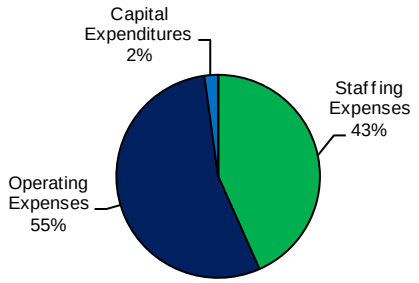
DESCRIPTION OF MAJOR SERVICES

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

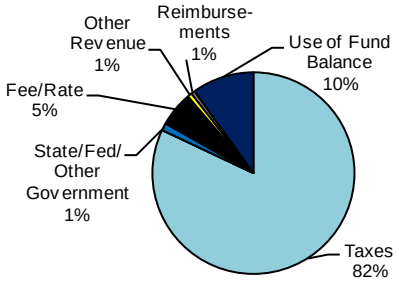
The San Bernardino County Library (Library) provides public library services through a network of thirty two branches in the unincorporated areas and seventeen cities within the County. The Library provides free access to information through its materials collection and offers almost 1,000 public accessible computers for internet, productivity use and browsing the library's online catalog. These public computers also provide access to a number of online databases and other electronic resources. Electronic access to the County Library's collection of materials is available through the Internet and daily delivery services provide for materials to be shared among the various branches. The Library's online catalog provides access to over 1 million items. In addition, the Library's OverDrive, 3M Cloud, Freegal and Zinio systems allows online access for library patrons to thousands of eBooks, audiobooks, magazines, music, and movies through their tablet, eReader, or web browser.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: SAP CLB
FUNCTION: Education
ACTIVITY: Library

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

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF FUND BALANCE

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Bloomington Library Reserve

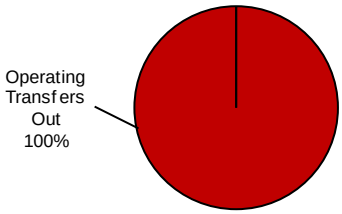
DESCRIPTION OF MAJOR SERVICES

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

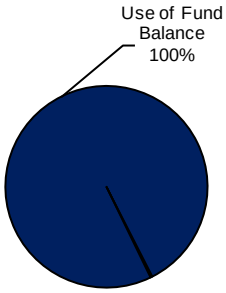
The Bloomington Library was opened in May 2016 as part of the Bloomington Intergenerational Housing Project and provides public library services to the residents of the unincorporated community of Bloomington and surrounding areas. Due to the Bloomington Library being co-located within the housing project,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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: SZC CLB
FUNCTION: Education
ACTIVITY: Library

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	176,900	**176,900**
Total Requirements	0	0	0	0	0	176,900	**176,900**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	176,350	550	**550**
Total Revenue	0	0	0	0	176,350	550	**550**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	176,350	550	**550**
Fund Balance							
Use of / (Contribution to) Fund Balance**	0	0	0	0	(176,350)	176,350	**176,350**
Available Reserves				0	176,350	0	**0**
Total Fund Balance				0	0	176,350	**176,350**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF FUND BALANCE

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

STAFFING CHANGES AND OPERATIONAL IMPACT

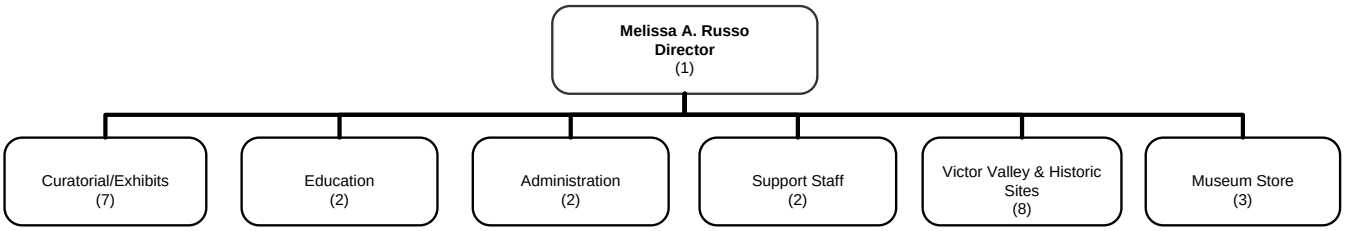
There is no staffing associated with this budget unit.

COUNTY MUSEUM
Melissa A. Russo

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Museum	3,848,945	395,700	3,453,245	0	0	22
Total General Fund	3,848,945	395,700	3,453,245	0	0	22
Enterprise Fund						
Museum Store	80,092	68,092	0	0	12,000	3
Total Enterprise Fund	80,092	68,092	0	0	12,000	3
Total - All Funds	3,929,037	463,792	3,453,245	0	12,000	25

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	NEW Number of entities participating in public safety and college and career readiness programming at County Museum.	N/A	N/A	N/A	50
STRATEGY	Execute events that educate the public on current public safety issues including earthquakes, droughts, floods, and climate change to improve resiliency, adaptation, and inspire preparedness amongst homes, schools, and organizations.					
STRATEGY	Develop and implement programming for current students to promote the Countywide Vision of cradle-to-career education, fostering personal and professional development and enrichment.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of general attendees visiting the Redlands Museum.	50,633	55,000	52,000	56,000
STRATEGY	Open new exhibits and offer enhanced educational programming to promote repeat attendance and boost admission sales and interest in the Museum.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.**	Secure programmatic and special event funding support from the Museum Association.	$43,704	$45,000	$84,725	$85,000
STRATEGY	Partner with the Museum Association to develop special events and programs that benefit the community and promote greater interest in the Museum.					
STRATEGY	Develop partnerships with key regional corporations to secure funding and programmatic sponsorships.					

County Museum

DESCRIPTION OF MAJOR SERVICES

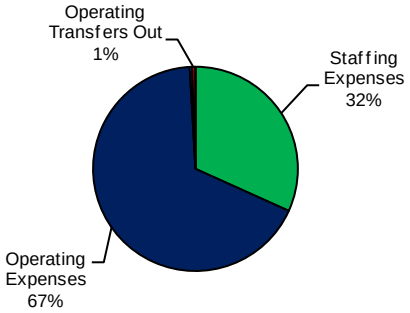
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,848,945
Total Sources (Incl. Reimb.)	$395,700
Net County Cost	$3,453,245
Total Staff	22
Funded by Net County Cost	90%

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

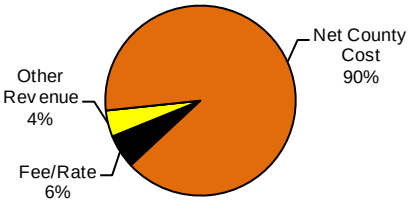
In 2015-16, the County Museum continued to complete steps outlined in the Bridge Plan (prepared by consultants in 2014-15) in an effort to enhance the Museum's current service offerings and increase attendance. Some of the steps taken included hiring a permanent Museum Director and reviewing museum operations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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,682,722	1,470,764	894,191	1,310,326	1,045,973	1,221,885	**(88,441)**
Operating Expenses	1,535,055	1,598,512	1,886,279	2,598,211	2,553,222	2,592,060	**(6,151)**
Capital Expenditures	0	0	0	0	0	15,000	**15,000**
Total Exp Authority	3,217,777	3,069,276	2,780,470	3,908,537	3,599,195	3,828,945	**(79,592)**
Reimbursements	(136,000)	(66,000)	0	0	0	0	**0**
Total Appropriation	3,081,777	3,003,276	2,780,470	3,908,537	3,599,195	3,828,945	**(79,592)**
Operating Transfers Out	0	0	0	0	0	20,000	**20,000**
Total Requirements	3,081,777	3,003,276	2,780,470	3,908,537	3,599,195	3,848,945	**(59,592)**
Sources							
Taxes	0	0	60	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	27,604	0	0	0	0	0	**0**
Fee/Rate	804,497	484,603	381,597	228,750	231,495	223,000	**(5,750)**
Other Revenue	(151,424)	101,287	445,757	204,150	202,750	172,700	**(31,450)**
Total Revenue	680,677	585,890	827,414	432,900	434,245	395,700	**(37,200)**
Operating Transfers In	138,000	0	0	0	0	0	**0**
Total Financing Sources	818,677	585,890	827,414	432,900	434,245	395,700	**(37,200)**
Net County Cost	2,263,100	2,417,386	1,953,056	3,475,637	3,164,950	3,453,245	**(22,392)**
Budgeted Staffing*	30	22	21	22	22	22	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Museum Store

DESCRIPTION OF MAJOR SERVICES

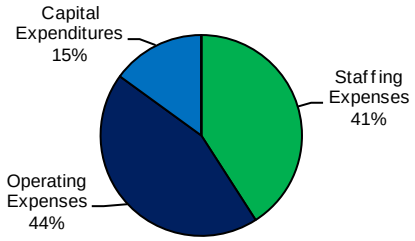
The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The store is considered a critical part of the K-12 visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items related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

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

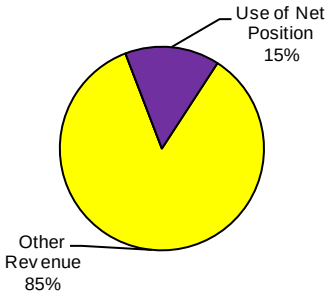
The Museum Store provides important information to patrons regarding current exhibitions in the Museum and enhances lifelong learning for families and adult audiences. The Museum Store continues to develop its operations and product offerings to ensure sales correspond with new exhibits, services, and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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	12,247	3,144	16,479	19,235	19,235	32,777	**13,542**
Operating Expenses	39,836	23,962	20,999	36,639	30,381	35,315	**(1,324)**
Capital Expenditures	0	0	0	12,000	0	12,000	**0**
Total Exp Authority	52,083	27,106	37,478	67,874	49,616	80,092	**12,218**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	52,083	27,106	37,478	67,874	49,616	80,092	**12,218**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	52,083	27,106	37,478	67,874	49,616	80,092	**12,218**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	43,523	83,767	64,304	55,000	55,000	68,092	**13,092**
Total Revenue	43,523	83,767	64,304	55,000	55,000	68,092	**13,092**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	43,523	83,767	64,304	55,000	55,000	68,092	**13,092**
Net Position							
Use of/ (Contribution to) Net Position	8,560	(56,661)	(26,826)	12,874	(5,384)	12,000	**(874)**
Est. Net Position Available						152,257	
Total Est. Unrestricted Net Position						164,257	
Budgeted Staffing*	1	1	2	3	3	3	**0**

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $32,777 fund two part-time regular positions and one part-time limited term public service employee that operates the Museum Store. Operating Expenses of $35,315 are for purchases for resale (inventory). Capital Expenditures of $12,000 are included to purchase hardware to replace the current point-of-sale (POS) system that no longer meets the needs of the store. Sources of $68,092 are from revenue generated from novelty items/souvenir sales, books and publications.

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

ANALYSIS OF NET POSITION

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

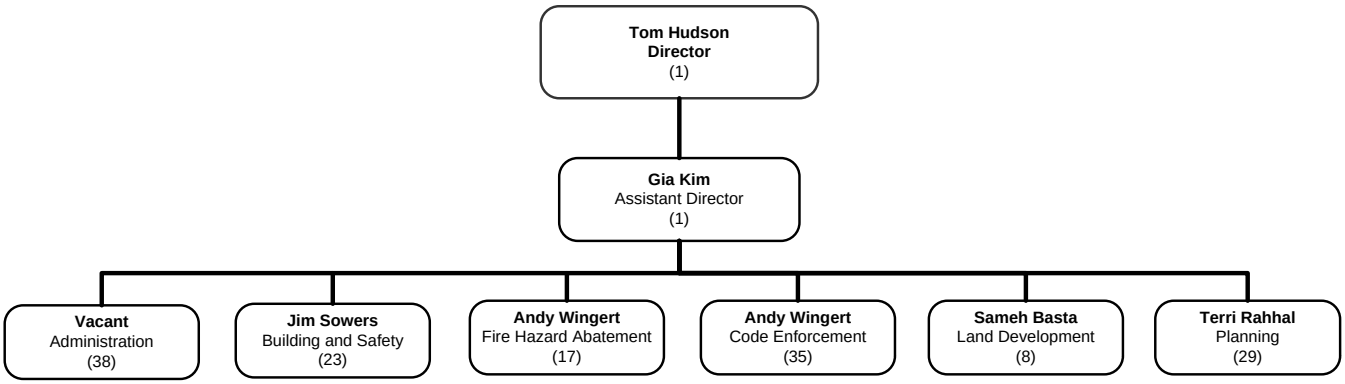
Staffing expenses of $32,777 fund two part-time regular positions and one part-time limited term public service employee. These three positions allow for coverage in the Museum Store to ensure that it is open during the peak hours each day the Museum is open and to greet and accept entrance fees from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

LAND USE SERVICES
Tom Hudson

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Administration	1,286,340	0	1,286,340			40
Planning	7,325,595	2,595,000	4,730,595			29
Building and Safety	5,349,734	4,792,424	557,310			23
Code Enforcement	5,822,393	694,588	5,127,805			35
Fire Hazard Abatement	2,589,266	2,291,073	298,193			17
Land Development	928,324	281,112	647,212			8
Total General Fund	23,301,652	10,654,197	12,647,455			152
Total - All Funds	23,301,652	10,654,197	12,647,455	0	0	152

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Complete initial plan reviews within 4 weeks (BNS)	88%	80%	85%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Complete initial residential plan reviews within 3 weeks (BNS)	62%	80%	80%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Complete initial small miscellaneous plan reviews within 2 weeks (BNS)	75%	80%	80%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Complete building inspections within one business day (BNS)	99%	80%	85%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Review drainage studies, grading plans and WQMPs within 4 weeks (LND)	100%	80%	90%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Review ministerial Building & Safety permits within 2 weeks (LND)	100%	75%	85%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Complete initial review of planning permit applications within 3 weeks of acceptance (PLN)	87%	70%	70%	70%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

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

Administration

DESCRIPTION OF MAJOR SERVICES

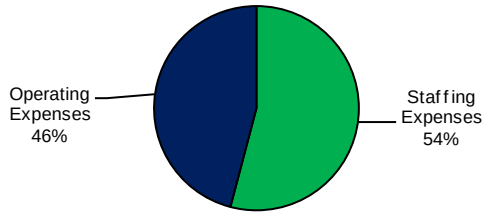
The Administration Division provides centralized fiscal services, personnel, and customer service support to all divisions and offices throughout Land Use Services.

Budget at a Glance

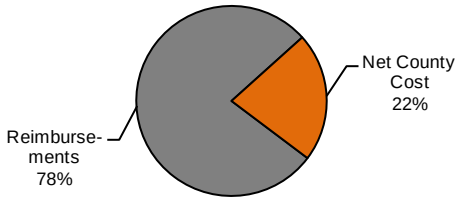
Total Requirements (Excl. Reimb.)	$5,861,998
Total Sources (Incl. Reimb.)	$4,575,658
Net County Cost	$1,286,340
Total Staff	40
Funded by Net County Cost	22%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,363,182	2,592,364	2,528,765	3,010,230	2,746,264	3,171,461	**161,231**
Operating Expenses	1,510,832	1,920,197	4,169,156	2,557,911	2,497,248	2,690,537	**132,626**
Capital Expenditures	0	634,950	0	0	0	0	**0**
Total Exp Authority	3,874,014	5,147,511	6,697,921	5,568,141	5,243,512	5,861,998	**293,857**
Reimbursements	(3,852,761)	(4,040,418)	(4,437,582)	(3,975,821)	(3,986,738)	(4,575,658)	**(599,837)**
Total Appropriation	21,253	1,107,093	2,260,340	1,592,320	1,256,774	1,286,340	**(305,980)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	21,253	1,107,093	2,260,340	1,592,320	1,256,774	1,286,340	**(305,980)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	67	0	22,107	0	0	0	**0**
Total Revenue	67	0	22,107	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	67	0	22,107	0	0	0	**0**
Net County Cost	21,186	1,107,093	2,238,233	1,592,320	1,256,774	1,286,340	**(305,980)**
Budgeted Staffing*	32	37	36	38	38	40	**2**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Planning

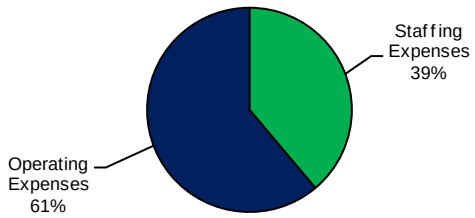
DESCRIPTION OF MAJOR SERVICES

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

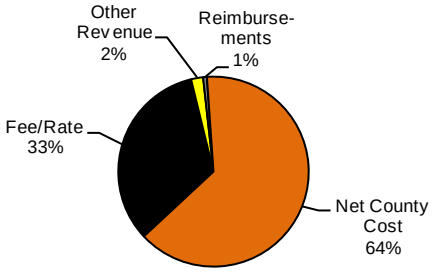
The Planning Division oversees land use, housing, and community design. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law; 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.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,452,249	1,732,320	2,111,326	3,013,946	2,281,201	2,866,224	**(147,722)**
Operating Expenses	4,860,695	3,179,318	8,843,851	6,682,597	4,185,737	4,506,996	**(2,175,601)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	6,312,944	4,911,638	10,955,177	9,696,543	6,466,938	7,373,220	**(2,323,323)**
Reimbursements	(515,831)	(320,172)	(17,224)	(20,581)	19,146	(47,625)	**(27,044)**
Total Appropriation	5,797,113	4,591,466	10,937,953	9,675,962	6,486,084	7,325,595	**(2,350,367)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,797,113	4,591,466	10,937,953	9,675,962	6,486,084	7,325,595	**(2,350,367)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0		0	0	0	**0**
State/Fed/Other Government	0	112,040	507,999	380,000	380,000	0	**(380,000)**
Fee/Rate	2,550,431	2,473,615	2,350,023	3,261,034	1,474,482	2,445,000	**(816,034)**
Other Revenue	7,977	10,109	102,579	5,000	196,941	150,000	**145,000**
Total Revenue	2,558,408	2,595,764	2,960,601	3,646,034	2,051,423	2,595,000	**(1,051,034)**
Operating Transfers In	64,161	0	0	349,000	349,000	0	**(349,000)**
Total Financing Sources	2,622,569	2,595,764	2,960,601	3,995,034	2,400,423	2,595,000	**(1,400,034)**
Net County Cost	3,174,544	1,995,701	7,977,352	5,680,928	4,085,661	4,730,595	**(950,333)**
Budgeted Staffing*	20	26	31	31	31	29	**(2)**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Building & Safety

DESCRIPTION OF MAJOR SERVICES

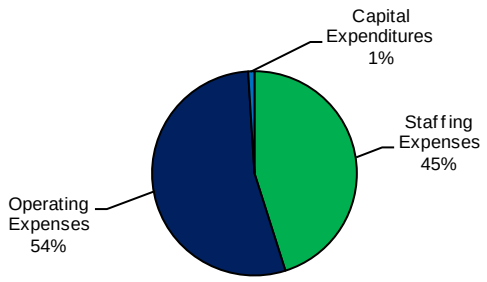
Building and Safety administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the County. The Division applies state law and County ordinances and inspects the construction, alteration, relocation, demolition, repair, occupancy, and use of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

Budget at a Glance

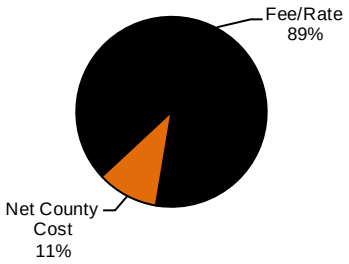
Total Requirements (Excl. Reimb.)	$5,349,734
Total Sources (Incl. Reimb.)	$4,792,424
Net County Cost	$557,310
Total Staff	23
Funded by Net County Cost	11%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,697,028	1,444,114	1,340,231	1,904,734	1,674,597	2,413,470	**508,736**
Operating Expenses	1,950,030	2,607,926	3,387,203	3,146,670	3,320,881	2,883,258	**(263,412)**
Capital Expenditures	0	0	0	0	0	53,006	**53,006**
Total Exp Authority	3,647,058	4,052,040	4,727,434	5,051,404	4,995,478	5,349,734	**298,330**
Reimbursements			(92,624)	(28,556)	(28,556)	0	**28,556**
Total Appropriation	3,647,058	4,052,040	4,634,810	5,022,848	4,966,922	5,349,734	**326,886**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,647,058	4,052,040	4,634,810	5,022,848	4,966,922	5,349,734	**326,886**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	3,917,268	5,517,750	5,248,436	4,444,719	4,701,390	4,781,424	**336,705**
Other Revenue	7,207	2,739	18,420	14,000	75,077	11,000	**(3,000)**
Total Revenue	3,924,475	5,520,488	5,266,856	4,458,719	4,776,467	4,792,424	**333,705**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,924,475	5,520,488	5,266,856	4,458,719	4,776,467	4,792,424	**333,705**
Net County Cost	(277,417)	(1,468,448)	(632,046)	564,129	190,455	557,310	**(6,819)**
Budgeted Staffing*	21	21	23	21	21	23	**2**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Code Enforcement

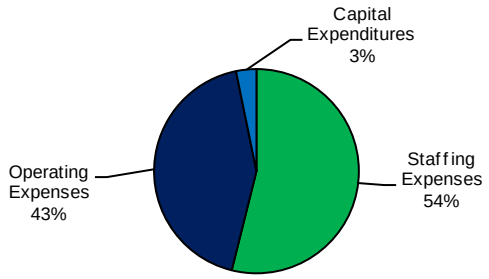
DESCRIPTION OF MAJOR SERVICES

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

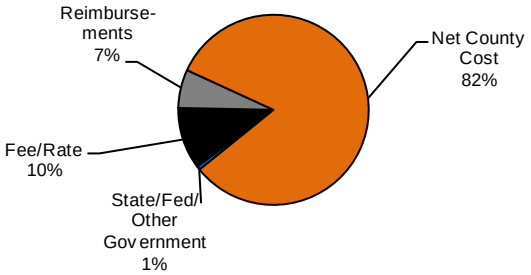
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$6,230,337
Total Sources (Incl. Reimb.)	$1,102,532
Net County Cost	$5,127,805
Total Staff	35
Funded by Net County Cost	82%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,741,668	2,969,924	2,665,772	3,445,435	2,935,842	3,357,544	**(87,891)**
Operating Expenses	1,853,483	2,573,586	2,713,123	3,756,467	3,605,299	2,672,789	**(1,083,678)**
Capital Expenditures	0	0	0	50,000	10,348	200,004	**150,004**
Total Exp Authority	4,595,151	5,543,510	5,378,895	7,251,902	6,551,489	6,230,337	**(1,021,565)**
Reimbursements	(428,149)	(346,422)	(387,232)	(674,985)	(674,985)	(407,944)	**267,041**
Total Appropriation	4,167,002	5,197,088	4,991,663	6,576,917	5,876,504	5,822,393	**(754,524)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,167,002	5,197,088	4,991,663	6,576,917	5,876,504	5,822,393	**(754,524)**
Sources							
Taxes	3	32,840	3	0	2	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	39,990	0	39,990	**0**
Fee/Rate	478,394	599,493	568,703	752,000	472,260	654,098	**(97,902)**
Other Revenue	602	4,492	160,239	3,500	157,301	500	**(3,000)**
Total Revenue	478,999	636,825	728,945	795,490	629,563	694,588	**(100,902)**
Operating Transfers In	0	0	278,084	0	0	0	**0**
Total Financing Sources	478,999	636,825	1,007,029	795,490	629,563	694,588	**(100,902)**
Net County Cost	3,688,003	4,560,263	3,984,634	5,781,427	5,246,941	5,127,805	**(653,622)**
Budgeted Staffing*	27	28	30	33	33	35	**2**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Fire Hazard Abatement

DESCRIPTION OF MAJOR SERVICES

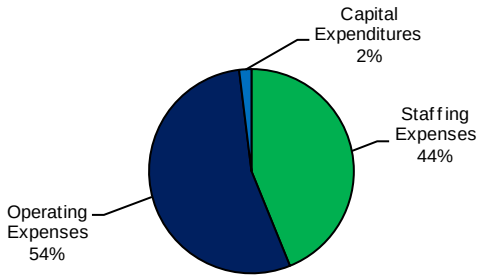
Fire Hazard Abatement enforces the Fire and Hazardous trees Ordinance in the unincorporated portions of the County and provides contract services to specified cities and fire districts within the County.

Budget at a Glance

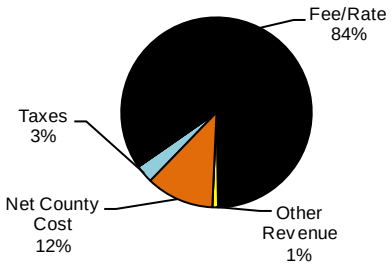
Total Requirements (Excl. Reimb.)	$2,589,266
Total Sources (Incl. Reimb.)	$2,291,073
Net County Cost	$298,193
Total Staff	17
Funded by Net County Cost	12%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	805,363	795,217	779,801	994,288	787,213	1,135,850	**141,562**
Operating Expenses	1,042,780	1,292,679	1,269,894	1,545,023	1,391,282	1,403,416	**(141,607)**
Capital Expenditures	0	0	0	0	0	50,000	**50,000**
Total Exp Authority	1,848,143	2,087,896	2,049,695	2,539,311	2,178,495	2,589,266	**49,955**
Reimbursements	(2,385)	(624)	0	0	0	0	**0**
Total Appropriation	1,845,758	2,087,272	2,049,695	2,539,311	2,178,495	2,589,266	**49,955**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,845,758	2,087,272	2,049,695	2,539,311	2,178,495	2,589,266	**49,955**
Sources							
Taxes	53,290	69,756	122,685	80,000	81,464	80,000	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	1,683,888	1,803,319	1,935,313	2,150,165	1,803,011	2,186,073	**35,908**
Other Revenue	157,175	74,566	12,427	25,000	10,244	25,000	**0**
Total Revenue	1,894,353	1,947,640	2,070,425	2,255,165	1,894,719	2,291,073	**35,908**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,894,353	1,947,640	2,070,425	2,255,165	1,894,719	2,291,073	**35,908**
Net County Cost	(48,595)	139,632	(20,730)	284,146	283,776	298,193	**14,047**
Budgeted Staffing*	15	15	17	14	14	17	**3**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Land Development

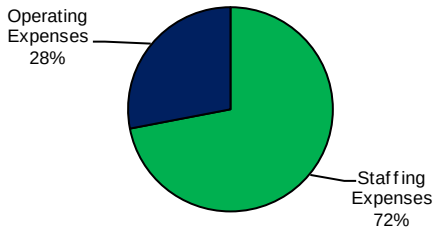
DESCRIPTION OF MAJOR SERVICES

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

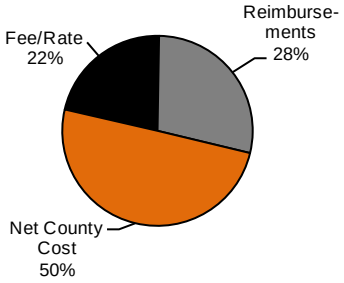
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$1,298,324
Total Sources (Incl. Reimb.)	$651,112
Net County Cost	$647,212
Total Staff	8
Funded by Net County Cost	50%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	926,966	817,417	963,838	888,000	934,491	**(29,347)**
Operating Expenses	0	242,936	409,325	345,187	310,931	363,833	**18,646**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	1,169,902	1,226,741	1,309,025	1,198,931	1,298,324	**(10,701)**
Reimbursements	0	(116,444)	(295,943)	(292,532)	(375,819)	(370,000)	**(77,468)**
Total Appropriation	0	1,053,458	930,798	1,016,493	823,112	928,324	**(88,169)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	1,053,458	930,798	1,016,493	823,112	928,324	**(88,169)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	452,648	464,348	384,810	210,778	281,112	**(103,698)**
Other Revenue	0	(118)	15,152	0	752	0	**0**
Total Revenue	0	452,530	479,499	384,810	211,530	281,112	**(103,698)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	452,530	479,499	384,810	211,530	281,112	**(103,698)**
Net County Cost	0	600,928	451,299	631,683	611,582	647,212	**15,529**
Budgeted Staffing*	0	8	8	8	8	8	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

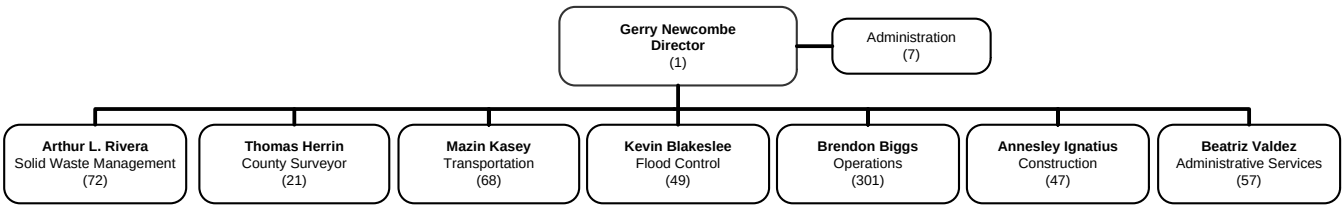
Staffing Expenses of $934,491 fund eight budgeted regular positions. There are no staffing changes for 2016-17.

PUBLIC WORKS
Gerry Newcombe

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Surveyor	3,281,366	2,546,047	735,319	0	0	23
Total General Fund	3,281,366	2,546,047	735,319	0	0	23
Special Revenue Funds - Consolidated						
Transportation	115,469,787	99,776,557	0	15,693,230	0	343
Monument Preservation	80,516	80,000	0	516	0	0
Total Special Revenue Funds	115,550,303	99,856,557	0	15,693,746	0	343
Enterprise Funds						
Solid Waste Consolidated	79,966,633	85,135,177	0	0	(5,168,544)	87
Total Enterprise Funds	79,966,633	85,135,177	0	0	(5,168,544)	87
Other Agencies						
Flood Control District - Consolidated	99,927,568	68,018,379	0	31,909,189	0	170
Flood Control Equipment	3,920,317	2,612,000	0	0	1,308,317	0
Total Other Agencies	103,847,885	70,630,379	0	31,909,189	1,308,317	170
Total - All Funds	302,646,187	258,168,160	735,319	47,602,935	(3,860,227)	623

2015-16 MAJOR ACCOMPLISHMENTS

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

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

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Cost per standard mile of chip seal road preservation treatment (staff)	$45,288	$45,000	$45,000	$45,000
STRATEGY	Increase efficiency in the use of labor, equipment and materials in delivery of roadway preservation projects.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of flood control basins cleaned out to full capacity before rainy season	99%	99%	99%	99%
STRATEGY	Maximize utilization and efficiency of flood control facilities for flood protection and water conservation.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.**	Contingency dollars spent as a percentage of contract cost	1.90%	2.00%	2.00%	2.00%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.**	Percentage of construction projects completed on time	92%	85%	95%	85%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					

Surveyor

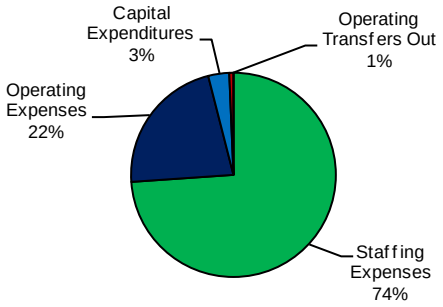
DESCRIPTION OF MAJOR SERVICES

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

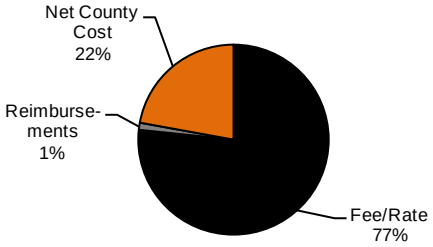
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,790,927	2,753,960	2,329,391	2,444,881	2,214,824	2,454,558	**9,677**
Operating Expenses	541,864	770,760	548,215	738,296	600,425	734,908	**(3,388)**
Capital Expenditures	59,710	129,483	0	172,000	169,244	110,000	**(62,000)**
Total Exp Authority	3,392,501	3,654,203	2,877,606	3,355,177	2,984,493	3,299,466	**(55,711)**
Reimbursements	(69,395)	(29,271)	(36,535)	(111,628)	(113,655)	(40,000)	**71,628**
Total Appropriation	3,323,106	3,624,932	2,841,071	3,243,549	2,870,838	3,259,466	**15,917**
Operating Transfers Out	0	0	0	0	8,652	21,900	**21,900**
Total Requirements	3,323,106	3,624,932	2,841,071	3,243,549	2,879,490	3,281,366	**37,817**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	3,150,330	3,100,786	2,314,319	2,502,650	2,253,321	2,546,022	**43,372**
Other Revenue	9,473	371	22,915	25	3,009	25	**0**
Total Revenue	3,159,803	3,101,157	2,337,235	2,502,675	2,256,330	2,546,047	**43,372**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,159,803	3,101,157	2,337,235	2,502,675	2,256,330	2,546,047	**43,372**
Net County Cost	163,303	523,775	503,836	740,874	623,160	735,319	**(5,555)**
Budgeted Staffing*	26	25	25	23	23	23	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

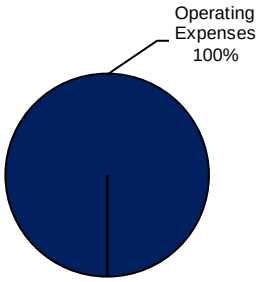
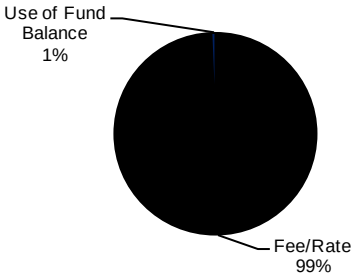
Monument Preservation

DESCRIPTION OF MAJOR SERVICES

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

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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	17,550	0	52,297	80,561	411	80,516	**(45)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	17,550	0	52,297	80,561	411	80,516	**(45)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	17,550	0	52,297	80,561	411	80,516	**(45)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	17,550	0	52,297	80,561	411	80,516	**(45)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	60,120	64,760	64,110	70,411	80,180	80,000	**9,589**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	60,120	64,760	64,110	70,411	80,180	80,000	**9,589**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	60,120	64,760	64,110	70,411	80,180	80,000	**9,589**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(42,570)	(64,760)	(11,813)	10,150	(79,769)	516	**(9,634)**
Available Reserves				115,065	204,984	204,468	**89,403**
Total Fund Balance				125,215	125,215	204,984	**79,769**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF FUND BALANCE

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

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

DPW – Transportation Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

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

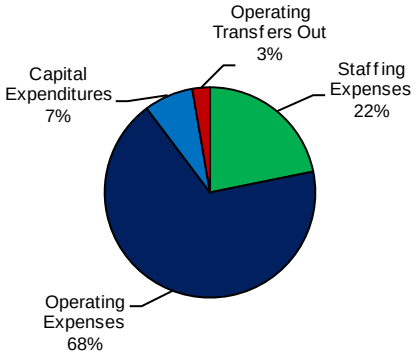
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$130,962,260
Total Sources (Incl. Reimb.)	$115,269,030
Use of/ (Contribution to) Fund Balance	$15,693,230
Total Staff	343

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

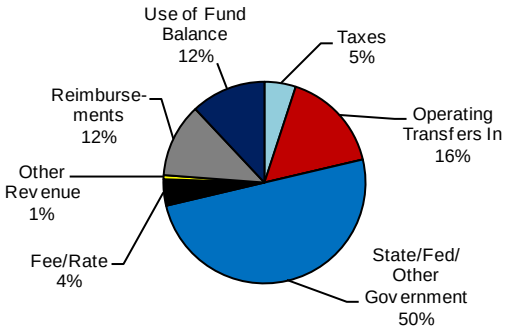
Road System improvements include roadway resurfacing, reconstruction, and other pavement improvement projects that further the County's goal of maintaining the pavement in good or better condition. Other services include construction of bridges, traffic signals, widening and infrastructure projects,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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	28,153,395	29,000,383	25,187,400	28,167,163	26,701,415	28,570,213	**403,050**
Operating Expenses	74,313,532	72,274,471	58,577,893	107,596,182	54,194,691	88,949,148	**(18,647,034)**
Capital Expenditures	4,246,050	4,655,084	4,751,154	6,294,955	4,043,815	9,903,000	**3,608,045**
Total Exp Authority	106,712,977	105,929,938	88,516,447	142,058,300	84,939,921	127,422,361	**(14,635,939)**
Reimbursements	(15,297,971)	(17,659,771)	(16,994,222)	(30,072,653)	(17,434,168)	(15,492,473)	**14,580,180**
Total Appropriation	91,415,006	88,270,167	71,522,225	111,985,647	67,505,753	111,929,888	**(55,759)**
Operating Transfers Out	5,158,358	629,116	111,399	410,661	712,268	3,539,899	**3,129,238**
Total Requirements	96,573,364	88,899,283	71,633,624	112,396,308	68,218,021	115,469,787	**3,073,479**
Sources							
Taxes	6,880,906	6,293,699	5,986,421	6,405,581	7,267,715	6,567,918	**162,337**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	50,740,447	75,539,535	62,435,379	47,645,444	41,957,115	65,458,388	**17,812,944**
Fee/Rate	8,973,013	9,348,611	8,305,520	2,515,433	4,484,472	5,531,784	**3,016,351**
Other Revenue	5,993,955	953,632	1,600,879	2,058,045	625,304	864,018	**(1,194,027)**
Total Revenue	72,588,321	92,135,477	78,328,200	58,624,503	54,334,606	78,422,108	**19,797,605**
Operating Transfers In	11,797,291	5,100,429	5,925,918	18,764,937	18,744,937	21,354,449	**2,589,512**
Total Financing Sources	84,385,612	97,235,906	84,254,118	77,389,440	73,079,543	99,776,557	**22,387,117**
Fund Balance							
Use of / (Contribution to) Fund Balance**	12,187,752	(8,336,623)	(12,620,494)	35,006,868	(4,861,522)	15,693,230	**(19,313,638)**
Available Reserves				47,108,668	86,977,058	71,283,828	**24,175,160**
Total Fund Balance				82,115,536	82,115,536	86,977,058	**4,861,522**
Budgeted Staffing*	354	345	341	341	341	343	**2**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Road Operations	102,435,187	87,211,203	15,223,984	34,602,649	343
Measure I	9,284,350	9,406,375	(122,025)	21,267,869	0
Facilities Development Plans	858,500	722,333	136,167	1,724,607	0
Regional Development Mitigation Plan	2,891,750	2,436,646	455,104	13,688,703	0
Total Special Revenue Funds	115,469,787	99,776,557	15,693,230	71,283,828	343

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

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

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

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

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

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

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

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

ANALYSIS OF FUND BALANCE

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

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

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

One vacant limited position has been deleted:

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

Solid Waste Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

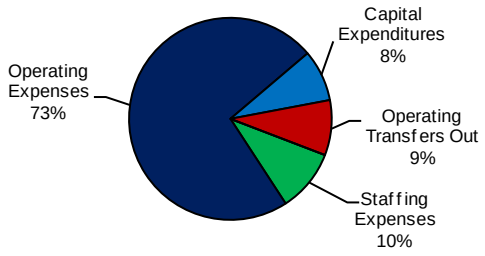
The Solid Waste Management Division (SWMD) provides for the operation and management of the County's solid waste disposal system, which consists of five regional landfills, nine transfer stations, and 34 closed landfills or disposal sites. SWMD also administers the County's solid waste franchise program,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

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

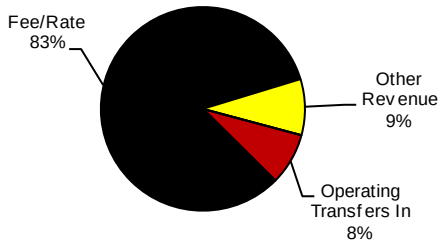
SWMD performs capital improvement projects for site enhancements and expansions; closures of landfills; environmental mitigation, and operations, maintenance, and monitoring (OM&M) of landfill environmental control systems. In addition, the Division operates current programs to help mitigate issues that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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	6,486,789	6,989,496	6,869,541	7,748,938	7,399,848	8,004,636	**255,698**
Operating Expenses	85,597,992	50,256,405	56,544,863	67,517,501	62,606,061	58,456,138	**(9,061,363)**
Capital Expenditures	1,079,216	4,678,879	3,643,579	7,836,000	3,348,220	6,608,500	**(1,227,500)**
Total Exp Authority	93,163,997	61,924,780	67,057,983	83,102,439	73,354,129	73,069,274	**(10,033,165)**
Reimbursements	(43,474)	(69,931)	(101,202)	(133,575)	(132,507)	(165,781)	**(32,206)**
Total Appropriation	93,120,523	61,854,849	66,956,781	82,968,864	73,221,622	72,903,493	**(10,065,371)**
Operating Transfers Out	34,002,942	10,467,120	7,000,000	10,550,000	7,118,600	7,063,140	**(3,486,860)**
Total Requirements	127,123,465	72,321,969	73,956,781	93,518,864	80,340,222	79,966,633	**(13,552,231)**
Sources							
Taxes	220,863	247,413	248,388	205,000	208,327	233,000	**28,000**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	1,750,845	671,436	78,500	0	81,290	78,000	**78,000**
Fee/Rate	57,782,418	59,544,160	75,769,677	75,107,250	75,341,310	70,675,380	**(4,431,870)**
Other Revenue	2,419,018	8,280,920	11,062,359	2,057,600	2,610,451	7,098,797	**5,041,197**
Total Revenue	62,173,144	68,743,929	87,158,924	77,369,850	78,241,378	78,085,177	**715,327**
Operating Transfers In	32,003,142	10,550,000	7,000,000	10,550,000	7,050,000	7,050,000	**(3,500,000)**
Total Financing Sources	94,176,286	79,293,929	94,158,924	87,919,850	85,291,378	85,135,177	**(2,784,673)**
Net Position							
Use of/ (Contribution to) Net Position**	32,947,179	(6,971,960)	(20,202,144)	5,599,014	(4,951,156)	(5,168,544)	**(10,767,558)**
Est. Net Position Available						(11,293,479)	
Total Est. Unrestricted Net Position						(16,462,023)	
Budgeted Staffing*	81	82	83	86	86	87	**1**

*Data represents modified budgeted staffing
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

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

DETAIL OF 2016-17 RECOMMENDED BUDGET

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

Note: Negative Net Position is not allocated between funds.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

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

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

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

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

ANALYSIS OF NET POSITION

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

San Bernardino County Flood Control District - Consolidated

DESCRIPTION OF MAJOR SERVICES

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

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

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

The District's principal functions are as follows:

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

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

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

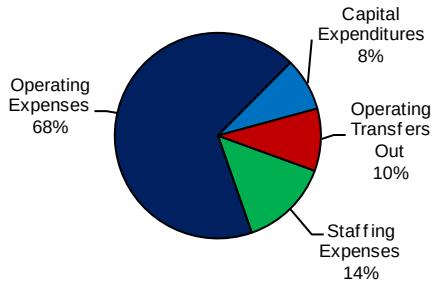
Facility Maintenance: The District has a proactive maintenance program for its facilities. Regular inspections of the storm drains, channels, and basins are made as required by various state and federal agencies.

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

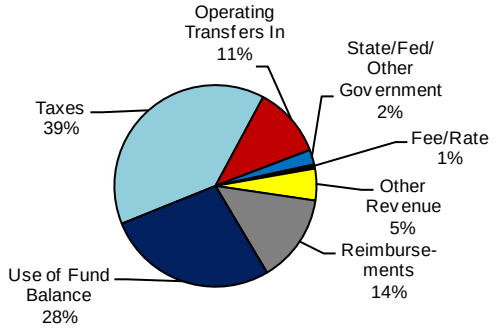
Flood Operations: During the flood season, District operations staff regularly patrol and monitor District facilities and perform flood fighting operations and emergency repairs as needed. The District also maintains telemetry systems for monitoring rainfall and runoff and dispatches storm patrols as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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	13,393,032	13,479,022	13,493,019	15,937,551	14,929,249	16,419,616	**482,065**
Operating Expenses	41,241,614	47,704,012	43,790,822	100,431,517	69,296,015	78,892,807	**(21,538,710)**
Capital Expenditures	163,184	1,481,205	7,922	7,756,631	1,250,248	9,667,684	**1,911,053**
Total Exp Authority	54,797,830	62,664,239	57,291,763	124,125,699	85,475,512	104,980,107	**(19,145,592)**
Reimbursements	(13,588,422)	(13,392,910)	(14,268,750)	(16,031,251)	(14,939,926)	(16,450,816)	**(419,565)**
Total Appropriation	41,209,408	49,271,329	43,023,013	108,094,448	70,535,586	88,529,291	**(19,565,157)**
Operating Transfers Out	8,911,024	6,231,215	7,093,645	9,466,728	7,785,147	11,398,277	**1,931,549**
Total Requirements	50,120,432	55,502,544	50,116,658	117,561,176	78,320,733	99,927,568	**(17,633,608)**
Sources							
Taxes	38,785,707	40,793,120	43,554,376	42,045,300	44,571,421	45,315,452	**3,270,152**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,975,617	5,025,892	3,761,936	3,187,491	4,613,984	2,767,476	**(420,015)**
Fee/Rate	1,407,106	586,280	715,203	481,030	689,737	774,400	**293,370**
Other Revenue	23,583,086	2,660,378	16,017,862	5,006,025	10,863,278	5,922,234	**916,209**
Total Revenue	67,751,516	49,065,670	64,049,377	50,719,846	60,738,420	54,779,562	**4,059,716**
Operating Transfers In	10,211,024	7,539,515	8,393,645	11,514,576	9,963,169	13,238,817	**1,724,241**
Total Financing Sources	77,962,540	56,605,185	72,443,022	62,234,422	70,701,589	68,018,379	**5,783,957**
Fund Balance							
Use of / (Contribution to) Fund Balance	(27,842,108)	(1,102,641)	(22,326,364)	55,326,754	7,619,144	31,909,189	**(23,417,565)**
Available Reserves				54,916,038	102,623,648	70,714,459	**15,798,421**
Total Fund Balance				110,242,792	110,242,792	102,623,648	**(7,619,144)**
Budgeted Staffing*	158	150	162	166	166	170	**4**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

ANALYSIS OF FUND BALANCE

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

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

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

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

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

CAPITAL IMPROVEMENT PROJECTS IN 2016-17 RECOMMENDED BUDGET

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

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

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

Flood Control Equipment

DESCRIPTION OF MAJOR SERVICES

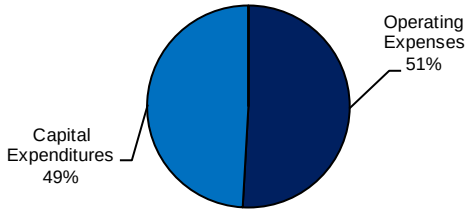
The Flood Control District Equipment budget unit is an internal service fund established to fund the purchase and maintenance of all District vehicles and heavy equipment. This fund is funded by equipment user fee charges to the various Flood Control District zones and to other divisions within the Department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

Budget at a Glance

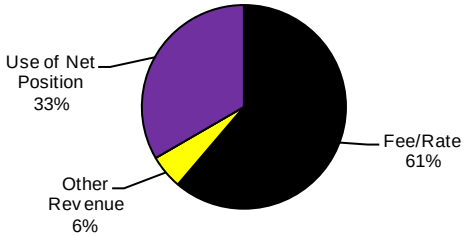
Total Requirements (Excl. Reimb.)	$3,920,317
Total Sources (Incl. Reimb.)	$2,612,000
Use of / (Contribution To) Net Position	$1,308,317
Total Staff	0

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: ICA 097
FUNCTION: Flood Control
ACTIVITY: Equipment Management

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,588,387	1,579,616	1,730,479	2,145,850	1,825,198	1,995,317	**(150,533)**
Capital Expenditures	622,759	557,613	918,710	3,426,350	2,940,724	1,925,000	**(1,501,350)**
Total Exp Authority	2,211,146	2,137,229	2,649,189	5,572,200	4,765,922	3,920,317	**(1,651,883)**
Reimbursements	0	0	0	(70,000)	(70,000)	0	**70,000**
Total Appropriation	2,211,146	2,137,229	2,649,189	5,502,200	4,695,922	3,920,317	**(1,581,883)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,211,146	2,137,229	2,649,189	5,502,200	4,695,922	3,920,317	**(1,581,883)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	2,478,788	1,855,141	2,136,020	2,187,070	2,400,000	2,400,000	**212,930**
Other Revenue	34,973	31,894	199,097	146,500	159,875	212,000	**65,500**
Total Revenue	2,513,761	1,887,035	2,335,117	2,333,570	2,559,875	2,612,000	**278,430**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,513,761	1,887,035	2,335,117	2,333,570	2,559,875	2,612,000	**278,430**
Net Position							
Use of/ (Contribution to) Net Position	(302,615)	250,194	314,072	3,168,630	2,136,047	1,308,317	**(1,860,313)**
Est. Net Position Available						2,599,909	
Total Est. Unrestricted Net Position						3,908,226	
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $3.9 million consist primarily of Operating Expenses ($2.0 million) for motor pool and maintenance charges, equipment repairs, and Capital Expenditures ($1.9 million) to purchase vehicles.

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF NET POSITION

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

STAFFING CHANGES AND OPERATIONAL IMPACT

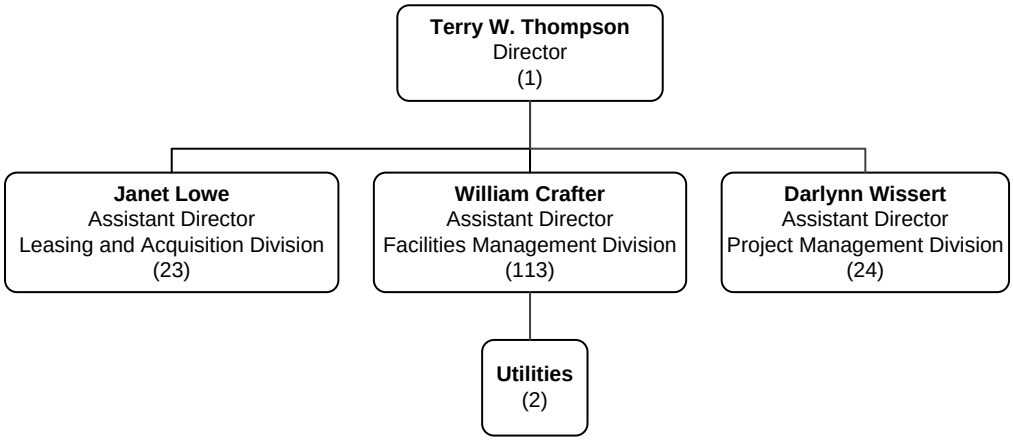
There is no staffing associated with this budget unit.

REAL ESTATE SERVICES
Terry W. Thompson

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Real Estate Services	1,315,417	1,315,417	0			24
Rents and Leases	1,130,994	1,130,994	0			0
Courts Property Management	1,873,885	1,873,885	0			0
Project Management Division	0	0	0			24
Facilities Management Division	17,273,477	17,065,477	208,000			113
Utilities	19,585,889	253,268	19,332,621			2
Total General Fund	41,179,662	21,639,041	19,540,621			163
Special Revenue Funds						
Chino Agricultural Preserve	2,641,030	484,596		2,156,434		0
Total Special Revenue Funds	2,641,030	484,596		2,156,434		0
Total - All Funds	43,820,692	22,123,637	19,540,621	2,156,434	0	163

2015-16 MAJOR ACCOMPLISHMENTS

Leasing and Acquisition

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

Project Management

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

Facilities Management

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

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of Preventative Maintenance tasks completed	8,489	9,000	9,000	9,360
STRATEGY	Increase number of preventative maintenance tasks for County equipment and building systems to extend useful life					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of lease renewal processes initiated not later than 6 months prior to the termination date	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to the lease termination date					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of relocation processes initiated not later than 18 months prior to the termination date	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to the lease termination date					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Reduction in electricity usage (kilowatt hours - kWh)	493,341	970,000	624,023	600,000
STRATEGY	Continue to implement and build upon strategies developed under the County's energy partnership with SCE					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Reduction in electricity costs	$70,917	$145,000	$93,603	$90,000
STRATEGY	Continue to implement and build upon strategies developed under the County's energy partnership with SCE					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Incentives received from energy saving measures	$364,378	$775,000	$422,111	$160,000
STRATEGY	Continue to implement and build upon strategies developed under the County's energy partnership with SCE					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of projects completed within one year of annual budget approval	71%	90%	90%	85%
STRATEGY	Complete capital projects on schedule					

Real Estate Services

DESCRIPTION OF MAJOR SERVICES

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

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

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

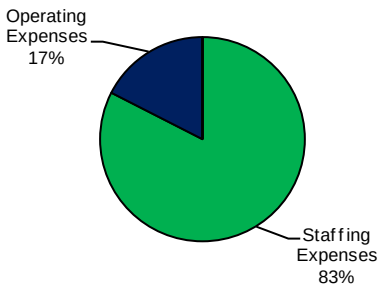
The Acquisition/Appraisal section provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. Staff establishes values and acquires the necessary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

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

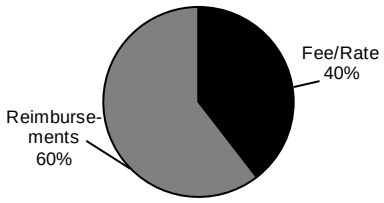
The Facilities Management Division serves the public by providing quality custodial, grounds and maintenance services that enable County departments and staff to effectively meet the expectations of their employees and customers.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,456,624	2,527,520	2,361,329	2,679,149	2,526,964	2,745,389	**66,240**
Operating Expenses	311,174	313,709	434,530	589,496	551,914	581,570	**(7,926)**
Capital Expenditures	0	0	79,988	0	0	0	**0**
Total Exp Authority	2,767,798	2,841,229	2,875,847	3,268,645	3,078,878	3,326,959	**58,314**
Reimbursements	(1,612,260)	(1,639,570)	(1,876,070)	(2,030,854)	(1,896,354)	(2,011,542)	**19,312**
Total Appropriation	1,155,538	1,201,659	999,777	1,237,791	1,182,524	1,315,417	**77,626**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,155,538	1,201,659	999,777	1,237,791	1,182,524	1,315,417	**77,626**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	1,244,450	1,214,215	1,160,426	1,237,791	1,275,613	1,315,417	**77,626**
Other Revenue	41,826	0	1,762	0	130	0	**0**
Total Revenue	1,286,276	1,214,215	1,162,188	1,237,791	1,275,743	1,315,417	**77,626**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,286,276	1,214,215	1,162,188	1,237,791	1,275,743	1,315,417	**77,626**
Net County Cost	(130,738)	(12,556)	(162,411)	0	(93,219)	0	**0**
Budgeted Staffing*	23	23	26	24	24	24	**0**

*Data represents modified budgeted staffing

Note: Real Estate Services is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is $81,009 which represents Real Estate Services' share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Rents and Leases

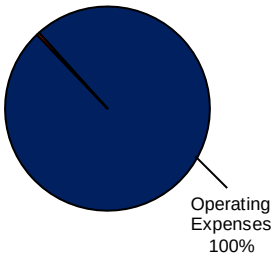
DESCRIPTION OF MAJOR SERVICES

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

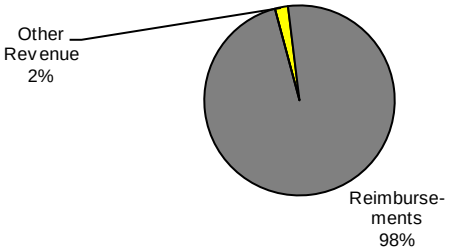
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$50,697,360
Total Sources (Incl. Reimb.)	$50,697,360
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	42,928,640	44,441,205	48,712,171	50,329,249	49,874,959	50,476,360	**147,111**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	42,928,640	44,441,205	48,712,171	50,329,249	49,874,959	50,476,360	**147,111**
Reimbursements	(42,022,549)	(43,406,267)	(47,833,107)	(49,436,143)	(48,910,760)	(49,566,366)	**(130,223)**
Total Appropriation	906,091	1,034,938	879,064	893,106	964,199	909,994	**16,888**
Operating Transfers Out	627,822	1,150,000	93,307	50,178	50,178	221,000	**170,822**
Total Requirements	1,533,913	2,184,938	972,371	943,284	1,014,377	1,130,994	**187,710**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	75	252	76	0	225	0	**0**
Other Revenue	1,807,514	2,332,451	1,030,677	943,284	1,046,454	1,130,994	**187,710**
Total Revenue	1,807,589	2,332,703	1,030,753	943,284	1,046,679	1,130,994	**187,710**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,807,589	2,332,703	1,030,753	943,284	1,046,679	1,130,994	**187,710**
Net County Cost	(273,676)	(147,765)	(58,382)	0	(32,302)	0	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

Note: Real Estate Services – Rents and Leases is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is $58,594 which represents Real Estate Services – Rents and Leases' share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

STAFFING CHANGES AND OPERATIONAL IMPACT

There are no staffing costs associated with this budget unit.

Courts Property Management

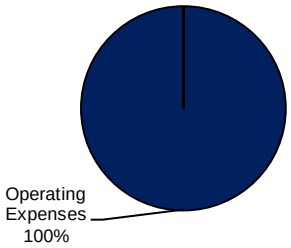
DESCRIPTION OF MAJOR SERVICES

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

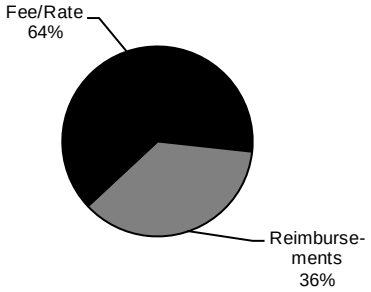
The Trial Court Facilities Act of 2002, SB 1732, required the transfer of responsibility for funding and operation of trial court facilities from all counties to the State of California on behalf of the Judicial Council of California (JCC). In addition, as each transfer occurred, the County and JCC entered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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,526,603	3,155,526	3,452,621	2,985,952	3,250,837	2,943,027	**(42,925)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,526,603	3,155,526	3,452,621	2,985,952	3,250,837	2,943,027	**(42,925)**
Reimbursements	(1,106,595)	(1,050,484)	(1,217,348)	(921,011)	(1,050,129)	(1,069,142)	**(148,131)**
Total Appropriation	2,420,008	2,105,042	2,235,273	2,064,941	2,200,708	1,873,885	**(191,056)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,420,008	2,105,042	2,235,273	2,064,941	2,200,708	1,873,885	**(191,056)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	2,420,008	2,102,852	2,237,942	2,064,941	2,200,708	1,873,885	**(191,056)**
Other Revenue	0	37,716	0	0	0	0	**0**
Total Revenue	2,420,008	2,140,568	2,237,942	2,064,941	2,200,708	1,873,885	**(191,056)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,420,008	2,140,568	2,237,942	2,064,941	2,200,708	1,873,885	**(191,056)**
Net County Cost	0	(35,526)	(2,669)	0	0	0	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Chino Agricultural Preserve

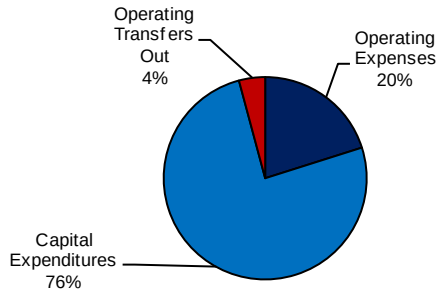
DESCRIPTION OF MAJOR SERVICES

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

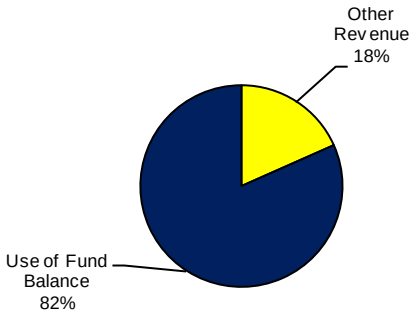
The Real Estate Services Department administers a special revenue fund to continue the Agricultural Land Acquisition and Preservation Program under the California Wildlife, Coastal, and Parkland Conservation Act (Proposition 70). The department is responsible for negotiating and managing leases for the 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.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	275,922	325,732	209,943	340,771	298,726	531,030	**190,259**
Capital Expenditures	0	0	0	1,500,000	0	2,000,000	**500,000**
Total Exp Authority	275,922	325,732	209,943	1,840,771	298,726	2,531,030	**690,259**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	275,922	325,732	209,943	1,840,771	298,726	2,531,030	**690,259**
Operating Transfers Out	0	0	0	89,000	80,214	110,000	**21,000**
Total Requirements	275,922	325,732	209,943	1,929,771	378,940	2,641,030	**711,259**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	700	0	1,050	0	**0**
Other Revenue	601,734	6,879,007	526,695	501,516	12,993,774	484,596	**(16,920)**
Total Revenue	601,734	6,879,007	527,395	501,516	12,994,824	484,596	**(16,920)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	601,734	6,879,007	527,395	501,516	12,994,824	484,596	**(16,920)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(325,812)	(6,553,275)	(317,452)	1,428,255	(12,615,884)	2,156,434	**728,179**
Available Reserves				14,568,046	28,612,185	26,455,751	**11,887,705**
Total Fund Balance				15,996,301	15,996,301	28,612,185	**12,615,884**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF FUND BALANCE

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

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Project Management Division

DESCRIPTION OF MAJOR SERVICES

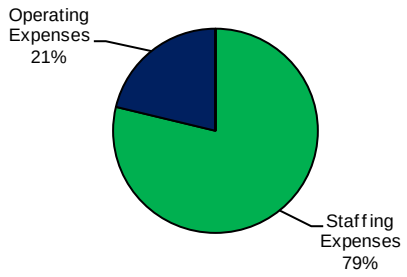
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,092,334
Total Sources (Incl. Reimb.)	$3,092,334
Net County Cost	$0
Total Staff	24
Funded by Net County Cost	0%

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

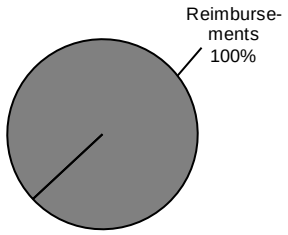
As a competitive public service organization, PMD takes pride in its ability to respond quickly to changing organizational needs and priorities, while continuing to complete quality projects in a timely and cost effective manner for the benefit of County departments and the public they serve.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,003,957	2,106,223	2,019,315	2,237,387	2,142,291	2,435,639	**198,252**
Operating Expenses	378,562	243,895	377,643	594,318	588,278	656,695	**62,377**
Capital Expenditures	53,000	38,574	0	27,000	26,698	0	**(27,000)**
Total Exp Authority	2,435,519	2,388,692	2,396,958	2,858,705	2,757,267	3,092,334	**233,629**
Reimbursements	(2,470,129)	(2,357,756)	(2,376,077)	(2,858,705)	(2,811,435)	(3,092,334)	**(233,629)**
Total Appropriation	(34,610)	30,936	20,881	0	(54,168)	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	(34,610)	30,936	20,881	0	(54,168)	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	1,185	0	0	0	0	0	**0**
Other Revenue	56,103	0	2,569	0	0	0	**0**
Total Revenue	57,288	0	2,569	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	57,288	0	2,569	0	0	0	**0**
Net County Cost	(91,898)	30,936	18,312	0	(54,168)	0	**0**
Budgeted Staffing*	19	21	22	22	22	24	**2**

*Data represents modified budgeted staffing

Note: Real Estate Services – Project Management is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is $24,938 which represents Real Estate Services – Project Management's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Facilities Management Division

DESCRIPTION OF MAJOR SERVICES

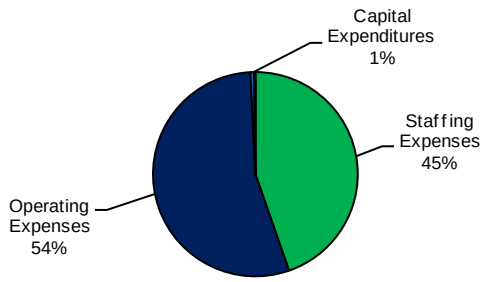
The Facilities Management Division (FMD) provides routine maintenance, grounds, and custodial services to ensure County facilities are well maintained, including 24 hours per day – seven days per week emergency building maintenance. Services also include repairing building structures, equipment, and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

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

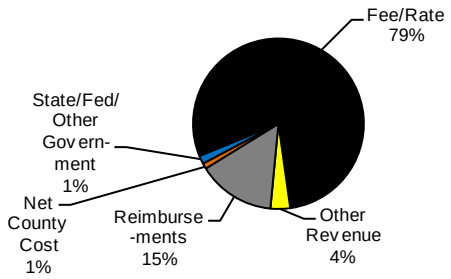
FMD's focus is on asset protection. Using data and support systems, it maintains the County's valuable facilities and equipment, preserves a high level of functionality, supports sustainability projects, and promotes responsible and efficient use of resources.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	7,743,227	8,422,233	7,687,188	8,400,721	8,247,114	9,043,849	**643,128**
Operating Expenses	8,061,333	9,119,159	9,526,641	10,870,386	10,663,481	11,045,470	**175,084**
Capital Expenditures	0	0	77,073	0	0	117,300	**117,300**
Total Exp Authority	15,804,560	17,541,392	17,290,902	19,271,107	18,910,595	20,206,619	**935,512**
Reimbursements	(2,994,605)	(3,195,967)	(3,357,483)	(3,131,064)	(3,175,184)	(2,973,142)	**157,922**
Total Appropriation	12,809,955	14,345,425	13,933,419	16,140,043	15,735,411	17,233,477	**1,093,434**
Operating Transfers Out	4,095	0	0	45,000	45,000	40,000	**(5,000)**
Total Requirements	12,814,050	14,345,425	13,933,419	16,185,043	15,780,411	17,273,477	**1,088,434**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	1,203,715	915,695	331,768	325,000	327,888	325,000	**0**
Fee/Rate	11,161,422	11,562,527	12,373,972	14,840,043	14,801,082	15,988,477	**1,148,434**
Other Revenue	1,918,135	1,079,940	1,577,560	812,000	1,248,808	752,000	**(60,000)**
Total Revenue	14,283,272	13,558,162	14,283,300	15,977,043	16,377,778	17,065,477	**1,088,434**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	14,283,272	13,558,162	14,283,300	15,977,043	16,377,778	17,065,477	**1,088,434**
Net County Cost	(1,469,222)	787,263	(349,881)	208,000	(597,367)	208,000	**0**
Budgeted Staffing*	106	110	102	111	111	113	**2**

*Data represents modified budgeted staffing

Note: Real Estate Services – Facilities Management is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is $321,230 which represents Real Estate Services – Facilities Management's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Utilities

DESCRIPTION OF MAJOR SERVICES

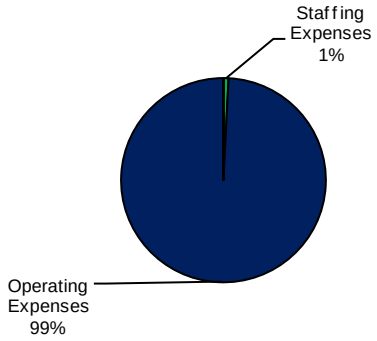
The County's utilities budget unit funds the cost of electricity, natural and propane gas, water, sewer, refuse disposal, and other related costs for County-owned and leased facilities.

Budget at a Glance

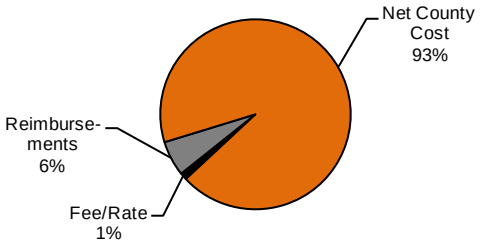
Total Requirements (Excl. Reimb.)	$20,832,429
Total Sources (Incl. Reimb.)	$1,499,808
Net County Cost	$19,332,621
Total Staff	2
Funded by Net County Cost	93%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	152,064	164,163	160,809	183,928	164,162	166,452	**(17,476)**
Operating Expenses	17,624,452	19,698,984	18,521,900	21,911,859	20,215,904	20,665,977	**(1,245,882)**
Capital Expenditures	0	126,600	166,523	50,000	50,000	0	**(50,000)**
Total Exp Authority	17,776,516	19,989,747	18,849,232	22,145,787	20,430,066	20,832,429	**(1,313,358)**
Reimbursements	(1,411,052)	(1,118,760)	(1,233,598)	(1,251,246)	(1,272,516)	(1,246,540)	**4,706**
Total Appropriation	16,365,464	18,870,987	17,615,634	20,894,541	19,157,550	19,585,889	**(1,308,652)**
Operating Transfers Out	125,543	0	0	0	0	0	**0**
Total Requirements	16,491,007	18,870,987	17,615,634	20,894,541	19,157,550	19,585,889	**(1,308,652)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	125,543	0	0	0	0	0	**0**
Fee/Rate	312,040	328,510	176,242	347,495	238,651	253,268	**(94,227)**
Other Revenue	30,019	40,723	55,749	0	3,272	0	**0**
Total Revenue	467,602	369,233	231,991	347,495	241,923	253,268	**(94,227)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	467,602	369,233	231,991	347,495	241,923	253,268	**(94,227)**
Net County Cost	16,023,405	18,501,754	17,383,643	20,547,046	18,915,627	19,332,621	**(1,214,425)**
Budgeted Staffing*	2	2	2	2	2	2	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

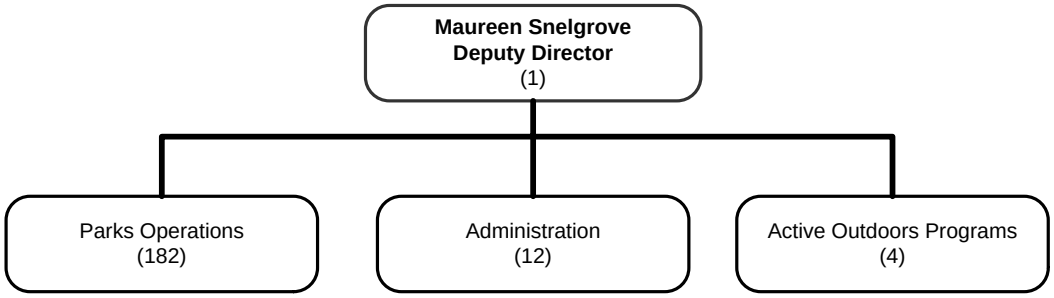
Staffing Expenses of $166,452 fund two regular positions. There is no change in budgeted staffing.

REGIONAL PARKS
Maureen A. Snelgrove

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Regional Parks	9,891,178	7,612,000	2,279,178			195
Total General Fund	9,891,178	7,612,000	2,279,178	0	0	195
Special Revenue Funds						
Regional Parks - Consolidated	4,795,381	3,664,840		1,130,541		0
Total Special Revenue Funds	4,795,381	3,664,840	0	1,130,541	0	0
Enterprise Funds						
Active Outdoors	40,761	28,855			11,906	4
Total Enterprise Funds	40,761	28,855	0	0	11,906	4
Total - All Funds	14,727,320	11,305,695	2,279,178	1,130,541	11,906	199

2015-16 MAJOR ACCOMPLISHMENTS

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

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.**	Level of ongoing County General Fund support received.	$3.2 million	$2.0 million	$1.9 million	$2.0 million
STRATEGY	Enhance and develop new amenities that will enhance the park experience for patrons, which generate additional revenues hence less reliance on the County General Fund.					
STRATEGY	Continue to streamline park operations and identify supply cost ineffciencies using preventative maintenance measures to reduce ongoing repair costs.					

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
		NEW				
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of tourist visitors to Regional Parks.	N/A	N/A	N/A	110,000
STRATEGY	Continue to offer special events and increase promotion of Calico Regional Park to travel agents and international tour agencies, and track tour bus visits.					
STRATEGY	Promote camping at Regional Parks to domestic and international travelers, maximizing current non-peak periods, and track camping reservations by non-county residents.					

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
		NEW				
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of special events.	56	N/A	59	63
STRATEGY	Promote Regional Parks as venues for special events to event organizers and outside organizations needing open space and facilities.					
STRATEGY	Increase number of department sponsored events and programs at Regional Parks.					

Regional Parks

DESCRIPTION OF MAJOR SERVICES

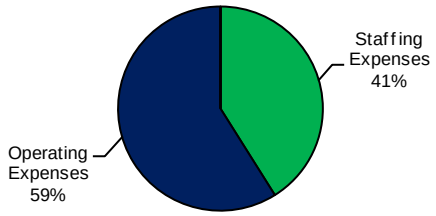
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$10,459,978
Total Sources (Incl. Reimb.)	$8,180,800
Net County Cost	$2,279,178
Total Staff	195
Funded by Net County Cost	22%

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

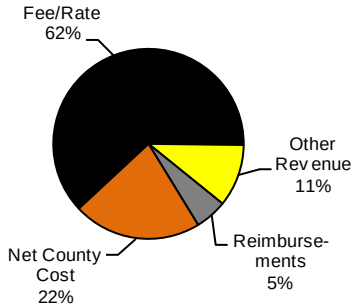
The department is also responsible for maintaining 17.8 miles of open, accessible and usable trails through the County Trails Program. Additionally, the department oversees operation of the Morongo Wildlife Preserve in Morongo Valley, administers leases with the operators of Lake Gregory Regional Park,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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	5,408,959	5,637,957	5,373,601	4,806,111	4,605,432	4,297,447	**(508,664)**
Operating Expenses	5,832,788	5,557,737	6,858,423	6,536,191	6,083,783	6,162,531	**(373,660)**
Capital Expenditures	6,684	0	0	0	0	0	**0**
Total Exp Authority	11,248,431	11,195,694	12,232,024	11,342,302	10,689,215	10,459,978	**(882,324)**
Reimbursements	(817,577)	(743,001)	(955,262)	(666,768)	(587,912)	(568,800)	**97,968**
Total Appropriation	10,430,854	10,452,693	11,276,762	10,675,534	10,101,303	9,891,178	**(784,356)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,430,854	10,452,693	11,276,762	10,675,534	10,101,303	9,891,178	**(784,356)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	5,517,926	6,426,810	6,327,868	6,835,927	6,287,476	6,500,000	**(335,927)**
Other Revenue	1,213,944	1,331,831	1,460,534	1,248,493	1,432,750	1,112,000	**(136,493)**
Total Revenue	6,731,870	7,758,641	7,788,402	8,084,420	7,720,226	7,612,000	**(472,420)**
Operating Transfers In	941,864	85	29,420	486,936	486,936	0	**(486,936)**
Total Financing Sources	7,673,734	7,758,726	7,817,822	8,571,356	8,207,162	7,612,000	**(959,356)**
Net County Cost	2,757,120	2,693,967	3,458,940	2,104,178	1,894,141	2,279,178	**175,000**
Budgeted Staffing*	259	252	232	205	205	195	**(10)**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

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

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

Regional Parks Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

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

County Trails System was established by the Board of Supervisors and assigned to the Regional Parks Department as the steward charged with the development, operation and maintenance of regional trails throughout the County. This budget unit was established to follow compliance requirements for federal and state grant funding used in the development and construction of the trail system. Currently, the Department has developed seven miles of the Santa Ana River Trail, linking to Riverside County and offering users over 22 miles on contiguous trail along the Santa Ana River.

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

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

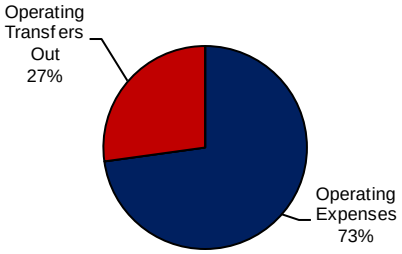
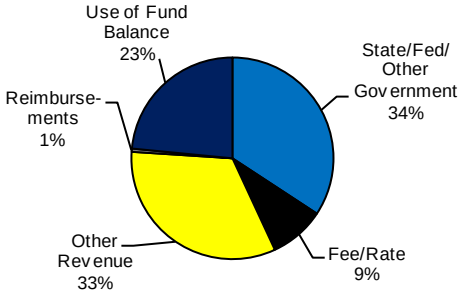
Park Maintenance/Development was established to provide for the maintenance, development and emergency repairs at all regional parks. The costs associated with this budget unit are funded through camping reservation fees.

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

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

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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,822,805	2,494,026	2,500,397	3,967,367	2,417,162	3,509,884	**(457,483)**
Capital Expenditures	16,775	0	78,698	20,000	0	0	**(20,000)**
Total Exp Authority	2,839,580	2,494,026	2,579,095	3,987,367	2,417,162	3,509,884	**(477,483)**
Reimbursements	(185,000)	(33,000)	(85,000)	(30,000)	(30,000)	(25,000)	**5,000**
Total Appropriation	2,654,580	2,461,026	2,494,095	3,957,367	2,387,162	3,484,884	**(472,483)**
Operating Transfers Out	3,378,115	393,024	320,331	2,413,364	1,490,786	1,310,497	**(1,102,867)**
Total Requirements	6,032,695	2,854,050	2,814,426	6,370,731	3,877,948	4,795,381	**(1,575,350)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	515,914	338,868	405,522	1,351,000	643,683	1,651,000	**300,000**
Fee/Rate	967,342	547,527	727,950	585,480	590,391	427,020	**(158,460)**
Other Revenue	1,568,204	1,686,937	1,853,769	2,149,619	2,084,978	1,586,820	**(562,799)**
Total Revenue	3,051,460	2,573,332	2,987,241	4,086,099	3,319,052	3,664,840	**(421,259)**
Operating Transfers In	5,403	286	8,839	0	0	0	**0**
Total Financing Sources	3,056,863	2,573,618	2,996,080	4,086,099	3,319,052	3,664,840	**(421,259)**
Fund Balance							
Use of / (Contribution to) Fund Balance	2,975,832	280,432	(181,654)	2,284,632	558,896	1,130,541	**(1,154,091)**
Available Reserves				1,694,459	3,420,195	2,289,654	**595,195**
Total Fund Balance				3,979,091	3,979,091	3,420,195	**(558,896)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

DETAIL OF 2016-17 RECOMMENDED BUDGET

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

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

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

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

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

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

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

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

BUDGET CHANGES AND OPERATIONAL IMPACT

Significant budget changes for 2016-17 include the following:

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

ANALYSIS OF FUND BALANCE

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

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

Active Outdoors

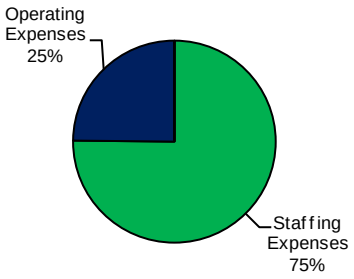
DESCRIPTION OF MAJOR SERVICES

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

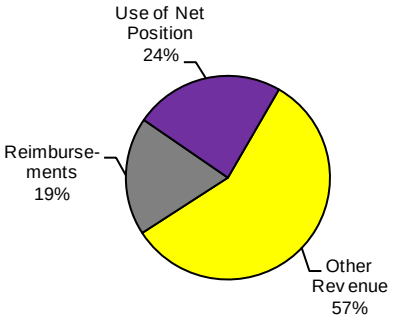
The Active Outdoors Program was created to provide programs that promote a healthy outdoor lifestyle. The Environmental Science Day Camp (ESDC) is a part of this program and is offered at Yucaipa Regional Park. ESDC takes place during the traditional school year, Wednesday through Friday, and follows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

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	26,534	27,043	17,264	51,333	27,668	37,702	**(13,631)**
Operating Expenses	24,122	23,632	17,126	28,895	14,469	12,455	**(16,440)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	50,656	50,675	34,390	80,228	42,137	50,157	**(30,071)**
Reimbursements	0	0	(12,000)	(31,246)	8,486	(9,396)	**21,850**
Total Appropriation	50,656	50,675	22,390	48,982	50,623	40,761	**(8,221)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	50,656	50,675	22,390	48,982	50,623	40,761	**(8,221)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	(15,587)	9,613	25,464	24,040	18,287	28,855	**4,815**
Total Revenue	(15,587)	9,613	25,464	24,040	18,287	28,855	**4,815**
Operating Transfers In	45,000	42,109	35,000	37,322	0	0	**(37,322)**
Total Financing Sources	29,413	51,722	60,464	61,362	18,287	28,855	**(32,507)**
Net Position							
Use of/ (Contribution to) Net Position**	21,243	(1,047)	(38,074)	(12,380)	32,336	11,906	**24,286**
Est. Net Position Available						7,246	
Total Est. Unrestricted Net Position						19,152	
Budgeted Staffing*	5	4	4	6	6	4	**(2)**

*Data represents modified budgeted staffing
**Contribution to Net Position appears as a negative number and increases Estimated Net Position available.

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

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF NET POSITION

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

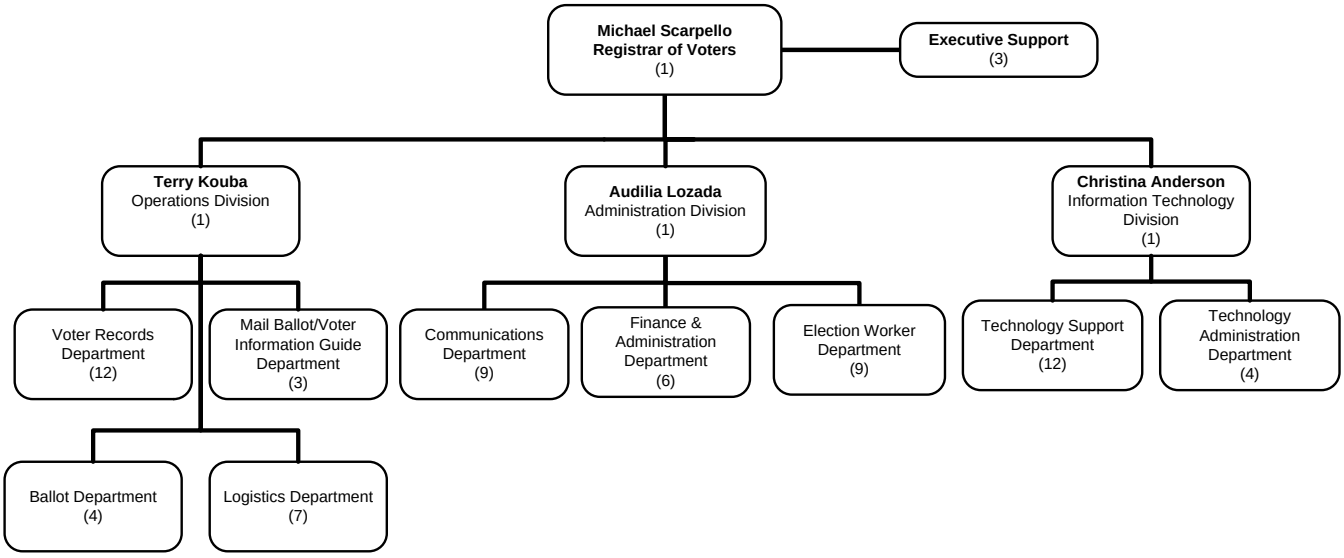
Staffing expenses of $37,702 fund four budgeted limited term Public Service Employee positions. A reduction of two Public Service Employees is the result of the department's effort to consolidate the use of staff for its educational programs and special events due to the declining funding sources.

REGISTRAR OF VOTERS
Michael Scarpello

DEPARTMENT MISSION STATEMENT

To promote the Countywide Vision, the Elections Office of the Registrar of Voters maintains accurate voter registration and election records; provides the highest quality information and customer service to the public; and conducts the County's elections in a fair, accurate, secure, transparent, and efficient manner.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Registrar of Voters	9,571,324	2,365,573	7,205,751			73
Total General Fund	9,571,324	2,365,573	7,205,751	0	0	73
Total - All Funds	9,571,324	2,365,573	7,205,751	0	0	73

2015-16 MAJOR ACCOMPLISHMENTS

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

- Reviewed, revised, and documented over 300 Elections Office policies and procedures related to the conversion to VoteCal and other state mandated changes from new election laws.
- Provided significant leadership in the California Association of Clerks and Elections Officials' (CACEO) Voting Opportunities Committee in its efforts to develop Senate Bill 450, the state's new Vote by Mail and Vote Center election legislation.
- Established the Elections Office's Bilingual Advisory Group, Alternate Language Advisory Group, and Voter Accessibility Advisory committee (VAAC) to solicit feedback from community leaders to improve accessibility to voters with specific needs.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Percentage of new or modified tasks populated and performed in EDATE (% of cumulative completion of the building the tool).	70%	75%	75%	80%
STRATEGY	Populate and perform new or modified tasks in the office's Election Deadline, Assignment and Task Engine (EDATE) to maximize effectiveness and efficiency of election operations.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Number of processes, procedures, flowcharts, and checklists reviewed.	32	120	300	100
STRATEGY	Review, revise, and document Elections Office policies, procedures, flowcharts, and checklists in the office's Election Document Change System (EDoCS).					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Number of new website customer information applications or website pages developed and released.	14	5	5	12
STRATEGY	Expand the Elections Office website by adding new applications that present personalized customer information or web pages that provide general election information.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Collaborate with other agencies to help shape legislation and regulations which affect the County.**	Number of national, state and regional committees of which the department is a member.	N/A	12	14	12
STRATEGY	Participate on national, state, and regional committees focused on improving election administration and shaping the future of California's elections.					

Registrar of Voters

DESCRIPTION OF MAJOR SERVICES

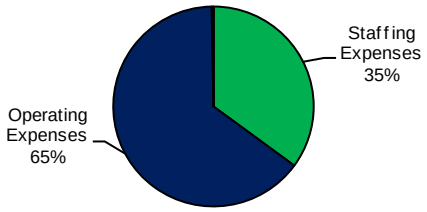
The Elections Office of the Registrar of Voters is responsible for conducting efficient and impartial elections, and providing the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and Federal and California Election codes. To support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

Budget at a Glance

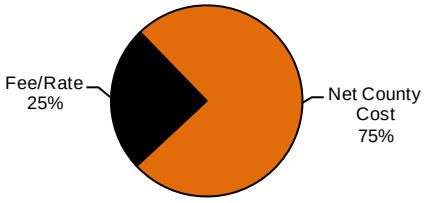
Total Requirements (Excl. Reimb.)	$9,571,324
Total Sources (Incl. Reimb.)	$2,365,573
Net County Cost	$7,205,751
Total Staff	73
Funded by Net County Cost	75%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA ROV
FUNCTION: General
ACTIVITY: Elections

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,517,890	2,238,660	2,378,405	3,423,618	3,156,091	3,356,779	**(66,839)**
Operating Expenses	7,764,430	6,436,294	5,540,838	5,638,627	5,518,384	6,186,545	**547,918**
Capital Expenditures	7,980	189,273	40,053	155,000	155,000	28,000	**(127,000)**
Total Exp Authority	10,290,300	8,864,227	7,959,296	9,217,245	8,829,475	9,571,324	**354,079**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	10,290,300	8,864,227	7,959,296	9,217,245	8,829,475	9,571,324	**354,079**
Operating Transfers Out	0	15,000	155,000	0	0	0	**0**
Total Requirements	10,290,300	8,879,227	8,114,296	9,217,245	8,829,475	9,571,324	**354,079**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	160,086	21,809	132,348	252,123	243,711	34,000	**(218,123)**
Fee/Rate	2,972,380	2,534,431	2,237,149	1,983,600	2,178,043	2,310,973	**327,373**
Other Revenue	39,913	19,085	33,361	17,000	15,498	20,600	**3,600**
Total Revenue	3,172,379	2,575,325	2,402,859	2,252,723	2,437,252	2,365,573	**112,850**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,172,379	2,575,325	2,402,859	2,252,723	2,437,252	2,365,573	**112,850**
Net County Cost	7,117,921	6,303,902	5,711,437	6,964,522	6,392,223	7,205,751	**241,229**
Budgeted Staffing*	24	27	37	73	73	73	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

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

2016-17 POSITION SUMMARY*

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

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

SPECIAL DISTRICTS DEPARTMENT
SUMMARY

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
SPECIAL DISTRICTS					
GENERAL DISTRICTS - CONSOLIDATED	440	10,620,568	6,787,410	3,833,158	99
PARK DISTRICTS - CONSOLIDATED	450	2,157,214	1,948,805	208,409	22
BIG BEAR RECREATION AND PARK DISTRICT	457	4,034,128	3,546,136	487,992	59
BLOOMINGTON RECREATION & PARK DISTRICT	460	294,359	311,120	(16,761)	3
ROAD DISTRICTS - CONSOLIDATED	463	2,526,596	1,998,253	528,343	1
STREETLIGHT DISTRICTS - CONSOLIDATED	480	914,879	859,670	55,209	0
TOTAL SPECIAL REVENUE FUNDS		20,547,744	15,451,394	5,096,350	184

ENTERPRISE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
SPECIAL DISTRICTS:					
CSA 70 HAVASU LAKE	448	68,945	72,698	(3,753)	0
SANITATION DISTRICTS - CONSOLIDATED	475	8,304,318	7,785,276	519,042	0
WATER DISTRICTS - CONSOLIDATED	485	6,905,523	5,940,811	964,712	0
TOTAL ENTERPRISE FUNDS		15,278,786	13,798,785	1,480,001	0

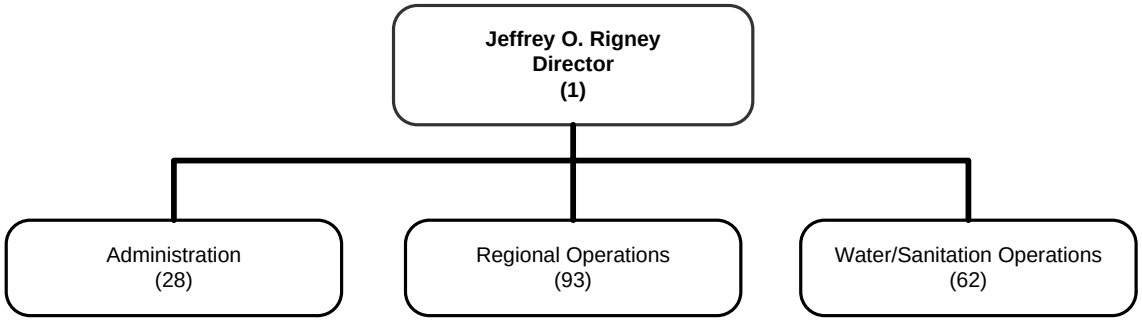
	Page #	
CAPITAL IMPROVEMENT PROGRAM	489	45,251,656
RESERVES	498	6,044,676

SPECIAL DISTRICTS DEPARTMENT
Jeffrey O. Rigney

DEPARTMENT MISSION STATEMENT

The Special Districts Department works to ensure safe, healthy, and enjoyable communities by providing customizable programs and municipal services for those who work, play, and stay in San Bernardino County.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
General Districts - Consolidated	10,620,568	6,787,410		3,833,158		99
Big Bear Valley Recreation and Park District	4,034,128	3,546,136		487,992		59
Bloomington Recreation and Park District	294,359	311,120		(16,761)		3
Park Districts - Consolidated	2,157,214	1,948,805		208,409		22
Road Districts - Consolidated	2,526,596	1,998,253		528,343		1
Streetlight Districts - Consolidated	914,879	859,670		55,209		0
Total Special Revenue Funds	20,547,744	15,451,394	0	5,096,350	0	184
Enterprise Funds						
CSA 70 Havasu Lake	68,945	72,698			(3,753)	0
Sanitation Districts - Consolidated	8,304,318	7,785,276			519,042	0
Water Districts - Consolidated	6,905,523	5,940,811			964,712	0
Total Enterprise Funds	15,278,786	13,798,785	0	0	1,480,001	0
Total - All Funds	35,826,530	29,250,179	0	5,096,350	1,480,001	184

2015-16 MAJOR ACCOMPLISHMENTS

- Completed a six-month Leadership course for executive staff.
- Completed a rate study for all water and sanitation districts.
- Purchased a new billing system for the Water and Sanitation Division.
- Purchased a new road grader for CSA 70 M Wonder Valley.
- Received $400,000 in grant funding for the Desert View Recreational Trails project.
- Received $20,000 from First 5 for the Joshua Tree Literacy Lounge.
- Received approval for a $3.0 million grant for the Pioneer Town water project.
- Completed the following projects:
    - Several paving projects throughout the County
    - Water pipeline replacement in CSA 42 Oro Grande
    - Raccoon exhibit at the Big Bear Alpine Zoo
- Renewed Operation and Maintenance water and sanitation agreements with County Sheriff, Arrowhead Regional Medical Center, Facilities Management, and Regional Parks Departments.
- Acquired and developed a park in Lucerne Valley.
- Completed a recruitment of Treatment Plant Operator positions to ensure long-term stability.
- Implemented a mandate from the state for water conservation within all Board-governed water districts.
- Released a CFD 2006-1 Bond Issuance in the amount of $22.5 million.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of customers (with cellular-read meters) notified of new leaks within one businesss day of detection	N/A	100%	100%	100%
STRATEGY	Utilize new automated water meter infrastructure (cellular-read meters) to provide timely notification of leak detection analysis to customers.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Percentage of on-time water and sewer payments	78%	84%	84%	84%
STRATEGY	Use technology to facilitate on-time bill payments by promoting online bill payments via electronic payments.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.**	**NEW** Percentage of Districts with a service level masterplan	N/A	N/A	N/A	10%
STRATEGY	Assess financial stability for each District to ensure solvency and long-term operations.					

General Districts Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$19,613,199
Total Sources (Incl. Reimb.)	$15,780,041
Use of/ (Contribution to) Fund Balance	$3,833,158
Total Staff	99

County Service Area (CSA) 40 Elephant Mountain was established by an act of the County of San Bernardino Board of Supervisors on August 11, 1969 to provide ten channels of ultra-high frequency (UHF) television translator service broadcast from Elephant Mountain, and five channels of very high frequency (VHF) television translator service broadcast from Newberry Springs to the 100-square-mile area encompassing Barstow, Daggett, Hinkley, Newberry Springs, and Yermo. This CSA provides service to approximately 35,000 households and is financed by property taxes and rental income.

CSA 70 Countywide was established by an act of the County of San Bernardino Board of Supervisors on December 29, 1969 to provide a centralized mechanism for administration of personnel and operations which serve all board governed special districts. The employees are engaged in multi-district operations funded by the various sanitation, water, road, streetlights, and park and recreation districts. Staff provides centralized and regional management services, administration, engineering, fiscal, human resources, lien administration, park maintenance, payroll, information services, road maintenance and inspection services.

CSA 70 D-1 Lake Arrowhead was established by an act of the County of San Bernardino Board of Supervisors on August 26, 1974 to maintain a dam located on the east side of Lake Arrowhead known as Papoose Lake. The Zone is financed by property taxes, which fund security, maintenance, replacement shrubbery, reforestation, and engineering services.

CSA 70 DB-1 Bloomington was established by an act of the County of San Bernardino Board of Supervisors on February 10, 2004. The Zone is responsible for the maintenance of two detention basins and four landscaped intersections. On January 23, 2004, property owners approved an annual service charge of $520 per parcel with a 2.5% inflationary factor. The 2016-17 per parcel service charge is $633.20.

CSA 70 EV-1 East Valley was established by an act of the County of San Bernardino Board of Supervisors on April 23, 1996. The Zone is responsible for the maintenance of the Alabama Street storm drain in the Redlands Citrus Plaza area. Funding for this Zone's operation is generated through a developer buy-in charge, which was received in 2008-09.

CSA 70 DB-2 Big Bear was established by an act of the County of San Bernardino Board of Supervisors on April 27, 2010. The Zone maintains a detention basin, open space, and storm drain conveyances to the basin. This Zone's operations are funded by an annual service charge levied on property owners within the District.

CSA 120 North Etiwanda Preserve was formed on July 1, 2009 as a result of Local Agency Formation Commission Resolution No. 3051. The resolution included the dissolution of CSA 70 OS-1 and OS-3. The CSA provides for the management, protection and operation of 1,202 acres of open space and mitigation property. Acreage is primarily composed of mitigated Riversidean Alluvial Fan Sage Habitat located north of Rancho Cucamonga and east of Day Creek Blvd. The CSA is primarily financed by interest income generated annually from a non-wasting endowment fund. Additional endowments are received when mitigation acreage and management responsibility is accepted by the CSA. The CSA also receives grants and other funding for operation of the open space district.

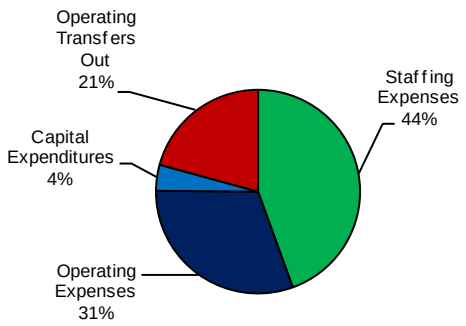
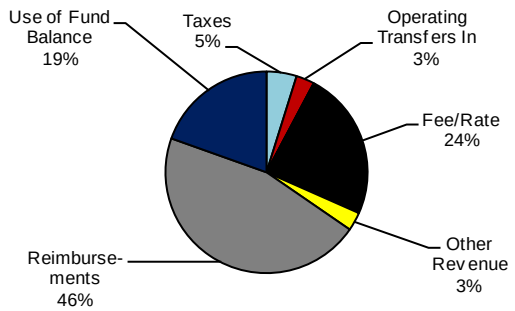
CSA 70 TV-2 Morongo Valley was established by an act of the County of San Bernardino Board of Supervisors on October 18, 1976 to provide nine channels of UHF television and one channel of VHF television translator service to the 38 square miles of the Morongo Valley area. This Improvement Zone provides service to approximately 2,000 households and is financed by property tax revenue.

CSA 70 TV-4 Wonder Valley was established by an act of the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF television translator service broadcast from Pinto Mountain, for the direct benefit of Wonder Valley. This Zone provides service to approximately 2,000 households and is financed by a special tax of $5 per parcel, per year on 4,839 parcels, which funds a part-time TV production assistant for community television, and a basic community television program service.

CSA 70 TV-5 Mesa was established by an act of the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF television translator service broadcast from Pinto Mountain to the 100-square-mile area encompassing Copper Mesa, Desert Heights, Flamingo Heights, Landers, and Yucca Mesa. This Zone provides service to approximately 18,000 households and is financed by a special tax of $25 per year per improved parcel on 6,951 parcels.

Community Facilities District (CFD 2006-1) Lytle Creek was established by an act of the County of San Bernardino Board of Supervisors on March 13, 2007. Also, on March 13, 2007, the Board adopted an ordinance authorizing the levying of special taxes to finance the maintenance of public infrastructure. The first year of the special tax levy was 2009-10. The CFD is responsible for the maintenance of open space, and storm drain protection services in the Glen Helen area.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: General Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Legislative and Admin

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	7,265,992	7,607,690	7,593,998	8,885,538	8,316,556	8,721,038	**(164,500)**
Operating Expenses	4,383,885	4,113,579	4,389,823	6,780,696	4,597,405	6,013,697	**(766,999)**
Capital Expenditures	1,140,264	1,407,522	1,914,319	5,191,523	1,807,185	811,020	**(4,380,503)**
Total Exp Authority	12,790,141	13,128,791	13,898,140	20,857,757	14,721,146	15,545,755	**(5,312,002)**
Reimbursements	(8,530,788)	(8,289,864)	(8,655,996)	(10,007,623)	(9,518,814)	(8,992,631)	**1,014,992**
Total Appropriation	4,259,353	4,838,927	5,242,144	10,850,134	5,202,332	6,553,124	**(4,297,010)**
Operating Transfers Out	515,600	1,148,963	499,505	2,822,243	1,071,621	4,067,444	**1,245,201**
Total Requirements	4,774,953	5,987,890	5,741,649	13,672,377	6,273,953	10,620,568	**(3,051,809)**
Sources							
Taxes	923,773	949,017	965,845	929,191	949,623	944,900	**15,709**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	220,131	20,690	39,996	45,379	47,322	48,163	**2,784**
Fee/Rate	2,173,503	2,143,433	2,346,394	3,935,721	2,664,296	4,637,737	**702,016**
Other Revenue	582,092	268,269	315,627	434,839	413,352	582,435	**147,596**
Total Revenue	3,899,499	3,381,409	3,667,862	5,345,130	4,074,593	6,213,235	**868,105**
Operating Transfers In	1,856,365	4,727,900	1,924,264	2,741,543	843,941	574,175	**(2,167,368)**
Total Financing Sources	5,755,864	8,109,309	5,592,126	8,086,673	4,918,534	6,787,410	**(1,299,263)**
Fund Balance							
Use of / (Contribution to) Fund Balance	(980,911)	(2,121,419)	149,523	5,585,704	1,355,419	3,833,158	**(1,752,546)**
Available Reserves				6,223,223	10,453,508	6,620,350	**397,127**
Total Fund Balance				11,808,927	11,808,927	10,453,508	**(1,355,419)**
Budgeted Staffing*	93	94	98	98	98	99	**1**

*Data represents modified budgeted staffing

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 40 Elephant Mountain (Fund SIS)	357,791	336,075	21,716	1,180,491	2
CSA 70 Countywide (Fund SKV)	8,616,658	4,482,941	4,133,717	614,317	97
CSA 70 D-1 Lake Arrowhead (Fund SLA)	306,169	528,457	(222,288)	2,112,923	0
CSA 70 DB-1 Bloomington (Fund SLB)	57,512	45,956	11,556	99,754	0
CSA 70 EV-1 East Valley (Fund SFC)	27,579	645	26,934	171,787	0
CSA 70 DB-2 Big Bear (Fund RCU and EIB)	15,155	17,048	(1,893)	80,843	0
CSA 70 TV-2 Morongo Valley (Fund SLD)	85,920	152,058	(66,138)	1,026,466	0
CSA 70 TV-4 Wonder Valley (Fund SLF)	29,444	29,969	(525)	158,465	0
CSA 70 TV-5 Mesa (Fund SLE)	204,516	189,074	15,442	669,672	0
CFD 2006-1 Lytle Creek (Fund CXI)	32,538	45,569	(13,031)	425,216	0
CSA 120 North Etiwanda Preserve (Fund SOH)	887,286	959,618	(72,332)	80,416	0
Total Special Revenue Funds	10,620,568	6,787,410	3,833,158	6,620,350	99

CSA 40 Elephant Mountain includes $357,791 in Requirements to fund one regular position and one limited-term position; television translator services operations and maintenance; and transfers for allocated indirect costs. Sources of $336,075 are primarily from property taxes. Fund Balance of $21,716 is used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 Countywide includes $8.6 million in Requirements to fund 97 positions including 93 regular and 4 limited term positions; department-wide administrative support services; transfers for shared positions with other departments; vehicle costs; training costs; and contract services for other County departments. Other County departments for which services are provided include Regional Parks, Sheriff/Coroner/Public Administrator (Sheriff), Airports, and department-wide service agreements with Real Estate Services – Project Management Division, and Arrowhead Regional Medical Center. Also included in Requirements are Capital Expenditures for vehicle and equipment purchases, as well as improvements at Mojave Narrows. Sources of $4.5 million are primarily from water and sanitation operations and maintenance for Regional Parks, Sheriff's Department, and Airports, and countywide engineering and lien administration revenues. Fund Balance of $4.1 million will primarily be used as a transfer with the Lake Gregory Project to a capital improvement fund, and for a one-time loan for the Big Bear Alpine Zoo Relocation capital improvement project.

CSA 70 D-1 Lake Arrowhead includes $306,169 in Requirements to fund operating and maintenance expenses for Lake Arrowhead Dam and transfers for allocated indirect costs. Sources of $528,457 are primarily from property taxes. Contribution to Fund Balance of $222,288 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

CSA 70 DB-1 Bloomington includes $57,512 in Requirements to fund operating and landscape maintenance expenses, and transfers for allocated indirect costs. Sources of $45,956 are primarily from service charges. Fund Balance of $11,556 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 EV-1 East Valley includes $27,579 in Requirements to fund maintenance for storm drain protection. Sources of $645 is from interest revenue. Fund Balance of $26,934 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 DB-2 Big Bear includes $15,155 in Requirements to fund operating and maintenance expenses for detention basin, open space, and storm drain services. Sources of $17,048 are primarily from service charges. Contribution to Fund Balance of $1,893 will support future operations. In 2016-17 a new fund (RCU) was created for this Zone to follow correct accounting principles and the old fund (EIB) will be inactivated.

CSA 70 TV-2 Morongo Valley includes $85,920 in Requirements to fund operating and maintenance expenses for television translator services and transfers for allocated indirect costs. Sources of $152,058 are primarily from property taxes. Contribution to Fund Balance of $66,138 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

CSA 70 TV-4 Wonder Valley includes $29,444 in Requirements to fund operating and maintenance expenses for television translator services and transfers for allocated indirect costs. Sources of $29,969 are primarily from a special tax. Contribution to Fund Balance of $525 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

CSA 70 TV-5 Mesa includes $204,516 in Requirements to fund operating and maintenance expenses for television translator services, transfers for allocated indirect costs, and capital expenditures. Sources of $189,074 are primarily from special taxes. Fund Balance of $15,442 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CFD 2006-1 Lytle Creek includes $32,538 in Requirements to fund operating expenses for maintaining open spaces and storm drain protection, and transfers for allocated indirect costs. Sources of $45,569 are primarily from special taxes. Contribution to Fund Balance of $13,031 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

CSA 120 North Etiwanda Preserve includes $887,286 in Requirements to fund operating and maintenance expenses of the preserve, conservation studies, transfers for allocated indirect costs, and Operating Transfers Out for capital improvement projects. Sources of $959,618 are primarily from Discretionary General Funding in the amount of $500,000 for a vegetation study as well as parking lot improvements, Operating Transfers In from interest earned on the endowment trust fund, and mitigation acceptance fees. Contribution to Fund Balance of $72,332 will support future operations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $3.1 million primarily as a result of moving the Lake Gregory Dam project from an operating fund to a capital improvement project fund. In addition, various projects that were included in the 2015-16 budget are now complete. Sources are decreasing by $1.3 million primarily due to moving the Lake Gregory Dam project to a capital improvement fund.

Sources include a total of $500,000 of Net County Cost from the County General Fund for parking improvements and a vegetation and wildlife study at the North Etiwanda Preserve (CSA120).

ANALYSIS OF FUND BALANCE

Six districts will use Fund Balance of $4.3 million. The largest use of Fund Balance is in CSA 70 Countywide, which requires $4.1 million, primarily as a result of moving the Lake Gregory Dam project from an operating fund to a capital improvement project fund. Additionally, it has been the department's practice that when available Fund Balance exceeds the 25% reserve threshold, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

Six districts will contribute a total of $455,157 to Fund Balance. The majority of the increase in departmental Fund Balance is a result of inflationary increases exceeding current year expenditures. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Administration	26	1	-1	3	29	3	26
Regional Operations	9	2	-1	-2	8	1	7
Water/Sanitation Operations	63	2	-2	-1	62	1	61
Total	98	5	-4	0	99	5	94

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $8.7 million fund 99 budgeted positions of which 94 are regular positions and five are limited term positions. The budget includes a net increase of one regular position. These changes will better align positions with the duties being performed within the districts.

Additions
Applications Specialist (one regular, technical error correction)
BG CSA 70 Park Maintenance Worker I (one regular, transfer in)
BG General Manager (one regular, transfer in)
BG Public Service Employee (one limited-term)

Deletions
Assistant Regional Manager (one regular, transfer out)
BG Public Service Employees two limited-term, vacant)

Re-Orgs
BG District Coordinator (1 regular)
BG Staff Analyst II (1 regular)
Division Manager, Operations (1 regular)

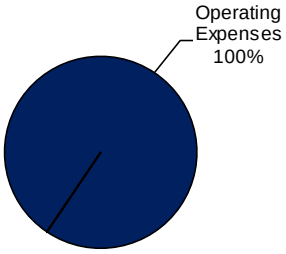
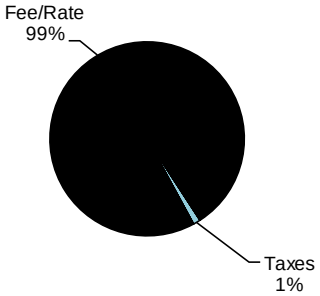
CSA 70 HL Havasu Lake Enterprise Fund

DESCRIPTION OF MAJOR SERVICES

County Service Area (CSA) 70, Zone HL was established by an act of the County of San Bernardino Board of Supervisors on April 1, 1990 to provide refuse collection services within the community of Havasu Lake. The CSA is funded by annual service charges assessed on property and collected through annual property taxes.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$68,945
Total Sources (Incl. Reimb.)	$72,698
Use of / (Contribution To) Net Position	($3,753)
Total Staff	0

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Havasu Lake

BUDGET UNIT: EJA 487
FUNCTION: Public Ways & Facilities
ACTIVITY: Public Facilities

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	65,088	64,942	65,414	75,215	64,820	68,945	**(6,270)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	65,088	64,942	65,414	75,215	64,820	68,945	**(6,270)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	65,088	64,942	65,414	75,215	64,820	68,945	**(6,270)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	65,088	64,942	65,414	75,215	64,820	68,945	**(6,270)**
Sources							
Taxes	357	909	3,120	909	1,308	909	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	69,491	71,738	72,308	76,293	70,261	71,738	**(4,555)**
Other Revenue	144	51	94	0	67	51	**51**
Total Revenue	69,992	72,698	75,522	77,202	71,636	72,698	**(4,504)**
Operating Transfers In	750	0	0	0	0	0	**0**
Total Financing Sources	70,742	72,698	75,522	77,202	71,636	72,698	**(4,504)**
Net Position							
Use of/ (Contribution to) Net Position**	(5,654)	(7,756)	(10,108)	(1,987)	(6,816)	(3,753)	**(1,766)**
Est. Net Position Available						35,171	
Total Est. Unrestricted Net Position						31,418	
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $68,945 include Operating Expenses for refuse services. Sources of $72,698 primarily include user service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $6,270 due to changes in refuse service costs. Sources are decreasing by $4,504 due to a reduction in current services.

ANALYSIS OF NET POSITION

Net position is increasing by $3,753 in 2016-17 primarily due to a reduction in refuse service costs. This supports the department's effort of maintaining a minimum of 25% operating capital to support future operations.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Park Districts Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

Special Districts Department provides for the management, funding, and maintenance of parks throughout the County Service Areas (CSA) and Zones. Sources are received through property taxes, state aid, federal aid and service charges.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,157,214
Total Sources (Incl. Reimb.)	$1,948,805
Use of/ (Contribution to) Fund Balance	$208,409
Total Staff	22

CSA 20 Joshua Tree was established by an act of the County of San Bernardino Board of Supervisors on June 1, 1964 to provide park and recreation services. Resolution 1993-22 consolidated the services of fire with streetlighting, and park and recreation. This CSA provides funding for four parks, three ball fields, one recreation center building, a water playground, a skateboard park, a 12,000 sq. ft. community center, and approximately 297 streetlights. This park CSA receives property tax revenue and a service charge of $30 per improved parcel, per year and $10 per unimproved parcel, per year. Currently, there are 4,408 improved parcels and 5,618 unimproved parcels.

CSA 29 Lucerne Valley was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1964. This CSA provides park and recreation services, a cemetery, television translators, an equestrian center for local horse groups and events, and streetlighting services funded primarily by property taxes. This CSA serves approximately 3,000 residents.

CSA 42 Oro Grande was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965 to provide park and streetlighting services. In 2009-10 the CSA consolidated park and streetlight services to increase operational efficiencies and reduce administrative activities. This CSA funds the operation of 40 streetlights and one community park. Services are provided to approximately 123 residences and are funded by property taxes, park program fees, and other miscellaneous revenue.

CSA 56 Wrightwood was established by an act of the County of San Bernardino Board of Supervisors on September 19, 1966 to provide park and recreation services along with one community center and one senior center. Park and recreation activities are provided for approximately 3,000 users and are funded primarily by property taxes.

CSA 63 Oak Glen-Yucaipa was established by an act of the County of San Bernardino Board of Supervisors on December 18, 1967 to maintain a 19-acre park site which contains a historical schoolhouse, tennis court, playground, picnic area, and a paved parking lot. This CSA serves approximately 10,000 park visitors annually and services are funded primarily by property taxes.

CSA 70 M Wonder Valley was established by an act of the County of San Bernardino Board of Supervisors on July 1, 1991 to provide park and recreation services. This park Zone is funded by a $10 per parcel, per year service charge levied on 4,632 parcels.

CSA 70 P-6 El Mirage was established by an act of the County of San Bernardino Board of Supervisors on October 15, 1990 to provide park and recreation services. This park Zone is funded by a $9 per parcel, per year special tax, which is levied on 3,539 parcels.

CSA 70 P-8 Fontana was established by an act of the County of San Bernardino Board of Supervisors on July 13, 1993 to provide park and recreation services as well as streetlighting services. Voters approved a service charge of $394 per parcel for the first year. The property has been sold and the special taxes have been eliminated. The streetlight obligation is served by CSA SL-1 (Countywide) and minimal costs remain to provide decorative concrete paving in the small dirt areas. Once this project is complete the district will be dissolved.

CSA 70 P-10 Mentone was established by an act of the County of San Bernardino Board of Supervisors on November 28, 1995 to provide park maintenance, landscaping, and streetlighting services. This Zone is funded by

a service charge with a maximum charge of $500 per parcel, per year. The 2016-17 per parcel service charge is $500, which is currently levied on 128 residential properties. There are 28 streetlights in this Zone.

CSA 70 P-12 Montclair was established by an act of the County of San Bernardino Board of Supervisors on February 7, 2006 to provide landscaping, graffiti removal, block wall maintenance, and streetlighting services. Voters approved an annual service charge of $700 per parcel with a 1.5% inflationary factor. The 2016-17 per parcel service charge is $731.98, which is currently levied on 37 parcels.

CSA 70 P-13 El Rancho Verde was established by an act of the County of San Bernardino Board of Supervisors on August 1, 2006 to provide ongoing maintenance costs associated with landscape improvements to the Riverside Avenue median in the unincorporated area of El Rancho Verde. Voters approved a service charge of $146.22 per parcel, per year, which is currently levied on 509 parcels.

CSA 70 P-14 Mentone was established by an act of the County of San Bernardino Board of Supervisors on December 19, 2006 to provide landscape maintenance, streetlighting services, and a detention basin. The 2016-17 per parcel service charge is $358.75, which is currently levied on 108 parcels.

CSA 70 P-16 Eagle Crest was established by an act of the County of San Bernardino Board of Supervisors on January 23, 2007 to provide landscape maintenance and streetlighting services. Voters approved an annual service charge of $388 per parcel with a 2.5% inflationary factor. The 2016-17 per parcel service charge is $417.84, which is currently levied on 44 parcels.

CSA 70 P-17 Bloomington was established by an act of the County of San Bernardino Board of Supervisors on December 18, 2007 to provide landscape maintenance services and a detention basin. Voters approved an annual service charge of $1,100 per parcel with a 2.5% inflationary factor once development is completed. No service charge is being levied for 2016-17.

CSA 70 P-18 Randall Crossings was established by an act of the County of San Bernardino Board of Supervisors on July 9, 2013 for the purpose of drainage and landscaping. This Zone is responsible for maintaining two catch basins, one 12” pipe and a drainage swale with landscaping. Voters approved an annual service charge of $600 per parcel with a 2.5% inflationary factor. The 2016-17 per parcel service charge is $646.14, which is currently levied on 20 parcels.

CSA 70 P-19 Gregory Crossings was established by an act of the County of San Bernardino Board of Supervisors on September 24, 2013 for the purpose of landscaping and detention basin maintenance. This Zone is responsible for maintaining a 600 foot, 72-inch culvert pipe, drain and 14,579 square feet of landscaping. Voters approved an annual service charge of $1,320 per parcel with a 2.5% inflationary factor. The 2016-17 service charge is $1,353, which is currently levied on 15 parcels.

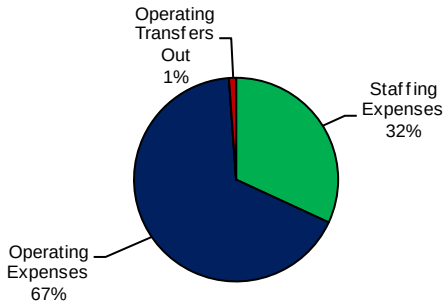
CSA 70 P-20 Mulberry Heights was established by an act of the County of San Bernardino Board of Supervisors on January 14, 2014 for the purpose of landscaping and drainage maintenance. This Zone is responsible for maintaining 5,385 square feet of landscaping and one 72” corrugated metal perforated pipe. Voters approved an annual service charge of $1,050 per parcel with a 2.5% inflationary factor. The 2016-17 service charge is $1,076.25, which is currently levied on 20 parcels.

CSA 70 W Hinkley was established by an act of the County of San Bernardino Board of Supervisors on April 30, 1973, to provide park services and a community center. This Zone serves approximately 5,000 community residents and is funded by property taxes.

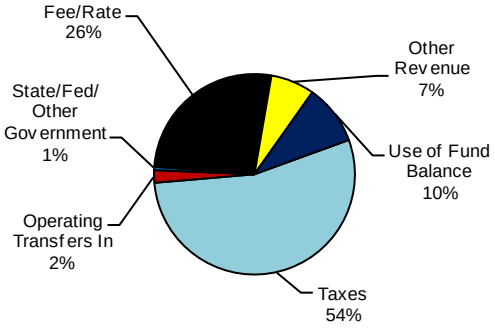
CSA 82 Searles Valley was established by an act of the County of San Bernardino Board of Supervisors on June 28, 1976 to provide park maintenance for the roadside park in Searles Valley. This CSA serves approximately 800 park users and is primarily funded by tax revenues.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Park Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Recreation and Cultural
ACTIVITY: Recreation Facilities

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	566,682	628,615	602,439	679,686	593,721	688,197	**8,511**
Operating Expenses	1,344,828	1,311,177	1,463,539	1,744,779	1,309,918	1,444,842	**(299,937)**
Capital Expenditures	3,882	0	43,838	7,500	25,000	0	**(7,500)**
Total Exp Authority	1,915,392	1,939,792	2,109,816	2,431,965	1,928,639	2,133,039	**(298,926)**
Reimbursements	(95,000)	0	(3,765)	0	0	0	**0**
Total Appropriation	1,820,392	1,939,792	2,106,051	2,431,965	1,928,639	2,133,039	**(298,926)**
Operating Transfers Out	122,563	394,569	100,000	173,536	70,000	24,175	**(149,361)**
Total Requirements	1,942,955	2,334,361	2,206,051	2,605,501	1,998,639	2,157,214	**(448,287)**
Sources							
Taxes	1,073,095	1,066,341	1,114,437	1,136,826	1,164,714	1,169,087	**32,261**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	73,040	11,783	11,471	411,954	11,800	11,435	**(400,519)**
Fee/Rate	512,809	542,930	564,523	590,198	572,491	571,909	**(18,289)**
Other Revenue	214,508	390,419	166,298	242,468	216,610	152,380	**(90,088)**
Total Revenue	1,873,452	2,011,473	1,856,729	2,381,446	1,965,615	1,904,811	**(476,635)**
Operating Transfers In	80,046	25,046	127,386	62,013	43,595	43,994	**(18,019)**
Total Financing Sources	1,953,498	2,036,519	1,984,115	2,443,459	2,009,210	1,948,805	**(494,654)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(10,543)	297,841	221,936	162,042	(10,571)	208,409	**46,367**
Available Reserves				1,108,318	1,280,931	1,072,522	**(35,796)**
Total Fund Balance				1,270,360	1,270,360	1,280,931	**10,571**
Budgeted Staffing*	26	22	23	23	23	22	**(1)**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 20 Joshua Tree (Fund SGD)	795,638	728,871	66,767	0	9
CSA 29 Lucerne Valley (Fund SGG)	444,104	532,140	(88,036)	156,653	4
CSA 42 Oro Grande (Fund SIV)	44,711	29,843	14,868	0	1
CSA 56 Wrightwood (Fund SKD)	183,957	137,887	46,070	0	3
CSA 63 Oak Glen-Yucaipa (Fund SKM)	135,771	108,943	26,828	319,976	3
CSA 70 M Wonder Valley (Fund SYR)	77,808	62,067	15,741	39,580	1
CSA 70 P-6 El Mirage (Fund SYP)	66,580	39,162	27,418	0	1
CSA 70 P-8 Fontana (Fund SMK)	15,846	243	15,603	36,340	0
CSA 70 P-10 Mentone (Fund RGT)	68,324	49,225	19,099	29,261	0
CSA 70 P-12 Montclair (Fund SLL)	32,175	27,869	4,306	85,766	0
CSA 70 P-13 El Rancho Verde (Fund SLU)	84,367	72,088	12,279	91,974	0
CSA 70 P-14 Mentone (Fund RCZ)	63,692	38,670	25,022	177,491	0
CSA 70 P-16 Eagle Crest (Fund RWZ)	25,802	18,560	7,242	50,198	0
CSA 70 P-17 Bloomington (Fund SML)	0	40	(40)	8,549	0
CSA 70 P-18 Randall Crossings (Fund SMQ)	13,993	12,356	1,637	19,804	0
CSA 70 P-19 Gregory Crossings (Fund SMR)	24,380	19,858	4,522	22,234	0
CSA 70 P-20 Mulberry Heights (Fund SMT)	23,223	20,045	3,178	23,723	0
CSA 70 W Hinkley (Fund SLT)	29,093	23,888	5,205	0	0
CSA 82 Searles Valley (Fund SOZ)	27,750	27,050	700	10,973	0
Total Special Revenue Funds	2,157,214	1,948,805	208,409	1,072,522	22

CSA 20 Joshua Tree includes $795,638 in Requirements for nine positions of which five are regular and four are limited term positions, expenses for park and streetlight operations and maintenance, and transfers for allocated indirect costs. Sources of $728,871 are primarily from property taxes, special assessments, and other revenue for various park services and concessions. Fund Balance of $66,767 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 29 Lucerne Valley includes $444,104 in Requirements for four positions of which two are regular and two limited term positions, expenses for park operations and maintenance costs, and transfers for allocated indirect costs. Sources of $532,140 are primarily from property taxes, cemetery fees, and fees for park services. Contribution to Fund Balance of $88,036 will meet 25% reserve threshold and support future operations.

CSA 42 Oro Grande includes $44,711 in Requirements for one limited term position, expenses for park operations, and transfers for allocated indirect costs. Sources of $29,843 are primarily from property taxes. Fund Balance of $14,868 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 56 Wrightwood includes $183,957 in Requirements for three limited term positions, expenses for park operations and maintenance, and transfers for allocated indirect costs. Sources of $137,887 include property taxes, rents, concessions, and interest. Fund Balance of $46,070 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 63 Oak Glen-Yucaipa includes $135,771 in Requirements for three limited term positions, expenses for park operations and maintenance, and transfers for allocated indirect costs. Sources of $108,943 are primarily from property taxes. Fund Balance of $26,828 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 M Wonder Valley includes $77,808 in Requirements for one limited term position, expenses for park operations and maintenance, and transfers for allocated indirect costs. Sources of $62,067 are primarily from special assessments, rents and concessions. Fund Balance of $15,741 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 P-6 El Mirage includes $66,580 in Requirements for one limited term position, expenses for park operations and maintenance, and transfers for allocated indirect costs. Sources of $39,162 are primarily from special taxes. Fund Balance of $27,418 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 P-8 Fontana includes $15,846 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of $243 are revenues from interest. Fund Balance of $15,603 is being used to support ongoing operations. Minimal one-time costs remain to provide decorative concrete paving in the small dirt areas. Once this is complete the district will be dissolved.

CSA 70 P-10 Mentone includes $68,324 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of $49,225 are primarily from service charges. Fund Balance of $19,099 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 P-12 Montclair includes $32,175 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of $27,869 are primarily from special assessments. Fund Balance of $4,306 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 P-13 El Rancho Verde includes $84,367 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of $72,088 are primarily from special assessments. Fund Balance of $12,279 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 P-14 Mentone includes $63,692 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of $38,670 are primarily from special assessments. Fund Balance of $25,022 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its

25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 P-16 Eagle Crest includes $25,802 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of $18,560 are primarily from service charges. Fund Balance of $7,242 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 P-17 Bloomington does not include any Requirements. Sources of $40 is from interest. Contribution to Fund Balance of $40 will support future operations. No service charge is being levied for 2016-17 as this is on hold pending development of the property.

CSA 70 P-18 Randall Crossings includes $13,993 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of $12,356 are primarily from special assessments. Fund Balance of $1,637 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 P-19 Gregory Crossings includes $24,380 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of $19,858 are primarily from special assessments. Fund Balance of $4,522 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 P-20 Mulberry Heights includes $23,223 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of $20,045 are primarily from service charges. Fund Balance of $3,178 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 W Hinkley includes $29,093 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of $23,888 are primarily from property taxes and an operating transfer in from CSA 70 Countywide to augment operations due to a reduction in property taxes. Fund Balance of $5,205 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 82 Searles Valley includes $27,750 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of $27,050 are primarily from an annual operating transfer in from CSA 82 Searles Valley Sanitation District. Fund Balance of $700 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $448,287 primarily due to a reduction of Operating Expenses in order to keep various budgets aligned with decreasing revenue. In addition, Operating Transfers Out are decreasing as projects were completed in 2015-16. Sources are decreasing by $494,654 primarily due to the transfer of federal aid to fund conservation area improvements; this grant revenue is accounted for in a capital improvement project fund for 2016-17.

ANALYSIS OF FUND BALANCE

Fund Balance of $296,485 will be used to support ongoing costs for 17 park districts. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance in future years. Two road districts will contribute a total of $88,076 to Fund Balance. Fund Balance may be allowed to build up over the 25% reserve threshold to fund significant, one-time expenditures. However, the department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to generally eliminate Fund Balance in excess of the reserve threshold. The majority of the increase from 2015-16 in departmental Fund Balance is a result of inflationary increases exceeding current year expenditures.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Regional Operations	23	1	-2	0	22	15	7
Total	23	1	-2	0	22	15	7

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $688,197 fund 22 budgeted positions of which seven are regular positions and 15 are limited term positions. The budget includes a net decrease of one limited term position. County Service Area 29 (Lucerne Valley) no longer has sufficient revenue to support the expense of one BG CSA 29 Public Service Employee (vacant) position. However, there will be minimum operational impact as existing staff will continue to provide the necessary support to the district. The other changes will better align positions with the duties being performed within districts.

Additions
BG Public Service Employee (1 limited-term)

Deletions
BG CSA 29 Public Service Employee (1 limited-term, vacant)
BG Public Service Employee (1 limited-term, transfer out)

Big Bear Valley Recreation and Park District
Big Bear Alpine Zoo

DESCRIPTION OF MAJOR SERVICES

Special Districts Department provides for the management, funding, and maintenance of Big Bear Valley Recreation and Park District and Big Bear Alpine Zoo. Revenue is received through property taxes, state aid, federal aid, service charges, and fees for park services.

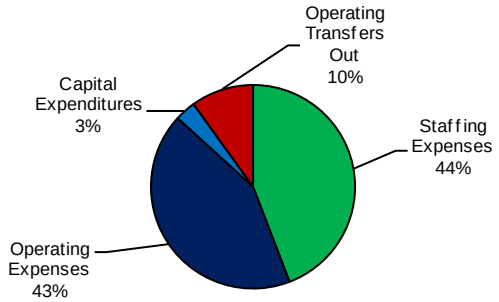
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$4,034,128
Total Sources (Incl. Reimb.)	$3,546,136
Use of/ (Contribution to) Fund Balance	$487,992
Total Staff	59

The Big Bear Valley Recreation and Park District was established by an act of the County of San Bernardino Board of Supervisors on April 23, 1934. The District currently maintains nine parks, several community buildings including the Big Bear Valley Senior Center, three ball fields, and a swim beach. The District serves approximately 80,000 park users and is funded by property taxes and park service fees.

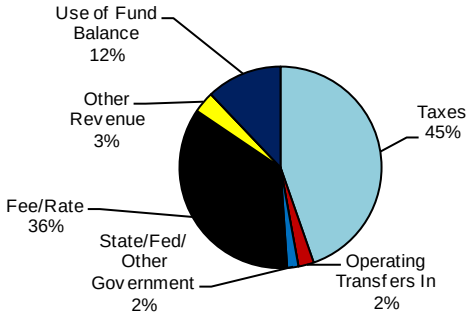
The Big Bear Alpine Zoo is managed and funded by the Big Bear Valley Recreation and Park District and operates on 2.5 acres in the Moonridge area of Big Bear Valley. The zoo is open year round for visitors to see alpine species on exhibit. The zoo receives approximately 86,600 visitors annually.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Big Bear Recreation and Park District

BUDGET UNIT: Various
FUNCTION: Recreation and Cultural
ACTIVITY: Recreation Facilities

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,304,460	1,351,129	1,650,953	1,785,368	1,604,595	1,782,106	**(3,262)**
Operating Expenses	1,373,596	1,674,140	1,650,852	1,892,032	1,541,894	1,719,022	**(173,010)**
Capital Expenditures	(10,191)	40,418	102,414	120,000	77,925	133,000	**13,000**
Total Exp Authority	2,667,865	3,065,687	3,404,219	3,797,400	3,224,414	3,634,128	**(163,272)**
Reimbursements	(41,003)	(41,500)	(41,500)	0	(174,618)	0	**0**
Total Appropriation	2,626,862	3,024,187	3,362,719	3,797,400	3,049,796	3,634,128	**(163,272)**
Operating Transfers Out	545,412	100,000	224,800	193,902	122,027	400,000	**206,098**
Total Requirements	3,172,274	3,124,187	3,587,519	3,991,302	3,171,823	4,034,128	**42,826**
Sources							
Taxes	1,835,901	1,822,972	1,818,741	1,672,090	1,896,863	1,801,989	**129,899**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	64,346	41,881	57,208	48,797	50,085	72,595	**23,798**
Fee/Rate	1,071,336	1,053,983	1,194,613	1,404,341	1,277,178	1,433,525	**29,184**
Other Revenue	395,571	258,525	101,808	129,612	119,643	138,027	**8,415**
Total Revenue	3,367,154	3,177,361	3,172,370	3,254,840	3,343,769	3,446,136	**191,296**
Operating Transfers In	208,000	175,532	222,187	100,000	100,000	100,000	**0**
Total Financing Sources	3,575,154	3,352,893	3,394,556	3,354,840	3,443,769	3,546,136	**191,296**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(402,880)	(228,706)	192,963	636,462	(271,946)	487,992	**(148,470)**
Available Reserves				387,723	1,296,131	808,139	**420,416**
Total Fund Balance				1,024,185	1,024,185	1,296,131	**271,946**
Budgeted Staffing*	75	66	64	57	57	59	**2**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Big Bear Valley Recreation and Park District (SSA)	2,642,789	2,326,712	316,077	672,393	42
Big Bear Alpine Zoo (SSF)	1,391,339	1,219,424	171,915	135,746	17
Total Special Revenue Funds	4,034,128	3,546,136	487,992	808,139	59

Big Bear Valley Recreation and Park District – Requirements of $2.6 million include Staffing Expenses to fund 42 positions of which 12 are regular positions and 30 are limited term, Operating Expenses for park and facility operations and maintenance, transfers for allocated indirect costs, Capital Expenditures for various park improvement projects including park improvements and the purchase of maintenance equipment, and Operating Transfers Out for the property tax allocation with Big Bear Alpine Zoo and to fund capital improvement projects for the zoo. Sources of $2.3 million are primarily from property taxes, and fee/rate revenue from park programs, services, and concessions. Fund Balance of $316,077 is being used for one-time capital asset purchases as well as to support the new zoo project. The department's available Fund Balance exceeds the 25% reserve threshold.
Big Bear Alpine Zoo – Requirements of $1.4 million includes Staffing Expenses that fund 17 positions of which include 11 regular positions and 6 limited term positions; Operating Expenses for park and facility operations,

maintenance, animal feed, property rental, and professional veterinary services; and transfers for allocated indirect costs. Sources of $1.2 million are primarily from fee/rate revenue for park admissions, park services, and concessions; Operating Transfers In from Big Bear Valley Recreation and Park District for property tax allocation; and interest earned on the Big Bear Alpine Zoo capital improvement project funds to assist in property rental costs until the Zoo is able to move to its new location. Fund Balance of $171,915 is being used for a one-time Operating Transfer Out for the new zoo project as well as to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $42,826 primarily due to an increase in Operating Transfers Out to fund capital improvement projects. Sources are increasing by $191,296 primarily due to an increase in anticipated property tax revenue.

ANALYSIS OF FUND BALANCE

It has been the department's practice that when available Fund Balance exceeds the 25% reserve threshold, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance for ongoing operations. Fund Balance may be allowed to build up over the 25% reserve threshold to fund significant, one-time expenditures. However, the department will then review operations in an effort to make adjustments to expenses and/or revenue in order to generally eliminate Fund Balance in excess of the reserve threshold. The Use of Fund Balance of $487,992 is primarily for one-time capital asset purchases and capital projects.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Regional Operations	57	3	-1	0	59	36	23
Total	57	3	-1	0	59	36	23

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.8 million fund 59 budgeted positions of which 23 are regular positions and 36 are limited-term positions. The budget includes a net increase of two positions. This includes a net increase of one regular position and one limited term position. These changes will better align positions with the duties being performed within the district.

Additions
Assistant Regional Manager (1 regular, transfer in)
BG Big Bear P&R Recreation Superintendent (1 regular)
BG Public Service Employee (1 limited term)

Deletions
BG General Manager (1 regular, transfer out)

Bloomington Recreation and Park District

DESCRIPTION OF MAJOR SERVICES

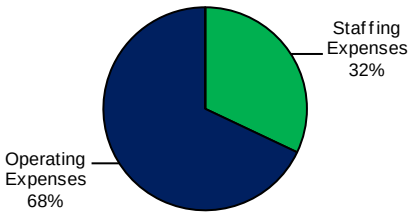
The Special Districts Department provides for the management, funding, and maintenance of Bloomington Recreation and Park District (District). Revenue is received through property taxes, state aid, federal aid, service charges, and fees for park services.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$294,359
Total Sources (Incl. Reimb.)	$311,120
Use of/ (Contribution to) Fund Balance	($16,761)
Total Staff	3

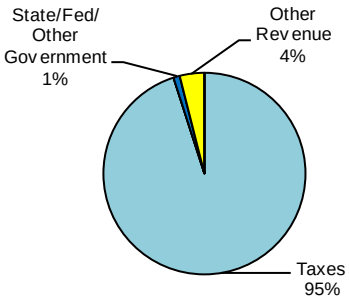
The District was established by an act of the County of San Bernardino Board of Supervisors on July 19, 1972. The District maintains two community parks, an equestrian arena, sports fields, and a community center that are funded primarily by property taxes.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP:	Special Districts	BUDGET UNIT:	SSD 625
DEPARTMENT:	Special Districts	FUNCTION:	Recreation and Cultural
FUND:	Bloomington Recreation and Park District	ACTIVITY:	Recreation Facilities

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	116,807	126,055	139,167	123,050	101,281	94,326	**(28,724)**
Operating Expenses	218,840	237,029	230,520	214,947	203,051	200,033	**(14,914)**
Capital Expenditures	11,796	0	0	0	0	0	**0**
Total Exp Authority	347,443	363,084	369,687	337,997	304,332	294,359	**(43,638)**
Reimbursements	0	0	(3,474)	(9,284)	0	0	**9,284**
Total Appropriation	347,443	363,084	366,213	328,713	304,332	294,359	**(34,354)**
Operating Transfers Out	8,000	50,000	0	0	0	0	**0**
Total Requirements	355,443	413,084	366,213	328,713	304,332	294,359	**(34,354)**
Sources							
Taxes	264,109	274,192	302,105	279,402	294,171	295,696	**16,294**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,227	3,175	3,172	3,175	3,138	3,172	**(3)**
Fee/Rate	(2,297)	(2,250)	(2,775)	2,500	430	0	**(2,500)**
Other Revenue	10,588	26,484	6,474	10,418	7,180	12,252	**1,834**
Total Revenue	275,627	301,601	308,975	295,495	304,919	311,120	**15,625**
Operating Transfers In	12,000	0	74,522	0	0	0	**0**
Total Financing Sources	287,627	301,601	383,497	295,495	304,919	311,120	**15,625**
Fund Balance							
Use of / (Contribution to) Fund Balance**	67,816	111,483	(17,284)	33,218	(587)	(16,761)	**(49,979)**
Available Reserves				19,383	53,188	69,949	**50,566**
Total Fund Balance				52,601	52,601	53,188	**587**
Budgeted Staffing*	2	2	2	2	2	3	**1**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Total Requirements of $294,359 include Staffing Expenses of $94,326, which fund one regular position and two limited term positions. Operating Expenses of $200,033 include expenses for park operations and maintenance costs. Sources of $311,120 primarily consist of tax revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $34,354 primarily due to the reduction in Staffing Expenses resulting from replacement of a regular position with two limited-term positions. Sources are increasing by $15,625 primarily due to an increase in tax revenue.

ANALYSIS OF FUND BALANCE

The budget reflects a Contribution to Fund Balance of $16,761, which is primarily due to an increase in tax revenue as well as a reduction in Staffing Expenses. This will be used to fund future park operations and maintenance.

2016-17 POSITION SUMMARY

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Regional Operations	2	2	-1	0	3	2	1
Total	2	2	-1	0	3	2	1

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $94,326 fund three budgeted positions of which one is a regular position and two are limited-term positions. The budget includes a net increase of one position. This includes a decrease of one regular position and an increase of two limited-term positions. Additional staff will allow for more hours for park operations and maintenance at a reduced cost.

Additions
BG Public Service Employee (2 limited-term: 1 new, 1 transfer in)

Deletions
BG CSA 70 Park Maintenance Worker I (1 regular, transfer out)

Road Districts Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of road districts throughout the County, offering various services from snowplowing to basic road maintenance to 42 County Service Areas (CSA) and Zones. Sources include property taxes, specialty taxes and service charges.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,526,596
Total Sources (Incl. Reimb.)	$1,998,253
Use of/ (Contribution to) Fund Balance	$528,343
Total Staff	1

CSA 18 Cedarpines was established by an act of the County of San Bernardino Board of Supervisors on July 17, 1967 to maintain 17.3 miles of paved and unpaved roads, one community center, and one five-acre park. This road CSA receives property tax revenue and a $50 per parcel, per year service charge. This service charge augments the property tax revenue and is currently billed on 3,774 parcels for road maintenance.

CSA 59 Deer Lodge Park was established by an act of the County of San Bernardino Board of Supervisors on December 19, 1966 to maintain five miles of paved roads. This road CSA receives property tax revenue to fund road maintenance and snow removal services. On June 7, 2011, voters approved an annual special tax of $220 per parcel with a 2.5% inflationary factor to augment the property tax revenue. The 2016-17 per parcel special tax is $248.91, which is currently billed on 672 parcels.

CSA 68 Valley of the Moon was established by an act of the County of San Bernardino Board of Supervisors on December 1, 1969 to maintain four miles of paved roads. This road CSA receives property tax revenue to fund snow removal services on 755 parcels.

CSA 69 Lake Arrowhead Road was established by an act of the County of San Bernardino Board of Supervisors on December 22, 1969 to maintain four miles of paved roads. This road CSA receives property tax revenue and a $100 per parcel, per year service charge. This service charge augments the property tax revenue and is currently billed on 390 parcels for road maintenance and snow removal services.

CSA 70 G Wrightwood Road was established by an act of the County of San Bernardino Board of Supervisors on November 29, 1971 to maintain 7.3 miles of paved and unpaved roads. This road Zone receives property tax revenue for road maintenance and snow removal services. On June 3, 2003, voters approved a special tax of $375 per parcel, per year. This special tax augments the property tax revenue and is currently billed on 460 parcels for road maintenance.

CSA 70 M Wonder Valley was established by an act of the County of San Bernardino Board of Supervisors on August 14, 1972 to maintain 178.4 miles of unpaved roads. This road Zone receives a $15 per parcel, per year service charge, which is currently billed on 4,632 parcels for road maintenance.

CSA 70 M Wonder Valley, Zone A was established by an act of the County of San Bernardino Board of Supervisors on September 23, 2014 to provide road grading and storm rehabilitation to 178 miles of roads. Voters approved a service charge of $55 per parcel for 2015-16 and an annual $30 special tax thereafter, with a 2.5% inflationary factor. Currently there are 4,059 parcels billed for the special tax.

CSA 70 Permanent Road Division (PRD) G-1 Wrightwood was established by an act of the County of San Bernardino Board of Supervisors on April 18, 2006 to provide financing for a road improvement project in CSA 70, Zone G (Wrightwood).

CSA 70 R-2 Twin Peaks was established by an act of the County of San Bernardino Board of Supervisors on November 4, 1974 to maintain 1.95 miles of paved roads. This road Zone receives property tax revenue for road maintenance and snow removal services. On June 3, 2008, voters approved an annual special tax of $225 per parcel with a 2.5% inflationary factor to augment the property tax revenue. The 2016-17 per parcel special tax is $274.15, which is currently billed on 292 parcels for road maintenance.

CSA 70 R-3 Erwin Lake was established by an act of the County of San Bernardino Board of Supervisors on November 4, 1974 to maintain nine miles of paved and unpaved roads. This road Zone receives property tax revenue and a $12 per parcel, per year service charge. This service charge augments the property tax revenue and is currently billed on 1,104 parcels for road maintenance and snow removal services.

CSA 70 R-4 Cedar Glen was established by an act of the County of San Bernardino Board of Supervisors on September 26, 1977 to maintain 964 feet of paved roads. This road Zone receives a $100 per parcel, per year service charge, which is currently billed on 26 parcels for road maintenance and snow removal services.

CSA 70 R-5 Sugarloaf was established by an act of the County of San Bernardino Board of Supervisors on March 5, 1980 to maintain 20.9 miles of paved and unpaved roads. On May 1, 2007 voters approved an annual special tax of $60 per parcel with a 2.5% inflationary factor for road maintenance and snow removal services. The 2016-17 per parcel special tax is $74.95, which is currently billed on 3,554 parcels.

CSA 70 R-7 Lake Arrowhead was established by an act of the County of San Bernardino Board of Supervisors on December 15, 1980 to maintain 965 feet of paved roads. This road Zone receives a $700 per parcel, per year service charge, which is currently billed on nine parcels for road maintenance and snow removal services.

CSA 70 R-8 Riverside Terrace was established by an act of the County of San Bernardino Board of Supervisors on March 16, 1982 to maintain one mile of paved road. On June 5, 2007 voters approved an increase in the annual service charge from $250 per parcel to $350 per parcel with a 2.5% inflationary factor. The 2016-17 per parcel service charge is $386.33, which is currently billed on 67 parcels.

CSA 70 R-9 Rim Forest was established by an act of the County of San Bernardino Board of Supervisors on May 9, 1983 to maintain one mile of paved road. This road Zone receives a $60 per parcel, per year service charge, which is currently billed on 148 parcels for road maintenance and snow removal services.

CSA 70 R-12 Baldwin Lake was established by an act of the County of San Bernardino Board of Supervisors on July 9, 1984 to maintain 1.62 miles of unpaved roads. On August 19, 2008 voters approved an increase in the annual service charge from $50 per parcel to $288 per parcel with a 2.5% inflationary factor for road maintenance and snow removal services. The 2016-17 per parcel service charge is $350.90, which is currently billed on 33 parcels.

CSA 70 R-13 Lake Arrowhead North Shore was established by an act of the County of San Bernardino Board of Supervisors on July 9, 1984 to maintain 1.39 miles of paved roads. This road Zone receives a $100 per parcel, per year service charge, which is currently billed on 89 parcels for road maintenance and snow removal services.

CSA 70 R-15 Landers was established by an act of the County of San Bernardino Board of Supervisors on July 9, 1984 to maintain 162 miles of unpaved roads. This road Zone receives a $20 per parcel, per year service charge, which is currently billed on 3,479 parcels for road grading and road maintenance services.

CSA 70 R-16 Running Springs was established by an act of the County of San Bernardino Board of Supervisors on May 14, 1984 to maintain 0.94 miles of paved roads. This road Zone receives a $600 per parcel, per year special tax, which is currently billed on 25 parcels for road maintenance and snow removal services.

CSA 70 R-19 Copper Mountain was established by an act of the County of San Bernardino Board of Supervisors on May 19, 1986 to maintain 91.7 miles of unpaved roads. This road Zone receives a $20 per parcel, per year service charge, which is currently billed on 2,052 parcels for road maintenance services.

CSA 70 R-20 Flamingo Heights was established by an act of the County of San Bernardino Board of Supervisors on April 7, 1986 to maintain 36.9 miles of unpaved roads. This road Zone receives a $15 per parcel, per year service charge, which is currently billed on 762 parcels for road maintenance services.

CSA 70 R-21 Mountain View was established by an act of the County of San Bernardino Board of Supervisors on August 17, 1987 to maintain approximately 1,290 feet of paved roads. This road Zone receives a $90 per parcel, per year service charge, which is currently billed on 24 parcels for road maintenance and snow removal services.

CSA 70 R-22 Twin Peaks was established by an act of the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain two miles of paved roads. This road Zone receives a $100 per parcel, per year service charge, which is currently billed on 184 parcels for road maintenance and snow removal services. In addition, on July 16, 2002, voters approved a special tax of $100 per parcel, per year, which is billed on ten annexed parcels for road maintenance and snow removal services.

CSA 70 R-23 Mile High Park was established by an act of the County of San Bernardino Board of Supervisors on July 8, 1991 to maintain one mile of paved road. This road Zone receives a $240 per parcel, per year service charge for each improved parcel and $120 per parcel, per year for each unimproved parcel for road maintenance and snow removal services. Currently, there are 60 improved parcels and 22 unimproved parcels.

CSA 70 R-25 Lucerne Valley was established by an act of the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain 0.56 miles of unpaved roads. This road Zone receives a $60 per parcel, per year service charge, which is currently billed on 18 parcels to hold in reserve in case of emergency needs.

CSA 70 R-26 Yucca Mesa was established by an act of the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain 8.8 miles of unpaved roads. This road Zone receives a $35 per parcel, per year service charge, which is currently billed on 184 parcels for road maintenance and road grading services.

CSA 70 R-29 Yucca Mesa was established by an act of the County of San Bernardino Board of Supervisors on August 12, 1991 to maintain seven miles of unpaved roads. This road Zone receives a $30 per parcel, per year service charge, which is currently billed on 213 parcels for road maintenance and road grading services.

CSA 70 R-30 Verdemont was established by an act of the County of San Bernardino Board of Supervisors on July 1, 1991 to maintain one mile of unpaved road. This road Zone receives a $100 per parcel, per year service charge, which is currently billed on 23 parcels for road maintenance and road grading services.

CSA 70 R-31 Lytle Creek was established by an act of the County of San Bernardino Board of Supervisors on August 12, 1991 to maintain 1.14 miles of paved roads. This road Zone receives a $30 per parcel, per year service charge, which is currently billed on 94 parcels for road maintenance services.

CSA 70 R-33 Big Bear City was established by an act of the County of San Bernardino Board of Supervisors on August 22, 1995 to maintain 0.76 miles of paved roads. This road Zone receives a $100 per parcel, per year service charge, which is currently billed on 96 parcels to fund road maintenance and snow removal services.

CSA 70 R-34 Big Bear was established by an act of the County of San Bernardino Board of Supervisors on January 11, 1994 to maintain 1,026 feet of paved road. This road Zone receives a $100 per parcel, per year service charge, which is currently billed on 26 parcels for road maintenance and snow removal services.

CSA 70 R-35 Cedar Glen was established by an act of the County of San Bernardino Board of Supervisors on July 12, 1994 to maintain 745 feet of paved road. This road Zone receives a $150 per parcel, per year service charge, which is currently billed on 17 parcels for road maintenance and snow removal services.

CSA 70 R-36 Pan Springs was established by an act of the County of San Bernardino Board of Supervisors on July 12, 1994 to maintain 0.77 miles of paved roads. This road Zone receives a $100 per parcel, per year service charge, which is currently billed on 90 parcels for road maintenance and snow removal services.

CSA 70 R-39 Highland Estates was established by an act of the County of San Bernardino Board of Supervisors on January 3, 2001 to maintain 3.7 miles of paved roads. This road Zone receives a $405 per parcel, per year service charge, which is currently billed on 166 parcels for road maintenance services.

CSA 70 R-40 Upper No. Bay, Lake Arrowhead was established by an act of the County of San Bernardino Board of Supervisors on March 20, 2001 to maintain 0.5 miles of paved roads. This road Zone receives a $500 per parcel, per year special tax, which is currently billed on 35 parcels for road maintenance and snow removal services.

CSA 70 R-41 Quail Summit was established by an act of the County of San Bernardino Board of Supervisors on January 29, 2002 to maintain 1.23 miles of paved roads and 11 streetlights. On March 26, 2002 voters approved an annual service charge of $166 per parcel with a 1.5% inflationary factor for road maintenance and streetlight operations. The 2016-17 service charge is $192.64, which is currently billed on 49 parcels.

CSA 70 R-42 Windy Pass was established by an act of the County of San Bernardino Board of Supervisors on September 11, 2002 to maintain 2.15 miles of paved roads. On July 16, 2002, voters approved a special tax of $750 per parcel, per year for road paving and maintenance services. Currently, there are 60 parcels being billed for the special tax.

CSA 70 R-44 Saw Pit Canyon was established by an act of the County of San Bernardino Board of Supervisors on August 16, 2005 to maintain 1.14 miles of unpaved roads. This road Zone receives a $1,000 per parcel, per year special tax, which is currently billed on 11 parcels for road improvement and maintenance, including several large culverts, headwall installations and maintenance, land slide restoration; snow removal, and road grading services.

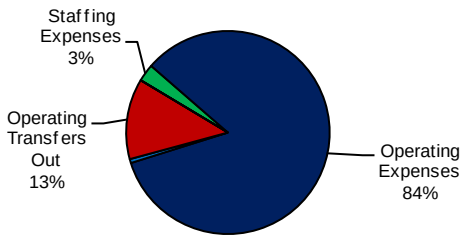
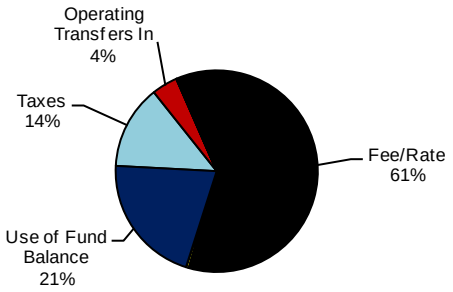
CSA 70 R-45 Erwin Lake was established by an act of the County of San Bernardino Board of Supervisors on August 18, 2009, to maintain 0.72 miles of unpaved roads. This road Zone receives a service charge of $181.03 per parcel, per year, which is currently billed on 58 parcels for road maintenance and snow removal services.

CSA 70 R-46 South Fairway Drive was established by an act of the County of San Bernardino Board of Supervisors on August 10, 2010, to maintain 0.34 miles of paved roads. This road Zone receives an annual $325 per parcel special tax with a 2.5% inflationary factor for road maintenance, snow removal and road grading services. The 2016-17 special tax is $358.75, which is currently billed on 17 parcels.

CSA 70 R-47 Rocky Point was established by an act of the County of San Bernardino Board of Supervisors on September 10, 2013 to maintain 0.97 miles of paved roads. Voters approved a service charge of $1,900 per parcel for 2013-14 and 2014-15 and an annual $250 special tax thereafter, with a 2.5% inflationary factor. The 2016-17 service charge is $256.25, which is currently billed on 84 parcels for road maintenance, road paving and snow removal services.

CSA 79 R-1 Green Valley Lake was established by an act of the County of San Bernardino Board of Supervisors on September 14, 1993 to maintain 0.65 miles of paved roads. On August 7, 2007, voters approved an annual $352 per parcel special tax with a 2.5% inflationary factor for road maintenance, paving, and snow removal services. The 2016-17 special tax is $439.61, which is currently billed on 64 parcels.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Road Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Ways & Facilities
ACTIVITY: Public Ways

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	80,324	26,620	33,549	63,118	52,502	70,466	**7,348**
Operating Expenses	1,285,872	1,140,686	1,185,820	2,018,249	1,393,064	2,115,730	**97,481**
Capital Expenditures	0	38,592	415,905	10,000	31,441	16,000	**6,000**
Total Exp Authority	1,366,196	1,205,898	1,635,274	2,091,367	1,477,007	2,202,196	**110,829**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,366,196	1,205,898	1,635,274	2,091,367	1,477,007	2,202,196	**110,829**
Operating Transfers Out	408,880	1,100,427	991,774	186,308	177,170	324,400	**138,092**
Total Requirements	1,775,076	2,306,325	2,627,048	2,277,675	1,654,177	2,526,596	**248,921**
Sources							
Taxes	318,892	334,302	349,783	314,668	331,543	340,633	**25,965**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,493	3,328	3,162	3,359	3,134	3,139	**(220)**
Fee/Rate	1,326,145	1,521,844	1,590,721	1,728,865	1,830,894	1,539,413	**(189,452)**
Other Revenue	178,129	361,364	278,498	100,939	114,327	10,510	**(90,429)**
Total Revenue	1,826,659	2,220,838	2,222,164	2,147,831	2,279,898	1,893,695	**(254,136)**
Operating Transfers In	599,380	99,388	99,400	101,544	101,544	104,558	**3,014**
Total Financing Sources	2,426,039	2,320,226	2,321,564	2,249,375	2,381,442	1,998,253	**(251,122)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(650,963)	(13,901)	305,484	28,300	(727,265)	528,343	**500,043**
Available Reserves				2,232,344	2,987,909	2,459,566	**227,222**
Total Fund Balance				2,260,644	2,260,644	2,987,909	**727,265**
Budgeted Staffing*	2	1	1	2	2	1	**(1)**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 18 Cedarpines (Fund SFY)	299,436	279,206	20,230	294,381	0
CSA 59 Deer Lodge Park (Fund SKJ)	270,616	173,644	96,972	166,665	0
CSA 68 Valley of the Moon (Fund SKP)	36,761	41,932	(5,171)	105,850	0
CSA 69 Lake Arrowhead Road (Fund SKS)	87,181	70,080	17,101	101,311	0
CSA 70 G Wrightwood Road (Fund SLG)	348,524	166,642	181,882	40,783	0
CSA 70 M Wonder Valley (Fund SLP)	184,352	88,973	95,379	189,493	1
CSA 70 PRD G-1 Wrightwood (Fund SLK)	99,400	99,400	0	0	0
CSA 70 R-2 Twin Peaks (Fund SMA)	44,958	88,085	(43,127)	166,072	0
CSA 70 R-3 Erwin Lake (Fund SMD)	104,746	72,612	32,134	49,964	0
CSA 70 R-4 Cedar Glen (Fund SMG)	8,897	2,770	6,127	0	0
CSA 70 R-5 Sugarloaf (Fund SMP)	343,645	264,449	79,196	254,045	0
CSA 70 R-7 Lake Arrowhead (Fund SMS)	6,355	6,339	16	14,632	0
CSA 70 R-8 Riverside Terrace (Fund SMY)	36,746	26,526	10,220	193,316	0
CSA 70 R-9 Rim Forest (Fund SNG)	16,675	8,953	7,722	0	0
CSA 70 R-12 Baldwin Lake (Fund SOA)	19,040	11,656	7,384	12,836	0
CSA 70 R-13 Lake Arrowhead North Shore (Fund SOE)	21,512	9,015	12,497	12,480	0
CSA 70 R-15 Landers (Fund SOG)	94,389	70,825	23,564	0	0
CSA 70 R-16 Running Springs (Fund SOJ)	26,692	15,075	11,617	15,585	0
CSA 70 R-19 Copper Mountain (Fund SNA)	41,290	44,735	(3,445)	17,417	0
CSA 70 R-20 Flamingo Heights (Fund SNS)	22,912	11,900	11,012	0	0
CSA 70 R-21 Mountain View (Fund SNM)	3,505	3,335	170	0	0
CSA 70 R-22 Twin Peaks (Fund SOB)	29,269	18,925	10,344	9,820	0
CSA 70 R-23 Mile High Park (Fund RCA)	29,982	16,770	13,212	20,101	0
CSA 70 R-25 Lucerne Valley (Fund SOC)	3,032	2,797	235	0	0
CSA 70 R-26 Yucca Mesa (Fund SOD)	15,438	6,947	8,491	6,009	0
CSA 70 R-29 Yucca Mesa (Fund RCB)	13,543	7,512	6,031	2,732	0
CSA 70 R-30 Verdemont (Fund RCC)	4,678	2,693	1,985	0	0
CSA 70 R-31 Lytle Creek (Fund RCE)	5,607	5,122	485	0	0
CSA 70 R-33 Big Bear City (Fund RCN)	14,229	11,006	3,223	29,259	0
CSA 70 R-34 Big Bear (Fund RCM)	7,627	2,451	5,176	0	0
CSA 70 R-35 Cedar Glen (Fund RCQ)	3,960	2,261	1,699	0	0
CSA 70 R-36 Pan Springs (Fund RCR)	10,414	9,986	428	26,370	0
CSA 70 R-39 Highland Estates (Fund RCK)	59,152	72,279	(13,127)	127,026	0
CSA 70 R-40 Upper No. Bay, Lake Arrowhead (Fund RGW)	81,729	18,253	63,476	0	0
CSA 70 R-41 Quail Summit (Fund RGY)	26,138	8,575	17,563	0	0
CSA 70 R-42 Windy Pass (Fund RHL)	21,911	42,593	(20,682)	143,028	0
CSA 70 R-44 Saw Pit Canyon (Fund SYT)	12,920	11,047	1,873	15,329	0
CSA 70 R-45 Erwin Lake (Fund SMO)	16,786	10,593	6,193	22,881	0
CSA 70 R-46 South Fairway Drive (Fund SYX)	7,469	6,335	1,134	26,155	0
CSA 70 R-47 Rocky Point (Fund RIS)	22,903	160,425	(137,522)	302,246	0
CSA 79 R-1 Green Valley Lake (Fund RCP)	22,177	25,531	(3,354)	93,780	0
Total Special Revenue Funds	2,526,596	1,998,253	528,343	2,459,566	1

CSA 18 Cedarpines includes $299,436 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $279,206 are primarily from property taxes and service charges. Fund Balance of $20,230 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund

Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 59 Deer Lodge Park includes $270,616 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $173,644 are from property taxes and special taxes. Fund Balance of $96,972 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 68 Valley of the Moon includes $36,761 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $41,932 are from property taxes. Contribution to Fund Balance of $5,171 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

CSA 69 Lake Arrowhead Road includes $87,181 in Requirements to fund road maintenance and snow removal services and transfers for allocated indirect costs. Sources of $70,080 are from property taxes and service charges. Fund Balance of $17,101 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 G Wrightwood Road includes $348,524 in Requirements to fund road maintenance, snow removal services, and transfers for allocated indirect costs and Operating Transfers Out to the CSA 70 PRD G-1 loan payment fund. Sources of $166,642 are from property taxes and special taxes. Fund Balance of $181,882 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 M Wonder Valley includes $184,352 in Requirements to fund Staffing Expenses for one regular position, as well as road maintenance and transfers for allocated indirect costs. Sources of $88,973 are from service charges. Fund Balance of $95,379 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 Permanent Road Division (PRD) G-1 Wrightwood includes $99,400 in Requirements to fund the debt payment of a project loan. Sources of $99,400 are from an Operating Transfer In from CSA 70 Zone G operating fund. The primary function of this fund is to provide the necessary funding for a road project in CSA 70 Zone G. There is no Fund Balance and no available reserves.

CSA 70 R-2 Twin Peaks includes $44,958 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $88,085 are from property taxes and special taxes. Contribution to Fund Balance of $43,127 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

CSA 70 R-3 Erwin Lake includes $104,746 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $72,612 are from property taxes and service charges. Fund Balance of $32,134 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance

for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-4 Cedar Glen includes $8,897 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $2,770 are from service charges. Fund Balance of $6,127 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-5 Sugarloaf includes $343,645 in Requirements primarily to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $264,449 are from special taxes. Fund Balance of $79,196 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-7 Lake Arrowhead includes $6,355 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $6,339 are from service charges. Fund Balance of $16 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-8 Riverside Terrace includes $36,746 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $26,526 are from service charges. Fund Balance of $10,220 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-9 Rim Forest includes $16,675 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $8,953 are from service charges. Fund Balance of $7,722 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-12 Baldwin Lake includes $19,040 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $11,656 are from service charges. Fund Balance of $7,384 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-13 Lake Arrowhead North Shore includes $21,512 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $9,015 are from service charges. Fund Balance of $12,497 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-15 Landers includes $94,389 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $70,825 are from service charges. Fund Balance of $23,564 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-16 Running Springs includes $26,692 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $15,075 are from special taxes. Fund Balance of $11,617 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-19 Copper Mountain includes $41,290 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $44,735 are from service charges. Contribution to Fund Balance of $3,445 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

CSA 70 R-20 Flamingo Heights includes $22,912 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $11,900 are from service charges. Fund Balance of $11,012 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-21 Mountain View includes $3,505 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $3,335 are from service charges. Fund Balance of $170 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-22 Twin Peaks includes $29,269 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $18,925 are from service charges and special taxes. Fund Balance of $10,344 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-23 Mile High Park includes $29,982 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $16,770 are from service charges. Fund Balance of $13,212 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-25 Lucerne Valley includes $3,032 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $2,797 are from service charges. Fund Balance of $235 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-26 Yucca Mesa includes $15,438 in Requirements to Fund road maintenance, grading services and transfers for allocated indirect costs. Sources of $6,947 are from service charges. Fund Balance of $8,491 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review

operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-29 Yucca Mesa includes $13,543 in Requirements to fund road maintenance, grading services and transfers for allocated indirect costs. Sources of $7,512 are from service charges. Fund Balance of $6,031 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-30 Verdemont includes $4,678 in Requirements to fund road maintenance, grading services and transfers for allocated indirect costs. Sources of $2,693 are from service charges. Fund Balance of $1,985 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-31 Lytle Creek includes $5,607 in Requirements to fund road maintenance, grading services and transfers for allocated indirect costs. Sources of $5,122 are from service charges. Fund Balance of $485 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-33 Big Bear City includes $14,229 in Requirements to fund road maintenance and snow removal and transfers for allocated indirect costs. Sources of $11,006 are from service charges. Fund Balance of $3,223 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-34 Big Bear includes $7,627 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $2,451 are from service charges. Fund Balance of $5,176 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-35 Cedar Glen includes $3,960 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $2,261 are from service charges. Fund Balance of $1,699 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-36 Pan Springs includes $10,414 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $9,986 are from service charges. Fund Balance of $428 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-39 Highland Estates includes $59,152 in Requirements to fund road maintenance, debt service for a CSA Revolving Loan and transfers for allocated indirect costs. Sources of $72,279 are from service charges and residual equity transfers in. Contribution to Fund Balance of $13,127 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

CSA 70 R-40 Upper No. Bay, Lake Arrowhead includes $81,729 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $18,253 are from special taxes. Fund Balance of $63,476 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-41 Quail Summit includes $26,138 in Requirements to fund road maintenance, streetlights and transfers for allocated indirect costs. Sources of $8,575 are from service charges. Fund Balance of $17,563 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-42 Windy Pass includes $21,911 in Requirements to fund road maintenance, paving services and transfers for allocated indirect costs. Sources of $42,593 are from special taxes. Contribution to Fund Balance of $20,682 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

CSA 70 R-44 Saw Pit Canyon includes $12,920 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $11,047 are from special taxes. Fund Balance of $1,873 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-45 Erwin Lake South includes $16,786 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $10,593 are from service charges. Fund Balance of $6,193 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 R-46 South Fairway Drive includes $7,469 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $6,335 are from service charges. Fund Balance of $1,134 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA70 R-47 Rocky Point includes $22,903 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $160,425 are from service charges. Contribution to Fund Balance of $137,552 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

CSA 79 R-1 Green Valley Lake includes $22,177 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of $25,531 are from special taxes. Contribution to Fund Balance of $3,354 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $248,921. This is primarily due to an increase in Operating Transfers Out to fund a road paving project in CSA 59 (Deer Lodge Park), as well as increased costs for road maintenance and an increase in administrative overhead charges. Sources are decreasing by $251,122 primarily due to one-time revenue received in the prior year for an equipment purchase.

ANALYSIS OF FUND BALANCE

Thirty-four road districts will use a total of $754,771 of Fund Balance to support ongoing costs. It has been the department's practice that when available Fund Balance exceeds the 25% reserve threshold, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance for ongoing operations.

Seven road districts will contribute a total of $226,428 to Fund Balance. Fund Balance may be allowed to build up over the 25% reserve threshold to fund significant, one-time expenditures. However, the department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to generally eliminate Fund Balance in excess of the reserve threshold. The majority of the increase in departmental Fund Balance in prior years is a result of inflationary increases exceeding current year expenditures.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Regional Operations	2	0	-1	0	1	0	1
Total	2	0	-1	0	1	0	1

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $70,466 fund one budgeted regular position. The budget includes a decrease of one position. The BG PSE-Equipment Operator limited-term position (vacant) is no longer needed.

Sanitation Districts Enterprise Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of sanitation collection systems and wastewater treatment facilities throughout the County Service Areas (CSA) and Zones. Sources include property taxes, service charges and user fees.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$8,304,318
Total Sources (Incl. Reimb.)	$7,785,276
Use of / (Contribution To) Net Position	$519,042
Total Staff	0

CSA 42 Oro Grande was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965, to provide sewer services. This sanitation CSA is funded by user fees and service charges 194 Equivalent Dwelling Units (EDU). The sewage collection system is operated by the Department and the Victor Valley Wastewater Reclamation Authority (VVWRA) provides sewer services.

CSA 53B Fawnskin was established by an act of the County of San Bernardino Board of Supervisors on January 2, 1968, to provide sewer services. This sanitation Zone CSA is funded by user fees and service charges and provides sewer services to 1,258 EDUs. The sewage collection system is operated by the Department and includes an innovative vacuum system. Sewage treatment is provided by contract with Big Bear Area Regional Water Agency (BBARWA).

CSA 64 Spring Valley Lake was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1968, to provide sewer services. This sanitation CSA is funded by property tax revenue, user fees, and service charges to 4,349 EDUs. The sewage collection system is operated by the Department and the VVWRA provides sewer services and maintains three lift stations.

CSA 70 BL Bloomington was established by an act of the County of San Bernardino Board of Supervisors on November 19, 2013, to provide sewer services. This sanitation Zone will be funded by user fees and service charges. The sewer fees will be submitted in a mid-year fee Resolution establishing various fees for sewer services.

CSA 70 GH Glen Helen was established by an act of the County of San Bernardino Board of Supervisors on August 17, 2004, to provide park and recreation, sewer, and streetlight services to the Glen Helen area. This sanitation Zone is funded by developer contributions, user fees, and service charges to 1,143 EDUs. This Zone provides sanitation services to the San Bernardino Sheriff's Department Detention facility as well as a Master Planned community currently in development.

CSA 70 S-3 Lytle Creek was established by an act of the County of San Bernardino Board of Supervisors on December 2, 1974, to provide sewer services. This sanitation Zone is funded by user fees and service charges to 797 EDUs. The Zone provides sanitation services to residents in the Lytle Creek Community and the U.S. Forest Service.

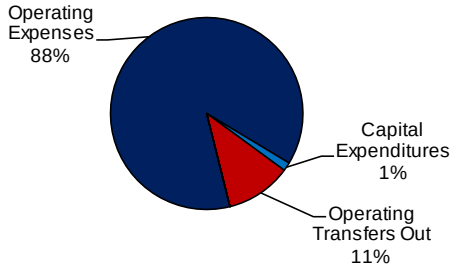
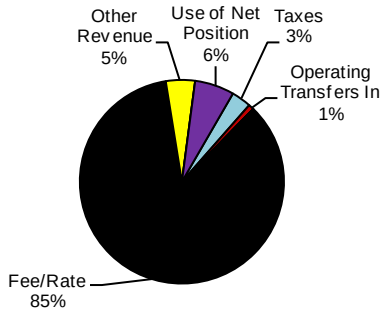
CSA 70 S-7 Lenwood was established by an act of the County of San Bernardino Board of Supervisors on December 19, 1977, to provide sewer services. This sanitation Zone completed construction of a new sewer system to replace individual septic systems within Lenwood but is limited to specific property owners who approved assessments to pay the debt service. The City of Barstow performs routine maintenance of the system. This sanitation Zone is responsible for non-routine repairs.

CSA 70 SP-2 High Country was established by an act of the County of San Bernardino Board of Supervisors on May 20, 1985, to provide sewer services. This sanitation Zone is funded by user fees and service charges to 231 EDUs in the High Country Development tract of homes. Through an out-of-area service agreement with the City of Hesperia, the Zone also provides service to 517 EDUs within city boundaries.

CSA 79 Green Valley Lake was established by an act of the County of San Bernardino Board of Supervisors on September 7, 1971, to provide sewer services. This sanitation CSA is funded by user fees and service charges to 1,222 EDUs. The sewage collection system and interceptor is operated by the Department, with sewage treatment provided through a contract with Running Springs Water District (RSWD).

CSA 82 Searles Valley was established by an act of the County of San Bernardino Board of Supervisors on June 28, 1976, to provide sewer services. On June 6, 2000, this sanitation CSA was combined and included Zones SV-3 (Trona) and SV-4 (Pioneer Point) through the Board of Supervisors Resolution No. 2000-132. The newly combined sanitation CSA 82 is funded by property tax revenue, user fees, and service charges to 755 EDUs as well as streetlight services.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Sanitation Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Ways & Facilities
ACTIVITY: Public Facilities

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	5,050,388	5,174,923	5,845,313	7,701,933	7,187,622	7,268,125	**(433,808)**
Capital Expenditures	7,813	1,472,216	1,072,857	301,000	10,000	120,000	**(181,000)**
Total Exp Authority	5,058,201	6,647,139	6,918,170	8,002,933	7,197,622	7,388,125	**(614,808)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,058,201	6,647,139	6,918,170	8,002,933	7,197,622	7,388,125	**(614,808)**
Operating Transfers Out	2,276,704	2,068,210	1,299,668	991,684	946,114	916,193	**(75,491)**
Total Requirements	7,334,905	8,715,349	8,217,838	8,994,617	8,143,736	8,304,318	**(690,299)**
Sources							
Taxes	233,224	269,211	242,845	289,010	283,317	259,533	**(29,477)**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	615	597	538	597	543	538	**(59)**
Fee/Rate	4,779,164	8,029,289	6,434,005	6,843,257	6,109,901	7,069,484	**226,227**
Other Revenue	769,278	1,155,407	(40,636)	684,527	468,450	383,610	**(300,917)**
Total Revenue	5,782,281	9,454,504	6,636,753	7,817,391	6,862,211	7,713,165	**(104,226)**
Operating Transfers In	0	69,654	671,853	150,846	150,846	72,111	**(78,735)**
Total Financing Sources	5,782,281	9,524,158	7,308,606	7,968,237	7,013,057	7,785,276	**(182,961)**
Net Position							
Use of/ (Contribution to) Net Position	1,552,624	(808,809)	909,232	1,026,380	1,130,679	519,042	**(507,338)**
Est. Net Position Available						899,238	
Total Est. Unrestricted Net Position						1,418,280	
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
Enterprise Funds					
CSA 42 Oro Grande (Fund EAP)	226,622	231,312	(4,690)	15,253	0
CSA 53B Fawnskin (Fund EBA)	983,191	903,104	80,087	105,528	0
CSA 64 Spring Valley Lake (Fund EBM)	2,492,405	2,428,738	63,667	308,361	0
CSA 70 BL Bloomington (Fund EAR)	862,615	937,666	(75,051)	107,451	0
CSA 70 GH Glen Helen (Fund ELH)	998,246	994,157	4,089	77,288	0
CSA 70 S-3 Lytle Creek (Fund ECP)	551,980	470,405	81,575	62,134	0
CSA 70 S-7 Lenwood (Fund ECR)	88,091	81,989	6,102	0	0
CSA 70 SP-2 High Country (Fund EFA)	278,224	271,732	6,492	19,959	0
CSA 79 Green Valley Lake (Fund EFP)	1,271,980	1,055,691	216,289	97,317	0
CSA 82 Searles Valley (Fund EFY)	550,964	410,482	140,482	105,947	0
Total Enterprise Funds	8,304,318	7,785,276	519,042	899,238	0

CSA 42 Oro Grande includes $226,622 in requirements to fund operations and maintenance costs, charges from VVWRA for waste processing, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of $231,312 are primarily from user fees and service charges. Contribution to Net Position of $4,690 will support future operations.

CSA 53B Fawnskin includes $983,191 in requirements to fund operations and maintenance costs, charges from BBARWA for waste processing, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of $903,104 are primarily from user fees and service charges. Net Position of $80,087 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

CSA 64 Spring Valley Lake includes $2.5 million in requirements to fund operations and maintenance costs, charges from VVWRA for waste processing, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of $2.4 million are primarily from taxes, user fees, and service charges. Net Position of $63,667 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

CSA 70 BL Bloomington includes $862,615 in requirements to fund operations and maintenance costs and transfers for allocated indirect costs. Sources of $937,666 are primarily from user fees. Contribution to Net Position of $75,051 will support future operations.

CSA 70 GH Glen Helen includes $998,246 in requirements to fund operations and maintenance costs, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of $994,157 are primarily from user fees, service charges, and developer contributions. Net Position of $4,089 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

CSA 70 S-3 Lytle Creek includes $551,980 in requirements to fund operating and maintenance costs, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of $470,405 are primarily from user fees and service charges. Net Position of

$81,575 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

CSA 70 S-7 Lenwood includes $88,091 in requirements to fund operating and maintenance costs and transfers for allocated indirect costs. Sources of $81,989 are primarily from revenues from an out-of-area service agreement with the City of Barstow. Net Position of $6,102 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

CSA 70 SP-2 High Country includes $278,224 in requirements to fund operating and maintenance costs, professional services including an agreement with the City of Hesperia for waste processing, and transfers for allocated indirect costs. Sources of $271,732 are primarily from user fees and service charges. Net Position of $6,492 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

CSA 79 Green Valley Lake includes $1.3 million in requirements to fund operating and maintenance costs, professional services including charges from RSWD for waste processing, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of $1.1 million are primarily from user fees and service charges. Net Position of $216,289 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

CSA 82 Searles Valley includes $550,964 in requirements to fund operating and maintenance costs, transfers for allocated indirect costs, Operating Transfers Out to fund maintenance in the CSA 82 park/rest stop, and to the replacement reserve fund for future capital improvement projects. Sources of $410,482 are primarily from taxes, user fees, and service charges. Net Position of $140,482 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $690,299 primarily as a result of one-time expenditures in 2015-16 for an emergency project in CSA 70 GH (Glen Helen). In addition, Capital Expenditures have decreased due to one-time purchases in the prior year. Sources are decreasing by $182,961, primarily due to a reduction of charges for current services to better align with current revenue trends.

ANALYSIS OF NET POSITION

In 2016-17, eight sanitation districts will use Net Position of $598,783 to support ongoing costs. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position in future years. However, two sanitation districts will contribute to Net Position of $79,741, which will be used to support future operations. The majority of the decrease in net position is a result of ongoing operation costs exceeding sources.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

Streetlight Districts Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management and funding of streetlights within ten County Service Areas (CSA) and Improvement Zones throughout the County. Sources include property taxes or per parcel service charges.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$914,879
Total Sources (Incl. Reimb.)	$859,670
Use of/ (Contribution to) Fund Balance	$55,209
Total Staff	0

CSA 30 Red Mountain was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1964 to provide funding for the operation of 15 streetlights in the community of Red Mountain. This streetlight CSA is funded through property tax revenue.

CSA 54 Crest Forest was established by an act of the County of San Bernardino Board of Supervisors on September 19, 1966 to provide streetlight services to the community of Crest Forest. Beginning in 2014-15, CSA 53A Big Bear and CSA 73 Arrowbear Lake were consolidated into CSA 54 Crest Forest. This CSA receives property taxes to fund the operation of 210 streetlights.

CSA 70 EV-1 East Valley was established by an act of the County of San Bernardino Board of Supervisors on April 23, 1996. Community Facilities District 2010-1 was formed in 2010 to provide an ongoing funding mechanism for the streetlight energy charges of 215 streetlights in the unincorporated area of the County known as the "Donut Hole." The rate and method of apportionment sets a special tax for each parcel to pay for the streetlighting energy charges. There are currently 77 parcels billed for this special tax.

CSA 70 GH Glen Helen was established by an act of the County of San Bernardino Board of Supervisors on August 24, 2004, to provide services for Tract 15900. Tract 15900 is an approved development of approximately 2,086 housing units in a development area known as "Lytle Creek North Development" project, which includes a provision for the installation of 283 streetlights in this area. On January 30, 2007, voters approved a service charge of $41.71 per parcel, per year with an annual 2.5% inflationary increase to provide funding for the operation of the streetlights. The service charge for 2016-17 is $50.82 per parcel and will be billed on 1,519 parcels.

CSA 70 P-6 El Mirage was established by an act of the County of San Bernardino Board of Supervisors on October 15, 1990 as a park district. On March 22, 2016 the County of San Bernardino Board of Supervisors approved funding in the amount of $21,100 for the operation of four streetlights in the community of El Mirage. The approved funding is projected to support these streetlights for approximately 20 years.

CSA 70 SL-2 Chino was established by an act of the County of San Bernardino Board of Supervisors on November 16, 2004 when voters approved a service charge of $122.00 per parcel, per year with an annual 1.5% inflationary increase to provide funding for the operation of eight streetlights. The service charge for 2016-17 is $123.83 per parcel and will be billed on 26 parcels.

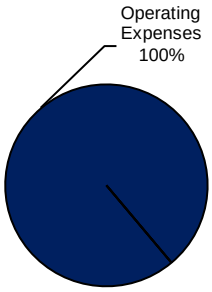
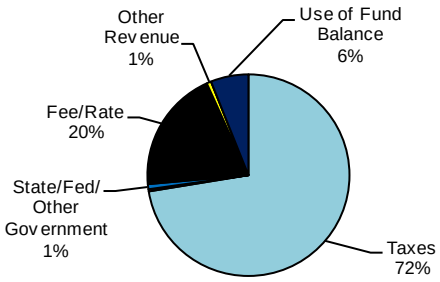
CSA 70 SL-3 Mentone was established by an act of the County of San Bernardino Board of Supervisors on February 15, 2005 when voters approved a service charge of $40.00 per parcel, per year with an annual 1.5% inflationary increase for the operation of 12 streetlights in the community of Mentone. The service charge for 2016-17 is $43.75 per parcel and will be billed on 69 parcels.

CSA 70 SL-4 Bloomington was established by an act of the County of San Bernardino Board of Supervisors on August 22, 2006 when voters approved a service charge of $247.00 per parcel, per year with an annual 2.5% inflationary increase for the operation of five streetlights in the community of Bloomington. The service charge for 2016-17 is $102.50 per parcel and will be billed on 31 parcels.

CSA 70 SL-5 Muscoy was established by an act of the County of San Bernardino Board of Supervisors on June 5, 2007 when voters approved a service charge of $18.00 per parcel, per year with an annual 2.5% inflationary increase for the operation of 207 streetlights in the community of Muscoy. The service charge for 2016-17 is $19.38 per parcel and will be billed on 2,155 parcels.

CSA SL-1 Countywide was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965. This streetlight CSA receives property taxes to fund the operation of 3,521 streetlights in communities throughout the County.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Streetlight Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Ways & Facilities
ACTIVITY: Public Ways

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	818,576	723,411	760,966	867,697	786,111	914,879	**47,182**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	818,576	723,411	760,966	867,697	786,111	914,879	**47,182**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	818,576	723,411	760,966	867,697	786,111	914,879	**47,182**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	818,576	723,411	760,966	867,697	786,111	914,879	**47,182**
Sources							
Taxes	696,790	754,116	755,147	645,259	659,730	662,541	**17,282**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	7,906	7,746	7,593	7,779	7,348	7,445	**(334)**
Fee/Rate	125,635	166,871	149,585	142,142	159,180	179,798	**37,656**
Other Revenue	99,946	79,179	12,033	9,367	23,111	6,705	**(2,662)**
Total Revenue	930,277	1,007,912	924,357	804,547	849,369	856,489	**51,942**
Operating Transfers In	0	0	0	303	1,815	3,181	**2,878**
Total Financing Sources	930,277	1,007,912	924,357	804,850	851,184	859,670	**54,820**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(111,701)	(284,501)	(163,391)	62,847	(65,073)	55,209	**(7,638)**
Available Reserves				1,103,554	1,231,474	1,176,265	**72,711**
Total Fund Balance				1,166,401	1,166,401	1,231,474	**65,073**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 30 Red Mountain (Fund SGJ)	5,567	5,162	405	0	0
CSA 54 Crest Forest (Fund SJV)	56,012	34,347	21,665	23,405	0
CSA 70 EV-1 East Valley (Fund SQW)	43,158	43,761	(603)	78,151	0
CSA 70 GH Glen Helen (Fund RWX)	86,740	83,778	2,962	83,041	0
CSA 70 P-6 El Mirage (Fund SQU)	1,500	0	1,500	19,600	0
CSA 70 SL-2 Chino (Fund SQX)	4,724	3,225	1,499	404	0
CSA 70 SL-3 Mentone (Fund SQZ)	4,711	4,285	426	0	0
CSA 70 SL-4 Bloomington (Fund SMC)	3,980	3,283	697	30,125	0
CSA 70 SL-5 Muscoy (Fund SMJ)	39,144	46,225	(7,081)	73,051	0
CSA SL-1 Countywide (Fund SQV)	669,343	635,604	33,739	868,488	0
Total Special Revenue Funds	914,879	859,670	55,209	1,176,265	0

CSA 30 Red Mountain includes $5,567 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $5,162 are primarily from property taxes. Fund Balance of $405 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 54 Crest Forest includes $56,012 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $34,347 are primarily from property taxes. Fund Balance of $21,665 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 EV-1 East Valley includes $43,158 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $43,761 are from per parcel special taxes. Contribution to Fund Balance of $603 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

CSA 70 GH Glen Helen includes $86,740 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $83,778 are primarily from per parcel service charges. Fund Balance of $2,962 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 P-6 El Mirage includes $1,500 in Requirements to fund energy costs for streetlights. Fund Balance of $1,500 is being used to support ongoing operations. The department received one-time Board Discretionary funding in March, 2016 to support these streetlights for approximately 20 years.

CSA 70 SL-2 Chino includes $4,724 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $3,225 are primarily from per parcel service charges. Fund Balance of $1,499 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 SL-3 Mentone includes $4,711 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $4,285 are primarily from per parcel service charges. Fund Balance of $426 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 SL-4 Bloomington includes $3,980 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $3,283 are primarily from per parcel service charges. Fund Balance of $697 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

CSA 70 SL-5 Muscoy includes $39,144 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $46,225 are primarily from per parcel service charges. Contribution to Fund Balance of $7,081 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

CSA SL-1 Countywide includes $669,343 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $635,604 are primarily from property taxes. Fund Balance of $33,739 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $47,182. This is primarily due to an increase in administrative overhead charges. Sources are increasing by $54,820 primarily due to annual inflationary increases for streetlight service charges.

ANALYSIS OF FUND BALANCE

Eight streetlight districts will use a total of $62,893 of Fund Balance to support ongoing costs. It has been the department's practice that when available Fund Balance exceeds the 25% reserve threshold, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance for ongoing operations.

Two streetlight districts will contribute a total of $7,684 to Fund Balance. Fund Balance may be allowed to build up over the 25% reserve threshold to fund significant, one-time expenditures. However, the department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to generally eliminate Fund Balance in excess of the reserve threshold. The majority of the increase in departmental Fund Balance in prior years is a result of inflationary increases exceeding current year expenditures.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

Water Districts Enterprise Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

Special Districts Department provides for the management, funding, and maintenance of water distribution systems throughout unincorporated areas of the County Service Areas (CSA) and Zones. Sources include property taxes, service charges and user fees.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$6,905,523
Total Sources (Incl. Reimb.)	$5,940,811
Use of / (Contribution To) Net Position	$964,712
Total Staff	0

CSA 42 Oro Grande was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965 to provide water services. This water CSA provides financing for the operation and maintenance of water connections for 136 customers.

CSA 64 Spring Valley Lake was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1968 to provide water services. This water CSA provides financing for the operation and maintenance of water connections for 3,843 customers. This CSA maintains five wells, one booster station, and three water tanks.

CSA 70 CG Cedar Glen was established by an act of the County of San Bernardino Board of Supervisors on July 12, 2005 to provide water services. This water Zone provides for the operation and maintenance of water connections for 332 customers.

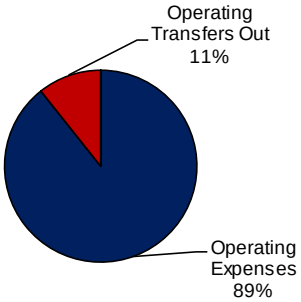
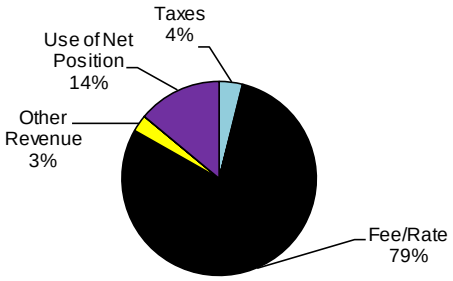
CSA 70 F Morongo Valley was established by an act of the County of San Bernardino Board of Supervisors on September 20, 1971 to provide water services. This water Zone provides for the operation and maintenance of water connections for 84 customers. This CSA maintains three wells, one booster station, and a reservoir that stores 260,000 gallons of water.

CSA 70 J Oak Hills was established by an act of the County of San Bernardino Board of Supervisors on December 28, 1971 to provide water services. This water Zone provides for the operation and maintenance of water connections for 3,209 customers. This Zone maintains five wells, five booster stations, nine water storage reservoirs, and 130 miles of water pipelines ranging from 6 inches to 16 inches in diameter.

CSA 70 W-3 Hacienda was established by an act of the County of San Bernardino Board of Supervisors on December 6, 1976 to provide water services. This water Zone provides financing for the operation and maintenance of water connections for 167 customers. This Zone maintains two wells, two booster stations, and two storage reservoirs.

CSA 70 W-4 Pioneertown was established by an act of the County of San Bernardino Board of Supervisors on January 14, 1980 for water services. This water Zone provides financing for the operation and maintenance of water connections for 120 customers. This Zone maintains five wells and two storage reservoirs.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Water Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Ways & Facilities
ACTIVITY: Public Facilities

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	6,042,513	5,309,720	5,754,210	9,059,979	7,039,520	6,167,902	**(2,892,077)**
Capital Expenditures	26,725	64,577	12,804	274,000	151,988	0	**(274,000)**
Total Exp Authority	6,069,238	5,374,297	5,767,014	9,333,979	7,191,508	6,167,902	**(3,166,077)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,069,238	5,374,297	5,767,014	9,333,979	7,191,508	6,167,902	**(3,166,077)**
Operating Transfers Out	1,420,003	4,095,038	2,142,040	1,187,964	512,926	737,621	**(450,343)**
Total Requirements	7,489,241	9,469,334	7,909,054	10,521,943	7,704,434	6,905,523	**(3,616,420)**
Sources							
Taxes	201,461	205,816	308,779	206,362	212,131	267,487	**61,125**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	4,524	4,488	4,951	4,488	4,764	4,024	**(464)**
Fee/Rate	6,750,128	7,013,712	6,641,516	6,393,250	5,485,681	5,464,040	**(929,210)**
Other Revenue	437,963	236,815	240,228	216,884	279,833	193,260	**(23,624)**
Total Revenue	7,394,076	7,460,831	7,195,474	6,820,984	5,982,409	5,928,811	**(892,173)**
Operating Transfers In	312,400	127,174	603,218	2,493,210	1,609,157	12,000	**(2,481,210)**
Total Financing Sources	7,706,476	7,588,005	7,798,692	9,314,194	7,591,566	5,940,811	**(3,373,383)**
Net Position							
Use of/ (Contribution to) Net Position	(217,235)	1,881,329	110,362	1,207,749	112,868	964,712	**(243,037)**
Est. Net Position Available						795,653	
Total Est. Unrestricted Net Position						1,760,365	
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
Enterprise Funds					
CSA 42 Oro Grande (Fund EAS)	147,178	217,732	(70,554)	282,301	0
CSA 64 Spring Valley Lake (Fund ECB)	2,682,053	2,137,653	544,400	85,160	0
CSA 70 CG Cedar Glen (Fund ELL)	544,929	447,771	97,158	136,126	0
CSA 70 F Morongo Valley (Fund EBY)	188,916	139,338	49,578	137,298	0
CSA 70 J Oak Hills (Fund ECA)	2,942,864	2,659,657	283,207	82,000	0
CSA 70 W-1 Goat Mountain (Fund ECS)	2,358	0	2,358	0	0
CSA 70 W-3 Hacienda (Fund ECY)	242,923	210,798	32,125	31,369	0
CSA 70 W-4 Pioneertown (Fund EDD)	154,302	127,862	26,440	41,399	0
Total Enterprise Funds	6,905,523	5,940,811	964,712	795,653	0

CSA 42 Oro Grande includes $147,178 in requirements to fund operating and maintenance costs, transfers for allocated indirect costs and Operating Transfers Out to provide funding for capital improvement projects. Sources of $217,732 are primarily from user fees, connection fees, and service charges. Contribution to Net Position of $70,554 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Net Position in excess of the reserve threshold.

CSA 64 Spring Valley Lake includes $2.7 million in requirements to primarily fund operating and maintenance costs, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects and depreciation for future replacement projects. Sources of $2.1 million are primarily from property taxes, user fees, and service charges. Net Position of $544,400 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

CSA 70 CG Cedar Glen includes $544,929 in requirements to fund operating and maintenance costs, transfers for allocated indirect costs, Operating Transfers Out to a replacement reserve fund for future capital improvement projects and debt service. Sources of $447,771 are primarily from user fees, service charges, and special assessments. Net Position of $97,158 is being used to support ongoing operations. It has been the department's practice that when available Net Position exceeds its 25% reserve threshold, as is the case with this fund, it will use Net Position for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

CSA 70 F Morongo Valley includes $188,916 in requirements to fund operating and maintenance costs and transfers for allocated indirect costs. Sources of $139,338 are primarily from user fees, and service charges. Net Position of $49,578 is being used to support ongoing operations. It has been the department's practice that when available Net Position exceeds its 25% reserve threshold, as is the case with this fund, it will use Net Position for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

CSA 70 J Oak Hills includes $2.9 million in requirements to fund operating and maintenance costs, transfers for allocated indirect costs, Operating Transfers Out to a replacement reserve fund for future capital improvement projects and debt service. Sources of $2.7 million are primarily from user fees, and service charges. Net Position of $283,207 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

CSA 70 W-1 Goat Mountain was annexed to Bighorn Desert View Water Agency (Agency) effective July 1, 2015. This was a result of a Local Agency Formation Commission (LAFCO) of San Bernardino action. However, requirements of $2,358 are to pay for the Countywide Cost Allocation Plan (COWCAP) charges that are charged two years in arrears.

CSA 70 W-3 Hacienda includes $242,923 in requirements to fund operating and maintenance costs, transfers for allocated indirect costs, and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of $210,798 are primarily from user fees and service charges. Net Position of $32,125 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

CSA 70 W-4 Pioneertown includes $154,302 in requirements to fund operating and maintenance costs, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of $127,862 are primarily from user fees and service charges. Net Position of $26,440 is being used to support ongoing operations. It has been the department's practice that when available Net Position exceeds its 25% reserve threshold, as is the case with this fund, it will use Net Position for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $3.6 million primarily due to a decrease in Operating Expenses for one-time project costs for meter installations in multiple districts. Sources are decreasing by $3.4 million primarily due to the elimination of one-time operating transfers in from other funds for the meter projects in 2015-16.

ANALYSIS OF NET POSITION

In 2016-17, seven water districts will use a total of $1.0 million of Net Position to support ongoing costs. It has been the department's practice that when available Net Position exceeds the 25% reserve threshold, it will use Net Position for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position for ongoing operations. The majority of the decrease in Net Position is a result of one-time meter projects that are approaching completion as well as a reduction in revenue due to water conservation efforts related to the drought.

One water district will contribute $70,554 to Net Position. Net Position may be allowed to build up over the 25% reserve threshold to fund significant, one-time expenditures. However, the department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to generally eliminate Net Position in excess of the reserve threshold. The majority of the increase in departmental Net Position in prior years is a result of inflationary increases exceeding current year expenditures.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

SPECIAL DISTRICTS
CAPITAL IMPROVEMENT PROGRAM
Jeffrey O. Rigney

DEPARTMENT 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.

2016-17 SUMMARY OF BUDGET UNITS

Funding for capital projects is included in Capital Improvement Program funds for Special Districts General, Parks, Roads, Sanitation, and Water County Service Areas and Zones.

DESCRIPTION OF MAJOR SERVICES

The Capital Improvement Program (CIP) is an internal planning tool administered by the Special Districts Department 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, fixtures and equipment, renovation, rehabilitation or replacement of facilities, equipment, and infrastructure with a life expectancy of at least five years and capital costs of $5,000 or more. The program:

- Recommends priorities for capital projects based on capital improvement criteria for Special Districts general, parks, roads, sanitation, and water facilities and infrastructure;
- Prepares the annual CIP budget, monitors and directs implementation of approved projects through the department;
- Provides direct oversight for major capital projects;
- 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 department assets,
    - Identify opportunities for energy efficiencies, life-cycle increases, and maintenance operating cost reductions,
    - Identify future infrastructure needs of the department, and
    - Develop formal estimates of costs and seek adequate project funding.

BUDGET HISTORY

The CIP is funded by a number of sources, including the County General Fund, and County Service Area (CSA) and Improvement Zone operating, reserve funding, and various other funding sources including grants. The department's CIP includes construction, rehabilitation, and repair projects for numerous facilities, structures, and infrastructure.

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

Each year, Special Districts Division Managers are requested to submit possible capital improvement projects for the individual CSAs and Improvement Zones, including Big Bear Recreation and Park District and Bloomington Recreation and Park District. Special District's Engineering Division prepares feasibility studies, scopes of work, and estimates for these projects. The Engineering Division also works closely with the Fiscal/Administrative Division to evaluate available funding for the projects. A total of 78 projects for a total of $45.3 million are being requested by Special Districts Department for the 2016-17 budget.

2016-17 RECOMMENDED BUDGET – Total $45.3 million

- **General Districts** **$15.9 million**
  - CSA 120 No. Etiwanda Preserve – $465,000 for the design, purchase of land and parking lot extension project that was initiated in 2015-16. The total project cost is $470,722.
  - CSA 40 Elephant Mountain – $104,135 for tower bracing and stabilization project that was initiated in 2015-16. The total project cost is $104,135.
  - CSA 70 CIP Projects – $1.0 million for the purchase of a new building for the Water and Sanitation division located in the High Desert.
  - CSA 70 Countywide – $5.4 million for design and construction of a new road (Snowdrop Road) in the Rancho Cucamonga area funded by a voter approved special assessment that was initiated in 2013-14. The total project cost is $5.4 million.
  - CSA 70 Countywide – $8.5 million for rehabilitation of the Lake Gregory Dam.
  - CSA 70 D-1 Lake Arrowhead Dam – $34,415 for McKay Park improvements project that was initiated in 2015-16. The total project cost is $50,000.
  - CSA 70 D-1 Lake Arrowhead Dam – $184,436 to construct a detention basin project that was initiated in 2014-15. The total project cost is $225,000.
  - CSA 70 TV-4 Wonder Valley – $150,102 for partial relocation of power lines project that was initiated in 2014-15. The total project cost is $151,952.
  - CSA 70 TV-5 Mesa – $45,000 for power pole installation. The total project cost is $45,000.

- **Park Districts** **$430,907**
  - CSA 20 Joshua Tree – $430,907 for the design and construction of the Desert View Conservatory that was initiated in 2013-14. The total project cost is $676,257.

- **Big Bear Valley Recreation and Park District** **$9.1 million**
  - Big Bear Alpine Zoo – $8.9 million for design and construction of a new zoo site that was initiated in 2013-14. The total project cost is $10.4 million.
  - Big Bear Alpine Zoo – $83,600 from relocation project fund for lease payment for existing location.
  - Big Bear Recreation and Park District – $18,614 for general park improvements to Big Bear parks that were initiated in 2015-16. The total project cost is $26,935.
  - Big Bear Recreation and Park District – $50,266 for Paradise Park improvements that were initiated in 2014-15. The total project cost is $60,000.

- **Bloomington Recreation and Park District** **$273,207**
  - Bloomington Recreation and Park District – $273,207 for Kessler Park improvements including ball field lighting, tot lot, and equestrian facilities that were initiated in 2013-14. The total project cost is $1.3 million.

- **Road Districts** **$378,829**
  - CSA 59 Deer Lodge Park – $200,000 for a road paving project. The total project cost is $200,000.
  - CSA 69 Lake Arrowhead – $165,680 for a road paving project that was initiated in 2015-16. The total project cost is $165,680.
  - CSA 69 Lake Arrowhead – $13,149 for a road paving project that was initiated in 2013-14. The total project cost is $360,846.

- **Sanitation Districts** **$5.1 million**
  - CSA 42 Oro Grande – $229,823 for sewer system repairs (phase II) that were initiated in 2015-16. The total project cost is $229,823.
  - CSA 42 Oro Grande – $50,000 for the installation of a water pipeline at the Mill Street railway crossing. The total project cost is $100,000.
  - CSA 42 Oro Grande – $25,000 to install a sewage flow meter and traffic rated vault. The total project cost is $25,000.
  - CSA 53B Fawnskin – $469,549 for collection system repairs that were initiated in 2015-16. The total project cost is $641,795.
  - CSA 53B Fawnskin – $175,000 to purchase a new office building that was initiated in 2015-16. The total project cost is $185,000.
  - CSA 64 Spring Valley Lake – $330,000 for the Lakeview lift station renovation that was initiated in 2015-16. The total project cost is $330,000.
  - CSA 64 Spring Valley Lake – $250,000 for collection system repairs, phase I that was initiated in 2015-16. The total project cost is $500,000.
  - CSA 64 Spring Valley Lake – $150,000 for manhole raising, phase II.
  - CSA 64 Spring Valley Lake – $345,417 to complete sewer line replacement that was initiated in 2014-15. The total project cost is $400,000.
  - CSA 70 GH Glen Helen – $155,000 for walkways and fall protection that was initiated in 2015-16. The total project cost is $175,000.
  - CSA 70 GH Glen Helen – $233,000 to upgrade the treatment plant that was initiated in 2015-16. The total project cost is $500,000.
  - CSA 70 GH Glen Helen – $150,000 to install a screw press for sludge.
  - CSA 70 GH Glen Helen – $660,000 to construct the reclaimed water pipeline at Reach #1.
  - CSA 70 S-3 Lytle Creek – $108,629 for lift station renovations that were initiated in 2015-16. The total project cost is $108,629.
  - CSA 70 S-3 Lytle Creek – $70,000 for sewer plant renovation, which includes the purchase and installation of clarifier that was initiated in 2015-16. The total project cost is $75,000.
  - CSA 70 S-3 Lytle Creek – $65,000 for sewer plant renovation, which includes the purchase and installation of an oxidation ditch that was initiated in 2015-16. The total project cost is $65,000.
  - CSA 70 S-3 Lytle Creek – $250,000 for the Creekside line relocation and protection project that was initiated in 2015-16. The total project cost is $250,000.
  - CSA 70 S-3 Lytle Creek – $150,000 for the force main upgrade.
  - CSA 70 S-3 Lytle Creek – $35,000 for the bar screen upgrade.
  - CSA 70 S-3 Lytle Creek – $40,000 to install a sewage grinder at the Lytle Creek plant.
  - CSA 70 S-3 Lytle Creek – $50,000 to replace the sewage plant pump #1.
  - CSA 79 Green Valley Lake – $190,000 for CCTV inspection and repair of sewer lines that was initiated in 2015-16. The total project cost is $195,000.
  - CSA 79 Green Valley Lake – $145,000 for a manhole raising project that was initiated in 2015-16. The total project cost is $150,000.
  - CSA 79 Green Valley Lake – $175,000 for lift slip lines and point repairs. The total project cost is $875,000.
  - CSA 79 Green Valley Lake – $50,000 to complete the easement survey, inspection and geographic information system (GIS) mapping project.
  - CSA 82 Searles Valley – $91,650 to replace 125 feet of sewer main that was initiated in 2015-16. The total project cost is $106,650.
  - CSA 82 Searles Valley – $100,000 to install a new collection line for the area's school and apartment complex. The total project cost is $175,000.
  - CSA 82 Searles Valley – $364,432 for the Pioneer Point outfall replacement and repair project that was initiated in 2014-15. The total project cost is $375,816.

- **Water Districts** **$14.1 million**
  - CSA 42 Oro Grande – $109,500 to acquire land for a possible tank site that was initiated in 2015-16. The total project cost is $110,500.
  - CSA 42 Oro Grande – $102,794 to complete the design phase of the Reservoir 2 project that was initiated in 2013-14. The total project cost is $110,000.
  - CSA 42 Oro Grande – $100,000 for the purchase and installation of two water chlorinators.
  - CSA 64 Spring Valley Lake – $87,427 to install pump motor that was initiated in 2014-15. The total project cost is $87,427.
  - CSA 64 Spring Valley Lake – $15,000 for rehabilitation of Pebble Beach Reservoir #1 that was initiated in 2015-16. The total project cost is $45,000.
  - CSA 64 Spring Valley Lake – $180,000 for water system chlorinators that was initiated in 2015-16. The total project cost is $180,000.
  - CSA 64 Spring Valley Lake – $225,000 for Archway renovations that were initiated in 2015-16. The total project cost is $225,000.
  - CSA 64 Spring Valley Lake – $300,000 to install a new reservoir at the Tamarisk site. The total project cost is $3.0 million.
  - CSA 64 Spring Valley Lake – $30,000 for the seismic retrofit of Santa Fe Reservoir.
  - CSA 64 Spring Valley Lake – $1.1 million to complete design and site preparation for the new Well #7 to comply with California Department of Health requirements that was initiated in 2013-14. The total project cost is $1.8 million.
  - CSA 70 CG Cedar Glen – $450,000 for the pipeline replacement project that was initiated in 2015-16. The total project cost is $450,000.
  - CSA 70 CG Cedar Glen – $98,500 for a corrosion control study and treatment that was initiated in 2015-16. The total project cost is $100,000.
  - CSA 70 CG Cedar Glen – $200,000 for the purchase and installation of a pneumatic tank that was initiated in 2015-16. The total project cost is $225,000.
  - CSA 70 CG Cedar Glen – $20,000 for the purchase and installation of a tab chlorinator.
  - CSA 70 CG Cedar Glen – $3.5 million for water system improvements. The project was initiated in 2014-15. Total project cost is $4.3 million.
  - CSA 70 F Morongo Valley – $325,000 for a uranium treatment system that was initiated in 2015-16. The total project cost is $325,000.
  - CSA 70 F Morongo Valley – $20,000 for the purchase and installation of a tab chlorinator.
  - CSA 70 F Morongo Valley – $75,000 for pipeline replacement.
  - CSA 70 J Oak Hills – $160,754 for the water pipeline replacement project that was initiated in 2015-16. The total project cost is $160,754.
  - CSA 70 J Oak Hills – $98,000 for a pilot study for Chromium VI treatment that was initiated in 2015-16. The total project cost is $100,000.
  - CSA 70 J Oak Hills – $225,512 to complete water line extensions. The project was initiated in 2015-16. The total project cost is $230,512.
  - CSA 70 J Oak Hills – $150,000 to rehabilitate Well #6. The project was initiated in 2015-16. The total project cost is $850,000.
  - CSA 70 J Oak Hills – $175,000 for a water system chlorinator project that was initiated in 2015-16. The total project cost is $175,000.
  - CSA 70 J Oak Hills – $100,000 for transmission line replacements.
  - CSA 70 J Oak Hills – $150,000 to construct a transmission line from Site 2A to 3A that was initiated in 2014-15. The total project cost is $150,000.
  - CSA 70 J Oak Hills – $129,583 to install an enclosure around an existing well that was initiated in 2013-14. The total project cost is $130,000.
  - CSA 70 W-3 Hacienda – $135,000 for the purchase of an office building that was initiated in 2015-16. The total project cost is $150,000.
  - CSA 70 W-3 Hacienda – $325,000 for a uranium treatment system that was initiated in 2015-16. The total project cost is $325,000.
  - CSA 70 W-3 Hacienda – $20,000 for the purchase and installation of a tab chlorinator.

- CSA 70 W-3 Hacienda – $87,500 for the mainline replacement project that was initiated in 2013-14. The total project cost is $200,000.
- CSA 70 W-4 Pioneertown – $50,000 for reservoir coating.
- CSA 70 W-4 Pioneertown – $5.3 million for completion of the design phase and construction of a 3.5-mile water pipeline, a 75,000-gallon reservoir and a 200-gallon-per-minute pump station that was initiated in 2013-14. The total project cost is $5.3 million.

The 2016-17 new projects will extend the useful life of facilities, ensure continued service of infrastructures, and decrease operating expenses in some cases.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Special Districts
2016-17 Capital Improvement Program Projects

Proj.	Location/ Address	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
1	CSA 120 No. Etiwanda Preserve	General Districts	CSA 120 Parking Lot Extension	1642	CAT	1642
2	CSA 40 Elephant Mountain	General Districts	Tower Bracing and Stabilization	1601	CLY	1601
3	CSA 70 CIP Projects	General Districts	WAS Building		CJA	
4	CSA 70 Countywide	General Districts	Snow Drop Road Project - Design and construct a new road	4013	CLO	4013
5	CSA 70 Countywide	General Districts	Lake Gregory Dam	1719	CJA	1719
6	CSA 70 D-1 Lake Arrowhead Dam	General Districts	McKay Park Improvements	1620	CSY	1620
7	CSA 70 D-1 Lake Arrowhead Dam	General Districts	Detention Basin Construction	2048	CSY	2048
8	CSA 70 TV-4 Wonder Valley	General Districts	Partial Relocation of Pinto Mountain Power Lines	1Z31	CAL	1Z31
9	CSA 70 TV-5 Mesa	General Districts Op	Power Pole Install	1701	SLE	1701
10	CSA 20 Joshua Tree	Park Districts	Desert View Conservation Program	1Z05	CFU	1Z05
11	Big Bear Alpine Zoo	Big Bear Valley Recreation and Park District	Relocation Project - design, construct new zoo, and relocate existing zoo to the new site	1Z19	CRR	1Z19
12	Big Bear Alpine Zoo	Big Bear Valley Recreation and Park District	Relocation Project - for lease payment at existing location until relocation has been completed	1Z19	CRR	1Z19
13	Big Bear Recreation and Park District	Big Bear Valley Recreation and Park District	Big Bear General Park Improvements	1604	CSZ	1604
14	Big Bear Recreation and Park District	Big Bear Valley Recreation and Park District	Paradise Park	5012	CSZ	5012
15	Bloomington Recreation and Park District	Bloomington Recreation and Park District	Kessler Park Improvements - multiple phased project to construct new facilities at an existing park including tot lot, baseball fields, skate park, concession building, and equestrian facilities	0009	CNJ	0009
16	CSA 59 Deer Lodge Park	Road Districts	Road Paving Project	1700	CMS	1700
17	CSA 69 Lake Arrowhead	Road Districts	Road Paving Project	1642	CFB	1642
18	CSA 69 Lake Arrowhead	Road Districts	Road Paving Project	3048	CFB	3048
19	CSA 42 Oro Grande	Sanitation Districts	Sewer System Repairs (Phase II)	1600	EKA	1600
20	CSA 42 Oro Grande	Sanitation Districts	Mill Street Railway Crossing	1707	EKA	1707
21	CSA 42 Oro Grande	Sanitation Districts	Flow Meter & Traffic Rated Vault for TXI	1708	EKA	1708
22	CSA 53B Fawnskin	Sanitation Districts	Collection System Repairs	1605	EAI	1605
23	CSA 53B Fawnskin	Sanitation Districts	Office Building	1606	EAI	1606
24	CSA 64 Spring Valley Lake	Sanitation Districts	Lakeview Lift Station Renovation	1631	EBL	1631
25	CSA 64 Spring Valley Lake	Sanitation Districts	Collection System Repairs	1632	EBL	1632
26	CSA 64 Spring Valley Lake	Sanitation Districts	Manhole Raising Phase II	1709	EBL	1709
27	CSA 64 Spring Valley Lake	Sanitation Districts	Sewer Line Replacement	5016	EBL	5016
28	CSA 70 GH Glen Helen	Sanitation Districts	Walkways and Fall Protection	1612	CXL	1612
29	CSA 70 GH Glen Helen	Sanitation Districts	Treatment Plant Upgrades	1613	CXL	1613
30	CSA 70 GH Glen Helen	Sanitation Districts	Screw Press for Sludge	1710	CXL	1710
31	CSA 70 GH Glen Helen	Sanitation Districts	Reach #1 Reclaimed Water Pipeline	1711	CXL	1711
32	CSA 70 S-3 Lytle Creek	Sanitation Districts	Lift Station Renovation	1608	CCU	1608
33	CSA 70 S-3 Lytle Creek	Sanitation Districts	Sewer Plant Renovation- Clarifier	1609	CCU	1609
34	CSA 70 S-3 Lytle Creek	Sanitation Districts	Sewer Plant Renovation- Oxidation Ditch	1610	CCU	1610
35	CSA 70 S-3 Lytle Creek	Sanitation Districts	Creekside Line Relocation & Protection	1611	CCU	1611

Special Districts
2016-17 Capital Improvement Program Projects

	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Dept Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
470,722		465,000	465,000		-	-	465,000	1
104,135		-	-		104,135	104,135	104,135	2
1,000,000		-	-		1,000,000	1,000,000	1,000,000	3
5,410,000		5,380,621	5,380,621		2,592	2,592	5,383,213	4
8,513,000		8,513,000	8,513,000		-	-	8,513,000	5
50,000		-	-		34,415	34,415	34,415	6
225,000		-	-		184,436	184,436	184,436	7
151,952		-	-		150,102	150,102	150,102	8
45,000		45,000	45,000		-	-	45,000	9
676,257		400,000	400,000		30,907	30,907	430,907	10
10,401,865		4,215,000	4,215,000		4,729,051	4,729,051	8,944,051	11
83,600		-	-		83,600	83,600	83,600	12
26,935		-	-		18,614	18,614	18,614	13
60,000		-	-		50,266	50,266	50,266	14
1,271,372		-	-		273,207	273,207	273,207	15
200,000		200,000	200,000		-	-	200,000	16
165,680		25,000	25,000		140,680	140,680	165,680	17
360,846		-	-		13,149	13,149	13,149	18
229,823		-	-		229,823	229,823	229,823	19
100,000		50,000	50,000		-	-	50,000	20
25,000		25,000	25,000		-	-	25,000	21
641,795		-	-		469,549	469,549	469,549	22
185,000		-	-		175,000	175,000	175,000	23
330,000		-	-		330,000	330,000	330,000	24
500,000		-	-		250,000	250,000	250,000	25
150,000		150,000	150,000		-	-	150,000	26
400,000		194,200	194,200		151,217	151,217	345,417	27
175,000		-	-		155,000	155,000	155,000	28
500,000		109,143	109,143		123,857	123,857	233,000	29
150,000		150,000	150,000		-	-	150,000	30
660,000		660,000	660,000		-	-	660,000	31
108,629		-	-		108,629	108,629	108,629	32
75,000		-	-		70,000	70,000	70,000	33
65,000		-	-		65,000	65,000	65,000	34
250,000		-	-		250,000	250,000	250,000	35

Special Districts
2016-17 Capital Improvement Program Projects

Proj.	Location/ Address	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
36	CSA 70 S-3 Lytle Creek	Sanitation Districts	Force Main Upgrade	1712	CCU	1712
37	CSA 70 S-3 Lytle Creek	Sanitation Districts	Bar Screen Upgrade	1713	CCU	1713
38	CSA 70 S-3 Lytle Creek	Sanitation Districts	Lytle Creek Plant Sewage Grinder	1714	CCU	1714
39	CSA 70 S-3 Lytle Creek	Sanitation Districts	Sewage Plant Pump #1	1715	CCU	1715
40	CSA 79 Green Valley Lake	Sanitation Districts	CCTV Inspection & Repair of Sewer Lines	1614	ENF	1614
41	CSA 79 Green Valley Lake	Sanitation Districts	Manhole Raising and Rehabilitation	1615	ENF	1615
42	CSA 79 Green Valley Lake	Sanitation Districts	Slip Line & Point Repairs	1716	ENF	1716
43	CSA 79 Green Valley Lake	Sanitation Districts	Easement Survey, Inspection & GIS	1717	ENF	1717
44	CSA 82 Searles Valley	Sanitation Districts	Replace 125' Sewer Main	1639	EFF	1639
45	CSA 82 Searles Valley	Sanitation Districts	Collection Line for School & Apt Complex	1718	EFF	1718
46	CSA 82 Searles Valley	Sanitation Districts	Pioneer Point outfall replacement and repairs	4008	EFF	4008
47	CSA 42 Oro Grande	Water Districts	TXI Land Acquisition / Design	2066	EAV	2066
48	CSA 42 Oro Grande	Water Districts	Reservoir 2 (Design)	2067	EAV	2067
49	CSA 42 Oro Grande	Water Districts	Water Chlorinators	1732	EAV	1732
50	CSA 64 Spring Valley Lake	Water Districts	Water Well #2 Pump	3041	CSJ	3041
51	CSA 64 Spring Valley Lake	Water Districts	Pebble Beach Reservoir #1 - Rehabilitation	1626	EDB	1626
52	CSA 64 Spring Valley Lake	Water Districts	Water System Chlorinators	1627	EDB	1627
53	CSA 64 Spring Valley Lake	Water Districts	Archway Relocation/Renovations	1640	EDB	1640
54	CSA 64 Spring Valley Lake	Water Districts	Tamarisk Reservoir	1703	EDB	1703
55	CSA 64 Spring Valley Lake	Water Districts	Santa Fe Reservoir Seismic Retrofit	1704	EDB	1704
56	CSA 64 Spring Valley Lake	Water Districts	Well #7 - design and site prep for a new well to comply with CA Dept. of Health Requirements for water storage in the district	1Z37	EDB	1Z37
57	CSA 70 CG Cedar Glen	Water Districts	Pipeline Replacement Project	1618	CRD	1618
58	CSA 70 CG Cedar Glen	Water Districts	Corrosion Control Study & Treatment	1619	CRD	1619
59	CSA 70 CG Cedar Glen	Water Districts	Pneumatic Tank	1641	CRD	1641
60	CSA 70 CG Cedar Glen	Water Districts	Tab Chlorinator	1723	CRD	1723
61	CSA 70 CG Cedar Glen	Water Districts	Water System Improvements	5014	CRD	5014
62	CSA 70 F Morongo Valley	Water Districts	Uranium Treatment System	1623	CWD	1623
63	CSA 70 F Morongo Valley	Water Districts	Tab Chlorinator	1722	CWD	1722
64	CSA 70 F Morongo Valley	Water Districts	Pipeline Replacement	1720	CWD	1720
65	CSA 70 J Oak Hills	Water Districts	Water Pipeline Replacement	1624	CCN	1624
66	CSA 70 J Oak Hills	Water Districts	Pilot Study for Chromium VI Treatment	1625	CCN	1625
67	CSA 70 J Oak Hills	Water Districts	Water Line Extensions	1628	CCN	1628
68	CSA 70 J Oak Hills	Water Districts	Well # 6	1629	CCN	1629
69	CSA 70 J Oak Hills	Water Districts	Water System Chlorinators	1630	CCN	1630
70	CSA 70 J Oak Hills	Water Districts	Transmission Line Replacement	1702	CCN	1702
71	CSA 70 J Oak Hills	Water Districts	Transmission Line 2A to 3A	5024	CCN	5024
72	CSA 70 J Oak Hills	Water Districts	Well House - install an enclosure around an existing well	2042	CQS	2042
73	CSA 70 W-3 Hacienda	Water Districts	Office Building	1621	EJQ	1621
74	CSA 70 W-3 Hacienda	Water Districts	Uranium Treatment System	1622	EJQ	1622
75	CSA 70 W-3 Hacienda	Water Districts	Tab Chlorinator	1721	EJQ	1721
76	CSA 70 W-3 Hacienda	Water Districts	Mainline Replacement	4020	EJQ	4020
77	CSA 70 W-4 Pioneertown	Water Districts	Reservoir Coating	1706	CQP	1706
78	CSA 70 W-4 Pioneertown	Water Districts	Offsite Pipeline Supply - design and construct a 3.5 mile water pipeline, a 75,000 gallon water reservoir, and a 200gpm pump station	1Z27	CQP	1Z27
						TOTAL

Special Districts
2016-17 Capital Improvement Program Projects

	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Dept Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
150,000		150,000	150,000		-	-	150,000	36
35,000		35,000	35,000		-	-	35,000	37
40,000		40,000	40,000		-	-	40,000	38
50,000		50,000	50,000		-	-	50,000	39
195,000		-	-		190,000	190,000	190,000	40
150,000		-	-		145,000	145,000	145,000	41
875,000		175,000	175,000		-	-	175,000	42
50,000		50,000	50,000		-	-	50,000	43
106,650		-	-		91,650	91,650	91,650	44
175,000		100,000	100,000		-	-	100,000	45
375,816		-	-		364,432	364,432	364,432	46
110,500		-	-		109,500	109,500	109,500	47
110,000		-	-		102,794	102,794	102,794	48
100,000		100,000	100,000		-	-	100,000	49
87,427		-	-		87,427	87,427	87,427	50
45,000		15,000	15,000		-	-	15,000	51
180,000		-	-		180,000	180,000	180,000	52
225,000		-	-		225,000	225,000	225,000	53
3,000,000		300,000	300,000		-	-	300,000	54
30,000		30,000	30,000		-	-	30,000	55
1,753,000		2,500	2,500		1,097,500	1,097,500	1,100,000	56
450,000		-	-		450,000	450,000	450,000	57
100,000		-	-		98,500	98,500	98,500	58
225,000		-	-		200,000	200,000	200,000	59
20,000		20,000	20,000		-	-	20,000	60
4,300,000		11,000	11,000		3,509,811	3,509,811	3,520,811	61
325,000		325,000	325,000		-	-	325,000	62
20,000		20,000	20,000		-	-	20,000	63
75,000		75,000	75,000		-	-	75,000	64
160,754		-	-		160,754	160,754	160,754	65
100,000		-	-		98,000	98,000	98,000	66
230,512		-	-		225,512	225,512	225,512	67
850,000		-	-		150,000	150,000	150,000	68
175,000		-	-		175,000	175,000	175,000	69
100,000		100,000	100,000		-	-	100,000	70
150,000		850	850		149,150	149,150	150,000	71
130,000		-	-		129,583	129,583	129,583	72
150,000		84,787	84,787		50,213	50,213	135,000	73
325,000		325,000	325,000		-	-	325,000	74
20,000		20,000	20,000		-	-	20,000	75
200,000		87,500	87,500		-	-	87,500	76
50,000		50,000	50,000		-	-	50,000	77
5,320,000		5,023,681	5,023,681		296,319	296,319	5,320,000	78
55,081,270		**27,772,282**	**27,772,282**		**17,479,374**	**17,479,374**	**45,251,656**	

SPECIAL DISTRICTS DEPARTMENT
2016-17 RESERVES
(SPECIAL REVENUE AND ENTERPRISE FUNDS)

FUND TYPE: SPECIAL REVENUE FUNDS

DISTRICT TYPE DISTRICT NAME and PROJECT NAME		FUND DEPT	2016-17 TOTAL REQUIREMENTS	2016-17 TOTAL SOURCES	2016-17 USE OF/(CONT. TO) RESERVES	2016-17 AVAILABLE RESERVES	2016-17 FUND BALANCE
GENERAL DISTRICTS							
CSA 70 Countywide Special Districts							
Termination Benefits Reserve	SKW	105			-	2,523,956	2,523,956
General Reserve	SKU	105		200,000	(200,000)	239,965	39,965
General Reserve	CAN	105	2,205,000		2,205,000	2,181,441	4,386,441
CSA Loan Fund	SKI	105	999,046	455,000	544,046	-	544,046
North Etiwanda Trust Reserve	VFG*	547		5,000	(5,000)	1,613,755	1,608,755
District Totals			3,204,046	660,000	2,544,046	6,559,117	9,103,163
TOTAL FOR GENERAL RESERVES			3,204,046	660,000	2,544,046	6,559,117	9,103,163

*VFG is a Permanent fund

PARK DISTRICTS

RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET

ROAD DISTRICTS

RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET

FUND TYPE: ENTERPRISE FUNDS

DISTRICT TYPE DISTRICT NAME and PROJECT NAME		FUND DEPT	2016-17 TOTAL REQUIREMENTS	2016-17 TOTAL SOURCES	2016-17 USE OF/(CONT. TO) NET POSITION	2016-17 EST. NET POSITION AVAILABLE	2016-17 TOTAL NET POSITION
SANITATION DISTRICTS							
CSA 42 Oro Grande							
Capital Replacement Reserve	EAW	310	75,000	12,061	62,939	55,381	118,320
Capital Expansion Reserve	EAZ	310			-	8,754	8,754
District Totals			75,000	12,061	62,939	64,135	127,074
CSA 53 B Fawnskin							
Capital Replacement Reserve	EAE	365		128,725	(128,725)	404,663	275,938
Capital Expansion Reserve	EAK	365		1,500	(1,500)	179,841	178,341
District Totals			-	130,225	(130,225)	584,504	454,279
CSA 64 Spring Valley Lake							
Capital Replacement Reserve	EBR	420	344,200	279,457	64,743	1,449,665	1,514,408
Capital Expansion Reserve	EBU	420		18,000	(18,000)	1,206,665	1,188,665
District Totals			344,200	297,457	46,743	2,656,330	2,703,073
CSA 70 GH Glen Helen							
Capital Replacement Reserve	ELI	306	919,143	164,359	754,784	817,914	1,572,698
District Totals			919,143	164,359	754,784	817,914	1,572,698
CSA 70 S-3 Lytle Creek							
Capital Replacement Reserve	ECM	305	275,000	79,338	195,662	150,595	346,257
Capital Expansion Reserve	EFN	305		550	(550)	185,503	184,953
District Totals			275,000	79,888	195,112	336,098	531,210
CSA 70 SP-2 High Country							
Capital Replacement Reserve	EFU	490		1,350	(1,350)	502,297	500,947
Capital Expansion Reserve	EFX	490		1,000	(1,000)	327,039	326,039
District Totals			-	2,350	(2,350)	829,336	826,986
CSA 70 SP-7 Lenwood							
Capital Replacement Reserve	ECZ	315		1,200	(1,200)	469,697	468,497
Capital Expansion Reserve	ECU	315			-	122,119	122,119
District Totals			-	1,200	(1,200)	591,816	590,616
CSA 79 Green Valley Lake							
Capital Replacement Reserve	EFS	485	225,000	194,362	30,638	597,001	627,639
Capital Expansion Reserve	EJS	485		110	(110)	31,012	30,902
District Totals			225,000	194,472	30,528	628,013	658,541
CSA 82 Searles Valley							
Capital Replacement Reserve	EIG	495	100,000	66,466	33,534	14,136	47,670
Capital Expansion Reserve	EGB	495		700	(700)	258,282	257,582
District Totals			100,000	67,166	32,834	272,418	305,252
TOTAL FOR SANITATION RESERVES			1,938,343	949,178	989,165	6,780,564	7,769,729

STREETLIGHTS

RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET

DISTRICT TYPE DISTRICT NAME and PROJECT NAME		FUND DEPT	2016-17 TOTAL REQUIREMENTS	2016-17 TOTAL SOURCES	2016-17 USE OF/(CONT. TO) NET POSITION	2016-17 EST. NET POSITION AVAILABLE	2016-17 TOTAL NET POSITION
FUND TYPE: ENTERPRISE FUNDS							
WATER DISTRICTS							
CSA 42 Oro Grande							
Capital Replacement Reserve	EAX	310	100,000	43,601	56,399	103,623	160,022
Capital Expansion Reserve	EAT	310			-	134,108	134,108
District Totals			100,000	43,601	56,399	237,731	294,130
CSA 64 Spring Valley Lake							
Capital Replacement Reserve	EIV	420	345,000	103,780	241,220	822,764	1,063,984
Capital Expansion Reserve	EBT	420		16,300	(16,300)	511,236	494,936
District Totals			345,000	120,080	224,920	1,334,000	1,558,920
CSA 70 CG Cedar Glen							
Capital Replacement Reserve	ELO	563	20,000	177,193	(157,193)	485,981	328,788
Capital Expansion Reserve	ELN	563		2,045	(2,045)	21,767	19,722
District Totals			20,000	179,238	(159,238)	507,748	348,510
CSA 70 F Morongo Valley							
Capital Replacement Reserve	EIO	135	95,000	72,903	22,097	18,472	40,569
Capital Expansion Reserve	EBX	135		355	(355)	147,427	147,072
District Totals			95,000	73,258	21,742	165,899	187,641
CSA 70 J Oak Hills							
Capital Replacement Reserve	EFO	165	100,000	201,500	(101,500)	449,686	348,186
Capital Expansion Reserve	EFG	165		58,000	(58,000)	3,236,176	3,178,176
Rate Stabilization Fund	EFZ	165		1,350	(1,350)	464,462	463,112
District Totals			100,000	260,850	(160,850)	4,150,324	3,989,474
CSA 70 W-3 Hacienda							
Capital Replacement Reserve	EFT	350	192,287	91,448	100,839	8,792	109,631
Capital Expansion Reserve	ECW	350		190	(190)	17,406	17,216
District Totals			192,287	91,638	100,649	26,198	126,847
CSA 70 W-4 Pioneertown							
Capital Replacement Reserve	EFW	360	50,000	44,336	5,664	94,212	99,876
District Totals			50,000	44,336	5,664	94,212	99,876
TOTAL FOR WATER RESERVES			902,287	813,001	89,286	6,516,112	6,605,398
GRAND TOTAL FOR RESERVES			6,044,676	2,422,179	3,622,497	19,855,793	23,478,290

FIRE PROTECTION DISTRICT
SUMMARY

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT					
ADMINISTRATION	502	22,937,733	22,937,733	0	212
MOUNTAIN REGIONAL SERVICE ZONE	509	18,564,816	18,195,196	369,620	103
NORTH DESERT REGIONAL SERVICE ZONE	512	45,630,291	45,630,291	0	227
SOUTH DESERT REGIONAL SERVICE ZONE	516	16,091,822	16,091,822	0	84
VALLEY REGIONAL SERVICE ZONE	520	65,696,398	65,504,745	191,653	292
COMMUNITY FACILITIES DISTRICT 2002-2	524	300,200	300,200	0	0
HAZARDOUS MATERIALS	526	8,171,535	8,171,535	0	46
HOMELAND SECURITY GRANT PROGRAM	529	4,392,392	4,392,392	0	0
HOUSEHOLD HAZARDOUS WASTE	531	3,262,929	3,262,929	0	34
OFFICE OF EMERGENCY SERVICES	534	2,911,634	2,806,014	105,620	19
TOTAL SPECIAL REVENUE FUNDS		187,959,750	187,292,857	666,893	1,017

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
TERM BENEFITS AND CAPITAL REPLACEMENT SET-ASIDES	537	8,060,289	2,607,911	5,452,378	0

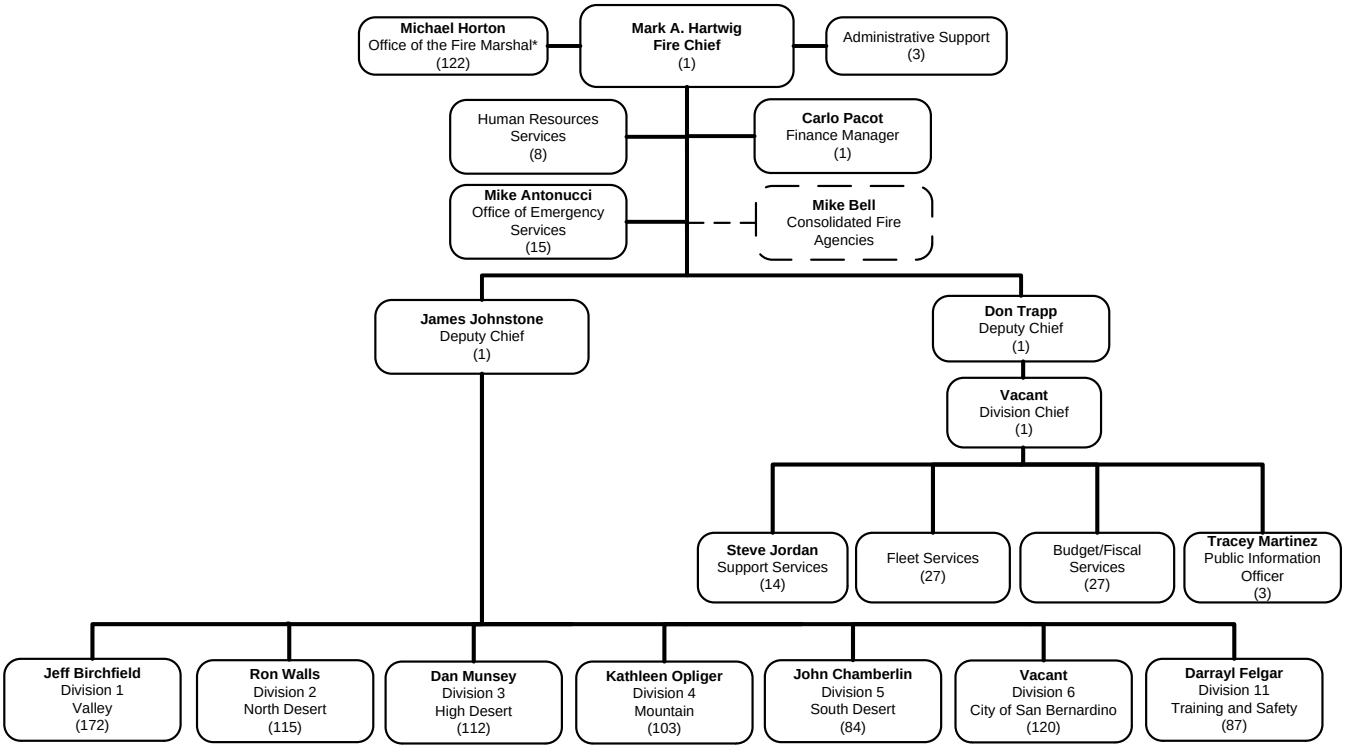
SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT

Mark A. Hartwig

DEPARTMENT MISSION STATEMENT

San Bernardino County Fire is a community based all-risk emergency services organization dedicated to the health and well-being of the citizens of San Bernardino County through a balance of regionalized services delivery and accountability to the local community.

ORGANIZATIONAL CHART



*Note: Office of the Fire Marshal includes the Hazardous Materials Division and the Household Hazardous Waste Division.

2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Fire Administration	22,937,733	22,937,733		0		212
Mountain Regional Service Zone	18,564,816	18,195,196		369,620		103
North Desert Regional Service Zone	45,630,291	45,630,291		0		227
South Desert Regional Service Zone	16,091,822	16,091,822		0		84
Valley Regional Service Zone	65,696,398	65,504,745		191,653		292
Community Facilities District 2002-2	300,200	300,200		0		0
Hazardous Materials	8,171,535	8,171,535		0		46
Homeland Security Grant Program	4,392,392	4,392,392		0		0
Household Hazardous Waste	3,262,929	3,262,929		0		34
Office of Emergency Services	2,911,634	2,806,014		105,620		19
Total Special Revenue Funds	187,959,750	187,292,857	0	666,893	0	1,017
Total - All Funds	187,959,750	187,292,857	0	666,893	0	1,017

2015-16 MAJOR ACCOMPLISHMENTS

- Established a Women's Inmate Fire Crew in collaboration and partnership with the Sheriff/Coroner/Public Administrator.
- Implemented electronic patient care reporting and billing.
- Implemented electronic payment option (by credit/debit cards and electronic check) for payment of all County Fire fees.
- Increased ambulance fee revenues from Medi-Cal managed care patients with Federal Medicaid matching funds through partnership with the County's largest Medi-Cal managed care providers (Inland Empire Health Plan and Molina Healthcare).

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Percentage decrease in delinquent accounts for all fees billed.	0%	30%	10%	30%
STRATEGY	Implement electronic payment options for customers to help reduce delinquent bills.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Ambulance billing collection rate.	27%	34%	34%	34%
STRATEGY	Implement electronic patient care reporting and ambulance billing using electronic trablets, web based software, and support from ICEMA to improve collection rate.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Ambulance revenues as a percentage of total ambulance operations costs.	N/A	35%	38%	38%
STRATEGY	Participate in Federally funded Ground Emergency Medical Transport (GEMT) cost reimbursement program.					
STRATEGY	Implement billing of First Responder Fee.					
STRATEGY	Contract with Medi-Cal managed care providers to participate in Federal Medicaid fund reimbursements for ambulance transports through Intergovernmental Transfer (IGT) funding mechanism.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage reduction in the number of hospital readmissions to ARMC for Medicare patients.	0%	30%	0%	30%
STRATEGY	In collaboration and partnership with the Arrowhead Regional Medical Center (ARMC), implemented a pilot community paramedic program to reduce hospital readmissions.					

Fire Administration

DESCRIPTION OF MAJOR SERVICES

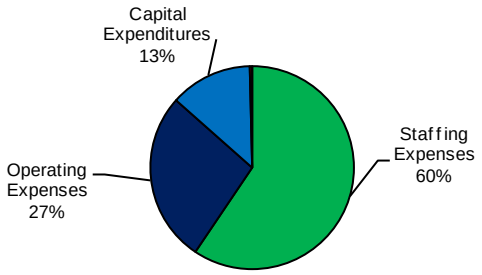
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$34,687,314
Total Sources (Incl. Reimb.)	$34,687,314
Use of/ (Contribution to) Fund Balance	$0
Total Staff	212

The San Bernardino County Fire Protection District (County Fire), with the inclusion of San Bernardino City following its annexation, covers approximately 16,585 square miles, operates over 70 fire stations and 11 facilities within four Regional Service Zones (Mountain, North Desert, South Desert and Valley), serves more than 60 unincorporated communities, the City of San Bernardino, City of Twentynine Palms, City of Grand Terrace, and the Town of Yucca Valley. Additionally, County Fire provides fire protection services through contracts to five cities, which include Adelanto, Needles, Victorville, Hesperia, and Fontana's independent fire protection district.

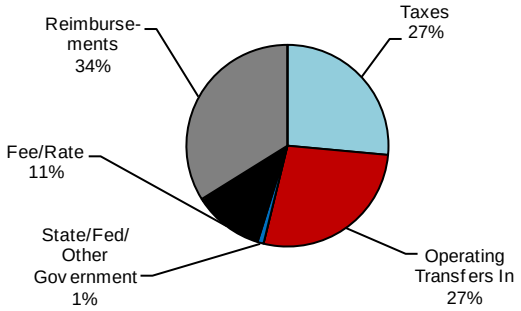
County Fire is an all-risk fire department providing emergency mitigation and management for fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, hazardous materials (HAZMAT) response, arson investigation, technical rescue including water borne, flooding and mudslide, winter rescue operations, hazard abatement, and terrorism and weapons of mass destruction. A significant factor of County Fire's services/programs include Helicopter Rescue, Dozer, fire abatement Hand Crews, Inmate Hand Crew specialized program (male and female), and Honor Guard. As part of disaster preparation, response, and mitigation, the Department's Office of Emergency Services specifically provides support and assistance to the 24 cities and towns, as well as all the unincorporated portions of the County. The field functions are supported by a County-wide management system that includes organizational business practices, human resources, financial and accounting services, vehicles services and support, and equipment warehousing and distribution. County Fire also provides for the management of community safety services such as fire prevention, building construction plans and permits, household hazardous waste, local oversight and collection program for hazardous materials, HAZMAT facility inspections, planning and engineering, and public education and outreach.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: San Bernardino County Fire Protection District - Administration

BUDGET UNIT: FPD 106
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	15,196,124	14,872,004	12,716,504	16,187,348	16,655,851	20,511,589	**4,324,241**
Operating Expenses	6,217,363	7,465,290	7,715,361	9,851,364	8,665,614	9,478,544	**(372,820)**
Capital Expenditures	2,746,610	3,899,289	5,989,224	5,129,745	4,164,281	4,564,000	**(565,745)**
Total Exp Authority	24,160,097	26,236,583	26,421,089	31,168,457	29,485,746	34,554,133	**3,385,676**
Reimbursements	(14,752,120)	(13,405,762)	(9,409,285)	(11,992,177)	(10,366,057)	(11,749,581)	**242,596**
Total Appropriation	9,407,977	12,830,821	17,011,804	19,176,280	19,119,689	22,804,552	**3,628,272**
Operating Transfers Out	898,154	162,814	100,000	110,613	110,613	133,181	**22,568**
Total Requirements	10,306,131	12,993,635	17,111,804	19,286,893	19,230,302	22,937,733	**3,650,840**
Sources							
Taxes	6,385,455	7,018,044	7,569,500	7,618,031	7,664,246	9,179,385	**1,561,354**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	815,631	780,033	1,207,338	1,100,015	813,335	336,902	**(763,113)**
Fee/Rate	1,194,259	1,294,570	1,564,331	1,689,149	2,466,117	3,818,772	**2,129,623**
Other Revenue	616,551	931,612	758,733	719,417	84,426	115,216	**(604,201)**
Total Revenue	9,011,896	10,024,259	11,099,902	11,126,612	11,028,124	13,450,275	**2,323,663**
Operating Transfers In	4,191,380	3,662,848	4,789,839	3,609,625	3,057,461	9,487,458	**5,877,833**
Total Financing Sources	13,203,276	13,687,107	15,889,741	14,736,237	14,085,585	22,937,733	**8,201,496**
Fund Balance							
Use of / (Contribution to) Fund Balance	(2,897,145)	(693,472)	1,222,063	4,550,656	5,144,717	0	**(4,550,656)**
Available Reserves				1,914,999	1,320,938	1,320,938	**(594,061)**
Total Fund Balance				6,465,655	6,465,655	1,320,938	**(5,144,717)**
Budgeted Staffing*	115	135	146	191	191	212	**21**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $22.9 million include the following:

- Staffing Expenses of $20.5 million to provide administrative, finance, and support services.
- Operating Expenses of $9.5 million for various costs including hazard abatement, airborne search and rescue, training, equipment/vehicle maintenance, facilities, warehouse, communications, and special programs.
- Capital Expenditures of $4.6 million include County Fire's replacement plan for vehicles, apparatus and other major equipment.

These costs are partially offset through Reimbursements of $11.7 million primarily from County Fire's other budget units, including the four Regional Service Zones, Office of the Fire Marshal, and the Office of Emergency Services, to fund administrative and support services functions.

Sources of $22.9 million primarily include the following:

- Property taxes of $9.2 million.
- Fee/Rate revenue of $3.8 million from contract cities, state grants, an agreement with the Land Use Services Department for hazard abatement, and various Board-approved fees.
- Operating Transfers In of $9.5 million include the following:
    - $3.7 million from County Fire reserves to fund various equipment/vehicle purchases and capital improvement projects.
    - $5.8 million from the County General Fund of which $3.5 million is for the vehicle replacement program and $2.3 million is to assist with operational costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $3.7 million which includes these significant changes:

- $4.3 million increase in Staffing Expenses primarily due to an increase in Budgeted Staffing of 21 positions, as detailed in the Staffing Changes and Operational Impact Section. This increase also includes the additional costs from negotiated salary increases.
- $372,820 decrease in Operating Expenses primarily due to the completion of various grant funded projects in 2015-16.
- $565,745 decrease in Capital Expenditures primarily due to less grant funds available for equipment purchases.

Sources are increasing by $8.2 million which includes these significant changes:

- $1.6 million of additional property taxes. Of this increase, $1.3 million is attributed to annexation of the San Bernardino City Fire Department.
- $763,113 decrease in State/Fed/Other Government revenue primarily due to less grant funds anticipated for 2016-17.
- $2.1 million increase in Fee/Rate revenue primarily due to:
    - $1.2 million of additional fire prevention fees resulting from annexation of the San Bernardino City Fire Department.
    - $600,000 from the Land Use Services Department for hazard abatement services.
- $5.9 million increase in Operating Transfers In, of which $5.6 million of this increase is from the County General Fund to assist with the replacement of aging fire apparatus and the cost of operations.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Administration	3	1	0	0	4	0	4
Administrative Support/PIO	6	0	0	0	6	2	4
Human Resources	7	1	0	0	8	1	7
Budget and Fiscal Services	22	3	-1	0	24	0	24
Support Services and Warehouse	12	2	0	0	14	0	14
Office of the Fire Marshal: Fire Prevention	28	14	0	0	42	0	42
Fleet Services/Parts	24	3	0	0	27	0	27
Special Ops: Training/Safety/EMS Division	89	19	-21	0	87	23	64
Total	191	43	-22	0	212	26	186

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $20.5 million fund 212 budgeted positions of which 186 are regular positions and 26 are limited term positions. This budget reflects a net increase of 21 positions, which includes the addition of the following 43 new positions:

- A total of 22 positions to meet the projected increase in service demands from recent annexations (San Bernardino City Fire and the Fire Department of the Twentynine Palms Water District) to the San Bernardino County Fire Protection District:

    - Eight Fire Prevention positions (one Fire Prevention Supervisor; two Fire Prevention Specialists; one Fire Prevention Officer/Arson; three Fire Prevention Officers; and one Office Assistant II) to facilitate community safety, education/prevention, citation, and licensing services.

- Six positions (one Battalion Chief; two Captains; one EMS Nurse Educator; one Fire Equipment Technician II; and one extra-help Public Service Employee) for additional training classes and growing services provided by the Department's Training/Special Operations Division.
- Four positions (one Principal Budget Officer; one Human Resources Assistant; one Accounting Technician; and one Fiscal Assistant) for support of the increased administrative, personnel, and fiscal duties.
- Three Fire Agency Mechanics for the repair and maintenance of specialized fire equipment.
- One Division Chief to oversee various support services of the Department.

- A total of 12 Fire Suppression Aide (FSA) positions (four FSA II and eight FSA III) for hazard abatement services and the hand crew program.
- Two positions (one Captain and one Firefighter/Paramedic) for continuation of the Helicopter Program.
- Three positions (one Fire Prevention Officer and two Office Assistant II's) to provide additional services to the Fontana Fire Protection District in accordance with Agreement No. 08-805, as amended on March 1, 2016 (Item No. 80).
- Two positions (one Fire Prevention Officer and one Office Assistant II) for fire prevention services in the South Desert Regional Service Zone.
- One Fire Prevention Officer to provide fire prevention services for the Valley Regional Service Zone.
- One Finance Manager to manage the Department's Budget/Fiscal Division.

The above increases are partially offset by the following deletion of 22 positions:

- A total of 21 extra-help FSA positions (three FSA I's; eight FSA II's; and ten FSA III's) are replaced by regular FSA positions.
- The Budget and Fiscal Manager position is deleted due to the addition of a new Finance Manager position included in the 2016-17 budget.

Mountain Regional Service Zone

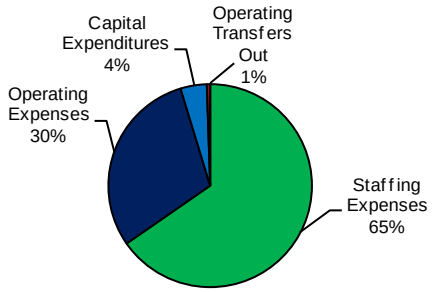
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$18,564,816
Total Sources (Incl. Reimb.)	$18,195,196
Use of/ (Contribution to) Fund Balance	$369,620
Total Staff	103

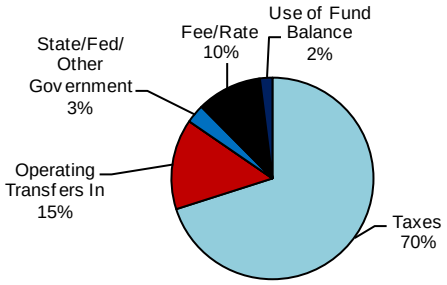
The Mountain Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection services to the areas of Angelus Oaks (Station #98), Fawnskin (Station #96), Forest Falls (Station #99), Green Valley Lake (Station #95), and Lake Arrowhead (Stations #91, #92, #93 and #94). Ambulance transport services are also provided to the Lake Arrowhead community out of Stations #91, #92 and #94. The Mountain Regional Service Zone also provides fire protection services to the former communities within the Crest Forest Fire Protection District through annexation (Stations #24, #25, #26, #28, #29 and #30). Additionally, within the Mountain Regional Service Zone there are two voter approved special tax paramedic service zones which provide services to the mountain communities.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Mountain Regional Service Zone

BUDGET UNIT: FMZ 600
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	6,820,843	9,648,611	10,733,541	11,053,411	11,357,542	12,129,198	**1,075,787**
Operating Expenses	2,605,201	3,781,209	4,566,419	4,363,091	3,994,045	5,563,582	**1,200,491**
Capital Expenditures	0	407,823	20,911	472,210	247,082	773,820	**301,610**
Total Exp Authority	9,426,044	13,837,643	15,320,871	15,888,712	15,598,669	18,466,600	**2,577,888**
Reimbursements	0	(72,685)	(290,509)	0	0	0	**0**
Total Appropriation	9,426,044	13,764,958	15,030,362	15,888,712	15,598,669	18,466,600	**2,577,888**
Operating Transfers Out	90,557	201,511	10,000	54,449	54,449	98,216	**43,767**
Total Requirements	9,516,601	13,966,469	15,040,362	15,943,161	15,653,118	18,564,816	**2,621,655**
Sources							
Taxes	8,218,638	8,539,167	8,694,440	12,570,252	12,672,731	13,008,381	**438,129**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	162,559	232,962	257,113	351,276	335,123	555,271	**203,995**
Fee/Rate	949,171	5,394,277	5,561,117	2,118,505	1,864,545	1,892,070	**(226,435)**
Other Revenue	196,706	161,232	47,041	51,990	61,344	44,281	**(7,709)**
Total Revenue	9,527,074	14,327,638	14,559,711	15,092,023	14,933,743	15,500,003	**407,980**
Operating Transfers In	770,238	621,518	182,361	931,011	658,918	2,695,193	**1,764,182**
Total Financing Sources	10,297,312	14,949,156	14,742,072	16,023,034	15,592,661	18,195,196	**2,172,162**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(780,711)	(982,687)	298,290	(79,873)	60,457	369,620	**449,493**
Available Reserves				2,726,125	2,585,795	2,216,175	**(509,950)**
Total Fund Balance				2,646,252	2,646,252	2,585,795	**(60,457)**
Budgeted Staffing*	99	92	96	97	97	103	**6**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $18.6 million primarily include the following:

- Staffing Expenses of $12.1 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of $5.6 million for operations of 14 fire stations including facility costs, equipment, vehicle services, and various other services/supplies.
- Capital Expenditures of $773,820 for various improvement projects and equipment purchases.

Sources of $18.2 million primarily include the following:

- Property taxes of $13.0 million.
- Fee/Rate revenue of $1.9 million from ambulance services and special assessments.
- Operating Transfers In of $2.7 million ($1.4 million from County Fire set-asides for various capital improvements and $1.3 million from the County General Fund to assist with operational costs of this regional service zone).

Within the Mountain Regional Service Zone are two Paramedic Service Zones (PM-1 Lake Arrowhead and PM-4 Crestline) that are funded by voter approved special taxes. The details of each service zone follows:

Service Zone PM-1 Lake Arrowhead is funded by a voter approved special tax authorized by the Board of Supervisors in September 1986 (originally under CSA 70 Zone PM-1). Service Zone PM-1 provides supplemental funding to support paramedic services to the communities of Lake Arrowhead and is funded by a voter approved special tax (originally $10 per parcel, but was increased to the not to exceed amount of $17 per parcel through voter approval in June 1991). This special tax is applicable to approximately 18,318 parcels. Services are provided through Fire Stations #91, #92 and #94.

Service Zone PM-4 Crestline special tax was approved by the voters on May 21, 1991 and imposed by the Board of Directors in May 1992 (formerly PM-A with Crest Forest Fire Protection District before annexation). Service Zone PM-4 provides supplemental funding to support paramedic services to the communities in and around Crestline and is funded by a voter approved per parcel tax of $24.50 (Undeveloped Parcel), $39.50 (Individual Dwelling Unit) and $45.00 (Commercial Unit). This special tax does not include an inflation factor or cost of living increase. Parcel count relative to this special tax is approximately 13,786 for 2016-17 (258 Commercial Units, 6,210 Undeveloped Parcels, and 7,318 Individual Dwelling Units). Services are provided through Fire Stations #25 and #26.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.6 million which includes the following significant changes:

- $1.1 million increase in Staffing Expenses due to a net increase of six positions, as explained in the Staffing Changes and Operational Impact section, and additional costs from negotiated salary increases.
- $1.2 million increase in Operating Expenses primarily due to additional costs for vehicle insurance premiums, station repairs/improvements, and payments related to the Intergovernmental Transfer (IGT) program.
- $301,610 increase in Capital Expenditures for various capital improvement projects.

Sources are increasing by $2.2 million which includes the following significant changes:

- $438,129 increase in property tax revenue.
- $1.8 million increase in Operating Transfers In ($1.1 million of this amount is from the County General Fund to assist with operational costs and the remaining increase of approximately $700,000 is from County Fire set-asides for capital improvement projects).

ANALYSIS OF FUND BALANCE

This budget includes the Use of Fund Balance of $369,620 to fund a number of small capital improvement projects.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Mountain Regional Service Zone	97	16	-10	0	103	26	77
Total	97	16	-10	0	103	26	77

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $12.1 million fund 103 budgeted positions of which 77 are regular positions and 26 are limited term positions. This budget includes a net increase of six positions as follows:

- Addition of 15 positions (three Firefighter-Paramedics; six Ambulance Operator-Emergency Medical Technicians; and six Ambulance Operator-Paramedics) to complete the staffing needs of the limited term conversion process at Fire Stations #25 and #26.
- Addition of one Office Assistant I for use as a mail runner.
- Deletion of nine limited-term firefighter positions to facilitate the department's conversion from limited term to regular positions at Fire Stations #25 and #26.
- Deletion of a vacant Paid Call Firefighter (PCF) position that will have no impact on operations.

North Desert Regional Service Zone

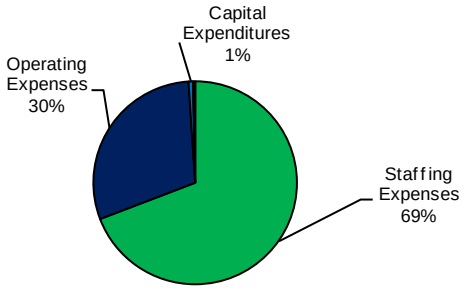
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$47,042,361
Total Sources (Incl. Reimb.)	$47,042,361
Use of/ (Contribution to) Fund Balance	$0
Total Staff	227

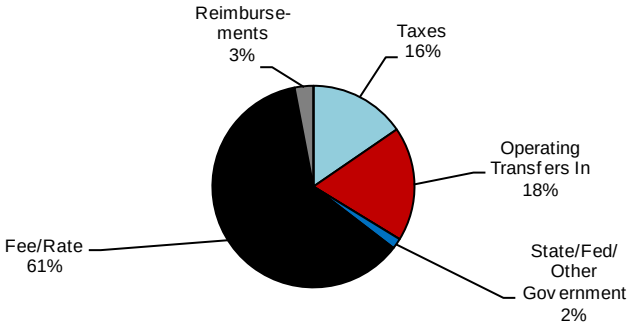
The North Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission resolution 2997. This regional service zone provides fire protection and paramedic services to the areas of Spring Valley Lake (Station #22), Summit Valley (Station #48), Lucerne Valley (Station #8), Lucerne Valley – East (Station #7), Silver Lakes (Station #4), Phelan (Station #10), Wrightwood (Station #14), Pinon Hills (Station #13), El Mirage (Station #11), Baldy Mesa (Station #16), Mt. View Acres (Station #37), Harvard (Station #52), Baker (Station #53), Hinkley (Station #56) and Searles Valley (Station #57). Fire protection services are also provided to the cities of Adelanto (Station #322), Victorville (Stations #311, #312, #313, #314 and #319) and the Hesperia Fire Protection District (Stations, #302, #304 and #305) through service contracts. Ambulance transport services are provided in Lucerne Valley, Searles Valley, and Wrightwood. Additionally, within the North Desert Regional Service Zone there are four voter approved special tax fire protection zones that provide services to the communities of Red Mountain, Windy Acres, El Mirage, and Helendale/Silver Lakes.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: North Desert Regional Service Zone

BUDGET UNIT: FNZ 590
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	27,295,725	29,559,293	33,274,943	32,932,670	32,330,580	32,547,349	**(385,321)**
Operating Expenses	11,260,771	11,397,506	11,052,010	13,124,648	12,629,893	14,005,146	**880,498**
Capital Expenditures	38,924	47,502	18,520	278,491	152,618	327,918	**49,427**
Total Exp Authority	38,595,420	41,004,301	44,345,473	46,335,809	45,113,091	46,880,413	**544,604**
Reimbursements	(217,191)	(641,969)	(1,344,610)	(1,352,290)	(1,352,290)	(1,412,070)	**(59,780)**
Total Appropriation	38,378,229	40,362,332	43,000,863	44,983,519	43,760,801	45,468,343	**484,824**
Operating Transfers Out	143,680	146,241	20,000	108,898	108,898	161,948	**53,050**
Total Requirements	38,521,909	40,508,573	43,020,863	45,092,417	43,869,699	45,630,291	**537,874**
Sources							
Taxes	5,940,284	6,195,657	6,497,885	6,629,988	7,059,317	7,249,494	**619,506**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	206,451	314,471	294,961	415,787	485,417	793,430	**377,643**
Fee/Rate	27,756,469	28,823,764	29,369,414	29,301,743	28,701,635	28,865,827	**(435,916)**
Other Revenue	212,442	160,822	194,964	69,039	107,652	96,509	**27,470**
Total Revenue	34,115,646	35,494,714	36,357,224	36,416,557	36,354,021	37,005,260	**588,703**
Operating Transfers In	6,317,816	6,125,129	7,226,943	5,863,963	4,804,376	8,625,031	**2,761,068**
Total Financing Sources	40,433,462	41,619,843	43,584,167	42,280,520	41,158,397	45,630,291	**3,349,771**
Fund Balance							
Use of / (Contribution to) Fund Balance	(1,911,553)	(1,111,270)	(563,304)	2,811,897	2,711,302	0	**(2,811,897)**
Available Reserves				850,294	950,889	950,889	**100,595**
Total Fund Balance				3,662,191	3,662,191	950,889	**(2,711,302)**
Budgeted Staffing*	321	275	284	237	237	227	**(10)**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $45.6 million primarily include the following:

- Staffing Expenses of $32.5 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of $14.0 million for operations of 24 fire stations including facility costs, equipment, vehicle services, and various other services/supplies.

Sources of $45.6 million primarily include the following:

- Property taxes of $7.2 million.
- Fee/Rate revenue of $28.9 million from fire protection contracts, ambulance services and special assessment taxes.
- Operating Transfers In of $8.6 million, which includes County General Fund support of $8.1 million for operational costs of this regional service zone.

Within the North Desert Regional Service Zone, there are four Fire Protection Service Zones (Service Zones): FP-1 Red Mountain, FP-2 Windy Acres, FP-3 El Mirage, and FP-5 Helendale/Silver Lakes that are funded by voter approved special taxes. Details of each service zone follows:

- **Service Zone FP-1 Red Mountain** special tax was originally authorized by the Board of Supervisors in December 1964 (originally under CSA 30 Zone FP-1). Service Zone FP-1 provides fire protection services to the community of Red Mountain. These services are funded by a special tax not to exceed $332 per parcel as approved by the voters in May 1985. This special tax rate can be increased up to 3% annually for cost of living increases until it reaches the maximum rate allowed. The special tax rate budgeted for 2016-17 is

$181.41 per parcel and is presently applicable to 72 parcels. In addition to this special tax, County Fire receives a General Fund allocation of $385,992 to provide fire protection services to this service zone through a contract with the Kern County Fire Department.

- **Service Zone FP-2 Windy Acres** special tax was originally authorized in January 1985 by the Board of Supervisors (originally under CSA 70 Zone FP-2). Service Zone FP-2 provides fire protection services to the community of Windy Acres. These services are funded by a special tax not to exceed $407 per parcel as approved by the voters in May 1985. This special tax rate can be increased up to 3% annually for cost of living increases until it reaches the maximum rate allowed. The special tax rate budgeted for 2016-17 is $84.87 per parcel and is presently applicable to 117 parcels. In addition to this special tax, County Fire receives a General Fund allocation of $385,993 to provide fire protection services to this service zone through a contract with the Kern County Fire Department.

- **Service Zone FP-3 El Mirage** special tax was originally authorized by the Board of Supervisors in March 1987 (originally under CSA 38 N Zone FP-3). Service Zone FP-3 provides fire protection services to the community of El Mirage. These services are funded by a special tax of $9.00 per parcel with no annual inflationary rate as approved by the voters in July 1987. This special tax is currently applicable to 3,545 parcels. Services are provided through Fire Stations #11 and #322.

- **Service Zone FP-5 Helendale/Silver Lakes** special tax was originally authorized by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). Service Zone FP-5 provides for fire protection and paramedic staffing services to the community of Helendale/Silver Lakes. These services are funded by a special tax originally of $117 per parcel that includes an annual cost of living increase of up to 3% as approved by the voters in August 2006. The special tax rate budgeted for 2016-17 is $148.23 per parcel and is presently applicable to 7,662 parcels. Services are provided through Fire Station #4.

Within the North Desert Regional Service Zone, San Bernardino County Fire Protection District provides contract services to the cities of Adelanto, Victorville and the Hesperia Fire Protection District.

	2016-17			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
City of Adelanto	2,235,006	2,235,006	0	9
City of Victorville	14,056,094	14,056,094	0	54
Hesperia Fire Protection District	9,710,884	9,710,884	0	54
Total Contracts	26,001,984	26,001,984	0	117

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $537,874 which includes additional Operating Expenses of $880,498 primarily due to increases in vehicle insurance premiums, costs related to the IGT program, and County Fleet Management Department charges.

Sources are increasing $3.3 million which includes the following significant changes:

- $619,506 increase in property taxes based on 2015-16 estimates and projected growth.
- $2.8 million increase in Operating Transfers In consisting of:
    - An additional allocation of $3.7 million from the County General Fund for the cost of fire protection services rendered in the unfunded/under-funded areas of the North Desert Regional Service Zone.
    - Approximately $900,000 less from County Fire set-asides.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
North Desert Regional Service Zone	237	4	-14	0	227	17	210
Total	237	4	-14	0	227	17	210

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $32.5 million fund 227 budgeted positions of which 210 are regular positions and 17 are limited term positions. This budget includes a net decrease of 10 positions as follows:

- Addition of three Firefighter-Paramedic positions at Station #53 as part of County Fire's process of converting limited term to regular positions.
- Addition of one Office Assistant I for use as a mail runner.
- Deletion of six limited term Firefighter positions resulting from closure of Victorville contract fire station #315.
- Deletion of five Paid Call Firefighter positions. Since these positions have remained vacant, their deletions should have no impact on operations.
- Deletion of three limited term Firefighter positions at Station #53 to facilitate County Fire's conversion from limited term to regular positions.

South Desert Regional Service Zone

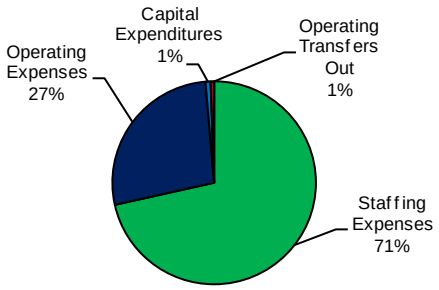
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$16,385,836
Total Sources (Incl. Reimb.)	$16,385,836
Use of/ (Contribution to) Fund Balance	$0
Total Staff	84

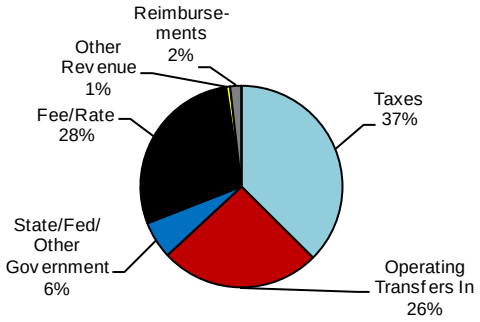
The South Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services, as applicable, to the areas of Big River (Station #17), Black Meadow Landing (Station #55), Havasu Landing (Station #18), Johnson Valley (Station #43), Joshua Tree (Station #36), Landers (Station #19), Panorama Heights (Station #35), Parker Strip (Station #21), Pioneertown (Station #38), Yucca Mesa (Station #42), Yucca Valley (Station #41), Wonder Valley (Station #45), and Needles (Stations #31). The South Desert Regional Service Zone now provides fire protection services to Twentynine Palms through annexation (Station #421). Fire protection services are also provided to the City of Needles through a service contract. Ambulance transport service provided to Havasu Lake and paramedic service, including ambulance transport, is provided to Yucca Valley. Additionally, within the South Desert Regional Service Zone are three voter approved special tax fire protection zones that provide additional funding for services to the communities of Wonder Valley, Havasu Lake and Twentynine Palms.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: South Desert Regional Service Zone

BUDGET UNIT: FSZ 610
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	7,091,597	7,023,786	8,044,448	8,748,860	9,146,911	11,715,968	**2,967,108**
Operating Expenses	3,443,746	3,197,153	2,622,983	3,315,909	3,061,035	4,446,526	**1,130,617**
Capital Expenditures	96,116	174,363	145,750	415,450	355,987	131,500	**(283,950)**
Total Exp Authority	10,631,459	10,395,302	10,813,181	12,480,219	12,563,933	16,293,994	**3,813,775**
Reimbursements	(8,333)	(63,995)	(223,605)	(272,236)	(272,236)	(294,014)	**(21,778)**
Total Appropriation	10,623,126	10,331,307	10,589,576	12,207,983	12,291,697	15,999,980	**3,791,997**
Operating Transfers Out	101,877	162,071	10,000	54,449	54,449	91,842	**37,393**
Total Requirements	10,725,003	10,493,378	10,599,576	12,262,432	12,346,146	16,091,822	**3,829,390**
Sources							
Taxes	5,166,887	5,685,317	5,678,316	5,674,154	6,163,261	6,138,291	**464,137**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	220,097	213,243	126,283	498,690	507,960	978,259	**479,569**
Fee/Rate	2,172,834	3,099,605	2,366,346	2,496,243	2,390,258	4,673,113	**2,176,870**
Other Revenue	127,450	96,262	109,884	72,268	81,644	103,068	**30,800**
Total Revenue	7,687,268	9,094,427	8,280,829	8,741,355	9,143,123	11,892,731	**3,151,376**
Operating Transfers In	3,695,411	3,746,648	3,321,755	1,152,109	1,152,109	4,199,091	**3,046,982**
Total Financing Sources	11,382,679	12,841,075	11,602,584	9,893,464	10,295,232	16,091,822	**6,198,358**
Fund Balance							
Use of / (Contribution to) Fund Balance	(657,676)	(2,347,697)	(1,003,008)	2,368,968	2,050,914	0	**(2,368,968)**
Available Reserves				2,061,466	2,379,520	2,379,520	**318,054**
Total Fund Balance				4,430,434	4,430,434	2,379,520	**(2,050,914)**
Budgeted Staffing*	129	93	99	82	82	84	**2**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $16.1 million primarily include the following:

- Staffing Expenses of $11.7 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of $4.4 million for operations of 14 fire stations including facility costs, equipment, vehicle services, and various other services/supplies.

Sources of $16.1 million primarily include the following:

- Property taxes of $6.1 million.
- Fee/Rate revenue of $4.7 million from fire protection contracts, ambulance services, and special assessment taxes.
- Operating Transfers In of $4.2 million, of which $4.1 million is from the County General Fund to support operational costs of this regional service zone.

There are three Fire Protection Service Zones (Service Zones) within the South Desert Regional Service Zone: FP-4 Wonder Valley, FP-6 Havasu Lake and FP-5 Twentynine Palms that are funded by voter approved special taxes. Details of these service zones follows:

Service Zone FP-4 Wonder Valley special tax was approved by the voters on June 7, 2005. Service Zone FP-4 provides fire protection services to the community of Wonder Valley. These services are funded by a special tax of $30 per parcel with an annual 1.5% cost of living increase. The special tax rate budgeted for 2016-17 is $34.31 per parcel and is presently applicable to 4,658 parcels. Services are provided through Fire Station #45.

Service Zone FP-5 Twentynine Palms special tax was originally authorized by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). Approval of the Twentynine Palms fire power authority reorganization in 2016 annexed the service area of the Twentynine Palms community defined as the boundaries of the Water District, including the area already in County Fire's existing service area, into County Fire's Service Zone FP-5. The annexation to Service Zone FP-5 includes a special tax for funding of fire protection and emergency medical response services. This special tax includes an annual inflationary rate of up to a maximum 3% increase. The special tax rate budgeted for 2016-17 is $148.23 per parcel and is presently applicable to 15,597 parcels. Services are provided through Fire Station #421.

Service Zone FP-6 Havasu Lake special tax was originally authorized by the Board of Directors of the San Bernardino County Fire Protection District in February 2009. Service Zone FP-6 provides fire protection services to the community of Havasu Lake. These services are funded by a special tax of $113.49 per parcel with a maximum annual cost of living increase of 3% as approved by the voters in May 2009. The special tax rate budgeted for 2016-17 is $131.57 per parcel and is presently applicable to 1,334 parcels. Services are provided through Fire Station #18.

Within the South Desert Regional Service Zone, San Bernardino County Fire Protection District provides contract services to the City of Needles.

	2016-17			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
City of Needles	604,965	604,965	0	3
Total Contracts	604,965	604,965	0	3

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $3.8 million. This increase is primarily due to costs associated with the addition of Fire Station #421 through annexation of the Twentynine Palms Water District's fire responsibilities, replacement of limited term to regular positions at Fire Station #45, and expansion of the IGT program.

Sources are increasing by $6.2 million as follows:

- $464,137 increase in property taxes based primarily on 2015-16 estimates and no growth.
- $479,569 increase in State/Federal/Other Government revenue from continued participation in the IGT program that funds Medicaid managed care costs.
- $2.1 million of additional Fee/Rate revenue due to an increase in special tax proceeds resulting from annexation of the Twentynine Palms Water District's fire responsibilities into Service Zone FP-5.
- $3.0 million increase in Operating Transfers In, of which $2.9 million is from the County General Fund for support of fire protection services rendered in the unfunded/under-funded areas of the South Desert Regional Zone.

ANALYSIS OF FUND BALANCE

There is no Use of Fund Balance budgeted for 2016-17.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
South Desert Regional Service Zone	82	16	-14	0	84	9	75
Total	82	16	-14	0	84	9	75

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $11.7 million fund 84 budgeted positions of which 75 are regular positions and nine are limited term positions. This budget includes a net increase of two positions as follows:

- Addition of ten positions (three Captains, three Engineers, three Firefighter-Paramedics, and one Paid Call Firefighter) due to the annexation of Twentynine Palms fire station #421.
- Addition of six positions (three Captains and three Firefighter-Paramedics) to complete the conversion process from limited-term to regular positions at fire station #45.
- Deletion of eight Paid Call Firefighter positions. Since these positions have remained vacant, their deletions should have no impact on operations.
- Deletion of six limited term firefighter positions at fire station #45 due to the process of converting to regular positions.

Valley Regional Service Zone

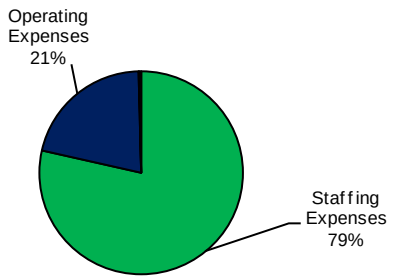
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$66,991,404
Total Sources (Incl. Reimb.)	$66,799,751
Use of/ (Contribution to) Fund Balance	$191,653
Total Staff	292

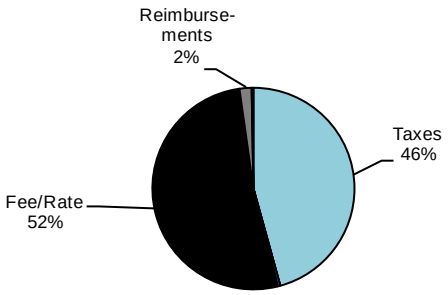
The Valley Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services to the unincorporated areas of Colton, Devore (Station #2), San Antonio Heights (Station #12), Lytle Creek (Station #20), Mt Baldy (Station #200), Muscoy (Station #75), Bloomington (Station #76), Grand Terrace (Station #23), Mentone (Station #9), Oak Glen (Station #555), Little Mountain, and Highland. Fire protection services are also provided to the Fontana Fire Protection District (Stations #71, #72, #73, #74, #77, #78 and #79) through a service contract. The Valley Regional Service Zone now provides fire protection services to the City of San Bernardino through annexation (Stations #221, #222, #224, #225, #226, #227, #228, #229, #231 and #232). Additionally, there are two voter approved special tax paramedic service zones within the Valley Regional Service Zone which provide services to the communities of Highland and Yucaipa, as well as one voter approved special tax fire protection zone for San Bernardino City.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Valley Regional Service Zone

BUDGET UNIT: FVZ 580
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	22,589,491	24,634,852	28,797,694	29,495,744	29,667,072	52,609,745	**23,114,001**
Operating Expenses	7,312,274	7,265,015	7,102,215	9,494,133	8,592,990	14,108,107	**4,613,974**
Capital Expenditures	1,147,663	318,157	345,947	137,968	25,400	66,120	**(71,848)**
Total Exp Authority	31,049,428	32,218,024	36,245,856	39,127,845	38,285,462	66,783,972	**27,656,127**
Reimbursements	(9,431)	(283,036)	(824,987)	(1,143,292)	(1,143,292)	(1,295,006)	**(151,714)**
Total Appropriation	31,039,997	31,934,988	35,420,869	37,984,553	37,142,170	65,488,966	**27,504,413**
Operating Transfers Out	177,234	870,156	10,000	49,143	49,143	207,432	**158,289**
Total Requirements	31,217,231	32,805,144	35,430,869	38,033,696	37,191,313	65,696,398	**27,662,702**
Sources							
Taxes	8,529,642	9,270,346	9,765,198	9,696,949	10,262,650	30,629,183	**20,932,234**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	229,176	343,966	317,286	86,180	85,022	288,033	**201,853**
Fee/Rate	20,141,452	20,946,649	23,891,768	24,956,654	24,833,301	34,538,458	**9,581,804**
Other Revenue	1,359,695	932,062	91,938	18,226	46,947	49,071	**30,845**
Total Revenue	30,259,965	31,493,023	34,066,190	34,758,009	35,227,920	65,504,745	**30,746,736**
Operating Transfers In	2,540,731	3,348,452	3,776,405	926,188	229,367	0	**(926,188)**
Total Financing Sources	32,800,696	34,841,475	37,842,595	35,684,197	35,457,287	65,504,745	**29,820,548**
Fund Balance							
Use of / (Contribution to) Fund Balance	(1,583,465)	(2,036,331)	(2,411,726)	2,349,499	1,734,026	191,653	**(2,157,846)**
Available Reserves				4,025,597	4,641,070	4,449,417	**423,820**
Total Fund Balance				6,375,096	6,375,096	4,641,070	**(1,734,026)**
Budgeted Staffing*	210	177	191	170	170	292	**122**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $65.7 million primarily include the following:

- Staffing Expenses of $52.6 million to provide fire protection, paramedic, and administrative services to the regional service zone.
- Operating Expenses of $14.1 million for operations of 26 fire stations including facility costs, equipment, vehicle services, and various other services/supplies.

Sources of $65.5 million primarily include property taxes of $30.6 million and Fee/Rate revenue of $34.5 million from contracts and special assessment taxes.

Within the Valley Regional Service Zone, there are two Paramedic Service Zones (Service Zones): PM-2 Highland and PM-3 Yucaipa that are funded by voter approved special taxes. Additionally, there is one Fire Protection Service Zone (Service Zone): FP-5 San Bernardino City which is funded by a voter approved special tax. The following is more detail of these service zones:

Service Zone PM-2 Highland special tax was originally authorized by the Board of Supervisors on July 1985 (originally under CSA 38 L Zone PM-2). Service Zone PM-2 provides paramedic services to the unincorporated area of Highland and the unincorporated area of San Bernardino. These services are funded by a special tax not to exceed $19 per residential unit and $38 per commercial unit, with no annual inflationary increase as approved by the voters on November 5, 1995. These maximum special tax rates are budgeted for this fiscal year. There are currently 5,360 residential dwelling units and 82 commercial units for which this special tax is applicable.

Service Zone PM-3 Yucaipa special tax was authorized by the Board of Supervisors in December 1986 (originally under CSA 38 M Zone PM-3) and the City of Yucaipa detached from the service zone in July 1999. Service Zone PM-3 provides paramedic services to the unincorporated area of Yucaipa through a contract with the City of Yucaipa. Services are funded by a special tax not to exceed $24 per residential unit and $35 per commercial unit with no annual inflationary increase, as approved by the voters on June 2, 1987. There are currently 224 residential units and 78 commercial units for which this special tax is applicable.

Service Zone FP-5 San Bernardino City special tax was originally approved by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). Approval of the San Bernardino City Fire reorganization includes annexation into the Service Zone FP-5, which includes a special tax for funding of fire protection and emergency medical response services. This special tax has an annual inflationary rate of up to a maximum 3% increase. The current special tax rate for FP-5 is $148.23 per parcel and is presently applicable to 53,180 parcels. Services are provided through Fire Stations #221, #222, #224, #225, #226, #227, #228, #229, #231 and #232.

Within the Valley Regional Service Zone, San Bernardino County Fire Protection provides contract fire suppression, emergency medical response, and emergency management services to the Fontana Fire Protection District.

	2016-17			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
City of Fontana	25,651,263	25,651,263	0	105
Total Contracts	25,651,263	25,651,263	0	105

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $27.7 million, which includes increases for Staffing Expenses ($23.1 million) and Operating Expenses ($4.6 million), primarily due to annexation of the San Bernardino City Fire Department.

Sources are increasing by $29.8 million representing the following significant changes:

- $20.9 million increase in property taxes primarily due to annexation of the San Bernardino City Fire Department.
- $9.6 million increase in Fee/Rate revenue that primarily includes $7.4 million in new special assessment taxes from annexation of the San Bernardino City Fire Department into service zone FP-5, as well as $1.3 million increase from the City of Fontana for additional contract services.

ANALYSIS OF FUND BALANCE

This budget includes the Use of Fund Balance of $191,653 to fund a number of small capital improvement projects.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Valley Regional Service Zone	170	123	-1	0	292	5	287
Total	170	123	-1	0	292	5	287

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $52.6 million fund 292 budgeted positions of which 287 are regular positions and five are limited term positions. This budget includes a net increase of 122 positions as follows:

- Addition of 120 positions due to annexation of the City of San Bernardino Fire Department:
    - 1 Assistant Chief
    - 3 Battalion Chiefs
    - 36 Captains
    - 36 Engineers
    - 39 Firefighter-Paramedics
    - 3 Firefighters
    - 1 Staff Analyst I
    - 1 Office Assistant III
- Addition of three Firefighter-Paramedics for fire station #73 within the City of Fontana contract.
- Deletion of one Paid Call Firefighter position that has remained vacant and will therefore have no impact on operations.

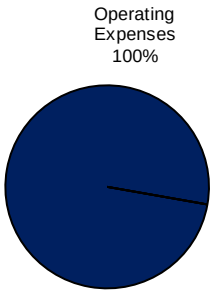
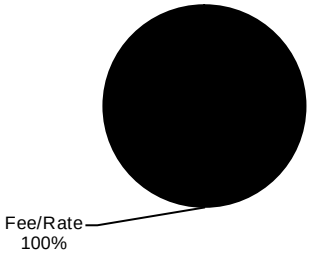
Community Facilities District 2002-2

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$300,200
Total Sources (Incl. Reimb.)	$300,200
Use of/ (Contribution to) Fund Balance	$0
Total Staff	0

The County of San Bernardino Board of Supervisors formed Community Facilities District (CFD) 2002-2 (Central Valley Fire Protection District-Fire Protection Services) on August 6, 2002 to ensure a financing mechanism to provide fire protection services within the boundaries of the area formerly known as Central Valley Fire Protection District, which is now part of the Fontana Fire Protection District as a result of the County Fire Reorganization LAFCO 3000 on July 1, 2008. The CFD authorizes a special tax levy each year in the approximate amount of $565 per developed acre on new non-residential development within CFD 2002-2.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Community Facilities District 2002-2

BUDGET UNIT: SFE 106
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	282,009	280,031	280,647	285,500	290,000	300,200	**14,700**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	282,009	280,031	280,647	285,500	290,000	300,200	**14,700**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	282,009	280,031	280,647	285,500	290,000	300,200	**14,700**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	282,009	280,031	280,647	285,500	290,000	300,200	**14,700**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	279,748	279,748	279,748	285,300	295,000	300,000	**14,700**
Other Revenue	564	405	243	200	120	200	**0**
Total Revenue	280,312	280,153	279,991	285,500	295,120	300,200	**14,700**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	280,312	280,153	279,991	285,500	295,120	300,200	**14,700**
Fund Balance							
Use of / (Contribution to) Fund Balance**	1,697	(122)	656	0	(5,120)	0	**0**
Available Reserves				2,554	7,674	7,674	**5,120**
Total Fund Balance				2,554	2,554	7,674	**5,120**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $300,200 represent payment of the special tax levy proceeds, less minor administrative costs, to the Fontana Fire Protection District to administer the CFD. Sources of $300,200 include revenue generated from the special assessment of $565 per parcel.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes for 2016-17.

ANALYSIS OF FUND BALANCE

Use of Fund Balance is not budgeted.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Hazardous Materials

DESCRIPTION OF MAJOR SERVICES

County Fire is an all-risk department that provides for the oversight and regulation of all commercial hazardous materials and wastes within the County. The Hazardous Materials (HazMat) Division functions to protect the health and safety of the public and the environment of the County of San Bernardino by assuring that hazardous materials are properly handled and stored.

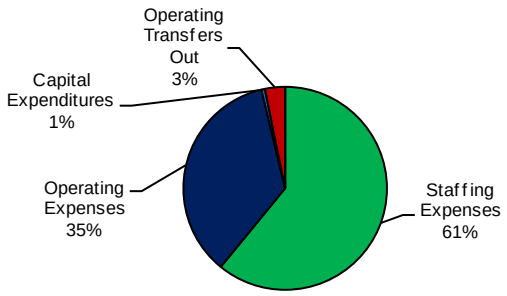
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$8,527,380
Total Sources (Incl. Reimb.)	$8,527,380
Use of/ (Contribution to) Fund Balance	$0
Total Staff	46

The following three HazMat programs provide services to all businesses in all cities within the County through inspection, emergency response, site remediation, and hazardous waste management:

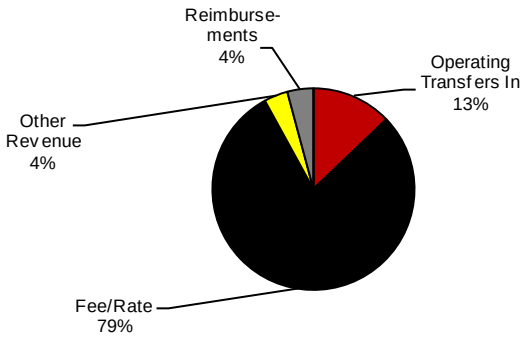
- Certified Unified Program Agency (CUPA) that inspects approximately 7,500 facilities annually to ensure the proper management of hazardous materials and wastes in six areas of State regulatory concern.
- Underground Storage Tank (UST) that involves the construction, removal, and monitoring of about 800 underground storage tanks which has led to the investigation of leaks at hundreds of facilities. Staff in this program insures mediation efforts to remove the contamination and protect ground water.
- Hazardous Materials Response Team provides emergency response to, and investigation of, all releases of hazardous materials. This 24/7 team responds to all types of hazardous material releases from businesses, pipelines, tanker trucks and rail cars. The team develops Hazardous Materials Release Response Plans and Inventory (Business Plans). The team is capable of mitigating the release and ensures that any contamination resulting from the spill or release is remediated below any level of health risk concern. If there is any sign of misconduct, the program contacts the County Environmental Crimes Task Force that coordinates all investigatory activity with the District Attorney's office.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Hazardous Materials

BUDGET UNIT: FHZ 107
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	5,113,125	4,651,340	4,212,681	4,863,008	4,236,241	5,193,723	**330,715**
Operating Expenses	2,079,224	1,768,806	2,022,474	5,239,633	2,254,783	3,013,248	**(2,226,385)**
Capital Expenditures	632,351	237,122	0	403,210	348,209	47,975	**(355,235)**
Total Exp Authority	7,824,700	6,657,268	6,235,155	10,505,851	6,839,233	8,254,946	**(2,250,905)**
Reimbursements	(33,425)	(203,695)	(257,634)	(211,660)	(211,660)	(355,845)	**(144,185)**
Total Appropriation	7,791,275	6,453,573	5,977,521	10,294,191	6,627,573	7,899,101	**(2,395,090)**
Operating Transfers Out	0	361,792	361,792	0	0	272,434	**272,434**
Total Requirements	7,791,275	6,815,365	6,339,313	10,294,191	6,627,573	8,171,535	**(2,122,656)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	156,671	96,783	(5,327)	0	0	0	**0**
Fee/Rate	7,330,367	6,344,508	6,746,864	6,542,932	6,443,183	6,751,891	**208,959**
Other Revenue	373,428	312,740	357,007	234,325	261,431	324,225	**89,900**
Total Revenue	7,860,466	6,754,031	7,098,544	6,777,257	6,704,614	7,076,116	**298,859**
Operating Transfers In	80,942	72,561	106,182	2,716,934	490,714	1,095,419	**(1,621,515)**
Total Financing Sources	7,941,408	6,826,592	7,204,726	9,494,191	7,195,328	8,171,535	**(1,322,656)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(150,133)	(11,227)	(865,413)	800,000	(567,755)	0	**(800,000)**
Available Reserves				1,950,758	3,318,513	3,318,513	**1,367,755**
Total Fund Balance				2,750,758	2,750,758	3,318,513	**567,755**
Budgeted Staffing*	53	49	43	47	47	46	**(1)**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $8.2 million include Staffing Expenses of $5.2 million to provide support, oversight, and regulation of all commercial hazardous materials and wastes within the County. Additionally, Operating Expenses of $3.0 million represent costs for facilities, vehicle support, professional services related to the digitized imaging system project, and various services/supplies.

Sources of $8.2 million include Fee/Rate revenue of $6.8 million from health fees, CUPA permit and inspection fees, and emergency response fees. In addition, Operating Transfers In of $1.1 million are budgeted from County Fire set-asides primarily to fund the $800,000 cost of the digitized imaging system project.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes in Requirements include:

- $2.2 million decrease in Operating Expenses primarily because a $2.0 million transfer to the County's Capital Improvement Fund for HazMat's portion of a new County Fire training facility is not budgeted this fiscal year.
- $355,235 decrease in Capital Expenditures primarily due to completion of a number of vehicle/equipment purchases in 2015-16.
- $272,434 increase in Operating Transfers Out to assist the Household Hazardous Waste division with operational costs ($157,172) and to replenish HazMat's capital replacement set-aside fund ($115,262).

Significant changes in Sources include:

- $208,959 increase in CUPA inspection fees and other current service revenue.
- $1.6 million decrease in Operating Transfers In primarily due to suspension of a $2.0 million transfer from HazMat's set-aside fund for the County Fire consolidated administrative building.

ANALYSIS OF FUND BALANCE

There is no Use of Fund Balance budgeted.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Hazardous Materials	47	2	-3	0	46	1	45
Total	47	2	-3	0	46	1	45

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $5.2 million fund 46 budgeted positions, of which 45 are regular positions and one is limited term. This budget includes a net decrease of one position as follows:

- Addition of one Deputy Fire Marshal to provide oversight of operations for a new division created from annexation of the San Bernardino City Fire Department.
- Addition of one Hazardous Materials Specialist II for increased workload primarily associated with the CUPA responsibilities. This position is expected to provide additional inspections and investigations for County Ordinance compliance of various business facilities, as well as educate business owners on the requirements for obtaining legally required hazardous materials permits.
- Deletion of three part-time Public Service Employee (PSE) Office Assistant positions that are no longer needed.

Homeland Security Grant Program

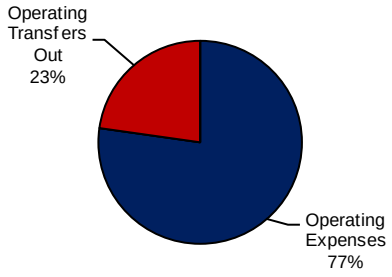
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$4,392,392
Total Sources (Incl. Reimb.)	$4,392,392
Use of/ (Contribution to) Fund Balance	$0
Total Staff	0

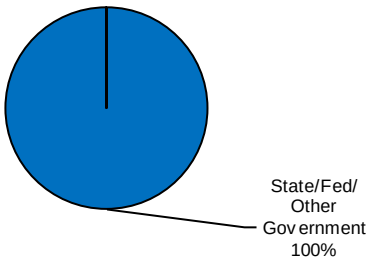
The California Governor's Office of Emergency Services (CalOES) operates in accordance with the provisions of the Governor's Reorganization Plan No. 2 (Government Code Section 8585 (a)(1)), dated May 3, 2012. Since 1999, County Fire's Office of Emergency Services (County OES) has received grant funds through CalOES from the Federal Emergency Management Agency (FEMA) for terrorism risk capability assessments and eligible equipment for Emergency First Responders. The Homeland Security Grant Program (HSGP) is one tool amongst a comprehensive set of federal measures administered by CalOES to help strengthen the state against risks associated with potential terrorist attacks. CalOES has annually approved and awarded this grant to County Fire OES. The acceptance of this grant continues San Bernardino County's efforts, through the oversight of County Fire, of implementing the federal grant's objectives/strategies, effectively preparing for incident situations, and responding to catastrophic events.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Homeland Security Grant Program

BUDGET UNIT: SME 108
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,237,004	1,776,500	1,506,927	3,904,533	1,113,696	3,392,786	**(511,747)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,237,004	1,776,500	1,506,927	3,904,533	1,113,696	3,392,786	**(511,747)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,237,004	1,776,500	1,506,927	3,904,533	1,113,696	3,392,786	**(511,747)**
Operating Transfers Out	1,309,022	1,234,049	717,990	1,108,069	512,077	999,606	**(108,463)**
Total Requirements	4,546,026	3,010,549	2,224,917	5,012,602	1,625,773	4,392,392	**(620,210)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	4,682,024	2,846,944	2,280,496	5,011,523	1,624,286	4,390,392	**(621,131)**
Fee/Rate	0	0	990	0	0	0	**0**
Other Revenue	3,709	1,275	1,296	1,079	2,000	2,000	**921**
Total Revenue	4,685,733	2,848,219	2,282,782	5,012,602	1,626,286	4,392,392	**(620,210)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,685,733	2,848,219	2,282,782	5,012,602	1,626,286	4,392,392	**(620,210)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(139,707)	162,330	(57,865)	0	(513)	0	**0**
Available Reserves				108,314	108,827	108,827	**513**
Total Fund Balance				108,314	108,314	108,827	**513**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $4.4 million include Operating Expenses of $3.4 million that primarily represent transfers to other County Fire budget units and sub-recipients of the HSGP as reimbursement for project costs. In addition, Operating Transfers Out of $999,606 are primarily to the following participating County entities: Sheriff/Coroner/Public Administrator, Public Health, ICEMA, and other County departments for grant expenditures related to terrorism risk capability assessments, planning, and eligible equipment purchases.

Sources of $4.4 million represent grant funding awarded from FEMA, through CalOES, for the HSGP.

BUDGET CHANGES AND OPERATIONAL IMPACT

A decrease in both Requirements and Sources of $620,210 is primarily due to the closure of two prior grant award periods for HSGP funded projects.

ANALYSIS OF FUND BALANCE

There is no Use of Fund Balance budgeted.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Household Hazardous Waste

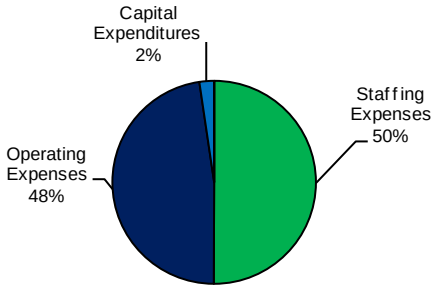
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,262,929
Total Sources (Incl. Reimb.)	$3,262,929
Use of/ (Contribution to) Fund Balance	$0
Total Staff	34

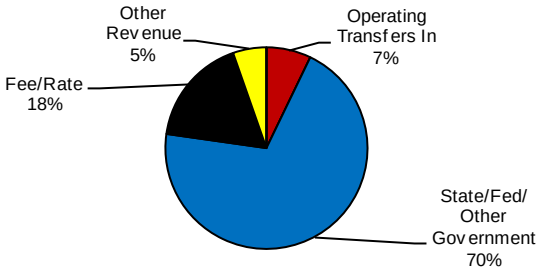
County Fire is an all-risk Department that provides a nationally recognized award-winning program Household Hazardous Waste (HHW) for management of hazardous waste generated by the communities in San Bernardino County. HHW provides full service activities that include the collection, packaging, transportation, re-use, recycling, and ultimately environmentally safe disposal of hazardous waste. The program re-uses or recycles hundreds of thousands of pounds of waste mostly comprised of used paint, used oil, batteries, pesticides and other household chemicals that cannot be put down the drain or be dumped in the landfill. The HHW program also conducts public education programs and activities to reduce or eliminate the impact of these hazardous wastes on public health and the environment. The program contracts with every city and town in the County, except the City of Fontana who operates their own program, to make these services available to almost every single resident within the County service areas.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Household Hazardous Waste

BUDGET UNIT: FHH 107
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,336,475	1,391,478	1,408,448	1,611,333	1,419,958	1,633,428	**22,095**
Operating Expenses	1,172,790	1,390,506	1,471,947	1,385,867	1,414,595	1,553,501	**167,634**
Capital Expenditures	9,672	128,786	106,592	165,000	114,661	76,000	**(89,000)**
Total Exp Authority	2,518,937	2,910,770	2,986,987	3,162,200	2,949,214	3,262,929	**100,729**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,518,937	2,910,770	2,986,987	3,162,200	2,949,214	3,262,929	**100,729**
Operating Transfers Out	0	75,079	122,742	0	0	0	**0**
Total Requirements	2,518,937	2,985,849	3,109,729	3,162,200	2,949,214	3,262,929	**100,729**
Sources							
Taxes	0	4,507	11,801	0	6,179	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	2,174,399	2,301,070	2,440,978	2,239,134	2,237,447	2,287,449	**48,315**
Fee/Rate	622,089	627,206	581,298	628,509	539,113	567,509	**(61,000)**
Other Revenue	176,850	187,207	176,530	167,557	163,355	174,799	**7,242**
Total Revenue	2,973,338	3,119,990	3,210,607	3,035,200	2,946,094	3,029,757	**(5,443)**
Operating Transfers In	3,258	500	36,470	127,000	127,000	233,172	**106,172**
Total Financing Sources	2,976,596	3,120,490	3,247,077	3,162,200	3,073,094	3,262,929	**100,729**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(457,659)	(134,641)	(137,348)	0	(123,880)	0	**0**
Available Reserves				888,127	1,012,007	1,012,007	**123,880**
Total Fund Balance				888,127	888,127	1,012,007	**123,880**
Budgeted Staffing*	36	33	33	34	34	34	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $3.3 million primarily represent:

- $1.6 million of Staffing Expenses to provide full service activities for the collection, packaging, transportation, re-use, recycling and ultimate environmentally safe disposal of HHW.
- $1.6 million of Operating Expenses for the operations and administrative support to fulfill contracts with 23 of the 24 cities and towns within the County, which ensures that these services are available to virtually all residents within the County.

Sources of $3.3 million primarily include:

- $2.3 million in State/Fed/Other Government aid ($2.0 million from participating contract cities and $250,000 in state grants).
- $567,509 in Fee/Rate revenue ($411,509 in special assessment taxes and $156,000 from fees for services provided).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $100,729 primarily due to increased costs for disposal services. Sources are also increasing by $100,729 primarily due to an Operating Transfer In from the Hazardous Materials Division to assist Household Hazardous Waste with funding operational costs.

ANALYSIS OF FUND BALANCE

There is no Use of Fund Balance budgeted.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Household Hazardous Waste	34	0	0	0	34	14	20
Total	34	0	0	0	34	14	20

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.6 million fund 34 budgeted positions of which 20 are regular positions and 14 are limited term positions.

There are no budgeted staffing changes.

Office of Emergency Services

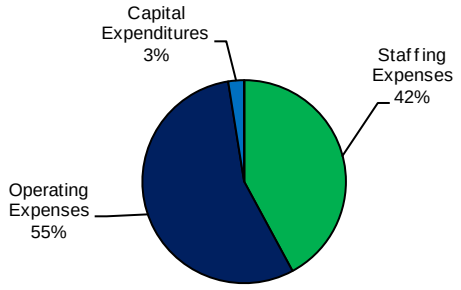
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$4,327,023
Total Sources (Incl. Reimb.)	$4,221,403
Use of/ (Contribution to) Fund Balance	$105,620
Total Staff	19

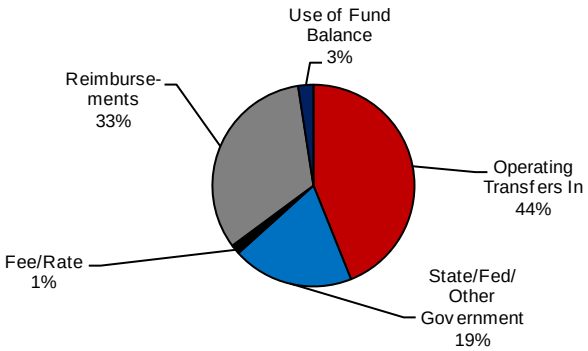
County Fire is an all-risk department providing emergency management and disaster planning and coordination throughout the County through its Office of Emergency Services (OES). OES functions as the lead agency for the San Bernardino County Operational Area (OA). While County OES does not directly manage field operations, it ensures the coordination of disaster response and recovery efforts through day-to-day program management, and is instrumental in coordination during a disaster or emergency. As part of disaster preparation, response, and mitigation, OES specifically provides support and assistance to all 24 cities and towns, as well as all the unincorporated portions of the County. OES, as an agency, represents two facilities: the Valley Emergency Operations Center (EOC) in Rialto and the High Desert Public Safety Operations Center (PSOC) in Hesperia. OES operates as the single point of contact for the California Office of Emergency Services (Cal OES) for all County activities. OES manages numerous grants totaling millions of dollars such as the Homeland Security Grant Program (HSGP), the Emergency Management Performance Grant (EMPG), and Urban Areas Security Initiative (UASI), among many others. OES is also responsible for developing and implementing numerous County-wide plans such as the Hazard Mitigation Plan, the Mass Care and Shelter Plan, and the Catastrophic Recovery Plan. OES also coordinates various task forces and boards such as the County's Flood Area Safety Taskforce.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Office of Emergency Services

BUDGET UNIT: FES 108
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,325,559	1,340,296	1,561,777	1,993,964	1,759,363	1,822,678	**(171,286)**
Operating Expenses	1,111,341	1,386,984	1,738,651	1,937,569	1,417,402	2,395,345	**457,776**
Capital Expenditures	21,660	77,448	0	350,911	215,977	109,000	**(241,911)**
Total Exp Authority	2,458,560	2,804,728	3,300,428	4,282,444	3,392,742	4,327,023	**44,579**
Reimbursements	(967,650)	(709,700)	(937,190)	(1,338,906)	(600,187)	(1,415,389)	**(76,483)**
Total Appropriation	1,490,910	2,095,028	2,363,238	2,943,538	2,792,555	2,911,634	**(31,904)**
Operating Transfers Out	0	0	0	29,497	0	0	**(29,497)**
Total Requirements	1,490,910	2,095,028	2,363,238	2,973,035	2,792,555	2,911,634	**(61,401)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	532,594	634,929	795,368	936,339	573,999	838,535	**(97,804)**
Fee/Rate	0	105,000	55,000	55,000	71,335	55,000	**0**
Other Revenue	8,132	6,858	30,114	1,487	6,303	11,251	**9,764**
Total Revenue	540,726	746,787	880,482	992,826	651,637	904,786	**(88,040)**
Operating Transfers In	776,399	1,259,195	1,617,184	1,901,228	1,903,391	1,901,228	**0**
Total Financing Sources	1,317,125	2,005,982	2,497,666	2,894,054	2,555,028	2,806,014	**(88,040)**
Fund Balance							
Use of / (Contribution to) Fund Balance	173,785	89,046	(134,428)	78,981	237,527	105,620	**26,639**
Available Reserves				515,637	357,091	251,471	**(264,166)**
Total Fund Balance				594,618	594,618	357,091	**(237,527)**
Budgeted Staffing*	17	17	19	20	20	19	**(1)**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $2.9 million primarily include:

- Staffing Expenses of $1.8 million to provide emergency management and disaster planning/coordination throughout the San Bernardino County Operational Area.
- Operating Expenses of $2.4 million for costs to support and assist 24 cities and towns within the County, as well as all the unincorporated portions of the County. Also included are operating costs for two facilities, vehicles and equipment; grant related expenses; and various services/supplies.

These expenses are partially offset through Reimbursements of $1.4 million primarily from the Homeland Security Grant Program budget unit.

Sources of $2.8 million primarily represent $838,535 in grant funding and a $1.9 million allocation from the County General Fund to assist with operational costs of OES.

BUDGET CHANGES AND OPERATIONAL IMPACT

Significant changes in Requirements include:

- $171,286 decrease in Staffing Expenses primarily due to the deletion of a Staff Analyst II position.
- $457,776 increase in Operating Expenses primarily due to additional costs related to the Valley Emergency Operations Center (EOC) Compound Security Project; inventoriable equipment purchases; and COWCAP charges.
- $241,911 decrease in Capital Expenditures for fewer grant-funded purchases of equipment, vehicles and capitalized software in 2016-17.

Sources are decreasing by $88,040 primarily due to less grant funds expected in 2016-17.

ANALYSIS OF FUND BALANCE

This budget reflects the Use of Fund Balance of $105,620 for parking lot improvements at the Valley EOC ($79,000) and other smaller one-time projects.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Office of Emergency Services (OES)	15	0	0	-3	12	0	12
Budget and Fiscal Services	5	0	-1	0	4	0	4
OES - High Desert Government Center	0	0	0	3	3	0	3
Total	20	0	-1	0	19	0	19

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.8 million fund 19 budgeted regular positions. This budget includes a deletion of a vacant Staff Analyst II position due to funding limitations. This deletion will result in a reorganization of duties for the remaining Staff Analyst positions to accommodate the monitoring of grant subrecipients.

San Bernardino County Fire Protection District (SBCFPD)
2016-17 Termination Benefits and Capital Improvement/Replacement Set-Asides

Description	Fund/Dept	Requirements	Sources	Fund Balance: Use of / (Contribution to) Fund Balance	Fund Balance: Available Reserves	Fund Balance: Total Fund Balance
Termination Benefits	FTR 106	0	28,000	(28,000)	6,550,107	6,522,107
Capital Improvement/Replacement:						
SBCFPD - General	FAR 106	3,647,779	570,619	3,077,160	3,001,107	6,078,267
Mountain Regional Service Zone	FMR 600	1,356,610	1,500	1,355,110	58,137	1,413,247
North Desert Regional Service Zone	FNR 590	511,109	2,000	509,109	2,539,341 *	3,048,450
South Desert Regional Service Zone	FSR 610	121,500	100	121,400	404,986	526,386
Valley Regional Service Zone	FVR 580	0	1,849,330	(1,849,330)	5,629,419 **	3,780,089
Hazmat - General	FHR 107	2,619,375	145,262	2,474,113	4,597,104	7,071,217
Hazmat (CUPA Statewide Penalties)	FKE 107	145,556	10,000	135,556	2,003,702	2,139,258
Hazmat (CUPA Admin Penalties)	FKF 107	0	100	(100)	24,758	24,658
Hazmat (Statewide Tank Penalties)	FKT 107	0	1,000	(1,000)	254,920	253,920
Total Capital Improvement/Replacement		**8,401,929**	**2,579,911**	**5,822,018**	**18,513,474**	**24,335,492**
Total All Set-Asides		**8,401,929**	**2,607,911**	**5,794,018**	**25,063,581**	**30,857,599**

TERMINATION BENEFITS AND CAPITAL IMPROVEMENT/REPLACEMENT SET-ASIDES

Termination Benefits and Capital Improvement/Replacement Set-Asides are funded with one-time sources of revenue. The amount set-aside for Termination Benefits provides a funding source to offset costs incurred for employee termination benefits. Capital Improvement/Replacement Set-Asides are established for specific capital projects or future capital needs, as well as for the purchase of new/replacement vehicles and other equipment.

The 2016-17 budget includes requirements of ($341,640) in Termination Benefits Set-Asides for a contribution from County Fire operating funds. Rather than displaying this amount in requirements, the ($341,640) is reflected in the above table as a reduction in available reserves for Termination Benefits.

* Included in the $2.5 million available reserves for the North Desert Regional Service Zone is $806,500 received from various solar companies specifically earmarked for SBCFPD capital costs resulting from development of solar projects in this regional service zone.

** Included in the $5.6 million of available reserves for the Valley Regional Service Zone is $1.8 million received from the City of San Bernardino specifically earmarked for future station and vehicle replacement.

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OTHER AGENCIES
SUMMARY

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Budgeted Staffing
SPECIAL REVENUE FUNDS					
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	540	7,826,150	7,826,150	0	42
ECONOMIC AND COMMUNITY DEVELOPMENT CORP	545	43	0	43	0
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (CoIDA)	547	56,616	150	56,466	0
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	549	4,051,140	4,139,228	(88,088)	19

	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Budgeted Staffing
ENTERPRISE FUNDS					
HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO	554	308,007,341	309,437,623	(1,430,282)	129

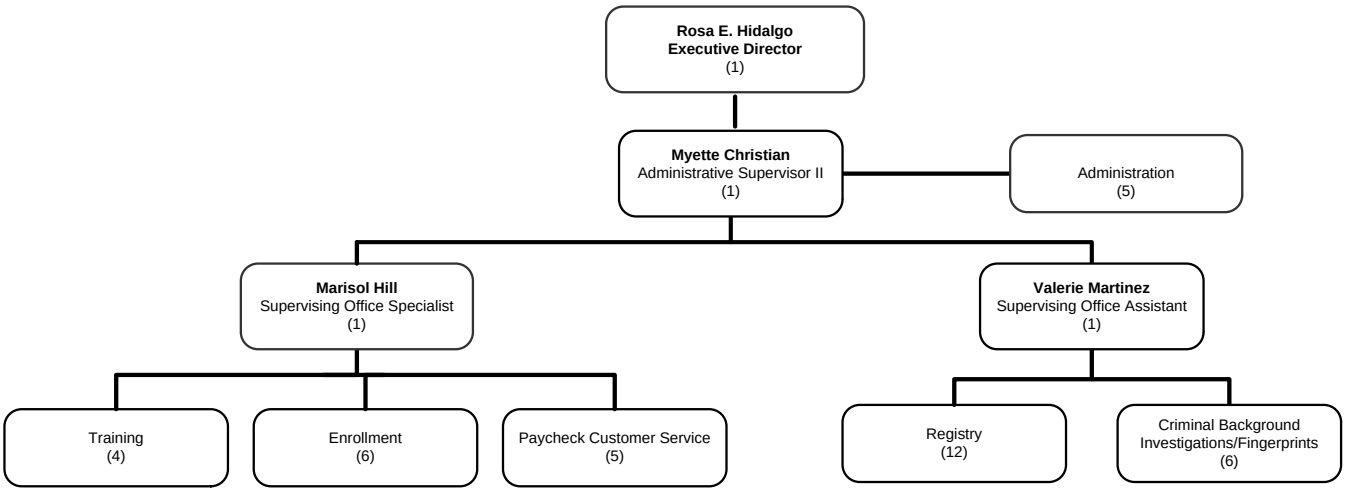
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY

Rosa E. Hidalgo

DEPARTMENT MISSION STATEMENT

The mission of the In-Home Supportive Services Public Authority is to improve the availability and quality of Homecare in the County of San Bernardino.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
In-Home Supportive Services Public Authority	7,826,150	7,826,150		0		42
Total Special Revenue Funds	7,826,150	7,826,150	0	0	0	42

2015-16 MAJOR ACCOMPLISHMENTS

- Partnered with Aging and Adult Services in providing services for In-Home Supportive Services Providers and received a NACo award for this “Collaborative Effort”.
- Implemented the Fair Labor Standards Act and provided training to over 2,000 IHSS Providers.
- Provided services to over 1,675 IHSS recipients in need of a caregiver to remain safely in their home avoiding institutional placement.
- Expanded the National Caregiver Appreciation event to honor IHSS Providers.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of qualified providers in metropolitan areas.	1,350	1,690	1,375	1,375
STRATEGY	Maintain the number of qualified providers in the Registry to refer to IHSS recipients.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of qualified providers in rural areas.	246	217	250	275
STRATEGY	Maintain the number of qualified providers in the Registry to refer to IHSS recipients.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Payroll processing time	5 days	1 week	3 weeks	2 weeks
STRATEGY	Maintain payroll processing time to allow IHSS providers to more quickly receive timesheets and paychecks which adds economic value within the County of San Bernardino.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of IHSS Registry providers trained in CPR/First Aid	23%	60%	35%	35%
STRATEGY	Increase number of trained IHSS Registry providers to better assist IHSS recipients to remain in their home.					
STRATEGY	Increase number of trained residents in San Bernardino County to have a more qualified workforce.					

In-Home Supportive Services Public Authority

DESCRIPTION OF MAJOR SERVICES

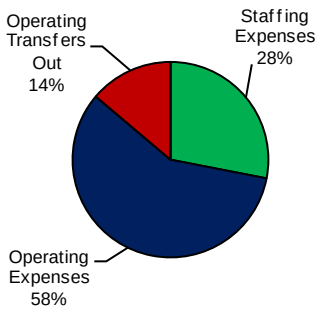
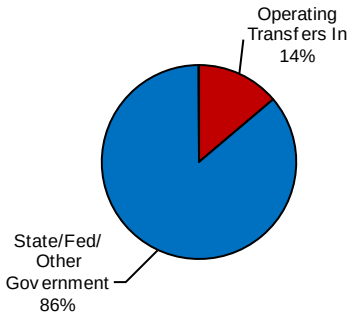
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$7,826,150
Total Sources (Incl. Reimb.)	$7,826,150
Use of/ (Contribution to) Fund Balance	$0
Total Staff	42

The In-Home Supportive Services (IHSS) program was created in 1973 to serve elderly, blind, and/or disabled individuals who are not able to remain safely in their home without assistance. Section 12302.25 of the Welfare and Institutions Code (WIC) mandates that each county, on or before January 1, 2003, must act as, or establish, an employer of record for collective bargaining purposes for IHSS care providers. The IHSS Public Authority (PA) was established to comply with this mandate.

In addition to its role in collective bargaining, the IHSS PA is required by WIC to provide the following mandated services:

- Establish a registry of potential care providers.
- Investigate the background and qualifications of potential care providers.
- Refer potential care providers from the registry to In-Home Supportive Services consumers upon request.
- Provide training for both IHSS care providers and consumers.
- Perform other functions related to the delivery of In-Home Supportive Services as designated by the governing board.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP:	Human Services	BUDGET UNIT:	RHH 498
DEPARTMENT:	IHSS - Public Authority	FUNCTION:	Public Assistance
FUND:	IHSS - Public Authority	ACTIVITY:	Public Assistance Admin

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,171,008	1,054,976	1,268,433	1,701,963	1,625,133	2,196,151	**494,188**
Operating Expenses	3,430,159	4,480,611	4,878,258	4,617,120	4,553,802	4,548,999	**(68,121)**
Capital Expenditures	0	0	0	9,000	5,661	0	**(9,000)**
Total Exp Authority	4,601,167	5,535,587	6,146,691	6,328,083	6,184,596	6,745,150	**417,067**
Reimbursements	0	0	(129)	0	0	0	**0**
Total Appropriation	4,601,167	5,535,587	6,146,562	6,328,083	6,184,596	6,745,150	**417,067**
Operating Transfers Out	0	0	1,009,125	1,044,444	1,044,444	1,081,000	**36,556**
Total Requirements	4,601,167	5,535,587	7,155,687	7,372,527	7,229,040	7,826,150	**453,623**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	4,389,445	5,532,146	5,681,542	6,326,583	6,182,507	6,741,150	**414,567**
Fee/Rate	0	0	483,870	0	0	0	**0**
Other Revenue	212,743	2,812	8,689	1,500	2,089	4,000	**2,500**
Total Revenue	4,602,188	5,534,958	6,174,101	6,328,083	6,184,596	6,745,150	**417,067**
Operating Transfers In	17,457	0	1,009,125	1,044,444	1,044,444	1,081,000	**36,556**
Total Financing Sources	4,619,645	5,534,958	7,183,226	7,372,527	7,229,040	7,826,150	**453,623**
Fund Balance							
Use of / (Contribution to) Fund Balance	(18,478)	629	(27,539)	0	0	0	**0**
Available Reserves				1,459,957	1,459,957	1,459,957	**0**
Total Fund Balance				1,459,957	1,459,957	1,459,957	**0**
Budgeted Staffing*	21	19	26	32	32	42	**10**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of $7.8 million consist of the following:

- Staffing Expenses of $2.2 million which funds 42 positions.
- Operating Expenses of $4.5 million which is made up of services and supplies, licensing and maintenance of the annual registry and provider health benefits database, provider and staff training, provider background investigations and finger printing, COWCAP, and payments for provider health benefits.
- Operating Transfers Out of $1.1 million to the HS Administrative Claim budget unit which represents the required local share match payment to the state for Public Authority (PA) administration and health benefits as part of the mandated Maintenance of Effort (MOE) agreement. The HS Administrative Claim budget unit makes the entire match payment, which includes provider wages, for all IHSS MOE components.

State, Federal and Other Government revenue of $6.7 million represents the state and federal mandated share of PA expenditures.

Operating Transfers In of $1.1 million represents funding for the match mandated by state legislation due to the changes made to the IHSS MOE funding structure. This is funded with the 1991 Realignment transferred from the HS Administrative Claim budget unit.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $453,623 due to an increase in Staffing Expenses of $494,188 as a result of adding a net 10 positions. New responsibilities mandated by state and federal agencies, such as fingerprinting requirements of IHSS Providers, and new federal legislation on overtime and services for homecare workers, results in a request for the addition of those new positions.

Operating Expenses are decreasing by $68,121 as a result of decreases in lease costs and HS administrative support due to the completion of IT projects.

Sources are increasing by $453,623. This is primarily due to an increase in available federal/state funding of $414,567. Additionally Operating Transfers In of Realignment revenue is increasing by $36,556 to fund an increase in the MOE as mandated by state legislation.

ANALYSIS OF FUND BALANCE

IHSS Public Authority is fully reimbursed from federal and state funding sources with a required match which is funded with 1991 Realignment. Typically there is no use of Fund Balance.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Administration	2	4	0	1	7	7	0
Criminal Bkg Investigations	3	1	0	2	6	6	0
Registry	11	8	-3	-3	13	13	0
Training	4	1	0	0	5	5	0
Paycheck Customer Svc	5	4	-4	0	5	5	0
Enrollment	7	2	-3	0	6	6	0
Total	32	20	-10	0	42	42	0

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.2 million fund 42 budgeted positions of which all are limited term positions. Due to new responsibilities mandated by state and federal agencies, such as fingerprinting requirements of IHSS Providers and new federal legislation on overtime and services for homecare workers, the department requests the addition of new positions. Detailed changes are outlined below:

Additions
7 - Contract IHSS PA Office Assistant II
2 - Contract IHSS PA Office Assistant III
1 - Contract IHSS PA Fiscal Assistant
3 - Contract IHSS PA Office Specialist
1 - Contract IHSS PA Supervising Office Assistant
4 - Contract IHSS PA Social Worker II
1 - Contract IHSS PA Supervising Social Worker
1 - Contract IHSS PA Staff Analyst II

Deletions
2 – Contract IHSS PA Office Assistant III
3 – Contract IHSS PA Office Assistant IV
4 – Contract IHSS PA Social Worker II
1 – Contract IHSS PA Supervising Program Specialist

ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATION
Mary Jane Olhasso

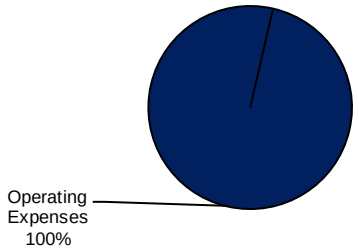
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$43
Total Sources (Incl. Reimb.)	$0
Use of/ (Contribution to) Fund Balance	$43
Total Staff	0

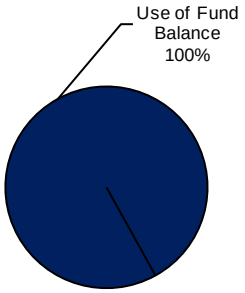
In September 1987, the Board of Supervisors formed the County of San Bernardino Economic Development Corporation to provide additional methods of financing the acquisition of property, for and on behalf of private enterprise, to promote and enhance economic development increase opportunities for useful employment. On May 8, 2012 (Item #45), the Board of Supervisors amended the Articles of Incorporation and the By-Laws to enable the Corporation to establish an Advisory Board that would comply with the requirements for designation as a Community Development Entity (CDE) by the Community Development Financial Institution Fund of the United States Department of the Treasury. The Corporation was designated as a CDE in December 2012. Economic and Community Development Corporation is a function of the Economic Development Agency.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development Agency
FUND: Economic and Community Development Corporation

BUDGET UNIT: SFI 499
FUNCTION: General
ACTIVITY: Other General

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	50	92	92	43	**(49)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	50	92	92	43	**(49)**
Reimbursements	0	0	0	(50)	(92)	0	**50**
Total Appropriation	0	0	50	42	0	43	**1**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	50	42	0	43	**1**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance	0	0	50	42	0	43	**1**
Available Reserves				1	0	0	**(1)**
Total Fund Balance				43	0	43	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of $43 represent costs associated with maintaining the Economic and Community Development Corporation.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements reflect the available fund balance and other revenue anticipated in 2016-17.

ANALYSIS OF FUND BALANCE

Fund Balance was budgeted to fund costs associated with maintaining the Economic and Community Development Corporation.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY

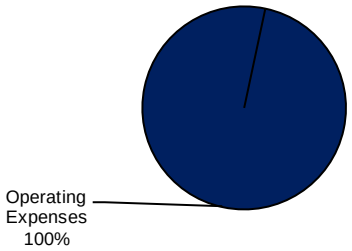
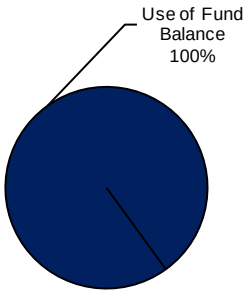
Mary Jane Olhasso

DESCRIPTION OF MAJOR SERVICES

In March 1981, the Board of Supervisors created the San Bernardino County Industrial Development Authority (CoIDA) to issue tax exempt industrial bonds for the furtherance of economic development and the creation of new jobs within the County. The annual CoIDA budget typically provides for funding for the cost of professional services related to the issuance of bonds, promotion of the financing program and other program related costs. CoIDA is a function within the Economic Development Agency.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$56,616
Total Sources (Incl. Reimb.)	$150
Use of/ (Contribution to) Fund Balance	$56,466
Total Staff	0

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development Agency
FUND: Industrial Development Authority

BUDGET UNIT: SPG 510
FUNCTION: General
ACTIVITY: Other General

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	187	81	0	56,513	97	56,616	**103**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	187	81	0	56,513	97	56,616	**103**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	187	81	0	56,513	97	56,616	**103**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	187	81	0	56,513	97	56,616	**103**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	223	3,831	222	150	200	150	**0**
Total Revenue	223	3,831	222	150	200	150	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	223	3,831	222	150	200	150	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(36)	(3,750)	(222)	56,363	(103)	56,466	**103**
Available Reserves				273	56,739	273	**0**
Total Fund Balance				56,636	56,636	56,739	**103**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of $56,616 represent professional services associated with the issuance of bonds, promotion of the financing program and other related costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

No significant budget changes or operational impact.

ANALYSIS OF FUND BALANCE

Fund Balance is budgeted to fund costs associated with maintaining the Economic and Community Development Corporation.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

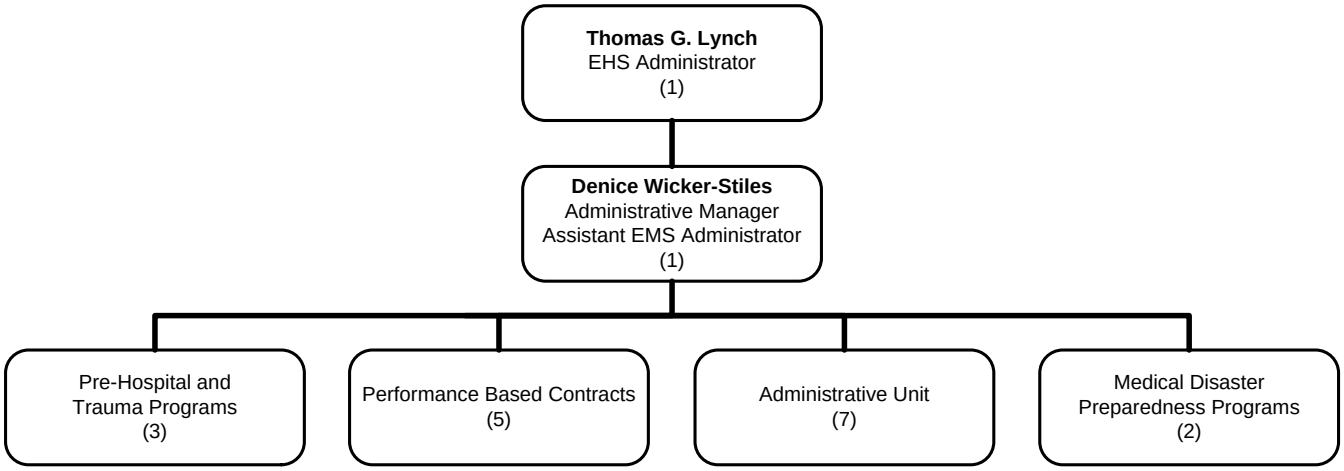
INLAND COUNTIES EMERGENCY MEDICAL AGENCY

Thomas G. Lynch

DEPARTMENT MISSION STATEMENT

Inland Counties Emergency Medical Agency ensures an effective system of quality patient care and coordinated emergency medical response by planning, implementing and evaluating an effective emergency medical services (EMS) system including fire departments, public ambulances, pre-hospital providers, hospitals, and specialty hospitals, such as trauma, stroke and cardiac care hospitals.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Other Agencies						
Inland Counties Emergency Medical Agency	4,051,140	4,139,228		(88,088)		19
Total Other Agencies	4,051,140	4,139,228	0	(88,088)	0	19
Total - All Funds	4,051,140	4,139,228	0	(88,088)	0	19

2015-16 MAJOR ACCOMPLISHMENTS

- Received the California State Association of Counties (CSAC) Merit Award for the Continuation of Specialty Care program which allows for an expedited transfer of trauma, STEMI, or Stroke patients to Specialty Care Centers using the 9-1-1 system, preventing any delays in treatment.
- Received National Association of Counties (NACO) Award for the Continuation of Specialty Care Program, for the EMS Credentialing Portal, and for the Medical and Health Operational Area Coordinator.
- Received a California Department of Public Health (CDPH) grant for the development of a statewide stroke registry.
- Completed a state sponsored Federal Block Grant to evaluate and develop a process for integration of EMS into Health Information Exchange (HIE).
- Completed a state sponsored Federal Block Grant to successfully transition into National Emergency Medical Services Information System (NEMSIS) Version 3.
- Facilitated California in becoming the first state to transmit EMS data to NEMSIS National Database.
- Facilitated mutual aid responses during the initial Waterman Incident on December 2, 2015 and months that followed for Department of Behavioral Health and Division of Environmental Health of Department of Public Health.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of new revenue contracts and workplans/ applications submitted	5	4	4	2
STRATEGY	Cooperatively develop service contracts with State and Federal agencies to fund department activities.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of Ambulance Patient Offload Delay (bed delay) hours	28,701	25,232	49,000	25,000
STRATEGY	Collaboratively develop policies and procedures to reduce Ambulance Patient Offload Delay (bed delay) hours.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of air transports reviewed for quality improvement	100%	100%	100%	100%
STRATEGY	Ensure patient safety and improve patient care through quality improvement review of air transport documentation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2014-15 Actual**	**2015-16 Target**	**2015-16 Est.**	**2016-17 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of EMS Continuing Education providers audited	22	20	24	24
STRATEGY	Ensure EMS Continuing Education/Training Programs are compliant with Title 22, California Code of Regulations and educational standards.					

Inland Counties Emergency Medical Agency

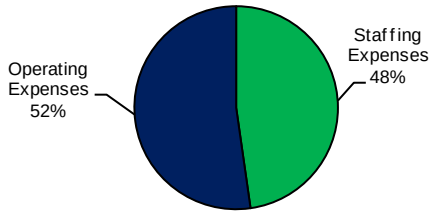
DESCRIPTION OF MAJOR SERVICES

The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo, and Mono Counties. ICEMA is responsible for ensuring effective emergency medical services for the three county areas. Specifically, they are charged with the coordination, evaluation, and monitoring of Emergency Medical Services (EMS) within the public and private pre-hospital providers, specialty hospitals, paramedic base hospitals, as well as the effectiveness of EMS educational programs and medical disaster preparedness.

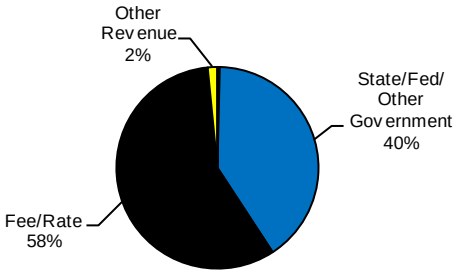
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$4,051,140
Total Sources (Incl. Reimb.)	$4,139,228
Use of/ (Contribution to) Fund Balance	($88,088)
Total Staff	19

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Inland Counties Emergency Medical Agency
FUND: ICEMA

BUDGET UNIT: SMI ICM
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,982,988	2,035,785	1,861,215	1,962,059	1,838,031	1,934,143	**(27,916)**
Operating Expenses	1,635,813	1,737,636	2,332,139	2,132,488	1,673,875	2,116,997	**(15,491)**
Capital Expenditures	356,290	49,439	66,000	58,230	44,948	0	**(58,230)**
Total Exp Authority	3,975,091	3,822,860	4,259,354	4,152,777	3,556,854	4,051,140	**(101,637)**
Reimbursements	0	0	(242)	0	0	0	**0**
Total Appropriation	3,975,091	3,822,860	4,259,112	4,152,777	3,556,854	4,051,140	**(101,637)**
Operating Transfers Out	0	110,000	330,000	0	0	0	**0**
Total Requirements	3,975,091	3,932,860	4,589,112	4,152,777	3,556,854	4,051,140	**(101,637)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	1,464,556	1,430,177	1,121,437	1,689,875	1,486,406	1,673,175	**(16,700)**
Fee/Rate	2,676,857	2,129,954	3,341,095	2,499,923	2,370,749	2,386,816	**(113,107)**
Other Revenue	49,472	16,869	30,045	20,158	27,514	63,937	**43,779**
Total Revenue	4,190,885	3,576,999	4,492,577	4,209,956	3,884,669	4,123,928	**(86,028)**
Operating Transfers In	287,530	261,360	44,954	49,976	12,212	15,300	**(34,676)**
Total Financing Sources	4,478,415	3,838,359	4,537,530	4,259,932	3,896,881	4,139,228	**(120,704)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(503,324)	94,501	51,581	(107,155)	(340,027)	(88,088)	**19,067**
Available Reserves				844,831	1,077,703	1,165,791	**320,960**
Total Fund Balance				737,676	737,676	1,077,703	**340,027**
Budgeted Staffing*	24	21	20	18	18	19	**1**

*Data represents modified budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of $1.9 million fund 19 budgeted positions.

Operating Expenses of $2.1 million are primarily comprised of computer software of $140,852, special department expense of $212,223 required for the Hospital Preparedness Program, professional and specialized services of $466,000, software maintenance of $189,400 for the ongoing ePCR system, and transfers of $451,750 for building leases and central services.

Sources of $4.1 million are primarily comprised of state and federal grant funds, fines and penalties, fees for licenses and permits, and performance based contract revenues.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $101,637 primarily due to reductions in Staffing Expenses and no planned Capital Expenditures.

Sources are decreasing by $120,704 primarily due to a reduction in Maddy funds (SB612) received. The Maddy funds are derived from additional penalties assessed on fines and bail forfeitures that the courts collect for certain criminal offenses and motor vehicle violations. These funds are used for emergency services and payment to trauma and emergency physicians and hospitals.

ANALYSIS OF FUND BALANCE

The department expects to have a contribution to Fund Balance of $88,088 in 2016-17. The majority of the increase in departmental Fund Balance is a result of no planned Capital Expenditures in 2016-17 and cost savings from staffing reorganizations.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Administration	8	1	0	0	9	2	7
Pre-Hospital and Trauma Programs	3	0	0	0	3	2	1
Performance Based Contracts	5	0	0	0	5	1	4
Medical Disaster Preparedness Programs	2	0	0	0	2	0	2
Total	18	1	0	0	19	5	14

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

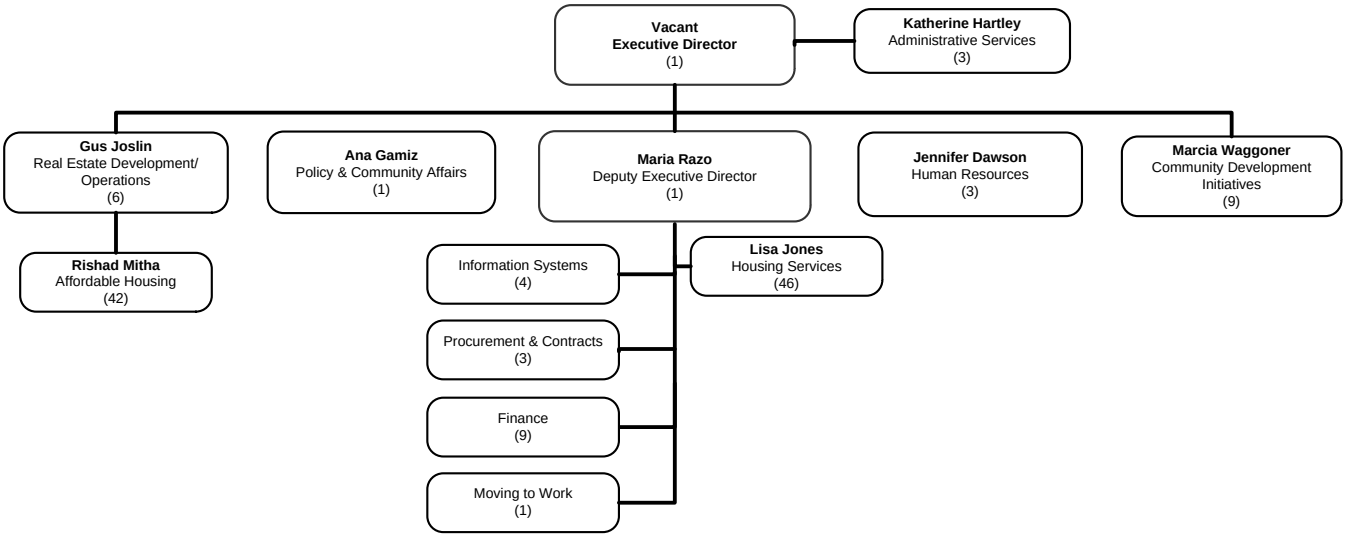
Staffing Expenses of $1.9 million fund 19 budgeted positions of which 14 are regular positions and five are limited term positions. Despite the addition of one limited term position, a small overall reduction in costs occurred due to retirement of one senior staff.

HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO
Vacant

DEPARTMENT MISSION STATEMENT

The Housing Authority of the County of San Bernardino empowers all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.

ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Other Agencies						
Housing Authority of the County of San Bernardino	308,007,341	309,437,623			(1,430,282)	129
Total Other Agencies	308,007,341	309,437,623	0	0	(1,430,282)	129
Total - All Funds	308,007,341	309,437,623	0	0	(1,430,282)	129

2015-16 MAJOR ACCOMPLISHMENTS

- Leveraged the value of 11 Project Based Vouchers to assist in completing the overall financing package of the Bloomington Groves Apartments, a 106-unit housing development that includes a public library that is part of Phase 1 of the greater 190-unit affordable mixed-generational housing development in the community of Bloomington that will provide 55-year affordable housing to residents. The additional rent revenues created from the Project-Based Vouchers will be utilized to help offset the high cost of new project infrastructure required to build in this unincorporated area of the County.
- Through career readiness coaching, onsite Workforce Development Specialist services, and in partnership with the County's Workforce Development Department and Transitional Assistance Department (TAD), families participating in the agency's Five-Year Lease Assistance Program achieved a 35.5% increase from part-time to full-time employment, a 41% increase from unemployed to employed, a 50% high school education attainment rate (for those without a high school education), a 48% increase in income from wages, and a 66% decrease in income from welfare.
- Closed the agency's first Rental Assistance Demonstration (RAD) transaction with developer partner National Community Renaissance that provided partial financial assistance for the revitalization of the initial phase of the Waterman Gardens Neighborhood, that when complete will include over 400 mixed-income housing units as well as other public and private uses intended to revitalize and provide economic advancement for one of the City of San Bernardino's most distressed areas.
- Received an award of $1.1 million from TAD to administer the new CalWORKs Housing Support Program which promotes housing stability for homeless families, reducing the likelihood of families recidivating into homelessness.
- Contracted with Knowledge, Education for Your Success, Inc. (KEYS), a non-profit organization that has taken a leadership role in providing wraparound case management services to help families move from poverty to economic mobility, resulting in the opportunity to serve 582 families and provide housing for 338 families.
- Provided 50-Project Based Vouchers to support Phase 1 of Horizons at Yucaipa, a 77-unit senior apartment complex, of which 10 of the 77-units will be set aside for seniors participating in the Mental Health Services Act program. The Project Based Vouchers provide for deeper subsidies making these units affordable to extremely low income families (families at or below 30% of the area median income).
- Continued the No Child Left Unsheltered (NCLU) program that houses chronically homeless children and their families, expanding beyond the initial 10-public housing units to house 40 additional families in various apartment complexes owned and managed by HACSB.
- Assisted 29 families to become new homeowners through the homeownership program, transitioning those who currently receive rental subsidies to permanent, stable housing.
- Closed and transitioned 552 units through HUD's Rental Assistance Demonstration Program from Public Housing to the Project Based Voucher Program (50% of the Public Housing Portfolio) providing these subsidized units with stabilized funding.
- Provided long-term rental assistance through the Veterans Affairs Supportive Housing (VASH) program to 109 homeless veteran families (a 54% increase in families housed), leading the fight to end veteran homelessness within the County by December 2015.

Housing Authority of the County of San Bernardino

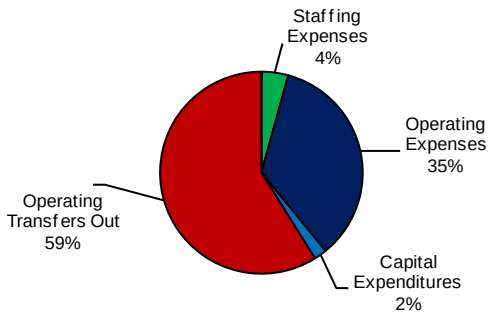
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$308,007,341
Total Sources (Incl. Reimb.)	$309,437,623
Use of / (Contribution To) Net Position	($1,430,282)
Total Staff	129

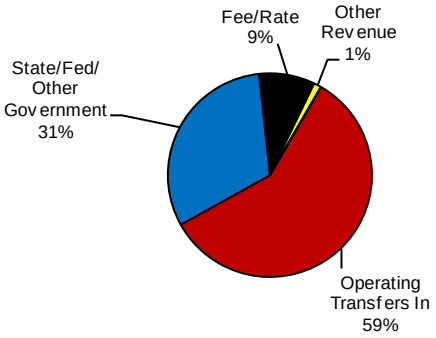
The Housing Authority of the County of San Bernardino (HACSB) is a critical economic partner of the County. As the County's largest provider of affordable housing, HACSB proudly serves in excess of 32,000 lives, most of whom are in-need seniors, disabled individuals, and children. As a catalyst for economic growth, HACSB provides vital resources, skills, and motivation to individuals and families to help them transition out of government-assisted programs and into economic independence. This not only greatly benefits the individuals served, but the County as a whole, stimulating long-term economic growth and providing a model for self-sufficiency to be passed through generations of County residents.

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Other Agencies
DEPARTMENT: Housing Authority of the County of San Bernardino
FUND: HACSB

BUDGET UNIT: HACSB
FUNCTION: Public Assistance
ACTIVITY: Public Assistance

	2012-13 Actual	2013-14 Actual	2014-15 Actual	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	10,123,912	12,077,120	11,751,060	12,343,718	12,540,583	13,166,510	**822,792**
Operating Expenses	93,175,371	92,140,658	96,234,178	99,514,239	96,583,663	107,236,963	**7,722,724**
Capital Expenditures	393,391	540,739	217,059	1,788,000	0	6,300,663	**4,512,663**
Total Exp Authority	103,692,675	104,758,517	108,202,297	113,645,957	109,124,246	126,704,136	**13,058,179**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	103,692,675	104,758,517	108,202,297	113,645,957	109,124,246	126,704,136	**13,058,179**
Operating Transfers Out	2,281,512	1,672,798	163,826,791	166,287,872	159,106,711	181,303,205	**15,015,333**
Total Requirements	105,974,187	106,431,315	272,029,088	279,933,829	268,230,957	308,007,341	**28,073,512**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	86,241,589	87,964,967	86,142,585	87,313,326	91,826,970	97,118,369	**9,805,043**
Fee/Rate	14,680,557	14,651,533	16,233,613	26,530,778	12,022,572	27,362,219	**831,441**
Other Revenue	2,932,504	5,176,006	7,946,019	767,244	6,275,510	3,653,830	**2,886,586**
Total Revenue	103,854,650	107,792,506	110,322,216	114,611,348	110,125,052	128,134,418	**13,523,070**
Operating Transfers In	2,281,512	1,672,798	163,826,791	166,287,872	159,106,711	181,303,205	**15,015,333**
Total Financing Sources	106,136,162	109,465,304	274,149,007	280,899,220	269,231,763	309,437,623	**28,538,403**
Net Position							
Use of/ (Contribution to) Net Position**	(161,975)	(3,033,989)	(2,119,920)	(965,391)	(1,000,806)	(1,430,282)	**(464,891)**
Est. Net Position Available						101,950,059	
Total Est. Unrestricted Net Position						100,519,777	
Budgeted Staffing*	128	130	123	126	126	129	**3**

*Data represents modified budgeted staffing
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Total Requirements of $308.0 million primarily consists of Operating Expenses of $107.2 million which includes payments of $80.2 million related to Housing Assistance payments, Staffing Expenses of $13.2 million, Capital Expenditures of $6.3 million, and Operating Transfers Out of $181.3 million.

Sources of $309.4 million are primarily related to federal grant revenue of $97.1 million and Operating Transfers In of $181.3 million. The federal grants include the Affordable Housing grant, Capital Fund, and the Housing Choice Voucher programs.

The Operating Transfers In/Out reflects the movement of funds related to the Moving to Work Program. HACSB has been designated as a Moving to Work agency and funding transferred between the Affordable Housing, Capital Fund, and Housing Choice voucher programs is required to be shown as Operating Transfers In/Out.

BUDGET CHANGES AND OPERATIONAL IMPACT

Total Requirements are increasing by $28.1 million primarily due to increases of $3.8 million in payments for Housing Assistance (Operating Expenses), $822,792 in Staffing Expenses, and $4.5 million in Capital Expenditures.

Sources are increasing by $28.5 million primarily due to increases in state and federal funding including increases of $4.5 million in the Capital Fund Program and $5.7 million in the Housing Choice Voucher program, which is

partially offset by a decrease of $2.8 million in Affordable Housing Program funding. The increase in the Housing Choice Voucher program is mainly due to the HACSB conversion to the Rental Assistance Demonstration (RAD) Program which converts Affordable Housing units to the RAD program.

ANALYSIS OF NET POSITION

Estimated Net Position Available in the amount of $102.0 million is available for expenditures relating to the various programs of HACSB. A majority of this Net Position is restricted to U.S Department of Housing and Urban Development (HUD) funded programs which include the Affordable Housing, Capital Fund, Housing Choice Voucher, and the Moving to Work program.

Net Position also includes revenue from HACSB's Owned and Local Fund programs. This portion of Net Position can be used to expand housing in these programs depending on needs identified by HACSB.

2016-17 POSITION SUMMARY*

Division	2015-16 Modified Staffing	Adds	Deletes	Re-Orgs	2016-17 Recommended	Limited	Regular
Administration	99	6	-1	0	104	4	100
Maintenance	27	0	-2	0	25	0	25
Total	126	6	-3	0	129	4	125

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $13.2 million fund 129 positions of which 125 are regular positions and four are limited term positions. This represents an increase of three positions. Three positions are being deleted: two Affordable Housing Program maintenance workers and one Affordable Housing Program regional manager, and six positions are being added: one Accountant, one Human Resource Assistant, two Housing Specialists, one Housing Assistant, and one Supportive Housing Director.

CAPITAL IMPROVEMENT PROGRAM
SUMMARY

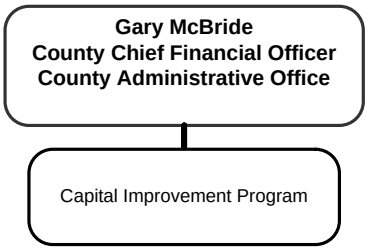
PROJECTS ADMINISTERED BY	Page #	Discretionary General Funding	Other Funding	Total
REAL ESTATE SERVICES DEPARTMENT - PROJECT MANAGEMENT DIVISION	560			
NEW PROJECTS		57,700,178	70,519,002	128,219,180
CARRYOVER PROJECTS		105,229,363	61,750,672	166,980,035
TOTAL PROJECTS ADMINISTERED BY PROJECT MANAGEMENT DIVISION		162,929,541	132,269,674	295,199,215
DEPARTMENT OF PUBLIC WORKS	616			
TRANSPORTATION				
NEW PROJECTS		12,665,342	7,310,818	19,976,160
CARRYOVER BALANCES		13,783,779	32,743,248	46,527,027
TOTAL PROJECTS ADMINISTERED BY TRANSPORTATION		26,449,121	40,054,066	66,503,187
SOLID WASTE MANAGEMENT	622			
NEW PROJECTS		-	3,752,500	3,752,500
CARRYOVER PROJECTS		-	6,343,500	6,343,500
TOTAL PROJECTS ADMINISTERED BY SOLID WASTE MANAGEMENT		-	10,096,000	10,096,000
TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS		26,449,121	50,150,066	76,599,187
OTHER DEPARTMENTS	624			
NEW PROJECTS		-	411,000	411,000
CARRYOVER BALANCES		-	-	-
TOTAL PROJECTS ADMINISTERED BY OTHERS		-	411,000	411,000
TOTAL 2016-17 CAPITAL IMPROVEMENT PROJECT BUDGET		**189,378,662**	**182,830,740**	**372,209,402**

CAPITAL IMPROVEMENT PROGRAM
Gary McBride

DEPARTMENT 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



2016-17 SUMMARY OF BUDGET UNITS

Funding for capital projects is included in the Real Estate Services Department-Project Management Division Capital Improvement Program (CIP) funds, and specific Arrowhead Regional Medical Center, Airports, Regional Parks, Transportation, and Solid Waste Management CIP funds.

DESCRIPTION OF MAJOR SERVICES

The Capital Improvement Program (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 Real Estate Services Department – Leasing and Acquisition Division (RES-LAD) and Project Management Division (RES-PMD), 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

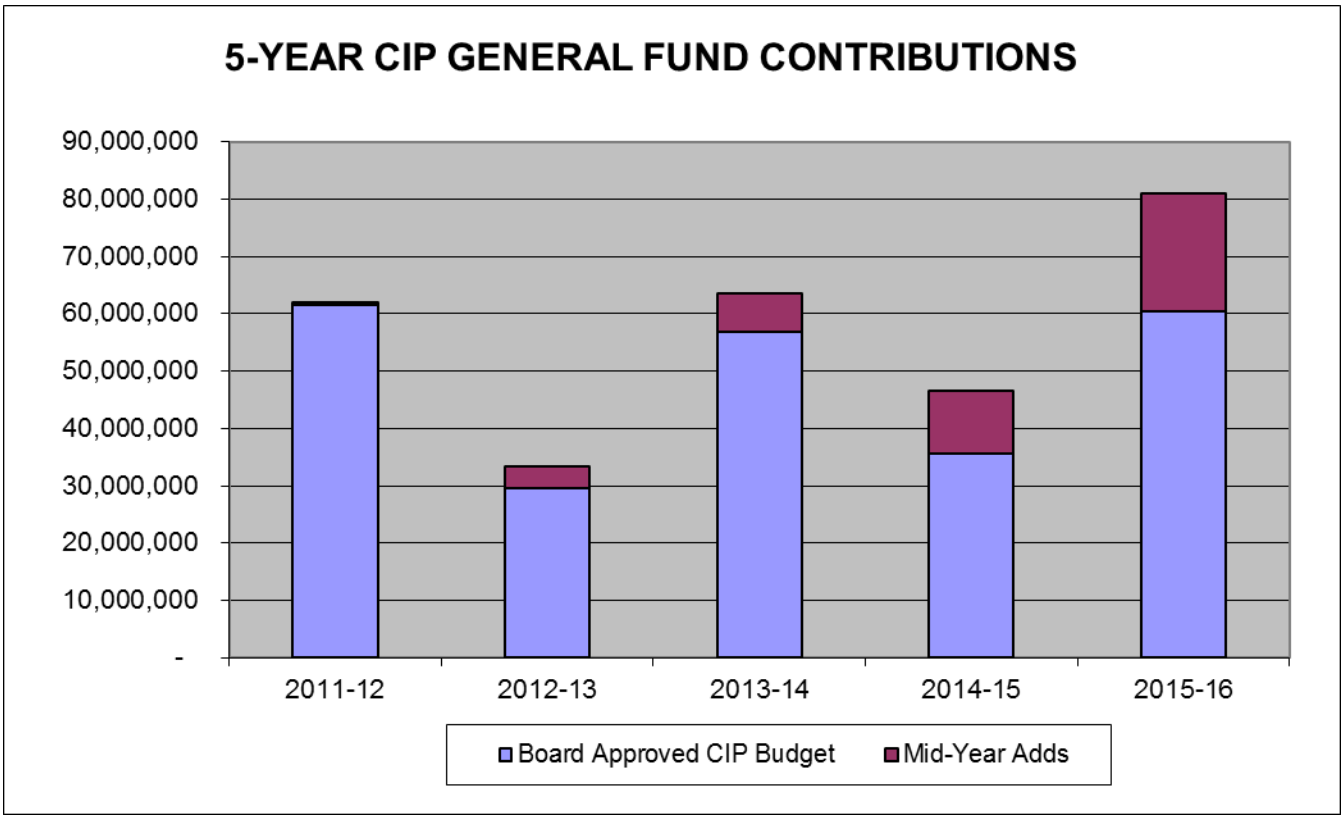
The CIP is funded by a number of sources, including the County general fund and various other funding sources:

- Discretionary General Funding: Funded from County general fund discretionary dollars provided to CIP for general fund projects.
- Other Funding: The underlying funding source is from a department using a funding source over which the Board has discretion (such as realignment, fines and forfeitures, special revenue, or internal service funds such as Risk Management and Fleet Management), or is from a dedicated source for a specified purpose (such as 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). RES-PMD 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 amount of Discretionary General Funding (Net County Cost) 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 **$286.3 million**. Contributions have averaged approximately $57.3 million per year.



IMPACT OF CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGETS

The County has a separate capital budget policy. This policy directs that project proposals should indicate the project's impact on the operating budget, including, but not limited to, long-term maintenance and operational costs necessary to support the facility. The plan for funding projected staffing, operation and maintenance, and utility costs must be identified as part of the approval process for each capital project.

Operational impacts resulting from new construction, major remodels, and expansion projects, such as operating expenses and new staffing costs, are summarized in the discussion of the individual new and carryover major projects that follow.

Operating expenses such as maintenance, grounds, custodial and utility costs are budgeted in the Real Estate Services Department – Facilities Management and Utility budgets. County departments reimburse these costs quarterly or through the Countywide Cost Allocation Plan. New staffing and other operational costs incurred as a result of new construction, expansions or major remodels are budgeted in the individual County department budgets.

2016-17 RECOMMENDED BUDGET

In August 2015, County departments were requested to provide a five-year projection of their capital requirements. The 2016-2021 5-Year Capital Improvement Program Plan was completed in December 2015. That document included information on Major Capital Improvements that are currently in progress, and projects proposed by County departments and Special Districts to commence within the next five years. It is intended to be a tool for management and the Board to prioritize capital needs, develop funding plans, and stay informed about the progress of multi-year projects. This document was produced prior to the call for CIP projects for 2016-17.

On December 18, 2015, County departments were requested to submit CIP requests for projects to commence in 2016-17. The CAO received 206 requests from 23 departments with an estimated total project cost of $180.4 million. Departments submitting more than one CIP request prioritized their requests. CIP requests were also submitted by RES-PMD and Real Estate Services - Facilities Management Division for Maintenance and Non-Major CIP projects.

The CIP budget includes a base budget allocation for Maintenance and Non-Major CIP projects. The base budget allocation for Maintenance and Non-Major CIP projects was $12.0 million for 2015-16. For 2016-17, the CAO is recommending that the base budget allocation for CIP remain the same. This recommended funding level will allow the County to continue to invest in County building assets at an acceptable level. The following are recommended to be funded from the base budget allocation of **$12.0 million** for 2016-17:

MAINTENANCE AND NON-MAJOR CIP PROJECTS

- **Deferred Maintenance** **$3.4 million**
  - Minor CIP Program – This program will address minor deferred or unscheduled maintenance projects for County facilities in the total amount of $3,400,847. Funding will be for projects identified and implemented as they occur during the year.

- **Roofing** **$1.8 million**
  - Roofing Repairs/Replacement Program – Seven projects and an amount that remains unprogrammed totaling $1,791,300 are proposed for 2016-17: Needles Library Reroof ($480,000); Youth Justice Center Roof Replacement ($275,000); 175 Building Roof Rehabilitation ($220,000); Wrightwood Library Roof Replacement ($150,000); Redlands Public Guardian Re-Roof ($146,300); Fontana Sheriff Roof Drains ($125,000); and Redlands Museum Education Center Roof ($45,000); and unprogrammed ($350,000).

- **Heating, Ventilation and Air Conditioning (HVAC)** **$1.6 million**
  - HVAC Program - Fourteen HVAC projects in the total amount of $1,598,400 are planned for 2016-17: Countywide HVAC Controls Upgrade ($500,000); Trona Public Health HVAC Units and Ductwork Distribution System Replacement ($160,000); West Valley Detention Center (WVDC) Deaerator Tank ($144,000); 351 Building Air Handler Refurbish ($135,000); Victor Valley Museum HVAC Equipment Replacement ($125,000); Central Detention Center (CDC) Air Conditioner #5 Air Handler Unit Upgrade to Fan Wall System ($125,000); High Desert Detention Center (HDDC) Redundant Air Conditioning Add to Server Room ($100,000); WVDC Central Plant Isolation Valves ($92,000); Twin Peaks County Building Direct Digital Controls System ($75,000); Rialto Office of Emergency Services (OES) New Hydrogen Gas Detection and Exhaust Fan ($35,000); Juvenile Delinquency Court Seimens Panel and Expansion Controllers ($32,400); 157 and 401 Buildings Heat Exchangers Refurbish ($25,000); Countywide Chiller Plants Freon Detectors Study ($25,000); and Barstow Public Health Actuator ($25,000)
  - Historic Courthouse (Superblock) Mechanical Plant Chiller #2 and Auxiliary Equipment Pumps – The funding sources are Discretionary General Funding of $23,413 and the Judicial Council of California (JCC) ($513,587) for the Court's share of capital costs.

- **Health/Safety/Americans with Disabilities Act (ADA) $1.5 million**
  - Americans with Disabilities Act (ADA) Program – This program will make ADA improvements to County facilities in the total amount of $954,850. Multiple projects are planned to address ADA issues at various facilities: 777 Building ADA Restroom Addition ($250,000); Miscellaneous ADA Parking Lot Signage ($100,000); Trona Library Restroom Upgrade ($100,000); CGC Drinking Fountain ADA Replacement ($65,000); High Desert Government Center (HDGC) Veteran's Affairs Door Modification ($50,000); Juvenile Delinquency Court Parking Lot ADA Changes ($50,000); Victor Valley Museum Automated Door Replacement ($40,000); and funding that is currently un-programmed to address ADA issues as they are identified during the year ($299,850).
  - Yucaipa Regional Park ADA Improvements – The funding sources are Discretionary General Funding of $100,150 and Community Development Block Grant (CDBG) funding of $599,850.
  - Fire/Life Safety Program – Two projects in the total amount of $455,000 will improve fire/life safety: Countywide Relocate Fire Sprinkler Backflows (7 locations) ($245,000); and Victorville Court Sheriff's Holding Area ($210,000).

- **Infrastructure $0.9 million**
  - Site Infrastructure Program - Six projects in the total amount of $330,000 will improve site infrastructure: Gilbert Street Well Tank Booster Pump ($90,000); Wrightwood Library Concrete Repairs and Refresh ($65,000); Redlands Museum Sewer Line Repair ($60,000); Countywide Backflow Device Cages ($50,000); Barstow Mtn. View Complex Retaining Wall ($35,000); and Barstow Sheriff's Jail Sewer Line Repair ($30,000).
  - Countywide Generator Replacements Program – Six projects in the total amount of $595,000 are proposed for 2016-17: CDC Generator ($300,000); HDDC Generator Controls Integration ($100,000); Facilities Management and Crime Lab Complex Engineering Study for Generator Services ($75,000); WVDC Generator Controls Integration ($50,000); CDC Generator Controls Integration ($50,000); and Redlands Museum Sump Pump Generator ($20,000).

- **Paving $0.8 million**
  - Pavement Management Program - Eight paving projects in the amount of $805,250 are planned to be funded from the Pavement Management Program for 2016-17: Gilbert Street-Paseo Road Replacement ($250,250); Countywide Parking Lot Management Plan ($235,000); Victorville District Attorney Annex Parking Lot ($100,000); 157 Building Parking Lot Rear Drain ($60,000); Gilbert Street Electrical Vault Raise Ring and Pave ($50,000); Rework Slope at Scientific Division Investigations Back Door ($45,000); Fontana Office Building Sidewalk ($40,000); and Devore Sheriff Academy West Parking Lot ($25,000).

- **Exterior Renovations $0.7 million**
  - Exterior Renovation Program - This program will make various improvements to renovate building exterior areas in the total amount of $665,000. Four projects are recommended for 2016-17: Trona Library Repaint ($190,000); County Government Center (CGC) Awning Refurbish and Paint ($175,000); CGC 5th Floor Board Patio Doors ($150,000); and CGC Painting Doors and Hand Rails ($150,000).
  - Rancho Courthouse Exterior Cleaning Project – The funding sources are Discretionary General Funding of $41,433 and the JCC ($131,567) for the Court's share of capital costs.
  - Rancho Courthouse Outside Patio Drain Repair - The funding sources are Discretionary General Funding of $5,987 and the JCC ($19,013) for the Court's share of capital costs.

- **Interior Renovations/Remodels $0.7 million**
  - Interior Renovation Program – Seven projects in the total amount of $669,000 are currently planned: Trona Library Interior Deferred Maintenance ($295,000); Twentynine Palms Library Interior Deferred Maintenance ($125,000); Countywide Conference Room Upgrades ($100,000); 777 Building Carpet and Vinyl Composition Tile Replacement in Lobby and Halls with Vapor Barrier ($94,000); 351 Building Pump Controllers ($30,000); Regional Youth Educational Facility (RYEF) Electrolysis Study for Re-Pipe ($20,000); and CGC Electrical Rework 3rd Floor ($5,000).

- Rancho Courthouse Public Restroom Partition Replacement – The funding sources are Discretionary General Funding of $14,370 and the JCC ($45,630) for the Court's share of capital costs.

- **Building System Improvements** **$0.6 million**
  - Countywide Elevator Modernization Program – Two projects in the total amount of $450,000 will refurbish elevators: Ontario Preschool Services Elevator Sump Pump ($250,000); and CDC Freight Elevator ($200,000).
  - Boiler Replacement Program – $100,000 in funding is proposed for the CDC Boiler Circulation Tank and Heat Exchanger project.

The 2016-17 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 $17.9 million for the 800 Megahertz (MHz) Upgrade Project and additional one-time Discretionary General Funding of $27.8 million is proposed for the following projects:

MAJOR CIP PROJECTS

- **Construction/Major CIP Projects** **$45.7 million**
  - 800 MHz Upgrade Project – This project will address the upgrade of the aging 800 Megahertz (MHz) digital radio system countywide. For 2016-17, one-time funding of $8.5 million is proposed to be transferred from the Fire Consolidated Headquarters Complex Acquisition Project (the $8.5 million is a portion of the $12.0 million used to establish a reserve for fire facilities, that was funded by a reduction of the County Fire Subsidy in 2015-16), to the 800 MHz Upgrade Project, and $17,881,452 of ongoing contribution of Discretionary General Funding is proposed, for a total contribution in 2016-17 of $26,381,452, bringing the total funded to date to $132.1 million.

  - Various Sheriff's Projects Funded from the Glen Helen Rehabilitation Center (GHRC) Reserve – The Sheriff is requesting to redirect funding in the amount of $12,175,500 from the GHRC Reserve to fund six projects:

    - GHRC M1/M2 Remodel (Phase I) - $5,245,000
    - Sheriff Consolidation Acquisition Project – Additional funding of $4,500,000
    - West Valley Detention Center Recreation Yard Enclosure - $1,200,000
    - GHRC Security Panel and Intercom - $755,000
    - Morongo Jail Camera and Intercom System - $400,000
    - Training Center – Range Restrooms - $195,500 funded with $75,500 from the GHRC Reserve and $120,000 from the Sheriff Department budget

  - County Buildings Acquisition and Retrofit Project – This project will acquire, modernize and seismically retrofit certain County buildings, primarily in San Bernardino. This project now includes the Fire Consolidated Headquarters Complex Acquisition Project, the Valley Public Safety and Operations Center (PSOC), and the acquisition and remodel of the 323 Court Street Building. The total estimated project cost is $176.0 million (excluding the construction budgets for County Fire and the PSOC) with a project duration of five years. $8,000,000 is proposed for funding in 2016-17 (from $44.0 million in County General Fund Reserves); $1,080,000 from Probation AB 109 fund balance for the 157-175 W. 5th Street Building Remodel; and a reduction of $8,500,000 is proposed, which will be transferred to the 800 MHz Upgrade Project. This will bring the total funded to date to $84.3 million.

- Arrowhead Regional Medical Center (ARMC) Acute Care Prisoner Hospital/Clinic – Additional funding of $2,500,000 for design (transferred from $22.5 million set aside in County General Fund Reserves for this project). This project will design and build an approximate 14,000 square foot detainee ward on the ARMC campus located at 400 N. Pepper Avenue in Colton. The total estimated project cost is $22.5 million.

- Countywide Security Assessments and Security Improvements – This new program budget in the amount of $2,000,000 will complete building security assessments and identify and implement various security measures for County buildings.

- Regional Parks Improvements – Four projects in the total amount of $1,778,226 will make various improvements at Regional Park facilities:

  - Park Moabi Main Road Replacement Project - $1,025,726
  - Calico Ghost Town Roof Replacement Project - $400,000
  - Prado Regional Park Lake Drainage Pipe Repair Project - $202,500
  - Regional Parks System Wide Security Cameras Improvements Project
    - Glen Helen Regional Park - $50,000
    - Cucamonga-Guasti Regional Park - $50,000
    - Yucaipa Regional Park - $50,000

- Demo Old Central Juvenile Hall Buildings – Additional funding of $500,000 will complete the removal of underground infrastructure for the old Central Hall Juvenile Hall buildings on Gilbert Street in San Bernardino.

- Apple Valley Library Structural Repair – Additional funding of $460,000 will complete the structural repairs at the Apple Valley Library.

- County Government Center Café Remodel – This project in the amount of $250,000 will provide design to reposition the existing cafeteria, kitchen, and servery, and reconfigure underutilized cafeteria area space to incorporate storage and meeting areas while maintaining a food service presence with reduced seating area.

- Demolish Searles Valley Historical Society Building – This project in the amount of $105,000 will demolish the Searles Valley Historical Society Building located at 82275 Trona Road in Trona.

- New Camera System for Main Museum – This project in the amount of $50,000 will install a camera system for the Main Museum located at 2024 Orange Tree Lane in Redlands.

In addition to the Discretionary General Funding projects identified above in the total amount of **$57.7 million,** other new projects will be funded from other sources in the total amount of **$70.5 million,** including department funded projects, for a total of **$128.2 million** in new projects administered by RES-PMD. The Department of Public Works (DPW) will administer various Transportation new projects in the amount of **$20.0 million** funded with $12.7 million in Discretionary General Funding and $7.3 million funded by various other sources, and Solid Waste Management will administer various new projects in the amount of **$3.8 million** utilizing other funding sources. In addition, various departments will manage smaller CIP projects with total departmental funding of **$411,000** with oversight and inspection provided by RES-PMD as needed. In 2016-17, the total budget for new CIP projects is **$152.4 million.**

The following chart demonstrates the allocation of funding sources for all new projects recommended in CIP for 2016-17:

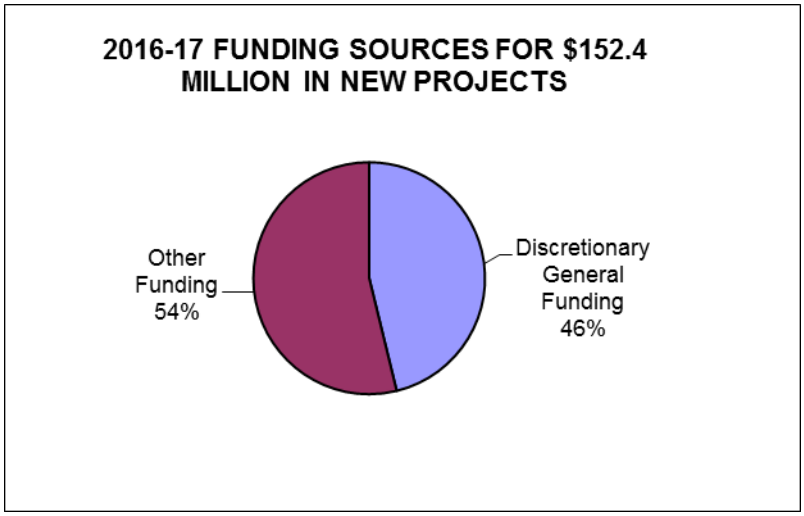


Table 1 provides a summary of all new CIP projects for 2016-17.

Table 1

SUMMARY OF 2016-17 NEW CIP PROJECTS			
	Discretionary General Funding	**Other Funding**	**Total New Projects**
NEW PROJECTS ADMINISTERED BY RES-PMD:			
RES-PMD Capital Fund (Fund CJP)	55,200,178	59,478,259	114,678,437
ARMC Capital Fund (Fund CJE)	2,500,000	11,040,743	13,540,743
Total New Projects Administered by RES-PMD	**57,700,178**	**70,519,002**	**128,219,180**
NEW PROJECTS ADMINISTERED BY DPW:			
Transportation New Projects (Various Funds)	12,665,342	7,310,818	19,976,160
Solid Waste Management New Projects (Various Funds)	-	3,752,500	3,752,500
Total New Projects Administered by DPW	**12,665,342**	**11,063,318**	**23,728,660**
NEW PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:			
Various Departments (Various Funds)	**-**	**411,000**	**411,000**
TOTAL NEW CIP PROJECTS	**70,365,520**	**81,993,320**	**152,358,840**

REVIEW OF CARRYOVER PROJECTS

Large capital projects often span more than one fiscal year and project balances are carried over annually until project completion. Carryover projects administered by RES-PMD have projected carryover balances of approximately $167.0 million. Carryover projects administered by the Department of Public Works have projected carryover balances of $52.9 million. Table 2 provides a summary of all Carryover Projects.

Table 2

SUMMARY OF 2016-17 CARRYOVER BALANCES			
	Discretionary General Funding	Other Funding	Carryover Balance
CARRYOVER PROJECTS ADMINISTERED BY RES-PMD:			
RES-PMD Capital Fund (Fund CJP)	104,206,644	58,058,142	162,264,786
RES-PMD Capital Fund (Fund CJV)	922,719	8,505	931,224
ARMC Capital Fund (Fund CJE)	100,000	3,684,025	3,784,025
Total RES-PMD Carryover Projects	**105,229,363**	**61,750,672**	**166,980,035**
CARRYOVER PROJECTS ADMINISTERED BY DPW:			
Transportation Carryover Projects (Various Funds)	13,783,779	32,743,248	46,527,027
Solid Waste Mgmt Carryover Projects (Various Funds)	-	6,343,500	6,343,500
Total DPW Carryover Projects	**13,783,779**	**39,086,748**	**52,870,527**
CARRYOVER PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:			
Various Departments (Various Funds)	-	-	-
TOTAL CARRYOVER PROJECTS	**119,013,142**	**100,837,420**	**219,850,562**

Following is a status of the large carryover construction projects administered by RES-PMD:

Project	Total Project Cost	Carryover Balance
800 MHz Upgrade Project In 2011-12, the Board approved an annual set aside to fund an 800 MHz digital radio system upgrade for public safety. The total estimated project cost is $158.2 million. $101.9 million has been funded in prior years, a $3.8 million rebate was received from Sprint for equipment purchases, and $8.5 million of one-time funding is recommended to be transferred from the Fire Consolidated Headquarters Complex Acquisition Project (the $8.5 million is a portion of $12.0 million, which was funded by a reduction of the County Fire Subsidy in 2015-16, which was used to establish reserves for Fire Facilities), and $17.9 million of ongoing funding is proposed for 2016-17 bringing the total funded to date to $132.1 million. In December 2013, the Board approved an amendment to Motorola's agreement and an agreement with Aviat Networks for equipment services to upgrade the Public Safety Radio System and Microwave Network. The upgrade project is being implemented in six phases over seven years. The project is in the fourth year with completion planned for December 2020. 20% of the existing radio sites have been converted to digital operation and 18% of the microwave transport interlinks have been installed and are operational. Approximately $71.9 million has been expended or encumbered to date. During 2016-17, the top priorities of the project continue to center on construction and implementation of new radio equipment buildings and towers in strategic locations to enhance signal coverage, and the continued installation of upgraded microwave radio equipment to link dispatch centers with public safety agencies and	**$158.2 million**	**$33.2 million***

Project	Total Project Cost	Carryover Balance
800 MHz Upgrade Project (Continued) responders throughout the County. Work continues to convert the existing fleet of mobile and portable radios, preparing them to support full digital operation. To date, 38% of the fleet conversion work has been completed. **Operational Impact:** There are no additional staffing costs associated with this project. Ongoing lease and operations and maintenance costs for additional radio communication sites will be determined as the project progresses. Information Services Department Telecommunications budget (IAM ISD) costs are funded by Board approved Internal Service Fund rates and charged to internal and external public safety radio system users. *Budgets of $9.4 million were distributed to individual 800 MHz project locations. Current carryover balances for those projects are $1.1 million.		
County Buildings Acquisition and Retrofit Project In 2011-12, the Board allocated one-time Discretionary General Funding of $30.0 million to acquire office space, complete tenant improvements to existing buildings, and seismically retrofit and modernize certain existing buildings in San Bernardino. Since that time, additional funding has been allocated to this project bringing total funding to $83.7 million ($78.5 million of Discretionary General Funding; $2.0 million from Probation AB 109 fund balance for the 157 Building Seismic and Remodel Project located at 157 W. 5th Street in San Bernardino; $2.0 million from County Fire Household Hazardous Waste; $720,000 from the District Attorney budget; and $475,000 from Purchasing Surplus Internal Service Funds). Included in the 2016-17 Recommended budget are requests to approve additional funding of $8.0 million funded from Discretionary General Funding (Net County Cost) (the Board previously approved the set aside of $44.0 million in general fund reserves for this project), and $1.1 million from Probation AB 109 fund balance for the 157 Building. The 2016-17 Recommended budget also proposes the transfer of $8.5 million from this project to the 800 MHz Upgrade Project. This brings the total funding to date to $84.3 million. Approximately $45.2 million has been expended or encumbered. Accomplishments include: The remodel of the 303 Building located at 303 W. 3rd Street in San Bernardino for the consolidation of District Attorney staff; the acquisition and remodel of the 268 Building located at 268 W. Hospitality Lane in San Bernardino for the consolidation of Auditor-Controller/Treasurer/Tax Collector staff; the acquisition of land for the Hospitality Campus and Phase I improvements to add 31 parking spaces; and the acquisition of three office buildings, consisting of a total of 163,270 square feet (one in Victorville and two in San Bernardino). Activities currently in process include: Phase II to add 169 additional parking spaces at the Hospitality Campus; design for the remodel of the 222 Building located at 222 W. Hospitality Lane in San Bernardino for the consolidation of Assessor-Recorder-Clerk staff and relocation of Special Districts and Veterans Affairs from the 157 Building; design for the	**$176.0 million**	**$3.2 million***

Project	Total Project Cost	Carryover Balance
County Buildings Acquisition and Retrofit Project (Continued) County Government Center Campus improvements including new streets, landscape, hardscape, parking, lighting and signage; and building assessments and space programming for the 157 Building, and 825 W. 3rd Street buildings in San Bernardino. The project also now includes the acquisition and remodel of the 323 Court Street Building for consolidation of Public Defender staff and Sheriff Court Services' staff; and planning for the Fire Consolidated Headquarters Complex Acquisition Project and the Valley Public Safety Operations Center (PSOC) ($2.0 million is proposed to be moved in 2016-17 to the PSOC project for planning and design). The current estimated total cost of the County Buildings Acquisition and Retrofit Project is $176.0 million (excluding the construction budgets for County Fire and the PSOC). Assuming the remaining $36.0 million in general fund reserves is moved to the project, $55.7 million remains unfunded. It is anticipated that the sale of surplus property in the amount of $65.0 million will meet the future cash flow requirements of the project. **Operational Impact:** The acquisition of approximately 163,270 square feet of additional office space resulted in increased annual operating costs of approximately $866,000, offset by annual lease savings of $702,000 and annual lease revenue of $513,000. There are no other operational or staffing costs associated with this project. *Budgets of $75.1 million were distributed to individual building projects. Current carryover balances for those building projects are $27.3 million.		
Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport This project constructs approximately 50,000 square feet of maintenance and hangar space and approximately 11,640 square feet of office space on 8 acres of land at the San Bernardino International Airport (SBIA) for the Sheriff's Aviation Division. On February 25, 2014 (Item No. 45), the Board approved a 25-year lease with the San Bernardino International Airport Authority (SBIAA) for a total lease cost of $9.6 million for hangar rent funded $4.1 million from the City of Rialto for the cost to relocate the Sheriff's Aviation Division from the Rialto Airport, $1.0 million from the Sheriff's Asset Seizure Fund, and $4.5 million from one-time Discretionary General Funding approved by the Board in the 2013-14 budget. On January 6, 2015 (Item No. 36), the Board approved an increase in the project budget of $2.72 million from $9.6 million to $12.32 million due to a new estimate of cost higher than originally anticipated. The increase was funded by cancelling the High Desert Juvenile Detention Center Secondary Water Source Project ($1,063,560), anticipated savings from the Sheriff's Crime Lab Expansion Project ($1,456,440), and from savings from the completion of the High Desert Detention Center Expansion Project ($200,000). Subsequently, the City of Rialto paid SBIAA the $4.1 million directly and the budget was revised to $8.2 million. On March 1, 2016 (Item No. 30), the Board approved an increase of $250,000 increasing the project budget from $8.2 to $8.5 million. The County's share of the cost of the project will be paid in full within 60 days of completion of the aviation facility improvements estimated to be in July 2016.	**$8.5 million**	**$7.8 million**

Project	Total Project Cost	Carryover Balance
Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport (Continued) Other one-time costs associated with this new aviation facility include RES-PMD project management oversight, Information Services Department charges to establish telephone and data communications, moving expense, and the purchase of furniture, fixtures and equipment estimated at approximately $1.0 million that will be paid from the Sheriff's budget. **Operational Impact:** The agreement with SBIAA also provides for ground rent over the 25-year term in the total estimated amount of $2.7 million to be paid from the Sheriff's budget. Annual ground lease payments ($82,196 annually for the first five years, increasing every five years based on the percentage change to the Consumer Price Index) and operating costs and utility expense ($390,800) for the new space are partially offset by lease and operating cost savings from the termination of the existing Sheriff aviation hangar and office space leases at SBIA and Rialto estimated at $171,500 annually. There are no additional staffing costs associated with this project.		

A summary of new projects and previously approved CIP projects still in progress is provided in:

- Exhibit A – 2016-17 Capital Improvement Program Projects Administered by Real Estate Services – Project Management Division.
- Exhibit B – 2016-17 Capital Improvement Program Projects Administered by Department of Public Works-Transportation
- Exhibit C – 2016-17 Capital Improvement Program Projects Administered by Department of Public Works-Solid Waste Management
- Exhibit D – 2016-17 Capital Improvement Program Projects Administered by Other Departments

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN

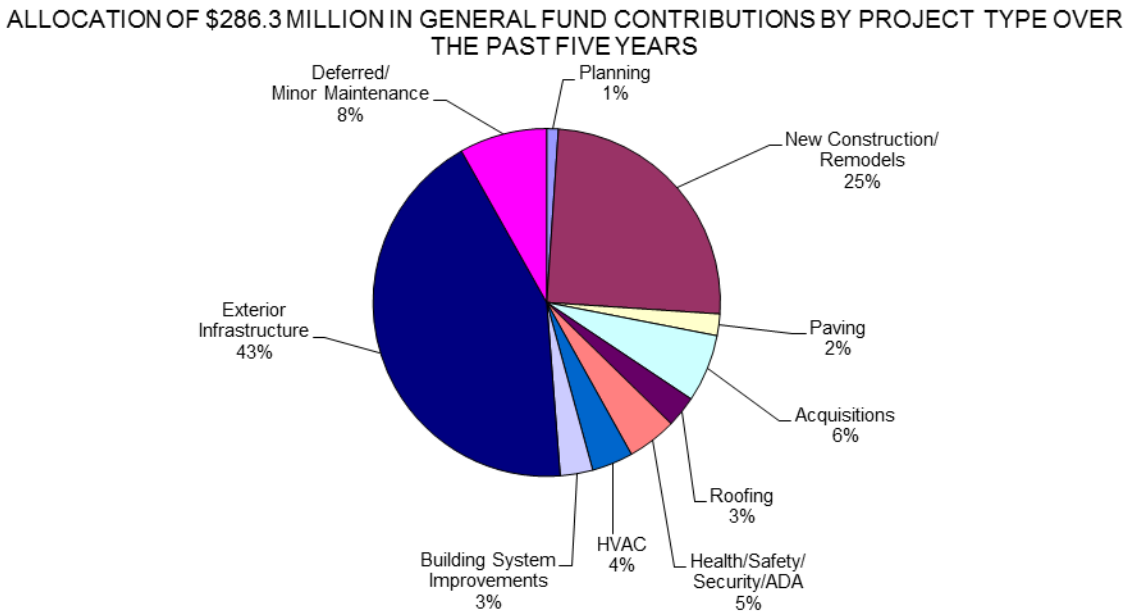
The Five-Year CIP for Maintenance and Non-Major CIP projects is reviewed annually and revised based on current circumstances and opportunities and considers historic requirements and expenditures for capital projects. While the Five-Year CIP does not appropriate funds, it does serve as a budgeting tool 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 the County Goals and Objectives. 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 Maintenance and Non-Major 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 E – 2016-17 through 2020-21 Five-Year Capital Improvement Program and includes capital expenditures of $60.0 million.

The Five Year CIP for major capital projects include major infrastructure, facility or technology projects that are currently in progress, or are proposed by County departments or Special Districts to commence within the next five years. These are detailed in the County's 5-Year Capital Improvement Program – 2016/2021 Plan.

THE LAST FIVE YEARS

Over the past five years, the Board of Supervisors has allocated $286.3 million in general fund contributions for the CIP. The following chart indicates how those resources have been allocated by project type:



CIP NEEDS ADDRESSED DURING THE LAST FIVE YEARS

- **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
  - Pavement management

- **County Buildings Acquisition and Retrofit Project**
  - Allocated from $2.4 to $2.9 million per year to the County Buildings Acquisition and Retrofit Project

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
1	Adelanto-9428 Commerce Way	1	Sheriff/ Coroner/Public Administrator (Sheriff)	High Desert Detention Center (HDDC) Expansion Project post construction activities.	07-305	CJP	7701
2	Adelanto-9428 Commerce Way	1	Sheriff	HDDC Generator Project.	16-094	CJP	6X07
3	Apple Valley-14901 Dale Evans Pkwy	1	Library	Additional funding for the Apple Valley Library Structural Repair.	NA	CJP	050A
4	Apple Valley-21101 Dale Evans Pkwy	1	Probation	High Desert Juvenile Detention and Assessment Center (HDJDAC) Flooring Replacement funded by Prop 172.	15-205	CJP	5P70
5	Apple Valley-21101 Dale Evans Pkwy	1	Probation	HDJDAC Door Hinges funded by the Probation Department budget (AAA PRB).	15-224	CJP	5P90
6	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport T-Hangar Improvements funded by Airports Department County Service Area 60 (CSA 60) budget.	14-001	CJP	4J05
7	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Terminal Parking Lot Improvements funded by CSA 60 budget.	15-013	CJP	5J05
8	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Taxiway Reconstruction and Drainage funded by CSA 60 (RAI) and Operating fund (EBJ).	15-014	CJP	5J10
9	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Acquisition for construction/installation of new solar-powered obstruction lighting funded by CSA 60.	16-042	CJP	6J00
10	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Terminal HVAC Upgrade funded by CSA 60.	16-043	CJP	6J50
11	Apple Valley-21600 Corwin Rd.	1	Airports	New project to purchase land for drainage basin at southwest quadrant of Apple Valley Airport property funded by CSA 60.	17-010	CJP	7J05
12	Apple Valley-21600 Corwin Rd.	1	Airports	New project to upgrade Apple Valley Airport perimeter fence including installation of wildlife barrier pursuant to new design standard funded by CSA 60. The total project cost is $297,775. The Airports Department will manage the design portion of the project at a cost of $20,000. The Real Estate Services-Project Management Division (RES-PMD) will manage the construction portion of the project in the amount of $277,775.	17-011	CJP	7J40
13	Apple Valley-21600 Corwin Rd.	1	Airports	New project for roofing maintenance program to maintain and repair roofing structures funded by the Airports Department CSA 60 (RAI 400) budget. The total cost of this project is $24,500. The roofing assessment portion of the project in the amount of $10,500 will be managed by the Airports Department. The construction portion of the project in the amount of $14,000 will be managed by RES-PMD.	17-018	CJP	7J50
14	Barstow-1300 E. Mountain View Ave.	3	Probation	Barstow Probation Building Acquisition funded by Assembly Bill (AB) 109.	15-209	CJP	5P85
15	Barstow-29802 Highway 58	3	Fleet Management	Barstow Service Center Expansion funded by Fleet Management Internal Service Fund (ISF) Retained Earnings.	15-007	CJP	5F10
16	Barstow-304 E. Buena Vista	3	RES-PMD	Barstow Library Restroom Americans with Disabilities Act (ADA) Upgrades.	16-005	CJP	6X24
17	Barstow-Elephant Mountain	3	Information Services Department (ISD)	Elephant Mountain 800 MHz Upgrades.	12-104	CJP	5W11
18	Barstow-TBD	3	Preschool Services	New project for the acquisition of a building in Barstow funded by the Preschool Services Department budget.	17-197	CJP	6K47
19	Big Bear-41930 Garstin Dr.	3	Library	Big Bear Library Electrical Upgrades funded by the County Library Special Revenue budget.	16-169	CJP	6L10

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
1,136,766				65,467		65,467	65,467	1
1,000,000			-	1,000,000		1,000,000	1,000,000	2
2,960,000	460,000	-	460,000		1,415,615	1,415,615	1,875,615	3
448,000			-		199,688	199,688	199,688	4
565,486			-		509,120	509,120	509,120	5
250,000			-		250,000	250,000	250,000	6
200,000			-		199,750	199,750	199,750	7
250,000			-		250,000	250,000	250,000	8
490,000			-		489,863	489,863	489,863	9
75,000			-		75,000	75,000	75,000	10
50,000		50,000	50,000			-	50,000	11
297,775		277,775	277,775			-	277,775	12
24,500		14,000	14,000			-	14,000	13
2,445,000			-		1,474,399	1,474,399	1,474,399	14
555,000			-		76,157	76,157	76,157	15
55,000			-	45,475		45,475	45,475	16
100,000			-	57,213		57,213	57,213	17
1,500,000		1,500,000	1,500,000			-	1,500,000	18
20,000			-		20,000	20,000	20,000	19

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
20	Big Bear-41930 Garstin Dr.	3	RES-PMD	Big Bear Library East Entry Canopy.	16-085	CJP	6X23
21	Big Bear-41930 Garstin Dr.	3	RES-PMD	Big Bear Library Paint and Carpet.	16-006	CJP	6X34
22	Big Bear-41930 Garstin Dr.	3	RES-PMD	Big Bear Library/Medical Office Building Leak Restoration.	16-078	CJP	6X87
23	Big Bear-42090 N. Shore Dr.	3	Public Works	New project for Big Bear yard parking lot paving funded by Gas Tax.	17-045	CJP	7K02
24	Big Bear-477 Summit Blvd.	3	RES-PMD	Big Bear Courthouse Roofing Replacement funded by the Judicial Council of California (JCC) (21.14%-$76,104) and Discretionary General Funding (78.86%-$283,896).	16-089	CJP	6T05
25	Chino	4	RES-PMD	New project to remove trash dumped on the property funded by Prop 70 Dairies Special Revenue Fund (SIF INQ).	17-140	CJP	7K19
26	Chino Hills-Intersection Soquel Canyon Rd. and Pipeline Rd.	4	ISD	Aerojet 800 MHz Antenna Site.	NA	CJP	6W24
27	Chino-16700 S. Euclid Ave.	4	Regional Parks	New project to repair drainage pipes at the bottom of the Prado Regional Park lake.	17-020	CJP	7X14
28	Chino-5585 Riverside Dr.	4	Preschool Services	Chino Head Start Playground Improvement Project funded from the Preschool Services Department budget.	16-179	CJP	6K36
29	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Retention and Storm Water Conveyance Phase II.	09-170	CJP	2J03
30	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Runway Safety Fire Suppression funded by Airport department budget.	14-009	CJP	4J10
31	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Paving Project-Yanks Air Museum.	16-133	CJP	6J05
32	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-270 Roof Coating.	16-045	CJP	6J15
33	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-305 Demo and Phone System Relocation.	16-046	CJP	6J20
34	Chino-7000 Merrill Ave.	4	Airports	New project to relocate taxiway including pavement, reflectors and underground drainage funded by the Airports Department budget (RAA APT). The design portion of the project in the amount of $15,000 will be managed by the Airports Department. The construction portion in the amount of $185,000 will be managed by RES-PMD.	17-014	CJP	7J10
35	Chino-7000 Merrill Ave.	4	Airports	New project for replacement of air compressor at commercial hangars at Chino Airport funded by the Airports Department budget (RAA APT). This project will be managed by RES-PMD.	17-015	CJP	7J15
36	Chino-7000 Merrill Ave.	4	Airports	New project for replacement of hangar doors at commercial hangars at Chino Airport funded by the Airports Department budget (RAA APT).	17-016	CJP	7J20
37	Chino-7000 Merrill Ave.	4	Airports	New project for Chino Airport Mail Center and Modular Restroom. Total project cost is $220,000. The Airports Department will manage the design in the amount of $6,000. RES-PMD will manage the construction portion of the project in the amount of $214,000.	17-171	CJP	7J30
38	Chino-7000 Merrill Ave.	4	Airports	New project to demolish and remove Building A220 including lead and asbestos surveys at the Chino Airport funded by the Airports Department budget (RAA APT). The total project cost is $50,000. The design portion of the project in the amount of $5,000 will be managed by the Airports Department. RES-PMD will manage the construction portion of the project in the amount of $45,000.	17-013	CJP	7J45

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
300,000			-	286,370		286,370	286,370	20
105,000			-	104,016		104,016	104,016	21
50,000			-	48,211		48,211	48,211	22
150,000		150,000	150,000			-	150,000	23
360,000			-	131,000	76,104	207,104	207,104	24
110,000		110,000	110,000			-	110,000	25
25,000			-	3,765		3,765	3,765	26
202,500	202,500		202,500			-	202,500	27
75,000			-		75,000	75,000	75,000	28
332,570			-	92,570	238,463	331,033	331,033	29
1,000,000			-		998,575	998,575	998,575	30
450,000			-		449,073	449,073	449,073	31
275,000			-		275,000	275,000	275,000	32
75,000			-		75,000	75,000	75,000	33
200,000		185,000	185,000			-	185,000	34
75,000		75,000	75,000			-	75,000	35
125,000		125,000	125,000			-	125,000	36
220,000		214,000	214,000			-	214,000	37
50,000		45,000	45,000			-	45,000	38

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
39	Chino-7000 Merrill Ave.	4	Airports	New project for roofing maintenance program to maintain and repair roofing structures funded by the Airports Department budget (RAA APT). The total cost of this project is $45,500. The roofing assessment portion of the project in the amount of $19,500 will be managed by the Airports Department. The construction portion of the project in the amount of $26,000 will be managed by RES-PMD.	17-018	CJP	7J55
40	Colton-400 N. Pepper Ave.	5	Arrowhead Regional Medical Center (ARMC)	ARMC Dual Purpose Catheterization Laboratory Upgrade Project.	12-116	CJE	2G15
41	Colton-400 N. Pepper Ave.	5	ARMC	ARMC HIM Coding Remodel.	13-233	CJE	3G55
42	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Data Center Cooling and Electrical Upgrade.	13-237	CJE	3G60
43	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Parking Lot ADA Improvement Upgrade.	14-055 15-091	CJE	4G40
44	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Clean Steam Humidifier Rebuild.	15-084	CJE	5G05
45	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Walk-In Freezer Repair.	15-089	CJE	5G30
46	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Emergency Department Electronic Documentation System.	15-166	CJE	5G50
47	Colton-400 N. Pepper Ave.	5	ARMC	Additional funding for design for the ARMC Detainee Monitoring Facilities Project.	14-207	CJE	5G55
48	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Sterile Processing-Decontamination Plumbing Project.	16-191	CJE	5G60
49	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Operating Room Surgical Light and Column Replacement.	16-059	CJE	6G00
50	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Sterile Processing Cart Washer Replacement.	16-060	CJE	6G05
51	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Floor Loader Sterilizer Replacement.	16-061	CJE	6G10
52	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Cardiac Catheterization Lab Replacement.	16-062	CJE	6G15
53	Colton-400 N. Pepper Ave.	5	ARMC	ARMC X-Ray Room Equipment Replacement.	16-063	CJE	6G20
54	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Building Automation Upgrade.	16-064	CJE	6G25
55	Colton-400 N. Pepper Ave.	5	ARMC	ARMC ADA Site Accessibility Upgrade.	16-065	CJE	6G30
56	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Alarm Panel Upgrade.	16-067	CJE	6G40
57	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Burn Unit Clinic Relocation.	16-068	CJE	6G45
58	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Protection Upgrade for ARMC Data Centers.	16-069	CJE	6G50
59	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Retention Basin Remediation.	16-131	CJE	6G60
60	Colton-400 N. Pepper Ave.	5	ARMC	ARMC-Fontana/San Bernardino Leases Space Planning.	16-117	CJE	6G65
61	Colton-400 N. Pepper Ave.	5	ARMC	New project to conduct a Parking Structure Study for construction of a 300-space parking structure on ARMC campus to accommodate growth funded from ARMC Enterprise Funds.	17-193	CJE	7G27
62	Colton-400 N. Pepper Avenue	5	ARMC	ARMC Residual Enterprise Funds.	Program	CJE	ARMC
63	Colton-400 N. Pepper Avenue	5	ARMC	New project for Emergency Department Patient Bathroom Remodel funded by ARMC Enterprise Funds.	17-103	CJE	7G01
64	Colton-400 N. Pepper Avenue	5	ARMC	New project for Emergency Department Staff Bathroom Remodel. Project will add additional bathroom stalls in male and female staff bathrooms in Emergency Department funded by ARMC Enterprise Funds.	17-104	CJE	7G02

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
45,500		26,000	26,000			-	26,000	39
433,267			-		8,907	8,907	8,907	40
130,000			-		13,077	13,077	13,077	41
591,100			-		103,331	103,331	103,331	42
459,853			-		43,337	43,337	43,337	43
82,225			-		82,225	82,225	82,225	44
102,670			-		99,931	99,931	99,931	45
138,400			-		138,400	138,400	138,400	46
2,600,000	2,500,000		2,500,000	100,000		100,000	2,600,000	47
195,000			-		63,141	63,141	63,141	48
569,642			-		103,228	103,228	103,228	49
278,569			-		77,525	77,525	77,525	50
238,045			-		88,726	88,726	88,726	51
2,148,497			-		901,272	901,272	901,272	52
356,128			-		153,772	153,772	153,772	53
356,756			-		356,756	356,756	356,756	54
635,699			-		594,032	594,032	594,032	55
773,270			-		107,036	107,036	107,036	56
86,656			-		70,686	70,686	70,686	57
280,939			-		322,466	322,466	322,466	58
200,000			-		167,796	167,796	167,796	59
15,000			-		8,030	8,030	8,030	60
75,000		75,000	75,000			-	75,000	61
Program			-		180,351	180,351	180,351	62
1,099,650		1,099,650	1,099,650			-	1,099,650	63
564,000		564,000	564,000			-	564,000	64

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
65	Colton-400 N. Pepper Avenue	5	ARMC	New project for Labor and Delivery Security Doors. Project will install a door for the Labor and Delivery area funded from ARMC Enterprise Funds.	17-105	CJE	7G03
66	Colton-400 N. Pepper Avenue	5	ARMC	New project for Labor and Delivery Remodel. The project will make various updates to the Labor and Delivery Department area funded from ARMC Enterprise Funds.	17-106	CJE	7G04
67	Colton-400 N. Pepper Avenue	5	ARMC	New project for Operating Room Surgical Lights and Columns. ARMC to purchase $1,026,027 in equipment and $1,768,889 to be funded in CIP from ARMC Enterprise Funds for a total project cost of $2,794,916.	17-107	CJE	7G05
68	Colton-400 N. Pepper Avenue	5	ARMC	New project for Sterile Processing Flooring Replacement funded by ARMC Enterprise Funds.	17-108	CJE	7G06
69	Colton-400 N. Pepper Avenue	5	ARMC	New project for X-Ray Room Equipment Replacement. ARMC to purchase $200,518 in equipment and $133,925 to be funded in CIP from ARMC Enterprise Funds for a total project cost of $334,443.	17-109	CJE	7G07
70	Colton-400 N. Pepper Avenue	5	ARMC	New project for Computed Tomography (CT) Scanner Replacement in Medical Imaging Department. ARMC to purchase $818,813 in equipment and $888,750 to be funded in CIP from ARMC Enterprise Funds for a total project cost of $1,707,563.	17-111	CJE	7G08
71	Colton-400 N. Pepper Avenue	5	ARMC	New project for MRI Replacement. The project will replace a 1/5 Tesla MRI with a 3.0 Tesla MRI in the Medical Imaging Department. The total project cost is $2,922,984. $75,000 for design will be funded in 2016-17. ARMC to purchase $1,676,712 in equipment and $1,171,272 to be funded in CIP in 2017-18 in the total amount for year 2 of $2,847,984.	17-112	CJE	7G09
72	Colton-400 N. Pepper Avenue	5	ARMC	New project for Walk-In Freezer (Blast Chiller Relocation). This project will relocate the refrigerant rack for the walk-in freezer #3 from the roof to the basement for Nutrition Services funded from ARMC Enterprise Funds.	17-113	CJE	7G10
73	Colton-400 N. Pepper Avenue	5	ARMC	New project for Bi-Plane Angio Room. This project will conduct a study for the installation of bi-plane radiography equipment capability for the Medical Imaging Department funded from ARMC Enterprise Funds. Phase II in 2017-18 would include construction and equipment for a total project cost of $3,884,422.	17-114	CJE	7G11
74	Colton-400 N. Pepper Avenue	5	ARMC	New project for Multipurpose Angio Unit Installation. This project will replace the Fluoro Unit with Multipurpose Angio Unit in the Medical Imaging Department. ARMC to purchase $540,642 in equipment and $897,320 to be funded in CIP from ARMC Enterprise Funds for a total project cost of $1,437,962.	17-115	CJE	7G12
75	Colton-400 N. Pepper Avenue	5	ARMC	New project for Walk-In Freezer (Food Bank) Relocation. This project will relocate the refrigerant rack for the walk-in freezer #2 from the roof to the basement for Nutrition Services funded from ARMC Enterprise Funds.	17-116	CJE	7G13
76	Colton-400 N. Pepper Avenue	5	ARMC	New project for Parking Lot Emergency Telephones/Call Boxes. This project will install wireless emergency telephones/call boxes in the parking lots. ARMC to purchase $490,000 in equipment and $49,000 to be funded in CIP from ARMC Enterprise Funds for a total project cost of $539,000.	17-117	CJE	7G14
77	Colton-400 N. Pepper Avenue	5	ARMC	New project for Negative Pressure Room Monitors. This project will install new negative room monitors and alarms to link with existing Energy Management System. ARMC to purchase $275,545 in equipment and $107,897 to be funded in CIP from ARMC Enterprise Funds for a total project cost of $383,442.	17-118	CJE	7G15

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
217,313		217,313	217,313			-	217,313	65
649,677		649,677	649,677			-	649,677	66
2,794,916		1,768,889	1,768,889			-	1,768,889	67
44,439		44,439	44,439			-	44,439	68
334,443		133,925	133,925			-	133,925	69
1,707,563		888,750	888,750			-	888,750	70
2,922,984		75,000	75,000			-	75,000	71
59,968		59,968	59,968			-	59,968	72
3,884,422		75,000	75,000			-	75,000	73
1,437,962		897,320	897,320			-	897,320	74
57,376		57,376	57,376			-	57,376	75
539,000		49,000	49,000			-	49,000	76
383,442		107,897	107,897			-	107,897	77

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
78	Colton-400 N. Pepper Avenue	5	ARMC	New project for Nurse Call System Upgrade. This project will install nurse call base masters, patient stations, and code blue requirements upgrade in Diagnostics and Therapeutic Emergency Department. ARMC to purchase $174,925 in equipment and $78,482 to be funded in CIP from ARMC Enterprise Funds for a total project cost of $253,407.	17-119	CJE	7G16
79	Colton-400 N. Pepper Avenue	5	ARMC	New project for Fire Door Magnetic Hold Open. This project will install a magnetic door hold open device linked to the fire alarm system for Diagnostics and Therapeutic Emergency Department and Behavioral Health buildings funded by ARMC Enterprise Funds.	17-120	CJE	7G17
80	Colton-400 N. Pepper Avenue	5	ARMC	New project for Waste Anesthesia Gas Vacuum Pump Replacement. This project will replace waste anesthesia gas vacuum pumps in operating rooms funded by ARMC Enterprise Funds.	17-121	CJE	7G18
81	Colton-400 N. Pepper Avenue	5	ARMC	New project for ADA Site Accessibility Upgrades - Parking Lot. This project will upgrade existing site paving areas for Code Compliance at accessible parking areas and accessible paths of travel in the parking lots funded from ARMC Enterprise Funds.	17-122	CJE	7G19
82	Colton-400 N. Pepper Avenue	5	ARMC	New project for Perimeter Security Improvements. This project will include panic/duress buttons and camera upgrades. ARMC to purchase $510,000 in equipment and $51,000 to be funded in CIP from ARMC Enterprise Funds for a total project cost of $561,000.	17-123	CJE	7G20
83	Colton-400 N. Pepper Avenue	5	ARMC	New project for Building Automation Upgrade Phase 2. This project will upgrade the current Metasys Building Automation System that operates the Medical Center fire alarm, Heating, Ventilation and Air Conditioning (HVAC) system, utilities and other critical support systems to be funded in CIP from ARMC Enterprise Funds.	17-124	CJE	7G21
84	Colton-400 N. Pepper Avenue	5	ARMC	New project for Cooling Tower Fill Media Repair/Replacement. This project will repair/replace six cooling tower cells. ARMC to purchase $236,887 in equipment and $47,376 to be funded in CIP from ARMC Enterprise Funds for a total project cost of $284,263.	17-125	CJE	7G22
85	Colton-400 N. Pepper Avenue	5	ARMC	New project for Specialty Clinic Registration Relocation. This project will relocate the Specialty Clinic Registration staff to improve visibility and efficiency of registration funded by ARMC Enterprise Funds.	17-126	CJE	7G23
86	Colton-400 N. Pepper Avenue	5	ARMC	New project for Labor and Delivery Lobby Expansion. This project will expand the Labor and Delivery lobby by removing a glass wall inlet and building a new wall with a wider, automated door funded by ARMC Enterprise Funds.	17-127	CJE	7G24
87	Colton-400 N. Pepper Avenue	5	ARMC	New project for Urgent Care Center. This project will relocate patient accounts staff from the 2nd floor of the Medical Office Building to a new location, build out space to become the new primary care clinic, relocate the primary care clinic from the first to second floor and utilize the first floor clinic as an urgent care center funded by ARMC Enterprise Funds. The total project cost is $2,317,500. ARMC to fund $345,000 from its budget for FF&E, telephone/data and moving expense and $1,972,500 is funded in CIP for construction.	17-129	CJE	7G25
88	Colton-400 N. Pepper Avenue	5	ARMC	New project for ADA Site Accessibility Upgrades Interior. This project will make ADA internal site accessibility upgrades funded by ARMC Enterprise Funds.	17-130	CJE	7G26
89	Colton-400 N. Pepper Ave.	5	ISD	800 MHz Antenna Upgrades.	12-104	CJP	5W21

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
253,407		78,482	78,482			-	78,482	78
101,550		101,550	101,550			-	101,550	79
149,805		149,805	149,805			-	149,805	80
600,000		600,000	600,000			-	600,000	81
561,000		51,000	51,000			-	51,000	82
356,756		356,756	356,756			-	356,756	83
284,263		47,376	47,376			-	47,376	84
155,320		155,320	155,320			-	155,320	85
264,750		264,750	264,750			-	264,750	86
2,317,500		1,972,500	1,972,500			-	1,972,500	87
500,000		500,000	500,000			-	500,000	88
75,000			-	39,355		39,355	39,355	89

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
90	Colton-400 N. Pepper Ave.	5	Real Estate Services	Colton - Acquisition of Land.	NA	CJP	5X05
91	Countywide-Various	All	Airports	New Program budget for oversight, project management, estimating, and inspection and maintenance and repair of Airport projects funded by Airports budget.	17-194	CJP	AIRP
92	Countywide-Various	All	Fleet Management	Install/Replace Fuel Tanks Phase I funded by Fleet Management ISF Retained Earnings.	15-009	CJP	5F15
93	Countywide-Various	All	ISD	The total estimated cost of the 800 MHz Upgrade Project is $158,215,198. Additional funding of $17,881,452 of ongoing Discretionary General Funding and $8,500,000 from the Fire Consolidated Headquarters Complex Acquisition Project (Project No. 5X52) is proposed for 2016-17. The budget for the Fire Headquarters project ($12 million of which was funded by a reduction of the County Fire Subsidy in 2015-16, which was used to establish reserves for Fire Facilities) is being reduced by $8.5 million. This $8.5 million will be transferred to the 800 MHz project. An additional $3,815,077 was also added to this project as a rebate from Sprint for equipment purchases in 2015-16 bringing the total funded to date from $101,881,452 to $132,077,981. Following is the distribution of budget in the amount of $132,077,981 transferred to individual building projects: -800 MHz Upgrade Project Program Budget-$122,717,633 (Org 2V03) -Rialto Antenna Site Upgrade-$3,000,000 (Org 4W01) -ISD Garden Office No. 2 Remodel-$40,190 (Org 4W02) -Twin Peaks, 800 MHz Upgrades-$8,517 (Org 5W04) -San Sevaine, 800 MHz Upgrades-$67 (Org 5W05) -Heaps Peak, 800 MHz Upgrades-$9,003 (Org 5W06) -Keller Peak,800 MHz Upgrades-$13,103 (Org 5W07) -Bertha Peak, 800 MHz Upgrades-$7,669 (Org 5W08) -Onyx Peak, 800 MHz Upgrades-$5,202 (Org 5W09) -High Desert Government Center Public Safety Operations Center-$4,750,000 (Org 2X62) -Oak Hills 800 MHz Upgrades-$0 (Org 5W10) -Elephant Mountain, 800 MHz Upgrades-$100,000 (Org 5W11) -Forest Falls, 800 MHz Upgrades-$100,000 (Org 5W12) -Rancho Cucamonga 800 MHz-$50,000 (Org 5W13) -West Valley Detention Center 800 MHz Upgrades-$50,000 (Org 5W14) -Claremont Yards 800 MHz Antenna Site-$12,523 (Org 5W15) -Skyland Peak 800 MHz Upgrades-$30,377 (Org 5W16) -HVAC Upgrades at 25 800 MHz Sites-$800,000 (Org 5W17) -Rialto 120 Foot Mono Pole-$32,990 (Org 5W18) -GSA Spur Sites-$25,435 (Org 5W19) -Loma Linda Antenna Site-$90,000 (Org 5W20) -ARMC 800 MHz Antenna Upgrades-$75,000 (Org 5W21) -Aero Jet Chino Hills 800 MHz-$10,060 (Org 5W22) -Skyland Peak Tower-$100,000 (Org 6W23) -Aero Jet Chino Hills, 800 MHz-$25,000 (Org 6W24) -Chino Hills 800 MHz Antenna-$11,659 (Org 6W25) -Padua 800 MHz Antenna Upgrade-$13,553 (Org 6W26)	16-071	CJP	2V03
94	Countywide-Various	All	ISD	HVAC Upgrades at 25 800 MHz Sites.	12-104	CJP	5W17

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
2,200,000			-	2,173,801		2,173,801	2,173,801	90
75,000		75,000	75,000			-	75,000	91
809,000			-		677,614	677,614	677,614	92
Program Budget	17,881,452	8,500,000	26,381,452	33,187,950		33,187,950	59,569,402	93
800,000			-	573,952		573,952	573,952	94

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
95	Countywide-Various	All	Regional Parks	Regional Parks Improvement Program budget.	Program 16-026	CJP	REGP
96	Countywide-Various	All	RES-PMD	The total estimated cost of the County Buildings Acquisition and Retrofit Project is $176,000,000 (excluding the construction cost for the County Fire Consolidated Headquarters and the Valley Public Safety Operations Center Projects added in 2015-16). $8,000,000 is proposed to be funded in 2016-17 from County General Fund Reserves set aside for this project, $2,000,000 is proposed to be transferred to the Valley Public Safety Operations Center Project (Org 6X09). Other activities include funding of $1,080,000 from Probation AB 109 fund balance for the 157-175 Building Remodel (Org 3D06) and $8,500,000 is proposed to be transferred from the Fire Consolidated Headquarters Complex Acquisition Project (Org 5X52) to the 800MHz Upgrade project (Org 2V03) bringing the total net funding to date to $84,289,834. Funding sources are: Discretionary General Funding (Net County Cost)-$74,769,834; DA-$720,000; Purchasing-$475,000; Household Hazardous Waste-$2,025,000; and Probation AB 109 funding-$6,300,000. Following is the distribution of budget in the amount of $84,289,834 to individual building projects: -County Buildings Acquisition and Retrofit Project-$9,177,576 (Org 2X64) -Downtown Building Project Master Planning Budget-$260,538 (Org 3D00) -County Government Center Campus Improvements-$3,164,290 (Org 3D01) -268 Building Acquisition and Improvements-$12,327,097 (Org 3D02) -Hospitality Lane Additional Parking Acquisition and Improvements-$1,524,738 (Org 3D03) -222 Building Remodel-$6,000,000 (Org 3D04) -104 Building Exterior Improvements-$0 (Org 3D05) -157-175 Building Seismic Retrofit and Improvements-$3,387,903 (Org 3D06). $1,080,000 is proposed new funding from Probation AB 109 fund balance for 2016-17. -172 Building Seismic Retrofit and Improvements-$750,000 (Org 3D07) -351 Building Remodel-$100,000 (Org 3D08) -303 Building Improvements-$11,220,000 (Org 3D09) -316 Building Improvements-$3,750,000 (Org 3D11) -401 Building Remodel-$0 (Org 3D12) -825 Building Remodel-$10,000 (Org 3D13) -Behavioral Health Move to IEHP Building-$33,782 (Org 3D14) -268 Building Remodel-$13,350,000 (Org 3D15) -15371 Civic, VV Acquisition-$2,210,672 (Org 4D16) -15456 Sage, VV Acquisition-$2,601 (Org 4D17) -150 W. 5th Acquisition-$1,700 (Org 4D18) -Fire Consolidated Headquarters Complex Acquisition Project-$12,025,000 (Org 5X52). $8,500,000 of the previous $20,525,000 total budget is being moved to the 800 MHz Upgrade Project (Org 2V03) in 2016-17. -Hospitality Lane Campus Parking-$18,675 (Org 6D20) -Hospitality Parking Expansion-Phase II-$475,262 (Org 6D21) -323 Court St. Building Acquisition-$2,500,000 (Org 6D22) -Valley Public Safety Operations Project-$2,000,000 (Org 6X09)	12-102	CJP	2X64

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
Program Budget			-	141,992		141,992	141,992	95
Program Budget	8,000,000	(2,000,000)	6,000,000	3,177,576		3,177,576	9,177,576	96

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
97	Countywide-Various	All	RES-PMD	Countywide HVAC Control System Upgrade.	13-100	CJP	3X20
98	Countywide-Various	All	RES-PMD	Countywide Conference Room Upgrade.	14-087	CJP	4X39
99	Countywide-Various	All	RES-PMD	Countywide HVAC Optimization.	NA	CJP	4Y76
100	Countywide-Various	All	RES-PMD	Countywide Backflow Device Cages.	16-081	CJP	6X13
101	Countywide-Various	All	RES-PMD	Miscellaneous Countywide ADA Parking Lot Signage.	16-072	CJP	6X25
102	Countywide-Various	All	RES-PMD	Miscellaneous Countywide ADA Interior Signage.	16-072	CJP	6X26
103	Countywide-Various	All	RES-PMD	Facilities Management Water Treatment Upgrades.	NA	CJP	6X99
104	Countywide-Various	All	RES-PMD	Americans with Disabilities Act (ADA) Program-Anticipated New Projects: - Countywide Various-Unprogrammed-$299,850 - San Bernardino-777 E. Rialto Ave.-777 Building ADA Restroom Addition-$250,000 (CIP #17-133) - Countywide-Various-Miscellaneous ADA Parking Lot Signage-$100,000 - Trona-82805 Mt. View-Trona Library Restroom Upgrade-$100,000 - San Bernardino-385 N. Arrowhead Ave.-County Government Center (CGC) Drinking Fountain ADA Replacement-$65,000 -Hesperia-15900 Smoketree Ln.-High Desert Government Center (HDGC) Veteran's Affairs Door Modification-$50,000 - San Bernardino-900 E. Gilbert St.-Juvenile Delinquency Court Parking Lot ADA Changes-$50,000 - Apple Valley-11873 Apple Valley Rd.-Victor Valley Museum Automated Door Replacement-$40,000	17-147	CJP	ADA
105	Countywide-Various	All	RES-PMD	ADA Management.		CJP	ADAM
106	Countywide-Various	All	RES-PMD	HDJDAC Facility Sewer Reimbursement.		CJP	AVWD
107	Countywide-Various	All	RES-PMD	Boiler Replacements Program-Unprogrammed Anticipated New Project: - San Bernardino-630 E. Rialto Ave.-Central Detention Center (CDC) Boiler Circulation Tank and Heat Exchanger-$100,000	17-149	CJP	BOIL
108	Countywide-Various	All	RES-PMD	Minor CIP Administration.		CJP	CIPA
109	Countywide-Various	All	RES-PMD	Capital Improvement Program Residual.		CJP	CJPR
110	Countywide-Various	All	RES-PMD	Court Buildings Capital Projects		CJP	CRTB
111	Countywide-Various	All	RES-PMD	Countywide Elevator Modernization Program-Anticipated New Projects: - Ontario-555 Maple St.-Preschool Services Elevator Sump Pump-$250,000 - San Bernardino-630 E. Rialto Ave.-CDC Freight Elevator-$200,000	17-151	CJP	ELEV
112	Countywide-Various	All	RES-PMD	Energy Projects Program		CJP	ENGR
113	Countywide-Various	All	RES-PMD	Countywide Exterior Renovation Program-Anticipated New Projects: - Trona-82805 Mt. View-Library Repaint-$190,000 - San Bernardino-385 N. Arrowhead Ave.-CGC Awning Refurbish and Paint-$175,000 - San Bernardino-385 N. Arrowhead Ave.-CGC 5th Floor Board Patio Doors-$150,000 - San Bernardino-385 N. Arrowhead Ave.-CGC Painting Doors and Hand Rails-$150,000	17-153	CJP	EXTR

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
1,675,000			-	37,478		37,478	37,478	97
240,000			-	239,875		239,875	239,875	98
136,000			-	43,840		43,840	43,840	99
50,000			-	9,808		9,808	9,808	100
25,000			-	7,281		7,281	7,281	101
20,000			-	13,841		13,841	13,841	102
113,000			-	113,000		113,000	113,000	103
Program Budget	954,850		954,850	521,617		521,617	1,476,467	104
Program Budget			-	13,544		13,544	13,544	105
Program Budget			-	133,516		133,516	133,516	106
Program Budget	100,000		100,000	421,594		421,594	521,594	107
Program Budget			-	4,793		4,793	4,793	108
Program Budget			-	449,237		449,237	449,237	109
Program Budget			-	200,000		200,000	200,000	110
Program Budget	450,000		450,000	199,871		199,871	649,871	111
Program Budget			-	874,794		874,794	874,794	112
Program Budget	665,000		665,000	35,466		35,466	700,466	113

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
114	Countywide-Various	All	RES-PMD	Countywide Generator Replacements Program-Anticipated New Projects: - San Bernardino-630 E. Rialto Ave.-CDC Generator-$300,000 - Adelanto-9438 Commerce Way-HDDC Generator Controls Integration-$100,000 - San Bernardino-200 S. Lena Rd.-Facilities Management and Crime Lab Complex Engineering Study for Generator Services (Cam Lock Option)-$75,000 - Rancho Cucamonga-9500 Etiwanda Ave.-West Valley Detention Center (WVDC) Generator Controls Integration-$50,000 - San Bernardino-630 E. Rialto Ave.-CDC Generator Controls Integration-$50,000 - Redlands-2024 Orange Tree Ln.-Redlands Museum Sump Pump Generator-$20,000	17-154	CJP	GENR
115	Countywide-Various	All	RES-PMD	Heating, Ventilation and Air Conditioning (HVAC) Upgrades/Maintenance/Replacement Program-Anticipated New Projects: - Countywide-Various-Countywide HVAC Controls Upgrade-$500,000 - Trona-13207 Market Ave.-Public Health Replace HVAC Units and Ductwork Distribution System Replacement-$160,000 - Rancho Cucamonga-9500 Etiwanda Ave.-WVDC Deaerator Tank-$144,000 - San Bernardino-351 Mtn. View-Air Handler Refurbish-$135,000 - Apple Valley-11873 Apple Valley Rd.-Victor Valley Museum HVAC Equipment Replacement-$125,000 (CIP #17-032) - San Bernardino-630 E. Rialto Ave.-CDC Air Conditioner #5 Air Handler Unit Upgrade to Fan Wall System-$125,000 - Adelanto-9438 Commerce Way-HDDC Redundant AC Add to Server Room-$100,000 - Rancho Cucamonga-9500 Etiwanda Ave.-WVDC Central Plant Isolation Valves-$92,000 - Twin Peaks-26010 Hwy 189-Twin Peaks County Building Direct Digital Controls System-$75,000 - Rialto-1743 Miro Way-OES New Hydrogen Gas Detection and Exhaust Fan-$35,000 - San Bernardino-900 E. Gilbert St.-Juvenile Delinquency Court Seimens Panel and Expansion Controllers-$32,400 - San Bernardino-157-175 5th St. and 401 N. Arrowhead Ave.-157 and 401 Building Heat Exchangers Refurbish-$25,000 - Countywide-Various-Chiller Plants Freon Detectors Study-$25,000 - Barstow-303 E. Mtn. View-Public Health Actuator-$25,000	17-155	CJP	HVAC

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
Program Budget	595,000		595,000	205,350		205,350	800,350	114
Program Budget	1,598,400		1,598,400	376,069		376,069	1,974,469	115

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
116	Countywide-Various	All	RES-PMD	Countywide Interior Renovation Program-Anticipated New Projects: - Trona-82805 Mtn. View-Trona Library Deferred Maintenance-$295,000 (CIP #17-035) - Twentynine Palms-6078 Adobe-Twentynine Palms Library Interior Deferred Maintenance-$125,000 (CIP #17-034) - Countywide-Various-Countywide Conference Room Upgrades-$100,000 - San Bernardino-777 E. Rialto Ave.-777 Building Carpet and VCT Replacement in Lobby and Halls with Vapor Barrier-$94,000 - San Bernardino-351 Mtn. View Ave.-351 Building Pump Controllers-$30,000 - San Bernardino-900 E. Gilbert St.-Regional Youth Education Facility (RYEF) Electrolysis Study for Re-Pipe-$20,000 - San Bernardino-385 N. Arrowhead Ave.-CGC Electrical Rework 3rd Floor-$5,000	17-156	CJP	INTR
117	Countywide-Various	All	RES-PMD	Minor Capital Improvements Program-Unprogrammed.	17-157	CJP	MCIP
118	Countywide-Various	All	RES-PMD	Pavement Management Program-Anticipated New Projects: - San Bernardino-Gilbert St.-Paseo Rd.-Road Replacement-$250,250 - Countywide-Various-County Parking Lot Management Plan-$235,000 - Victorville-15371 Civic Dr.-District Attorney Annex Parking Lot-$100,000 - San Bernardino-157-175 5th St.-157 Building Parking Lot Rear Drain-$60,000 - San Bernardino-Gilbert St.-Electrical Vault Raise Ring and Pave-$50,000 - San Bernardino-200 Lena Rd.-Rework Slope at Scientific Division Investigations Back Door-$45,000 - Fontana-17830 Arrow Blvd.-Fontana Office Building Sidewalk-$40,000 - Devore-18000 Institution Rd.-Sheriff Academy West Parking Lot-$25,000	17-158	CJP	PAVE
119	Countywide-Various	All	RES-PMD	Roofing Program-Anticipated New Projects: - Needles-1111 Bailey Ave.-Library-$480,000 - Unprogrammed-$350,000 - San Bernardino-900 E. Gilbert St.-Youth Justice Center Roof Replacement-$275,000 - San Bernardino-175 W. 5th St. Roof Rehabilitation-$220,000 - Wrightwood-6011 Pine St.-Library Roof Replacement-$150,000 (CIP #17-033) - Redlands-222 W. Brookside-Public Guardian Reroof-$146,300 - Fontana-17780 Arrow Blvd.-Fontana Sheriff Roof Drains-$125,000 - Redlands-2024 Orange Tree Ln.-Redlands Museum Education Center Roof-$45,000	17-159	CJP	ROOF
120	Countywide-Various	All	RES-PMD	Fire/Life Safety Program-Anticipated New Projects: - Countywide-Various-Relocate Fire Sprinkler Backflows Six Locations: Facilities Management, Public Works, 777 Building, CGC, 157-175 Building, ISD-$245,000 - Victorville-14455 Civic Dr.-Victorville Court Sheriff's Holding Area-$210,000	17-160	CJP	SAFE

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
Program Budget	669,000		669,000	224,974		224,974	893,974	116
Program Budget	3,400,847		3,400,847	1,896,574		1,896,574	5,297,421	117
Program Budget	805,250		805,250	33,499		33,499	838,749	118
Program Budget	1,791,300		1,791,300	211,736		211,736	2,003,036	119
Program Budget	455,000		455,000	300,000		300,000	755,000	120

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
121	Countywide-Various	All	RES-PMD	New Program budget to conduct security assessments and make security improvements to various County facilities to be identified as a result of the security assessments.	17-167	CJP	SECR
122	Countywide-Various	All	RES-PMD	Site Infrastructure Program-Anticipated New Projects: - San Bernardino-Gilbert St.-Well Tank Booster Pump-$90,000 - Wrightwood-6011 Pine St.-Wrightwood Library Concrete Repairs and Refresh-$65,000 (CIP #17-136) - Redlands-Museum-Sewer Line Repair-$60,000 (CIP #17-163) - Countywide Various-Backflow Device Cages (3rd Year Funding)-$50,000 - Barstow-Mtn. View Complex-Retaining Wall-$35,000 - Barstow-225 E. Mtn. View-Sheriff's Jail Sewer Line Repair-$30,000	17-161	CJP	SITE
123	Countywide-Various	All	Sheriff	Additional funding of $4,500,000 for Sheriff Consolidated Operations Remodel bringing the total funded to date to $11,525,000. The estimated project budget is $14,700,000. The remaining required budget of $3,175,000 will be funded in a future phase.	15-238	CJP	4X99
124	Crestline-24107 Rockview Dr.	2	ISD	Skyland Peak Tower.	16-071	CJP	6W23
125	Crestline-24171 Lake Dr.	2	Regional Parks	Lake Gregory Dam Rehabilitation Project Phase II.	NA	CJP	4R10
126	Crestline-24171 Lake Dr.	2	RES-PMD	Lake Gregory Regional Park N. Share ADA Entry Improvements.	15-117	CJP	5X32
127	Daggett-39500 National Trails Hwy	1	Airports	New project for Daggett Apron Rehab. Total project cost is $5,050,000. First year funding (Phase I) of $250,000 will rehabilitate the apron north of taxiway B funded from Airport CIP funds.	17-173	CJP	7J35
128	Devore-18000 Institution Rd.	2	County Fire	Special Operations/Training 4,800 Square Foot Butler Building funded by County Fire Reserves (FPD 106 800).	15-072	CJP	5K35
129	Devore-18000 Institution Rd.	2	County Fire	Glen Helen Training Center North Parking Lot Paving funded from County Fire Reserves (FAR 106 1101) and CIP funds (FPD-106-800).	16-038	CJP	6K02
130	Devore-18000 Institution Rd.	2	County Fire	New project for construction of a 3,200 square foot butler building to protect and secure two dozers, two transports, two Cozad trailers and other heavy equipment for the Glen Helen regional training facility funded by County Fire Reserves (FHR 107).	17-077	CJP	7K08
131	Devore-18000 Institution Rd.	2	County Fire	New project to install temporary portables for approximately 4,475 square feet of office space for Division 11 personnel, administrative staff and training classrooms while the Training Headquarters Building is planned and under construction funded by County Fire Reserves (FHR 107).	17-079	CJP	7K09
132	Devore-18000 Institution Rd.	2	County Fire	New project to install three portable buildings including utility connections consisting of approximately 4,774 square feet to accommodate Battalion Chief, Nurse Educators, Training Officers and EMS Coordinator as well as up to 150 trainees while the Headquarters Building is under construction funded by County Fire Reserves (FHR 107).	17-080	CJP	7K10
133	Devore-18000 Institution Rd.	2	RES-PMD	GHRC Video Camera Installation.	15-102	CJP	4Y67
134	Devore-18000 Institution Rd.	2	RES-PMD	Glen Helen Training Center Parking Lot Paving.	16-079	CJP	6Y06
135	Devore-18000 Institution Rd.	2	Sheriff	Sheriff's Academy Scenario Village - Phase I - funded by Federal Asset Forfeitures (SCK SHR).	13-153	CJP	3S13

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
2,000,000	2,000,000		2,000,000			-	2,000,000	121
Program Budget	330,000		330,000	195,796		195,796	525,796	122
14,700,000	4,500,000		4,500,000	3,589,655		3,589,655	8,089,655	123
100,000			-	99,794		99,794	99,794	124
1,200,000			-	295,759		295,759	295,759	125
50,000			-	12,493		12,493	12,493	126
5,050,000		250,000	250,000			-	250,000	127
283,000			-		242,490	242,490	242,490	128
50,050			-		50,050	50,050	50,050	129
323,780		323,780	323,780			-	323,780	130
150,000		150,000	150,000			-	150,000	131
230,000		230,000	230,000			-	230,000	132
300,000			-	16,631		16,631	16,631	133
55,000			-	55,000		55,000	55,000	134
300,000			-		11,443	11,443	11,443	135

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
136	Devore-18901 Institution Road	2	Sheriff	New project to purchase and install a pre-fabricated, concrete restroom building in the green belt area in front of Ranges 1 and 2 at the Sheriff's Training Center funded $75,500 with Discretionary General Funding (Net County Cost) and $120,000 from the Sheriff's department budget.	17-095	CJP	7X04
137	Devore-18000 Institution Rd.	2	Sheriff	Training Center Lead Mitigation Phase II-Ranges 3, 4, 5 and the rifle range.	16-011	CJP	6X01
138	Devore-18000 Institution Rd.	2	Sheriff	Glen Helen Rehabilitiation Center (GHRC) Shower Remodel Phase II-M1 and M2 Units.	16-013	CJP	6X02
139	Devore-18000 Institution Road	2	Sheriff	New project to remodel housing units to increase security and ensure ADA, BSCC and Title 15 compliance funded with a portion of $22.5 million set aside in County general fund reserves.	17-091	CJP	7X01
140	Devore-18000 Institution Road	2	Sheriff	New project to replace outdated control panels that control security doors and install intercom system for jail staff to communicate with staff and inmates at the GHRC funded with a portion of $22.5 million set aside in County general fund reserves.	17-092	CJP	7X02
141	Devore-19777 Shelter Way	5	RES-PMD	Devore Animal Shelter Security and Maintenance Project.	16-135	CJP	6X90
142	Devore-2555 Glen Helen Pkwy	5	Regional Parks	GHRP Sewer Main Extension.	14-074	CJP	4X20
143	Devore-2555 Glen Helen Pkwy.	5	Regional Parks	New project to install Security Cameras at Glen Helen Regional Park.	17-204	CJP	7X10
144	El Mirage-APN 0461-181-32, 0461-262-05 and 0461-244-11.	1	RES-PMD	El Mirage Off Highway Vehicle Area Improvements funded from the El Mirage Trust Fund.	16-158	CJP	6K33
145	Fontana-17830 Arrow Blvd.	5	Probation	Remodel for West Valley Day Reporting Center funded by Probation Department with AB 109 fund balance.	14-116	CJP	4P10
146	Fontana-9315 Citrus Ave.	2	Preschool Services	Fontana Citrus Head Start Playground Project funded by the Preschool Services Department budget.	16-186	CJP	6K43
147	Fontana-Carob St.	2	Behavioral Health	New project for the acquisition of land and construction of a 10,000 square foot Crisis Residential Treatment Center funded by the Mental Health Wellness Act of 2013 (SB 82) through the California Health Facilities Financing Authority (CHFFA) grant (Round 4) and Mental Health Services Act (MHSA).	17-187	CJP	6N10
148	Fontana-TBD	5	Behavioral Health	New project to acquire land and construct a 12,000 square foot West Valley Crisis Stabilization Unit funded by SB 82 through the CHFFA grant (Round 5) and the balance by MHSA.	17-037	CJP	7N25
149	Forest Falls	3	ISD	Forest Falls 800 MHz Upgrades	12-104	CJP	5W12
150	Hesperia-16453 Bear Valley Rd.	1	Public Health	Public Health Clinic Remodel/Expansion Project funded by a federal grant.	13-129	CJP	3U05
151	Hesperia-8426 Topaz Ave.	1	Public Works	Hesperia Residential Home Demolition funded by Public Works-Flood Control District budget (RFQ 094).	16-121	CJP	6K23
152	Hesperia-9393 Santa Fe Ave.	1	Special Districts	Special Districts Water and Sanitation Building Acquisition funded from one time reserves in the Special District's budget (SKU).	16-159	CJP	6K34
153	High Desert-To Be Determined	1	Department of Behavioral Health (DBH)	New Project to acquire land and construct a High Desert DBH Residential Crisis Center funded by Mental Health Wellness Act of 2013 (Senate Bill 82 grant).	15-228	CJP	5N05
154	High Desert-To Be Determined	1	Public Health	High Desert Animal Shelter.	10-109	CJP	0X80
155	Highland-32330 Santa Ana Canyon Rd.	3	Public Works	New project for Fleet Management to coordinate, purchase, install and hook up a generator to run gates and equipment at Seven Oaks Dam during power failures/outages funded 7% by San Bernardino County Flood Control District, and 93% by Orange and Riverside Counties.	17-044	CJP	7K01

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
195,500	75,500	120,000	195,500			-	195,500	136
2,470,000			-	2,426,928		2,426,928	2,426,928	137
406,600			-	369,482		369,482	369,482	138
5,245,000	5,245,000		5,245,000			-	5,245,000	139
755,000	755,000		755,000			-	755,000	140
75,000			-	75,000		75,000	75,000	141
500,000			-	273,560		273,560	273,560	142
50,000	50,000		50,000			-	50,000	143
50,000			-		50,000	50,000	50,000	144
5,595,000			-		1,743,276	1,743,276	1,743,276	145
75,000			-		75,000	75,000	75,000	146
6,460,000	-	6,460,000	6,460,000			-	6,460,000	147
7,425,000		7,425,000	7,425,000			-	7,425,000	148
100,000			-	18,613		18,613	18,613	149
4,897,415			-		1,732,702	1,732,702	1,732,702	150
60,000			-		52,337	52,337	52,337	151
600,000			-		600,000	600,000	600,000	152
5,890,000		1,013,401	1,013,401		4,653,705	4,653,705	5,667,106	153
1,160,000			-	1,160,000		1,160,000	1,160,000	154
35,000		35,000	35,000			-	35,000	155

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
156	Joshua Tree-62499 Twentynine Palms Hwy.	3	Public Works	New Project for Fleet Management to coordinate, purchase, install and hook up a generator to run the equipment at the Joshua Tree Yard during power failures/outages funded by Gas Tax.	17-047	CJP	7K03
157	Joshua Tree-6527 White Feather Rd.	3	RES-PMD	Joshua Tree Courthouse Skylight Replacement funded $15,224 from the JCC and $29,776 from Discretionary General Funding (Net County Cost).	16-078	CJP	6X60
158	Joshua Tree-6527 White Feather Rd.	3	RES-PMD	Joshua Tree Courthouse Sewage Back-up Restoration.	16-078	CJP	6X97
159	Joshua Tree-6527 White Feather Rd.	3	Sheriff	New project to install new security cameras with digital video recording system and intercom system.	17-094	CJP	7X03
160	Lake Arrowhead-27470 North Bay Rd.	2	County Fire	Fire Station #94 Covered Parking funded by County Fire Reserves (FMZ 600 4000).	15-060	CJP	5K30
161	Lake Arrowhead-981 N. State Hwy 173	2	County Fire	Fire Station #92 Covered Parking funded by County Fire Reserves (FMZ 600 4000).	15-051	CJP	5K20
162	Lake Gregory-24171 Lake D.	2	RES-PMD	Lake Gregory Regional Park ADA Improvements funded by Community Development Block Grant funding (CDBG).	17-184	CJP	7A15
163	Loma Linda-APN 0284-401-34	3	ISD	Antenna site.	12-104	CJP	5W20
164	Lucerne Valley-33269 Hwy 247 East	3	County Fire	Additional funding of $15,000 increasing the project budget from $188,538 to $203,538 for the Station #8 Remodel to Add Two Bedrooms Project funded by County Fire Reserves.	16-032	CJP	6K03
165	Mentone-1300 Crafton Ave.	3	County Fire	New project for Fire Station #9 stucco repair and painting of the exterior funded by County Fire Reserves.	17-054	CJP	7K07
166	Mentone-1300 Crafton Ave.	3	County Fire	Station #9 Roof Replacement funded from one-time reserves (FVR 580 4000).	16-028	CJP	6K04
167	Mentone-1300 Crafton Ave.	3	County Fire	Station #9 Apparatus Bay Addition funded from County Fire Reserves.	16-129	CJP	6K22
168	Morongo Basin-TBD	3	Behavioral Health	New project to acquire land and construct a 10,180 square foot Crisis Residential Treatment Facility funded by the SB 82 through the CHFFA grant (Round 5) and the MHSA.	17-038	CJP	7N20
169	Mt. Baldy-APN #0353-151-12	2	DPW-Transportation	Mt. Baldy Yard Cinder Building Design funded by Transportation Gas Tax (SAA TRA TRA).	16-025	CJP	6K14
170	Needles-100 Park Moabi	1	Regional Parks	Park Moabi Boaters' Area Improvements funded by a $840,000/grant and $77,700 from Regional Parks Maintenance and Development budget (SPR CCR).	14-117	CJP	4R05
171	Needles-100 Park Moabi Rd.	1	Regional Parks	New project to replace the four mile main road from the gate house to the peninsula campground at Park Moabi.	17-026	CJP	7X15
172	Needles-1111 Bailey St.	1	Probation	Probation Needles Office Refurbish funded with SB 678 fund balance.	16-168	CJP	6P35
173	Needles-1111 Bailey St.	1	Sheriff	Needles Station Vandalism Repair funded from the Sheriff's Department budget.	NA	CJP	6S30
174	Needles-TBD	1	County Fire	Needles Fire Station.	12-137 13-095	CJP	2Y30
175	Ontario-150 E. Holt Blvd.	4	Public Health	New project for architectural services for redesign of the lab.	17-195	CJP	7U05
176	Ontario-800 N. Archibald Ave.	4	Regional Parks	Cucamonga-Guasti Regional Park Install Dechlorination Unit.	15-122	CJP	5X22
177	Ontario-800 N. Archibald Ave.	4	Regional Parks	Cucamonga-Guasti Regional Park Swim Lagoon Repair funded by the Regional Park budget.	16-136	CJP	6R05
178	Ontario-800 N. Archibald Ave.	4	Regional Parks	New project to install security cameras at Cucamonga-Guasti Regional Park.	17-205	CJP	7X11

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
35,000		35,000	35,000			-	35,000	156
45,000			-	4,376		4,376	4,376	157
45,000			-	11,895		11,895	11,895	158
400,000	400,000		400,000			-	400,000	159
133,000			-		26,289	26,289	26,289	160
133,000			-		22,698	22,698	22,698	161
331,128		331,128	331,128			-	331,128	162
90,000			-	9,885		9,885	9,885	163
203,538		15,000	15,000		163,836	163,836	178,836	164
160,000		160,000	160,000			-	160,000	165
63,840			-		62,266	62,266	62,266	166
369,740			-		369,740	369,740	369,740	167
5,875,000		5,875,000	5,875,000			-	5,875,000	168
20,000			-		18,829	18,829	18,829	169
917,700			-		843,269	843,269	843,269	170
1,025,726	1,025,726		1,025,726			-	1,025,726	171
35,300			-		35,300	35,300	35,300	172
25,000			-		7,328	7,328	7,328	173
3,609,568			-	244,045		244,045	244,045	174
10,000		10,000	10,000			-	10,000	175
148,292			-	113,991		113,991	113,991	176
44,000			-		39,721	39,721	39,721	177
50,000	50,000		50,000			-	50,000	178

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
179	Rancho Cucamonga-8303 Haven Ave.	2	DA	Rancho Courthouse DA Remodel.	15-192	CJP	5X55
180	Rancho Cucamonga-8303 Haven Ave.	2	ISD	Rancho Cucamonga 800 MHz.	12-104	CJP	5W13
181	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	FLJC Elevator 1-4 Modernization funded by Discretionary General Funding (23.95%-$251,475) and from the Judicial Council of California (JCC) (76.05%-$798,525).	14-194	CJP	4Y59
182	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	Rancho Courthouse Energy Measures and Implementation funded by the JCC (76.05%-$698,481) and Discretionary General Funding (Net County Cost) (23.95%-$219,969).	15-231	CJP	5T35
183	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	Rancho Courthouse Public Restroom Partition Replacement funded by the JCC (76.05%-$60,840) and Discretionary General Funding (23.95%-$19,160).	16-087	CJP	6T15
184	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	Rancho Courthouse Interior Roadway Rehabilitation funded by the City of Rancho Cucamonga (20%-$88,000), JCC (60.8%-$267,696), and Discretionary General Funding (Net County Cost) (19.2%-$84,304).	16-088	CJP	6T20
185	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	Rancho Courthouse Base Isolation Testing.	NA	CJP	7200
186	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-PMD	Additional funding of $173,000 increasing the project budget from $180,000 to $353,000 for the Rancho Courthouse Exterior Cleaning Project funded by the JCC (76.05%-$268,456) and for the County's share (23.95%-$84,544).	17-198	CJP	6T25
187	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-PMD	New project for Rancho Courthouse Outside Patio Drain Repair funded by the JCC (76.05%-$19,013) and Discretionary General Funding (Net County Cost) (23.95%-$5,987).	17-176	CJP	7T10
188	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-PMD	New project for Rancho Courthouse Restroom Partition Replacement funded 76.05% JCC ($45,630) and 23.95% Discretionary General Funding (Net County Cost) ($14,370).	17-178	CJP	7T20
189	Rancho Cucamonga-8575 Haven Ave.	2	RES-PMD	8575 Building Public Health-Environmental Health Services (EHS) Remodel.	16-174	CJP	6Y13
190	Rancho Cucamonga-8575 Haven Ave.	2	RES-PMD	Card Access Haven Second District Office.	NA	CJP	6Y22
191	Rancho Cucamonga-9478 Etiwanda Ave.	2	Probation	Remodel West Valley Juvenile Detention and Assessment Center (WVJDAC) to Relocate Probation's Training Center funded by AB 109.	15-200	CJP	5P45
192	Rancho Cucamonga-9500 Etiwanda Ave.	2	ISD	WVDC 800 MHz.	12-104	CJP	5W14
193	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-PMD	WVDC Elevator Modernization.	16-074	CJP	6X64
194	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-PMD	WVDC Transformer Replacement.	16-078	CJP	6X82
195	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-PMD	WVDC Roof Leak.	16-078	CJP	6Y07
196	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Emergency Chiller Project.	NA	CJP	054A
197	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Revocation Hearing Rooms Remodel funded by by the Probation Department with AB 109 fund balance.	13-146	CJP	3S10
198	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC ADA Improvements funded $1,596,304 from Discretionary General Funding and $4,703,696 from CDBG funding.	15-134	CJP	3S16
199	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Security Controls Upgrade.	NA	CJP	4X85

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
1,454,900			-	1,454,227		1,454,227	1,454,227	179
50,000			-	595		595	595	180
1,050,000			-	251,475	767,350	1,018,825	1,018,825	181
918,450			-	210,256	698,481	908,737	908,737	182
80,000			-	19,160	57,827	76,987	76,987	183
440,000			-	84,304	355,696	440,000	440,000	184
80,000			-	80,000		80,000	80,000	185
353,000	41,433	131,567	173,000	34,218	136,889	171,107	344,107	186
25,000	5,987	19,013	25,000			-	25,000	187
60,000	14,370	45,630	60,000			-	60,000	188
975,000			-	968,260		968,260	968,260	189
10,000			-	10,000		10,000	10,000	190
6,227,000			-		5,849,297	5,849,297	5,849,297	191
50,000			-	12,655		12,655	12,655	192
500,000			-	492,086		492,086	492,086	193
346,000			-	326,883		326,883	326,883	194
200,000			-	195,149		195,149	195,149	195
525,000				63,570		63,570	63,570	196
1,300,000			-		493,577	493,577	493,577	197
6,300,000			-		194,373	194,373	194,373	198
5,000,000			-	63,771		63,771	63,771	199

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
200	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Shower Tile Replacement funded by AB 109.	15-135	CJP	5S40
201	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Nurse Card Reader Installation Project funded by AB 109.	15-105	CJP	5S45
202	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Recreation Yard Enclosures funded by the Sheriff's Department Corrections budget.	16-107	CJP	6S20
203	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Plumbing Overhaul Installation funded from AB 109 fund balance.	15-138	CJP	6S25
204	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	New project to construct/install steel enclosures that contain a toilet, sink, telephone and intercom in the recreation yards of housing units 1, 3, 4, 9, 10 and 15 at the WVDC funded from a portion of $22.5 million set aside in County general fund reserves.	17-098	CJP	7X05
205	Redlands-2024 Orange Tree Ln.	3	County Museum	New project for Redlands Museum Hall of Geological Wonders Lighting Upgrade project funded from the Museum budget.	17-196	CJP	7M05
206	Redlands-2024 Orange Tree Ln.	3	County Museum	New project for a Camera System for the Main Museum.	17-190	CJP	7X08
207	Redlands-2024 Orange Tree Ln.	3	County Museum	Hall of History Refurbishing funded from grants and Museum budget.	08-206	CJV	8X78
208	Redlands-2024 Orange Tree Ln.	3	RES-PMD	Redlands Museum ADA Compliant Project funded by CDBG.	17-182	CJP	7A10
209	Rialto-1743 Miro Way	5	County Fire-Office of Emergency Services (OES)	New project to seal coat and crack seal the OES parking lot funded by County Fire budget (FES 108).	17-053	CJP	7K06
210	Rialto-1743 Miro Way	5	RES-PMD	Emergency Operations Center Package Unit Replacement.	16-076	CJP	6X29
211	Rialto-1771 Miro Way	5	ISD	Rialto Antenna Site Upgrade.	12-104	CJP	4W01
212	San Bernardino Valley Area-to be determined	5	County Fire	Fire Consolidated Headquarters Complex Acquisition Project. $8,500,000 of the previous $20,525,000 total budget is being transferred to the 800 MHz Upgrade Project (Org 2V03) in 2016-17.	15-229	CJP	5X52
213	San Bernardino Valley Area-to be determined	5	Sheriff	Valley Public Safety Operations Center (PSOC) Project. Transfer of funding from the County Buildings Acquisition and Retrofit project (Org 2X64) for Phase II of the PSOC for design of the building for the selected site increasing the project budget from $200,000 to $2,200,000.	16-014	CJP	6X09
214	San Bernardino-104 W. 4th St.	5	Probation	104 Building Exterior Awning Installation funded by AB 109.	15-208	CJP	5P20
215	San Bernardino-104 W. 4th St.	5	Probation	Central Day Reporting Center Electrical Upgrade funded by AB 109.	16-123	CJP	6P15
216	San Bernardino-104 W. 4th St.	5	RES-PMD	104 Building Roof Repairs.	16-080	CJP	6Y03
217	San Bernardino-1499 S. Tippecanoe Ave.	5	Real Estate Services	San Bernardino 1499 Tippecanoe Remodel for Lease.	15-230	CJP	5X53
218	San Bernardino-1499 S. Tippecanoe Ave.	5	RES-PMD	Split System Replacement-Autism Center.	NA	CJP	6Y19
219	San Bernardino-150 W. 5th St.	5	Probation	Central Operation Office Modification funded with SB 678.	16-122	CJP	6P10
220	San Bernardino-150 W. 5th St.	5	Probation	New project to complete interior construction and finishes, plumbing and electrical work and other improvements including a gated parking area funded by SB 678.	17-082	CJP	7P05
221	San Bernardino-157-175 W. 5th St.	5	Probation	157 Building Administration Swipe Card System funded by AB 109.	15-196	CJP	5P25
222	San Bernardino-157-175 W. 5th St.	5	Probation	157 Building Professional Standards Areas Remodel funded by AB 109.	15-197	CJP	5P30

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
600,000			-		355,556	355,556	355,556	200
87,750			-		87,750	87,750	87,750	201
250,000			-		250,000	250,000	250,000	202
330,000			-		328,013	328,013	328,013	203
1,200,000	1,200,000		1,200,000			-	1,200,000	204
20,000		20,000	20,000			-	20,000	205
50,000	50,000		50,000			-	50,000	206
3,150,730			-		8,505	8,505	8,505	207
500,000		500,000	500,000			-	500,000	208
78,905		78,905	78,905			-	78,905	209
290,000			-	269,506		269,506	269,506	210
3,000,000			-	264,422		264,422	264,422	211
12,025,000			-	9,524,717	2,440,480	11,965,197	11,965,197	212
2,200,000		2,000,000	2,000,000	170,000		170,000	2,170,000	213
130,000			-		107,640	107,640	107,640	214
303,200			-		302,700	302,700	302,700	215
41,000			-	4,565		4,565	4,565	216
554,948			-	108,128		108,128	108,128	217
15,000			-	15,000		15,000	15,000	218
2,030,000			-		2,028,308	2,028,308	2,028,308	219
669,041		669,041	669,041			-	669,041	220
30,000			-		26,490	26,490	26,490	221
200,000			-		171,350	171,350	171,350	222

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
223	San Bernardino-157-175 W. 5th St.	5	Probation	157 Building Remodel Restrooms and Break Room on 4th Floor funded by AB 109.	15-199	CJP	5P40
224	San Bernardino-157-175 W. 5th St.	5	RES-PMD	Additional funding of $1,080,000 for the 157-175 Building Seismic Retrofit and Improvements Project funded from the Probation Department by AB 109.	NA	CJP	3D06
225	San Bernardino-157-175 W. 5th St.	5	RES-PMD	157-175 Building Window Replacements funded $25,000 Risk Management and $50,000 Discretionary General Funding.	15-234	CJP	5X51
226	San Bernardino-157-175 W. 5th St.	5	RES-PMD	157 Building HR Water Leak Repair.	NA	CJP	6Y21
227	San Bernardino-172 W. 3rd St.	5	RES-PMD	172 Building Seismic Retrofit and Improvements.	NA	CJP	3D07
228	San Bernardino-175 S. Lena Rd.	5	RES-PMD	Structural Analysis of Coroner Autopsy Suites.	NA	CJP	6Y17
229	San Bernardino-175 S. Lena Rd.	5	Sheriff	Coroner's Office Electrical Upgrade and Wall Removal funded by the Sheriff's Department budget.	16-097	CJP	6S10
230	San Bernardino-175 S. Lena Rd.	5	Sheriff	Coroner Building Expansion Project.	15-100	CJP	5X10
231	San Bernardino-200 S. Lena Rd.	5	Real Estate Services-Facilities Management (RES-FMD)	New project to secure building and warehouse by enhancing entry access system and adding video surveillance funded from the RES-FMD budget.	17-102	CJP	7K14
232	San Bernardino-200 S. Lena Rd.	5	RES-PMD	Sheriff Scientific Investigation Division Warehouse Roof Recoat.	16-080	CJP	6X44
233	San Bernardino-200 S. Lena Rd.	5	RES-PMD	Sheriff's Scientific Investigations Division Roof Replacement.	16--078	CJP	6X92
234	San Bernardino-200 S. Lena Rd.	5	Sheriff	Sheriff's Crime Lab Expansion Project.	07-293	CJP	2Y65
235	San Bernardino-200 S. Lena Rd.	5	Sheriff	Sheriff's Scientific Investigations Division Remodel.	15-164	CJP	5S05
236	San Bernardino-210 N. Lena Rd.	5	Fleet Management	Fleet Management Infrastructure Improvements funded from Fleet Management ISF Retained Earnings.	14-145	CJP	4F15
237	San Bernardino-210 N. Lena Rd.	5	Fleet Management	Fleet Management Automated Reservation and Keyboard funded by Fleet Management ISF Retained Earnings.	15-266	CJP	5F30
238	San Bernardino-210 N. Lena Rd.	5	Fleet Management/ Public Works	Pavement Management Fleet - 3rd and Lena Rd. funded by General Fund/Public Works Share ($1,398,564); Fleet Management ISF Retained Earnings ($1,451,436).	15-165	CJP	5K55
239	San Bernardino-222 W. Hospitality Ln., 3rd Floor	5	Risk Management Department	New project to remodel current floor space to accommodate the addition of four new positions and reallocate underutilized office space funded by Insurance ISF.	17-086	CJP	7K12
240	San Bernardino-222 W. Hospitality Ln.	5	RES-PMD	Hall of Records Sign Project funded by SANBAG.	12-133	CJP	2X88
241	San Bernardino-222 W. Hospitality Ln.	5	RES-PMD	222 Building Remodel.	NA	CJP	3D04
242	San Bernardino-222 W. Hospitality Ln.	5	Risk Management	Space Evaluation for Risk Management funded by Risk Management unrestricted net assets.	16-114	CJP	6K24
243	San Bernardino-268 W. Hospitality Ln.	5	Real Estate Services	New project to make improvements to the 3rd floor required as part of the University of Loma Linda lease funded from the Rents budget (AAA RNT).	17-142	CJP	7K20
244	San Bernardino-268 W. Hospitality Ln.	5	RES-PMD	268 Building Improvements.	NA	CJP	3D15
245	San Bernardino-268 W. Hospitality Ln.	5	RES-PMD	268 Building Boiler Controls Integration.	NA	CJP	6Y20

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
425,000			-		424,480	424,480	424,480	223
3,387,903		1,080,000	1,080,000	99,120	2,000,000	2,099,120	3,179,120	224
75,000			-	37,680	25,000	62,680	62,680	225
45,000			-	45,000		45,000	45,000	226
750,000			-	345,719		345,719	345,719	227
12,000			-	12,000		12,000	12,000	228
45,600			-		38,239	38,239	38,239	229
1,915,000			-	514,289		514,289	514,289	230
40,000		40,000	40,000			-	40,000	231
166,000			-	2,021		2,021	2,021	232
65,000			-	14,867		14,867	14,867	233
15,543,560			-	836,257		836,257	836,257	234
1,110,000			-	1,050,414		1,050,414	1,050,414	235
270,000			-	-	62,126	62,126	62,126	236
100,000			-		100,000	100,000	100,000	237
2,850,000			-	651,135		651,135	651,135	238
200,000		200,000	200,000			-	200,000	239
5,000			-		5,000	5,000	5,000	240
6,000,000			-	5,822,144		5,822,144	5,822,144	241
10,000			-		9,480	9,480	9,480	242
80,000		80,000	80,000			-	80,000	243
12,500,000			-	15,906		15,906	15,906	244
12,000			-	2,150		2,150	2,150	245

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
246	San Bernardino-303 W. 3rd St.	5	DA	New project to install a dry suppression system, environmentally seal the server room, door sweeps, seals, fire caulking and mechanical vent dampers for the service room funded by the department's Federal Asset Forfeiture fund (SDN).	17-084	CJP	7K11
247	San Bernardino-303 W. 3rd St.	5	DA	303 Building Parking Lot Barrier Arm funded from DA budget.	16-154	CJP	6K31
248	San Bernardino-303 W. 3rd St.	5	RES-PMD	303 Building Remodel funded $10,500,000 from Discretionary General Funding and $720,000 from DA budget.	NA	CJP	3D09
249	San Bernardino-303 W. 3rd St.	5	RES-PMD	303 Building MDF/IDF HVAC Controls.	16-076	CJP	6X76
250	San Bernardino-316 Mtn. View	5	RES-PMD	316 Building Remodel.	NA	CJP	3D11
251	San Bernardino-323 W. Court St.	5	RES-PMD	323 Building Acquisition and Remodel.	NA	CJP	6D22
252	San Bernardino-340 and 364 Mtn. View Ave.	5	RES-PMD	340 & 364 Buildings Sidewalk Replacements.	15-124	CJP	5X26
253	San Bernardino-351 N. Arrowhead Ave.	5	RES-PMD	Central Courthouse ADA Improvements.	NA	CJP	6A01
254	San Bernardino-351 N. Arrowhead Ave.	5	RES-PMD	New project for Historic Courthouse Mechanical Plant Chiller #2 and Auxiliary Equipment Pumps funded JCC (95.64%-$513,587) and Discretionary General Funding (Net County Cost) (4.36%-$23,413).	17-175	CJP	7T05
255	San Bernardino-351 N. Mtn. View Ave.	5	RES-PMD	351 Building Remodel.	NA	CJP	3D08
256	San Bernardino-351 N. Mtn. View Ave.	5	RES-PMD	351 Building 2nd Floor HVAC Unit Replacement.	16-076	CJP	6X28
257	San Bernardino-385 N. Arrowhead Ave.	5	Board of Supervisors (BOS)	CGC BOS Dais Modification.	14-081	CJP	4X80
258	San Bernardino-351 N. Arrowhead Ave.	5	RES-PMD	New project for Central Courthouse Siemens Panel and Expansion Controllers funded by the Judicial Council of California (JCC).	17-174	CJP	7T25
259	San Bernardino-385 N. Arrowhead Ave.	5	ISD	Board Chambers Audio/Visual System Replacement funded by ISD's ISF retained earnings (IAM).	16-104	CJP	6V10
260	San Bernardino-385 N. Arrowhead Ave.	5	Purchasing	CGC Quick Copy Room Clean-up funded by Purchasing Department budget.	16-137	CJP	6K25
261	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC 1st and 2nd Floor HVAC Modification	15-119	CJP	5X12
262	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Chambers Renovation Study.	15-233	CJP	5X50
263	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Exterior Cleaning.	16-085	CJP	6X22
264	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC 5th Floor Patio Drain Piping Replacement.	16-077	CJP	6X32
265	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Fountain Re-design.	16-078	CJP	6X61
266	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Lobby and Security Renovation.	16-078	CJP	6X62
267	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Chambers Corridor and Ground Floor Conference Room Leak Repair.	NA	CJP	6X85
268	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	385 Building Public Health-EHS Remodel.	16-172	CJP	6Y11
269	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	County Administrative Office (CAO) Conference Room Upgrade.	14-087	CJP	6Y23

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
124,731		124,731	124,731			-	124,731	246
38,000			-		38,000	38,000	38,000	247
11,220,000			-	20,007		20,007	20,007	248
85,000			-	82,415		82,415	82,415	249
3,750,000			-	3,634,406		3,634,406	3,634,406	250
2,500,000			-	144,694		144,694	144,694	251
50,000			-	50,000		50,000	50,000	252
70,000			-	70,000		70,000	70,000	253
537,000	23,413	513,587	537,000			-	537,000	254
100,000			-	16,425		16,425	16,425	255
90,000			-	90,000		90,000	90,000	256
5,000			-	4,173		4,173	4,173	257
108,000		108,000	108,000			-	108,000	258
90,400			-		85,437	85,437	85,437	259
24,000			-		24,000	24,000	24,000	260
1,500,000			-	1,280,267		1,280,267	1,280,267	261
1,245,000			-	1,182,668		1,182,668	1,182,668	262
540,000			-	529,319		529,319	529,319	263
35,000			-	32,734		32,734	32,734	264
10,000			-	6,100		6,100	6,100	265
30,000			-	12,678		12,678	12,678	266
300,000			-	11,309		11,309	11,309	267
2,025,000			-	2,005,081		2,005,081	2,005,081	268
80,000			-	80,000		80,000	80,000	269

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
270	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	New project for security improvements and café remodel. The initial budget of $250,000 will complete the design. The construction budget will be established at a later date.	17-186	CJP	7X07
271	San Bernardino-385 N. Arrowhead Ave., First Floor	5	Land Use Services	Relocate the four to six mining division staff to approximately 1,650 square feet of County-owned space in close proximity to the County Government Center funded through fees collected for mining project activities (AAA PLN).	17-052	CJP	7K05
272	San Bernardino-401 N. Arrowhead Ave.	5	Probation	401 Building Landscaping funded with AB 109 fund balance.	16-119	CJP	6P05
273	San Bernardino-401 N. Arrowhead Ave.	5	Probation	Adult Annex Basement Restroom Refurbish funded with SB 678 fund balance.	16-167	CJP	6P40
274	San Bernardino-401 N. Arrowhead Ave.	5	RES-PMD	401 Building Exterior Seal and Paint.	16-085	CJP	6X21
275	San Bernardino-4280 Hallmark Ave.	5	Preschool Services	Hallmark Warehouse Evaporative Coolers funded by the Preschool Services Department budget.	16-113	CJP	6K30
276	San Bernardino-4280 Hallmark Ave.	5	Preschool Services	PSD Hallmark Warehouse Pallet Rack Project funded by the Preschool Services Department budget.	16-180	CJP	6K44
277	San Bernardino-4280 Hallmark Ave.	5	Preschool Services	Hallmark Warehouse Grading and Drainage Repair funded by the Preschool Services Department budget.	17-139	CJP	6K46
278	San Bernardino-503 E. Central Ave.	5	RES-PMD	Preschool Services Roof Replacement.	NA	CJP	6Y15
279	San Bernardino-630 E. Rialto Ave.	5	RES-PMD	CDC Heat Exchangers Refurbish.	NA	CJP	062A
280	San Bernardino-630 E. Rialto Ave.	5	RES-PMD	CDC Sewer Main Repair/Replacement	16-010	CJP	6X50
281	San Bernardino-655 E. 3rd St.	5	Sheriff	Sheriff's Headquarter's (HQ) Restroom and Locker Room Upgrade funded by AB 109.	15-127	CJP	5S50
282	San Bernardino-655 E. 3rd St.	5	Sheriff	Bureau of Administration Access Card System funded by Sheriff department budget.	16-015	CJP	6S05
283	San Bernardino-655 E. 3rd St.	5	Sheriff	Sheriff's Headquarter's Paint and Carpet.	16-100	CJP	6S15
284	San Bernardino-655 E. 3rd St.	5	Sheriff	Civil Liabilities Remodel-Remodel Sheriff's Museum space into a conference room and additional cubicle space.	16-016	CJP	6X03
285	San Bernardino-655 E. 3rd St.	5	Sheriff	Central Station Remodel funded from the Sheriff's department budget.	17-164	CJP	7S00
286	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Repave Parking Lot Project funded from ISD ISF (IAJ and IAM) .	15-093	CJP	5V05
287	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Warehouse funded from ISF Retained Earnings.	15-267	CJP	5V20
288	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Modular Building Improvements funded by ISD's internal service fund retained earnings.	16-109	CJP	6V15
289	San Bernardino-670 E. Gilbert St.	5	ISD	Additional funding of $70,000 increasing the project budget from $100,000 to $170,000 for the ISD Sewer Line Replacement funded from ISD Retained Earnings.	16-134	CJP	6V20
290	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Window Shades funded by ISD retained earnings.	16-164	CJP	6V25
291	San Bernardino-670 E. Gilbert St.	5	ISD	New project to enhance existing fencing and add perimeter fencing and security to the parking lot and surrounding areas at the ISD building funded by ISF Retained Earnings (IAJ and IAM-50% each).	17-085	CJP	7V05
292	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Data Center UPS Upgrade funded by ISF Retained Earnings.	11-003	CJP	1V20
293	San Bernardino-670 E. Gilbert St.	5	RES-PMD	ISD Sewer Maintenance.	16-078	CJP	6X89
294	San Bernardino-700 E. Gilbert St.	5	Behavioral Health	San Bernardino Behavioral Health Crisis Residential Center Project funded by Mental Health Wellness Act of 2013 (Senate Bill 82 grant).	15-237	CJP	5N00

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
1,000,000	250,000		250,000			-	250,000	270
35,750		35,750	35,750			-	35,750	271
26,500			-		26,500	26,500	26,500	272
63,020			-		63,020	63,020	63,020	273
45,000			-	40,546		40,546	40,546	274
45,000			-		45,000	45,000	45,000	275
45,000			-		45,000	45,000	45,000	276
125,000			-		125,000	125,000	125,000	277
60,000			-	60,000		60,000	60,000	278
25,000				1,298		1,298	1,298	279
650,000			-	622,089		622,089	622,089	280
926,000			-		813,133	813,133	813,133	281
95,168			-		94,256	94,256	94,256	282
250,000			-	7,566		7,566	7,566	283
180,000			-	177,365		177,365	177,365	284
278,300		278,300	278,300			-	278,300	285
1,187,606			-		174,943	174,943	174,943	286
2,700,000			-		2,618,815	2,618,815	2,618,815	287
24,000			-		21,875	21,875	21,875	288
170,000		70,000	70,000		99,696	99,696	169,696	289
8,300			-		8,300	8,300	8,300	290
390,000		390,000	390,000			-	390,000	291
4,729,705			-		2,657,148	2,657,148	2,657,148	292
40,000			-	34,097		34,097	34,097	293
5,300,072			-		733,674	733,674	733,674	294

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
295	San Bernardino-700-780 E. Gilbert St.	5	Probation	Gateway Fence and Gate Project funding with Prop 172 fund balance.	16-127	CJP	6P30
296	San Bernardino-740 and 900 E. Gilbert St.	5	Probation	Probation Camera Installation Project funded by excess Prop 172 funds.	15-261	CJP	5P96
297	San Bernardino-777 E. Rialto Ave.	5	Agriculture/ Weights and Measures	Agriculture Dyno Meter Installation funded by the Agriculture Department budget.	16-163	CJP	6K32
298	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Lighting Fixtures Replacement funded by the Purchasing Department budget.	16-139	CJP	6K26
299	San Bernardino-777 E. Rialto Ave.	5	Purchasing	New project to retrofit the Purchasing Warehouse space to air conditioned space for information technology equipment, construct an outside covered canopy area, add perimeter fencing, and modernize racking funded from Surplus property and storage operations funded with unrestricted net position.	17-100	CJP	7K13
300	San Bernardino-777 E. Rialto Ave.	5	Purchasing	New project to replace carpet in Printing Services area funded from Printing Services' unrestricted net position.	17-132	CJP	7K15
301	San Bernardino-777 E. Rialto Ave.	5	Purchasing	New project to install and wire an emergency backup generator funded from one-time rebate revenue.	17-134	CJP	7K16
302	San Bernardino-777 E. Rialto Ave.	5	Registrar of Voters (ROV)	ROV Storage Rack Mezzanine funded by ROV department budget.	15-269	CJP	5K91
303	San Bernardino-777 E. Rialto Ave.	5	RES-PMD	Rancho Lena Water Quality Management Program Improvements.	NA	CJP	4X16
304	San Bernardino-777 E. Rialto Ave.	5	RES-PMD	Purchasing Carpet Replacement.	15-112	CJP	4Y65
305	San Bernardino-777 E. Rialto Ave.	5	RES-PMD	777 Building Conference Room Refurbishment.	16-041	CJP	6X36
306	San Bernardino-777 E. Rialto Ave.	5	RES-PMD	777 Building Moisture Issues.	16-078	CJP	6X65
307	San Bernardino-780 E. Gilbert St.	5	RES-PMD	TAY Center Siemens Fire Alarm Panel.	16-078	CJP	6Y04
308	San Bernardino-820 E. Gilbert St.	5	RES-PMD	Phoenix Community Clinic Parking Area Crack and Slurry.	16-078	CJP	6X74
309	San Bernardino-825 E. 3rd St.	5	Public Works (PW)	Public Works DOC Emergency Lighting funded by the four Public Works Department Divisions, Gas Tax, Property Tax and Fees.	16-165	CJP	6K28
310	San Bernardino-825 E. 3rd St.	5	PW	New project for Fleet Management to coordinate, purchase, install and hook up a generator to run the entire main PW building during a power outage funded by the four divisions of PW.	17-048	CJP	7K04
311	San Bernardino-825 E. 3rd St.	5	RES-PMD	825 Building Remodel.	NA	CJP	3D13
312	San Bernardino-825 E. 3rd St.	5	PW	825 Building Seismic Assessment funded by the four divisions of PW, Gas Tax, Property Tax and Fees.	16-153	CJP	6Y01
313	San Bernardino-900 E. Gilbert St.	5	DA	Gilbert Street Building 3 DA Remodel funded by the DA Department budget.	16-160	CJP	6K35
314	San Bernardino-900 E. Gilbert St.	5	Probation	Central Valley Juvenile Detention and Assessment Center (CVJDAC) Parking and Sally Port Lighting funded by Prop 172 funds.	15-201	CJP	5P50
315	San Bernardino-900 E. Gilbert St.	5	Probation	CVJDAC Swipe Card System funded by Prop 172 funds.	15-202	CJP	5P55
316	San Bernardino-900 E. Gilbert St.	5	Probation	CVJDAC Emergency Evacuation Area funded by Prop 172 funds.	15-203	CJP	5P60
317	San Bernardino-900 E. Gilbert St.	5	Probation	New project to rekey locks at the CVJDAC funded by Youthful Offender Block Grant fund balance.	17-101	CJP	7P10
318	San Bernardino-900 E. Gilbert St.	5	Probation	Gateway at Regional Youth Education Facility (RYEF) Living Area Improvements funded by Prop 172.	15-207	CJP	5P80

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
14,000			-		3,179	3,179	3,179	295
2,477,939			-		2,469,732	2,469,732	2,469,732	296
90,000			-		90,000	90,000	90,000	297
25,000			-		25,000	25,000	25,000	298
230,000		230,000	230,000			-	230,000	299
50,160		50,160	50,160			-	50,160	300
50,000		50,000	50,000			-	50,000	301
143,000			-		76,732	76,732	76,732	302
380,000			-	12,735		12,735	12,735	303
112,000			-	109,789		109,789	109,789	304
151,250			-	145,747		145,747	145,747	305
10,000			-	7,995		7,995	7,995	306
15,000			-	2,764		2,764	2,764	307
65,000			-	65,000		65,000	65,000	308
20,000			-		20,000	20,000	20,000	309
219,000		219,000	219,000			-	219,000	310
10,000			-	6,172		6,172	6,172	
40,000			-	39,782		39,782	39,782	312
10,000			-		10,000	10,000	10,000	313
63,000			-		49,513	49,513	49,513	314
164,000			-		93,652	93,652	93,652	315
474,000			-		472,762	472,762	472,762	316
223,265		223,265	223,265			-	223,265	317
106,000			-		20,832	20,832	20,832	318

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
319	San Bernardino-900 E. Gilbert St.	5	Probation	Central Juvenile Court Holding Modifications funded with Prop 172 fund balance.	16-126	CJP	6P25
320	San Bernardino-900 E. Gilbert St.	5	Probation	Building Modifications for Tattoo Removal Program funded with AB 109 fund balance.	16-171	CJP	6P45
321	San Bernardino-900 E. Gilbert St.	5	RES-PMD	Juvenile Delinquency Court Upgrade Project.	13-183	CJP	3X58
322	San Bernardino-900 E. Gilbert St.	5	RES-PMD	Regional Youth Educational Facility Generator Installation.	16-075	CJP	6X16
323	San Bernardino-900 E. Gilbert St.	5	RES-PMD	Juvenile Delinquency Court Roofing Rehabilitation.	16-080	CJP	6X48
324	San Bernardino-900 E. Gilbert St.	5	RES-PMD	RYEF Machine Room Transformer Replacement.	16-081	CJP	6X49
325	San Bernardino-Gilbert St.	5	Behavioral Health	New project to vacate cottage 4 and construct approximately 23,679 square feet of office and clinic space on vacant land at Gilbert Street for the co-location of Children and Youth Collaborative Services (CYCS), Juvenile Justice Program (JJP), and California Work Opportunity and Responsibility for Kids (CalWorks) funded 5.86% MHSA, 45.35% Medi-Cal, 6.84% 1991 Realignment, 32.65% 2011 Realignment and 9.3% CalWORKS.	17-040	CJP	7N30
326	San Bernardino-Gilbert St.	5	RES-PMD	Gilbert Street Roadway Improvements.	15-121	CJP	5X16
327	San Bernardino-Gilbert St.	5	RES-PMD	Gilbert Street Water Line Replacement.	15-124	CJP	5X29
328	San Bernardino-Gilbert St.	5	RES-PMD	Additional funding of $500,000 for the Demo of Old Juvenile Hall Buildings in order to remove underground tunnels and infrastructure increasing the project budget from $1,830,000 to $2,330,000.	16-083	CJP	6X04
329	San Bernardino-Gilbert St./Windsor Ave.	5	Behavioral Health	New project to construct a 10,000 square foot 20-bed Crisis Stabilization Unit on County-owned land funded by SB 82 through the CHFFA grant (Round 4).	17-188	CJP	6N15
330	San Bernardino-Gilbert St.-TBD	5	County Counsel/ Children and Family Services	New project for space planning for additional space for County Counsel and Children and Family Services serving the Juvenile Dependency Court funded from CIP Residual Funding (Org CJPR).	17-201	CJP	7X09
331	San Bernardino-Hospitality Ln.	5	RES-PMD	Hospitality Campus Parking Expansion Phase II.	NA	CJP	6D21
332	San Bernardino-San Bernardino International Airport	5	Sheriff	Sheriff Aviation Relocation Oversight funded from Sheriff department budget.	14-095	CJP	4S20
333	San Bernardino-San Bernardino International Airport	5	Sheriff	Sheriff's Aviation Relocation funded $4.1 million by City of Rialto, $1.0 million from Sheriff State Asset Forfeiture Funds and $7.22 million from Discretionary General Funding.	14-095	CJP	4X05
334	San Bernardino-Various	5	RES-PMD	Downtown Building Project Master Planning Budget.	NA	CJP	3D00
335	San Bernardino-Various	5	RES-PMD	County Government Center Campus Improvements.	NA	CJP	3D01
336	Trona-82275 Trona Road	1	Real Estate Services	New project to demolish Searles Valley Historical Society Building.	17-168	CJP	7X06
337	Twentynine Palms-78569 Twentynine Palms Hwy.	3	Airports	New project to construct a shadeport at Twentynine Palms Airport funded by the Airports Department budget (RAA APT).	17-019	CJP	7J25
338	Twin Peaks-26010 Hwy 189	2	RES-PMD	Twin Peaks Pavement Rehab.	15-121	CJP	5X18
339	Twin Peaks-26010 Hwy 189	2	RES-PMD	Twin Peaks County Building Controls Upgrades.	16-076	CJP	6X30
340	Upland-2413 Euclid Ave.	2	County Fire	Station #12 Bathroom Remodel funded from one-time County Fire Reserves (FVR 580 4000).	16-030	CJP	6K05
341	Victorville-14455 Civic Dr.	1	RES-PMD	Victorville Courthouse Parking Lot Rehabilitation funded by Discretionary General Funding (Net County Cost) (16.4%-$295,036) and JCC (83.6%-$342,744).	15-157	CJP	5T10
342	Victorville-18000 Yates Rd.	1	Regional Parks	Mojave Narrows Water Service Improvements.	14-075	CJP	4X21
343	Victorville-To Be Determined	1	Fleet Management	High Desert Service Center Expansion funded by Fleet Management ISF Retained Earnings.	15-006	CJP	5F05
344	Wrightwood-5980 Elm St.	1	County Fire	Station #14 Dorm Room Remodel funded with one-time County Fire Reserves (FNR 590 5000).	16-031	CJP	6K07

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
580,000			-		580,000	580,000	580,000	319
1,012,200			-		1,012,200	1,012,200	1,012,200	320
1,640,000			-	38,160		38,160	38,160	321
50,000			-	40,812		40,812	40,812	322
85,000			-	8,773		8,773	8,773	323
125,000			-	122,589		122,589	122,589	324
12,881,376		12,881,376	12,881,376			-	12,881,376	325
100,000			-	99,710		99,710	99,710	326
350,000			-	268,871		268,871	268,871	327
2,330,000	500,000		500,000	559,162		559,162	1,059,162	328
6,960,000	-	6,960,000	6,960,000			-	6,960,000	329
25,000		25,000	25,000			-	25,000	330
475,262			-	410,788		410,788	410,788	331
60,000			-		31,761	31,761	31,761	332
12,320,000			-	6,814,077	1,000,000	7,814,077	7,814,077	333
260,538			-	42,809		42,809	42,809	334
3,164,290			-	2,584,627		2,584,627	2,584,627	335
105,000	105,000		105,000			-	105,000	336
75,000		75,000	75,000			-	75,000	337
120,000			-	91,987		91,987	91,987	338
100,000			-	96,967		96,967	96,967	339
59,850			-		50,240	50,240	50,240	340
637,780			-	241,330	342,744	584,074	584,074	341
150,000			-	51,509		51,509	51,509	342
8,000,000					7,987,850	7,987,850	7,987,850	343
69,825			-		54,146	54,146	54,146	344

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
345	Yermo-36600 Ghost Town Rd.	1	Regional Parks	New project to repair or replace the roofs of Lil's Salon, Old Miner's Café, Hank's Hotel and the Red House at Calico Ghost Town.	17-022	CJP	7X13
346	Yermo-36600 Ghost Town Rd.	1	Regional Parks	Calico Ghost Town Water Quality Improvements.	09-047	CJV	9X20
347	Yermo-36600 Ghost Town Rd.	1	RES-PMD	Calico Ghost Town Upper Parking Lot Improvements.	16-026	CJP	6X55
348	Yermo-36600 Ghost Town Rd.	1	RES-PMD	Calico Ghost Town Camping Cabin/Bunk House Restroom Improvements.	16-026	CJP	6X56
349	Yermo-36600 Ghost Town Rd.	1	RES-PMD	Calico Ghost Town Park Office/Visitor Center Improvements.	16-026	CJP	6X57
350	Yucaipa-33900 Oak Glen Rd.	3	Regional Parks	New project to install security cameras at Yucaipa Regional Park.	17-206	CJP	7X12
351	Yucaipa-33900 Oak Glen Rd.	3	RES-PMD	Yucaipa Regional Park Electrical System Upgrades.	16-026	CJP	6X58
352	Yucaipa-33900 Oak Glen Rd.	3	RES-PMD	Yucaipa Regional Park Group Tent Shelter.	16-026	CJP	6X59
353	Yucaipa-33900 Oak Glen Rd.	3	RES-PMD	New project for ADA Improvements at Yucaipa Regional Park funded by Discretionary General Funding (Net County Cost) ($100,150) and CDBG ($599,850).	17-181	CJP	7A05
354	Yucca Valley-57201 Twentynine Palms Hwy	3	County Fire	Waste Water Treatment Project for Yucca Valley funded from one-time reserves (FSR 610).	16-033	CJP	6K08
355	Yucca Valley-6942 Airway Ave.	3	RES-PMD	Fire Station #42 Structural Repair.	NA	CJP	6Y18
	TOTAL PROJECTS ADMINISTERED BY PMD						

Exhibit A
2016-17 Capital Improvement Program Projects
Administered by Real Estate Services Department – Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2016-17 Recommended Requirements	Proj.
400,000	400,000		400,000			-	400,000	345
1,300,000			-	922,719		922,719	922,719	346
88,533			-	88,533		88,533	88,533	347
854,750			-	830,377		830,377	830,377	348
152,775			-	152,364		152,364	152,364	349
50,000	50,000		50,000			-	50,000	350
162,239			-	158,311		158,311	158,311	351
165,765			-	143,645		143,645	143,645	352
700,000	100,150	599,850	700,000			-	700,000	353
53,200			-		53,200	53,200	53,200	354
35,000			-	35,000		35,000	35,000	355
339,565,032	**57,700,178**	**70,519,002**	**128,219,180**	**105,229,363**	**61,750,672**	**166,980,035**	**295,199,215**	

Exhibit B
2016-17 Capital Improvement Program Projects
Administered by Department of Public Works-Transportation

Proj.	Location/ Address	Dist	Department	Project Name-Description	Fund
1	Amboy	1	Transportation	National Trails Highway Bridges - 127 Bridges, Design/Project Report for Replacement, and Bridge Repairs. Discretionary General Funding (reserves)	SAA
2	Amboy	1	Transportation	National Trails Highway, Amboy Rd E 17 miles - Centerline/edgeline raised pavement markers. Highway Safety Improvement Program (HSIP) 90%, Gas Tax match	SAA
3	Apple Valley	1	Transportation	Rock Springs Road Bridge 54-C670 @ Mojave River - Design Bridge Replacement. Fee Plan (construction not funded)	SXP
4	Baker	1	Transportation	Baker Boulevard Bridge 54-C127, 0.25M W of SH 127 - Feasibility Study for Bridge Replacement. Highway Bridge Program (HBP) 88.53%, Gas Tax match	SAA
5	Barstow Heights	3	Transportation	Rimrock Road, O St E/Agarita Ave - Repave - Pavement Condition Index (PCI) (City Lead). Discretionary General Funding & City Participation	SAA
6	Big Bear	3	Transportation	Division Drive & Sugarpine Road - Repave - PCI. Discretionary General Fund & City Participation	SAA
7	Big Bear	3	Transportation	Stanfield Cutoff, N/ State Hwy 18, State Hwy 38 - Roadway Repair & Bridge Replacement - Gas Tax	SAA
8	Bloomington	5	Transportation	Cedar Avenue @ I-10 - Interchange. ROW purchase. SANBAG and Discretionary General Funding	SAA
9	Bloomington	5	Transportation	Yard 3 (Bloomington Area) Various Roads - Maintenance Overlays / Seals - PCI. Discretionary General Funding & City Participation	SAA
10	Chino	4	Transportation	Ramona Avenue, various locations - Repave - PCI. Discretionary General Fund & City participation	SAA
11	Del Rosa	3	Transportation	Yard 5/Sterling Avenue (Del Rosa Area) Various Roads - Chip Seals / Surface Seals - PCI. Discretionary General Funding & City Participation.	SAA
12	Devore	2	Transportation	Glen Helen Pkwy @ Cajon Wash - Bridge Replacement. HBP 88.53% & Gas Tax match	SAA
13	Fontana	2	Transportation	Etiwanda Avenue, North Abutment of 1-10 Bridge to 400' N of Valley - PCI. Measure I	SXE
14	Fontana	2	Transportation	San Bernardino Avenue, Calabash Ave E to Fontana Ave - Widen Roadway. SANBAG and Gas Tax (w/PCI Component)	SAA
15	Fontana	2	Transportation	Slover Ave Ph 2, Tamarind to Alder and Linden to Cedar - Widening. SANBAG Measure I (w/PCI Component)	SAA
16	Helendale	1	Transportation	Shadow Mountain Road, Helendale Road to National Trails Highway - Design road, grade separation & bridge. Local Fee Plan (construction not funded)	SWD
17	Joshua Tree	3	Transportation	Park Boulevard - Pulverization - PCI. Measure I & Discretionary General Funding	SAA/ SXO
18	Lake Arrowhead	2	Transportation	Arrowhead Villa Rd - Stabilize roadway slope.	SAA
19	Ludlow	1	Transportation	Dola Ditch Bridge on Nat Trls Hwy, Br No 54C 285, 2.08M E of Kelbaker - Design Bridge replacement. HBP 88.53%, Gas Tax match	SAA
20	Ludlow	1	Transportation	Lanzit Ditch Bridge on Nat Trls Hwy, Br No 54C 286, 2.77M E of Kelbaker - Design Bridge replacement. HBP 88.53%, Gas Tax match 11.47%	SAA

Exhibit B
2016-17 Capital Improvement Program Projects
Administered by Department of Public Works-Transportation

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2016-17 Recommended Requirements	Proj.
131,000,000			-	3,679,555	-	3,679,555	3,679,555	1
778,400			-	-	758,400	758,400	758,400	2
31,204,439			-	76,849	593,151	670,000	670,000	3
13,515,500			-		1,173,644	1,173,644	1,173,644	4
530,000			-	450,000	80,000	530,000	530,000	5
935,000			-	488,000	342,000	830,000	830,000	6
25,358,500			-			-	-	7
62,730,000			-	80,000	2,010,000	2,090,000	2,090,000	8
5,465,000			-	4,934,776	130,224	5,065,000	5,065,000	9
1,656,000			-	1,202,092	303,908	1,506,000	1,506,000	10
288,000			-	97,920	190,080	288,000	288,000	11
28,154,925			-	70,540	544,460	615,000	615,000	12
1,094,000			-		994,000	994,000	994,000	13
3,201,385			-	33,600	46,400	80,000	80,000	14
9,196,776			-		150,000	150,000	150,000	15
49,319,132			-		250,000	250,000	250,000	16
1,511,000			-	100,000	1,361,000	1,461,000	1,461,000	17
534,400			-	488,400		488,400	488,400	18
2,569,793			-		1,796,738	1,796,738	1,796,738	19
2,711,081			-		2,135,048	2,135,048	2,135,048	20

Exhibit B
2016-17 Capital Improvement Program Projects
Administered by Department of Public Works-Transportation

Proj.	Location/ Address	Dist	Department	Project Name-Description	Fund
21	Morongo Basin / Joshua Tree	3	Transportation	Joshua Tree Area Project - Repave - PCI. Federal Surface Transportation Program (STP) & Toll Credits and General Fund Match	SAA
22	Needles	1	Transportation	Needles Highway N Street N&E to State Line - Design Passing Lanes. STP, PLH	SAA
23	Redlands	3	Transportation	Garnet Street, Mill Creek Br No. 54C 420 - Bridge replacement. Design-HBP 80%, Toll Credits match 20%, Construction-HBP 100%	SAA
24	Spring Valley Lake	1	Transportation	Green Tree Blvd, Hesperia Rd. E to Yates Rd. - Realignment & Reconstruction - City Lead, Discretionary General Funding (County Share)	SAA
25	Spring Valley Lake	1	Transportation	Spring Valley Lake Project 2 - Chip Seals / Surface Seals - PCI. Measure I & City Participation	SXF
26	Spring Valley Lake	1	Transportation	Yates Road, .24M N of Chinquapin Dr E & S to .02M S of Fortuna, Signal at Ridge Crest & Chinquapin - Widen, repave (City lead, County share only). Measure I, Regional Fee Plan, Discretionary General Funding (already transferred, w/PCI Component)	SAA/ SHW
27	Verdemont	5	Transportation	Institution Rd, .20M W of Verdemont Rch Rd east .40M - Repave. Discretionary General Funding (transferred previously)	SAA
28	Chino	4	Transportation	Central Avenue @SR 60 - Design Interchange Improvements (Construction not funded) - Fee Plan	SEO SGC
29	Pinon Hills	1	Transportation	Two Hundred Sixty Third St - Guardrail Installation - Gas Tax	SAA
30	Victorville	1	Transportation	Luna Road - Various Roads/locations - Maintenance Overlays - PCI. City Participation & Measure I.	SXF
31	Ludlow	1	Transportation	National Trails Highway,6.42M E, Crucero Road E/1.32ME, Amboy Road - Chip Seals/Maintenance Overlays - PCI. Discretionary General Funding	SAA
32	Amboy	1	Transportation	National Trails Highway, 4.43M W, Amboy Road to 17 miles E, Amboy Road - Chip Seals - PCI. Discretionary General Funding	SAA
33	Arrowbear	2	Transportation	Arrowbear Drive @ Spillway - Bridge Replacement - SANBAG Measure I - Major Local Highway SXV (SB Mountains)	SAA/ SXV
34	Redlands	3	Transportation	Alabama Street @ I-10 Interchange - Regional Development Fee Program	SGO
35	San Bernardino	5	Transportation	Santa Ana River Trail III - Regional Parks	SAA
36	San Bernardino	5	Transportation	Santa Ana River Trail IV - Regional Parks	SAA
37	Trona	1	Transportation	Trona Class I Bike Path - Measure I SXC (North Desert)	SXC
38	Bloomington	5	Transportation	Bloomington South - ADA Ramps - PCI. Discretionary General Funding	
39	Bloomington	5	Transportation	Bloomington North - ADA Ramps - PCI. Discretionary General Funding	
40	Fontana	5	Transportation	Randall Ave - Pulverization - PCI. Measure I & City Participation	SXE
41	Chino	4	Transportation	Philadelphia St - Contract Overlay - PCI. Discretionary General Funding & City Participation	SAA
42	Mentone	3	Transportation	Crafton Avenue - Reconstruction - PCI. Discretionary General Funding	SAA

Exhibit B
2016-17 Capital Improvement Program Projects
Administered by Department of Public Works-Transportation

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2016-17 Recommended Requirements	Proj.
2,084,000			-	300,000	1,734,000	2,034,000	2,034,000	21
87,799,116			-		5,385,000	5,385,000	5,385,000	22
8,251,300			-		6,868,300	6,868,300	6,868,300	23
36,100,000			-			841,000	841,000	24
2,105,000			-		1,855,000	1,855,000	1,855,000	25
2,870,000			-		700,000	700,000	700,000	26
7,000,000			-	541,047	-	541,047	541,047	27
949,541			-		42,295	42,295	42,295	28
70,000			-		70,000	70,000	70,000	29
2,500,000			-	-	2,500,000	2,500,000	2,500,000	30
2,700,000	2,700,000		2,700,000			-	2,700,000	31
1,600,000	1,100,000		1,100,000			-	1,100,000	32
2,920,000		450,000	450,000			-	450,000	33
3,605,784		132,160	132,160			-	132,160	34
3,000,000		2,970,000	2,970,000			-	2,970,000	35
2,990,000		22,000	22,000			-	22,000	36
143,000		143,000	143,000			-	143,000	37
654,000	654,000		654,000			-	654,000	38
480,000	480,000		480,000			-	480,000	39
1,200,000		1,200,000	1,200,000			-	1,200,000	40
690,000	458,000	222,000	680,000			-	680,000	41
1,000,000	990,000		990,000			-	990,000	42

Exhibit B
2016-17 Capital Improvement Program Projects
Administered by Department of Public Works-Transportation

Proj.	Location/ Address	Dist	Department	Project Name-Description	Fund
43	Del Rosa	5	Transportation	Sterling Avenue - Asphalt Rubber Seal Coat - PCI. Discretionary General Funding & City Participation	SAA
44	Fontana	2	Transportation	Cherry Avenue - Repavement - PCI. Discretionary General Funding	SAA
45	Lake Arrowhead	2	Transportation	Grass Valley Road - Chip Seal - PCI. Discretionary General Funding	SAA
46	Oak Glen	3	Transportation	Oak Glen - Chip Seal - PCI. Discretionary General Funding	SAA
47	Lake Arrowhead	2	Transportation	Fairway Drive - Maintenance Overlay - PCI. Discretionary General Funding	SAA
48	Silver Lakes	1	Transportation	Silver Lakes - Overlay - PCI. Discretionary General Funding	SAA
49	Yermo	1	Transportation	Yermo Road at Manix Wash - Design bridge replacement. HBP 88.53%, Toll Credits match	SAA
50	Amboy	1	Transportation	Adena Ditch Bridge on Nat Trls Hwy, Br No 54C 315, 21.9M E of Kelbaker - Bridge replacement. HBP 88.53%, General Fund match 11.47%	SAA
51	Victor Valley	1	Transportation	Ranchero Road - Traffic Signal. Measure I - RWV	RWV
52	Spring Valley Lake	1	Transportation	Ridge Crest Road - Temporary LT Lane - Measure I SXF	SXF
53	Amboy	1	Transportation	National Trails Highway Bridges - 9 Bridges, Design/Project. HBP 88.53% and Discretionary General Funding 11.47%	SAA
54	Del Rosa	5	Transportation	San Bernardino Area/Cape/Slurry - Chip Seal - PCI. Measure I and City Participation	SXE
55	Yucca Valley	3	Transportation	Yard 10 Chip Seal - PCI. Discretionary General Funding	SAA
56	Silver Lakes	1	Transportation	Lake View Drive - ADA Ramp Update - PCI. Discretionary General Funding	SAA
57	Mentone	3	Transportation	Yard 5 - Wabash Avenue and Others Chip Seal - PCI. Discretionary General Funding and City Participation	SAA
58	Mentone	3	Transportation	Mentone Area ADA Ramps - PCI. Discretionary General Funding	SAA
59	San Bernardino	5	Transportation	Accela Project - Cost accounting and systems upgrades	SAA
	TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION				

Exhibit B
2016-17 Capital Improvement Program Projects
Administered by Department of Public Works-Transportation

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2016-17 Recommended Requirements	Proj.
500,000	275,000	225,000	500,000			-	500,000	43
5,000,000	150,000		150,000			-	150,000	44
1,464,000	1,464,000		1,464,000			-	1,464,000	45
940,000	540,000		540,000			-	540,000	46
799,000	291,000		291,000			-	291,000	47
3,980,000	1,000,000		1,000,000			-	1,000,000	48
2,650,319			-		328,000	328,000	328,000	49
1,705,400	41,292	318,708	360,000			-	360,000	50
22,321,000			-		100,000	100,000	100,000	51
301,600			-		301,600	301,600	301,600	52
14,023,400	172,050	1,327,950	1,500,000			-	1,500,000	53
1,859,900		300,000	300,000			-	300,000	54
1,200,000	630,000		630,000			-	630,000	55
300,000	250,000		250,000			-	250,000	56
1,500,000	1,200,000		1,200,000			-	1,200,000	57
300,000	270,000		270,000			-	270,000	58
2,000,000			-	400,000		400,000	400,000	59
603,309,691	**12,665,342**	**7,310,818**	**19,976,160**	**12,942,779**	**32,743,248**	**46,527,027**	**66,503,187**	

Exhibit C
2016-17 Capital Improvement Program Projects
Administered by Department of Public Works-Solid Waste Management

Proj.	Location/ Address	Dist	Department	Project Name-Description	Fund
1	Heaps Peak	2	Solid Waste	Entrance Road and Scalehouse Construction	EAA
2	Landers	3	Solid Waste	Scalehouse Construction	EAA
3	San Timoteo	3	Solid Waste	Entrance and Access Road Construction	EAA
4	Lenwood-Hinkley	1	Solid Waste	Ground Water Bioenhancement Injection System Wells	EAL
5	Apple Valley	1	Solid Waste	BLM Land Purchase	EAA
6	Landers	3	Solid Waste	Landfill Lateral Expansion	EAC
7	Mid-Valley	5	Solid Waste	Storm Water Drainage Basin	EAC
8	San Timoteo	3	Solid Waste	Landfill Lateral Expansion	EAC
9	Countywide	All	Solid Waste	Landfill Gas Extraction System OM&M NR4010	EAL
10	Countywide	All	Solid Waste	Water Quality Monitoring & Response Pgm NR4010	EAL
11	Barstow	3	Solid Waste	LFGES Construction & SCE Power Project	EAL
12	Big Bear	3	Solid Waste	LFGES Phase 2 Construction	EAL
13	Heaps Peak	2	Solid Waste	Heaps Peak - East Slope Stabilization - Construction	EAL
14	Yucaipa	3	Solid Waste	GW CAP Construction (Full Scale Treatment System)	EAL
15	Mid-Valley	5	Solid Waste	Unit 4 Phase 1 Liner	EAC
16	Big Bear	3	Solid Waste	Transfer Station Floor Replacement	EAA
	TOTAL PROJECTS ADMINISTERED BY PUBLIC WORKS-SOLID WASTE MANAGEMENT				

Exhibit C
2016-17 Capital Improvement Program Projects
Administered by Department of Public Works-Solid Waste Management

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2016-17 Recommended Requirements	Proj.
2,437,750		411,000	411,000		429,000	429,000	840,000	1
125,000		-	-		125,000	125,000	125,000	2
2,005,000		-	-		2,005,000	2,005,000	2,005,000	3
457,000		457,000	457,000			-	457,000	4
22,500		-	-		22,500	22,500	22,500	5
6,324,626		100,000	100,000			-	100,000	6
500,000		500,000	500,000			-	500,000	7
11,145,000			-		250,000	250,000	250,000	8
700,000		700,000	700,000			-	700,000	9
750,000		750,000	750,000			-	750,000	10
900,000		2,000	2,000		898,000	898,000	900,000	11
1,118,000					636,000	636,000	636,000	12
2,030,000			-		1,508,000	1,508,000	1,508,000	13
940,000		-	-		470,000	470,000	470,000	14
20,855,000		300,000	300,000			-	300,000	15
532,500		532,500	532,500		-		532,500	16
50,842,376	**-**	**3,752,500**	**3,752,500**	**-**	**6,343,500**	**6,343,500**	**10,096,000**	

Exhibit D
2016-17 Capital Improvement Program New Projects
Administered by Other Departments

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP #	Fund
1	Apple Valley-21600 Corwin Rd.	1	Airports	Upgrade Apple Valley Airport perimeter fence including installation of wildlife barrier pursuant to new design standard funded by CSA 60. The total project cost is $297,775. The Airports Department will manage the design portion of the project at a cost of $20,000. The Real Estate Services-Project Management Division (RES-PMD) will manage the construction portion of the project in the amount of $277,775.	17-011	RAI
2	Baker-56500 Highway 127	1	Airports	Purchase modular restroom funded by Airports budget (RAA APT). The project will be managed by Airports Department.	17-012	RAA
3	Chino-7000 Merrill Ave.	4	Airports	Demolish and remove Building A220 including lead and asbestos surveys at the Chino Airport funded by the Airports Department budget (RAA APT). The total project cost is $50,000. The design portion of the project in the amount of $5,000 will be managed by the Airports Department. RES-PMD will manage the construction portion of the project in the amount of $45,000.	17-013	RAA
4	Chino-7000 Merrill Ave.	4	Airports	Apply seal coat to the pavement at commercial hangars at Chino Airport funded by the Airports Department budget (RAA APT). This project will be managed by the Airports Department.	17-017	RAA
5	Apple Valley-21600 Corwin Rd.	1	Airports	Roofing maintenance program to maintain and repair roofing structures funded by the Airports Department CSA 60 (RAI 400) budget. The total cost of this project is $24,500. The roofing assessment portion of the project in the amount of $10,500 will be managed by the Airports Department. The construction portion of the project in the amount of $14,000 will be managed by RES-PMD.	17-018	RAI
6	Chino-7000 Merrill Ave.	4	Airports	Roofing maintenance program to maintain and repair roofing structures funded by the Airports Department budget (RAA APT). The total cost of this project is $45,500. The roofing assessment portion of the project in the amount of $19,500 will be managed by the Airports Department. The construction portion of the project in the amount of $26,000 will be managed by RES-PMD.	17-018	RAA
7	Crestline-23188 Crest Forest Dr.	2	Public Works	Crestline Yard parking lot paving funded by Gas Tax (SAA TRA). The project will be managed by Public Works.	17-046	SAA
8	Rialto-1743 Miro Way	5	CONFIRE	Replace a 12' x 60' modular with one of the same size and add a second 8' x 20' modular managed by CONFIRE and funded by the CONFIRE JPA budget.	17-138	
9	Twentynine Palms-78569 Twentynine Palms Hwy.	3	Airports	Twentynine Palms Airport Modular Restroom funded by Airport CIP funds (RAA APT). Project will be managed by the department.	17-165	RAA
10	Daggett-39500 National Trails Hwy	1	Airports	Barstow/Daggett Airport Structure Demolition. Total project cost is $310,000. First year funding of $60,000 for asbestos remediation will be managed by the Department and funded from Airport CIP funds (RAA APT).	17-166	RAA
11	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building Demo and Phone System Relocation. Total project cost is $250,000. First year funding of $75,000 for design will be managed by the Department and funded from Airport CIP funds.	17-169	RAA
	TOTAL PROJECTS ADMINISTERED BY OTHER DEPARTMENTS					

Exhibit D
2016-17 Capital Improvement Program New Projects
Administered by Other Departments

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2016-17 Recommended Requirements	Proj.
297,775		20,000	20,000			-	20,000	1
50,000		50,000	50,000			-	50,000	2
50,000		5,000	5,000			-	5,000	3
6,000		6,000	6,000			-	6,000	4
24,500		10,500	10,500				10,500	5
45,500		19,500	19,500			-	19,500	6
60,000		60,000	60,000			-	60,000	7
45,000		45,000	45,000			-	45,000	8
60,000		60,000	60,000			-	60,000	9
310,000		60,000	60,000			-	60,000	10
250,000		75,000	75,000			-	75,000	11
1,198,775	**-**	**411,000**	**411,000**			-	**411,000**	

Exhibit E
2016-17 through 2020-21
Five-Year Capital Improvement Program
By Project Type

Description	Proposed Year 1 (2016-17)
Minor Capital Improvement Program	3,400,847
ADA Improvements Program	1,055,000
Unprogrammed - $299, 850	
777 Building ADA Restroom Addition - $250,000	
Miscellaneous ADA Parking Lot Signage - $100,000	
Yucaipa Regional Park ADA Improvements - $100,150	
Trona Library Restroom Upgrade - $100,000	
CGC Building Drinking Fountain ADA Replacement - $65,000	
HDGC Veteran's Affairs Door Modification - $50,000	
Juvenile Delinquency Court Parking Lot ADA Changes - $50,000	
Victor Valley Museum Automated Door Replacement - $40,000	
Boiler Replacements:	100,000
CDC Boiler Circulation Tank and Heat Exchanger - $100,000	
Elevator Modernization:	450,000
Ontario Preschool Services Elevator Sump Pump - $250,000	
CDC Freight Elevator - $200,000	
Energy Efficiency Program:	-
Exterior Renovation Program:	712,420
Trona Library Repaint - $190,000	
CGC Awning Refurbish and Paint - $175,000	
CGC 5th Floor Board Patio Doors - $150,000	
CGC Painting Doors and Hand Rails - $150,000	
Rancho Courthouse Outside Patio Drain - $5,987	
Rancho Courthouse Exterior Cleaning Project - $41,433	
Emergency Generators:	595,000
CDC Generator Additional 600 KW - $300,000	
HDDC Generator Controls Integration - $100,000	
Facilities Management and Crime Lab Complex Engineering Study for Generator Services - $75,000	
WVDC Generator Controls Integration - $50,000	
CDC Generator Controls Integration - $50,000	
Redlands Museum Sump Pump Generator - $20,000	
HVAC Upgrades/Maintenance/Replacement:	1,121,813
Countywide Controls Upgrade - $500,000	500,000
Trona Public Health HVAC Units and Ductwork Distribution System Replacement - $160,000	
WVDC Deaerator Tank - $144,000	
351 Building Air Handler Refurbish - $135,000	
Victor Valley Museum HVAC Equipment Replacement - $125,000	
CDC Air Conditioner #5 Air Handler Unit Upgrade to Fan Wall System - $125,000	
HDDC Redundant AC Add to Server Room - $100,000	
WVDC Central Plant Isolation Valves - $92,000	
Twin Peaks County Building Direct Digital Controls System - $75,000	
Rialto OES New Hydrogen Gas Detection and Exhaust Fan - $35,000	
Juvenile Delinquency Court Seimens Panel and Expansion Controllers - $32,400	
157 and 401 Buildings Heat Exchangers Refurbish - $25,000	
Countywide Chiller Plants Freon Detectors Study - $25,000	
Barstow Public Health Actuator - $25,000	
Historic Courthouse (Superblock) Chiller #2 and Auxiliary Equipment Pumps - $23,413	

Exhibit E
2016-17 through 2020-21
Five-Year Capital Improvement Program
By Project Type

Proposed Year 2 (2017-18)	Proposed Year 3 (2018-19)	Proposed Year 4 (2019-20)	Proposed Year 5 (2020-21)	Total One-Time Capital Cost
2,000,000	2,000,000	2,000,000	2,000,000	11,400,847
450,000	500,000	500,000	500,000	3,005,000
250,000	150,000	150,000	150,000	800,000
450,000	450,000	450,000	450,000	2,250,000
100,000	100,000	100,000	100,000	400,000
600,000	600,000	600,000	600,000	3,112,420
300,000	300,000	300,000	300,000	1,795,000
2,400,000	2,400,000	2,000,000	2,000,000	9,921,813
500,000	500,000	500,000	500,000	2,500,000

Exhibit E
2016-17 through 2020-21
Five-Year Capital Improvement Program
By Project Type

Description	Proposed Year 1 (2016-17)
Interior Renovation Program:	583,370
Trona Library Interior Deferred Maintenance - $295,000	
Twentynine Palms Library Interior Deferred Maintenance - $125,000	
Countywide Conference Room Upgrades (Ongoing) - $100,000	100,000
777 Building Carpet and VCT Replacement in Lobby and Halls with Vapor Barrier - $94,000	
351 Building Pump Controllers - $30,000	
RYEF Electrolysis Study for Re-Pipe - $20,000	
Rancho Courthouse Public Restrooms - $14,370	
CGC Electrical Rework 3rd Floor - $5,000	
Pavement Management Program:	805,250
Gilbert St.-Paseo Rd. Replacement - $250,250	
Countywide Parking Lot Management Plan - $235,000	
Victorville DA Annex Parking Lot - $100,000	
157 Building Parking Lot Rear Drain - $60,000	
Gilbert Street Electrical Vault Raise Ring and Pave - $50,000	
Scientific Division Investigations Back Door - $45,000	
Fontana Office Building Sidewalk - $40,000	
Devore Sheriff Academy West Parking Lot - $25,000	
Roofing Repair/Replacement Program:	1,791,300
Needles Library Reroof - $480,000	
Unprogrammed - $350,000	
Youth Justice Center Roof Replacement - $275,000	
175 Building Roof Rehabilitation - $220,000	
Wrightwood Library Roof Replacement - $150,000	
Redlands Public Guardian Reroof - $146,300	
Fontana Sheriff Roof Drains - $125,000	
Redlands Museum Education Center Roof - $45,000	
Fire/Life Safety Program:	455,000
Countywide Relocate Fire Sprinkler Backflows (Seven Locations) - $245,000	
Victorville Court Sheriff's Holding Area - $210,000	
Site Infrastructure Program:	330,000
Gilbert Street Well Tank Booster Pump - $90,000	
Wrightwood Library Concrete Repairs and Refresh - $65,000	
Redlands Museum Sewer Line Repair - $60,000	
Countywide Backflow Device Cages (3rd Year Funding) - $50,000	
Barstow Mtn. View Complex Retaining Wall - $35,000	
Barstow Sheriff's Jail Sewer Line Repair - $30,000	
Buildings Acquisition and Retrofit Program:	-
Miscellaneous	-
TOTAL BUDGET	**12,000,000**

Exhibit E
2016-17 through 2020-21
Five-Year Capital Improvement Program
By Project Type

Proposed Year 2 (2017-18)	Proposed Year 3 (2018-19)	Proposed Year 4 (2019-20)	Proposed Year 5 (2020-21)	Total One-Time Capital Cost
400,000	400,000	400,000	400,000	2,183,370
100,000	100,000	100,000	100,000	500,000
750,000	850,000	650,000	650,000	3,705,250
400,000	300,000	400,000	400,000	3,291,300
300,000	300,000	150,000	150,000	1,355,000
600,000	600,000	800,000	800,000	3,130,000
2,400,000	2,450,000	2,900,000	2,900,000	10,650,000
-	-	-	-	-
12,000,000	**12,000,000**	**12,000,000**	**12,000,000**	**60,000,000**

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COUNTY OF SAN BERNARDINO

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
Real Estate Services - Project Management Division	AAA ANE
Assessor/Recorder/County Clerk	AAA ASR
Auditor-Controller/Treasurer/Tax Collector	AAA ATX
Behavioral Health	AAA MLH
Behavioral Health - Alcohol and Drug	AAA ADS
Board of Supervisors	AAA BDF
Board of Supervisors - Board Discretionary Fund	AAA CNA
Child Support Services	AAA DCS
Clerk of the Board	AAA CBD
Community Services Administration	AAA CSG
County Administrative Office	AAA CAO
County Administrative Office - Earned Leave	ACA 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 - MOE	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
Homeless Housing Initiative	AAA ECD
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
Information Services - Application Development	AAA ISD
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 - Land Development	AAA LND

General Fund	
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 Contracts	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
1991 Realignment - Behavioral Health	AAC HCC
1991 Realignment - Health Services	AAE HCC
1991 Realignment - Social Services	AAD HCC
2011 Realignment - Law and Justice	AAH CAO
2011 Realignment - CalWORKs Maintenance of Effort (MOE)	AAI CAO
2011 Realignment - Support Services	AAJ CAO
Family Support Realignment	AAK CAO

Special Revenue Funds	
Agriculture/Weights and Measures - California Grazing	SCD ARE
Airports - Capital Improvement Program	RAA APT
Airports - Capital Improvement Program	RAW APT
Airports - Capital Improvement Program	RCD 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 Restitution Maintenance	SDQ TTX
Behavioral Health - Block Grant Carryover Program	SDH MLH

Special Revenue Funds

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	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	SDR 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 Library - Bloomington Library Reserve	SZC 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
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 - Housing Successor	CPW RDA
Finance and Administration - Disaster Recovery Fund	SFH CAO
Flood Control Administration	RFY 097
Flood Control Administration	RFZ 097
Flood Control - Local Area Drainage Plans	RLC 099
Flood Control - Local Area Drainage Plans	RLD 099
Flood Control - Local Area Drainage Plans	RLF 099
Flood Control - Local Area Drainage Plans	RLG 099
Flood Control - Local Area Drainage Plans	RLJ 099
Flood Control - Zone 1	RFA 091
Flood Control - Zone 1	RFB 091
Flood Control - Zone 2	RFF 092
Flood Control - Zone 3	RFL 093

Special Revenue Funds

Flood Control - Zone 3	RFM 093
Flood Control - Zone 4	RFQ 094
Flood Control - Zone 5	RFT 095
Flood Control - Zone 6	RFV 096
Health 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 - 2012 Justice Assistance Grant	SDZ LNJ
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 Crime Prevention Act	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 - Vector Control Assessments	SNR PHL
Public Health - Vital Statistics State Fees	SCI PHL
Public Works - Surveyor - Survey Monument Preservation	SBS SVR
Public Works - Transportation - Developer Fees	SVC TRA
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
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

Special Revenue Funds

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
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

Special Revenue Funds

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	SVK TRA
Public Works - Transportation - Road Operations	SVJ 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 Trails System	RTS CCP
Regional Parks - San Manuel Amphitheater	SGH CAO
Regional Parks - Off-Highway Vehicle License Fee	SBY AMS
Regional Parks - Park Maintenance/Development	SPR CCR
Regional Parks - Amphitheater Improvements at Glen Helen	SGR RGP
Regional Parks - Fish and Game Commission	SBV CAO
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 Projects 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
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 Capital Improvement Program	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

Airports - Apple Valley Airport - Operations (CSA 60)	EBJ 400
Airports - Apple Valley Airport - Capital Improvement (CSA 60)	RAI 400
Arrowhead Regional Medical Center (ARMC)	EAD MCR
Arrowhead Regional Medical Center - Earned Leave	IDB MCR
Arrowhead Regional Medical Center - Medical Center Lease Payments	EMD JPL
County Museum - Museum Store	EMM CCR
Public Works - Solid Waste Management - Earned Leave	IDA SWM
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
Public Works - Solid Waste Management - Earned leave Fund	IDA 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	IFM FLT
Fleet Management - Garage - Earned Leave	IDJ FLT
Information Services - Computer Operations	IAJ ISD
Information Services - Telecommunication Services	IAM ISD
Information Services - Application Development	IPD ISD
Public Works - Flood Control Equipment	ICA 097
Purchasing - Mail/Courier Services	IAY PUR
Purchasing - Mail/Courier Services - Earned Leave	IDG PUR
Purchasing - Printing Services	IAG PUR
Purchasing - Printing Services - Earned Leave	IDC PUR
Purchasing - Surplus Property and Storage Operations	IAV PUR
Purchasing - Surplus Property and Storage Operations- Earned Leave	IDF PUR
Risk Management - Earned Leave	IDI RMG
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	IBR RMG
Risk Management - Insurance Programs	IBS RMG
Risk Management - Insurance Programs	IMM RMG
Risk Management - Insurance Programs	ISB RMG
Risk Management - Insurance Programs	IAX RMG

Internal Service Funds

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 - Operations	IBP RMG

SPECIAL DISTRICTS DEPARTMENT

Capital Improvement Funds

CSA 70 TV-4 Wonder Valley	CAL 332
CSA 70	CEA 360
CSA70 Countywide - Snowdrop Road	CLO 105
CSA 40 Elephant Mountain	CLY 300
CSA 70 D-1 Lake Arrowhead Dam	CSY 130
CSA 20 Joshua Tree	CEW 200
CSA 20 Joshua Tree	CFU 200
CSA 56 Wrightwood	CDW 380
CSA 20 Joshua Tree	CQB 200
CSA 69 Lake Arrowhead	CFB 445
CSA 70 R-36 Pan Springs	CLV 541
CSA 59 Deer Lodge Park	CMS 395
CSA 70 R-33 Big Bear City	CNS 537
CSA 70 R-5 Sugarloaf	CPG 240
CSA 70 R-2 Twin Peaks	CPS 225
CSA 70 Imp. Zone R-39	CWF 527
CSA 70 R-42 Windy Pass	CWR 559

Enterprise Funds

CSA70-DB2 Big Bear	EIB 570
CSA 42 Oro Grande (EAP)	EAP 310
CSA 53 B Fawnskin (EBA)	EBA 365
CSA 64 Spring Valley Lake (EBM)	EBM 420
CSA 70 BL Bloomington	EAR 333
CSA 70 GH Glen Helen (ELH)	ELH 306
CSA 70 S-3 Lytle Creek (ECP)	ECP 305
CSA 70 S-7 Lenwood (ECR)	ECR 315
CSA 70 SP-2 High Country (EFA)	EFA 490
CSA 79 Green Valley Lake (EFP)	EFP 485
CSA 82 Searles Valley (EFY)	EFY 495
CSA 42 Oro Grande (EAS)	EAS 310
CSA 64 Spring Valley Lake (ECB)	ECB 420
CSA 70 CG Cedar Glen (ELL)	ELL 563
CSA 70 F Morongo Valley (EBY)	EBY 135
CSA 70 J Oak Hills (ECA)	ECA 165

Enterprise Funds

CSA 70 W-1 Goat Mountain (ECS)	ECS 345
CSA 70 W-3 Hacienda (ECY)	ECY 350
CSA 70 W-4 Pioneertown (EDD)	EDD 360
CSA 70 HL Havasu Lake	EJA 487
CSA 70 S-3 Lytle Creek	CCU 305
CSA 70 GH Glen Helen	CVX 306
CSA 70 GH Glen Helen	CXL 306
CSA 53B Fawnskin	EAI 365
CSA 53B Fawnskin	EBB 365
CSA 82 Searles Valley	EFF 495
CSA 42 Oro Grande	EKA 310
CSA 79 Green Valley Lake	ENF 485
CSA 82 Searles Valley	CJN 495
CSA 64 Spring Valley Lake	EBL 420
CSA 70 J Oak Hills	CCN 165
CSA 70 W-1 Landers	CCW 345
CSA 64 Spring Valley Lake	CEK 420
CSA 70 J Oak Hills	CJU 165
CSA 70 W-4 Pioneertown	CQP 360
CSA 70 J Oak Hills	CQR 165
CSA 70 J Oak Hills	CQS 165
CSA 64 Spring Valley Lake	CSJ 420
CSA 42 Oro Grande	EAV 310
CSA 64 Spring Valley Lake	EDB 420
CSA 64 Spring Valley Lake	EDC 420
CSA 70 W-3 Hacienda	EJQ 350
CSA 42 Oro Grande	ELR 310
CSA 70 J Oak Hills	CAM 165
CSA 70 CG Cedar Glen	CRD 563
CSA 70 CG Cedar Glen	CRL 563
CSA 70 W-4 Pioneertown	END 360
CSA 42 Oro Grande Capital Replacement Reserve	EAW 310
CSA 42 Oro Grande Capital Expansion Reserve	EAZ 310
CSA 53 B Fawnskin Capital Replacement Reserve	EAE 365
CSA 53 B Fawnskin Capital Expansion Reserve	EAK 365
CSA 64 Spring Valley Lake Capital Replacement Reserve	EBR 420
CSA 64 Spring Valley Lake Capital Expansion Reserve	EBU 420
CSA 70 GH Glen Helen Capital Replacement Reserve	ELI 306
CSA 70 S-3 Lytle Creek Capital Replacement Reserve	ECM 305
CSA 70 S-3 Lytle Creek Capital Expansion Reserve	EFN 305
CSA 70 SP-2 High Country Capital Replacement Reserve	EFU 490
CSA 70 SP-2 High Country Capital Expansion Reserve	EFX 490
CSA 70 SP-7 Lenwood Capital Replacement Reserve	ECZ 315
CSA 70 SP-7 Lenwood Capital Expansion Reserve	ECU 315
CSA 79 Green Valley Lake Capital Replacement Reserve	EFS 485
CSA 79 Green Valley Lake Capital Expansion Reserve	EJS 485

Enterprise Funds

CSA 82 Searles Valley Capital Replacement Reserve	EIG 495
CSA 82 Searles Valley Capital Expansion Reserve	EGB 495
CSA 42 Oro Grande Capital Replacement Reserve	EAX 310
CSA 42 Oro Grande Capital Expansion Reserve	EAT 310
CSA 64 Spring Valley Lake Capital Replacement Reserve	EIV 420
CSA 64 Spring Valley Lake Capital Expansion Reserve	EBT 420
CSA 70 CG Cedar Glen Capital Replacement Reserve	ELO 563
CSA 70 CG Cedar Glen Capital Expansion Reserve	ELN 563
CSA 70 F Morongo Valley Capital Replacement Reserve	EIO 135
CSA 70 F Morongo Valley Capital Expansion Reserve	EBX 135
CSA 70 J Oak Hills Capital Replacement Reserve	EFO 165
CSA 70 J Oak Hills Capital Expansion Reserve	EFG 165
CSA 70 J Oak Hills Rate Stabilization Fund	EFZ 165
CSA 70 W-1 Goat Mountain Capital Replacement Reserve	EFQ 345
CSA 70 W-1 Goat Mountain Capital Expansion Reserve	EDY 345
CSA 70 W-3 Hacienda Capital Replacement Reserve	EFT 350
CSA 70 W-3 Hacienda Capital Expansion Reserve	ECW 350
CSA 70 W-4 Pioneertown Capital Replacement Reserve	EFW 360

Permanent Fund

CSA 70 North Etiwanda Trust Reserve	VFG 547

Special Revenue Funds

CFD 2006-1 Lytle Creek-Db	CXI 306
CSA70-DB2 Big Bear	RCU 570
CSA70-EV-1 East Valley	SFC 103
CSA40 Elephant Mtn	SIS 300
CSA70 Countywide	SKV 105
CSA70-D1 Lk Arrowhead	SLA 130
CSA70-DB1 Bloomington	SLB 131
CSA70-TV-2 Morongo Valley	SLD 330
CSA70-TV-5 Mesa	SLE 331
CSA70-TV-4 Wonder Valley	SLF 332
CSA120 N. Etiwanda(VFG)	SOH 547
CSA70 P14 Mentone	RCZ 497
CSA70 P10-Mentone	RGT 208
CSA70 P16-Eagle Crest	RWZ 565
CSA20-Joshua Tree	SGD 200
CSA29 Lucerne Valley	SGG 245
CSA42-Oro Grande	SIV 310
CSA56-Wrightwood	SKD 380
CSA63-Oak Glen/Yucaipa	SKM 415
CSA70 P12-Montclair	SLL 132
CSA70 W Hinkley	SLT 335
CSA70 P13 El Rancho Verde	SLU 204
CSA70 P 8-Fontana	SMK 214

Special Revenue Funds

CSA 70 P-18 Randall Crossing Fontana	SMQ 217
CSA 70 P-19 Gregory Crossing Bloom	SMR 218
CSA 70 P-20 Mulberry Heights	SMT 219
CSA82 Searles Valley	SOZ 495
CSA70 P 6 El Mirage	SYP 212
CSA70 M Wonder Valley	SYR 205
CSA18 Cedar Pines	SFY 190
CSA59 Deer Lodge Park	SKJ 395
CSA68 Valley of the Moon	SKP 440
CSA69 Lk Arrowhead	SKS 445
CSA70 G Wrightwood	SLG 155
CSA70 M Wonder Valley	SLP 180
CSA70 PRD G1	SLK 155
CSA70 R-12 Baldwin Lk	SOA 270
CSA70 R-13 Lk Arrowhead N	SOE 275
CSA70 R-15 Landers	SOG 280
CSA70 R-16 Running Springs	SOJ 285
CSA70 R-19 Copper Mtn	SNA 470
CSA70 R-2 Twin Peaks	SMA 225
CSA70 R-20 Flamingo Heights	SNS 410
CSA70 R-21 Mountain View	SNM 480
CSA70 R-22 Twin Peaks	SOB 543
CSA70 R-23 Mile High Park	RCA 531
CSA70 R-25 Lucerne Valley	SOC 544
CSA70 R-26 Yucca Mesa	SOD 542
CSA70 R-29 Yucca Mesa	RCB 532
CSA70 R-3 Erwin Lk.	SMD 230
CSA70 R-30 Verdemont	RCC 533
CSA70 R-31 Lytle Creek	RCE 534
CSA70 R-33 Big Bear City	RCN 537
CSA70 R-34 Big Bear Rd.	RCM 538
CSA70 R-35 Cedar Glen	RCQ 539
CSA70 R-36 Pan Springs	RCR 541
CSA70 R-39 Highland Estates-Phelan	RCK 527
CSA70 R-4 Cedar Glen	SMG 235
CSA70 R-40 Upper N. Bay Lk Arrowhead	RGW 553
CSA70 R-41 Quail Summit	RGY 557
CSA70 R-42 Windy Pass	RHL 559
CSA70 R-44 Saw Pit Canyon	SYT 562
CSA70 R-45 Erwin Lake	SMO 564
CSA70 R-46 S. Fairway Dr.	SYX 566
CSA70 R-47 Rocky Point	RIS 567
CSA70 R-5 Sugarloaf	SMP 240
CSA70 R-7 Lk Arrowhead	SMS 465
CSA70 R-8 Riverside Terrace	SMY 255
CSA70 R-9 Rim Forest	SNG 260
CSA79 R-1 Green Valley Lk	RCP 485
CSA 30 Red Mountain (SGJ)	SGJ 250
CSA 53 A Big Bear (SJP)	SJP 365
CSA 54 Crest Forest (SJV)	SJV 370
CSA 70 EV-1 Citrus Plaza (SQW)	SQW 103

Special Revenue Funds

CSA 70 GH Glen Helen (RWX)	RWX 306
CSA 70 SL-2 Chino (SQX)	SQX 577
CSA 70 SL-3 Mentone (SQZ)	SQZ 578
CSA 70 SL-4 Bloomington (SMC)	SMC 202
CSA 70 SL-5 Muscoy (SMJ)	SMJ 210
CSA 73 Arrowbear Lake (SOP)	SOP 460
CSA SL-1 Countywide (SQV)	SQV 575
CSA 70 Termination Benefits Reserve	SKW 105
CSA 70 General Reserve	SKU 105
CSA 70 General Reserve	CAN 105
CSA 70 CSA Loan Fund	SKI 105

BLOOMINGTON RECREATION AND PARK

Special Revenue Funds

Bloomington Park	SSD 625
CSA 70 P-17 Bloomington	SML 216

Capital Improvement Funds

Bloomington Park	CNJ 625

BIG BEAR RECREATION AND PARK

Special Revenue Funds

Big Bear Park	SSA 620
Big Bear Alpine Zoo	SSF 620

Capital Improvement Funds

Big Bear Park	CSZ 620
Big Bear Alpine Zoo	CRR 620

FIRE PROTECTION DISTRICT

Capital Improvement Funds

SBCFPD - Fire Training Tower	CRE 106

Special Revenue Funds

Administration	FPD 106
Mountain Regional Service Zone	FMZ 600
North Desert Regional Service Zone	FNZ 590
South Desert Regional Service Zone	FSZ 610
Valley Regional Service Zone	FVZ 580
Community Facilities District 2002-2	SFE 106
Hazardous Materials	FHZ 107
Homeland Security Grant Program	SME 108

Special Revenue Funds

Household Hazardous Waste	FHH 107
Office of Emergency Services	FES 108
Termination Benefits Set-Asides	FTR 106
SBCFPD - General	FAR 106
Mountain Regional Service Zone - General	FMR 600
North Desert Regional Service Zone - General	FNR 590
South Desert Regional Service Zone - General	FSR 610
Valley Regional Service Zone - General	FVR 580
Hazmat - General	FHR 107
Hazmat (CUPA Statewide Penalties) - General	FKE 107
Hazmat (CUPA Admin Penalties) - General	FKF 107
Hazmat (Statewide Tank Penalties) - General	FKT 107

OTHER AGENCIES

Special Revenue Funds

In Home Supportive Services Public Authority	RHH 498
Economic Development Corporation	SFI 499
County Industrial Development Authority	SPG 510
Inland Counties Emergency Medical Agency	SMI ICM
Housing Authority of the County of San Bernardino	HACSB

1991 Realignment: In 1991-92, the state approved the Health and 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.

2011 Realignment: In 2011-12, the state approved AB 109, the Public Safety Realignment Act, which shifted custodial responsibility of non-violent, non-sex, and non-sex-against-children ('Triple-Nons') offenders to local jails. In addition, the parole function of the state was delegated to County Probation departments. In conjunction with Public Safety Realignment, the state also shifted full financial burden of many social service and mental health programs to the County. While the state no longer shares in the cost, it has dedicated a portion of the state sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.

AB 74: In 2013-2014, the state approved AB 74 which made several statutory changes to the CalWORKs and CalFresh program. Those changes include the establishment of a family stabilization component effective January 1, 2014 to assist CalWORKs recipients who are experiencing an identified situation or crisis that is destabilizing their family and interferes with their participation in the welfare-to-work activities and services.

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.

AB 233: The Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect January 1, 1998 and 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.

AB 900: Assembly Bill 900, Public Safety and Offender Rehabilitation Services Act, signed May 3, 2007, provides that the State Public Works Board (SPWB) and the California Department of Corrections and Rehabilitation (CDCR) are authorized to enter into agreements with participating counties for the acquisition, design and construction of local jail facilities for projects approved by the State Corrections Standards Authority (CSA). Up to $1.2 billion is authorized by the legislation for county jail construction. Funds are being distributed in two phases.

AB 1805: Effective July 1, 2007, Assembly Bill 1805 preserved county authority to charge booking fees under Government Code Section 29550 et seq; and created a new statutory structure whereby counties - subject to an appropriation by the state – receive funding directly in local detention facility revenue accounts. Under this alternative to booking fees, revenues received are to be used exclusively for the purpose of operation, renovation, remodeling or constructing local detention facilities and related equipment.

AB 3000: Effective September 2002, Assembly Bill 3000 Court Surcharge Guideline, prioritized the distribution of criminal case installment payments of fines and penalties.

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 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.

Affordable Care Act (ACA): In March 2010, President Obama signed comprehensive health reform, the Patient Protection and Affordable Care Act into law. The legislation includes a long list of health-related provisions that began taking effect in 2010 and will continue to be rolled out over the next four years. Key provisions are intended to extend coverage to millions of uninsured Americans, to implement measures that will lower health care costs and improve system efficiency, and to eliminate industry practices that include rescission and denial of coverage due to pre-existing conditions. The most significant part of this Federal Healthcare Reform legislation will extend coverage to an expanded population effective January 1, 2014 through new eligibility processes for Medi-cal and the implementation of insurance exchanges.

Amortization: The process of gradually extinguishing an asset on the books.

Appropriation: An appropriation is the amount of authority to spend less reimbursements. It represents the authorization for the County to make expenditures/incur obligations for a specified purpose and period of time.

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: Total sources, including carry-over fund balances, equals the total requirements 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.

CalFresh: The CalFresh Program, federally known as the Supplemental Nutritional Assistance Program, is a federally funded program that helps low-income people buy the food they need for good health. The CalFresh program helps to improve the health and well-being of qualifying households and individuals by providing them a means to meet their nutritional needs.

Capital Expenditures: 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.

Capital Improvement Project: 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.

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.
- 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.

County Fire: San Bernardino County Fire Protection District

COWCAP: COWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect costs for support services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller/Treasurer/Tax Collector in accordance with Code of Federal Regulations (2 CFR Part 225), 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 of the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

Deficit: Insufficient sources to fully fund expenditures and other disbursements during a fiscal year.

Discretionary General Funding: Describes the overall process of administering Net County 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.

Dispute Resolution Programs Act of 1986: Authorizes the local establishment and funding of dispute resolution programs as an alternative to more formal court proceedings.

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 for a specific expenditure.

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.

Fees: Include the following types of revenues: licenses, permits, fines, forfeitures, penalties and other services. Departments receive fee revenue from providing services to the public and outside agencies.

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.

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, debt service funds, and permanent funds.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital.

Headcount: Actual number of individuals carried in a budget unit's payroll, as opposed to the equivalent number computed from wages budgeted.

Housing Successor: ABx1 26, the Dissolution Act, mandates the elimination of every redevelopment agency in California effective February 1, 2012. The Housing Successor retained the housing functions of the former Redevelopment Agency (RDA) and has all rights, power, duties, and obligations related to building, preserving, and rehabilitating affordable housing for low to moderate income households.

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 budget changes subsequent to adoption.

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 requirements and sources, including any mid-year adjustments.

Net County Cost: Net County Cost (or Discretionary General Funding) is the amount contributed to County general fund departments from discretionary revenue sources to fund the activities of a department.

Net Position: An indicator of financial position. A portion of net position is available to meet current obligations (see Unrestricted Net Position).

Operating Expenses: 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.

Operating Transfers In/Out: A method of providing financing from one budget unit to another for the implementation of a project or program.

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.

Proposition 1B: As approved by the voters in the November 2006 general elections, Proposition 1B enacts the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006 to authorize $19.925 billion of state general obligation bonds for transportation infrastructure improvements.

Proposition 30 (Prop 30): A ballot measure approved by California voters on November 6, 2012, that increased taxes on earnings over $250,000 for seven years (2012-2018) and increased sales taxes by ¼ cent for four years (2013-2016) to fund schools. The measure is expected to generate an average of $6 billion annually, and also guarantees Public Safety Realignment funding.

Proposition 47: A ballot measure approved by California voters on November 4, 2014, reduced the classification and sentencing of most non-serious/nonviolent property and drug crimes from felonies to misdemeanors.

Proposition 63: 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."

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.

Rates: Include revenues for the following types of services: risk management, information technology services, garage and fleet management, and real estate services. Departments receive rate revenue for providing direct services to other County departments.

Recommended Budget: A recommended budget is the working document of the fiscal year under discussion.

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 effective February 1, 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 expenditures and are considered a source.

Requirements: A department's appropriation or authority to spend plus department's budgeted operating transfers out.

Restricted Funds: Restricted funds consist of three restricted funding sources – Prop 172, 1991 Realignment and 2011 Realignment. Prop 172 revenue assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. 1991 Realignment assists in funding mental health, social services, and health programs within the County. 2011 Realignment assists in funding public safety, 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.

SB 90 State-Mandated Local Program: State reimbursements to local governments for the cost of activities required by state legislative and executive acts.

SB 163: Wraparound Services Program is an intensive, community-based and family centered process designed to allow children with serious behavior and/or emotional difficulties to remain in their community at the lowest level of care possible instead of being placed in a group home setting. 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.

SB 676: Effective July 1, 2010 this California Senate Bill increased the maximum fee collected from indigent defendants from $25 to $50.

SB 678: Also known as the Community Corrections Performance Incentives Act of 2009, provides funding from the state for county probation departments to implement evidence-based practices for the purposes of reducing parolee recidivism.

SB 920: Medi-Cal Program – which is administered by the State Department of Health Care Services for qualified low-income persons to receive health care services. The program is, in part, governed and funded by federal Medicaid Program provisions.

SB 1246: Implemented in 1980, is a fee on issued marriage licenses targeted "for the purpose of aiding victims of domestic violence by providing them a place to escape from the destructive environment in an undisclosed and secured location." To qualify for these funds, an agency must provide services to victims of domestic violence and their children that include shelter on a 24-hour, seven days a week basis, a 24-hour crisis line, temporary housing and food facilities, psychological support and peer counseling, referrals to existing services in the community, a drop-in center to assist victims who have not yet made the decision to leave their homes, arrangements for school age children to continue their education during their stay at the shelter, emergency transportation to the shelter, and arrangements for assistance from local law enforcement where appropriate.

SB 1732: Trial Court Facilities Act of 2002, requires the transfer of responsibility for funding and operation of trial court facilities from the counties to the State of California.

Set-Aside Contingency: A contingency 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.

Sources: Amount of funding available to departments such as revenue, reimbursements, operating transfers in, fund balance and reserves.

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.

Staffing Expenses: A category of expenditures within a budget unit for all costs related to employees including salary, retirement, employee benefits, and workers compensation insurance.

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%.

Structurally Balanced Budget: The annual operating budget will be structurally balanced upon adoption of the Board of Supervisors. One-time sources will not be spent on ongoing expenditures.

Successor Agency: A separate public entity from the public agency that had formed the former redevelopment agency. Its purpose is to expeditiously wind down the affairs of the former redevelopment agency pursuant to ABx1 26 and AB 1484 and in accordance with the direction of the oversight board. The primary task of the Agency is to continue to make payments due from its enforceable obligations.

Three Strikes Reform Act: Passed by the California voters in November 2012, this initiative redefined the parameters leading to mandatory 25-year to life sentences for previously twice convicted felons.

Total Expenditure Authority: The authorized expenditure limit for a budget unit for the current fiscal year.

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 Position: That portion of net position that is neither restricted nor invested in capital assets (net of related debt). Unrestricted Net Position represents resources that can be used to meet current obligations.

AAA: Area Agency on Aging
AABs: Assessment Appeals Boards
AB: Assembly Bill
ACA: Affordable Care Act
ACC: Animal Care and Control
ACCB: Adult Community Corrections Bureau
ACE: Access, Coordination, and Enhancement Program
ACGME: Accreditation Council for Graduate Medical Association
ADA: Americans with Disabilities Act
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
AJCC: Americas Job Centers of California
AOA: American Osteopathic Association
AOC: Administrative Office of the Courts
APS: Adult Protective Services
AQMD: Air Quality Management District
ARC: Assessor-Recorder-Clerk
ARMC: Arrowhead Regional Medical Center
ARRA: American Recovery and Reinvestment Act
ASB: Administrative Services Bureau
ATC: Aid to Adoptive Children
AWM: Agriculture/Weights & Measures
ATC: Auditor-Controller/Treasurer/Tax Collector
BBARWA: Big Bear Area Regional Wastewater Agency
BCCs: Boards, Commissions, and Committees
BG: Board Governed
BH: Behavioral Health
BJA: Bureau of Justice Assistance
BLM: Bureau of Land Management
BMI: Body Mass Index
BOS: Board of Supervisors
BRIDGES: Bridging Reentry Integration by Driving Goal Oriented Effective Strategies
BRT: Business Resource Team
BUILD: Bold Upstream Innovative Local Data driven
CACEO: California Association of Clerk and Elections Officials
CAFM: Computer Aided Facilities Management
CAFR: Comprehensive Annual Financial Report
CAHPS: Consumer Assessment of Health Care Providers and Systems
CAL EMA: California Emergency Management Agency
CAL ID: California Identification System
CAL OES: California Office of Emergency Services
CAL OSHA: California Occupational Safety and Health Administration
CALTRANS: California Department of Transportation
CalVet: California Department of Veterans Affairs
CalWORKs: California Work Opportunities and Responsibilities to Kids
CAO: County Administrative Office
CAPH: California Association of Public Hospitals and Health Systems
CAS: Cash Assistance for Immigrants
CBO: Community Based Organization
CCB: Community Corrections Bureau
CCMS: Court Cast Management System
CCRT: Community Crisis Response Team
CCS: California Children's Services
CDA: California Department of Aging
CDBG: Community Development Block Grant
CDC: Central Detention Center
CDCR: California Department of Corrections and Rehabilitation
CDE: Community Development Agency
CDFA: California Department of Food and Agriculture
CDH: Community Development and Housing
CDPH: California Department of Public Health
CEC: California Emergency Commission
CEHW: Center for Employee Health and Wellness
CEO: Center for Employment Opportunities
CEO: Chief Executive Officer
CEQA: California Environmental Quality Act
CERT: Community Emergency Response Team
CeRTNA: California e-Recording Transaction Network Authority Network Authority
Cf: CalFresh
CFR: Code of Federal Regulations
CFT: Child and Family Team
CFD: Community Facilities District
CFS: Children and Family Services
CGC: County Government Center
CG-CAHPS: Clinical Group Consumer Assessment of Health Care Providers and Systems
CGRP: Cucamonga-Guasti Regional Park
CHFFA: California Health Facilities Financing Authority
CHOICE: Choosing Healthy Options to Instill Change and Empowerment
CHIP: Community Health Improvement Program
CIP: Capital Improvement Program
CIU: Criminal Intelligence Unit
CLUP: Comprehensive Land Use Plan
CMAC: California Medical Assistance Commission
CMO: Chief Medical Officer
CMP: Congestion Management Program

CMRS: County's Maintained Road System
CMS: Center for Medicare & 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
CONFIRE: Consolidated Fire Agencies
COP: Certificates of Participation
COPPS: Community Oriented Policing and Problem Solving
COPS: Citizens' Option for Public Safety
County Fire: San Bernardino County Fire Protection District
COWCAP: Countywide Cost Allocation Plan
CPOC: Chief Probation Officers of California
CPR: Cardiopulmonary resuscitation
CPU: Central Processing Unit
CRI: Cities Readiness Initiative
CRM: Community Relationship Management
CRT: Crisis Residential Treatment
CSA: County Service Area
CSAC: California State Association of Counties Insurance Authority
CSC: Customer Service Center
CSU: Customer Service Unit
CUPA: Certified Unified Program Agency
CYCS: Children and Yough Collaborative 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: Desired Results Developmental Profile
DRDP-PS: Desired Results Developmental Profile Preschool
DRDP-R: Desired Results Developmental Profile-Revised
DRM: Department of Risk Management
DRPA: Dispute Resolutions Programs Act of 1986
DSH: Disproportionate Share Hospital
DSOD: Department of Safety of Dams
DSRF: Debt Service Reserve Fund
DSRIP: Delivery System Reform Incentive Plan
DUI: Driving Under the Influence
DUILA: Drug Use is Life Abuse
EAP: Employee Assistance Program
ECD: Economic and Community Development
ED: Department of Economic Development
EDA: Economic Development Agency
EDATE: Election, Deadline, Assignment and Task Engine
EDD: California Employment Development Department
EDoCS: Election Document Change System
EDU: Equivalent Dwelling Units
EEO: Equal Employment Office
EFMS: Enterprise Financial Management System
EFT: Electronic Funds Transfer
EHaP: Employee Health and Productivity Program
EHR: Electronic Health Records
EHS: Environmental Health Services
EIA: Excess Insurance Authority
EIR: Environmental Impact Report
EMACS: Employee Management and Compensation System
EMF: Environmental Mitigation Fund
EMPG: Emergency Management Performance Grant
EMS: Emergency Medical Services
EMT: Emergency Medical Technician
ENT: Ear, Nose and Throat
EOC: Emergency Operations Center
ePCR: Electronic Patient Care Record
ePro: Electronic Procurement
EPSDT: Early and Periodic Screening, Diagnosis and Treatment
ERAF: Educational Revenue Augmentation Fund
ERC: Employment Resource Center
ESDC: Environmental Science Day Camp
ESG: Emergency Solutions Grant
ESOC: Emergency Operations Center
EVOC: Emergency Vehicle Operations Center
E-Waste: Electronic Waste
F2F: Family-to-Family
FAA: Federal Aviation Administration
FAR: Sheriff/Fire Air Rescue
FAS: Financial Accounting System
FAST: Flood Area Safety Taskforce
FCC: Federal Communications Commission
FCSP: Family Caregiver Support Program
FEMA: Federal Emergency Management Agency
FFH: Foster Family Home
FGR: Cash Aid for All other Families
FHC: Family Health Center

FHWA: Federal Highway Administration
FLJC: Foothill Law and Justice Center
FLSA: Fair Labor Standards Act
FMAP: Federal Medical Assistance Percentage
FMD: Facilities Management Division
FMIS: Fleet Management Information System
FML: Family Medical Leave
FMLA: Family Medical Leave Act
FPD: Fire Protection District
FQHC: Federally Qualified Health Centers
FSA: Fire Suppression Aide
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GED: General Equivalency Diploma
GEMT: Ground Emergency Medical Transport
GFOA: Government Finance Officers Association
GHRC: Glen Helen Regional Center
GHRP: Glen Helen Regional Park
GIS: Geographic Information System
GLAD: Greater Los Angeles Agency on Deafness
GPP: Global Payment Program
GPS: Global Positioning System
G.R.E.A.T.: Gang Resistance Education and Training
GWTS: Groundwater Treatment System
HACSB: Housing Authority of the County of San Bernardino
HAZMAT: Hazardous Materials
Certificates
HBP: Highway Bridge Program
HCAHPS: Hospital Consumer Assessment of Health Care Providers and Systems
HCF: Hundred Cubic Feet
HCR: Health Care Reform
HDDC: High Desert Detention Center
HDGC: High Desert Government Center
HDJDAC: High Desert Juvenile Detention and Assessment Center
HELP: Health Education Liaison Program
HFAP: Health Care Facilities Accreditation Program
HHW: Household Hazardous Waste
HICAP: Health Insurance Counseling and Advocacy Program
HIE: Health Information Exchange
HIPPA: Health Insurance Portability and Accountability Act
HIV: Human Immunodeficiency Virus
HM: Hazardous Materials
HOME: HOME Investment Partnership Act Grant
H.O.P.E.: Homeless Outreach and Proactive Enforcement
HOST: Homeless Outreach Support Team
HPRP: Housing Preservation and Rapid Re-housing Program
HR: Human Resources
HRP: Home Rehabilitation Program
HRSA: Health Resources and Services Administration
HS: Human Services
HSGP: Homeland Security Grant Program
HSIP: Highway Safety Improvement Program
HSS: Human Services System
HUD: Housing and Urban Development
HVAC: Heating, Ventilation, and Air Conditioning
ICE: Immigration and Customs Enforcement
ICEMA: Inland Counties Emergency Medical Agency
ID: Identification
IEEP: Inland Empire Economic Partnership
IEUW: Inland Empire United Way
IGT: Intergovernmental Transfers
IHSS: In-Home Supportive Services
IHSSPA: In Home Supportive Services Public Authority
II-PIP: IHSS Intake Process Improvement Plan
ILP: Independent Living Program
IMLS: Institute of Museum and Library Services
IP: Internet Protocol
IPDP: Individual Professional Development Plan
IRNET: Inland Regional Narcotics Enforcement Team
IRS: Internal Revenue Service
IS: Information Systems
ISD: Information Services Department
ISF: Internal Service Fund
IT: Information Technology
ITSD: Information Technology and Support Division
IVDA: Inland Valley Development Agency
JAG: Justice Assistance Grant
JBCT: Jail Based Competency Treatment Program
JCC: Juvenile Community Corrections
JCCB: Juvenile Community Corrections Bureau
JDAC: Juvenile Detention and Assessment Center
JIMS: Jail Information Management System
JJCPA: Juvenile Justice Crime Prevention Act
JPA: Joint Powers Agreement
JPA: Joint Powers Authority
JTGC: Joshua Tree Government Center
Kin-Gap: Kinship Guardianship Assistance Program
kWh: Kilowatt Hour
LACSD: Lake Arrowhead Community Services District
LAFCO: Local Agency Formation Commission
LEED: Leadership in Energy and Environmental Design
LET: Let's End Truancy
LFGES: Landfill Gas Extraction System
LGRP: Lake Gregory Regional Park
LIFT: Low-Income First-Time Mothers
LIHP: Low Income Health Plan
LLUMC: Loma Linda University Medical Center

MAA: Medi-Cal Administrative Activities
MAC: Municipal Advisory Council
MCLE: Minimum Continuing Legal Education
MDAQMD: Mojave Desert Air Quality Management District
MHSA: Mental Health Services Act
MHz: Megahertz
MIPPA: Medicare Improvements for Patients and Providers Act
MMA: Multi-Media Services
MOE: Maintenance of Effort
MOU: Memorandum of Understanding
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
NCC: Net County Cost
NCLU: No Child Left Unsheltered
NEMSIS: National Emergency Medical Services Information Systems
NEPA: National Environmental Policy Act
NICU: Neonatal Intensive Care Unit
NPDES: National Pollutant Discharge Elimination System
NPM: Non-Participating Manufacturers
NRCS: National Resources Conservation Service
NSP: Neighborhood Stabilization Program
NVRA: National Voter Registration Act
OA: Operational Area
OAA: Older Americans Act
OB-GYN: Obstetrics Gynecology
OES: Office of Emergency Services
OFM: Office of Fire Marshal
OHV: Off-Highway Vehicle
OM&M: Operations Maintenance and Monitoring
OMB: Ombudsman
ORG: Organization
OSHA: Occupational Safety and Health Administration
OTLICP: Optional Targeted Low Income Children's Program
PA: Public Authority
PC: Penal Code
PCF: Paid Call Firefighter
PCI: Pavement Condition Index
PCO: Probation Corrections Officer
PCT: Project Collaboration Team
PD: Public Defender
PEI: Prevention and Early Intervention
PEI/TREP: Prevention and Early Intervention/Transportation Reimbursement Escort Program
PEPRA: Public Employee's Pension Reform Act
PERC: Performance, Education and Resource Center
PH: Public Health
PHAB: Public Health Accreditation Board
PIMS: Property Information Management System
PL: Public Law
PLF: State Public Library Fund
PLH: Public Lands Highway
PMD: Real Estate Services - Project Management Division
PO: Probation Officer
POS: Point of Sale
POST: Peace Officers Standards of Training
PRIME: Public Hospital Redesign and Incentives in Medi-Cal
PREA: Prison Rape Elimination Act
PRSA: Public Relations Society of America
PRD: Permanent Road Division
Prop: Proposition
PSD: Preschool Services Department
PSE: Public Service Employee
PSOC: Public Safety Operations Center
R&P: Recreation and Park
RAD: Rental Assistance Demonstration
RBEST: Recovery Based Engagement Support Teams
RCRA: Resource Conservation & Recovery Act
RDA: Redevelopment Agency
RBAR: Removing Every Barrier and Rehabilitating
RESD: Real Estate Services Department
RFP: Request for Proposal
RGP: Rescue Group Partners
RIAC: Range Improvement Advisory Committee
ROP: Regional Occupational Program
ROPS: Recognized Obligation Payment Schedules
ROC: Return of Competency Program
ROV: Registrar of Voters
RPR: Real Estate Services
RPTTF: Redevelopment Property Tax Trust Fund
RSWD: Running Springs Water District
RV: Recreational Vehicle
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
SART: Screening, Assessment, Referral, and Treatment
SB: Senate Bill
SBCFPD: San Bernardino County Fire Protection District
SBCL: San Bernardino County Library
SBIAA: San Bernardino International Airport Authority
SBVEZ: San Bernardino Valley Enterprise Zone
SCAAP: State Criminal Alien and Assistance Program

SCADA: Supervisory Control and Data Acquisition
SCAG: Southern California Association of Governments
SCAQMD: South Coast Air Quality Management District
SCE: Southern California Edison
SCSEP: Senior Community Service Employment Program
SED: Seriously Emotionally Disturbed
SHPO: State Historic Preservation Office
SIA: Senior Information and Assistance
SIR: Self Insured Retention
SMARA: Surface Mining and Reclamation Act
SNI: Safety Net Institute
SSB: Special Services Bureau
SSI/SSP: Supplemental Security Income/State Supplementary Payment
SSI: Social Security Income
SSN: Social Security Number
STC: Standards for Training and Corrections
STEMI: ST Segment Elevation Myocardial Infarction
STEP: Subsidized Training and Employment Program
STP: Federal Surface Transportation Program
STSL: San Timoteo Sanitary Landfill
SUD: Substance Abuse Disorder
SWBPI: Southwest Border Prosecution Initiative
SWMD: Solid Waste Management Division
TAD: Transitional Assistance Department
TAY: Transitional Age Youth
TBD: To Be Determined
TC: Transitional Conferences
TDM: Team Decision Making
TENS: Telephonic Emergency Notification System
TLICP: Targeted Low Income Children's Program
TREP: Transportation Reimbursement Escort Program
TV: Television
U.S. Postal: United States Postal
UASI: Urban Area Security Initiative
UCCE: University of California Cooperative Extension
UHF: Ultra High Frequency
UPP: Cash Aid for 2 Parent Families
USDA: United States Department of Agriculture
USDVA: United States Department of Veterans Affairs
USFS: United States Forest Service
USPS: United States Postal Services
UST: Underground Storage Tank
UTL: Utilities
VA: Veterans Affairs
VAAC: Voter Accessibility Advisory committee
VASH: Veterans Affairs Supportive Housing
VC: Vehicle Code
VHF: Very High Frequency
VITA: Volunteer Income Tax Assistance
VLF: Vehicle License Fee
VOIP: Voice Over Internet Protocol
VSR: Veterans Service Representative
VVEDA: Victor Valley Economic Development Authority
VVWRA: Victor Valley Waste Reclamation Authority
WAN: Wide Area Network
WDD: Department of Workforce Development
WEX: Work Experience
WIA: Workforce Investment Act
WIB: Workforce Investment Board
WIC: Welfare and Institutions Code
WIC: Women, Infant, and Children
WIOA: Workforce Innovation and Opportunity Act
WPC: Whole Person Care
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

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Board of Supervisors

First District

	Classification
1	Elected Supervisor
2	Deputy Chief of Staff
1	Field Representative II
2	Field Representative I
1	Special Assistant
1	Policy Advisor II
2	Community Service Liaison
1	Secretary I
1	District Board Secretary
12	Total

Second District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
2	Field Representative II
1	Policy Advisor
1	Staff Assistant
1	District Representative
1	Intern Staff Assistant
9	Total

Third District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
1	BOS Administrative Analyst
2	Field Representative I
1	Executive Secretary
1	Executive Aide II
2	Executive Aide I
2	Community Service Liaison
12	Total

Fourth District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
1	District Director
2	Special Assistant
1	Policy Advisor II
2	Policy Advisor I
2	Executive Aide III
5	Community Service Liaison
16	Total

Fifth District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
1	Administrative Analyst
1	Executive Secretary
2	Field Representative I
1	Constituent Services Representative
1	Communications Advisor I
2	Community Services Liaison
11	Total

Clerk of the Board

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	Staff Analyst II
1	Executive Secretary III
1	Board Services Specialist
1	Office Assistant III
7	Total

Business License/Boards Commissions and Committees/Conflict of Interest

	Classification
1	Board Services Specialist
1	Total

Agenda Process

	Classification
2	Senior Board Services Specialist
1	Board Services Specialist
3	Total

Assessment Appeals

	Classification
1	Board Services Technician
1	Board Services Specialist
2	Total

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

County Administrative Office

County Administrative Office

	Classification
1	Chief Executive Officer
1	Total

Board Administration

	Classification
1	Executive Secretary III
2	Executive Secretary II
3	Total

Special Projects

	Classification
1	Chief Operating Officer
2	Principal Management Analyst
1	Administrative Aide
1	Executive Secretary III
5	Total

Public Information Office

	Classification
1	Public Information Officer
1	Deputy Public Information Officer
2	Total

Governmental & Legislative Affairs

	Classification
1	Director of Gov't/Legislative Affairs
1	Dep. Director of Gov't/Legislative Affairs
1	Legislative Analyst II
1	Government Relations Analyst II
1	Executive Secretary III
1	Contract Special Projects Coordinator
6	Total

County Counsel

Administration/Fiscal

	Classification
1	County Counsel
1	Chief Assistant County Counsel
1	Administrative Aide to County Counsel
1	Chief of County Counsel Administration
1	Extra Help Executive Secretary II
1	Executive Secretary I
1	Accounting Technician
1	Fiscal Specialist
1	Office Assistant II
9	Total

Legal Services

	Classification
4	Principal Assistant County Counsel
1	Extra Help Principal Assistant County Counsel
2	Supervising Deputy County Counsel
41	Deputy County Counsel
1	Extra Help Deputy County Counsel
1	Research Attorney II
9	County Counsel Paralegal
3	County Counsel Lead Secretary
17	Executive Secretary II
1	Office Assistant IV
6	Office Assistant III
86	Total

Finance and Administration

Finance and Administration

	Classification
1	Assistant Executive Officer - Finance and Administration
1	County Chief Financial Officer
2	Deputy Executive Officer
1	Chief Administrative Analyst
2	Principal Administrative Analyst
9	Administrative Analyst III
1	Administrative Analyst II
1	Contract Indigent Defense Analyst
1	Executive Secretary III
1	Public Service Employee
20	Total

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Fleet Management

Administration

	Classification
1	Director of Fleet Management
1	Motor Fleet Maintenance Sup't
2	Staff Analyst II
1	Executive Secretary II
1	Accounting Technician
1	Fiscal Specialist
2	Fiscal Assistant
2	Motor Pool Specialist
1	Payroll Specialist
12	Total

Light Duty

	Classification
1	Motor Fleet Maintenance Sup't
5	Motor Fleet Shop Supervisor
6	Motor Fleet Mechanic II
12	Motor Fleet Mechanic I
6	Mechanics Assistant
4	Equipment Services Specialist I
2	Custodian I
4	Motor Pool Assistant
1	Garage Service Writer
4	Public Service Employee
45	Total

Heavy Duty

	Classification
1	Motor Fleet Maintenance Sup't
1	Motor Fleet Shop Supervisor
3	Motor Fleet Mechanic II
18	Motor Fleet Mechanic I
2	Mechanics Assistant
25	Total

Parts

	Classification
1	Equipment Parts Supervisor
3	Equipment Parts Specialist I
2	Stores Specialist
1	Office Assistant II
7	Total

Fuel

	Classification
2	Equipment Services Specialist II
2	Equipment Services Specialist II
4	Total

Motor Pool

	Classification
1	Office Assistant III
1	Public Service Empoyee
2	Total

Human Resources

Administration

	Classification
1	Director of Human Resources
1	Assistant Director of Human Resources
1	Executive Secretary II
1	Administrative Analyst III
1	Accountant II
1	Fiscal Specialist
6	Total

Civil Service Commission

	Classification
1	Secretary, Civil Service Commission
1	Total

EMACS-Development

	Classification
1	Contract EMACS Project Manager
1	Human Resources Analyst II
1	Systems Procedures Analyst II
4	Systems Procedures Analyst I
1	Staff Analyst I
8	Total

Equal Employment Opportunity

	Classification
1	Human Resources Anaylst II
2	Human Resources Anaylst I
1	Personnel Technician
4	Total

EMACS-HR

	Classification
1	EMACS-HR Supervisor
9	Office Specialist
1	Office Assistant III
11	Total

Employment/Classification

	Classification
1	Executive Secretary I
17	Human Resources Analyst I
2	Human Resources Analyst II
1	Human Resources Division Chief
2	Office Assistant IV
7	Office Assistant III
5	Personnel Technician
1	Testing & Certification Supervisor
36	Total

Employee Relations

	Classification
1	Executive Secretary I
2	Human Resources Analyst I
1	Human Resources Division Chief
3	Human Resources Officer I
15	Human Resources Officer II
3	Human Resources Officer III
1	Staff Analyst II
26	Total

Labor Relations

	Classification
1	Human Resources Analyst III
2	Human Resources Officer II
1	Human Resources Officer III
1	Labor Relations Financial Analyst
5	Total

Western Region Item Bank

	Classification
1	Office Specialist
1	Total

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Human Resources – Center for Employee Health and Wellness

CEHW

	Classification
1	Chief of Clinical Operations
1	Supervising Occupational Health Physician
2	Nurse Practitioner II
1	Contract Physician Assistant
1	Licensed Vocational Nurse II
1	Registered Nurse II - Clinic
1	Office Assistant IV
4	Care Assistant
12	Total

Human Resources – Commuter Services

Commuter Services

	Classification
1	Human Resources Analyst I
2	Office Specialist
1	Public Service Employee
4	Total

Human Resources – Employee Benefits and Services

Employee Benefits and Services

	Classification
1	Human Resources Division Chief
2	Human Resources Analyst II
5	Human Resources Analyst I
1	Personnel Technician
1	Accounting Technician
1	Fiscal Specialist
2	Supervising Office Specialist
12	Office Specialist
1	Executive Secretary I
2	Office Assistant III
1	Public Service Employee
29	Total

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Information Services

Geographic Information Services

	Classification
1	Office Assistant II
1	Geographic Info Systems Tech I
1	Geographic Info Systems Tech II
1	Business Systems Analyst I
1	Geographic Info System Tech III
1	Programmer III
1	Programmer Analyst III
1	Systems Development Team Leader
1	IT Technical Assistant II
9	Total

Multi Media Services

	Classification
3	Multimedia Coordinator
1	Multimedia Supervisor
1	Communications Technician II
1	Systems Development Div Chief
6	Total

Information Services – Computer Operations

Enterprise Processing

	Classification
1	Automated Systems Analyst I
5	Computer Operations Specialist
1	Computer Operations Supervisor
1	Computer Operator II
5	Computer Operator III
1	Office Assistant II
1	Office Assistant III
2	Production Control Supervisor
1	Systems Support Analyst II
6	Systems Support Analyst III
1	Systems Support Division Chief
1	Systems Support Supervisor
26	Total

Central Imaging

	Classification
1	Microfilm Technician III
3	Office Assistant II
1	Office Assistant IV
1	Photographic Laboratory Tech
2	Systems Support Analyst III
8	Total

Finance and Administration

	Classification
2	Accounting Technician
1	Administrative Supervisor I
1	Chief Information Officer
1	Department Technology Chief
1	Executive Secretary II
2	Fiscal Assistant
2	Fiscal Specialist
1	Info Services Finance Officer
1	Office Assistant II
1	Office Assistant III
1	Secretary I
6	Staff Analyst II
1	Supervising Accountant II
21	Total

EMACS Support

	Classification
1	Systems Support Analyst III
1	Total

Enterprise Printing

	Classification
4	Computer Operator III
1	Office Assistant III
5	Total

Server Management

	Classification
1	Business Systems Analyst III
1	Computer Operations Specialist
1	IT Technical Assistant II
1	Office Assistant II
2	Systems Support Analyst II
16	Systems Support Analyst III
1	Systems Support Division Chief
2	Systems Support Supervisor
25	Total

Core Solutions and Security

	Classification
5	Applications Specialist
9	Automated Systems Analyst I
2	Automated Systems Analyst II
3	Automated Systems Technician
1	Business Applications Manager
1	Business Systems Analyst III
5	Help Desk Technician II
1	Info Services Division Chief
1	Info Services Security Officer
2	IT Technical Assistant II
1	Product Management Supervisor
1	Supvg Auto Systems Analyst II
3	Systems Support Analyst II
8	Systems Support Analyst III
1	Systems Support Supervisor
1	Technology Helpdesk Supervisor
1	Teleprocessing Specialist
46	Total

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Information Services – Telecommunication Services

Data Cabling

	Classification
5	Communications Installer
4	Communications Tech I
2	Communications Tech II
3	Communications Tech III
1	Supervising Communications Tech
15	Total

Management Services

	Classification
1	Business Systems Analyst III
2	Deputy Chief of Network Services
1	IT Technical Assistant II
1	Network Services Division Chief
5	Total

Transport Operations

	Classification
2	Communications Tech II
2	Communications Tech III
2	Network Analyst
1	Network Services Supervisor
1	Supervising Communications Tech
8	Total

Radio Access

	Classification
8	800 Megahertz Analyst
1	Communications Installer
2	Communications Tech I
1	Communications Tech II
1	Communications Tech III
1	IT Technical Assistant II
1	Office Assistant III
2	Special Projects Leader
2	Systems Support Analsyt III
1	Supervising Communications Tech
1	Telecommunications Engineer II
21	Total

Radio Subscriber Maintenance

	Classification
2	Communications Tech I
1	Communications Tech III
1	Network Services Supervisor
1	Office Assistant III
5	Total

Time and Materials

	Classification
1	Communications Installer
1	Communications Tech I
2	Total

Telephone Operations

	Classification
1	Communications Tech I
2	Communications Tech II
4	Communications Tech III
1	Network Services Supervisor
4	Office Assistant II
2	Special Projects Leader
1	Supervising Office Assistant
2	Supervising Communications Tech
4	Systems Support Analsyt III
3	Telecommunications Engineer II
6	Telephone Service Specialist
30	Total

Wide Area Network

	Classification
1	Business Systems Analyst II
1	Network Services Supervisor
1	Systems Support Analsyt II
5	Systems Support Analsyt III
8	Total

Warehouse Operations

	Classification
2	Equipment Parts Specialist I
2	Equipment Parts Specialist II
1	Equipment Parts Supervisor
1	Storekeeper
6	Total

Information Services – Application Development

Application Development

	Classification
1	Business Application Manager
12	Business Systems Analyst III
1	Office Assistant II
15	Programmer III
1	Programmer Analyst I
47	Programmer Analyst III
7	Systems Dev Team Leader
1	Systems Dev Division Chief
1	IT Technical Assistant I
3	IT Technical Assistant II
89	Total

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Purchasing Department

Executive

	Classification
1	Director of Purchasing
1	Executive Secretary II
1	Business Systems Analyst II
3	Total

Administrative

	Classification
1	Administrative Supervisor I
2	Staff Analyst II
1	Accounting Technician
1	Fiscal Assistant
1	Office Assistant
6	Total

Procurement

	Classification
2	Supervising Buyer
4	Buyer III
8	Buyer II
1	Staff Analyst I
1	Office Specialist
16	Total

Purchasing Department – Printing Services

Printing Services

	Classification
1	Printing Services Manager
1	Printing Services Supervisor
2	Reproduction Equipment Operator II
8	Reproduction Equipment Operator I
12	Total

Graphic Design Unit

	Classification
1	Graphic Designer II
3	Graphic Designer I
1	Graphic Technician
5	Total

Purchasing Department – Surplus Property and Storage Operations

Surplus Property and Storage

	Classification
1	Stores Supervisor
1	Automated Systems Technician
2	Stores Specialist
4	Total

Mail/Courier Services

Mail/Courier Services

	Classification
1	Mail Services Manager
2	Mail Services Supervisor
2	Mail Processor III
16	Mail Processor II
21	Total

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Risk Management

Admin/Fiscal

	Classification
1	Director
2	Deputy Director
1	Executive Secretary II
1	Staff Analyst II
1	Staff Analyst I
1	Accountant II
1	Accounting Technician
1	Payroll Clerk
2	Fiscal Assistants
11	Total

Workers' Compensation

	Classification
1	Supervising Workers' Comp Adjuster
1	Workers' Comp Adjuster III
16	Workers' Comp Adjuster II
1	Medical Only Claims Adjuster
7	Claims Assistant
1	Office Assistant III
4	Office Assistant II
31	Total

Liability

	Classification
1	Supervising Liability Claims Rep
1	Liability Claims Rep III
2	Liability Claims Rep II
3	Liability Claims Rep I
1	Office Assistant III
8	Total

Risk Control

	Classification
1	Risk Control Officer
8	Dept. Risk Control Specialist
1	Staff Analyst II
1	Risk Assessment Officer
1	Office Assistant III
12	Total

ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION LISTING AND POSITION COUNT

Arrowhead Regional Medical Center

Administration

	Classification
1	Administrative Analyst III
1	ARMC Medical Director
1	Assoc Hosp Adm Professional Sv
1	Cont Director of ARMC
1	Executive Assistant
1	Executive Secretary II
1	Executive Secretary III -Class
7	Fiscal Specialist
1	General Services Aide
1	Hospital Employee Health Nurse
4	Office Assistant II
2	Office Assistant III
1	Office Specialist
1	Personnel Technician
2	Public Service Employee
1	Registered Nurse II-ARMC
8	Secretary I
1	Secretary II
1	Staff Analyst I
1	Staff Analyst II
1	Supervising Fiscal Specialist
39	Total

Fiscal and Ancillary Services

	Classification
5	Accountant III
5	Accounting Technician
3	Administrative Supervisor I
2	Administrative Supervisor II
9	Applications Specialist
1	ARMC Chief Financial Officer
1	ARMC Laboratory Manager
1	ARMC Social Services Manager
1	Assistant Health Info Manager
1	Ast Dir of Respiratory Care Sv
9	Automated Systems Analyst I
1	Automated Systems Analyst II
9	Automated Systems Technician
1	Autopsy Assistant
1	Business Applications Manager
1	Business Systems Analyst I
5	Business Systems Analyst II
3	Business Systems Analyst III
1	Case Management Coordinator
2	Case Management Supervisor
1	Chief Medical Informtn Officer
7	Clinic Assistant
8	Collections Officer I
1	Cont Interim Medical Rec Sup
6	Cont Medi-Cal Specialist
1	Cont Medi-Cal Specialist Spvsr
4	Cont Occupational Therapist II
11	Cont Physical Therapist II
1	Cont Physical Therapy Asst

Fiscal and Ancillary Services (cont.)

	Classification
17	Cont Radiological Tech
4	Cont Rehab Therapist - Speech
32	Cont Resp Care Prac II
6	Cont Social Srv Practitioner
4	Cont Spec Procedures Rad Tech
3	Cont Ultrasound Tech
1	Cont. Asst. Hosp. Admin-Fiscal
1	Cont. Asst. Hosp. Adm-Pnt Fisc
1	ContManagerPreMediCalQualDept
2	Cytotechnoligist
2	Departmental IS Administrator
1	Director of Respiratory Care
25	Fiscal Assistant
9	Fiscal Specialist
1	General Services Aide
38	Health Info Mgmt Assistant I
16	Health Info Mgmt Assistant II
2	Health Info Mgmt Assistant III
1	Healthcare Program Administrator
2	Histology Technician
1	Hospital Unit Assistant
17	Laboratory Assistant
34	Laboratory Technologist II
7	Laboratory Technologist III
3	Laboratory Technologist Intern
1	Lead Occupational Therapist
1	Lead Physical Therapist
1	Lead Speech Therapist
4	Licensed Vocational Nurse II
12	Medical Records Coder I
7	Medical Records Coder II
1	Medical Records Manager
2	Medical Records Supervisor
1	Neurodiagnostic Technolgst II
1	Neurodiagnostic Technologist
2	Nuclear Medicine Technologist
1	Nurse Supervisor
5	Occupational Therapist II
2	Occupational Therapy Assistant
44	Office Assistant II
84	Office Assistant III
6	Office Assistant IV
20	Office Specialist
1	Patient Accounts Supervisor
27	Phlebotomist
3	Physical Therapist Assistant
10	Physical Therapist II
1	Programmer Analyst I
1	Programmer Analyst II
5	Public Service Employee
1	Pulmonary Function Specialist
1	Radiographic Clinical Instruct
15	Radiologic Technologist II
3	Radiologic Technologist III
1	Radiologic Technologist School
1	Radiology Manager

Fiscal and Ancillary Services (cont.)

	Classification
1	Radiology Supervisor
21	Registered Nurse Case Manager
3	Registered Nurse II - Per Diem
12	Registered Nurse II-ARMC
1	RegisteredCardioPulmonaryNurse
4	Rehabilitation Services Aide
1	Rehabilitation Services Manag
26	Respiratory Care Practitioner2
6	Respiratory Therapist
4	RespiratoryCarePractitioner3
10	RN Case Manager-Per Diem
7	Secretary I
12	Social Service Practitioner
17	Special Proc Rad Technolog 2
3	Special Proc Rad Technolog 3
2	Speech Therapist
1	Staff Analyst I
6	Staff Analyst II
1	SterileProcessingTechnician1
6	Supervising Office Assistant
2	Supervising Office Specialist
1	Supervising Phlebotomist
1	Supv Rehabilitation Therapist
1	Supvg Collections Officer
3	Supvg Health Info Mgmt Assist
6	Supvg Laboratory Technologist
7	Supvg Respiratory Care Practit
1	Supvg Utilization Review Techn
1	Systems Accountant I
1	Systems Support Analyst II
9	Ultrasound Technologist II
1	Ultrasound Technologist III
9	Utilization Review Technician
784	Total

General Support and Compliance

	Classification
2	Air Conditioning Mechanic
1	ARMC Bldg Maint and Secty Mgr
1	ARMC Ethics & Compliance Coord
1	ARMC Executive Chef
1	ARMC Facilities Project Coord
1	ARMC Safety Technician
1	Assoc Hosp Adm Professional Se
5	Bio-Medical Electronic Tech I
1	Bio-Medical Electronic Tech II
5	Building Plant Operator
1	Compliance Specialist
3	Cont ARMC Security Technician
6	Cook I
10	Cook II
3	Cook III
154	Custodian I

ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION LISTING AND POSITION COUNT

Arrowhead Regional Medical Center Continued

General Support and Compliance (cont.)

	Classification
3	Custodian II
4	Dietary Services Supervisor
3	Dietetic Technician
8	Dietitian
3	Electrician
4	Fiscal Assistant
1	Fiscal Specialist
34	Food Service Worker I
13	Food Service Worker II
7	General Maintenance Mechanic
4	General Maintenance Worker
3	General Services Aide
1	Hospital Customer Advocate
5	Hospital Plant Operator
1	HospitalEnviron.Services Supvr
2	Lead Dietitian
6	Linen Room Attendant
2	Maintenance Supervisor
1	Material Manager
1	Medical Center Hskpg/Linen Man
6	Office Assistant II
2	Office Assistant III
1	Office Specialist
3	Painter I
3	Plumber
1	Privacy & Compliance Specialst
1	Process Improvemnt Coordinator
2	Process Improvemnt Specialist
3	Secretary I
1	Secretary II
71	Security Technician I
10	Security Technician II
2	Staff Analyst II
4	Storekeeper
3	Stores Specialist
4	Supervising Security Technicia
1	Supvg Bio Med Elect Tech
7	Supvg Custodian
1	Supvg Dietitian
428	Total

Medical Director

	Classification
1	Administrative Supervisor I
1	Cont Research Program Coord
10	Cont Resident PGY IV
3	Cont Resident PGY V
146	Cont Resident PGY VI
14	Cont Resident PGY VII
6	Education Specialist

Medical Director (cont.)

	Classification
1	Institutional Review Brd Coord
1	Office Assistant II
1	Office Assistant III
1	Secretary I
1	Staff Analyst I
1	Statistical Analyst
187	Total

Patient Services

	Classification
8	ARMC House Supervisor-Per Diem
19	Assistant Nurse Manager
1	Associate Chief Nursing Officer
1	AsstHospAdm-BehavioralHealth
1	AsstHospAdmin-NursingSvcs
4	Burn Care Technician
3	Certified Trauma Registrar
1	Chief Nursing Officer
9	Clinic Assistant
2	Clinical Nurse Specialist
11	Clinical Therapist I
1	Clinical Therapist II
1	Clinical Therapist Pre-License
2	Clinical Therpst I-Psychologst
1	Cont Occupational Therapist II
4	Cont Surgical Tech
30	Emergency Room Technician
2	Fiscal Assistant
5	Float Pool Regstrd Nurse-PDiem
1	Health Education Specialist II
111	Hospital Unit Assistant
5	House Supervisor
20	Lic Vocational Nurse-Per Diem
97	Licensed Vocational Nurse II
1	Mental Health Clinic Superviso
62	Mental Health Nurse II
4	Mental Health Nurse Mgr-ARMC
5	Nurse Educator
10	Nurse Manager
2	Nurse Supervisor
177	Nursing Attendant
3	Nursing Program Coordinator
2	Occupational Therapist II
5	Occupational Therapy Assistant
7	Office Assistant II
13	Office Assistant III
51	Psychiatric Technician I
418	Registered Nurse II - Per Diem
680	Registered Nurse II-ARMC
4	Secretary I
1	Sterile Processing Manager
30	Sterile Processing Technician

Patient Services (cont.)

	Classification
8	SterileProcessingTechnician1
2	SterileProcessingTechnician2
8	Storekeeper
1	Stores Specialist
1	Stores Supervisor I
90	Student Nurse
1	Supervising Office Assistant
2	Supvg Sterile ProcessingTech
14	Surgical Technician
23	Telemetry Technician
2	Util Rvw/Perform Imp Nurse
3	Utilization Review Technician
1,970	Total

Primary and Specialty Clinics

	Classification
2	Ambulatory Clinic Manager
1	ARMC Patient Navigator
1	Assoc Hosp Adm Professional Sv
60	Care Assistant
76	Clinic Assistant
4	Clinic Operations Supervisor
3	Clinic Supervisor-ARMC
3	Clinical Therapist I
3	Health Education Specialist II
1	Hospital Services Worker
3	Lic Vocational Nurse-Per Diem
37	Licensed Vocational Nurse II
4	Licensed Vocational Nurse III
1	Mobile Medical Clinic Operator
1	Office Assistant II
14	Office Assistant III
1	Oral Surgery Technician
4	Orthopedic Technician
1	Patient Navigation Prgm Coord.
18	Registered Nurse II - Clinic
10	Registered Nurse II - Per Diem
3	Respiratory Care Practitioner2
13	RN Care Manager
2	Secretary I
1	Secretary II
1	Social Service Practitioner
2	Staff Analyst II
1	Supvg Respiratory Care Practit
271	Total

ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION LISTING AND POSITION COUNT

Arrowhead Regional Medical Center Continued

Quality and Performance Improvement

	Classification
1	Assoc Hosp Adm Professional Se
1	Ast Hosp Administrator Fiscal
1	Biostatistician
2	Cancer Registry Specialist
1	Hospital Risk Coordinator
1	Librarian II
1	Library Assistant I
1	Lic Vocational Nurse-Per Diem
3	Licensed Vocational Nurse II
3	Medical Staff Coordinator
1	Nurse Epidemiologist
1	Office Assistant II
4	Office Specialist
1	Quality Improvemnt Coordinator
6	Quality Management Nurse
1	Registered Nurse II - Per Diem
1	Registered Nurse II-ARMC
1	Secretary II
1	Spvg Medical Staff Coordinator
32	Total

Strategic Planning

	Classification
1	ARMC Medical Srvcs Prgrm Coord
1	Dir of Public Relations&Mrktng
1	Education Services Supervisor
1	Healthcare Program Administrator
1	Marketing Specialist
1	Media Specialist II
1	Multimedia Coordinator
7	Nurse Educator
7	Office Assistant II
33	Office Assistant III
1	Office Assistant IV
1	Photographer
1	Registered Nurse II - Clinic
1	Secretary I
1	Secretary II
1	Supervising Office Specialist
1	Volunteer Services Coordinator
61	Total

ECONOMIC DEVELOPMENT AGENCY

CLASSIFICATION LISTING AND POSITION COUNT

Economic Development

Economic Development

	Classification
1	Administrator
1	Executive Secretary II
1	Manager
1	ECD Senior Coordinator
3	Economic Dev. Coordinator III
3	Public Service Employee
10	Total

Community Development and Housing

Administration

	Classification
1	Director
1	Administrative Supervisor I
1	Automated Systems Analyst I
1	Executive Secretary I
1	Fiscal Specialist
1	Secretary I
3	Staff Analyst II
9	Total

Projects & Sucessor Agency

	Classification
2	CommDev&Hsng Project Mgr II
1	Deputy Dir, Redevelopmnt Agncy
3	ECD Analyst II
1	Supvg ECD Analyst
7	Total

Operations

	Classification
1	CommntyDev & Housng Proj Mgr I
2	Cont Housing Analyst
2	ECD Analyst II
2	ECD Technician
1	Supvg ECD Analyst
8	Total

Department of Workforce Development

Executive Office

	Classification
1	Director of Workforce Development
2	Executive Secretary II
1	Office Assistant III
4	Total

Administrative Services

	Classification
1	Deputy Director
1	Administrative Supervisor II
1	Administrative Supervisor I
1	Secretary I
6	Staff Analyst II
2	Staff Analyst I
1	Program Specialist II
1	Program Specialist I
1	Accountant II
2	Accounting Technician
2	Fiscal Specialist
1	Fiscal Assistant
1	Payroll Specialist
1	Workforce Development Specialist
2	Workforce Development Technician
1	Office Assistant III
1	Automated Systems Technician
26	Total

Program Delivery and Business Services

	Classification
1	Deputy Director
1	Administrative Supervisor I
3	Workforce Development Manager
5	Workforce Development Supervisor I
45	Workforce Development Specialist
9	Workforce Development Technician
4	Office Assistant II
15	Contract Workforce Development Specialist
83	Total

FISCAL

CLASSIFICATION LISTING AND POSITION COUNT

Assessor/Recorder/County Clerk

Management

	Classification
1	Assessor/Recorder
1	County Clerk
1	Assistant Assessor
1	Assistant Recorder
4	Total

Administrative Services

	Classification
1	Administrative Supervisor II
1	Administrative Supervisor I
1	Executive Secretary III
2	ARC Project Administrator
1	Staff Analyst II
1	Staff Analyst I
1	Payroll Specialist
1	OA III
9	Total

Assessment Services

	Classification
1	Assessment Services Manager
1	Supervising Office Specialist
1	Supervising Office Assistant
1	Office Specialist
14	Office Assistant III
1	Supv Title Trans Technician II
1	Supv Title Transfer Technician I
3	Title Transfer Technician II
12	Title Transfer Technician I
1	Cadastral Services Supervisor
1	Cadastral Drafting Technician III
2	Cadastral Drafting Technician II
1	Cadastral Drafting Technician I
40	Total

Valuations

	Classification
1	Chief Appraiser
3	Principal Appraiser
8	Supervising District Appraiser
13	Appraiser III
13	Appraiser II
33	Appraiser I
14	Appraisal Technician
2	Supervising Auditor Appraiser
2	Auditor-Appraiser III
9	Auditor-Appraiser II
17	Office Assistant III
4	Public Service Employee
119	Total

Recorder Services

	Classification
1	Deputy Recorder
1	Staff Analyst I
1	Media Specialist I
2	Legal Document Coordinator
4	Legal Document Supervisor
4	Lead Legal Document Classifier
20	Legal Document Classifier II
15	Legal Document Classifier I
1	Accountant II
1	Accounting Technician
2	Fiscal Assistant
1	Office Assistant II
4	Public Service Employee
57	Total

Information Technology

	Classification
1	Business Applications Manager
1	Business Systems Analyst III
1	Business Systems Analyst II
3	Automated Systems Analyst I
1	Automated Systems Technician
1	Office Assistant III
8	Total

Assessor/Recorder/County Clerk – Recorder Special Revenue Funds Consolidated

Systems Development

	Classification
2	Programmer Analyst III
1	Automated Systems Analyst II
3	Automated Systems Analyst I
1	Automated Systems Technician
7	Total

Recorder Records (Archives)

	Classification
1	Archives Program Administrator
1	Archives Technician
1	Storekeeper
3	Total

FISCAL

CLASSIFICATION LISTING AND POSITION COUNT

Auditor-Controller/Treasurer/Tax Collector

Management

	Classification
1	Elected Auditor-Controller/Treasurer/Tax Collector
2	Assistant Auditor-Controller/Treasurer/Tax Collector
3	Executive Secretary III
6	Total

Administrative Support

	Classification
1	Administrative Supervisor I
2	ATC Project Administrator
1	ATC Building Coordinator
1	Accountant II
1	Payroll Specialist
1	Fiscal Specialist
1	Office Assistant III
10	Public Service Employee
18	Total

Information Technology Division

	Classification
2	Business Applications Manager
1	Contract Business Applications Mgr
1	Secretary I
2	Business Systems Analyst III
2	Department Systems Engineer
6	Programmer Analyst III
3	Automated Systems Analyst II
3	Automated Systems Analyst I
3	Automated Systems Technician
23	Total

Auditor Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary II
1	Auditor-Controller Manager
2	Supervising Internal Auditor III
1	Internal Auditor IV
4	Internal Auditor III
2	Internal Auditor II
1	Accountant III
2	Accountant II
1	Accounting Technician
16	Total

Controller Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary I
2	Auditor-Controller Manager
2	Supervising Accountant III
5	Systems Accountant II
1	Contract Systems Accountant II
8	Accountant III
3	Contract Accountant III
3	Accountant II
2	Accounting Technician
28	Total

Disbursements Division

	Classification
3	Auditor-Controller Manager
1	Secretary I
2	Supervising Accountant III
2	Supervising Accountant II
2	Systems Accountant II
6	Accountant III
2	Contract Accountant III
3	Accountant II
3	Accounting Technician
3	Sup ATC Payroll Technician
5	ATC Payroll Technician
1	Supervising Fiscal Specialist
5	Fiscal Specialist
8	Fiscal Assistant
1	Office Assistant IV
11	Office Assistant III
2	Office Assistant II
4	Public Service Employee
64	Total

Treasurer Division

	Classification
1	Chief Deputy Treasurer
1	Investment Officer
1	Assistant Investment Officer
2	Investment Analyst
1	Treasurer Office Manager
1	Accounting Technician
1	Fiscal Assistant
8	Total

Tax Collector Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary I
1	Tax Collection Manager
1	Tax Collector Accounting Manager
1	Tax Sale Manager
1	Supervising Collections Officer
1	Supervising Accounting Technician
1	Collections Officer II
7	Collections Officer I
1	Accountant II
5	Accounting Technician
1	Supervising Fiscal Specialist
2	Supervising Office Assistant
5	Fiscal Specialist
7	Fiscal Assistant
10	Office Assistant III
12	Office Assistant II
58	Total

Central Collections Division

	Classification
1	Director of Central Collections
1	Auditor-Controller Division Chief
1	Secretary I
1	Auditor-Controller Manager
1	Chief Collections Supervisor
2	Supervising Accountant II
1	Accountant III
1	Internal Auditor III
5	Supervising Collections Officer
1	Supervising Fiscal Specialist
4	Collections Officer II
54	Collections Officer I
2	Accounting Technician
1	Fiscal Specialist
5	Fiscal Assistant
5	Office Assistant III
10	Office Assistant II
96	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Human Services – Health Administration

Health Administration

	Classification
1	Administrative Analyst III
1	Total

Behavioral Health

24-Hour and Emergency Services

	Classification
5	Alcohol & Drug Counselor
7	Clinical Therapist I
5	Clinical Therapist II
2	Clinical Therpst I-Psychologst
1	Deputy Director BH Prog Servic
2	Employment Services Specialist
1	Fiscal Assistant
5	General Services Worker II
2	Mental Health Clinic Superviso
1	Mental Health Nurse II
1	Mental Health Program Mgr I
2	Mental Health Program Mgr II
11	Mental Health Specialist
3	MentalHealth Clinic Supervisor
3	Office Assistant II
5	Office Assistant III
1	Office Assistant IV
1	Office Specialist
2	Psychiatric Aide
2	Secretary I
6	Social Worker II
1	Staff Analyst II
1	Supervising Office Assistant
70	Total

Administrative Services

	Classification
1	Accountant II
5	Accountant III
1	Accounting Technician
1	Administrative Manager
1	Administrative Supervisor I
2	Automated Systems Analyst I
6	Automated Systems Technician
1	Business Applications Manager
1	Cont Automated System Analyst 2
1	Deputy Director BH Admin Svc
2	Fiscal Assistant
6	Fiscal Specialist
1	Mental Health Auditor
2	Office Assistant II
6	Office Assistant III
9	Office Specialist
2	Payroll Specialist
1	Secretary II
1	Staff Analyst II
5	Storekeeper
1	Supervising Fiscal Specialist
1	Supervising Office Assistant
1	Supervising Office Specialist
59	Total

Office of Compliance

	Classification
1	Behavioral Health Med Rec Supv
1	BH Ethics & Compliance Coordin
1	Chief Compliance Officer-BH
2	Clinical Therapist I
2	Health Info Mgmt Assistant I
2	Health Info Mgmt Assistant II
1	Medical Records Coder II
1	Mental Health Program Mgr I
1	Office Specialist
2	Public Service Employee
2	Social Worker II
16	Total

Director

	Classification
1	Asst Dir of BehavioralHealth
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
2	Clinic Assistant
10	Clinical Therapist I
3	Clinical Therapist II
1	Cont Business System Analyst II
1	Cont Office Assistant III
1	Dep Dir Behavioral Hlth Qual Mgt
1	Medical Emer. Planning Spclst
9	Mental Health Nurse II
1	Mental Health Program Mgr II
1	MentalHealth Clinic Supervisor
1	Nurse Practitioner II
1	Nurse Supervisor
1	Occupational Therapist II
18	Office Assistant III
1	Office Assistant IV
1	Office Specialist
1	Public Service Employee
1	Registered Nurse Case Manager
1	Research & Planning Psycholgst
2	Secretary I
1	Secretary II
2	Supervising Office Assistant
62	Total

Regional Operations

	Classification
20	Clinical Therapist I
3	Clinical Therapist II
2	General Services Worker II
3	Mental Health Clinic Superviso
5	Mental Health Nurse II
1	Mental Health Program Mgr I
2	Mental Health Program Mgr II
13	Mental Health Specialist
2	MentalHealth Clinic Supervisor
15	Office Assistant II
9	Office Assistant III
2	Office Assistant IV
5	Psychiatric Technician I
2	Secretary I
4	Social Worker II
1	Supervising Office Assistant
2	Supervising Office Specialist
91	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health Continued

Alcohol & Drug Services

	Classification
4	Clinical Therapist I
4	Mental Health Specialist
1	Mental Health Clinic Supervisor
1	Occupational Therapist II
3	Office Assistant II
3	Office Assistant III
1	Secretary I
5	Social Worker II
1	Supervising Office Assistant
23	Total

Regional Operations & Children's Svcs

	Classification
4	Alcohol & Drug Counselor
39	Clinical Therapist I
13	Clinical Therapist II
7	Clinical Therpst I-Psychologst
1	Cont Clinical Therapist I
2	Deputy Director BH Prog Servic
2	General Services Worker II
1	Licensed Vocational Nurse II
4	Mental Health Clinic Superviso
5	Mental Health Nurse II
4	Mental Health Program Mgr II
5	Mental Health Specialist
7	MentalHealth Clinic Supervisor
15	Office Assistant II
18	Office Assistant III
6	Office Assistant IV
2	Office Specialist
2	Psychiatric Technician I
1	Public Service Employee
4	Secretary I
15	Social Worker II
3	Supervising Office Assistant
2	Supervising Office Specialist
162	Total

Medical Services

	Classification
1	Behavioral Health Med Director
4	Clinic Assistant
10	Clinical Therapist I
11	Clinical Therapist II
2	Clinical Therpst I-Psychologst
1	Clinical Thrpst II-Psychologst
4	Cont Adult Psychiatrist
1	Cont AdultPsychiatrist BD cert
4	Cont Child Psychiatrist
3	Cont Child Psychiatst Brd Cert
4	Cont F/T Adult Psychiatrist
2	Cont F/T Child Psychiatrist
1	Cont F/T LeadChildPsychiatrist
3	Cont P/T Adult Psychiatrist
4	Cont Psychiatrist LicPhysician
5	ContFTAdultPsychiatristBrdCrt
4	ContPTAdultPsychiatristBrdCrt
1	General Services Worker II
3	Licensed Vocational Nurse II
1	Mental Health Clinic Superviso
1	Mental Health Nurse II
1	Mental Health Nurse Mgr-ARMC
1	Mental Health Program Mgr I
1	Mental Health Program Mgr II
1	Mental Health Program Mgr III
1	MentalHealth Clinic Supervisor
5	Office Assistant III
1	Office Specialist
1	Program Specialist II
4	Psychiatric Technician I
25	Psychiatrist
1	Secretary I
1	Secretary II
6	Social Worker II
1	Staff Aide
1	Supervising Office Assistant
121	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health – Alcohol and Drug Services

Administrative Services

	Classification
2	Accountant II
1	Administrative Supervisor II
1	Fiscal Specialist
1	Mental Health Auditor
2	Staff Analyst II
7	Total

Alcohol & Drug Services

	Classification
31	Alcohol & Drug Counselor
2	Clinical Therapist I
2	Clinical Therapist Pre-License
2	Cont MH Staff Physician
1	ContFTAdultPsychiatristBrdCrt
1	General Services Worker II
1	Mental Health Education Consul
1	Mental Health Program Mgr I
1	Mental Health Program Mgr II
5	Mental Health Specialist
2	MentalHealth Clinic Supervisor
2	Occupational Therapy Assistant
1	Office Assistant II
5	Office Assistant III
1	Peer & Family Advocate II
1	Program Specialist I
1	Program Specialist II
1	Secretary I
1	Secretary II
18	Social Worker II
1	Staff Analyst II
2	Supervising Social Worker
83	Total

Office of Compliance

	Classification
1	Program Specialist I
1	Total

Program Support Services

	Classification
1	Staff Analyst II
1	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health – Mental Health Services Act

24-Hour and Emergency Services

	Classification
1	Administrative Manager
8	Alcohol & Drug Counselor
54	Clinical Therapist I
17	Clinical Therapist II
2	Clinical Therapist I-Psychologist
1	Clinical Therapist II-Psychologist
1	Cont Business Systems Analyst I
1	Cont Staff Analyst II
5	General Services Worker II
3	Licensed Vocational Nurse II
1	Mental Health Education Consul
1	Mental Health Nurse II
4	Mental Health Program Mgr I
2	Mental Health Program Mgr II
33	Mental Health Specialist
11	Mental Health Clinic Supervisor
2	Occupational Therapist II
11	Office Assistant II
16	Office Assistant III
1	Office Assistant IV
1	Peer & Family Advocate II
9	Peer & Family Advocate III
4	Program Specialist I
1	Program Specialist II
1	Psychiatric Technician I
3	Secretary I
1	Secretary II
58	Social Worker II
2	Staff Analyst II
1	Supervising Office Assistant
256	Total

Administrative Services

	Classification
3	Accountant III
1	Accounting Technician
3	Administrative Supervisor I
1	Administrative Supervisor II
6	Automated Systems Analyst I
6	Automated Systems Analyst II
7	Automated Systems Technician
3	Business Systems Analyst I
3	Business Systems Analyst II
3	Business Systems Analyst III
3	Cont Automated Systems Tech
2	Cont Project Manager
1	Fiscal Assistant
4	Fiscal Specialist
2	Mental Health Auditor
3	Office Assistant III
1	Office Specialist
2	Payroll Specialist
2	Peer & Family Advocate I
2	Secretary I
1	Staff Analyst I
12	Staff Analyst II
2	Storekeeper
1	Supervising Accountant II
1	Supervising Fiscal Specialist
75	Total

Office of Compliance

	Classification
2	Case Review Specialist
2	Office Assistant III
1	Health Info Mgmt Assistant III
1	Peer & Family Advocate III
1	Staff Analyst II
7	Total

Office of Cultural Comp & Ethnic Svcs

	Classification
1	Cultural Competency Officer
3	Mental Health Education Consul
1	Office Assistant III
1	Secretary I
1	Social Worker II
1	Staff Analyst I
8	Total

Office of Homeless Services

	Classification
1	Automated Systems Analyst I
1	Automated Systems Technician
1	Homeless Services Officer
1	Office Assistant II
2	Program Specialist I
1	Secretary I
1	Staff Analyst II
8	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health – Mental Health Services Act Continued

Program Support Services

	Classification
2	Administrative Manager
1	Administrative Supervisor I
1	Alcohol & Drug Counselor
1	Psychiatrist
1	Automated Systems Analyst I
3	Business Systems Analyst I
1	Business Systems Analyst II
1	Chief of Behavioral Informatics
3	Clinical Therapist I
1	Cont Business System Analyst II
3	Cont Project Manager
19	Graduate Student Intern
1	Media Specialist I
2	Mental Health Education Consul
3	Mental Health Intern Prgm Supv
2	Mental Health Nurse II
2	Mental Health Program Mgr I
5	Mental Health Specialist
2	Office Assistant II
8	Office Assistant III
1	Office Assistant IV
4	Peer & Family Advocate I
8	Peer & Family Advocate II
3	Peer & Family Advocate III
7	Program Specialist I
4	Program Specialist II
2	Secretary I
2	Social Worker II
1	Staff Aide
5	Staff Analyst II
1	Statistical Analyst
6	Student Intern
3	Training & Development Specialist
1	Volunteer Services Coordinator
110	Total

Alcohol & Drug Services

	Classification
1	Program Specialist I
1	Total

Regional Operations & Children's Svc

	Classification
1	Alcohol & Drug Counselor
22	Clinical Therapist I
2	Clinical Therapist II
3	Clinical Therapist I-Psychologist
2	Clinical Therapist II-Psychologist
2	Employment Services Specialist
3	General Services Worker II
1	Licensed Vocational Nurse II
1	Mental Health Education Consul
3	Mental Health Nurse II
1	Mental Health Program Mgr I
1	Mental Health Program Mgr II
3	Mental Health Specialist
2	Mental Health Clinic Supervisor
1	Office Assistant II
7	Office Assistant III
1	Peer & Family Advocate I
2	Peer & Family Advocate II
1	Peer & Family Advocate III
3	Program Specialist I
1	Program Specialist II
1	Secretary I
6	Social Worker II
1	Staff Aide
4	Staff Analyst II
1	Supervising Office Assistant
76	Total

Regional Operations

	Classification
9	Clinical Therapist I
3	Clinical Therapist II
2	General Services Worker II
1	Licensed Vocational Nurse II
5	Mental Health Nurse II
5	Mental Health Specialist
2	Mental Health Clinic Supervisor
2	Office Assistant II
9	Office Assistant III
1	Office Assistant IV
3	Peer & Family Advocate II
3	Psychiatric Technician I
2	Social Worker II
1	Supervising Office Assistant
48	Total

Medical Services

	Classification
1	Staff Analyst II
1	Total

Public Health

Director

	Classification
1	Public Health Director
1	Public Health Prgm Coordinator
1	Public Service Employee
1	Secretary I
1	Environmental Health Spec III
1	Executive Secretary II
1	Health Education Specialist II
7	Total

Health Officer

	Classification
1	Health Officer
1	Psychiatrist
1	Public Health Medical Director
2	Public Health Physician II
1	Cont Public Health Physician
1	Executive Secretary II
7	Total

Assistant Director

	Classification
1	Asst. Dir. of Public Health
1	Public Health Project Coordinator
1	Secretary II
1	Public Service Employee
4	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Health Continued

Community Health

	Classification
1	Chief of CommHealth&NursingSvcs
3	Clinic Operations Supervisor
1	Clinic Supervisor-PH
2	Clinical Therapist I
1	Clinical Therapist II
2	Cont Physician Assistant
1	Deputy Chief of Comm Health Srvs
1	Fiscal Assistant
6	Health Services Assistant I
1	Laboratory Assistant
15	Licensed Vocational Nurse II
2	Medical Records Coder I
1	Nurse Educator
8	Nurse Practitioner II
31	Office Assistant II
7	Office Assistant III
3	PH Program Manager
39	Public Health Nurse II
2	Public Health Nurse Manager
3	Public Health Prgm Coordinator
1	Radiologic Technologist I
19	Registered Nurse II - PH
3	Secretary I
5	Social Service Practitioner
4	Supervising Office Assistant
1	Supervising Office Specialist
4	Supvg Public Health Nurse
1	Administrative Supervisor I
20	Care Assistant
188	Total

Disease Control & Prevention

	Classification
1	Division Chief, Disease Control
1	Fiscal Assistant
2	Fiscal Specialist
5	Health Education Assistant
19	Health Education Specialist I
9	Health Education Specialist II
99	Health Services Assistant I
6	Health Services Assistant II
2	Laboratory Assistant
2	Licensed Vocational Nurse II
1	Media Specialist I
25	Nutritionist
14	Office Assistant II
2	Office Assistant III
1	Office Specialist
1	PH Program Manager Laboratory
2	PH Program Manager
2	Public Health Epidemiologist
1	Public Health Microbiologist 1
3	Public Health Microbiologist 2
2	Public Health Microbiologist 3
4	Public Health Prgm Coordinator
3	Registered Nurse II - PH
2	Secretary I
14	Supervising Health Svcs Asstnt
1	Supervising Office Assistant
1	Suprvsg Public Health Microbiologist
1	Supv Health Education Specialist
6	Supvg Public Health Nutritionist
1	Administrative Supervisor I
1	Clinic Supervisor-PH
9	Communicable Disease Investigator
1	Cont. IEHIVPC Cnt Liaison
244	Total

Fiscal & Administrative Services

	Classification
1	Public Health Chief Financial Officer
1	Public Health Prgm Coordinator
2	Secretary I
1	Staff Analyst I
5	Staff Analyst II
2	Storekeeper
3	Supervising Accountant III
1	Systems Accountant I
1	Supervising Accountant II
2	Systems Accountant II
5	Accountant II
3	Accountant III
1	Accounting Technician
1	Administrative Manager
1	Administrative Supervisor I
1	Administrative Supervisor II
3	Fiscal Assistant
4	Fiscal Specialist
1	Health Services Assistant I
4	Office Assistant II
6	Office Assistant III
1	Office Assistant IV
2	Payroll Specialist
52	Total

Quality & Compliance

	Classification
1	Quality and Compliance Officer
1	Supervising Program Specialist
1	Supvg Auto Systems Analyst II
12	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
4	Program Specialist I
1	Program Specialist II
26	Total

Animal Care and Control

	Classification
1	Chief of Animal Care & Control
1	Fiscal Assistant
4	General Services Worker II
8	Office Assistant II
3	Office Assistant III
2	Office Assistant IV
1	PH Program Manager Animal Care
1	Registered Veterinary Tech
4	Supvg Animal Control Officer I
3	Supvg Animal Control Officer II
28	Animal Control Officer
2	Animal Health Investigator
9	Animal License Checker I
67	Total

Environmental Health

	Classification
1	Chief Environmental Health Services
51	Environmental Health Spec II
10	Environmental Health Spec III
5	Environmental Technician I
1	Environmental Technician II
3	Fiscal Assistant
1	Fiscal Specialist
10	Office Assistant III
2	PH Program Mgr Environ Health
1	Public Health Prgm Coordinator
20	Public Service Employee
1	Secretary I
1	Supervising Office Assistant
1	Supervising Office Specialist
7	Supvg Environmental Health Specialist
7	Vector Control Technician I
1	Vector Control Technician II
123	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Health Continued

Preparedness & Response

	Classification
2	Health Services Assistant I
4	Medical Emer. Planning Spclst
1	Office Assistant III
1	Office Specialist
1	Public Health Epidemiologist
1	Public Health Prgm Coordinator
1	Registered Nurse II - PH
1	Storekeeper
1	Suprvsng Med Emergency Plng Spcl
13	Total

Community Outreach & Innovation

	Classification
1	PH Program Manager
1	Supervising Program Specialist
1	Secretary I
4	Statistical Analyst
1	Staff Analyst II
1	Geographic Info Sys Tech II
1	Public Health Prgm Coordinator
1	Office Assistant III
1	Program Specialist I
12	Total

Public Health – California Children's Services

California Children's Services

	Classification
1	CCS Physician Consultant I
1	CCS Physician Consultant II
3	Medical Therapy Specialist
2	Occupational Therapy Assistant
18	Office Assistant II
13	Office Assistant III
33	Office Specialist
41	Pediatric Rehab Therapist
1	PH Program Manager
4	Physical Therapist Assistant
1	PH Program Coordinator
29	Public Health Nurse II
6	Rehabilitation Service Aide
1	Secretary I
5	Social Service Practitioner
1	Social Worker II
2	Supervising Office Assistant
3	Supervising Office Specialist
8	Supervising Pediatric Rehab Therapist I
1	Supervising Pediatric Rehab Therapist II
3	Supervising Public Health Nurse
1	Supervising Social Worker
1	Supervising Social Service Practitioner
179	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Human Services – Administrative Claim

Transitional Assistance

TAD Eligibility

	Classification
1	Director
1	Assistant Director
8	Deputy Director
3	TAD Regional Manager
36	TAD District Manager
1	C-IV Project Coordinator
1	Executive Secretary II
5	Staff Analyst II
1	Program Specialist II
1	Program Specialist I
190	Eligibility Worker Supervisor I
205	Eligibility Worker III
1,582	Eligibility Worker I/II
180	Eligibility Worker Trainee
30	Interpreter/Translater
24	Supervising Office Assistant
14	Office Assistant III
194	Office Assistant II
8	Secretary I
34	Childcare Provider
2,519	Total

TAD Employment Services

	Classification
1	Deputy Director
1	TAD Regional Manager
9	Employment Services Manager
39	Supervising Employment Services Specialist
301	Employment Services Specialist
24	Employment Services Trainee
4	Employment Services Technician
1	Secretary I
5	Supervising Office Assistant
46	Office Assistant II
431	Total

Children and Family Services

	Classification
1	Director
1	Assistant Director
6	Deputy Director
1	Executive Secretary III
16	Child Welfare Services Manager
1	HS Administrative Manager
1	Administrative Supervisor II
1	Administrative Supervisor I
1	CFS Project Coordinator
86	Supervising Social Services Practitioner
65	Senior Social Services Practitioner
388	Social Services Practitioner
42	Social Service Aide
109	Social Worker II
5	Social Worker II Trainee
2	Eligibility Worker II
6	Staff Analyst II
1	Program Specialist II
1	Program Specialist I
14	Peer & Family Assistant II
5	Peer & Family Assistant I
1	Supervising Fiscal Specialist
7	Fiscal Specialist
10	Fiscal Assistant
17	Supervising Office Assistant
6	Supervising Office Specialist
175	Office Assistant III
20	Office Assistant II
12	Educational Liaison
39	Intake Specialist
7	Secretary I
1	Childcare Provider
1	Media Specialist I
1,049	Total

Department of Aging and Adult Services

	Classification
1	Director
3	Deputy Director
4	DAAS District Manager
1	Supervising Public Health Nurse
1	Public Health Nurse II
5	Registered Nurse II
1	Executive Secretary II
2	Staff Analyst II
8	Supervising Social Services Practitioner
34	Social Services Practitioner
14	Supervising Social Worker
125	Social Worker II
5	Social Worker II Trainee
5	Supervising Office Assistant
1	Office Assistant IV
30	Office Assistant III
22	Office Assistant II
1	Office Specialist
3	Secretary I
266	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Human Services – Administrative Claim Continued

HS Administration and Support Services Continued

Auditing

	Classification
1	Human Services Auditing Chief
1	HS Auditing Manager
1	Staff Analyst I
1	Staff Analyst Trainee
1	Supervising Accountant III
2	Supervising Accountant II
2	Systems Accountant II
4	Accounting Technician
2	HS Internal Auditor IV
8	HS Internal Auditor III
1	HS Internal Auditor II
11	Fiscal Assistant
2	Supervising Fiscal Specialist
5	Fiscal Specialist
2	Office Assistant II
1	Secretary I
45	Total

ITSD

	Classification
1	Departmental IS Administrator
4	Business Applications Manager
3	Department Systems Engineer
2	Supervising Auto Systems Analyst II
6	Automated Systems Analyst II
16	Automated Systems Analyst I
25	Automated Systems Technician
8	Business Systems Analyst III
5	Business Systems Analyst II
2	Business Systems Analyst I
6	Programmer Analyst III
7	Programmer III
1	Programmer II
1	Staff Analyst I
6	Applications Specialist
2	IT Technical Assistant II
1	IT Technical Assistant I
1	Fiscal Specialist
1	Office Assistant III
1	Secretary I
2	Stores Specialist
101	Total

PERC

	Classification
1	Chief Learning Officer
1	Human Services Communications Officer
1	Training & Development Manager
3	Training & Development Supervisor
7	Training & Development Specialist
11	Staff Training Instructor
1	Staff Analyst I
1	Media Specialist I
1	Supervising Office Assistant
2	Office Assistant III
5	Office Assistant II
1	Fiscal Assistant
1	Secretary I
36	Total

PID

	Classification
1	HS Program Integrity Division Chief
1	Supervising Fraud Investigator II
3	Supervising Fraud Investigator I
23	Fraud Investigator
1	Staff Analyst II
2	HSS Quality Review Supervisor III
7	HSS Quality Review Supervisor I
76	HSS Quality Review Specialist
1	Supervising Appeals Specialist II
2	Supervising Appeals Specialist I
20	Appeals Specialist
1	Supervising Case Review Specialist
4	Case Review Specialist
1	Supervising Office Specialist
1	Supervising Office Assistant
3	Office Assistant III
3	Office Assistant II
8	Fiscal Assistant
1	Secretary I
159	Total

ROQS

	Classification
1	Administrative Supervisor II
1	Eligibility Worker Supervisor I
7	Eligibility Worker III
5	Statistical Analyst
1	Statistical Analyst Trainee
15	Total

PDD

	Classification
1	Deputy Director
2	PDD Program Manager
1	Supervising Social Services Practitioner
2	Social Services Practitioner
4	Supervising Program Specialist
11	Program Specialist II
27	Program Specialist I
1	Supervising Office Assistant
9	Office Assistant III
1	Office Assistant II
1	Fiscal Assistant
1	Secretary I
61	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Human Services – Administrative Claim Continued

HS Administration and Support Services

Administrative Services Division

	Classification
2	Deputy Executive Officer
2	Administrative Analyst III
1	Executive Secretary II
4	Administrative Supervisor II
1	Administrative Manager
1	HS Emergency Services Supervisor
24	Staff Analyst II
1	Staff Analyst I
1	Accountant III
1	Systems Accountant II
2	Accounting Technician
1	Supervising Fiscal Specialist
3	Fiscal Specialist
4	Fiscal Assistant
1	Supervising Office Assistant
3	Office Assistant III
4	Office Assistant II
1	Secretary I
2	Stores Supervisor II
4	Stores Specialist
10	Storekeeper
1	Public Service Employee
74	Total

Human Services Administration

	Classification
1	Assistant Executive Officer- Human Services
1	Administrative Analyst III
1	Executive Secretary III
1	Staff Analyst II
1	Contract Business Applications Manager
1	Contract C-IV Accountant I
1	Contract C-IV Tech/Site Prep Coordinator
1	Contract Business Analyst Supervisor
6	Contract Business Analyst
14	Total

Personnel

	Classification
1	HS Administrative Manager
1	Supervising Fiscal Specialist
1	Fiscal Specialist
13	Payroll Specialist
2	Personnel Technician
1	Volunteer Services Coordinator
1	Supervising Office Assistant
1	Office Assistant III
4	Office Assistant II
1	Secretary I
26	Total

Childrens Network

	Classification
1	Childrens Network Officer
1	Associate Childrens Network Officer
1	Childrens Network Communications & Event Coo
1	Secretary II
1	Social Worker II
2	Office Assistant III
1	Contract Case Coordinator
1	Contract Child Abuse Prevention Coordinator
1	Contract Staff Analyst II
10	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Aging and Adult Services

Adminstrative Support

	Classification
1	Administrative Supervisor II
3	Accounting Technician
4	Staff Analyst II
8	Total

MSSP

	Classification
1	Fiscal Assistant
2	Public Health Nurse
6	Social Worker II
9	Total

Ombudsman

	Classification
1	DAAS Program Supervisor
1	Cont OMB Ofc Mgr
4	Cont Ombudsman Field Coordinator
6	Total

SCSEP

	Classification
2	Cont SCS Empl Prog Admin Aide
2	Total

SIA

	Classification
2	DAAS Program Supervisor
6	Social Service Aide
7	Sr Information & Referral
15	Total

Public Guardian

Publlc Guardian

	Classification
1	Chief Deputy Public Guardian
8	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	Supervising Deputy Public Guardian
21	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Child Support Services

Director

	Classification
1	Director of Child Support
1	Total

Administrative Support Staff

	Classification
1	Executive Secretary II
1	Total

Ombudsman

	Classification
4	Child Support Officer II
1	Supervising Child Support Officer
5	Total

Assistant Director

	Classification
1	Assistant Director of Child Support
1	Secretary II
2	Total

Technical and Program Support

	Classification
1	Automated Systems Analyst I
3	Automated Systems Technician
1	Business Applications Manager
2	Business Systems Analyst III
1	Department Systems Engineer
1	Media Specialist
4	Program Specialist I
1	Program Specialist II
1	Secretary I
3	Staff Training Instructor
1	Statistical Analyst
1	Supervising Auto Systems Analyst II
1	Training & Development Supervisor
21	Total

Administrative Services

	Classification
1	Deputy Director, Child Support
1	Accountant II
1	Accountant III
3	Accounting Technician
1	Administrative Supervisor II
1	Child Support Accounting Supervisor
9	Child Support Officer I/Trainee
2	Child Support Officer II
4	Fiscal Assistant
1	Payroll Specialist
3	Staff Analyst II
2	Storekeeper
1	Supervising Child Support Officer
30	Total

Child Support Enforcement

	Classification
1	Deputy Director, Child Support
16	Child Support Assistant
2	Child Support Assistant Ops Mgr
4	Child Support Operations Manager
88	Child Support Officer I/Trainee
16	Child Support Officer II
7	Office Assistant II
2	Office Assistant III
15	Supervising Child Support Officer
1	Secretary I
152	Total

Child Support Establishment

	Classification
1	Deputy Director, Child Support
30	Child Support Assistant
79	Child Support Officer I/Trainee
12	Child Support Officer II
3	Child Support Operations Manager
10	Office Assistant II
10	Superivisng Child Support Officer
1	Supervising Office Assistant
146	Total

Legal Services and Special Enforcement

	Classification
1	Child Support Chief Attorney
8	Child Support Assistant
1	Child Support Attorney III
12	Child Support Attorney IV
27	Child Support Officer I
5	Child Support Officer II
3	Child Support Operations Manager
1	Office Assistant III
1	Secretary I
2	Supervising Child Support Attorney
5	Supervising Child Support Officer
66	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Preschool Services

Executive Unit

	Classification
1	Director
1	Assistant Director
1	Executive Secretary II
3	Total

Quality Assurance

	Classification
1	Supervising Program Specialist
1	Program Specialist II
3	Quality Assurance Technician I
4	Quality Assurance Technician II
9	Total

Operations

	Classification
2	Deputy Director
5	Program Manager
6	Program Supervisor
2	Contract Behavioral Specialist
14	Contract Center Clerk 12 months
21	Contract Center Clerk 9 months
17	Contract Custodian 12 months
20	Contract Custodian 9 months
14	Contract Food Service Worker 12 months
15	Contract Food Service Worker 9 months
2	Contract Health Education Specialist
3	Contract Preschool Site Supevisor I - 12 mos
7	Contract Preschool Site Supevisor I - 9 mos
14	Contract Preschool Site Supevisor II - 12 mos
5	Contract Preschool Site Supevisor II - 9 mos
27	Contract Preschool Teacher 12 months
20	Contract Program Generalist 12 months
46	Contract Program Generalist 9 months
1	Contract Program Quality Specialist 12 months
1	Contract Program Quality Specialist 9 months
3	Contract Registered Nurse
28	Contract Teacher Aide II 12 months
99	Contract Teacher AIde II 9 months
64	Contract Teacher II 12 months
167	Contract Teacher II 9 months
28	Contract Teacher III 12 months
1	Disability Services Manager
8	Graduate Student Interns
1	Nutritionist
2	Program Specialist I
3	PSD Behavioral Specialist
1	Secretary
2	Special Education Specialist
1	Special Education Specialist- Extra Help
650	Total

Administration

	Classification
1	Administrative Manager
1	Administrative Supervisor II
2	Administratvie Supervisor I
1	Supervising Accountant II
1	Supervising Fiscal Specialist
1	Accountant II
1	Accountant III
5	Accountant Technician
1	Automated Systems Technician
3	Contract Center Clerk 12 months
7	Contract General Maintenance Worker 12 months
1	Contract Storekeeper 9 months
2	Fiscal Assistant
1	Fiscal Specialist
2	General Maintenance Mechanic
1	General Maintenance Worker
1	Maintenance Supervisor
5	Office Assistant II
3	Office Assistant III
2	Staff Analyst I
4	Staff Analyst II
1	Store Specialist
1	Storekeeper
1	Supervising Office Assistant
49	Total

Veteran Affairs

Administration

	Classification
1	Director
1	Executive Secretary
1	Staff Analyst I
3	Total

Veterans Services

	Classification
2	Supervising Veterans Service Representative
4	Veterans Service Representative II
7	Veterans Service Representative I
6	Office Assistant III
19	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

District Attorney

Management

	Classification
1	Elected District Attorney
1	Executive Secretary III
1	Chief Assistant District Attorney
2	Assistant District Attorney
1	Executive Secretary II
1	Special Assistant to the District Attorney
1	Public Affairs Officer
8	Total

Bureau of Administration

	Classification
1	Chief of District Attorney Administration
1	Secretary II
1	Administrative Supervisor I
2	Staff Analyst II
2	Payroll Specialist
1	Fiscal Specialist
1	Fiscal Assistant
9	Total

Bureau of Victim Services

	Classification
1	Victim Services Chief
5	Supervising Victim Advocate
16	Victim Advocate II
20	Victim Advocate I
11	Office Assistant III
2	Paralegal
2	Victim/Witness Claims Tech II
5	Victim/Witness Claims Tech I
62	Total

Bureau of Information Technology

	Classification
1	Department Info Svcs Administrator
1	Programmer III
1	Departmental Systems Engineer
1	Supv Automated Systems Analyst II
5	Automated Systems Analyst I
2	Automated Systems Analyst II
3	Business Systems Analyst I
1	Programmer Analyst III
1	Automated Systems Technician
16	Total

Special Units

	Classification
1	Chief Deputy District Attorney
2	Supervising Deputy District Attorney
36	Deputy District Attorney
1	Grand Jury Advisor
6	Legal Research Attorney
3	Secretary II
6	Secretary I
3	Paralegal
1	Supervising Office Specialist
2	Accountant III
6	Office Assistant III
1	Office Assistant II
68	Total

Bureau of Investigation

	Classification
1	District Attorney Chief Investigator
1	Executive Secretary I
2	District Attorney Asst Chief Investigator
8	Supv District Attorney Investigator
54	DA Senior Investigator
14	Investigative Technician II
5	Investigative Technician III
9	Office Assistant IV
94	Total

Criminal Prosecution - Central

	Classification
1	Chief Assistant District Attorney
5	Supervising Deputy District Attorney
56	Deputy District Attorney
2	Secretary II
4	Secretary I
1	Supervising Office Specialist
1	Office Assistant IV
23	Office Assistant III
3	Office Assistant II
1	Supervising Office Assistant
2	Public Service Employee
99	Total

Criminal Prosecution - West End

	Classification
1	Chief Assistant District Attorney
4	Supervising Deputy District Attorney
58	Deputy District Attorney
3	Secretary II
5	Secretary I
1	Supervising Office Specialist
1	Office Assistant IV
29	Office Assistant III
1	Supervising Office Assistant
1	Public Service Employee
104	Total

Criminal Prosecution - Desert

	Classification
1	Chief Assistant District Attorney
4	Supervising Deputy District Attorney
38	Deputy District Attorney
1	Secretary II
3	Secretary I
1	Supervising Office Specialist
19	Office Assistant III
2	Supervising Office Assistant
2	Public Service Employee
71	Total

Law and Justice Group Administration

Administration

	Classification
1	Administrative Analyst II
1	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Probation

Administrative Services Bureau

	Classification
4	Accounting Technician
2	Administrative Supervisor I
1	Administrative Supervisor II
1	Admin Manager
3	Applications Specialist
1	Assistant Chief Probation Officer
1	Crime Analyst
9	Background Investigators
1	Chief Probation Officer
1	Deputy Chief Probation Officer
1	Executive Secretary III-Unclassified
4	Fiscal Assistant
9	Fiscal Specialist
4	General Maintenance Mechanic
1	Mail Processor II
11	Office Assistant II
9	Office Assistant III
6	Office Assistant IV
1	Office Specialist
7	Payroll Specialist
1	Probation Division Director I
1	Probation Corrections Officer
2	Probation Officer II
9	Probation Officer III
1	Programmer Analyst
2	Program Specialist I
1	Secretary I
3	Secretary II
4	Staff Analyst II
3	Statistical Analyst
2	Supervising Fiscal Specialist
7	Supervising Office Assistant
1	Supervising Office Specialist
2	Supvg Accounting Technician
1	Supvg Probation Officer
117	Total

Specialized Services Bureau

	Classification
2	Automated Systems Analyst I
1	Automated Systems Analyst II
8	Automated Systems Technician
1	Business Applications Manager
1	Business Systems Analyst I
1	Business Systems Analyst II
2	Correctional Nurse II
2	Crime Analyst
1	Deputy Chief Probation Officer
1	IT Technical Assistant I
1	Licensed Vocational Nurse II-Corrections
2	Media Specialist
8	Office Assistant III
1	Office Specialist
3	Probation Corrections Officer
2	Probation Corrections Supv I
3	Probation Corrections Supv II
1	Probation Division Director I
1	Probation Division Director II
15	Probation Officer II
10	Probation Officer III
1	Public Service Employee
2	Secretary I
1	Supvg Auto Systems Analyst II
5	Supvg Probation Officer
76	

Community Corrections Bureau - Adult

	Classification
1	Deputy Chief Probation Officer
2	Domestic Violence Program Coordinator
27	Office Assistant III
1	Probation Corrections Supv I
2	Probation Corrections Supv II
3	Probation Division Director I
5	Probation Division Director II
182	Probation Officer II
35	Probation Officer III
4	Secretary I
30	Supvg Probation Officer
292	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Probation Continued

Community Corrections Bureau - Juvenile

	Classification
1	Deputy Chief Probation Officer
60	Officer Assistant III
2	Officer Assistant IV
1	Office Specialist
3	Probation Corrections Officer
2	Probation Division Director I
4	Probation Division Director II
141	Probation Officer II
16	Probation Officer III
1	Secretary I
16	Supvg Probation Officer
247	Total

Detention Corrections Bureau

	Classification
3	Clinic Assistant
7	Clinical Therapist I
1	Clinical Therapist I-Psychologist
1	Clinical Therapist II
3	Correctional Nurse-Per Diem
20	Correctional Nurse II
4	Custodian I
1	Deputy Chief Probation Officer
9	Licensed Vocational Nurse II-Corrections
1	Mental Health Clinic Supervisor
20	Office Assistant III
10	Probation Cook I
4	Probation Cook II
340	Probation Corrections Officer
31	Probation Corrections Supv I
16	Probation Corrections Supv II
2	Probation Division Director I
3	Probation Division Director II
1	Probation Food Service Manager
3	Probation Food Service Supvsr
18	Probation Food Service Worker
1	Probation Health Services Manager
1	Quality Management Specialist
4	Secretary I
1	Secretary II
3	Storekeeper
3	Stores Specialist
2	Supvg Correctional Nurse I
3	Supvg Correctional Nurse II
1	Supvg Custodian
517	Total

Probation – Juvenile Justice Grant Program

Juvenile Justice Grant Program

	Classification
3	Office Assistants III
9	Probation Corrections Officers
30	Probation Officers II
3	Superving Probation Officers
1	Probation Division Director II
46	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Public Defender

Administration

	Classification
1	Public Defender
1	Assistant Public Defender
1	Accounting Technician
1	Automated Systems Analyst II
2	Automated Systems Analyst I
2	Automated Systems Technician
1	Chief of Administration
1	Executive Secretary II
2	Office Assistant III
2	Office Assistant II
1	Payroll Specialist
1	Secretary II
1	Staff Analyst II
15	Public Service Employee
32	Total

Central Division

	Classification
1	Chief Deputy Public Defender
30	Deputy Public Defender
2	Investigative Technician II
9	Investigator
9	Office Assistant III
1	Office Assistant II
1	Secretary II
1	Supervising Deputy Public Defender
3	Supervising Investigator
1	Supervising Office Assistant
2	Law Clerk II
60	Total

Desert Division

	Classification
1	Chief Deputy Public Defender
25	Deputy Public Defender
2	Investigative Technician II
6	Investigator
1	Office Assistant II
11	Office Assistant III
1	Secretary II
3	Supervising Deputy Public Defender
1	Supervising Investigator
1	Supervising Office Assistant
1	Law Clerk II
53	Total

Human Services Division

	Classification
1	Chief Deputy Public Defender
23	Deputy Public Defender
4	Investigator
5	Office Assistant III
1	Secretary II
9	Social Service Practioner
3	Supervising Deputy Public Defender
1	Supv. Social Service Practioner
1	Contract Deputy Public Defender
3	Contract Office Assistant III
2	Extra-Help Office Assistant III
53	Total

West Valley Division

	Classification
1	Chief Deputy Public Defender
36	Deputy Public Defender
10	Investigator
2	Investigative Technician II
1	Office Assistant II
12	Office Assistant III
1	Secretary
3	Supervising Deputy Public Defender
1	Supervising Investigator
1	Supervising Office Assistant
1	Law Clerk II
69	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff

Sheriff

	Classification
1	Director of County Safety&Secu
1	Sheriff/Coroner/Public Admin
2	Total

Undersheriff

	Classification
2	Accountant II
5	Accountant III
1	Accounting Technician
1	Administrative Supervisor II
1	Communications Installer
1	Communications Tech I
2	Executive Secretary I
1	Executive Secretary III-Unclas
1	Facilities Project Manager
2	Fiscal Assistant
6	Fiscal Specialist
1	Mechanics Assistant
2	Motor Pool Services Assistant
3	Office Assistant II
1	Office Assistant III
2	Office Specialist
2	Public Service Employee
2	Safety Unit Extra Help
1	Secretary I
1	Sheriff Deputy Dir Admin Svcs
1	Sheriff's Administrative Manag
1	Sheriff's Automated Systems Sup
1	Sheriff's Captain
1	Sheriff's Custody Specialist
1	Sheriff's Financial Manager
1	Sheriffs Fleet Supervisor
2	Sheriff's Lieutenant
2	Sheriff's Maintenance Mechanic
1	Sheriffs Special Assistant
5	Staff Analyst I
3	Staff Analyst II
3	Student Intern
1	Supervising Accountant II
1	Supervising Fiscal Specialist
1	Undersheriff
63	Total

Assistant Sheriff - Operations

	Classification
1	Assistant Sheriff
3	Office Assistant II
2	Office Assistant III
1	Office Specialist
3	Safety Unit Extra Help
1	Secretary I
1	Secretary II
1	Sheriff's Civil Investigator
2	Sheriff's Lieutenant
8	Sheriff's Sergeant
23	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff Continued

Assistant Sheriff - Support

	Classification
1	Assistant Sheriff
1	Automated Systems Technician
1	CrimePreventionPrgmCoordinator
4	Deputy Sheriff
1	Graphic Designer I
1	Multimedia Coordinator
1	Multimedia Supervisor
1	Office Assistant II
1	Safety Unit Extra Help
1	Secretary I
1	Sheriff's Commnty Relations Of
1	Sheriff's Detective/Corporal
1	Sheriff's Lieutenant
2	Sheriff's Public Info Officer
1	Sheriff's Sergeant
19	Total

Special Operations

	Classification
2	Automated Systems Analyst I
7	Crime Analyst
36	Deputy Sheriff
2	Fiscal Specialist
1	Lead Sheriff's Aviation Mechan
3	Office Assistant II
5	Office Assistant III
2	Office Assistant IV
5	Office Specialist
2	Polygraph Examiner
1	Public Service Employee
13	Safety Unit Extra Help
5	Secretary I
1	Secretary II
6	Sheriff's Aviation Mechanic
1	Sheriff's Aviation Mechanic Sup
4	Sheriff's Captain
1	Sheriff's Deputy Chief
92	Sheriff's Detective/Corporal
1	Sheriff's Emergency Svcs Cdntr
7	Sheriff's Lieutenant
1	Sheriffs Pilot
27	Sheriff's Sergeant
3	Sheriff's Service Specialist
1	Sheriff's Spcl. Program Coordn
1	Sheriff's Training Specialist I
2	Specialized Enforcement Spclst
1	Supervising Crime Analyst
1	Supervising Polygraph Examiner
1	Systems Support Analyst III
235	Total

Valley/Mountain Patrol

	Classification
127	Deputy Sheriff
3	Motor Pool Services Assistant
6	Office Assistant II
13	Office Specialist
1	Safety Unit Extra Help
4	Secretary I
4	Sheriff's Captain
3	Sheriff's Custody Specialist
1	Sheriff's Deputy Chief
15	Sheriff's Detective/Corporal
4	Sheriff's Lieutenant
25	Sheriff's Sergeant
12	Sheriff's Service Specialist
4	Sheriff's Station Officer
222	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff Continued

Desert Patrol

	Classification
1	Crime Scene Specialist I
167	Deputy Sheriff
2	Motor Pool Services Assistant
5	Office Assistant II
16	Office Assistant III
18	Office Specialist
4	Safety Unit Extra Help
4	Secretary I
4	Sheriff's Captain
1	Sheriff's Custody Assistant
16	Sheriff's Custody Specialist
1	Sheriff's Deputy Chief
19	Sheriff's Detective/Corporal
4	Sheriff's Lieutenant
25	Sheriff's Sergeant
8	Sheriff's Service Specialist
8	Sheriff's Station Officer
303	Total

Personnel Services

	Classification
1	Communications Installer
12	Cont Motorcycle Instructor
1	Cont Motorcycle Program Direct
1	Cont Range Safety Officer
1	Cont Sheriff Training Program
1	Cont Sheriff's Armorer
1	Criminalist I
1	Departmental IS Administrator
63	Deputy Sheriff
1	Executive Secretary III -Class
1	Fiscal Assistant
1	Fiscal Specialist
1	Motor Pool Services Assistant
5	Office Assistant II
7	Office Assistant III
1	Office Specialist
6	Payroll Specialist
2	Personnel Technician
1	Public Service Employee
10	Safety Unit Extra Help
2	Secretary I
3	Sheriff's Captain
3	Sheriff's Deputy Chief
25	Sheriff's Detective/Corporal
1	Sheriff's Facilities Coordntr
5	Sheriff's Lieutenant
1	Sheriff's Maintenance Mechanic
1	Sheriff's Public Info Offcr I
1	Sheriffs Research Analyst
7	Sheriff's Sergeant
1	Sheriff's Service Specialist
22	Sheriff's Training Specialist I
3	Sheriff's Training Specialst II
2	Sheriff's Training Supervisor
1	Supervising Fiscal Specialist
196	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff Continued

Support Services/Court Services

	Classification
1	Accountant II
1	Accountant III
1	Accounting Technician
19	Automated Systems Analyst I
8	Automated Systems Technician
8	Autopsy Assistant
1	Business Systems Analyst III
1	Communications Tech I
1	Cont Chief Forensic Pathologis
6	Cont Forensic Pathologist
1	Crime Laboratory Director
10	Crime Scene Specialist I
2	Crime Scene Specialist II
13	Criminalist I
18	Criminalist II
3	Criminalist III
20	Deputy Coroner Investigator
1	Deputy Director-Shrf Coroner
3	Deputy Public Administrator
155	Deputy Sheriff
7	Fingerprint Examiner I
15	Fingerprint Examiner II
1	Fiscal Assistant
1	Fiscal Specialist
1	Forensic Specialist II (DC)
2	Help Desk Technician II
1	Indigent Burial Specialist
1	Laboratory Aid
9	Office Assistant II
10	Office Assistant III
7	Office Assistant IV
9	Office Specialist
1	Programmer Analyst II
2	Programmer Analyst III
20	Public Service Employee
3	Safety Unit Extra Help
5	Secretary I
1	Secretary II
4	Sheriff's Captain
10	Sheriff's Civil Technician
51	Sheriff's Comm Dispatcher I
96	Sheriff's Comm Dispatcher II
12	Sheriff's Comm Dispatcher III
2	Sheriff's Communications Mgr
3	Sheriff's Custody Specialist
4	Sheriff's Detective/Corporal
10	Sheriff's Lieutenant
1	Sheriff's Records Manager
29	Sheriff's RecordsClerk
10	Sheriff's Sergeant
10	Sheriff's Service Specialist
1	Sheriffs Special Assistant
17	Sheriff's Supv Comm Dispatcher
3	Student Intern
3	Supervising Criminalist
10	Supervising Office Assistant
1	Supvg Deputy Public Administra
5	Supvg Dpty Coroner Investgr I
1	Supvg Dpty Coroner Investgr II
2	Supvg Fingerprint Examiner
4	Systems Development Team Ldr
3	Systems Support Analyst II
8	Systems Support Analyst III
669	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff – Detentions

Detentions

	Classification
1	Accounting Technician
6	Alcohol & Drug Counselor
1	Applications Specialist
2	Automated Systems Analyst I
1	Automated Systems Technician
1	Business Systems Analyst II
1	Communications Tech I
2	Cont Bakery Occupational Instr
2	Cont Culinary Instructor
1	Cont Dentist
1	Cont Print Shop Supervisor
1	Cont Radiologic Tech II
4	Cont Sheriff Chaplain
4	Cont Sheriff Dentist
1	Cont Sheriff Inst Landscape Sp
1	Cont Sheriff Psychiatrist
1	Cont Sheriff Psychologist
1	Cont Sheriff's Regst Dietitian
20	Correctional Nurse - Per Diem
61	Correctional Nurse II
2	Correctional Nurse III
2	Dental Assistant-Corrections
550	Deputy Sheriff
6	Detention Review Officer I
1	Detention Review Officer II
2	Electrician
1	Facilities Project Manager
18	Fiscal Assistant
2	Fiscal Specialist
24	Health Services Assistant I
1	Inmate Programs Coordinator
10	Lic Vocational Nurse-Per Diem
47	Lic Vocatnl Nurse II-Correctns
5	Maintenance Supervisor
1	Motor Pool Services Assistant
2	Office Assistant II
3	Office Assistant III
1	Office Specialist
2	Painter I
2	Safety Unit Extra Help
6	Secretary I
5	Sheriff's Captain
60	Sheriff's Cook II
107	Sheriff's Custody Assistant
298	Sheriff's Custody Specialist
1	Sheriff's Deputy Chief
8	Sheriff's Detective/Corporal
2	Sheriff's Facilities Coordntr
3	Sheriff's Food Service Manager
8	Sheriff's Food Service Spvr
1	Sheriff's Food Svcs Director
1	Sheriff's Health Services Mgr
12	Sheriff's Lieutenant
1	Sheriff's Maintenance Manager
31	Sheriff's Maintenance Mechanic
3	Sheriff's Medical Stores Spcst
5	Sheriff's Nurse Supervisor I
6	Sheriff's Nurse Supervisor II
1	Sheriffs Research Analyst

Detentions- Continued

	Classification
48	Sheriff's Sergeant
3	Sheriff's Training Specialist I
8	Sheriff's Training Specialist II
1	Social Service Aide
6	Social Worker II
4	Stores Specialist
1	Supervising Accountant II
1	Supervising Fiscal Specialist
1	Supervising Office Specialist
1	Supvg Correctional Nurse II
2	Supvsg Sheriff's Custdy Spclst
1,430	Total

Undersheriff

	Classification
2	Accountant II
1	Supervising Accountant III
3	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff – Law Enforcement Contracts

Valley/Mountain Patrol

	Classification
1	Crime Analyst
185	Deputy Sheriff
4	Motor Pool Services Assistant
35	Office Specialist
5	Secretary I
4	Sheriff's Captain
25	Sheriff's Detective/Corporal
5	Sheriff's Lieutenant
31	Sheriff's Sergeant
29	Sheriff's Service Specialist
1	Supervising Office Specialist
325	Total

Desert Patrol

	Classification
150	Deputy Sheriff
29	Office Specialist
3	Secretary I
3	Sheriff's Captain
19	Sheriff's Detective/Corporal
3	Sheriff's Lieutenant
24	Sheriff's Sergeant
25	Sheriff's Service Specialist
1	Supervising Office Specialist
257	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Community Services Administration

Community Services Administration

	Classification
1	Deputy Executive Officer
1	Total

Agriculture/Weights and Measures

Agricultural Commissioner / Sealer

	Classification
1	Ag. Commissioner / Sealer
1	Total

Consumer Protection

	Classification
1	Deputy Ag. Commissioner / Sealer
2	Supervising Ag. Standards Officer
20	Agricultural Standards Officer
2	Office Assistant III
25	Total

Environmental Protection & Support

	Classification
1	Assistant Ag. Commissioner / Sealer
1	Supervising Ag. Standards Officer
4	Agricultural Standards Officer
1	Office Assistant III
1	Executive Secretary II
1	Fiscal Assistant
1	Staff Analyst II
10	Total

Pest Prevention

	Classification
1	Deputy Ag. Commissioner / Sealer
2	Supervising Ag. Standards Officer
4	Agricultural Standards Officer
1	Agricultural Pest Exclusion Officer
3	Agricultural Standards Technician
1	Agricultural Field Aide II
15	Agricultural Field Aide I
1	Office Assistant III
1	Contract Canine Assistant
29	Total

Airports

Administration

	Classification
1	Director of Airports
1	Assistant Director of Airports
1	Airport Operations Manager
1	Fiscal Specialist
1	Fiscal Assistant
1	Staff Analyst II
6	Total

Chino Airport

	Classification
1	Airport Maintenance Supervisor
5	Airport Maintenance Worker I
1	Secretary I
7	Total

Apple Valley Airport

	Classification
1	Airport Maintenance Supervisor
2	Airport Maintenance Worker I
1	Airport Maintenance Worker II
1	Secretary I
5	Total

Barstow - Daggett Airport

	Classification
2	Airport Maintenance Worker I
2	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

County Library

Branch Administration

	Classification
1	County Librarian
1	Comm Svcs Finance & Operations Chief
1	Library Regional Manager
1	Staff Analyst II
2	Librarian II
3	Librarian I
1	Staff Analyst I
5	Automated Systems Technician
1	Fiscal Specialist
1	Payroll Specialist
1	Graphic Designer
4	Library Assistant
1	Library Assistant II
1	Office Assistant I
24	Total

Library Region 1

	Classification
1	Library Regional Manager
2	Librarian II
9	Librarian I
46	Library Assistant
42	Library Page
6	Student Intern
106	Total

Library Region 2

	Classification
1	Library Regional Manager
2	Librarian II
6	Librarian I
43	Library Assistant
31	Library Page
3	Student Intern
86	Total

Library Region 3

	Classification
1	Library Regional Manager
1	Librarian II
4	Librarian I
46	Library Assistant
27	Library Page
3	Student Intern
82	Total

County Museum

Administration

	Classification
1	Museum Director
1	Accounting Technician
1	Fiscal Assistant
3	Total

Curatorial/Exhibits

	Classification
6	Museum Curator
1	Museum Preparator
7	Total

Education

	Classification
1	Museum Educator
1	General Services Worker II
2	Total

Support Staff

	Classification
1	General Maintenance Worker
1	Media Specialist
2	Total

Victor Valley & Historic Sites

	Classification
6	Contract Site Manager
1	Contract Museum Funding Coordinator
1	Secretary I
8	Total

Museum Store

	Classification
2	General Service Worker II
1	Public Service Employee
3	Total

Museum Store

Museum Store

	Classification
2	General Service Worker II
1	Public Service Employee
3	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Land Use Services

Administration

	Classification
1	Director of Land Use Services
1	Assistant Director of Land Use
1	Administrative Manager
2	Administrative Supervisor I
1	Executive Secretary II
2	Staff Analyst II
2	Land Use Technician Supervisor
2	Senior Land Use Technicians
11	Land Use Technicians
5	Fiscal Specialist
1	Payroll Specialist
7	Office Assistant III
1	Office Assistant II
3	Public Service Employees
40	Total

Land Use Services – Planning

Planning

	Classification
1	Planning Director
1	Planning Manager
1	Land Use Services Coordinator
4	Supervising Planner
9	Planner III
2	Planner II
1	Planner I
1	Secretary I
2	Engineering Geologist
1	Staff Analyst II
1	Land Use Technician
3	Public Service Employees
1	Contract General Plan Coordinator
1	Contract Advance Planning Analyst
29	Total

Land Use Services – Building and Safety

Building & Safety

	Classification
1	Building Official
1	Supervising Building & Safety Engineer
4	Building & Safety Engineer
1	Public Works Engineer II
1	Engineering Technician V
2	Regional Building Inspector Supervisor
2	Building Inspector III
10	Building Inspector II
1	Secretary I
23	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Land Use Services – Code Enforcement

Code Enforcement

	Classification
1	Code Enforcement Chief
1	Program Manager - Code Enforcement
3	Code Enforcement Supervisor
8	Code Enforcement Officer III
14	Code Enforcement Officer II
3	Land Use Technician
1	Secretary I
4	Office Assistant III
35	Total

Land Use Services – Fire Hazard Abatement

Fire Hazard Abatement

	Classification
1	Code Enforcement Supervisor
1	Code Enforcement Officer III
2	Code Enforcement Officer II
7	Fire Hazard Abatement Officer
4	Office Assistant III
2	Public Service Employee
17	Total

Land Use Services – Land Development

Land Development

	Classification
1	Public Works Engineer IV
1	Public Works Engineer III
2	Public Works Engineer II
1	Engineering Technician V
3	Engineering Technician IV
8	Total

Public Works – Surveyor

Surveyor Administration

	Classification
1	County Surveyor
1	Total

Office Section

	Classification
1	Engineering Technician III
3	Engineering Technician IV
1	Engineering Technician V
2	Land Surveyor
1	Secretary I
1	Supervising Land Surveyor
1	Survey Division Chief
10	Total

Field Section

	Classification
3	Engineering Technician III
1	Engineering Technician IV
1	Engineering Technician V
1	Supervising Land Surveyor
4	Survey Party Chief
10	Total

Administrative Services

	Classification
1	Accounting Technician
1	Fiscal Assistant
2	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Works – Transportation Special Revenue Funds

Administration

	Classification
1	Director of Public Works
1	Executive Secretary II
1	Office Assistant III
1	Secretary II
1	Staff Analyst II
5	Total

Design

	Classification
4	Engineering Technician III
5	Engineering Technician IV
5	Engineering Technician V
1	Office Assistant III
1	Public Service Employee
4	Public Works Engineer II
2	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
24	Total

Planning

	Classification
1	Chief Public Works Engineer
2	Engineering Technician III
3	Engineering Technician IV
1	Engineering Technician V
1	Geographic Info Sys Tech III
1	Public Service Employee
3	Public Works Engineer II
2	Public Works Engineer III
1	Secretary I
1	Supvg Transportation Analyst
3	Transportation Analyst II
1	Transportation Planning Division Chief
20	Total

Traffic

	Classification
4	Engineering Technician II
4	Engineering Technician III
6	Engineering Technician IV
1	Engineering Technician V
1	Incident Reconstruction Specialist
1	Office Assistant II
1	Office Assistant IV
2	Public Works Engineer II
2	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
24	Total

Operations

	Classification
34	Equipment Operator I
69	Equipment Operator II
24	Equipment Operator III
16	Maintenance and Const Worker II
4	Maintenance and Construction Supv I
12	Maintenance and Construction Supv II
13	Maintenance and Const Worker I
1	Office Assistant III
2	Public Service Employee
1	Public Works Engineer IV
2	Public Works Operations Supt
10	Public Works Operations Supv
1	Secretary II
189	Total

Contracts/Inspections

	Classification
3	Cont Project Senior Inspector
3	Engineering Technician III
3	Engineering Technician IV
3	Engineering Technician V
1	Office Assistant II
1	Public Works Engineer II
2	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
18	Total

Traffic Operations Services

	Classification
1	Equipment Operator I
1	Equipment Operator II
1	Equipment Operator III
14	Maintenance and Constr Worker II
2	Maintenance and Constr Worker I
2	Maintenance and Constr Supv II
1	Public Works Operations Supv
22	Total

Administrative Services

	Classification
2	Accountant II
1	Accountant III
1	Accounting Technician
1	Administrative Manager
2	Fiscal Assistant
2	Payroll Specialist
1	Public Service Employee
1	Public Works Chief Financial Officer
1	Reproduction Equipment Operator
1	Supervising Accountant II
1	Supervising Accountant Technician
1	Systems Accountant I
1	Systems Accountant II
16	Total

Permits

	Classification
1	Cont Project Senior Inspector
4	Engineering Technician IV
1	Engineering Technician V
1	Office Assistant III
1	Public Works Engineer II
1	Public Works Engineer III
9	Total

Information Technology Services

	Classification
1	Automated Systems Analyst II
1	Automated Systems Technician
1	Business Applications Manager
1	Business Systems Analyst II
1	Business Systems Analyst III
2	Public Service Employee
7	Total

Budget/Revenue Claiming

	Classification
2	Budget Officer
1	Fiscal Assistant
1	Fiscal Specialist
3	Staff Analyst II
1	Transportation Analyst II
8	Total

Environmental Management

	Classification
1	Cont PSG Trans Planner
1	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Works – Solid Waste Enterprise Funds – Consolidated

Administration

	Classification
1	Chief Public Works Engineer
1	Solid Waste Analyst
1	Staff Aide
1	Secretary II
2	Office Assistant III
6	Total

Information Technology Services

	Classification
1	Automated Systems Analyst II
1	Automated Systems Analyst I
1	Automated Systems Technician
3	Total

Operations and Scales

	Classification
1	Public Works Operations Supt.
1	Public Works Operations Supvr.
5	Landfill Operations Inspector
1	Scale Operations Supervisor II
2	Scale Operations Supervisor I
25	Scale Operator
1	Office Specialist
36	Total

Engineering

	Classification
1	Public Works Engineer IV
3	Public Works Engineer III
5	Public Works Engineer II
1	Engineering Tech V
5	Engineering Tech IV
5	Engineering Tech III
1	Staff Analyst I
1	Secretary I
22	Total

Administrative Services

	Classification
1	Administrative Supervisor II
1	Accountant III
2	Accountant II
2	Staff Analyst II
1	Supervising Accounting Tech.
5	Fiscal Assistant
12	Total

Special Projects

	Classification
1	Solid Waste Program Administrator
1	Staff Analyst II
1	Staff Analyst I
2	Recycling Specialist
1	Contract Recycling Specialist
1	Secretary I
1	Office Assistant II
8	Total

Flood Control District

Operations

	Classification
1	Chief Public Works Engineer
8	Equipment Operator I
8	Equipment Operator II
9	Equipment Operator III
1	Equipment Parts Specialist I
3	Maintenance & Const Supervisor I
5	Maintenance & Const Supervisor II
10	Maintenance & Const Worker I
8	Maintenance & Const Worker II
2	Office Assistant II
2	Office Assistant III
1	Pesticide Applicator
5	Public Service Employee
1	Public Works Arborist
1	Public Works Engineer II
1	Public Works Operations Supt
2	Public Works Operations Supv
1	Staff Analyst II
69	Total

Environmental Management/NPDES

	Classification
1	Chief Public Works Engineer
1	Cultural Resources Specialist
4	Ecological Resource Specialist
2	Engineering Technician IV
1	Engineering Technician V
1	Office Assistant II
1	Office Assistant III
1	Planner II
5	Planner III
1	Public Service Employee
3	Public Works Engineer II
3	Public Works Engineer III
1	Secretary I
1	Staff Analyst II
1	Supervising Planner
1	Public Works Envmntl Mgmt Div Chief
28	Total

Flood Design

	Classification
4	Engineering Technician III
4	Engineering Technician IV
4	Engineering Technician V
1	Land Surveyor
1	Public Service Employee
4	Public Works Engineer II
2	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
1	Supvg Land Surveyor
23	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Flood Control District Continued

Flood Planning

	Classification
2	Chief Public Works Engineer
1	Engineering Technician III
2	Engineering Technician IV
1	Engineering Technician V
1	Public Service Employee
2	Public Works Engineer II
2	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
13	Total

Permits

	Classification
1	Engineering Technician III
6	Engineering Technician IV
2	Engineering Technician V
1	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
12	Total

Water Resources

	Classification
1	Engineering Technician III
2	Engineering Technician IV
3	Engineering Technician V
1	Office Assistant III
2	Public Works Engineer II
2	Public Works Engineer III
11	Total

Administrative Services

	Classification
1	Accountant II
1	Accountant III
1	Accounting Technician
1	Secretary II
4	Total

Administration

	Classification
1	Office Assistant III
1	Personnel Technician
1	Secretary I
3	Total

Information Technology

	Classification
1	Automated Systems Analyst I
1	Automated Systems Technician
1	Business Systems Analyst II
3	Total

Budget/Revenue Claiming

	Classification
1	Budget Officer
1	Staff Analyst II
2	Total

Seven Oaks Dam

	Classification
2	Equipment Operator III
2	Total

Real Estate Services

Administrative and Fiscal

	Classification
1	Director
1	Administrative Supervisor II
1	Asset Management Analyst
1	Business Systems Analyst
1	Staff Analyst II
1	Fiscal Specialist
1	Payroll Specialist
1	Executive Secretary II
8	Total

Leasing and Acquisition Division

	Classification
1	Assistant Director
2	Real Estate Services Manager
4	Real Property Agent III
7	Real Property Agent II
1	Real Property Agent I
1	Secretary II
16	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Real Estate Services – Project Management

Administrative and Fiscal

	Classification
1	Asst Dir of RES Proj Mgmt Div
1	Office Assistant III
1	Accountant III
1	Accounting Technician
1	Fiscal Specialist
1	Secretary II
2	Supervising Project Manager
1	Staff Analyst II
9	Total

Project Management

	Classification
3	Capital Impr. Project Manager III
5	Capital Impr. Project Manager II
3	Capital Impr. Project Manager I
1	Contract Project Executive
12	Total

Project Inspection

	Classification
3	Building Construction Inspector
3	Total

Real Estate Services - Facilities Management

Grounds

	Classification
1	Grounds Caretaker II
1	Grounds Services Superintenden
2	Sprinkler System Worker
4	Total

Custodial

	Classification
1	Custodial Services Chief
24	Custodian I
4	Custodian II
1	General Services Worker II
3	Supvg Custodian
33	Total

Maintenance

	Classification
10	Air Conditioning Mechanic
9	Building Plant Operator
1	Building Services Superintendent
5	Electrician
1	Facilities Project Manager
1	Facilities Mgmt Project Scheduler
2	Facilities Mgmt Dispatcher
4	General Maintenance Worker
20	General Maintenance Mechanic
2	General Services Worker II
1	Locksmith
5	Maintenance Supervisor
1	Office Assistant III
4	Plumber
1	Supvg Building Plant Operator
67	Total

Administration

	Classification
1	Office Assistant II
1	Asst Dir of Facilities Mngmt
1	Safety & Code Compliance Tech
2	Parts Specialist
1	Fiscal Specialist
1	Secretary II
2	Staff Analyst II
9	Total

Real Estate Services – Utilities

Utilities

	Classification
1	Staff Analyst II
1	Fiscal Specialist
2	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Regional Parks

Administration

	Classification
1	Interim Director
1	Executive Secretary II
1	Program Specialist
1	Administrative Supervisor I
1	Park Planner I
1	Youth Services Coordinator
1	Automated Systems Technician
1	Staff Aide
1	Recreation Coordinator
1	Fiscal Specialist
1	Fiscal Assistant
1	General Services Worker II
1	Staff Analyst II
13	Total

Park Operations

	Classification
2	Park Superintendent
3	Asst. Park Superintendent
14	Park Ranger II
3	Park Ranger III
1	Office Assistant II
1	Office Assistant III
1	Fiscal Assistant
23	General Services Worker II
134	Public Service Employee
182	Total

Regional Parks – Active Outdoors

Active Outdoors

	Classification
4	Public Service Employees
4	Total

Registrar of Voters

Administration Division

	Classification
1	Registrar of Voters
1	Chief Deputy Registrar of Voters
1	Executive Secretary II
1	Staff Analyst II
1	Fiscal Specialist
1	Elections Analyst
1	Elections Specialist
1	Media Specialist I
3	Elections Technician
1	Recurrent Staff Analyst I
17	Public Service Employees
29	Total

Operations Division

	Classification
1	Chief Deputy Registrar of Voters
4	Elections Technician
2	Elections Services Assistant
1	Office Assistant IV
2	Office Assistant III
17	Public Service Employees
27	Total

Information Technology Division

	Classification
1	Business Systems Analyst III
1	Programmer Analyst II
1	Programmer Analyst I
1	Automated Systems Analyst I
2	Applications Specialist
1	Geographic Info Sys Tech II
1	Recurrent Office Specialist
1	Recurrent Automated Systems Tech
1	Recurrent Geographic Info Sys Tech I
7	Public Service Employees
17	Total

SPECIAL DISTRICTS DEPARTMENT

CLASSIFICATION LISTING AND POSITION COUNT

Special Districts

Administration

	Classification
1	Automated Systems Technician
1	BG Administrative Supervisor I
1	BG Automated Systems Analyst I
1	BG Bldg Const Engineer III
1	BG Communications Technician
2	BG CSA 70 Build Const Eng III
1	BG CSA 70 Construction Inspect
1	BG CSA 70 Dir of Special Distr
1	BG CSA 70 Executive Assistant
1	BG CSA Assessment Tech
1	BG District Coordinator
2	BG District Planner
1	BG Engineering Technician 3
1	BG Fiscal Assistant
1	BG MIS Supervisor
1	BG Office Assistant II
1	BG Payroll Specialist
3	BG Public Service Employee
2	BG Staff Analyst II
1	BGDiv Manager, Engineering
1	Division Manager, Fiscal Services
1	Division Manager, Operations
1	Fiscal Specialist
1	Programmer Analyst 3
29	Total

Regional Operations

	Classification
1	Assistant Regional Manager
1	BG CSA 18 District Coordinator
1	BG CSA 70 Dist Svcs Coordinat
1	BG CSA 70/Tv-5 Comm Engineer T
1	BG District Coordinator
1	BG General Manager
1	BG Public Service Employee
1	BG Regional Manager
8	Total

Water/Sanitation Operations

	Classification
1	Applications Specialist
1	BG Administrative Secretary II
1	BG Administrative Supervisor I
1	BG Buyer I
2	BG CSA 70 Accounts Rep
5	BG CSA 70 Customer Service Rep
14	BG CSA 70 Maint Worker I
9	BG CSA 70 Maint Worker II
5	BG CSA 70 Maint Worker III
1	BG CSA 70 Park Maint Worker I
1	BG CSA 70 Sampling Technician
1	BG Deputy Director
1	BG Electrical Specialist
1	BG Electrical Technician
1	BG Management Analyst
2	BG Office Assistant II
1	BG Regulatory Compliance Spec
1	BG Staff Analyst II
1	BG Storekeeper
1	BG Supervising Office Asst. I
1	BG Treatment Plant Oper I
1	BG Treatment Plant Oper II
1	BG Treatment Plant Oper III
3	BG Water & Sanitation Supervsr
1	BG Water&Sanitation Oprtns Mgr
1	Fiscal Specialist
1	PSE-WAS Supervisor
2	Treatment Plant Operator 4
62	Total

Special Districts – Parks

Regional Operations

	Classification
1	BG CSA 20 Park Maint Worker I
2	BG CSA 29 Public Service Emp
2	BG CSA 70 Dist Svcs Coordinat
1	BG Joshua Tree PSE Attendant
1	BG Park Maint Worker 2
1	BG Park Maintenance Worker III
1	BG PSE Park Maintenance Worker
2	BG PSE Pre-School Aide
1	BG PSE Teacher
7	BG Public Service Employee
1	BG Recreation Assistant
1	CSA 70 Facilities Attendant
1	Recreation Coordinator
22	Total

SPECIAL DISTRICTS DEPARTMENT

CLASSIFICATION LISTING AND POSITION COUNT

Special Districts – Big Bear

Regional Operations

	Classification
1	Assistant Regional Manager
32	BG BB P&R-PSE Park Serv Emp
5	BG Big Bear Animal Keeper I
3	BG Big Bear P&R Maint Worker I
2	BG Big Bear P&R Rec Superindt
1	BG Fiscal Assistant
1	BG Moon Ridge Zoo Curator
2	BG Park Maint Worker 2
2	BG Park Maintenance Worker III
1	BG PSE-Food Svcs Manager
1	BG PSE-Guest Svcs Coordinator
1	BG PSE Zoo Service Employee
1	BG Public Service Employee
2	Lead Animal Keeper
2	Recreation Program Coordinator
2	Registered Veterinary Techncn
59	Total

Special Districts – Bloomington

Regional Operations

	Classification
1	BG CSA 70 Park Maint Worker I
2	BG Public Service Employee
3	Total

Special Districts – Roads

Regional Operations

	Classification
1	BG CSA 70-R15 Equip Operat II
1	Total

FIRE PROTECTION DISTRICT

CLASSIFICATION LISTING AND POSITION COUNT

San Bernardino County Fire Protection District

Administration

	Classification
1	Fire Chief / Fire Warden
2	Deputy Fire Chief
1	Division Chief
4	Total

Administrative Support / PIO

	Classification
1	Executive Assistant
1	Office Specialist
1	Public Information Officer (PIO)
1	Media Specialist
2	Public Service Employees
6	Total

Human Resources

	Classification
1	Personnel Services Supervisor
2	Human Resources Assistant
3	Payroll Specialist
1	Administrative Supervisor I
1	Public Service Employee
8	Total

Budget and Fiscal Services

	Classification
1	Budget and Fiscal Manager
1	Principal Budget Officer
1	Budget Officer
3	Staff Analyst II
2	Administrative Supervisor I
1	Senior Collections Officer
1	Supervising Fiscal Specialist
5	Fiscal Assistant
1	Accounts Representative
6	Collection Officer
1	Office Assistant II
1	Accounting Technician
24	Total

Support Services and Warehouse

	Classification
1	Support Services Manager
2	SBCA Technician
1	Maintenance Specialist
1	Fire Equipment Specialist
1	Fire Equipment Technician I
5	Fire Equipment Technician II
2	Fiscal Assistant
1	Service Center Supervisor
14	Total

Office of the Fire Marshal: Fire Prevention

	Classification
1	Deputy Fire Marshal – Community Safety
3	Fire Prevention Officer/Arson
13	Fire Prevention Officer
7	Fire Prevention Specialist
2	Fire Prevention Supervisor
2	Fire Prevention Supervisor/Arson
1	Fire Prevention Specialist/Arson
5	Office Assistant II
3	Office Assistant III
1	Administrative Secretary II
1	Senior Plans Examiner
3	Front Counter Technician
42	Total

Fleet Services/Parts

	Classification
1	Vehicle Services Supervisor
2	Lead Mechanics
21	Fire Agency Mechanics
1	Equipment Parts Chaser
2	Vehicle Parts Specialist
27	Total

Special Ops: Training/Safety/EMS Division

	Classification
1	Assistant Fire Chief
1	Battalion Chief
6	Captain
6	Engineer
1	EMS Training Officer
3	EMS Nurse Educator
1	EMS Training Supervisor
1	Office Assistant III
1	Contract Course Instructor
1	PSE Battalion Chief
20	Fire Suppression Aide I
4	Fire Suppression Aide II
8	Fire Suppression Aide III
30	Firefighter Trainee
1	Staff Analyst I
1	Public Service Employee
1	Firefighter/PM
87	Total

FIRE PROTECTION DISTRICT

CLASSIFICATION LISTING AND POSITION COUNT

Fire Protection District – Mountain Region Service Zone

Mountain Regional Service Zone

	Classification
1	Office Assistant II
1	Staff Analyst
9	Ambulance Operator-EMT
9	Ambulance Operator-PM
1	Office Assistant III
18	Firefighter Paramedics
15	Engineer
18	Captain
3	Co Fire Dept Battalion Chief
1	Assistant Chief
10	PCF Firefighter
2	PCF Engineer
2	PCF Lieutenant
2	PCF Captain
9	PCF Firefighter Trainee
1	PSE
1	Office Assistant I
103	Total

Fire Protection District – North Desert Region Service Zone

North Desert Regional Service Zone

	Classification
1	Office Assistant I
2	Office Assistant III
2	Collection Officer
2	Staff Analyst I
51	Firefighter Paramedics
7	PCF Firefighter
9	PCF Firefighter Trainee
45	Engineer
48	Captain
1	PSE
2	Assistant Chief
6	Battalion Chief
24	Ambulance Operator-EMT
24	Ambulance Operator-Paramedic
3	Firefighter EMTs
227	Total

FIRE PROTECTION DISTRICT

CLASSIFICATION LISTING AND POSITION COUNT

Fire Protection District – South Desert Region Service Zone

South Desert Regional Service Zone

	Classification
1	Office Assistant III
1	Staff Analyst
18	Firefighter Paramedics
15	Engineer
18	Captain
3	Battalion Chief
4	PCF Firefighter
3	PCF Firefighter Trainee
1	PCF Captain
1	PCF Lieutenant
1	Assistant Chief
9	AO-EMT
9	AO-PM
84	Total

Fire Protection District – Valley Region Service Zone

Valley Regional Service Zone

	Classification
3	Office Assistant III
2	Staff Analyst I
21	Firefighter EMTs
96	Firefighter Paramedics
75	Engineer
78	Captain
2	PCF Firefighter
1	PCF Firefighter Trainee
1	PCF Engineer
1	PCF Lieutenant
2	Assistant Chief
9	Battalion Chief
1	Office Assistant I
292	Total

Fire Protection District – Hazardous Materials

Hazardous Materials

	Classification
2	Accounts Representative
2	Administrative Secretary I
1	Administrative Secretary II
1	Administrative Supervisor I
1	Office Specialist
3	Hazardous Material Specialist 2/HM Responder Team
2	Hazardous Material Specialist 4/HM Responder Team
1	Hazardous Material Specialist 3
16	Hazardous Material Specialist 2
2	Hazardous Material Specialist 4
3	Hazardous Materials Specialist 3/HM Responder
2	Office Assistant II
4	Office Assistant III
2	Supervising Hazmat Specialist
1	Staff Analyst I
1	Fire Marshal
1	Public Services Employee-Office Assistant
1	Deputy Fire Marshal
46	Total

FIRE PROTECTION DISTRICT

CLASSIFICATION LISTING AND POSITION COUNT

Fire Protection District – Household Hazardous Waste

Household Hazardous Waste

	Classification
1	HHW Event Coordinator
1	Environmental Specialist III
5	Environmental Technician II
6	Environmental Technician I
14	Household Hazardous Materials
1	Office Assistant III
1	Supv Hazardous Materials Specialist
1	Hazardous Materials Specialist III
3	Environmental Technician III
1	Office Assistant II
34	Total

Fire Protection District – Office of Emergency Services

Office of Emergency Services (OES)

	Classification
7	Emergency Services Officer
1	Staff Analyst II
1	Office of Emergency Services Manager
2	Office Assistant III
1	Administrative Secretary II
12	Total

Budget and Fiscal Services

	Classification
2	Staff Analyst II
1	Accounting Technician
1	Fire Equipment Technician
4	Total

OES - High Desert Government Center

	Classification
1	Emergency Services Officer
1	Office Assistant III
1	Assistant Office of Emergency Services
3	Total

OTHER AGENCIES

CLASSIFICATION LISTING AND POSITION COUNT

In-Home Supportive Services Public Authority

Administration

	Classification
1	Contract Executive Director
1	Contract Admin Supervisor II
1	Contract Staff Analyst
1	Contract Fiscal Asst
1	Contract Secretary I
2	Contract Office Asst II
7	Total

Enrollment

	Classification
2	Contract Office Assistant III
4	Contract Office Assistant II
6	Total

Criminal Background Investigations

	Classification
1	Contract Office Specialist
3	Contract Office Assistant II
2	Contract Office Assistant III
6	Total

Paycheck Customer Service

	Classification
1	Contract Office Assistant III
4	Contract Office Assistant II
5	Total

Registry

	Classification
1	Contract Supervising Social Worker
1	Contract Office Assistant III
3	Contract Office Assistant II
6	Contract Social Worker II
1	Contract Office Specialist
1	Contract Supervising Office Asst
13	Total

Training

	Classification
1	Contract Supervising Office Specialist
1	Contract Office Specialist
2	Contract Office Assistant III
1	Contract Office Assistant II
5	Total

Inland Counties Emergency Medical Agency

Administration

	Classification
1	Contract EMS Administrator
1	Administrative Manager
1	EMS Specialist
1	Medical Emergency Planning Spclst
2	Office Assistant III
1	Secretary II
1	Fiscal Assistant
1	Public Service Employee
9	Total

Pre-Hospital and Trauma Programs

	Classification
1	Contract EMS Coordinator
1	EMS Specialist
1	Contract EMS Spec Care Coordinator
3	Total

Performance Based Contracts

	Classification
1	Public Health Program Coordinator
1	Contract EMS Technical Consultant
1	Staff Analyst II
1	Statistical Analyst
1	Office Assistant III
5	Total

Medical Disaster Preparedness Programs

	Classification
1	Senior EMS Specialist
1	EMS Specialist
2	Total

OTHER AGENCIES

CLASSIFICATION LISTING AND POSITION COUNT

Housing Authority

Administration

	Classification
2	Accountant I
1	Accounting Supervisor
3	Accounting Technician I
1	Accounting Technician II
6	Administrative Assistant
1	Administrative Services Manager
13	Administrative Services Specialist
1	Administrative Services Supervisor
1	Application & Database Admin
1	Assistant Deputy Executive Director
1	Career Readiness Coordinator I
2	Career Readiness Coordinator II
1	Community Manager
1	Computer Lab Technician
1	Deputy Executive Director
1	Dir. Comm Dev Initiatives
1	Dir. Policy Comm Affair
1	Director of Housing Services
1	Director of Information Services
1	Director of Procurement & Contracts
1	Director of Special Programs
1	Director of Supportive Housing
1	Executive Director
1	Finance Manager
1	FSS Services Coordinator I
1	FSS Services Specialist
1	Homeownership Specialist
3	Housing Authority Deputy Director
1	Housing Services Manager
15	Housing Services Specialist
4	Housing Services Supervisor
1	Human Resources Coord
1	Information Systems Support Analyst
1	IT Sys Infra Administrator
1	Jobs Plus Coach
5	Lead Housing Services Specialist
1	Leasing Consultant
1	PI Officer
1	PI Specialist
1	Planning & Policy Analyst
1	Procurement Assistant
1	Procurement Officer
1	Program Compliance Coordinator
1	Programs Analyst
1	Property Compliance Manager
4	Property Supervisor
1	Real Estate Develop. Mngr
1	Recruiter
6	Resident Manager On Site
2	Sr Regional Comm Manager
1	Sr. Accountant
104	Total

Maintenance

	Classification
1	Lead Maintenance Tech
1	Maintenance Operations Coordinator
3	Maintenance Supervisor
14	Maintenance Technician
6	Porter
25	Total

County Administrative Office
365 N. Arrowhead Avenue, Fifth Floor, San Bernardino, CA 92145-0120

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Third District Supervisor

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