



YOUR COUNTY... YOUR FUTURE



2011-12 ADOPTED BUDGET

- County of San Bernardino -



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
Award*

PRESENTED TO

**San Bernardino County
California**

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director



County of San Bernardino

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Gregory C. Devereaux
Chief Executive Officer

**COUNTY OF
SAN BERNARDINO**

County Administrative Office
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(909) 387-5418
FAX: (909) 387-5430

BOARD OF SUPERVISORS

Brad Mitzelfelt, Vice Chair *First District*
Janice Rutherford *Second District*
Neil Derry *Third District*
Gary C. Ovitt *Fourth District*
Josie Gonzales, Chair *Fifth District*

June 2011

I am hereby submitting the 2011-12 Adopted Budget of \$3.98 billion which was approved on June 28, 2011. This is a balanced budget that does not use reserves to fund ongoing costs, and is consistent with policy direction received from the Board of Supervisors. Consistent with county policy, there is limited use of one-time sources to fund costs as part of the county’s multi-year plan to address the five-year structural deficit.

When I was hired a little more than a year ago, the Board of Supervisors expressed a desire to move the County in a new direction. That direction involved taking a hard look at the County’s focus, its fiscal condition, infrastructure and facility needs, operating systems, personnel, and service delivery.

The Board of Supervisors in partnership with San Bernardino Associated Governments (SANBAG) led to the countywide visioning effort. The Countywide Vision was adopted on June 30, 2011 and provides the Board the opportunity to identify the County’s role in achieving the Vision and to clearly focus the County’s resources on the realization of those goals.

This new hard look at the County’s core responsibilities and true financial condition has led to the identification of several major budget and service issues. These include:

- A growing structural budget deficit in both the General Fund and the Fire District;
- Unfunded liabilities, such as leave accounts, and the Government Finance Officers Association (GFOA) recommended level of emergency reserve;
- Underfunded programs, such as Land Use Services, which have created service deficiencies; and pavement maintenance, which has resulted in a decline in road conditions and greater long-term costs;
- Unaddressed needs for basic operating systems, such as the outdated financial accounting and property tax management systems;
- Facility needs, such as a High Desert Public Safety Operations Center and the 800 MHz radio system upgrade to digital technology.

Most of these issues were either not brought to the Board’s attention at all, or were presented in a piecemeal fashion that did not lend itself to a comprehensive approach to resolution or effective decision making. As part of the new direction, the Board has expressed a desire to know about and address these issues. That direction is reflected in the 2011-12 Adopted Budget.

In June 2011, the operating forecast included a \$130.3 million cumulative structural budget deficit for the upcoming five fiscal years. Significant ongoing issues include



previously negotiated salary and benefit increases, retirement cost increases, and additional staffing requirements for the Sheriff/Coroner/Public Administrator Adelanto Detention Center Expansion.

To address this deficit, the County Administrative Office has developed a strategic plan for the upcoming five fiscal years which includes the following measures:

- Defer funding the \$34.2 million Adult Detention Center staffing until the County can afford it. In the interim, work with the Sheriff/Coroner/Public Administrator to take on more revenue-generating federal prisoners or mothball older, more inefficient facilities and shift staff to this facility;
- End the funding of increased health care benefits after current labor agreement expires;
- Negotiate countywide employee compensation reductions;
- Request that employee unions forego previously negotiated across-the-board salary increases; and
- Implement a reduction in service levels.

It is important to note that this strategic plan does not include any potential impacts of the 2011-12 State Budget, which are unknown and unpredictable at this time.

The strategic plan incorporates several ongoing measures in order to balance the budget over the next five years beginning in 2011-12. Measures that have a departmental impact include reduced allocations of discretionary general funding (net county cost), employee compensation reductions, and service level reductions. Net county cost allocations were eliminated for Children's Fund, Children's Network, County Library, Regional Parks, Law and Justice Administration, and Board of Supervisors Priority Policy Needs. In addition, Human Services, Public Health, Public Defender, and other various departments received reductions in their general fund allocation.

The 2011-12 Adopted Budget reflects employee compensation reductions for exempt employees, Probation Officers, and the Attorney Unit. These reductions include employees paying for a larger portion of their retirement costs; converting pensionable flexible benefit plans to non-pensionable medical premium subsidies; reducing step advancements by 2.5%; and eliminating the ongoing retirement pick up for employees with 30 or more years of service. If agreements with labor unions regarding compensation reductions are not reached, the county will either impose the compensation reductions or reduce discretionary general funding to those affected departments. The largest cost reduction measure included in the 2011-12 Adopted Budget is a proposed work schedule reduction of eight hours per pay period for locally funded employees represented by the San Bernardino Public Employees Association (SBPEA). If SBPEA does not agree to forego previously negotiated salary increases, the proposed work schedule reduction will be implemented or discretionary general funding to the affected departments will be reduced.

Countywide balancing measures reflected in the 2011-12 Adopted Budget that have no departmental impact include using remaining debt savings resulting from the optional prepayment of capital leases using funds from the Retirement Reserve in 2010-11 (saving interest costs). Other program and funding changes include the use of Community Development Block Grant (CDBG) funds to support Capital Projects when permitted, to reduce the use of discretionary general funding as a result of increased



departmental revenue, and eliminating the San Bernardino County Employees Retirement Association (SBCERA) Retiree Subsidy for medical costs.

The 2011-12 Adopted Budget of \$3.98 billion began with a \$47.2 million structural deficit which was mitigated by the measures mentioned earlier. The budget uses no one-time monies to fund ongoing costs and does not rely on the use of county reserves for ongoing operations.

THE BUDGET IN BRIEF

This budget book presents the general fund, special revenue funds, capital project funds, internal service funds and enterprise funds of the County. The total spending authority for these funds in 2011-12 is \$3.98 billion. The general fund spending authority totals \$2.2 billion and is funded by countywide discretionary revenues (primarily property taxes), departmental revenues, and other funding sources of the General Fund. Of this \$2.2 billion, only \$525.4 million is truly discretionary.

	Spending Authority (In Millions)		
	2010-11	2011-12	Change
	Final	Adopted	
General Fund	\$ 2,155.1	\$ 2,209.9	\$ 54.8
Restricted Funds	51.5	88.9	37.4
Capital Project Funds	242.1	242.5	0.4
Special Revenue Funds	583.4	624.9	41.5
Enterprise Funds	637.4	654.1	16.7
Internal Service Funds	145.8	161.7	15.9
	<u>\$ 3,815.3</u>	<u>\$ 3,982.0</u>	<u>\$ 166.7</u>

For 2011-12, the \$54.8 million increase in spending authority for the General Fund is primarily the result of increases in Human Services due to increases in the CalFRESH, CalWORKs, and Medi-CAL programs; and Disproportionate Share Hospital Funds and the Intergovernmental Transfer (IGT) Proposal to fund Medi-Cal Managed Care capitation rate increases; and the Sheriff/Coroner/Public Administrator to fund increased staffing and operating expenses. These increases are offset by reductions in Contingencies, and Capital Facilities Leases due to the optional prepayment of a portion of the county’s outstanding debt in 2010-11.

The increase of \$37.4 million in Restricted Funds is primarily due to an increase in Realignment funding of \$39.1 million offset by a slight reduction in Prop 172 funding.

The \$41.5 million increase in Special Revenue Funds can be primarily attributed to increases in Transportation and Community Development and Housing for planned projects, offset by reductions in Mental Health Services Act (MHSA) and American Recovery and Reinvestment Act (ARRA) funding.

The increase of \$16.7 million in Enterprise Funds is primarily the result of increased appropriation for the Arrowhead Regional Medical Center to support staffing increases and operating expenses.



The \$15.9 million increase in Internal Service Funds results from increases in the Information Services Department Telecommunications and Computer Operations budget units to fund operating expenses and Capital Improvement Projects, and Risk Management Insurance Programs due to increases in claims costs and excess insurance premiums.

	Budgeted Staffing		
	2010-11	2011-12	
	<u>Final</u>	<u>Adopted</u>	<u>Change</u>
General Fund	13,470	12,968	(502)
Other Funds	5,790	5,663	(127)
	<u>19,260</u>	<u>18,631</u>	<u>(629)</u>

Adopted budgeted staffing for 2011-12 is 18,631, a total decrease of 629 positions from 2010-11. General Fund staffing has been reduced by 502 positions, from 13,470 to 12,968 primarily due to reduced state and federal funding, the decline in countywide discretionary revenue and vehicle license fee (VLF) revenue. The staffing in all other funds has been decreased by 127 positions from 5,790 to 5,663, resulting from reductions in American Recovery and Reinvestment Act (ARRA) funding and the reclassification of Sheriff/Coroner/Public Administrator – Public Gathering positions as “non-county” employees.

IDENTIFIED NEEDS

The County Administrative Office has identified and made recommendations that the following critical areas be addressed in 2011-12 in order to prevent unnecessary costs and risks:

- Emergency operations needs
- Public safety communications
- Replacement of buildings beyond their useful life
- Outdated fiscal and property tax software operating systems

As a result, the following recommendations were approved in the 2011-12 Adopted Budget:

1. To enhance public safety communications and emergency operations throughout the County, the budget reflects utilizing the High Desert Government Center (HDGC) for a new Public Safety Operations Center (PSOC). The total estimated project cost is \$11.5 million; the Board has approved \$9.0 million funded from savings from the HDGC building and solar projects to begin this project. The project is anticipated to complete in June 2013. Departments within the building will be relocated and space on the 2nd floor will be remodeled to construct an Emergency Operations Center (including Sheriff’s Dispatch relocated from the Victorville Courthouse), an alternate Dispatch Center for County Fire, and an Emergency Center for the High Desert area.
2. Redirecting the annual allocation of \$24.0 million for Future Space Needs, previously intended for the construction of a new government center, to fund a new 800 MHz public safety digital radio system. The estimated cost of this project is \$175.0 million, with an estimated duration of five to seven years. It is anticipated that some of the costs will be funded through grants.
3. For replacement of buildings beyond their useful life, \$30.0 million was set aside to facilitate the purchase of new buildings, the seismic retrofit and modernization of



certain existing buildings, and the demolition of older facilities in which additional investment is not recommended. These acquisitions, improvements and modernizations offer an opportunity to provide reliable and secure space for county staff for the present and foreseeable future. The implementation of this project is expected to be multi-phased spanning several years and adding approximately 100,000 square feet of additional space.

4. In addition, the need for \$20.0 million to begin the first phase of a new integrated property tax system (estimated at \$35.0 million total), and \$6.0 million to replace the financial accounting system (estimated at \$12.0 million total) was approved at the budget hearing.

HIGHLIGHTS OF THE 2011-12 ADOPTED BUDGET

Health

- The Arrowhead Regional Medical Center (ARMC), Department of Public Health, and Department of Behavioral Health, are continuing to focus on the concept of “co-location”, whereby all three county health departments are centrally located and easily accessed in one building in order to provide a one-stop venue for county health services. These services include primary care from ARMC, comprehensive out-patient mental health services from the Department of Behavioral Health, and immunizations and other key Public Health services.
- Building on the concept of co-location, the County has applied to implement a Low Income Health Program in 2011-12 intended to be a bridge to healthcare reform in 2014. This program will cover childless adults ages 19-64 not otherwise covered by Medi-Cal. By implementing this program, the County’s goal is to provide coverage to this population through the health departments so that the County will be the provider of choice in 2014. To this end, the Department of Public Health will begin providing primary care services, and is in the process of establishing Federally Qualified Health Centers within the County to serve both the existing and new population. The ARMC, Behavioral Health, and Public Health departments will continue their collaborative relationships to offer fully integrated care to County residents.

Safety

- Construction contract was awarded in December 2010 on the Sheriff/Coroner/Public Administrator’s Adelanto Jail Expansion Project, which is projected to add 1,368 jail beds to the county’s Adelanto Detention Center by late June 2013. In order to help fund the \$120 million project, the Sheriff/Coroner/Public Administrator Department pursued and was awarded \$82.3 million from the State as part of its Assembly Bill (AB) 900 County Jail Lease-Revenue Funding Program.
- In 2011-12, the Sheriff/Coroner/Public Administrator’s Aviation Division will be moving its operations to the San Bernardino International Airport, as the current hangar used by the Aviation Division requires millions of dollars in repairs and upgrades. Moving to the new location will result in increased square footage and an updated facility at no additional cost, as the new lease will be funded from the



termination of existing leases, and federal asset forfeiture money will be used to fund one-time costs associated with the move.

- The Sheriff/Coroner/Public Administrator increased reliance on US Marshal inmate housing revenues to a total of \$20 million to offset cost increases and decreases in state funding. The department hopes to reduce this degree of reliance once state funding is restored and ongoing cost increases are resolved.
- The District Attorney's budgeted staffing is decreasing by 33 positions primarily due to the expected loss of Vehicle License Fee revenue from the state and fewer sources available in the department's special revenue funds. This reduction in staffing, coupled with 34 positions deleted in the department's 2010-11 budget, are expected to adversely impact the operation of the District Attorney's Office. The impacts include, but are not limited to the following: significant decrease in the department's ability to investigate and prosecute criminal activity related to Family Violence, Gangs, and Auto Theft; virtual elimination of the department's Identity Theft unit; continued decrease in the department's ability to provide timely review of incoming cases; and reduced ability to attend Lifer Parole hearings for the state's most dangerous prison inmates.
- The Probation Department's budget includes a net reduction of 73 positions due to the expected loss of Vehicle License Fee revenue from the state. The impacts from the reduced staffing will be distributed to all departmental operations; however, the department's Community Corrections Bureau (CCB) will clearly experience the brunt of these staffing cuts. All facets of CCB including the Sex Offender, Gang, Domestic Violence, Mental Health, and Drug Court units will be negatively affected. Caseloads for probation officers in CCB will increase dependent on specific assignments; however, the department will be adjusting resources to continue to provide supervision services based on criminogenic risk factors and to maximize public safety with reduced staffing.

Well-Being

- Human Services (HS) continues to provide quality service to its clients despite the tremendous burdens brought upon by the economic downturn. As a result, state and federal funding increases in the HS - Administrative Claim, mostly in Transitional Assistance programs, and subsistence programs of CalWORKs, AFDC-Foster Care, and Aid to Adoptive Children were made to assist residents in need. HS departments are anticipated to serve an additional 3,478 CalWORKs cases (7% increase), 4,954 Medi-Cal cases (4.6% increase) and 15,256 Food Stamp cases (18% increase) over the prior year.
- In 2011-12, a key strategy of the Economic Development Agency (EDA) is to support businesses coming into and currently existing in the County, by ensuring that Workforce Investment Act (WIA) funding assists with layoff aversion and training for specific workforce skills. Through these efforts, EDA will work to keep existing businesses thriving and create an environment that is appealing to businesses looking to relocate.



Quality of Life

- The County Library is forecasting significant budgetary constraints for 2011-12 due to reduced revenue sources and obligatory cost increases. In response to these constraints, the County Library is deleting 141 positions from the 2010-11 Adopted Budget (113 vacant and 28 filled), resulting in a realignment of library hours that includes the closing of specific branches on Fridays.
- Regional Parks is planning restroom and shower renovations at Calico off-highway vehicle (OHV) campground funded by OHV license fees.
- Public Works-Transportation will sustain the very good pavement condition index (PCI) of 76 for county maintained roads by surface sealing 40 miles, overlaying 15 miles and rehabilitating 4.7 miles of roads resulting from an \$8.0 million allocation of discretionary general funding in 2011-12.
- 2011-12 Public Works-Transportation Proposition 1B projects of \$20.0 million include rehabilitation of Grass Valley Road; Yucca Loma/Yates road widening; Old Waterman Canyon bridge culvert; Hatchery Drive in Moonridge paving; Valley Boulevard and Cedar Avenue new median construction; and National Trails Highway passing lane in the Oro Grande area. In addition, \$22.0 million in Redevelopment Agency projects include Cherry Avenue grade separation, widening, and Interstate 10 improvement; and Valley Boulevard rehabilitation.

General Operations

- Beginning this fiscal year, a reserve will be established to fund costs associated with cashable employee leave balances. The amount included in the 2011-12 Adopted Budget is \$15.6 million, of which \$3.9 million is an additional allocation of net county cost. The estimated need of \$147 million will be funded over a period of 15 years, with future annual contributions based on actuarial analysis.
- In addition, as a result of budget constraints, County Counsel will no longer have the resources needed to adequately provide legal services to SANBAG, whose legal service needs are increasing based on the expansion of most of its programs and projects.

CHALLENGES IN FISCAL YEAR 2011-12 AND BEYOND

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

State Budget

The 2011-12 State Budget included Governor Brown's "vast and historic" realignment of public safety and health and human services to counties. County budget adjustments associated with impacts to public safety and social services realignment were adopted through Board action subsequent to the County's 2011-12 Adopted Budget. It is



important to note that at this time there are no constitutional protections for future requisite realignment funding.

Pending State Budget Actions

In order to balance the State Budget, an assumption of \$4 billion of additional revenues was included in the State Budget. In the event revenues do not materialize, mid-year reductions or “trigger cuts” will be implemented. These cuts may impact county public safety, health and human services, child care, and libraries. In addition, the State Budget proposed the full elimination of redevelopment agencies, with the option to participate in a “voluntary” alternative redevelopment agency if payment to the State is made by counties. This budget action is currently pending court decision expected in early 2012. Any resulting impact to the County will be made through quarterly budget adjustments as impacts are confirmed.

Retirement Costs

Due to the 2008-09 market losses, the county will continue to experience higher retirement contribution rates over the next three fiscal years to ensure retirement liabilities will be funded at a proper level. Furthermore, the county will experience additional contribution rate increases beginning in 2012-13 as a result of recent changes in actuarial assumptions, including the lowering of assumed annual growth of the retirement fund (from 8% to 7.75%) and expanded life expectancy rates. It is estimated that even if the San Bernardino County Employees Retirement Association (SBCERA) pension fund recognizes 7.75% annual growth over the next three fiscal years, employer contribution rates will still increase between 55% and 60%. The county has begun to actively reduce future retirement costs through the proposed compensation reductions mentioned earlier.

CONCLUSION

The 2011-12 Adopted Budget reflects the first phase of the County’s strategic plan to overcome a five-year \$130.3 million cumulative structural budget deficit. The strategic plan developed by the County Administrative Office outlines measures to address the anticipated cost increases for the next five years so that both the Board and staff can shift their focus to rebuilding the county. This approach eliminates the need to continually focus on programmatic cuts and mitigations, and creates a more positive dynamic.

The 2011-12 Adopted Budget focuses on major policy issues and key projects that require additional funding in an economic climate that continues to cause reductions in county programs and local government. The county is committed to making the most of its funding and capitalizing on the strengths of employees to provide necessary public services in an effective and efficient manner.



GREGORY C. DEVEREAUX
Chief Executive Officer



San Bernardino County Supervisorial Districts



San Bernardino County Board of Supervisors



1
Brad Mitzelfelt, Vice Chair
 First District
 (909) 387-4830
 Hesperia
 (760) 955-5400
 Barstow
 (760) 256-4748



2
Janice Rutherford
 Second District
 (909) 387-4833
 Rancho Cucamonga
 (909) 945-4297



3
Neil Derry
 Third District
 (909) 387-4855
 Big Bear
 (909) 866-0140
 Yucca Valley
 (760) 228-5402



4
Gary C. Ovitt
 Fourth District
 (909) 387-4866
 Chino Hills
 (909) 465-1895



5
Josie Gonzales, Chair
 Fifth District
 (909) 387-4565

Find other elected representatives
www.sbcrov.com

Note: The Board of Supervisors approved new District boundaries that will take effect on October 27, 2011. The new boundaries move the Second District into the Lake Arrowhead, Running Springs and Green Valley Lake areas, move the Third District into Barstow, Lucerne Valley and Twentynine Palms, and move the Fourth District into Upland south of Foothill Boulevard.



**COUNTY OF SAN BERNARDINO
COUNTYWIDE FACTS AND FIGURES**

SIZE:

20,057 square miles (largest county in the contiguous United States by area)

ELEVATION:

Highest Elevation, Mt. San Gorgonio, 11,503 ft.

STRUCTURE: Formed by charter in 1853; five districts based on population. Members serve four-year terms.

INCORPORATED CITIES:

24

POPULATION BY CITY

INCORPORATED CITY	TOTAL 1/1/2011 ESTIMATED POPULATION
Adelanto	31,671
Apple Valley	69,668
Barstow	22,839
Big Bear Lake	5,051
Chino	78,537
Chino Hills	75,345
Colton	52,498
Fontana	198,456
Grand Terrace	12,109
Hesperia	90,726
Highland	53,444
Loma Linda	23,395
Montclair	37,031
Needles	4,874
Ontario	165,392
Rancho Cucamonga	168,181
Redlands	69,231
Rialto	100,021
San Bernardino	211,076
Twentynine Palms	24,646
Upland	74,207
Victorville	117,219
Yucaipa	51,717
Yucca Valley	20,834
Total Incorporated	1,758,168
Total Unincorporated	294,229
Total County of San Bernardino	2,052,397

Source: State of California, Department of Finance, E-1: Population Estimate with Annual Percentage Change-January 1, 2010 and 2011. Sacramento, California, May 2011.

REGIONAL PARKLAND: 8,668 acres

COUNTY LIBRARY: 31 Branches

MAJOR COUNTY EMPLOYERS (June 2010):

Employer	Employees
County of San Bernardino	18,000
U.S. Marine Corp Air/Ground Combat Center	12,486
U.S. Army, Fort Irwin & National Training Center	10,000
San Bernardino City Unified School District	7,722
Stater Brothers	6,900

Source: County of San Bernardino Comprehensive Annual Financial Report for Fiscal Year 2010.

MAJOR COUNTY TAXPAYERS (Secured Taxpayers-2010-11 Property Tax Rolls)

Name	Assessed Value	% of roll
Southern California Edison	\$2,578,022,508	1.63%
Prologis	\$810,062,137	0.51%
Majestic Realty	\$526,921,007	0.33%
Verizon California, Inc.	\$491,408,085	0.31%
Catellus	\$467,595,132	0.30%
Strategic Partners	\$462,769,321	0.29%
Wal-mart	\$393,286,000	0.25%
Ontario Mills Limited Partnership	\$352,287,548	0.22%
High Desert Power	\$348,271,000	0.22%
Cemex	\$348,150,562	0.22%

Source: County of San Bernardino, Auditor-Controller/Treasurer/Tax Collector, Property Tax Section.

EMPLOYMENT MIX (2010):

Services:	
Trade, Transportation, and Utilities	149,360
Information	5,839
Financial Activities	21,815
Professional and Business Services	71,425
Education and Health Services	72,919
Leisure and Hospitality	54,533
Other Services	27,543
Unclassified	1,007
Construction	24,232
Manufacturing	46,448
Natural Resources & Mining	2,987
Government	114,637

Source: California Employment Development Department, SBCO, Quarterly Census of Employment and Wages (QCEW) 2010 Annual averages

UNEMPLOYMENT (June 2011): 14.0%

Source: California Employment Development Department, Labor Market Information, Monthly Labor Force Data for Counties.

POVERTY LEVEL (2009 estimate): 14.3%

Source: U.S. Census Bureau, 2005-2009 SBCO, American Community Survey 3-Year Estimates.

MEDIAN HOME PRICE (July 2011): \$135,150

Source: CA Association of Realtors, 2011.



**COUNTY OF SAN BERNARDINO
COUNTYWIDE FACTS AND FIGURES**

ASSESSED VALUATIONS (2010-11):

\$168,113,767 (in thousands)

Source: County of San Bernardino, Auditor-Controller/Treasurer/Tax Collector, Property Tax Section.

MEDIAN FAMILY INCOME (2009 estimate):

\$57,046

Source: U.S. Census Bureau, 2009 American Community Survey 1-Year Estimates.

PER CAPITA PERSONAL INCOME: \$29,609 (2009)

Source: County of San Bernardino and U.S. Department of Commerce, Bureau of Economic Analysis.

TAXABLE SALES (2009): \$23,652,433 (in thousands)

Source: California State Board of Equalization, Taxable Sales in California.

UNIVERSITIES/COMMUNITY COLLEGES

(Ranked by # of students):

Four Year Universities (Fall 2009)

1. California State University San Bernardino (17,852)
2. University of Redlands (4,431)
3. Loma Linda University (4,114)

Community Colleges (Fall 2009)

1. Chaffey College (21,399)
2. San Bernardino Valley College (14,916)
3. Victor Valley Community College (13,470)
4. Crafton Hills College (6,380)
5. Barstow College (4,791)
6. Copper Mountain College (2,044)

Source: County of San Bernardino; National Center for Education Statistics.

AIRPORTS:

1. Apple Valley Airport
2. Baker Airport
3. Cable Airport
4. Chino Airport
5. Daggett Airport
6. Hesperia Airport
7. Needles Airport
8. Ontario International Airport
9. San Bernardino Airport
10. Southern California Logistics Airport
11. Twentynine Palms Airport

TOURIST ATTRACTIONS:

1. Auto Club Speedway
2. Big Bear Lake Resort
3. Calico Ghost Town*
4. Colorado River
5. Joshua Tree National Park
6. Lake Arrowhead Resort
7. Ontario Mills
8. Route 66
9. San Manuel Amphitheater at Glen Helen*
10. Victoria Gardens

*County owned

TOP 6 HOSPITALS:

(Ranked by # of beds)

1. Loma Linda University Medical Center, Loma Linda (854 beds)
2. Kaiser Foundation Hospital, Fontana (416 beds)
3. Arrowhead Regional Medical Center, Colton (353 beds)
4. Saint Bernardine Medical Center, San Bernardino (342 beds)
5. Community Hospital of San Bernardino, San Bernardino (304 beds)
6. San Antonio Community Hospital, Upland (279 beds)

Source: American Hospital Directory, Hospital Search, September 2011.

RACE/ETHNICITY (2020 Projection):

Hispanic	51.4%
White	29.1%
Black	10.7%
Asian	5.8%
American Indian	0.6%
Pacific Islander	0.3%
Multi-Race	2.1%

Source: State of California, Department of Finance, Demographic Research Unit, Population Projections by Race/Ethnicity, 2000-2050. Percentages are rounded.

MEDIAN AGE (2010): 31.7

Source: U.S. Census Bureau, San Bernardino County, California: 2010 Demographic Profile Data.

BIRTH RATE (2011 estimate): 16.7 (per 1,000 population)

Source: California Public Health, Center for Health Statistics, County Health Status Profiles 2010.

DEATH RATE (2010 estimate): 568.4 (per 100,000 population)

Source: California Public Health, Center for Health Statistics, County Health Status Profiles 2011.

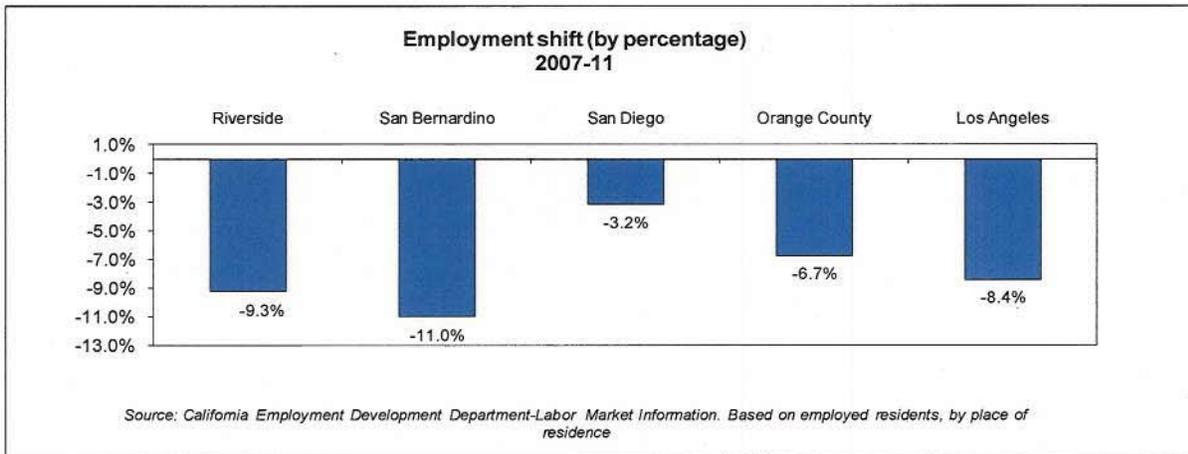
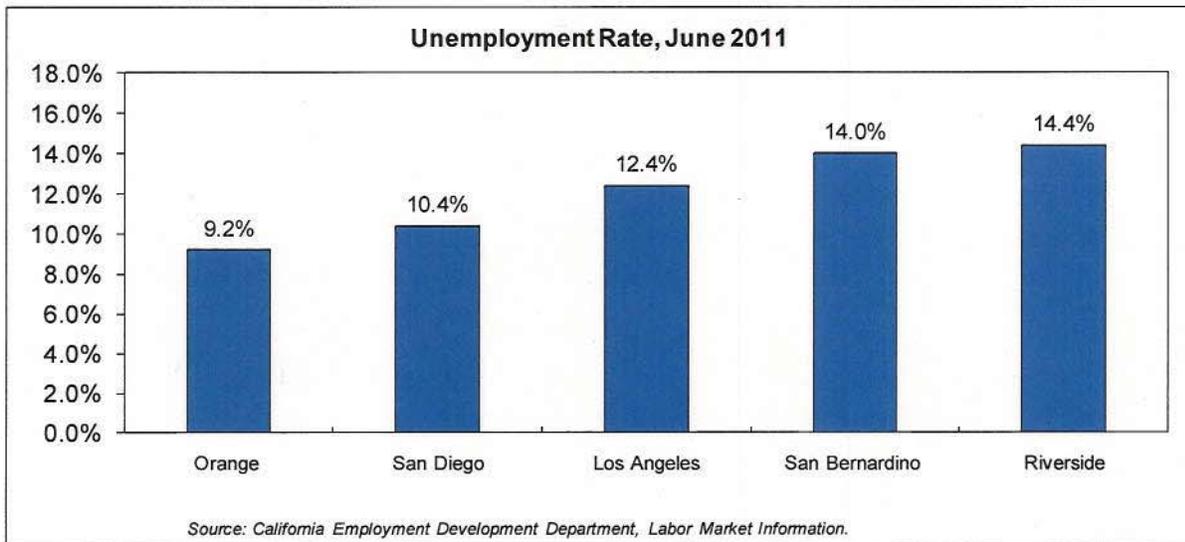
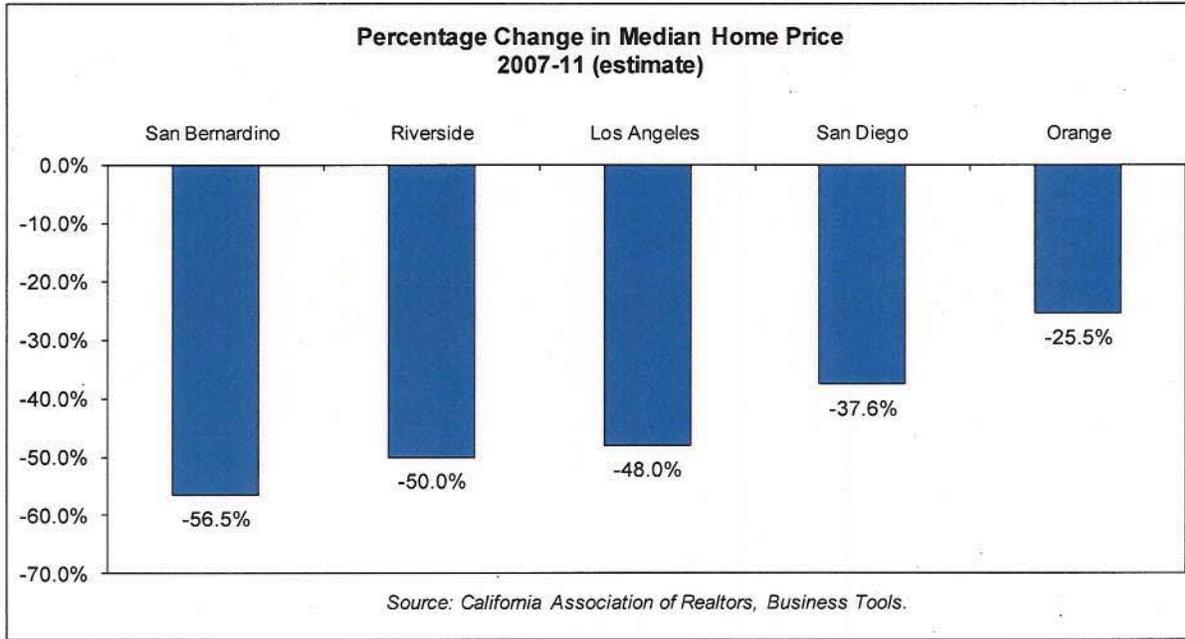
EDUCATIONAL ATTAINMENT (2009 estimate of county population age 25 years and over):

	<u>Percent</u>
Less than 9th grade	10.2%
9th to 12th grade, no diploma	12.5%
High school graduate (includes equivalency)	27.1%
Some college, no degree	23.8%
Associate's degree	8.3%
Bachelor's degree	12.0%
Graduate or professional degree	6.2%

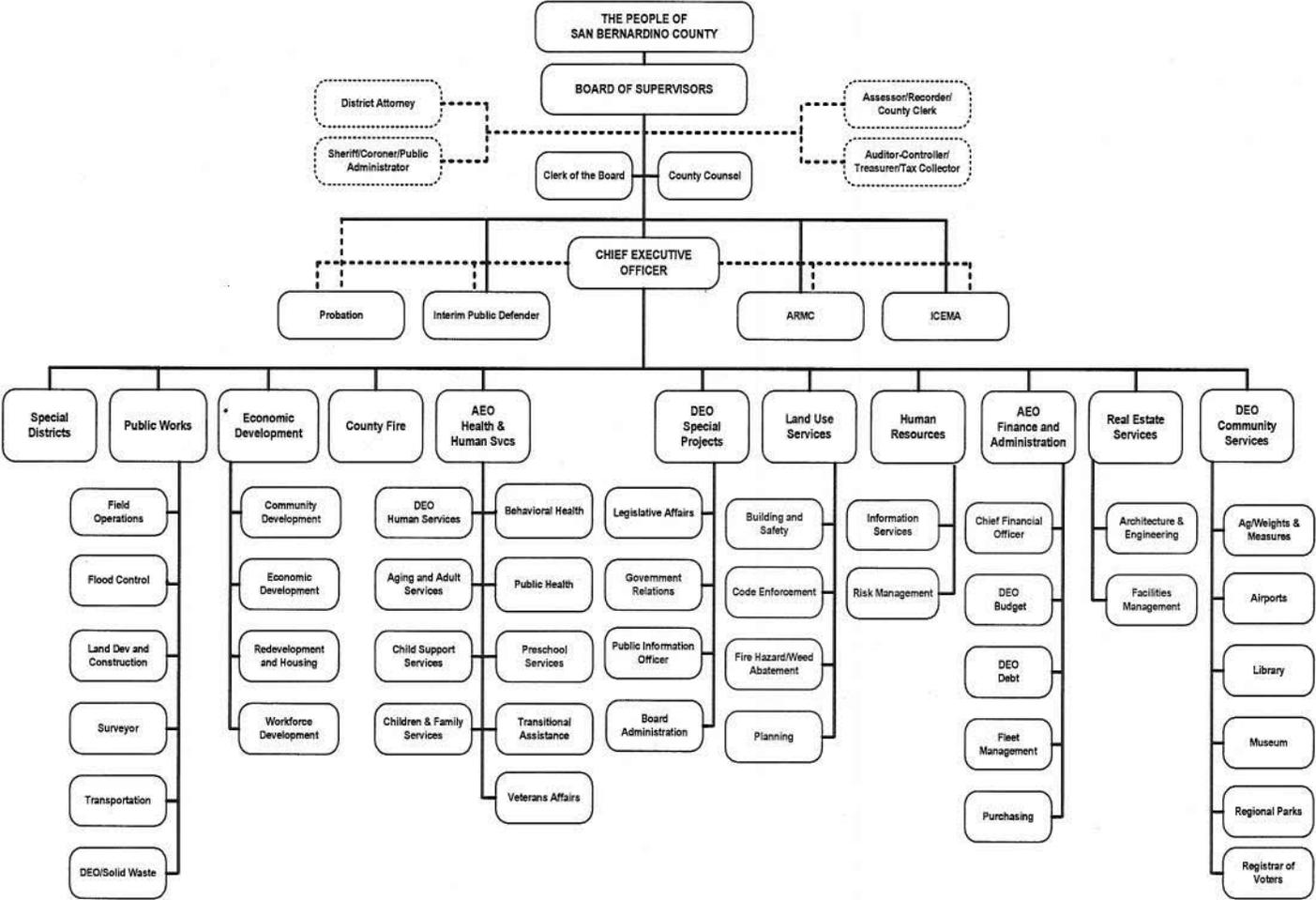
Source: U.S. Census Bureau, 2005-2009 American Community Survey



THE COUNTY OF SAN BERNARDINO COMPARISON TO OTHER COUNTIES



SAN BERNARDINO COUNTY ORGANIZATIONAL CHART



COUNTY OF SAN BERNARDINO

The County of San Bernardino's 2011-12 Adopted Budget covers the period from July 1, 2011 – June 30, 2012. The budget consisting of the general fund, restricted funds, capital project funds, special revenue funds, internal service funds, and enterprise funds has a total appropriation of \$3.98 billion. Each department is responsible for operating within their budget and has the authority to spend up to the approved budget.

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

Mission Statement

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

Goals

On September 28, 2010, the Board of Supervisors adopted the following goals to provide direction to the Chief Executive Officer and the organization, while the county engages in the creation of a new Countywide Vision Statement, and subsequent related goals and objectives.

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

Development of new Countywide Vision Statement

In the fall of 2010, the County of San Bernardino and San Bernardino Associated Governments (SANBAG) launched an initiative to collaborate with the community to develop a vision for the county's future. Input was received from more than 4,000 residents through an online survey and community meetings held throughout the county. In addition, focus group meetings were convened with more than 25 industry-specific groups, as well as with each of the 24 cities and towns in the county to more fully understand their perspectives and priorities.

The data collected through these outreach efforts was summarized into a report that identified nine core vision "elements," a set of shared values and a series of examples that demonstrate innovative and collaborative solutions to critical issues. The end result, the following Countywide Vision statement, was adopted on June 30, 2011, by the County Board of Supervisors and SANBAG Board of Directors.



Countywide Vision Statement

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

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

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

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

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

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

Countywide Vision Elements and Shared Values

To achieve a countywide vision to build a complete community, we must work together to improve each essential element of our society:

Jobs/Economy	Public Safety	Environment
Education	Infrastructure	Wellness
Housing	Quality of Life	Image

The following shared values drive how we address these elements. Our values are our identity, which is what sets us apart and makes us unique from other Southern California regions:

Charity	Honesty	People
Collaboration	Innovation	Responsibility
Commitment	Integrity	Self-reliance
Culture	Natural Resources	Sense of Place
Diversity	Opportunity	Sustainability
Efficiency	Participation	Transparency
History	Patience	Volunteerism

The Countywide Vision, and subsequent goals and objectives, will be an important factor in future budget decisions.



COUNTYWIDE SERVICES

The services provided by the county are arranged into categories in accordance with the County Mission Statement. Therefore, the public services provided are categorized by health, safety, well-being, and quality of life services. In addition, the county's fiscal services provide public support. The categories of leadership and support services are essential to the administration of county government. For those departments offering primary services, a single goal and objective has been listed on the following page that best highlights the County's global mission statement.

PUBLIC SERVICES**Health Services**

- Arrowhead Regional Medical Center
- Behavioral Health
- Public Health

Safety Services

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

Well-Being Services

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

Quality of Life Services

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

Fiscal Services

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

ADMINISTRATIVE SERVICES**Leadership**

- Board of Supervisors
- County Administrative Office

Support Services

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



SYNOPSIS OF SAN BERNARDINO COUNTY GOALS AND OBJECTIVES		
SERVICES	GOALS	OBJECTIVES
HEALTH:		
Arrowhead Regional Medical Center	Promote and increase community collaboration and involvement to increase access to care.	Collaborate with other county departments to maximize the LIHP and allow such designated departments to provide improved coordinated care that will equate to better patient outcomes.
Behavioral Health	Increase access and reduce behavioral health disparities among the diverse racial, ethnic, and cultural communities in San Bernardino County.	Increase number of clients among specified ethnic and cultural groups that are currently underserved or inappropriately served.
Public Health	Promote and ensure a healthful environment.	Increase animal adoptions through increased community involvement, education, and outreach.
SAFETY:		
District Attorney	Promote public safety by punishing criminal conduct.	Continue to promptly, effectively, and ethically prosecute criminal offenses.
Law and Justice Group Administration	Reduce the length of time required to move cases through the criminal justice system.	Increase the number of cases that are electronically filed.
Probation	Ensure treatment and supervision levels are based on criminogenic risk factors.	Assess new juvenile and adult probationers to determine expected risk of recidivating.
Public Defender	Maintain early case resolution.	Maintain early resolution of cases thus minimizing custody time (and attendant costs to the client and the County).
Sheriff/Coroner/Public Administrator	Maintain response capabilities to disasters and other emergencies.	To be able to provide necessary police service to citizens in the unincorporated area of the county.
WELL BEING:		
Aging & Adult Services/Public Guardian	Assist seniors to maintain choices and improve quality of life by increasing knowledge and awareness of available programs and assistance.	Increase individual customers contacted by Senior Information and Assistance (SIA) outreach efforts.
Agriculture/Weights and Measures	Protect the public's health and the environment by preventing foreign pest infestations and the misuse of pesticides in light of increases in county population.	Maintain and service insect detection traps throughout the areas specified by the California Department of Food and Agriculture.
Child Support Services	Improve service delivery to provide timely, effective, and professional service to improve the quality of life of every county resident participating in the child support program.	Ensure the delivery of positive customer service experiences for child support customers.
Transitional Assistance	Increase the work participation rate of recipients of CalWORKs benefits.	Increase the number of Welfare-to-Work mandatory CalWORKs participants who are engaged in a Federal Welfare-to-Work activity.
Children and Family Services	Reduce the number of children who enter foster care each year.	Continue implementation of Family-to-Family (F2F) and other practices that reduce the number of children who must enter foster care.
Land Use Services	Planning-Improve the processing time of project development applications and environmental reviews.	Improve the processing time of project development applications and environmental reviews to be consistent with the Permits Streamlining Act and California Environmental Quality Act (CEQA).
Public Works	Maintain the level of safety and maintenance for county maintained roads.	Maintain the average Pavement Condition Index (PCI) for county roads at a 'good' or higher PCI category.
Registrar of Voters	Increase voter participation in the electoral process.	Continue to promote Vote by Mail and voter education via outreach and marketing activities.
Veterans Affairs	Emphasize higher standards of customer service.	Review customer service policy to ensure full commitment to customers.
QUALITY OF LIFE:		
Airports	Improve Airport infrastructure.	Formulate a plan to address deficiencies in Airport infrastructure
Community Development and Housing	Ensure development of well planned, balanced, and sustainable communities.	Expand the supply of quality, safe, sanitary, and affordable housing for residents of San Bernardino County.
Economic Development	Foster job creation and improve the welfare of county residents.	Identify, attract and facilitate the location and/or relocation of businesses that offer jobs suitable for the job skills available within the County.
County Library	Increase community participation in Library services and programs.	Develop system-wide practices that recruit, train, and promote the successful involvement of volunteers.
County Museum	Enhance public awareness of museum services/programs and increase accessibility to museum collections.	Increase public visitation and use of the County Museum and branch sites.
Preschool Services	Achieve school readiness of enrolled children to ensure they are making progress toward positive outcomes as required by the Desired Results Developmental Profile-Revised Program.	Assess children 3 times per year in accordance with Federal and State Regulations. Teachers will share assessment information with parents and use this input to prepare home and classroom activities responsive to the child's individual needs.
Regional Parks	Provide opportunities that promote a healthy outdoor lifestyle.	Continue to develop youth programs.
Workforce Development	Increase employability of county residents through services provided.	Maintain number of county residents receiving intensive Workforce Investment Act (WIA) services.



BUDGET PLANNING CALENDAR

For 2011-12, the County of San Bernardino's annual budget process has changed due to the elimination of a separate publication of the Annual Report and Business Plan document that was used as an instrument to tie departmental budgets to departmental goals, objectives, and performance measures. The same information has now been incorporated into the budget document. Providing all of this information in one document is more reader friendly and cost effective. Therefore, the 2011-12 Adopted Budget book includes prior year accomplishments, departmental strategic goals, objectives, and performance measures, which demonstrate how departments meet their overall departmental mission as well as the global mission of the county.

ONGOING

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

Departments provide year end estimates of revenues and expenditures to the Finance and Administration Department on a monthly basis and any significant changes are addressed timely.

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

OCTOBER THROUGH DECEMBER

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

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

JANUARY AND FEBRUARY

Five-year Operating Forecast – Finance and Administration develops a five-year operating forecast of financial operations for general fund programs, projecting major revenues (sources) and expenditures (requirements), based on current service levels and expected future changes to those programs or service levels. The analysis includes the identification of trends, significant impacts, and recommendations, which are presented to the Chief Executive Officer for recommendation to the Board of Supervisors for final approval.

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

MARCH AND APRIL

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

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.

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

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

MAY AND JUNE

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

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

JULY THROUGH SEPTEMBER

Budget Prep System – Finance and Administration makes final budget changes to the Budget Prep System for items approved by the Board of Supervisors, including final fund balance adjustments.

Preparation of Adopted Budget Book – Finance and Administration updates the Recommended Budget Book to reflect final changes.

2011-12 Budget Calendar

December 22, 2010	Capital Improvement Call Letter to Departments
January 11, 2011	Fee Instructions to Departments
January 31, 2011	Departments Submit Capital Improvement Requests
January 31, 2011	Departments Submit Fee Workbooks
March 8, 2011	Budget Preparation System opened for Departmental Input
March 8, 2011	Budget Preparation System Training
March 18, 2011	Budget Instructions to Departments
April 19, 2011	2011-12 Internal Service Rates Approved
April 19, 2011	Fee Hearing
May 6, 2011	Departments Submit Budget Workbooks
June 3, 2011	Recommended Budget Delivered to the Board of Supervisors
June 16 and 28, 2011	Budget Hearing and Adoption of 2011-12 Budget
October 2011	Adopted Budget Book Printed



General Fund Budget Process

The County Administrative Office has the responsibility of developing the county strategic plan for all general fund departments. This plan begins with a five-year operating forecast which is detailed in the Discretionary General Funding section of this budget book. This forecast highlights what costs are planned to be incurred and the revenue projections in the upcoming fiscal year as well as the next four fiscal years. The county uses this forecast to build their strategic plan for the five years beginning 2011-12.

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

For some departments, budgets are also built utilizing revenues generated from fees. On April 19, 2011, the Board of Supervisors held a Fee Hearing. The Fee Hearing is designed to take public testimony related to fee changes for the 2011-12 fiscal year. The fees were adopted on May 3, 2011. This early approval date allows for the incorporation of any fee changes into the recommended budgets. The majority of approved fees become effective with the start of the fiscal year, with the exception of Regional Park fees that generally become effective one month after adoption. Additional Fee Hearings were held on June 7 and June 14, 2011, further revising the 2011-12 County Fee Ordinance, as some departments required additional fee analysis to be performed before recommending changes to the Board.

Due to the current economic conditions, there is no additional funding available to fund ongoing cost increases needed to maintain current services including countywide insurance, central services, retirement cost increases; negotiated salary and benefit increases for the San Bernardino Public Employee Association (SBPEA) and Safety Employee Benefit Association (SEBA) represented employees; and a needed increase to the County Fire subsidy. Therefore, the County Administrative Office has developed a strategic plan focused on addressing the five-year cumulative structural budget deficit that warrants the implementation of various measures. It is important to note that this strategic plan does not include any potential impacts of the 2011-12 State Budget, which are unknown and unpredictable at this time.

The strategic plan incorporates several ongoing measures in order to balance the budget over the next five years beginning in 2011-12, including a request to employee unions not to take previously negotiated across-the-board salary increases. Measures that have a departmental impact include reduced allocations of discretionary general funding (net county cost), employee compensation reductions, and service level reductions. Net county cost allocations were eliminated for Children's Fund, Children's Network, County Library, Regional Parks, Law and Justice Administration, and Board of Supervisors Priority Policy Needs. In addition, Human Services, Public Health, Public Defender, and other various departments received reductions in their general fund allocation. Employee compensation reductions have been reflected for exempt employees, Probation Officers, and the Attorney Unit. The largest cost reduction measure is a proposed work schedule reduction for SBPEA represented employees.

The 2011-12 Adopted Budget was formally approved on June 28, 2011. At that time, the Board of Supervisors approved some additional changes including: an appropriation and revenue increase of \$610,000 for the Arrowhead Regional Medical Center Parking Expansion Project to add approximately 390 parking spaces; a grant award of \$523,230 for the Sheriff/Coroner/Public Administrator to enable the temporary restoration of six unfunded positions for the Department's California Multi-Jurisdictional Methamphetamine Enforcement Team (CAL MMET); a one-time \$75,000 allocation of additional discretionary general funding to the Economic Development Agency for Brand Awareness to increase brand recognition throughout the nation and to work with professional organizations to market the County of San Bernardino, thus bringing jobs to the community; one additional position and \$220,000 in additional ongoing net county cost to support a Code Enforcement Chief and loss of revenue in the Land Use Services Department; a \$419,000 increase in the net county cost subsidy to County Fire, including the addition of three limited term firefighter positions to support the Helendale area; an appropriation increase of \$2.1 million for the Lake Mojave Narrows Dam Project for improvements to the dam at Horseshoe Lake in Victorville; and also directed that any final fund balance adjustment in the general fund be made to the appropriation for contingencies. No money can be spent from contingencies without obtaining Board of Supervisors approval.



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 2011-12 and any revenue not spent and carried forward from prior years (for example, fund balance for special revenue funds). These budgets were also represented during the Budget Hearing. In addition, when the Board of Supervisors approves the adopted budget, they also approve the necessary fund balance adjustments to these funds to agree to the Auditor-Controller/Treasurer/Tax Collector's actual fund balance.

Amending the Adopted Budget

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

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

Transfer of Salaries and Benefits Appropriation:

- Transfers out funded with discretionary general funding (net county cost) are not allowed.
- Transfers out not funded with discretionary general funding require Board of Supervisors approval and should be included in a quarterly budget report.
- Transfers in from other available appropriation within the budget unit will be required if budgeted salaries and benefits appropriation is inadequate to meet expenditures.

Transfer of Fixed Asset Appropriation:

- Transfers out requires Board of Supervisors approval and should be included in a quarterly budget report.
- Transfers in, less than \$10,000, may be approved by the County Administrative Office.
- Transfers in, greater than \$10,000, requires Board of Supervisors approval and should be included in a quarterly budget report.



BUDGET BOOK FORMAT

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

**DEPARTMENT
Department Head**

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

MISSION STATEMENT

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

Photo of the Department Head

ORGANIZATIONAL CHART

Demonstrates the names of key personnel and departmental structure by function, including budgeted staffing counts.
To determine total budgeted staffing, count the values listed in each box.

2009-10 AND 2010-11 ACCOMPLISHMENTS

Significant departmental accomplishments for the last two fiscal years. In the future this will only include the previous fiscal year, but as the Annual Report and Business Plan has been incorporated into the budget document for 2011-12, the 2009-10 accomplishments have not yet been published.

2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1:

Objective:

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2011-12 Actual	2011-12 Target

The above table describes the department's goals, objectives, and target performance measures for 2011-12. Prior fiscal year actual performance results, including any applicable status updates, are also included.



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Name of General Fund Budget Unit	0	0	0			0
Name of General Fund Budget Unit	0	0	0			0
Total General Fund	0	0	0			0
Special Revenue Funds						
Name of Special Revenue Fund Budget Unit	0	0		0		0
Name of Special Revenue Fund Budget Unit	0	0		0		0
Total Special Revenue Funds	0	0		0		0
Internal Service Funds						
Name of ISF Budget Unit	0	0			0	0
Total Internal Service Funds	0	0			0	0
Enterprise Funds						
Name of EF Budget Unit	0	0			0	0
Total Enterprise Funds	0	0			0	0
Total - All Funds	0	0	0	0	0	0

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Total	0	0	0	0	0

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Total	0	0	0	0	0

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Total	0	0	0	0	0

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Total	0	0	0	0	0

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Total	0	0	0	0	0

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



Name of Budget Unit

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

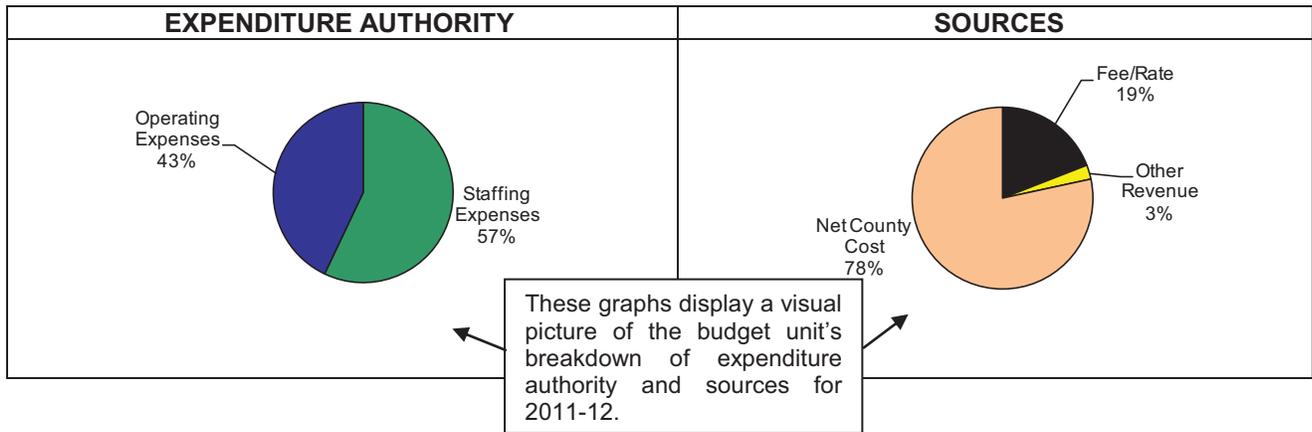
Budget at a Glance	
Total Expenditure Authority	\$1,776,092
Total Sources	\$383,750
Net County Cost	\$1,392,342
Total Staff	13
Funded by Net County Cost	78%

DESCRIPTION OF MAJOR SERVICES

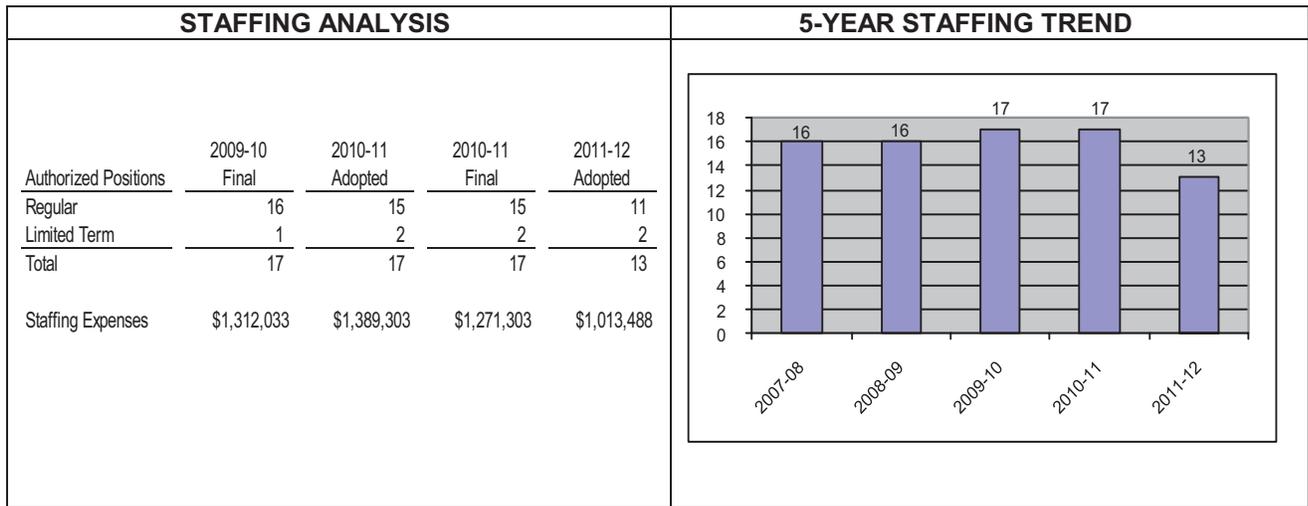
Description of Major Services provides a narrative describing the function and activity of the budget unit.

Budget at a Glance lists the budget unit's 2011-12 expenditure authority, sources (including reimbursements), total budgeted staffing, and percentage of net county cost, if any.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



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

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



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
GROUP:	-						
DEPARTMENT:	-						
FUND:	-						
BUDGET UNIT:							
FUNCTION:							
ACTIVITY:							
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	0	0	0
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	0	0	0	0	0	0	0
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

This narrative section briefly describes any major budget unit changes and highlights the 2011-12 budget by appropriation and departmental revenue line item, including significant changes from the prior year current budget.

STAFFING CHANGES AND OPERATIONAL IMPACT

This narrative section briefly highlights budgeted staffing changes and operational impacts for 2011-12, including significant changes from the prior year budgeted staffing.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	3	0	0	3
Agenda Process	3	0	3	3	0	0	3
Assessment Appeals	4	2	6	5	1	0	6
Business License/Form 700	1	0	1	1	0	0	1
Total	11	2	13	12	1	0	13

Administration	Assessment Appeals	Agenda Processing	Business License/Form 700
1 Clerk of the Board of Supervisors	1 Board Services Supervisor	2 Senior Board Services Specialists	1 Board Services Specialist
1 Chief Deputy Clerk of the Board	1 Board Services Technician	1 Board Services Specialist	
1 Executive Secretary III	2 Board Services Specialists		
	2 Public Service Employees		

The 2011-12 Position Summary above displays regular and limited term positions by division within the budget unit; including details regarding if the positions are filled, vacant, or new (as of May 6, 2011 when budget workbooks were submitted). It also provides classification detail and position counts for 2011-12 budgeted staffing.



APPROPRIATION SUMMARY

The 2011-12 Adopted Budget includes appropriation of \$3,982,031,175, which is an increase of \$166,730,881 or 4.37% over the 2010-11 Final Budget. The 2010-11 Adopted Budget has been restated due to the movement of Board Elective Projects from Contingencies to Administration in this appropriation summary schedule. The schedule below lists appropriation, however, it does not include operating transfers out. This schedule shows the change from the prior year final budget.

	2009-10 Actual	2010-11 Restated Adopted	2010-11 Final Budget	2011-12 Adopted Budget	Change Between 2010-11 Final & 2011-12	Percentage Change
Countywide Operations						
Administration	56,055,469	64,175,095	54,235,589	60,905,525	6,669,936	12.30%
Contingencies	-	57,685,241	73,029,147	40,096,166	(32,932,981)	(45.10%)
Countywide Discretionary	10,352,730	7,500,000	7,500,000	7,500,000	-	0.00%
Capital Facilities Leases	20,687,803	54,640,359	54,640,359	16,258,391	(38,381,968)	(70.24%)
Economic Development Agency	3,551,980	3,296,638	3,065,030	2,967,151	(97,879)	(3.19%)
Fiscal	53,270,842	53,533,134	52,516,676	59,721,388	7,204,712	13.72%
Human Services	1,207,182,035	1,282,896,222	1,173,969,161	1,242,782,393	68,813,232	5.86%
Law and Justice	660,098,586	666,858,296	656,631,375	691,262,326	34,630,951	5.27%
Operations and Community Services	78,237,057	85,809,195	79,477,626	88,463,200	8,985,574	11.31%
Total General Fund	2,089,436,502	2,276,394,180	2,155,064,963	2,209,956,540	54,891,577	2.55%
Restricted Funds	-	51,548,064	51,548,064	88,906,878	37,358,814	72.47%
Capital Project Funds	99,809,298	122,945,661	242,073,981	242,535,763	461,782	0.19%
Special Revenue Funds	205,828,555	623,465,972	583,408,997	624,859,826	41,450,829	7.10%
Enterprise Funds	535,021,456	612,307,462	637,382,297	654,057,856	16,675,559	2.62%
Internal Service Funds	142,558,922	159,745,134	145,821,992	161,714,312	15,892,320	10.90%
Subtotal	983,218,231	1,570,012,293	1,660,235,331	1,772,074,635	111,839,304	6.74%
Total Countywide Funds	3,072,654,733	3,846,406,473	3,815,300,294	3,982,031,175	166,730,881	4.37%

Countywide Operations

Countywide operations show an increase in appropriation of \$54,891,577 over the prior year final budget. Significant increases are seen in **Human Services** and **Law and Justice** operational groups. Significant reductions are seen in **Contingencies** and **Capital Facilities Leases**. For the operational groups of the general fund and the other fund types, significant changes listed in the appropriation summary are discussed below.

Administration shows a net increase of \$6.7 million. As mentioned above, the **Board Elective Projects** was moved into this operational grouping. Board Elective Projects are accounted for in the Priority Policy Needs budget unit. In the prior year, this budget unit was funded with an annual allocation of \$2,250,000 and unspent carryover funds. For 2011-12, only the carryover funds will be appropriated and this will occur at the close of 2010-11.

Contingencies reflects a reduction of \$32.9 million. The primary reason for this decrease from 2010-11 Final Budget is the result of general fund departments returning excess appropriation and unbudgeted revenues from 2010-11 to contingencies at year end.

Capital Facilities Leases is decreasing by \$38.4 million primarily due to the one-time expenditure authority of \$38.0 million used to optionally prepay a portion of the county's outstanding debt in 2010-11 which generated \$5.5 million in annual savings.

The **Economic Development Agency** shows a \$97,879 decrease primarily due to the elimination of one-time carryover funds and a reduction in discretionary general funding to this budget unit.

Fiscal increased by a net \$7.2 million from the prior year final budget primarily due to \$6.0 million budgeted for the new FAS 2012 project which is a planned upgrade/replacement to the existing financial accounting system. Additionally, the **Assessor/Recorder/County Clerk** increased by \$2.1 million and the **Auditor-Controller/Treasurer/Tax Collector** decreased by \$0.9 million. This appropriation change is the result of the reorganization of the fiscal operating group which transferred the Recorder and County Clerk functions to the Assessor effective January 3, 2011.



Human Services is increasing by a net \$68.8 million over the prior year final budget. **Administrative Claim** budget unit is increasing a net \$24.8 million which is primarily due to appropriation increases in the Cal-FRESH, CalWORKs and Medi-CAL programs.

Additionally, significant increases are budgeted in three subsistence budget units which are funded primarily with state and federal revenues: **Foster Care** (\$7.8 million), **Aid to Adoptive Children** (\$3.2 million), and **CalWORKs – 2 Parent Families** (\$2.0 million). Foster Care is increasing due to court ordered increases of 32% for group home rates. Aid to Adoptive Children and CalWORKs – 2 Parent Families are both increasing due to overall increases in caseload growth.

Reductions in the subsistence budget units of **Entitlement Payments (Childcare)** (\$6.1 million), **Seriously Emotionally Disturbed** (\$4.8 million), and **CalWORKs – Family Group** (\$3.8 million). Entitlement Payments are decreasing due to program changes at the state level, Seriously Emotionally Disturbed program was shifted to county schools and State funding was eliminated and CalWORKs – Family Group is decreasing due to an 8% reduction in grant payments.

Health Administration budget unit is increasing \$21.7 million over the prior year final budget primarily as a result of Disproportionate Share Hospital Funds and the Intergovernmental Transfer (IGT) Proposal to fund Medi-Cal Managed Care capitation rate increases.

Behavioral Health budget unit is increasing over the prior year final budget by \$12.8 million primarily due to increases in staffing expenses; operating expenses related to other charges for state hospitals, out of state placement, rents, leases, and legal fees; and capital expenditures. Additionally, budgeted increases of \$6.7 million are reflected in the **Public Health** budget unit which is primarily the result of staffing expenses. **Public Health's California Children Services** is increasing by \$3.4 million due to staffing increases and operating expenses related to treatment costs.

Law and Justice shows an increase of \$34.6 million over the 2010-11 Final Budget. The **Sheriff/Coroner/Public Administrator** increased by \$35.9 million primarily due to \$19.3 million in staffing expenses related to salary raises, retirement costs and cash outs and a \$21.3 million in operating expenses resulting from COWCAP charges and increased law enforcement liability costs. These increases are offset by a \$4.1 million decrease in capital expenditures. **Probation's Administration, Corrections and Detention** has a net \$3.1 million increase resulting primarily from a reduction of 73 budgeted staffing offset by an increase in operating costs due to COWCAP.

Offsetting these increases are **District Attorney – Criminal Prosecution** reductions totaling \$3.5 million which are primarily the net result of decreases in staffing expenses from the reduction of 33 budgeted positions, reduced reimbursements, and increased costs related to COWCAP charges and **Public Defender** decreases of \$0.9 million which reflect a reduction in staffing expense offset by an increase in operating expenses, primarily COWCAP.

Operations and Community Services shows an increase of \$9.0 million over the prior year final budget. Budget units with significant increases include: **Registrar of Voters** (\$2.4 million) due to projected costs associated with 2011-12 election cycle of three major elections and one small election and COWCAP charges; **Regional Parks** (\$2.9 million) primarily due to the addition of COWCAP charges which were offset by reductions in budgeted staffing and increased reimbursements; **Facilities Management – Utilities** (\$1.9 million) which is due to anticipated rate increases from providers; and **Land Use Services – Planning** (\$1.5 million) which is primarily due to professional services that result from development projects such as Green House Gas.

Offsetting these increases are various reductions in other Operations and Community Services budget units of which the **Facilities Management Department** has the largest reduction of \$2.4 million which is primarily due to the transfer of the management of capital improvement projects from Facilities Management - Maintenance Division to the Architecture and Engineering Department.

Restricted Funds

Restricted Funds consist of two limited use funding sources – Prop 172 and Realignment. Prop 172 revenue assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. Realignment assists in funding mental health, social services and health programs within the county. All funding not anticipated to be utilized during the fiscal year are appropriated in contingencies in these restricted funds.

Of the total \$88.9 million for these restricted funds, the Realignment portion is \$71.4 million and the Prop 172 portion is \$17.5 million. Appropriation increased from the prior year by \$37.4 million, which primarily consisted of a \$39.1 million increase in Realignment offset by a \$1.7 million decrease in Prop 172. For more details regarding the use of these restricted funds, refer to the Discretionary General Funding section of the 2011-12 Adopted Budget, pages 51-58.

Capital Project Funds

Capital Project Funds appropriation is increasing by \$461,782 from the prior year final budget. Of the \$242.5 million total appropriation for Architecture and Engineering Department's capital projects for 2011-12, \$91.8 million is budgeted for new projects and \$150.7 million is budgeted as carryover projects. For more details regarding capital project funds, refer to the Capital Improvement Program section of the 2011-12 Adopted Budget, pages 641-685.

Special Revenue Funds

Special Revenue Funds are increasing by \$41.5 million overall. Significant changes in appropriation in special revenue funds include:

- \$33.7 million net increase in appropriation for **Public Works – Transportation – Road Operations** budget unit due primarily to the following factors: a \$23.0 million increase in future projects, \$18.1 million in new professional service road construction projects, offset by a \$10.0 million net increase in reimbursements for several shared projects.
- \$31.6 million net increase in appropriation for **Community Development and Housing** which is the result of the following factors: budgeting for all unreserved fund balance, planned increase in projects that require more than one year to complete, and the reprogramming of funds from contingencies as expenditures for planned projects.
- \$6.8 million decrease in **Preschool Services** due to reductions in ARRA funding and changes related to the Head Start Act which impacted staffing and operating expenses.
- \$5.2 million decrease in **Assessor/Recorder/County Clerk's Systems Development** due to a reduction in contingencies to help fund a new property tax system which will include automated recording functionality.
- \$4.4 million net decrease in the **Behavioral Health – Mental Health Services Act (MHSA)** budget unit due primarily to a \$29.2 million reduction in available departmental contingencies which is being used to fund increases in staffing and operating expenses, as well as capital expenditures for approved MHSA plans.
- \$4.0 million decrease in **Probation's Juvenile Justice Grant Program Special Revenue** fund in anticipation of the Vehicle License Fee (VLF) 'sunset' date of June 30, 2011. Appropriation was reduced to reflect the remaining balance of revenues within the program.
- \$3.1 million reduction in **Workforce Development** due primarily to decreases in the ending of programs funded under the American Recovery and Reinvestment Act (ARRA).
- \$3.1 million reduction in **Public Works – Transportation – Facilities Development Plans** special revenue budget units due to the completion of paving projects and the encumbering of funds in 2010-11 for existing projects. No additional expenditures for construction projects are planned for 2011-12.



Enterprise Funds

Enterprise Funds are increasing by \$16.7 million overall. Significant changes in appropriation in enterprise funds are listed below:

Arrowhead Regional Medical Center (ARMC) increased appropriation by \$13.9 million. The three significant areas changing in this budget unit include staffing expenses, operating expenses and costs for fixed assets. Staffing expenses are increasing by \$12.0 million due to the addition of 109 budgeted positions. Increases in operating expenses of \$8.0 million are due to a variety of expenditures such as medical supplies cost and volume increases, physician fees, external care provider services, equipment leases, minor equipment purchases, and computer software projects. These increases will provide for the change in operations resultant from the implementation of the Low Income Health Plan, the Delivery System Reform Incentive Pool, and the Meaningful Use initiative. Each program area has associated increases in revenue and aim to increase the population being served as well as provide enhanced patient outcomes. The other major area is fixed assets for which capital expenditures are increasing \$6.6 million due to planned purchases of new equipment and the replacement of existing equipment.

ARMC Medical Center Lease Payments decreased by \$2.0 million in accordance with the scheduled leased amortization.

The **Public Works – Solid Waste Management Division (SWMD)** increased appropriation by a net \$3.8 million. This division is comprised of several budget units.

SWMD budget units with increases include: Operations (\$3.6 million), Environmental Fund (\$2.7 million), and Environmental Mitigation Fund (\$1.5 million). The majority of the increase in Operations is the result of increases in operating expenditures of \$10.7 million funded by using \$9.1 million previously budgeted as contingencies. Additionally, Operations is planning an increase of \$1.5 million in capital expenditures. For the Environmental Fund, the increase is primarily for capital expenditures. In the Environmental Mitigation Fund, increases are related to the Host Cities program.

SWMD budget units with decreases include: Site Closure and Maintenance Fund (\$3.1 million) with reductions related to the closure of the Big Bear Sanitary Landfill and the Closure and Post-Closure Maintenance budget unit (\$1.6 million) which reduced departmental contingencies.

Internal Service Funds

The departments of Risk Management, Information Services, Purchasing and Fleet Management each have internal service funds (ISF). Risk Management ISFs consist of insurance programs and operations. Information Services has three ISF budget units: Computer Operations, Telecommunication Services and 800 Megahertz – Rebanding Project. The Purchasing department is responsible for three ISF budget units which are Printing Services, Surplus Property and Storage Operations, and Mail/Courier Services. Motor Pool and Garage are the two ISF budget units in the Fleet Management department.

Internal service funds appropriation is increasing by a net \$15.9 million over the prior year final budget. The internal service fund budget units that comprise **Risk Management's** insurance program had the most significant increase in appropriation (\$3.1 million) of which is primarily in operating expenses.

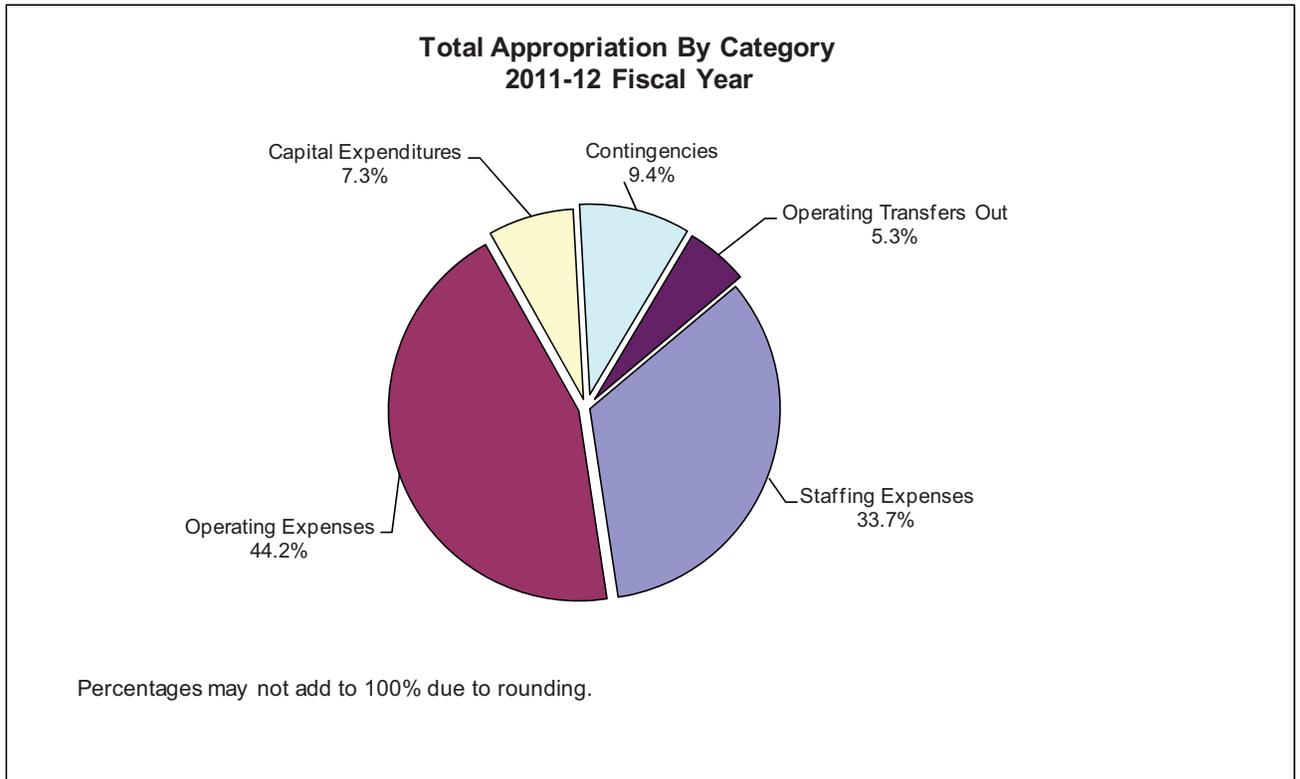
Increases in appropriation are budgeted in Information Services' **Computer Operations** (\$3.6 million) and **Telecommunication Services** (\$8.1 million). For both of these budget units increases are primarily in operating expenses and capital expenditures for equipment

The appropriation summary charts presented on the following pages include expenditures and other funding sources such as operating transfers out for all appropriated funds. Operating transfers out represent funding provided from one budget unit to another within the county. The figures presented on the appropriation summary by category chart are subtotaled prior to the operating transfers out line. The appropriation categories reflected in the subtotal are the same as presented on the first page of this County Budget Summary section. Additionally, there are charts to reflect total appropriation by category, total appropriation by group/agency and total appropriation by fund type.



TOTAL APPROPRIATION BY CATEGORY

	Restated Fiscal Year 2009-10 Final Budget	Restated Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Appropriation				
Staffing Expenses	1,410,505,216	1,475,223,787	1,419,302,940	1,491,395,717
Operating Expenses	1,678,090,807	2,078,560,766	1,792,009,603	1,955,539,548
Capital Expenditures	255,142,745	206,768,640	275,912,993	322,105,810
Reimbursements	(142,864,178)	(222,827,341)	(194,812,962)	(203,895,082)
Contingencies	304,180,114	308,680,621	522,887,720	416,885,182
Subtotal	3,505,054,704	3,846,406,473	3,815,300,294	3,982,031,175
Operating Transfers Out	287,490,802	218,456,329	274,634,761	235,581,598
Total	3,792,545,506	4,064,862,802	4,089,935,055	4,217,612,773
Budgeted Staffing	19,675	19,325	19,260	18,631



Below are the significant changes, by appropriation category for all appropriated funds, from prior year final budget (generally actual expenditures in 2010-11) compared to budgeted expenditures in 2011-12:

- **Staffing Expenses** are increasing from the prior year final budget by approximately \$72.0 million or 5.1%. Although budgeted staffing counts are decreasing from the final budget by 629, the increase in this appropriation is primarily the result of vacant positions in 2010-11, additional costs associated with negotiated pay increases for safety employees represented by Safety Employees Benefit Association (SEBA) and general employees represented by the San Bernardino Public Employee Association (SBPEA). For more details regarding departmental budgeted staffing changes, refer to the 'Budgeted Staffing Summary' found later in this section on pages 40-46.

Budget units with significant increases include \$34.2 million in **Human Services – Administrative Claim**, \$19.3 million in **Sheriff/Coroner/Public Administrator**, \$12.0 million in **Arrowhead Regional Medical Center** and \$8.2 million in **Behavioral Health**. Notable decreases include \$6.1 million in **District Attorney – Criminal Prosecution**, \$4.4 million in **Preschool Services**, and \$3.9 million in **Probation's Administration, Corrections and Detention**.

- **Operating Expenses** are increasing by approximately \$163.5 million or 9.1% from the prior year final budget. This appropriation category includes several subcategories: services and supplies, central services, travel and related costs, other charges, and transfers. Subcategories with significant changes include net increases to services and supplies (\$125.2 million), other charges (\$18.7 million) and transfers (\$17.3 million).

Budget units with significant increases in the appropriation category of operating expenses include **Community Development and Housing** (\$52.3 million), **Health Administration** (\$21.7 million), **Sheriff/Coroner/Public Administrator** (\$21.3 million), **Public Works – Transportation – Road Operations** (\$17.7 million), and **Behavioral Health Mental Health Services Act** (\$15.0 million). Budget units with noteworthy decreases in operating expenses include **Capital Facilities Leases** (\$38.5 million), **Human Services – Administrative Claim** (\$9.8 million), and **Workforce Development** (\$9.1 million).

- **Capital Expenditures** are increasing by \$46.2 million or 16.7%. This appropriation category includes several subcategories: land acquisition, improvements to land, easements/rights of way, structures and improvements to structures, vehicles, equipment purchases and lease purchases, and capitalized software. Significant changes in subcategories include land acquisition (-\$2.8 million), improvements to land (\$22.2 million), structures and improvements to structures (\$3.1 million), equipment (\$17.0 million), vehicles (-\$1.7 million), and capitalized software (\$8.4 million).

Budget units with significant changes in capital expenditures include a net \$8.3 million increase in **Capital Improvement Projects** and an increase of \$6.6 million in **Arrowhead Regional Medical Center**.

- **Reimbursements** are increasing by \$9.1 million or 4.7%. Reimbursements represent the amount received as a payment for the services provided on behalf of another governmental unit or department. Reimbursements are considered a funding source. The most significant increases are \$10.0 million in **Public Works – Transportation – Road Operations**, \$2.8 million in **Behavioral Health**, and \$2.2 million in **Assessor/Recorder/County Clerk**. Significant decreases include \$5.1 million in **Workforce Development**, \$2.8 million in **Probation's Juvenile Justice Grant**, and \$1.4 million in the **District Attorney – Criminal Prosecution** budget unit.
- **Contingencies** are decreasing over the prior year final budget by a net \$106.0 million or -20.3%. Significant decreases include \$33.8 million in **general fund contingencies**, \$29.2 million in **Behavioral Health – Mental Health Services Act**, and \$12.7 million in **Arrowhead Regional Medical Center**. Significant increases include \$39.1 in **Realignment** and \$23.0 million in **Public Works – Transportation – Road Operations**.
- **Operating Transfers Out** is a method of providing funding from one budget unit to another for the implementation of a project or program. This line item is decreasing by a net \$39.1 million or -14.2%. The most significant decreases are \$30.0 million in **Countywide Discretionary**, \$23.4 million in **Capital Improvement Projects**, and \$3.0 million in **Public Works – Solid Waste Management Division**. These decreases are offset by a \$5.5 million increase in **Prop 172**, \$4.3 million increase in **Public Works – Transportation – Road Operations** and \$3.9 million in **Human Services – Wraparound Reinvestment Fund**.

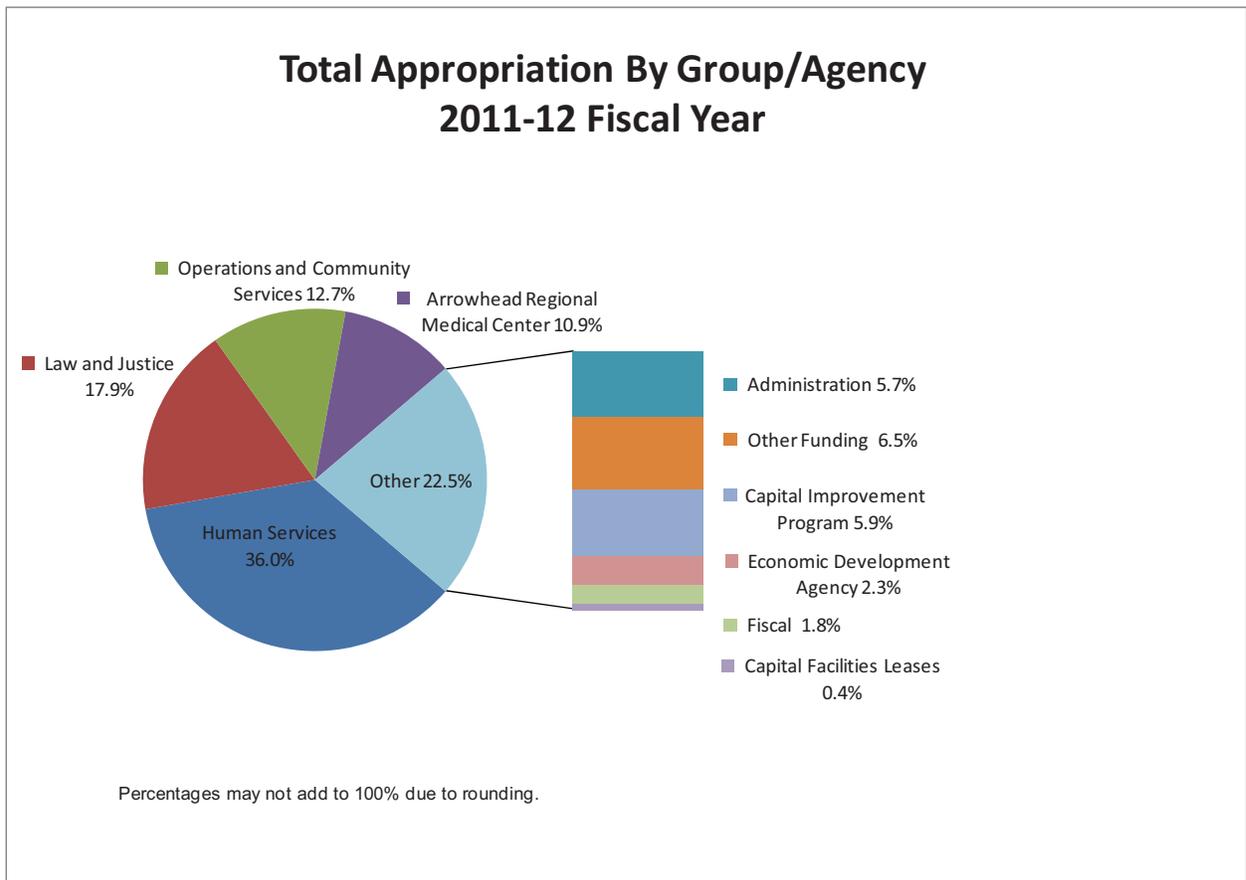


TOTAL APPROPRIATION BY GROUP/AGENCY

	Restated* Fiscal Year 2009-10 Final Budget	Restated* Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Administration	242,614,463	240,453,419	215,116,036	239,741,441
Capital Facilities Leases	20,933,394	54,640,359	54,640,359	16,258,391
Economic Development Agency	71,449,310	104,327,571	68,806,594	98,833,178
Fiscal	71,109,145	68,388,220	67,838,728	74,090,565
Arrowhead Regional Medical Center	404,424,441	374,761,840	403,743,796	459,416,270
Human Services	1,494,433,442	1,588,177,035	1,495,667,644	1,519,292,111
Law and Justice	729,238,562	732,392,013	727,962,786	754,659,995
Operations and Community Services	395,549,761	527,223,330	491,919,035	536,408,953
Capital Improvement Program	189,254,619	126,529,617	269,682,461	246,736,656
Other Funding	173,538,369	247,969,398	294,557,616	272,175,213
Total	3,792,545,506	4,064,862,802	4,089,935,055	4,217,612,773

Budgeted Staffing 19,675 19,325 19,260 18,631

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



Governmental Fund Types

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

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.

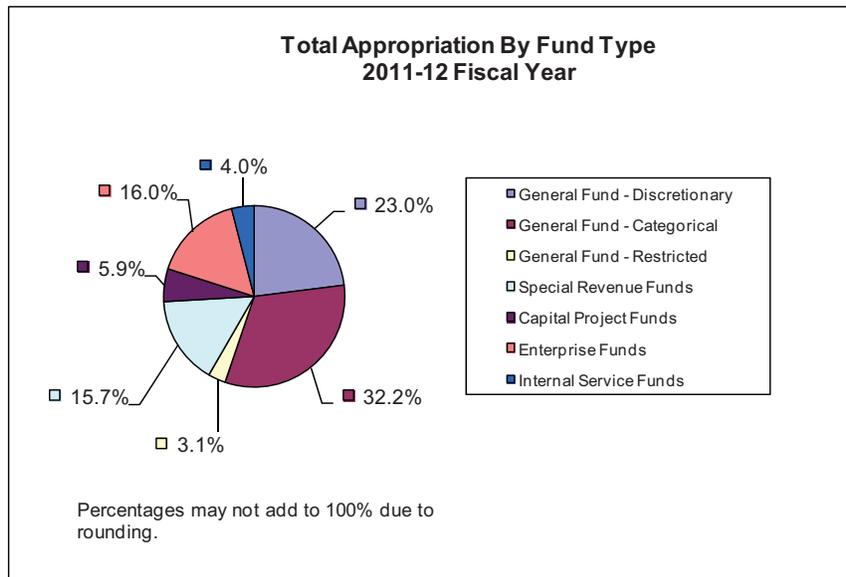
Proprietary Fund Types

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

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

TOTAL APPROPRIATION BY FUND TYPE

	Restated Fiscal Year 2009-10 Final Budget	Restated Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
General Fund - Discretionary	874,032,073	951,723,562	978,584,442	970,690,923
General Fund - Categorical	1,322,719,128	1,439,841,402	1,323,966,662	1,358,390,035
General Fund - Restricted	88,321,225	91,248,075	91,248,075	131,776,878
Special Revenue Funds	563,970,595	647,173,273	610,647,183	663,041,873
Capital Project Funds	189,254,619	126,529,617	269,682,461	246,736,656
Enterprise Funds	586,672,481	640,260,325	662,395,259	676,603,396
Internal Service Funds	167,575,385	168,086,548	153,410,973	170,373,012
Total	3,792,545,506	4,064,862,802	4,089,935,055	4,217,612,773
 Budgeted Staffing	 19,675	 19,325	 19,260	 18,631

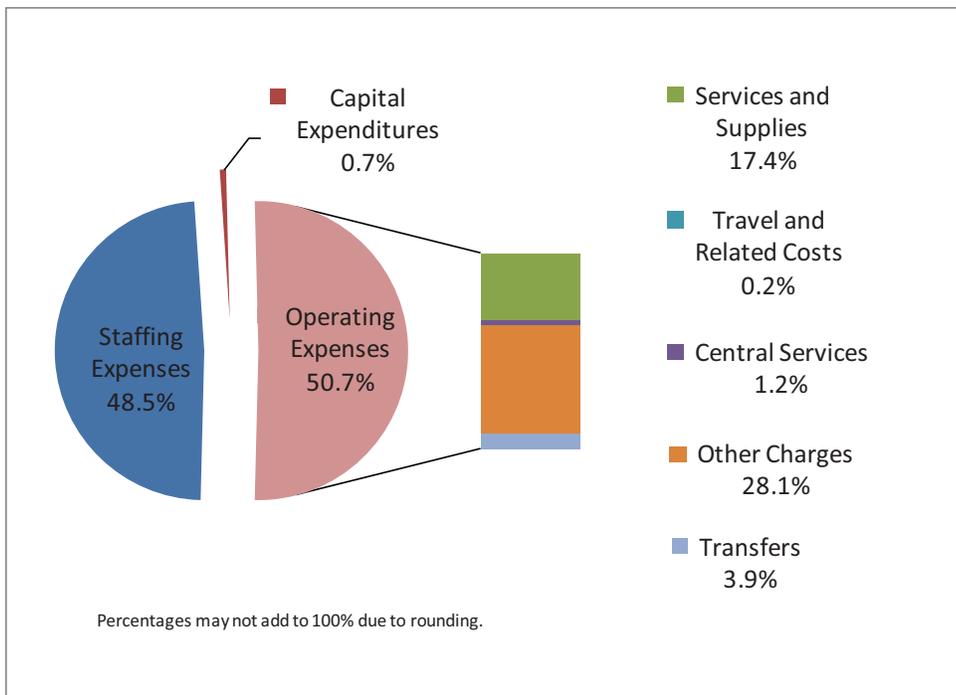


GENERAL FUND APPROPRIATION BREAKDOWN

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

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

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



The matrix below lists the group/agency as depicted in the organizational chart of the county. For each group/agency listed, the various fund types utilized are checked.

	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds
Administration					
Board of Supervisors	X				
Clerk of the Board	X				
County Administrative Office	X				
County Counsel	X				
Finance and Administration	X	X			
Human Resources	X	X			
Fleet Management					X
Information Services	X				X
Purchasing	X				X
Risk Management					X
Local Agency Formation Commission	X				
County Schools	X				
Capital Facilities Leases					
Capital Facilities Leases	X				
Arrowhead Regional Medical Center					
Arrowhead Regional Medical Center				X	
Economic Development Agency					
Economic Development	X	X			
Community Development and Housing		X			
Workforce Development		X			
Fiscal					
Assessor/Recorder/County Clerk	X	X			
Auditor-Controller/Treasurer/Tax Collector	X	X			
Human Services					
Aging and Adult Services	X				
Behavioral Health	X	X			
Child Support Services	X				
Health Administration	X	X			
Human Services	X	X			
Preschool Services		X			
Public Health	X	X			
Veterans Affairs	X				
Law and Justice					
County Trial Courts	X	X			
District Attorney	X	X			
Law and Justice Group Administration	X	X			
Probation	X	X			
Public Defender	X				
Sheriff/Coroner/Public Administrator	X	X			
Operations and Community Services					
Agriculture/Weights and Measures	X	X			
Airports	X	X			
Architecture and Engineering	X				
County Library		X			
County Museum	X			X	
Facilities Management	X				
Land Use Services	X				
Public Works	X	X		X	
Real Estate Services	X	X			
Regional Parks	X	X		X	
Registrar of Voters	X				
Fish and Game Commission		X			
Capital Improvement Program					
Capital Improvement Program			X		
Other Funding					
Finance and Administration	X	X			



REVENUE SUMMARY

The 2011-12 Adopted Budget is funded from a variety of sources. These sources are listed below. This schedule does not include fund balance carried over from the prior year. It also does not include operating transfers in as they are a mechanism for providing funding from one budget unit to another within the county. The restatement of 2010-11 is due to a change in the reporting of special assessments. These revenues are reflected in fee/rate instead of property related revenues. This schedule shows the change from the prior year final budget.

	2009-10 Actual	2010-11 Restated Adopted	2010-11 Final Budget	2011-12 Adopted Budget	Change Between 2010-11 Final & 2011-12	Percentage Change
REVENUE FOR ALL COUNTY FUNDS						
Taxes						
Property Related Revenue	455,966,102	434,416,431	436,023,560	437,966,141	1,942,581	0.45%
Other Taxes	133,108,093	134,579,755	135,685,430	137,331,729	1,646,299	1.21%
Realignment	131,956,821	158,322,334	151,052,811	160,534,540	9,481,729	6.28%
State, Federal or Government Aid	1,274,238,848	1,420,011,122	1,387,204,755	1,414,349,199	27,144,444	1.96%
Fee/Rate	352,489,716	391,311,215	359,483,516	443,766,012	84,282,496	23.45%
Other Revenue	77,085,816	97,815,597	104,272,799	93,755,293	(10,517,506)	(10.09%)
Subtotal	2,424,845,396	2,636,456,454	2,573,722,871	2,687,702,914	113,980,043	4.43%
ENTERPRISE FUNDS	465,745,837	455,361,773	480,688,033	481,534,949	846,916	0.18%
INTERNAL SERVICE FUNDS	156,399,339	148,938,129	143,527,275	145,157,611	1,630,336	1.14%
Subtotal	622,145,176	604,299,902	624,215,308	626,692,560	2,477,252	0.40%
Total County Budget	3,046,990,572	3,240,756,356	3,197,938,179	3,314,395,474	116,457,295	3.64%

Property Related Revenue

Property related revenue is projected to increase by \$1.9 million or 0.45% from the 2010-11 final budget. This is the result of a projected 0.5% decline in the assessed valuation of properties within the county. This is the third consecutive year of assessed valuation decline. For more detail refer to the paragraph titled 'Property Related Revenue' found in the Discretionary General Funding section of the 2011-12 Adopted Budget, page 62.

Other Taxes

Other taxes are increasing by a net \$1.6 million over the prior year final budget. Sales taxes are projected to increase slightly in 2011-12 as compared to the 2010-11 final budget amounts.

Realignment

Realignment revenues of \$160,534,540 are increasing over the prior year final budget. For more detail refer to the Discretionary General Funding section of the 2011-12 Adopted Budget, pages 53-58.

State, Federal or Government Aid

An overall increase of \$27.1 million from the prior year final budget is reflected in the revenue category of state, federal or government aid. This increase is comprised of both increases and decreases in various programs.

Significant increases in State, Federal or Government Aid include:

- **Community Development and Housing** increased a net \$32.7 million primarily as a result of funding available from the federal grant system.
- The **Human Services – Administrative Claim** budget unit increased \$26.0 million primarily due to increases in CalWORKs, CalFRESH, and Medi-CAL programs.



- **Public Works – Transportation – Road Operations** increased a net \$24.4 million. Additions include Federal grants for various road projects, a contribution from SANBAG for several rehabilitation projects funded with local stimulus funds, and an increase for Federal Highway Administration disaster reimbursement. Offsetting these are reductions in reimbursement from the state for joint share of projects; decreases in American Reinvestment and Recovery Act funds, and decreases in state aid for disasters.
- **Behavioral Health** has a net increase of \$9.8 million primarily due to increases in Managed Care and Special Education Pupils Allocation, Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) and Medi-Cal for the Low Income Health Program.

Significant decreases in State, Federal or Government Aid include:

- The **Behavioral Health – Mental Health Services Act (MHSA)** budget unit decreased \$23.1 million over the prior year final budget due to reductions in personal income to which this tax applies.
- The **Capital Project Funds** are decreasing by \$7.3 million primarily due to receipt of funds prior to year end from the State of California AB900 grant for the reimbursement of construction costs for the Adelanto Detention Center Expansion Project.
- **Preschool Services** state, federal or government aid revenues are decreasing \$6.8 million primarily due to the ending of ARRA funding and the usage of one-time carryover funds.
- The **Human Services** subsistence budget, **Entitlement Payments**, has a reduction of \$6.1 million resulting from CalWORKs eligibility changes and reduced time limits. Additionally, **CalWORKs – All Other Families** decreased \$3.9 million primarily due to an 8% decrease in grants imposed by the State.
- As a result of the sunset of Vehicle License Fee (VLF) funding, the **Probation – Administration, Corrections and Detention** general fund budget unit is decreasing \$5.8 million and the department's **Juvenile Justice Grant Program Special Revenue** fund is decreasing by \$6.4 million.
- **Workforce Development** is decreasing \$3.7 million as a result of two major factors: the loss of American Recovery and Reinvestment Act (ARRA) funding and an anticipated 20% reduction in the federal Workforce Investment Act (WIA) grant allocation.
- The reduction of \$1.7 million in **Regional Parks – Prop 40** is the result of the termination of the Safe Neighborhood Parks, Clean Water, Clean Air, and Coastal Protection Bond Act of 2002 funding.

Fee/Rate

The revenue category of fee/rate includes the following types of revenues: licenses, permits, fines, fees, rates, and other services. This revenue is anticipated to increase from the 2010-11 final budget by \$84.3 million.

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

- **Countywide Discretionary** is increasing \$31.6 million as a result of charging locally funded general fund departments for overhead as calculated in the Countywide Cost Allocation Plan (COWCAP).
- **Health Administration** is increasing by \$21.5 million as a result of matching revenues associated with Disproportionate Share Hospital Funds and the Intergovernmental Transfer Proposal to fund Medi-Cal Managed Care capitation rate payment enhancements.
- **Public Works – Transportation – Road Operations** is increasing current service revenues in 2011-12 by a net \$20.5 million over the prior year final budget. This increase is primarily a result of revenue from the County Redevelopment Agency projects which were previously budgeted as reimbursements.



- The **Sheriff/Coroner/Public Administrator** has a net \$10.6 million increase in law enforcement services.
- **Assessor/Recorder/County Clerk** is increasing \$1.8 million which reflects a full year of fee/rate revenue for the Recorder/County Clerk function.

Significant decreases in fee/rate revenue include \$ 2.3 million in the **Facilities Management Department** due to the transfer of the capital improvement projects to Architecture & Engineering Department. Additionally, as a result in changes from the State, \$1.9 million in reimbursed child support collections were eliminated from four **Human Services – Subsistence** budget units as the State is temporarily holding onto these funds that were previously allocated to the county.

Other Revenue

Other revenue includes interest earnings, rents and concessions, and tobacco settlement funds. This revenue source is anticipated to decrease by a net \$10.5 million over the prior year final budget.

Significant decreases in this category include \$3.8 million in interest revenue overall from the prior year final budget and a \$5.5 million reduction in the **Countywide Discretionary** budget unit which represents a \$3.5 million one-time payment of interest revenue owed to the general fund by non-general fund budget units and \$2.0 million of unclaimed property tax refunds.

Offsetting these decreases is a budgeted increase of \$2.6 million in **Public Works – Transportation – Road Operations** which represents the anticipated sale of surplus property for the Pepper Avenue at Valley Boulevard intersection project

Enterprise Funds

Enterprise Funds with significant changes from prior year final budget are listed below.

Arrowhead Regional Medical Center (ARMC) revenues are expected to decrease by a net \$34.8 million. This overall decrease is primarily attributable to uncertainty of the continuation of Medi-Cal managed care supplemental payments and changes in federal matching revenue. To offset this revenue decrease there is an increase of \$36.4 million in budgeted Realignment revenues.

Two **Public Works – Solid Waste Management Division** budget units have significant changes. The **Operations** budget unit reflects a \$1.3 million reduction in revenue as a result of the economic downturn and the impact of increased recycling efforts. As such, the department is anticipating a decrease in hauler fees, reduced collection of franchise service fees, and reduced tonnage. The **Environmental Mitigation Fund's** revenue is increasing by \$1.1 million from shared gate fees.

Internal Service Funds

Internal Service Funds with significant changes from prior year final budget are listed below.

The internal service fund budget units that comprise **Risk Management's** insurance program increased revenues by \$0.7 million. This increase is primarily due to increases in Property and General Liability premiums as reserves for these programs need to reach the 80% actuarial confidence level.

Information Services – Telecommunications Services increased revenues by \$1.0 million as a portion of the revenue anticipated in 2010-11 was not received.

Fleet Management's Motor Pool is increasing revenues by \$0.8 million as a result of Board of Supervisors approved rate increases.

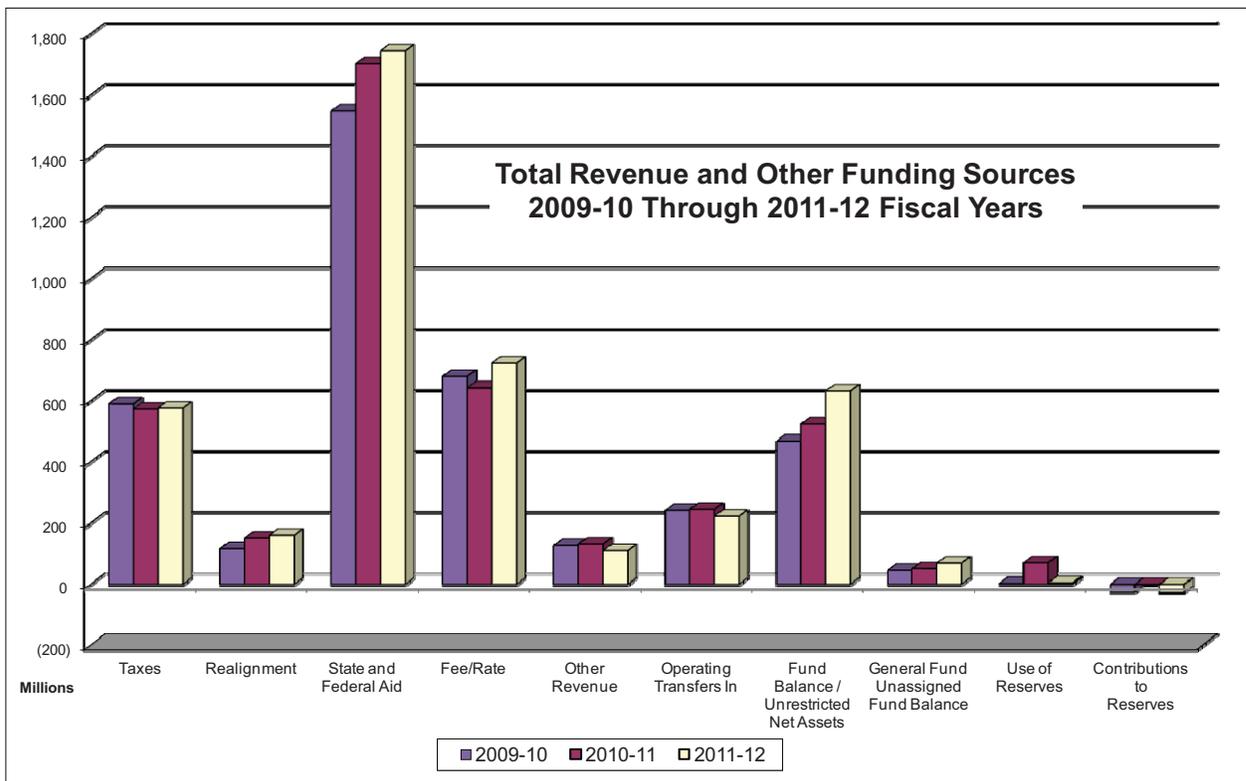


TOTAL REVENUE AND OTHER FUNDING SOURCES

	Restated* Fiscal Year 2009-10 Final Budget	Restated* Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Revenue				
Taxes	589,393,015	569,144,186	571,798,776	575,319,685
Realignment	115,761,001	158,322,334	151,052,811	160,534,540
State and Federal Aid	1,548,202,374	1,723,131,129	1,701,368,202	1,745,344,809
Fee/Rate	679,460,522	673,184,367	642,681,050	723,903,231
Other Revenue	126,833,577	116,974,350	131,037,340	109,293,209
Total Revenue	3,059,650,489	3,240,756,366	3,197,938,179	3,314,395,474
Other Funding Sources				
Operating Transfers In	241,665,798	176,089,115	245,271,842	222,344,041
Fund Balance/Unrestricted Net Assets	468,433,378	534,088,486	524,891,887	632,597,505
General Fund Unassigned Fund Balance	46,190,296	51,474,803	51,474,803	69,913,117
Use of Reserves	2,205,545	63,454,032	71,358,344	4,864,427
Contributions to Reserves	(25,600,000)	(1,000,000)	(1,000,000)	(26,501,791)
Total Other Funding Sources	732,895,017	824,106,436	891,996,876	903,217,299
Total Revenue and Other Funding Sources	3,792,545,506	4,064,862,802	4,089,935,055	4,217,612,773

*Restatement represents the reclassification of Special Assessment Revenue to Fee/Rate from Taxes and the separation of Realignment from State and Federal Aid.

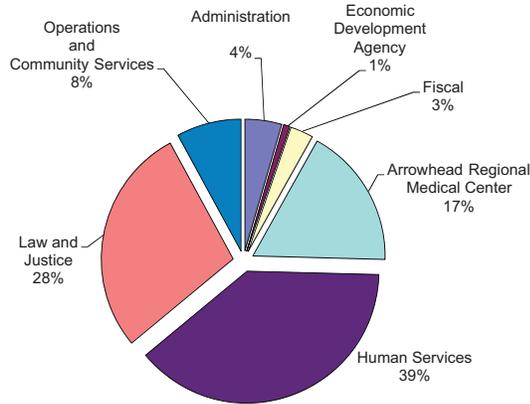
The revenue and other funding sources schedule above includes all county funds. This schedule includes operating transfers in, which are the mechanism for providing funding from one budget unit to another within the county. Additionally, this schedule summary provides the fund balance/unrestricted net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



BUDGETED STAFFING SUMMARY

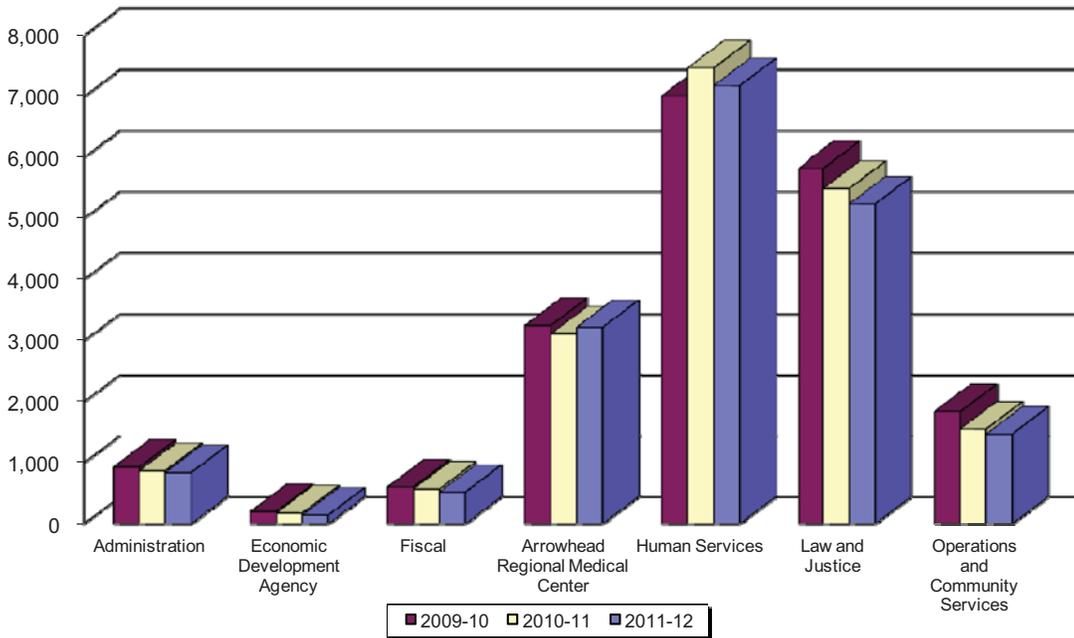
Budgeted staffing is accounted for using headcount; each position, whether full time or part time, is counted as one. The graph below depicts the budgeted staffing by group/agency for the current fiscal year. The following graph illustrates the budgeted staffing for the current fiscal year as well as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

**Budgeted Staffing By Group / Agency
2011-12 Fiscal Year**



Percentages may not add to 100% due to rounding.

**Budgeted Staffing By Group / Agency
2009-10 Through 2011-12 Fiscal Years**



	Change from Final Budget				2011-12 Adopted Budget Staffing	Percentage Change
	2010-11 Final Budget Staffing	Caseload Driven/ Grant or Special Funded Programs	All Other Programs	Total Change		
General Fund	13,470	(283)	(219)	(502)	12,968	(3.7%)
Other Funds	5,790	(127)	-	(127)	5,663	(2.2%)
Total	19,260	(410)	(219)	(629)	18,631	

Budgeted staffing for caseload driven/grant, or special funded programs, decreased overall by a net 410 positions. Significant changes from the previous year’s final budgeted staffing in caseload driven, grant or special funded programs include the following:

General Fund

- **Behavioral Health** decreased budgeted staffing by 28 positions. Included in this decrease are changes in program needs and funding. Changes reflect the CalWORKs funding reduction as well as transfers between Behavioral Health’s general fund and **Mental Health Services Act** special revenue fund which increased by 7 budgeted positions to meet the department’s support needs.
- **Public Health** decreased budgeted staffing by a net 21 positions. This decrease is the result of the deletion of 40 positions, 1 of which was filled. In addition, 19 positions were added as a result of the department’s transition to primary care being offered at the public health clinics.
- **Human Services – Administrative Claim** had a net decrease of 196 budgeted positions of which 227 positions were eliminated due to reduced funding. Strategic and operational adjustments in various Human Services departments and divisions resulted in the addition of 31 positions.
- **District Attorney – Criminal Prosecution** decreased 31 budgeted positions in the caseload driven, grant or special funded programs category. A decrease of 11 positions due to elimination of Vehicle License Fees (VLF) previously received from the State for the following programs: Let’s End Truancy (LET), Citizens’ Option for Public Safety (COPS), and Vertical Prosecution. Also, 20 positions have been deleted due to overall less funding available from the department’s special revenue funds for costs related to the following units: Real Estate Fraud, Auto Insurance Fraud, Workers’ Compensation Insurance Fraud, and Specialized Prosecutions.
- **Probation – Administration, Corrections and Detention** has seen a net decrease of 73 budgeted positions in the caseload driven, grant or special funded programs category primarily due to less funding projected from the state because of the impending termination of that portion of the Vehicle License Fee (VLF) earmarked for public safety programs.
- **Sheriff/Coroner/Public Administrator** increased 6 budgeted positions in the caseload driven, grant or special funded programs category as a result of an additional grant award for 2011-12 which enabled the department to restore 6 unfunded positions for a period of 6 months for the department’s California Multi-Jurisdictional Methamphetamine Enforcement Team (CAL MMET).



Other Funds

- **Workforce Development** – decreased by a net 29 budgeted contract positions as a result of the ending of the American Recovery and Reinvestment Act (ARRA) program which funded these positions.
- **Arrowhead Regional Medical Center (ARMC)** had a net increase of 109 budgeted positions. There are two new programs being added in the upcoming fiscal year of which 9 budgeted positions are being added for the Delivery System Reform Incentive Plan and 10 budgeted positions for the Low Income Health Plan. In addition, 90 other position changes in over 63 different classifications with 90% being clinical position types were added to address direct patient care and staffing issues.
- **Preschool Services** decreased a net 53 budgeted positions. Most positions that were reduced were contract positions utilized to staff classrooms and were no longer needed due to a classroom staffing reorganization due to anticipated decrease in funding. In addition these positions were no longer needed to meet the minimum mandated qualifications of the Head Start Act.
- **Sheriff/Coroner/Public Administrator – Public Gatherings** budget unit decreased by 90 budgeted positions as the staffing in this budget unit have been reclassified within the county’s payroll system as “non-county” employees. All staffing associated with this budget unit provide protective services directly for outside entities for public function and events, and are therefore not considered county employees.
- **County Library** had a reduction of 44 budgeted positions. These deletions (16 vacant and 28 filled) were the direct result of reductions in funding sources available and obligatory cost increases.
- **Public Works – Transportation – Road Operations** decreased a net 12 budgeted positions. The department is eliminating 17 vacant positions, which consist of 8 limited term positions and 9 regular positions that are no longer necessary due to a reduction in workload as funding has declined over the last few years. Offsetting these deletions is the addition of 4 new positions to meet temporary peak workload requirements and to reflect 1 position as a job share.



Budgeted staffing for all other programs decreased overall by a net 219 positions. Significant changes from the previous year's final budgeted staffing in all other programs include the following:

General Fund

- **County Administrative Office (CAO)** decrease budgeted staffing by a net 12 positions as the result of a minor reorganization. Position changes include: 14 transferred to a new budget unit called **Finance and Administration**, 3 positions transferred from the Clerk of the Board, and 1 budgeted position was deleted.
- **Assessor/Recorder/County Clerk** budgeted staffing is decreasing by 18 vacant budgeted positions due to the consolidation of the Recorder/County Clerk function into the Office of the Assessor and resulting administrative efficiencies; and due to less discretionary general funding.
- **Auditor-Controller/Treasurer/Tax Collector** is decreasing budgeted staffing by 30 positions (28 vacant and 2 filled contract positions) resulting from program and process reviews in an ongoing effort to reduce costs, increase efficiency and improve operations; and due to less discretionary general funding.
- **District Attorney – Criminal Prosecution** budgeted staffing decreased by 2 positions that were not related to caseload or grant driven. The decrease is necessary to fund the cost of MOU related step increases for eligible employees.
- **Sheriff/Coroner/Public Administrator** has seen a net decrease of 54 budgeted positions that were not related to caseload or grant driven. Reductions of 44 Sheriff Trainee positions and 19 vacant positions that are designated as part-time extra help are being offset by the funding of 9 positions with reductions in services and supplies appropriation in anticipation of losing the Vehicle License Fee allocation.
- **County Museum** decreased budgeted staffing by a total of 12 positions of which 3 positions were vacant and 9 positions are filled. These reductions are the result of less discretionary general funding.
- **Regional Parks** reduced budgeted staffing by a net 10 positions due to projected budgetary constraints. A reorganization plan includes the reduction of 20 budgeted positions (4 vacant and 16 filled), offset by the addition of 10 new positions (4 full-time and 6 part-time).

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

BUDGETED STAFFING SUMMARY

Department	2009-10 Final Budget	2010-11 Final Budget	2011-12 Adopted Budget	Change Between 2010-11 & 2011-12
ADMINISTRATION				
<u>GENERAL FUND</u>				
BOARD OF SUPERVISORS	69	57	49	(8)
CLERK OF THE BOARD	17	17	13	(4)
COUNTY ADMINISTRATIVE OFFICE	31	30	18	(12)
COUNTY COUNSEL	104	94	91	(3)
FINANCE AND ADMINISTRATION	-	-	14	14
HUMAN RESOURCES	98	81	74	(7)
HUMAN RESOURCES - CENTER FOR EMPLOYEE HEALTH AND WELLNESS	14	11	11	-
INFORMATION SERVICES - APPLICATION DEVELOPMENT	100	97	94	(3)
PURCHASING	16	16	16	-
SUBTOTAL GENERAL FUND	449	403	380	(23)
<u>OTHER FUNDS</u>				
FLEET MANAGEMENT - GARAGE	86	85	83	(2)
FLEET MANAGEMENT - MOTOR POOL	4	4	3	(1)
HUMAN RESOURCES - COMMUTER SERVICES	3	3	3	-
HUMAN RESOURCES - EMPLOYEE BENEFITS AND SERVICES	29	30	30	-
INFORMATION SERVICES - COMPUTER OPERATIONS	134	133	134	1
INFORMATION SERVICES - TELECOMMUNICATIONS SERVICES	105	101	97	(4)
PURCHASING - PRINTING SERVICES	21	18	17	(1)
PURCHASING - SURPLUS PROPERTY AND STORAGE OPERATIONS	2	2	2	-
PURCHASING - MAIL/COURIER SERVICES	28	28	27	(1)
RISK MANAGEMENT - OPERATIONS	69	65	65	-
SUBTOTAL OTHER FUNDS	481	469	461	(8)
TOTAL ADMINISTRATION	930	872	841	(31)
ECONOMIC DEVELOPMENT AGENCY				
<u>GENERAL FUND</u>				
ECONOMIC DEVELOPMENT	30	19	16	(3)
<u>OTHER FUNDS</u>				
COMMUNITY DEVELOPMENT AND HOUSING	40	26	25	(1)
WORKFORCE DEVELOPMENT	133	134	105	(29)
SUBTOTAL OTHER FUNDS	173	160	130	(30)
TOTAL ECONOMIC DEVELOPMENT AGENCY	203	179	146	(33)
FISCAL				
<u>GENERAL FUND</u>				
ASSESSOR/RECORDER/COUNTY CLERK	178	238	220	(18)
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	390	330	300	(30)
SUBTOTAL GENERAL FUND	568	568	520	(48)
<u>OTHER FUNDS</u>				
ASSESSOR/RECORDER/COUNTY CLERK - SYSTEMS DEVELOPMENT	35	-	-	-
ASSESSOR/RECORDER/COUNTY CLERK - RECORDER RECORDS	4	4	4	-
SUBTOTAL OTHER FUNDS	39	4	4	-
TOTAL FISCAL	607	572	524	(48)



BUDGETED STAFFING SUMMARY

Department	2009-10 Final Budget	2010-11 Final Budget	2011-12 Adopted Budget	Change Between 2010-11 & 2011-12
ARROWHEAD REGIONAL MEDICAL CENTER				
<u>OTHER FUNDS</u>				
ARROWHEAD REGIONAL MEDICAL CENTER	3,255	3,116	3,225	109
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	3,255	3,116	3,225	109
HUMAN SERVICES				
<u>GENERAL FUND</u>				
AGING AND ADULT SERVICES - AGING PROGRAMS	52	48	48	-
AGING AND ADULT SERVICES - PUBLIC GUARDIAN - CONSERVATOR	27	22	20	(2)
CHILD SUPPORT SERVICES	464	436	435	(1)
HEALTH ADMINISTRATION	2	2	2	-
BEHAVIORAL HEALTH	960	529	501	(28)
PUBLIC HEALTH	863	774	753	(21)
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	157	156	159	3
HUMAN SERVICES - ADMINISTRATIVE CLAIM	3,670	4,345	4,149	(196)
VETERANS AFFAIRS	18	19	18	(1)
SUBTOTAL GENERAL FUND	6,213	6,331	6,085	(246)
<u>OTHER FUNDS</u>				
HUMAN SERVICES - WRAPAROUND REINVESTMENT FUND	-	27	28	1
BEHAVIORAL HEALTH - MENTAL HEALTH SERVICE ACT	-	352	359	7
PRESCHOOL SERVICES	802	763	710	(53)
SUBTOTAL OTHER FUNDS	802	1,142	1,097	(45)
TOTAL HUMAN SERVICES	7,015	7,473	7,182	(291)
LAW AND JUSTICE				
<u>GENERAL FUND</u>				
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	526	492	459	(33)
LAW AND JUSTICE GROUP ADMINISTRATION	1	1	1	-
PROBATION - ADMINISTRATION, CORRECTIONS & DETENTION	1,224	1,112	1,039	(73)
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	37	27	26	(1)
PUBLIC DEFENDER	285	255	248	(7)
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	3,659	3,514	3,466	(48)
SUBTOTAL GENERAL FUND	5,732	5,401	5,239	(162)
<u>OTHER FUNDS</u>				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR - PUBLIC GATHERINGS	90	90	-	(90)
SUBTOTAL OTHER FUNDS	90	90	-	(90)
TOTAL LAW AND JUSTICE	5,822	5,491	5,239	(252)



BUDGETED STAFFING SUMMARY

Department	2009-10 Final Budget	2010-11 Final Budget	2011-12 Adopted Budget	Change Between 2010-11 & 2011-12
OPERATIONS AND COMMUNITY SERVICES				
<u>GENERAL FUND</u>				
AGRICULTURE/WEIGHTS AND MEASURES	65	70	67	(3)
AIRPORTS	31	28	26	(2)
ARCHITECTURE AND ENGINEERING	24	15	16	1
COUNTY MUSEUM	55	44	32	(12)
FACILITIES MANAGEMENT	122	116	117	1
FACILITIES MANAGEMENT - UTILITIES	1	1	1	-
LAND USE SERVICES - ADMINISTRATION	8	21	24	3
LAND USE SERVICES - PLANNING	39	18	20	2
LAND USE SERVICES - BUILDING AND SAFETY	25	15	19	4
LAND USE SERVICES - CODE ENFORCEMENT	31	35	31	(4)
LAND USE SERVICES - FIRE HAZARD ABATEMENT	15	11	10	(1)
PUBLIC WORKS - SURVEYOR	41	35	35	-
REAL ESTATE SERVICES	20	22	23	1
REGIONAL PARKS	307	289	279	(10)
REGISTRAR OF VOTERS	35	28	28	-
SUBTOTAL GENERAL FUND	819	748	728	(20)
<u>OTHER FUNDS</u>				
COUNTY LIBRARY	461	324	280	(44)
COUNTY MUSEUM - MUSEUM STORE	4	3	1	(2)
PUBLIC WORKS - TRANSPORTATION - ROAD OPERATIONS	444	382	370	(12)
PUBLIC WORKS - SOLID WASTE MANAGEMENT - OPERATIONS	103	88	87	(1)
REGIONAL PARKS - CALICO GHOST TOWN MARKETING SVCS	2	2	2	-
REGIONAL PARKS - SNACK BARS	3	2	1	(1)
REGIONAL PARKS - ACTIVE OUTDOORS	7	8	5	(3)
SUBTOTAL OTHER FUNDS	1,024	809	746	(63)
TOTAL OPERATIONS AND COMMUNITY SERVICES	1,843	1,557	1,474	(83)
TOTAL COUNTY DEPARTMENTS - GENERAL FUND	13,811	13,470	12,968	(502)
TOTAL COUNTY DEPARTMENTS - OTHER FUNDS	5,864	5,790	5,663	(127)
COUNTY DEPARTMENTS GRAND TOTAL	19,675	19,260	18,631	(629)



CAPITAL IMPROVEMENT PROGRAM

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

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

Capital Project Funds

	Nbr of Projects	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total
<u>New Projects</u>					
Fund CJP					
Contributions to Other Agencies	0	0	0	0	0
Contributions to Non-Owned Projects	0	0	0	0	0
Improvements to Land	8	2,922,019	4,985,000	396,981	8,304,000
Structures and Improvements	46	57,999,912	24,825,269		82,825,181
Transfers	1	400,000	0	0	400,000
<i>Total CJP New Projects</i>	<u>55</u>	<u>61,321,931</u>	<u>29,810,269</u>	<u>396,981</u>	<u>91,529,181</u>
Fund CJV					
Structures and Improvements	1	300,000			300,000
<i>Total CJV New Projects</i>	<u>1</u>	<u>300,000</u>	<u>0</u>	<u>0</u>	<u>300,000</u>
<i>Total New Projects</i>	<u>56</u>	<u>61,621,931</u>	<u>29,810,269</u>	<u>396,981</u>	<u>91,829,181</u>
<u>Carryover Projects</u>					
Fund CJP					
Contributions to Other Agencies	4	402,500	5,166,646	0	5,569,146
Contributions to Non-Owned Projects	4	0	0	91,810	91,810
Improvements to Land	7	3,080,944	0	1,110,682	4,191,626
Structures and Improvements	62	13,046,296	3,186,682	2,909,039	19,142,017
Transfers	2	181,451	10,000		191,451
<i>Total CJP Carryover Projects</i>	<u>79</u>	<u>16,711,191</u>	<u>8,363,328</u>	<u>4,111,531</u>	<u>29,186,050</u>
Fund CJV					
Contributions to Other Agencies	2	0	0	85,677	85,677
Contributions to Non-Owned Projects	0	0	0	0	0
Improvements to Land	6	572,167	204,045	0	776,212
Structures and Improvements	34	28,708,649	1,417,008	89,360,815	119,486,472
<i>Total CJV Carryover Projects</i>	<u>42</u>	<u>29,280,816</u>	<u>1,621,053</u>	<u>89,446,492</u>	<u>120,348,361</u>
Fund CMV					
Structures and Improvements	1	272,171	0	0	272,171
<i>Total CMV Carryover Projects</i>	<u>1</u>	<u>272,171</u>	<u>0</u>	<u>0</u>	<u>272,171</u>
Fund CJY					
Contributions to Non-Owned Projects	1	900,000			900,000
<i>Total CJY Carryover Projects</i>	<u>1</u>	<u>900,000</u>	<u>0</u>	<u>0</u>	<u>900,000</u>
<i>Total Carryover Projects</i>	<u>123</u>	<u>47,164,178</u>	<u>9,984,381</u>	<u>93,558,023</u>	<u>150,706,582</u>
Total Capital Project Funds	179	108,786,109	39,794,650	93,955,004	242,535,763



In the 2011-12 Adopted Budget, \$91,529,181 in new projects are funded, primarily using county discretionary general funding. Major projects include directing the annual allocation of \$24.0 million for future space needs to fund an 800 MHz digital radio system replacement; \$20.2 million in new discretionary general funding and the redirection of funding of \$9.8 million from existing projects to fund a \$30.0 million Downtown Building Project to acquire existing buildings, seismically retrofit and modernize certain existing buildings and demolish older facilities; and \$2.1 million to fund improvements to the dam and Horseshoe Lake at Lake Mojave Regional Park. In addition, the base budget for CIP includes funding of \$3.7 million to repair and/or replace roofs at the West Valley, Glen Helen, and Adelanto Detention Centers, General Services Building, Sheriff's Headquarters and Civic Center Buildings in San Bernardino; \$2.3 million for site infrastructure and paving projects at various sites; \$2.3 million for building system improvements such as generator replacements, elevator modernization and boiler replacements; and \$1.7 million for Heating, Ventilation and Air Conditioning improvements at General Services Building, Sheriff's Headquarters and Adelanto Detention Center.

Projects approved in prior years but not yet completed total an additional \$150,706,582. The major carryover projects are the expansion of the Adelanto Detention Center, new county office building in Joshua Tree, remodel of an existing building for Behavioral Health's Transitional Age Youth Center in San Bernardino, and the construction of the Baker Family Learning Center, a multi-use facility for Preschool Services and the County Library in Muscoy.

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

For a complete listing of capital improvement program highlights in all funds, please refer to the Capital Improvement Program section of the 2011-12 Adopted Budget, pages 641-685.



DISCRETIONARY GENERAL FUNDING

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

- Departmental revenue includes fees, service charges, and state and federal support for programs such as welfare, health care, and behavioral health.
- Proposition 172 revenue is a permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety. Proposition 172 revenue is restricted and is used solely for funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments.
- Realignment revenue provides health and welfare funding. In 1991-92, the state approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the state to the county. This shift is funded through a corresponding shift of dedicated sales tax and vehicle license fee revenue. Realignment revenue is also restricted and used in funding mental health, social services and health programs within the county.
- Countywide discretionary revenue includes a variety of revenue sources that are not legally designated for a specific purpose or program. The majority of discretionary revenue is property related revenue such as property tax. Other revenue sources in this category include: sales and other taxes, net interest earnings, County Wide Cost Allocation Plan (COWCAP) revenue, property tax administration revenue, recording fee revenue, other state and federal aid, and other revenue. Additionally, the general fund's unassigned fund balance, use of reserves, and operating transfers in, are other funding sources that can be contributed to general fund departments in the same manner as countywide discretionary revenue.

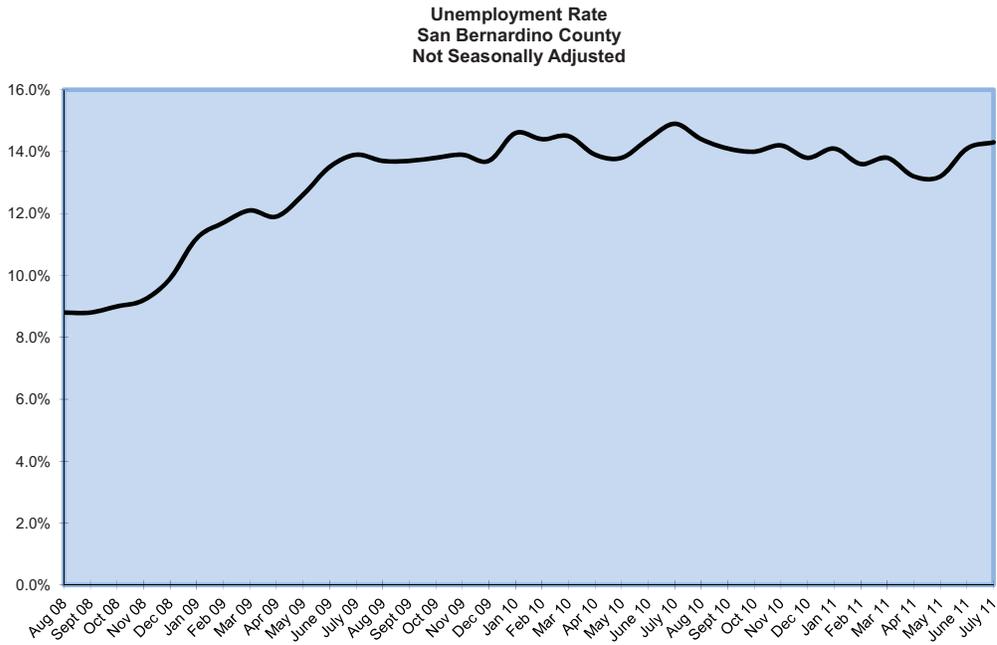
The balance of departmental costs not funded by departmental revenue, Proposition 172 revenue, and/or Realignment revenue is considered net county cost or discretionary general funding. Net county cost is funded by countywide discretionary revenue, which is primarily property related revenue such as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

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

The following sections provide details of the economic indicators that are factored into the County's strategic plan and how these indicators affect the discretionary general funding comprised of Proposition 172 revenue, Realignment revenue, and countywide discretionary revenue. Furthermore, detailed information is included on the contributions and uses of county general fund contingencies and reserves for 2010-11 and the approved contributions and uses of general fund contingencies and reserves for 2011-12.

ECONOMIC INDICATORS

Residents within the County have been significantly impacted by current economic conditions within the county, the region and the state. The chart below illustrates the County’s unemployment rate from August 2008 through July 2011. The County’s (preliminary) unemployment rate for August 2011 is 13.6%. During August 2011, the unemployment rates for the state and the United States of America were 11.9% and 9.1%, respectively.



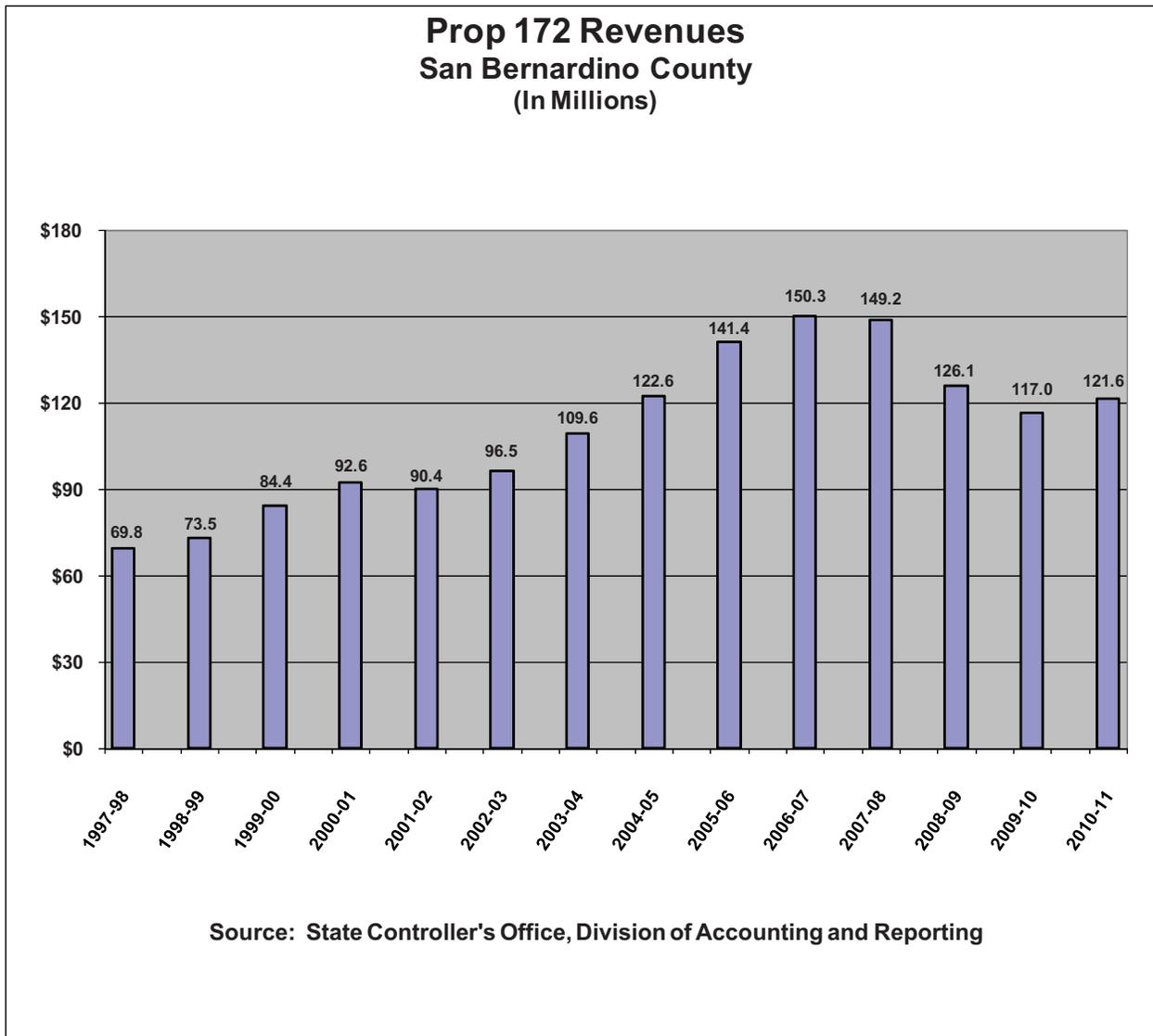
The significant decline in the housing market, which has affected jobs in sectors such as construction, construction-related manufacturing, retail, consumer services, escrow, title and real estate, has contributed to local unemployment.



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, since 1997-98.



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

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

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

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

The chart below illustrates the beginning and estimated ending fund balances of the Prop 172 restricted general fund, budgeted revenue and departmental usage for 2011-12, the required 10% contingency target, and the amount in excess of that target for each of the departments. The chart also reflects \$5.5 million allocated from the Prop 172 restricted fund. This allocation is to be used as a bridge to maintain affected staff in Law and Justice and work schedule reduction departments until completion of labor negotiations, mediation, or arbitration and/or to mitigate impacts of AB109 Realignment as approved by the Board of Supervisors as part of the 2011-12 county budget adoption.

	Beginning Fund Balance	2011-12 Budgeted Revenue	2011-12 Budgeted Departmental Usage	Estimated Ending Fund Balance	10% Contingency	Amount in Excess of Required Contingency	Amount Allocated for Budget Gap	Amount Available
Sheriff	13,486,950	84,150,000	(84,000,000)	13,636,950	8,415,000	5,221,950		
District Attorney	4,739,974	21,060,000	(21,000,000)	4,799,974	2,106,000	2,693,974		
Probation	4,544,933	15,060,000	(15,000,000)	4,604,933	1,506,000	3,098,933		
Total	22,771,857	120,270,000	(120,000,000)	23,041,857	12,027,000	11,014,857	5,500,000	5,514,857



REALIGNMENT

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

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

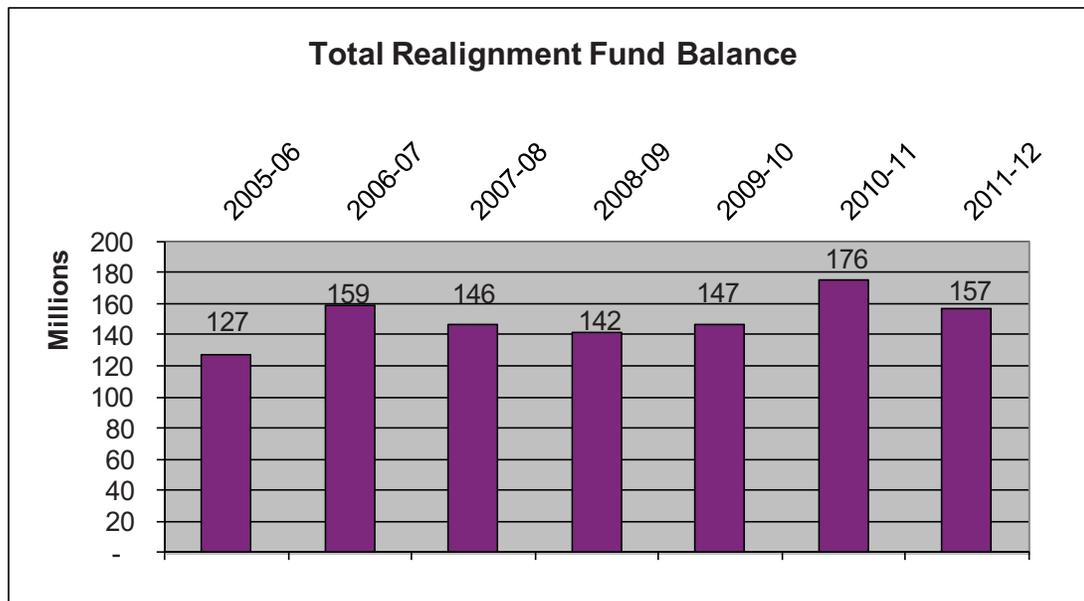
In addition to these program responsibility shifts, a number of programs had changes made to their cost sharing ratios. For example, prior to Realignment, Foster Care costs were funded by 95% state resources and 5% county resources. Now Foster Care is funded by 40% state resources and 60% county resources,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

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

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

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

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



During 2006-07, significant savings occurred due to less than required realignment support for the ARMC debt service and the availability of ARMC construction litigation monies used to fund budgeted ARMC projects. This savings resulted in an increase of \$32 million in fund balance.

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

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

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

During 2010-11, fund balance increased substantially as a result of ARMC using significantly less realignment than budgeted due to greater than expected revenues.



For 2011-12, revenues are budgeted at 2010-11 levels, with minimal growth for social services realignment only. Going forward, both Health and Social Services are projected to draw down balances as the down economy continues to be a drag on revenues while also contributing to higher service demand.

Budget History for All Realignment Budget Units				
	ACTUAL 2009-10	FINAL 2010-11	ACTUAL 2010-11	ADOPTED 2011-12
Beginning Fund Balance	141,677,297	147,047,736	147,047,736	175,734,148
Revenue	178,012,038	177,546,346	178,187,486	179,051,146
Departmental Usage	172,641,599	151,907,701	149,501,074	197,904,540
Ending Fund Balance	147,047,736	172,686,381	175,734,148	156,880,754
Change in Fund Balance	5,370,439	25,638,645	28,686,412	(18,853,394)

Departmental usage of \$197.9 million exceeds the revenue projection of \$179.1 million, resulting in a net usage of \$18.9 million in total fund balance. Expenditure levels, budgeted based on previous requirements with adjustments for recent program changes, continue to be monitored closely, with specific measures being developed to reduce overall departmental usage until such time as revenue growth is realized and fund balance is restored.

SUMMARY OF REALIGNMENT BUDGET UNITS FOR 2011-12				
	Mental Health	Social Services	Health	Total
Estimated Beginning Fund Balance	22,520,106	76,671,869	76,542,173	175,734,148
Budgeted Revenue	50,574,115	76,524,684	51,952,347	179,051,146
Budgeted Departmental Usage	48,409,069	90,633,560	58,861,911	197,904,540
Budgeted 10% Transfers	-	-	-	-
Estimated Ending Fund Balance	24,685,152	62,562,993	69,632,609	156,880,754
Estimated Change in Fund Balance	2,165,046	(14,108,876)	(6,909,564)	(18,853,394)
Estimated Ending Fund Balance	24,685,152	62,562,993	69,632,609	156,880,754
10% Contingency Target	5,057,412	7,652,468	5,195,235	17,905,115
Available Ending Fund Balance	19,627,740	54,910,525	64,437,374	138,975,639

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

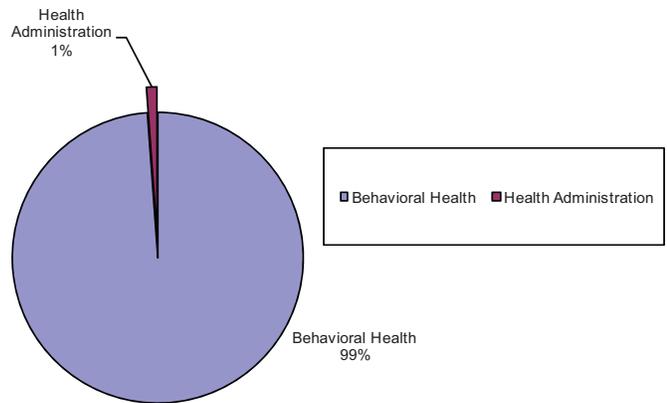
The Realignment legislation does allow for some flexibility in usage of funds at the county level. Upon action by the Board of Supervisors, a county can transfer 10% of a given year's revenue from one fund to another. San Bernardino County has used the provision in past years to help support either the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

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

Mental Health				
	ACTUAL 2009-10	FINAL 2010-11	ACTUAL 2010-11	ADOPTED 2011-12
Beginning Fund Balance	13,940,284	14,484,739	14,484,739	22,520,106
Revenue	50,730,059	50,574,115	50,574,115	50,574,115
Departmental Usage	50,185,604	45,603,576	42,538,748	48,409,069
10% Transfers	-	-	-	-
Ending Fund Balance	14,484,739	19,455,278	22,520,106	24,685,152
Change in Fund Balance	544,455	4,970,539	8,035,367	2,165,046

For 2011-12, the Mental Health fund is budgeted to increase \$2.2 million in fund balance. The Department of Behavioral Health’s ongoing efforts to bring Realignment usage in line with anticipated revenues is reflected in departmental usage budgeted level with prior year’s usage despite many programmatic cuts at the State level.

Breakdown of Departmental Usage of Mental Health Realignment				
	ACTUAL 2009-10	FINAL 2010-11	ACTUAL 2010-11	ADOPTED 2011-12
Behavioral Health	49,854,951	45,207,786	42,142,958	47,842,753
Health Administration	330,653	395,790	395,790	566,316
Total Departmental Usage	50,185,604	45,603,576	42,538,748	48,409,069



Social Services

	ACTUAL 2009-10	FINAL 2010-11	ACTUAL 2010-11	ADOPTED 2011-12
Beginning Fund Balance	88,997,940	91,717,963	91,717,963	76,671,869
Revenue	75,043,932	75,019,884	75,661,024	76,524,684
Departmental Usage	72,323,909	89,969,699	90,707,118	90,633,560
10% Transfers	-	-	-	-
Ending Fund Balance	91,717,963	76,768,148	76,671,869	62,562,993
Change in Fund Balance	2,720,023	(14,949,815)	(15,046,094)	(14,108,876)

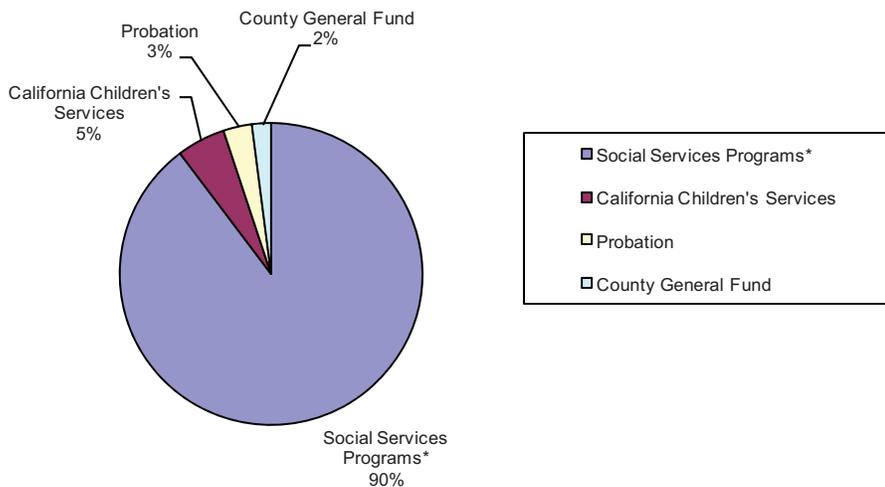
Social Services realignment revenue is composed primarily of sales tax. The split is currently 96% sales tax and 4% vehicle license fees.

For 2011-12, budgeted expense and ongoing revenue are expected to result in usage of fund balance of \$14.1 million. In addition, budgeted departmental usage for 2011-12 continues to outpace revenues, and as such, will be monitored closely to ensure that fund balance is maintained at adequate levels. Recent program changes include the elimination of State funding to counties for the AB 3632 Seriously Emotionally Disturbed program which is shifting the responsibility to schools and the caseload growth for Foster Care measured at a 15% increase in costs for the program.

Breakdown of Departmental Usage of Social Services Realignment

	ACTUAL 2009-10	FINAL 2010-11	ACTUAL 2010-11	ADOPTED 2011-12
Social Services Programs*	64,903,794	82,745,016	82,864,756	81,555,838
California Children's Services	2,920,485	2,725,053	3,342,732	4,578,092
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	72,323,909	89,969,699	90,707,118	90,633,560

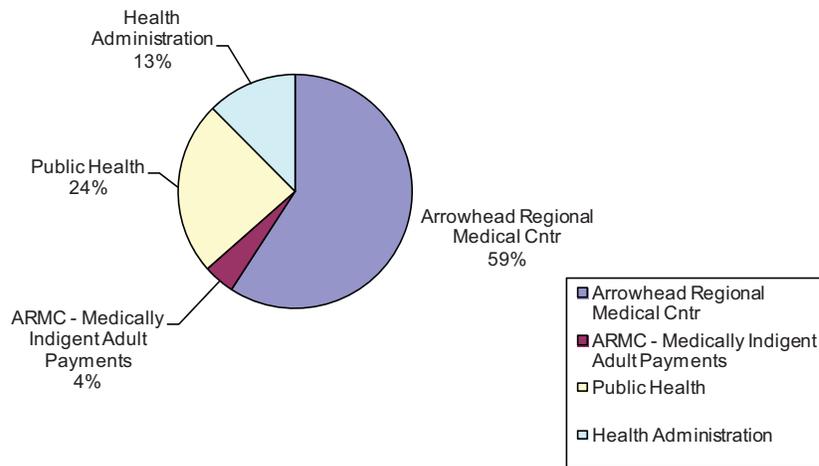
* Soc. Svcs. Programs include: IHSS, Foster Care, Seriously Emotionally Disturbed, Administrative Claim Matches, and Health Administration Support



Health				
	ACTUAL 2009-10	FINAL 2010-11	ACTUAL 2010-11	ADOPTED 2011-12
Beginning Fund Balance	38,739,073	40,845,034	40,845,034	76,542,173
Revenue	52,238,047	51,952,347	51,952,347	51,952,347
Departmental Usage	50,132,086	16,334,426	16,255,208	58,861,911
10% Transfers	-	-	-	-
Ending Fund Balance	40,845,034	76,462,955	76,542,173	69,632,609
Change in Fund Balance	2,105,961	35,617,921	35,697,139	(6,909,564)

For 2011-12, the Health fund is budgeted to spend \$6.9 million of fund balance. Revenue is budgeted at 2010-11 revenue levels, with no anticipated growth or shortfalls in both sales tax and vehicle license fee revenues. While departmental usage is maintained at originally 2010-11 adopted budget levels with an adjustment for elimination of ARMC one-time costs, it continues to outpace revenues. As such, health related expenditures will be monitored closely to ensure that fund balance is maintained at adequate levels.

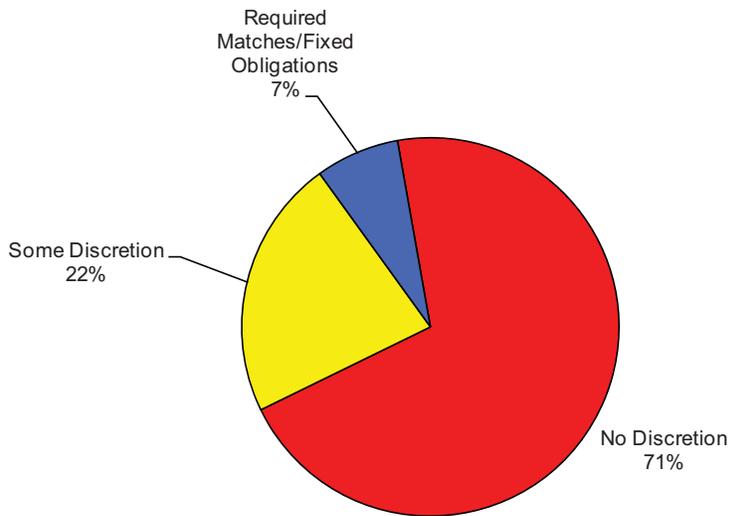
Breakdown of Departmental Usage of Health Realignment				
	ACTUAL 2009-10	FINAL 2010-11	ACTUAL 2010-11	ADOPTED 2011-12
Arrowhead Regional Medical Cntr	37,330,010	-	-	34,820,000
ARMC - Medically Indigent Adult Payments	2,550,000	974,630	974,630	2,550,000
Public Health	5,162,105	10,050,028	9,970,809	14,164,292
Health Administration	5,089,971	5,309,768	5,309,769	7,327,619
Total Departmental Usage	50,132,086	16,334,426	16,255,208	58,861,911



COUNTYWIDE DISCRETIONARY REVENUE

The entire general fund budget including operating transfers in is \$2.4 billion, however, only \$0.5 billion is truly discretionary as seen in this pie chart.

**2011-12 Adopted Budget
General Fund Spending**

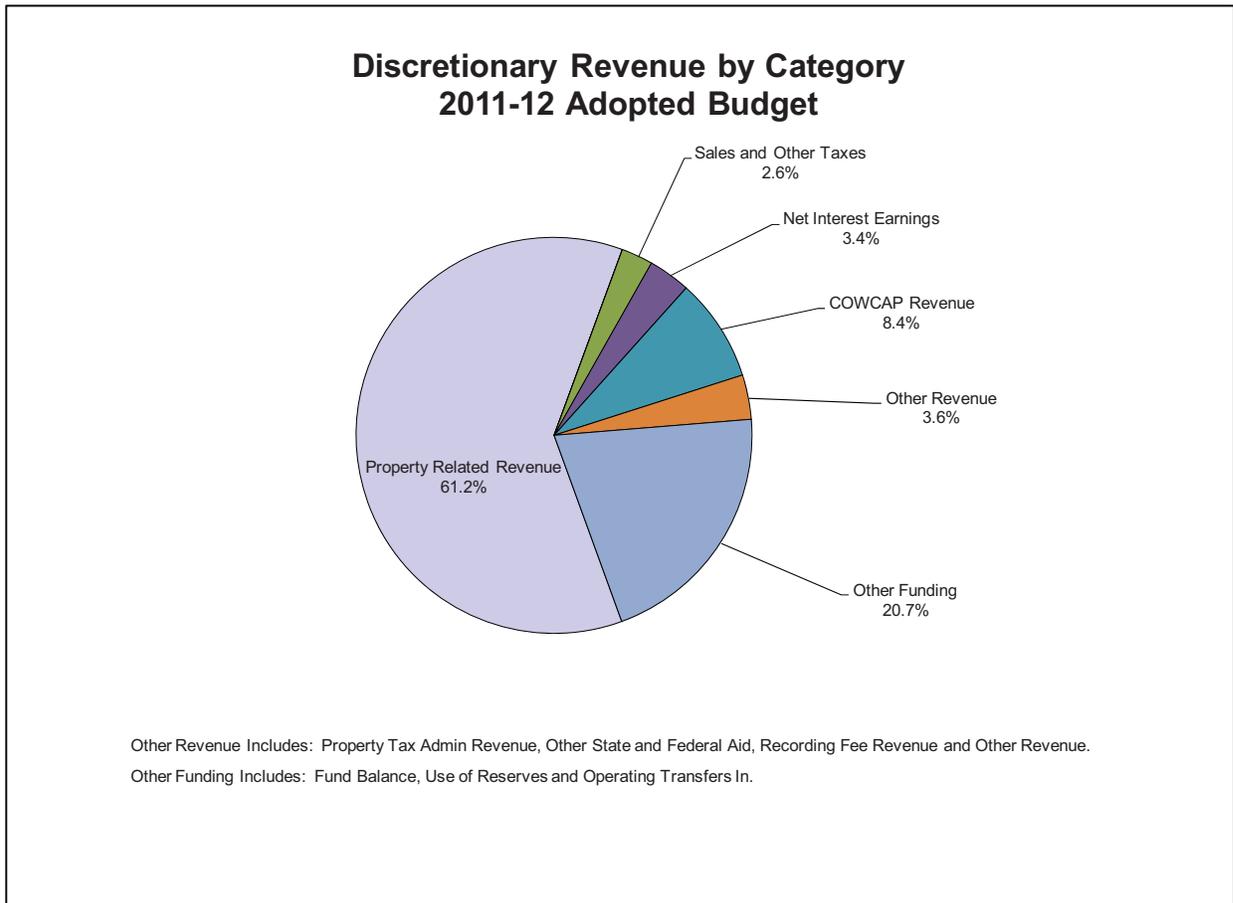


SPENDING WHERE THERE IS NO DISCRETION. INCLUDES:	1,661,440,202
Welfare costs reimbursed by state and federal monies (\$895.6 million)	
Other program costs funded by program revenues such as user fees (\$765.8 million)	
REQUIRED HEALTH AND WELFARE MATCHES AND OTHER FIXED OBLIGATIONS:	168,766,956
SPENDING WHERE THERE IS DISCRETION. INCLUDES:	525,375,591
Reserve Contributions (\$20.0 million)	
Contingencies Contributions (\$19.7 million)	
Law and justice program costs funded by local revenues (\$311.0 million)	
All other program costs funded by local revenues (\$174.8 million)	
TOTAL:	\$2,355,582,749

Total countywide discretionary revenue and other funding sources is \$694,142,547 and is first obligated to pay for the required health and welfare matches and other fixed obligations, which total \$168,766,956. The remaining amount of \$525,375,591 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 totaling \$694,142,547 included in the 2011-12 Adopted Budget:



Percentages may not add to 100% due to rounding.



**COUNTYWIDE DISCRETIONARY REVENUE
WHICH PAYS FOR NET COUNTY COST**

	2010-11 Adopted Budget	2010-11 Final Budget	2010-11 Actual	2011-12 Adopted Budget
Countywide Discretionary Revenue				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	203,210,172	200,821,980	200,988,082	201,890,667
VLF/Property Tax Swap	197,988,401	202,506,020	202,506,021	202,506,520
Supplemental Property Tax	4,000,000	3,297,843	3,297,843	4,000,000
Property Transfer Tax	5,400,000	5,844,456	5,844,456	5,400,000
Sales Tax/Property Tax Swap	4,086,219	4,322,164	4,322,164	4,356,763
Penalty on Current Taxes	2,570,000	2,868,433	2,868,433	2,470,000
Prior Property Taxes, Penalties and Interest	4,350,000	3,543,628	3,425,586	4,000,000
Total Property Related Revenue	421,604,792	423,204,524	423,252,585	424,623,950
Sales and Other Taxes:				
Sales and Use Tax	9,540,620	10,202,936	10,202,936	10,437,472
Franchise Fees	7,031,651	5,711,722	5,711,721	5,474,044
Hotel/Motel Tax	1,400,000	1,433,790	1,433,790	1,200,000
Other Taxes	790,000	827,119	826,658	790,000
Total Sales and Other Taxes	18,762,271	18,175,567	18,175,104	17,901,516
Net Interest Earnings	28,544,920	30,762,142	28,464,701	23,887,241
COWCAP Revenue	27,000,022	26,951,983	26,951,983	58,564,924
Property Tax Admin Revenue	12,841,067	14,264,083	14,264,083	13,888,257
Recording Fee Revenue	3,800,000	3,408,904	3,408,904	3,400,000
State and Federal Aid	4,757,395	4,919,547	4,919,547	4,883,223
Other Revenue	2,430,000	8,766,750	9,836,970	3,030,000
Total Countywide Discretionary Revenue	519,740,467	530,453,500	529,273,877	550,179,111
Other Funding Sources				
Fund Balance, beginning	51,474,803	51,474,803	51,474,803	69,913,117
Use of Reserves	63,454,032	71,358,344	70,716,861	4,864,427
Operating Transfers In (One-Time)	499,515	4,818,770	4,318,026	44,346,012
Operating Transfers In (Ongoing)	21,988,281	21,488,281	21,989,025	24,839,880
Total Other Funding Sources	137,416,631	149,140,198	148,498,715	143,963,436
Total Countywide Discretionary Revenue and Other Funding Sources	657,157,098	679,593,698	677,772,592	694,142,547
Locally Funded Appropriation				
Total Countywide Discretionary Revenue	519,740,467	530,453,500	529,273,877	550,179,111
Operating Transfers In (Ongoing)	21,988,281	21,488,281	21,989,025	24,839,880
Locally Funded Appropriation	541,728,748	551,941,781	551,262,902	575,018,991

The 2011-12 countywide discretionary revenue and other funding sources of \$694,142,547 includes Countywide Discretionary Revenue of \$550.2 million and Other Funding Sources of \$144.0 million.

Locally funded appropriation is appropriation funded with Countywide Discretionary Revenue plus the ongoing portion of Operating Transfers In. Per revised County Policy approved by the Board on June 28, 2011, the General Purpose Reserve is now targeted at 20% of locally funded appropriation, up from the previous 10% target. The revised policy states that this reserve will be built up with one-time sources until the established target is achieved. For fiscal year 2011-12, the approved contribution to the General Purpose Reserve is \$5,501,791 which brings this reserve to \$65,235,408, or 11.3% of locally funded appropriation. In addition, existing county policy mandates an appropriated contingency of 1.5% of locally funded appropriation, which is funded in 2011-12 at \$8,625,285.

The County increased the target for the General Purpose Reserve first based on the Government Finance Officers Association (GFOA) definition of a prudent reserve as two months of operating expenses. This is equivalent to 17%. The extra 3% was added to recognize that countywide discretionary revenue is no longer diversified (consists primarily of property taxes), and in recognition of the size of the structural deficits the County had to overcome in this economic downturn, which were in excess of \$80 million for the past two fiscal years, and \$47.2 million in the 2011-12 fiscal year.



COUNTYWIDE DISCRETIONARY REVENUE

Property Related Revenue

Property Related Revenue accounts for over 61% of countywide discretionary revenue and other funding sources. These revenues have been severely impacted as a result of the mortgage crisis, which has had a significant effect on the housing market within the County. For the third consecutive year, the County had a decrease in the assessed valuation of properties within the County. The decrease for 2011-12 of 0.87% compares to an assessed valuation decline of 6.17% in 2009-10 and a decline of 4.55% in 2010-11.

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

Although assessed valuations have continued to decline, there are indications that the housing market is stabilizing. The median price of a home had remained at or above \$150,000 for the nineteen months ending March 2011, and then dipped slightly to \$147,500 in April 2011. In addition, for calendar year 2010, Notices of Default were down 37.3% as compared to 2009.

The Teeter Plan

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

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

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

The actual annual advance of the amount of delinquent taxes under the Teeter Plan for 2010-11 declined from previous years. This is due to a decreasing delinquency rate and the decline in the assessed value of properties within the County. As a result, penalties and interest from the Teeter Plan to be collected in 2011-12 are also projected to decline.



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

Current Secured, Unsecured, Unitary

Secured Property Tax Revenue makes up \$179.0 million of the \$201.9 million in the 2011-12 "Current Secured, Unsecured, Unitary" budgeted revenue number, up from \$177.7 million in the 2010-11 Final Budget number. Secured property tax revenue for 2011-12 was projected using an assessed valuation decline of 0.5%. However, after taking into account downward corrections to 2010-11 assessed valuations (and billings) after publication of the 2010-11 Assessment Roll, the 2011-12 secured roll is up slightly up from 2010-11 corrected secured roll.

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 revenue (VLF/Property Tax Swap revenues). This increase was funded by decreases in property tax revenue 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 2011-12 budget for VLF/Property Tax Swap revenue did not take into account the 0.5% projected decline in assessed valuation since it was anticipated that the assessment roll published in July 2011 for the 2011-12 fiscal year would be flat to the roll published in the prior year, and that the 0.5% decline would be as a result of roll corrections to the published roll. VLF/Property Tax Swap revenue is not affected by roll corrections.

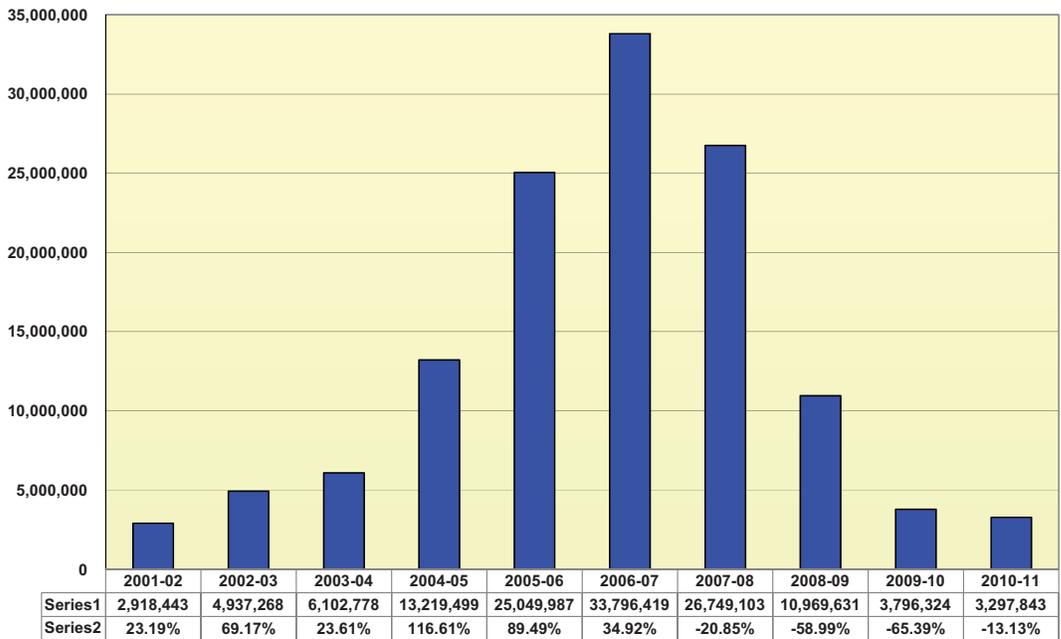
Supplemental Property Tax

Supplemental Property Tax payments are required from property owners when there is a change in the assessed valuation of their property after the property tax bill for that year has been issued. Generally there are two types of events that will require a supplemental property tax payment: a change in ownership or the completion of new construction. As a result, when property values have been increasing and sales activity is high, there will be an increase in the number and dollar amount of supplemental property tax bills, which will result in increased supplemental property tax revenue to the county. Conversely, when values are decreasing and home sales are high, refunds may be due to homeowners, and supplemental property tax revenue 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.

In years prior to 2007-08, the county experienced a dramatic rise in supplemental property tax revenue due to the large volume of home sales and significant increases in home prices. However, given their dependence on a soaring housing market, the county budgeted these revenues conservatively since the spikes that began in 2004-05 were not sustainable over the long term.



**SUPPLEMENTAL PROPERTY TAXES
TEN YEAR TREND
Total Dollars and Percent Change**

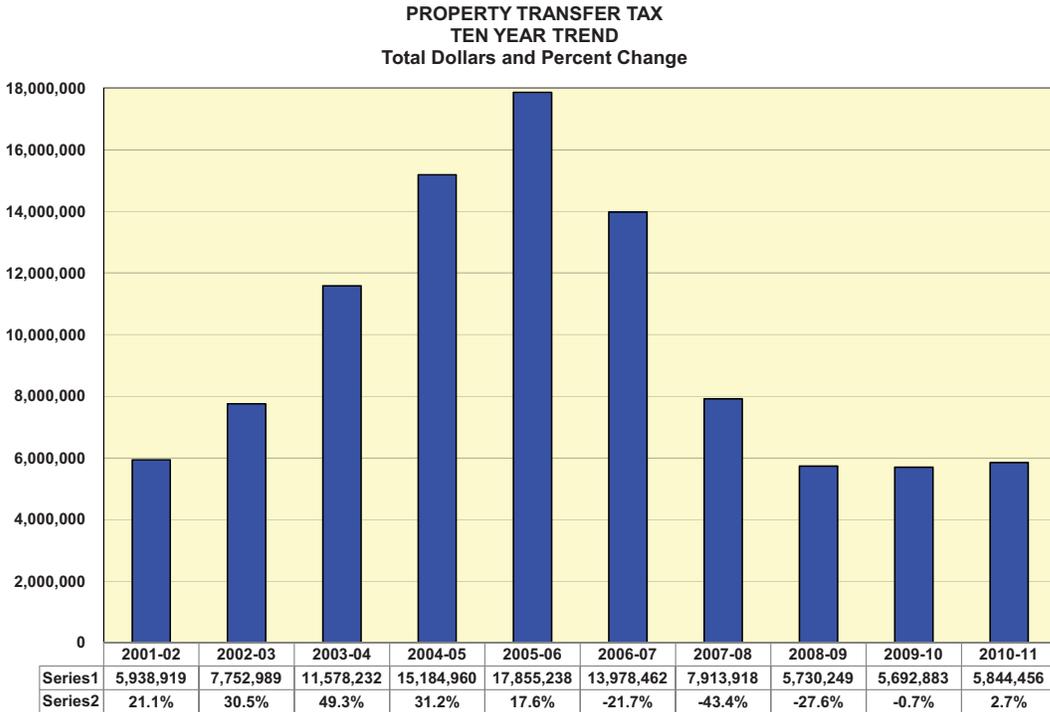


As discussed above, when homes sell at prices lower than the current assessed value reflected on the property tax bill, a refund may be due to the taxpayer. Because many homes have been selling at prices lower than their current assessed values, resulting in the payment of refunds, and because the number of home sales has declined after the expiration of the Federal tax credit, the county estimates only \$4.0 million in supplemental property tax revenues in 2011-12.



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. Given the stability in the median price of a home, but taking into account continued decreases in sales, the County anticipates that property transfer tax will decline slightly in 2011-12 to \$5.4 million. The following chart presents the most recent ten year trend of property transfer tax revenue.



Sales Tax/Property Tax Swap

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

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



Sales and Other Taxes

Sales and Use Tax

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

When preparing the annual budget, the county projects future sales tax revenue based on data provided by a local economist and the County's sales tax consultant. For 2011-12, sales tax revenue is anticipated to increase slightly from 2010-11 actual receipts. Projected total sales tax revenues generated in the unincorporated area is projected to total \$13.1 million (after adjusting for the Triple Flip) in 2011-12. However, the county will only keep an estimated \$10.4 million of this revenue as a result of a sales tax sharing agreement with the City of Redlands that is described below.

Sales Tax Sharing Agreement with the City of Redlands

In August of 2003, the county entered into a sales tax sharing agreement with the City of Redlands. Under the terms of this agreement, the City of Redlands provides government services to an unincorporated area of the County, and in return the County pays the city a percentage of the sales tax revenue generated in that geographical area. This geographical area has and continues to add 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's discretionary sales tax revenue generated in this area.

Potential Annexations and Incorporations

Based on recent estimates, and adjusted for recent annexations, approximately 40% of the County's discretionary sales tax revenue is generated in the unincorporated portion of the spheres of influence of the 24 cities that are within the County's boundaries. A sphere of influence is a 'planning boundary' within which a city or district is expected to grow over time. Therefore, the areas within these spheres are likely to be annexed, and once annexed, the discretionary sales tax revenue generated in that area will go to the city instead of the county. The county would also lose sales tax revenue if a community in the unincorporated area of the county decided to create a new city (incorporate).

Net Interest Earnings

Net Interest Earnings for 2011-12 are projected at \$23.9 million. This is \$4.6 million lower than 2010-11 actual revenue. The decrease is due primarily to \$3.6 million of one-time interest revenue received in 2010-11. This \$3.6 million represents prior year interest revenue due to the general fund from other county funds. The 2011-12 reduction in interest revenue is also due to lower available investment rates and lower interest and penalties from the County's Teeter Plan. For more information see the section titled 'The Teeter Plan' earlier in this section.

COWCAP (County Wide Cost Allocation Plan) Revenue

COWCAP Revenue is reimbursement for overhead/indirect costs incurred by the general fund. Reimbursements are received from various state and federal grant programs (that permit such reimbursement) and fee supported general fund departments and taxing entities such as the County Library and Board-governed special districts. The budgeted COWCAP Revenue amount reflects the recovered allowable costs included in the 2011-12 County Wide Cost Allocation Plan (COWCAP) published by the Auditor-Controller/Treasurer/Tax Collector. The increase of \$31.6 million from the 2010-11 final budget reflects a change in business practice. First, all general fund departments will now be charged this expense, and not just those that are fee supported. This is to assist these departments in developing fees based on full cost of providing service, including county overhead. Secondly, the COWCAP billing will now include the space use component.



Property Tax Admin Revenue

Property Tax Administration Revenue consists of:

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

This revenue is projected to decrease by \$0.4 million from the 2010-11 final budget based on actual amounts received in 2010-11, adjusted to reflect lower expenditures in departments whose costs are used in calculating this fee.

Recording Fee Revenue

The Recorder's Division of the County's Assessor/Recorder/County Clerk's Office collects certain fees for the official recording of documents. Recording Fees are expected to remain flat as compared to the 2010-11 final budget.

State and Federal Aid

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

Other Revenue

Other Revenue includes overhead charges recovered through city law enforcement contracts with the Sheriff/Coroner/Public Administrator, voided warrants issued by the county, projected transfers of unclaimed property tax refunds to the general fund, the county share of vehicle code violation revenue, and other miscellaneous revenues.

Other Funding Sources

Fund Balance

The 2010-11 actual year-end fund balance for the general fund is \$69.9 million.

Use of Reserves

The 2011-12 budget anticipates the release of the remaining balance of the Business Process Improvement Reserve, in the amount of \$0.9 million, to be made available for use in 2011-12. Additionally, \$4.0 million from the capital project reserve will be utilized for the replacement of buildings that are beyond their useful life as part of the County Building Program totaling \$30.0 million approved in the 2011-12 Adopted Budget.

Operating Transfers In

Operating transfers in includes the following sources:

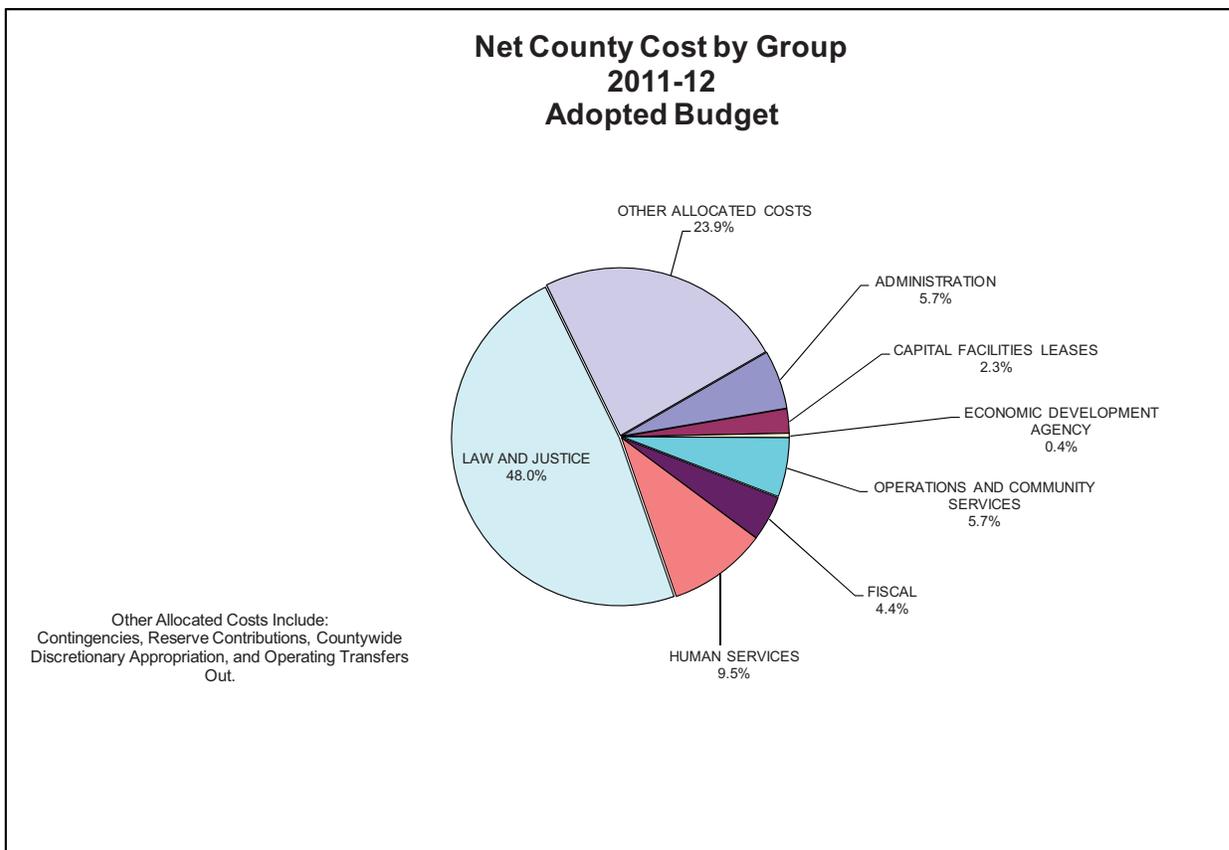
One-time sources

- \$16.5 million of Courthouse and Criminal Justice Construction funds related to reimbursement of prior year costs to be used to address long term needs.
- \$11.0 million of excess tax sale proceeds, and \$4.0 million of recording fees to be used for a new property tax system.
- \$5.5 million of excess Prop 172 stabilization funds as a bridge to maintain affected Law and Justice and work schedule reduction departments until completion of labor negotiations, mediation or arbitration and/or to mitigate impacts of AB 109 Realignment.
- \$4.5 million reimbursement from SANBAG for the Valley and Pepper Intersection project.

Ongoing sources

- \$17.0 million of tobacco settlement funds to provide \$15.0 million of ongoing funding for debt service on the Arrowhead Regional Medical Center and \$2.0 million of ongoing funding for Public Health.
- \$5.0 million of Courthouse and Criminal Justice Construction funds to pay for debt service on the Foothill Law and Justice Center.
- \$1.7 million of Community Development Block Grant funds to pay for general fund discretionary capital improvement program projects.
- \$1.1 million from Real Estate Services for rental income of county buildings.

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 2010-11 final net county cost and 2011-12 adopted net county cost by department. This schedule also includes appropriation and revenue, including operating transfers, which are mechanisms to move funding between the various county budget units. Operating transfers are presented in the following chart because the intended purpose is to provide a complete picture of the department’s appropriation and revenue. Operating transfers are excluded from the countywide appropriation and revenue summaries presented in the County Budget Summary section of the 2011-12 Adopted Budget Book, as their inclusion would overstate countywide appropriation and revenue on a consolidated basis.



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.

APPROPRIATION

	2010-11 Adopted Budget	2010-11 Final Budget	2010-11 Actual	2011-12 Adopted Budget
Appropriation				
Salaries & Benefits	456,123	456,123	441,076	435,051
Services & Supplies	1,000,000	1,000,000	863,926	1,000,000
Other Charges	6,043,877	6,043,877	2,259,259	6,064,949
Total Expenditure Authority	7,500,000	7,500,000	3,564,261	7,500,000

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

In addition to these 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

	2010-11 Adopted Budget	2010-11 Final Budget	2010-11 Actual	2011-12 Adopted Budget
Operating Transfers Out				
One-Time				
Capital Improvement Fund - New Crime Lab	24,750,000	24,750,000	24,750,000	
Capital Improvement Fund - Crestline Library Project	200,000	200,000	200,000	
Capital Improvement Fund - Funds returned for reallocation				
Capital Improvement Fund - County Building Program				20,221,931
Capital Improvement Fund - Lake Mojave Narrows Dam Project				2,100,000
Capital Facilities Leases - Prepayment of Long Term Debt	38,000,000	38,000,000	38,000,000	
Business Process Improvement Reserve allocations	704,032	62,549	62,549	287,270
Justice Facilities Reserve allocations		52,562	47,328	
Capital Improvement Fund - Adelanto Detention Center Expansion		30,788,250	30,788,250	
High Desert Juvenile Detention Center - Secondary Water Source		1,063,500	1,063,560	
Garage - Motor Pool				386,565
Flood Control - Rimforest Drainage				350,000
Flood Control - Stormwater Program				4,297,504
Transportation - Maintain County Roads (PCI)				8,000,000
Correction - Return Prior Year Unused Priority Policy Needs Allocation			9,296	
Fee Waivers Slide and Grass Valley Fires			4,954	
Ongoing				
Capital Improvement Fund - Annual Allocation	15,300,000	15,300,000	15,300,000	15,300,000
Aging and Adult Services				1,057,620
800 MHz Project				24,000,000
Public Works - Fund 2 positions in land development				283,000
General Fund Subsidy to County Fire Protection District:	7,380,942	7,380,942	7,380,942	
Office of Emergency Services				1,340,296
North Desert Zone				5,575,773
South Desert Zone				3,446,867
Valley Zone				2,437,006
TENS (Reverse 911) Project			148,750	
Capital Improvement Fund - Fontana Western Sphere MOU	1,448,115	1,448,115	1,444,595	
General Fund Subsidy to County Library	761,850	761,850	761,850	
County Redevelopment Agency to fund Sales Tax Sharing Agreement	353,000	334,483	172,668	353,000
Flood Control District Stormwater Permit	300,000	300,000	300,000	1,000,000
Total Operating Transfers Out	89,197,939	120,442,251	120,434,742	90,436,832



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

Long-term financial planning is an effective tool for creating sustainable budgets and providing fiscal stability beyond the annual budget horizon. The County creates a five-year operating forecast for the purpose of providing the Board of Supervisors with a framework for use in decision-making in order to maintain and continue the fiscal health of the County.

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

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

Significant Issues Impacting the General Fund:

- Salaries and Benefits are projected to increase. The increase in the forecast reflects only current negotiated agreements between the county and employee representation units, and includes costs for budgeted positions.
- Retirement costs are anticipated to increase due to market losses incurred by the County's pension system.
- Additional Staffing for the Adult Detention Center Expansion will require a significant amount of funding beginning in 2013-14.

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
Assessed Valuation Change	-0.5%	2.0%	2.0%	2.0%	2.0%
Revenue Growth:					
Property Related	\$ 3.1	\$ 8.1	\$ 8.3	\$ 8.4	\$ 8.5
Prop 172	2.5	2.4	2.4	2.5	2.5
Other Revenue	(9.0)	0.2	0.1	0.2	0.2
Total	<u>\$ (3.4)</u>	<u>\$ 10.7</u>	<u>\$ 10.8</u>	<u>\$ 11.1</u>	<u>\$ 11.2</u>
Increase in Costs:					
Salaries & Benefits	\$ (15.1)	\$ (4.2)	\$ (2.5)	\$ (3.0)	\$ (3.3)
Retirement Increases	(13.4)	(17.3)	(20.8)	(16.5)	(4.1)
Insurance and Central Services	(2.5)	0.7	0.7	(2.8)	-
Adult Detention Center Staffing	-	-	(34.2)	-	-
Unfunded Leave Liability	(3.9)	-	-	-	-
Increase Subsidy to County Fire	(5.4)	(4.6)	(1.2)	(0.8)	-
Other Costs	(3.5)	(3.9)	(1.6)	(4.4)	(3.1)
Total	<u>\$ (43.8)</u>	<u>\$ (29.3)</u>	<u>\$ (59.6)</u>	<u>\$ (27.5)</u>	<u>\$ (10.5)</u>
Net Yearly Operating Deficit	<u>\$ (47.2)</u>	<u>\$ (18.6)</u>	<u>\$ (48.8)</u>	<u>\$ (16.4)</u>	<u>\$ 0.7</u>
Cumulative Yearly Operating Deficit	<u>\$ (47.2)</u>	<u>\$ (65.8)</u>	<u>\$ (114.6)</u>	<u>\$ (131.0)</u>	<u>\$ (130.3)</u>



Due to the projected budget gaps and operating cost pressures, the County Administrative Office has developed a strategic plan to address the \$130.3 million cumulative structural budget deficit for the five years. The plan maintains a structurally balanced budget for 2011-12 and future years. This strategic plan is detailed in the County Budget Overview's 'General Fund Budget Process' section of the 2011-12 Adopted Budget book. The process of developing this plan began by identifying several critical areas which have, or are expected to have, an impact on the financial condition of the county in 2011-12. Once the critical issues were identified, specific measures have begun to be implemented. The county anticipates it will adhere to policy, make the necessary tough decisions, and adopt a structurally balanced budget each fiscal year.



CONTINGENCIES

The county Contingencies includes the following elements:

Contingencies

Mandatory Contingencies

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

Uncertainties Contingencies

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

Ongoing Set-Aside Contingencies

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

	2010-11 Adopted Budget	2010-11 Approved Contributions/ (Uses)	2011-12 Adopted Contributions / (Uses)	2011-12 Adopted Budget
Contingencies				
Mandatory Contingencies (1.5% of Locally Funded Appropriation)	7,796,107		829,178	8,625,285
Uncertainties Contingencies	25,889,134	39,343,906	(33,762,159)	31,470,881
Ongoing Set-Aside Contingencies				
Future Space Needs	24,000,000	(24,000,000)	-	- (1)
Total Contingencies	57,685,241	15,343,906	(32,932,981)	40,096,166

(1) In the 2011-12 Adopted Budget the \$24.0 million in the Future Space Needs Contingency account has been allocated to the County's 800 MHz project.



2010-11 Changes to Uncertainties Contingencies

In 2010-11 quarterly budget reports resulted in adjustments to the Uncertainties Contingencies of \$39,343,906 as follows:

- \$7,558,249 increase due to \$1,312,930 in revenue increases and \$6,245,319 in appropriation decreases. This reflects the budget adjustments for the first quarter of 2010-11.
- \$2,911,505 decrease due to \$17,899,490 in revenue decreases offset by \$14,987,985 in appropriation decreases. This reflects the budget adjustments for the second quarter of 2010-11.
- \$658,402 increase due to \$2,993,005 in revenue increases offset by \$2,334,603 in appropriation increases. This reflects the budget adjustments for the third quarter of 2010-11.
- \$34,070,911 increase due to \$84,368,681 in revenue decreases and \$118,439,592 in appropriation decreases. This reflects budget adjustments for the fourth quarter of 2010-11.
- \$32,151 decrease due to \$144,064 in revenue increases and \$176,215 in appropriation increases. This reflects final budget adjustments for 2010-11.

2010-11 Changes to Ongoing Set-Aside Contingencies

County Contingency Policy 02-10 requires that remaining balances in the ongoing set-asides be transferred to the corresponding reserve account at the end of the fiscal year.

- Future Space Needs Ongoing Set-Aside:

Use of the entire \$24.0 million set-aside for Future Space Needs was approved as follows: \$1,063,500 million for a secondary water source at the High Desert Juvenile Detention Center and \$22,936,500 to fund a portion of the County's share of the Adelanto Detention Center Expansion. These uses were approved on November 2, 2010 and February 15, 2011 as part of the quarterly budget adjustments. No balance remains to transfer to the reserve at the end of the fiscal year.

2011-12 Mandatory Contingencies

The base allocation to the mandatory contingencies is \$8,625,285, the amount required pursuant to Board policy, based on the budgeted locally funded appropriation of \$575.0 million.

2011-12 Ongoing Set-Aside Contingencies

As seen in the Reserves section, the County has set aside a significant amount of one-time money that can assist the county temporarily for unforeseen increases in expenditures or reductions in revenues. Beginning in the 2006-07 fiscal year the county also began to set-aside portions of ongoing funding for future use.

- Future Space Needs Ongoing Set-Aside:

In the 2011-12 adopted budget, the County's set aside of \$24.0 million in ongoing revenue sources to fund future spaces needs has been allocated to a new 800 MHz digital radio system for Public Safety.



RESERVES

The County has a number of reserves that have been established over the years. Some are for specific purposes, such as to meet future known obligations or to build a reserve for capital projects. The general purpose reserve are funds held to protect the county from unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the county. On June 28, 2011, the Board of Supervisors approved a revised county policy that provides guidelines and goals for reserve levels. This revised policy calls for the County’s General Purpose Reserve to be targeted at 20% of locally funded appropriation, up from the prior target of 10%. The Board of Supervisors has also established specific purpose reserves to meet future needs.

	6/30/10 Ending Balance	Approved 2010-11		6/30/11 Ending Balance	Adopted 2011-12		6/30/12 Estimated Balance
		Contributions	Uses		Contributions	Uses	
General Purpose Reserve	59,733,617			59,733,617	5,501,791		65,235,408
Specific Purpose Reserves							
Future Space Needs	55,480,455		(32,601,750)	22,878,705			22,878,705
New Property Tax System	-				20,000,000		20,000,000
Retirement	46,500,000		(38,000,000)	8,500,000	-		8,500,000
Medical Center Debt Service	32,074,905			32,074,905			32,074,905
Teeter	24,709,925			24,709,925			24,709,925
Capital Projects	4,000,000			4,000,000	-	(4,000,000)	-
Insurance	3,000,000			3,000,000			3,000,000
High Desert Fire Station	2,000,000	1,000,000		3,000,000	1,000,000		4,000,000
Restitution	1,545,025			1,545,025			1,545,025
Business Process Improvement	1,281,189		(62,549)	1,218,640		(1,151,697) (1)	66,943
Justice Facilities	52,562		(52,562)				
Total Specific Purpose	170,644,061	1,000,000	(70,716,861)	100,927,200	21,000,000	(5,151,697)	116,775,503
Total Reserves	230,377,678			160,660,817			182,010,911

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

2010-11 Contributions

For 2010-11 the general purpose reserve remained unchanged. Because locally funded appropriation was projected to decrease, no decrease or increase was recommended. Other contributions include:

- \$1.0 million contribution to the High Desert Fire Station Reserve.

2010-11 Uses

- \$38,000,000 use of the Retirement Reserve to optionally prepay a portion of the County’s outstanding debt which generated \$5.5 million in annual savings.
- \$24,750,000 use of the Future Space Needs Reserve for the purchase and improvement of a building to house the Sheriff/Coroner/Public Administrator’s new crime lab.
- \$7,851,750 use of the Future Space Needs Reserve to fund a portion of the County’s share of the Adelanto Detention Center Expansion.
- \$62,549 of the Business Process Improvement Reserve to reflect funding for completed projects approved in prior years.
- \$52,562 of the Justice Facilities Reserve for the Sheriff/Coroner/Public Administrator’s Regional Training Center female housing fire alarm upgrade, installation of an emergency generator at the



Sheriff/Coroner/Public Administrator’s scientific investigation division, and the replacement of an air conditioning unit at the Glen Helen Rehabilitation Center.

2011-12 Adopted Contributions and Uses

For 2011-12, the revised 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%. For 2011-12 there is an increase to the General Purpose Reserve of \$5,501,791. This brings the balance of the General Purpose Reserve to \$65,235,408, which is 11.3% of locally funded appropriation. The revised Fund Balance and Reserve Policy calls for continued annual contributions of one-time sources to this reserve until the 20% target is achieved.

The adopted budget also includes:

- \$1.0 million contribution to the High Desert Fire Station Reserve.
- \$20.0 million contribution for a new Property Tax System Reserve.
- \$1,151,697 use of the Business Process Improvement Reserve, including \$287,270 to fund a case management project for the Public Defender, and the remainder to be released into the general fund and made available for appropriation. The Business Process Improvement reserve will be eliminated at the end of 2011-12, and any remaining amount will fall into fund balance at the end of the fiscal year.
- \$4.0 million use of the Capital Projects Reserve to be contributed towards the funding of the County Building Program.

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

	Year End Actual Balances					Adopted
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Total General Purpose Reserve	52.5	57.2	59.7	59.7	59.7	65.2
Specific Purpose Reserves						
Future Space Needs	19.6	37.7	31.9	55.5	22.9	22.9
New Property Tax System						20.0
Retirement	30.7	38.6	46.5	46.5	8.5	8.5
Medical Center Debt Service	32.1	32.1	32.1	32.1	32.1	32.1
Jail Expansion (formerly Future Financing)	16.4	21.5	-	-	-	-
Juvenile Maximum Security	9.4	13.9	-	-	-	-
Teeter	17.7	17.7	24.7	24.7	24.7	24.7
Moonridge Zoo	3.8	4.8	-	-	-	-
Capital Projects	4.0	4.0	4.0	4.0	4.0	-
Insurance	3.0	3.0	3.0	3.0	3.0	3.0
High Desert Fire Station	-	-	-	2.0	3.0	4.0
Restitution	1.9	1.8	1.7	1.5	1.5	1.5
Electronic Voting System	0.5	0.4	0.3	-	-	-
Business Process Improvement	0.6	4.4	2.1	1.3	1.2	0.1
Justice Facilities	0.1	0.1	0.1	0.1	-	-
Total Specific Purpose Reserves	(1) 139.7	180.0	146.4	170.7	100.9	116.8
Total Reserves	(1) 192.2	237.2	206.1	230.4	160.7	182.0

(1) Totals may not add due to rounding.



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COUNTY DEBT POLICY

The County has a separate policy that covers the issuance, management and administration of the County's portfolio of long term debt. The policy requires, in general, that:

1. Debt will not be used to finance ongoing operational costs.
2. Whenever possible, the County will pursue alternative sources of funding in order to minimize the level of debt.
3. That whenever practical, voter approval on the method of debt shall be utilized.

More specifically, the policy includes guidelines on the following elements:

1. The policy allows for the issuance of variable rate obligations to the extent that they do not exceed 25% of total debt outstanding.
2. The policy details the guidelines to be followed prior to the issuance of variable rate debt including feasibility, structure, and annual analysis to determine advisability of conversion to fixed rate debt.
3. The policy requires that the term of bonds be no longer than the economic useful life of the property, or in excess of available payment streams.
4. The policy requires annual review of the County's portfolio of long term obligations to initiate any type of restructuring, refunding, or refinancing beneficial to the County.
5. The policy outlines requirements for the investment of bond proceeds.
6. The policy outlines the responsibilities of the County's Debt Advisory Committee, which is a formal committee of the Board of Supervisors. These responsibilities include oversight and review of all debt policy and debt issuance activities and to make recommendations to the Board of Supervisors regarding appropriate actions on debt matters.

CASH FUNDED PROJECTS

As detailed above, County policy requires prudent management of liabilities and, whenever possible, alternative sources of funding in order to minimize the level of debt. In the past several years, the County has satisfied certain portions of its capital needs without the issuance of long term debt. This includes the major projects listed below:

- Construction of the High Desert Juvenile Detention Center, funded with a combination of state grant monies and the County's cash. This project was completed in September 2004.
- The cash purchase of the Adelanto Adult Detention Facility. This project was completed in January 2006.
- The cash purchase and renovation of an office building in downtown San Bernardino. This project was completed in July 2007.
- The cash funding of a major remodel of the 6th floor of the Arrowhead Regional Medical Center to convert it from administrative space to a medical/surgery wing. This project was completed in October 2009.
- The cash funding of a new medical office building at the Arrowhead Regional Medical Center. This project was completed in September 2010.
- The cash funding of a new High Desert Government Center in Hesperia. This project was completed in October 2010.
- The cash funding of the new Central Valley Juvenile Detention and Assessment Center. This project was completed in August 2011.
- The cash funding of the County's portion of the Adelanto Adult Detention Facility Expansion which is funded by a combination of state grant monies and a County contribution. Construction commenced in December 2010. Estimated project completion is late 2013.



COUNTY BUDGETING POLICY AS IT RELATES TO LONG TERM DEBT

The County's Budgeting Policy includes policies related to long term debt of the County. These include:

1. Retirement System Funding - Requires that the Board first consider setting aside any savings related to negative Unfunded Accrued Actuarial Liability to fund a reserve for reduction of any existing pension obligation bonds or as a hedge against future interest rate increases.
2. Use of Variable Rate Interest Savings - Requires that when amounts budgeted for variable rate interest expense on long-term debt exceeds actual variable rate interest expense for the year, that such savings will be used in the succeeding fiscal year to reduce the outstanding principal of long-term debt. This applies only to debt service paid from discretionary revenue sources of the general fund. It is normal for budgeted amounts to exceed actual amounts because debt covenants require conservative budgeting of variable rate interest expense.
3. Use of Savings from Interest Rate Swap Agreements Associated with the Issuance of Debt - Requires that any County benefit realized on interest rate swap agreements, when there is a potential mismatch between swap payments and debt service payments, be retained as a contingency to offset the County's share of increases in debt service caused by the swap agreement. This contingency amount will not exceed \$5.0 million per interest rate swap agreement.

Note: The County currently has no interest rate swaps outstanding and has no plan to enter into an interest rate swap.

COUNTY LONG TERM DEBT

The following discussion relates to long-term debt backed by the full faith and credit of the County's general fund⁽¹⁾. Other long term debt, such as that of the County's redevelopment agency and special districts are included in separate budget documents prepared for those entities.

The County's outstanding long term debt has been issued for the following purposes:

- To finance construction and improvement of County structures.
- To refinance County pension obligations.
- To finance improvements at the County owned landfills.

The County finances such projects with a variety of debt instruments. For construction and improvement projects, and for the improvement projects at the County landfills, the County has utilized lease obligations with a non-profit public benefit corporation. Such obligations are in the form of Certificates of Participation. For pension obligations the County has issued Pension Obligation Bonds.

(1) In June of 2007 the County privately placed \$18.4 million of revenue bonds for Courthouse improvements. These bonds are secured solely by a surcharge on civil filings that is collected by the local courts. These bonds are not backed by the County's general fund and are, therefore, not included in this discussion. For more information on the surcharge revenues see the 'Courthouse Seismic Surcharge' budget unit on page 391.



As of June 30, 2011, the County's long term obligations include debt issued to finance or partially finance the following projects:

- Construction and equipping of the Arrowhead Regional Medical Center
- Construction of the West Valley Detention Center
- Construction of the Foothill Law and Justice Center and hangars at the Chino Airport
- Improvement projects at County landfills
- Refinancing of a portion of the County's Unfunded Accrued Actuarial Liability in the years 1995, 2004 and 2008.

Significant 2010-11 Debt Related Actions

On September 1, 2010, the County made optional prepayments of the entire outstanding principal of the following long term debt issuances.

- 2008 Glen Helen Pavilion, Series A
- 2008 Glen Helen Pavilion, Series B
- 1997 Public Improvement Financing
- 1996 Government Center Refinancing
- 1996 WVDC Refinancing

A summary of long term debt issuances of the County, which includes a reference to the section of the book where the obligation is budgeted, is included on the following pages.



County of San Bernardino
 Outstanding General Fund Certificates of Participation and Pension Obligation Bonds
 Budgetary Basis

Fiscal Year Ending June 30	Pension Obligation Bonds						Certificates of Participation				Total Outstanding General Fund Debt
	2008		2004		1995		2002		2001/02		
	Pension Obligation Bonds \$160,900,000		Pension Obligation Bonds ⁽¹⁾ \$463,895,000		Pension Obligation Bonds \$386,265,591		Justice Center Refunding \$68,100,000		WVDC Refunding ⁽²⁾ \$94,920,000		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2012	805,000	9,575,262	11,570,000	16,645,231	41,505,000	1,471,352	5,155,000	1,312,200	6,225,000	2,805,270	97,069,314
2013	880,000	9,524,543	14,100,000	15,973,653	13,160,377	32,059,623	5,475,000	1,106,000	6,490,000	2,526,945	101,296,141
2014	865,000	9,472,019	16,950,000	15,139,811	12,791,883	34,788,117	5,585,000	887,000	6,800,000	2,220,884	105,499,713
2015	920,000	9,418,290	20,020,000	14,127,066	12,401,627	37,653,373	5,950,000	607,750	7,145,000	1,862,341	110,105,447
2016	1,035,000	9,359,445	23,355,000	12,918,239	12,035,880	40,619,120	6,205,000	310,250	7,510,000	1,484,761	114,832,694
2017	1,060,000	9,296,385	27,025,000	11,491,751	11,673,496	43,711,504	-	-	7,900,000	1,087,081	113,245,217
2018	1,130,000	9,230,466	31,015,000	9,825,205	11,361,080	46,888,920	-	-	8,305,000	668,031	118,423,702
2019	19,990,000	8,594,754	16,235,000	8,453,186	11,054,980	50,205,020	-	-	8,735,000	226,531	123,494,471
2020	15,860,000	7,515,669	25,000,000	7,179,750	10,753,631	53,666,369	-	-	-	-	119,975,419
2021	20,880,000	6,409,795	25,000,000	5,584,250	10,507,053	57,227,947	-	-	-	-	125,609,045
2022	26,200,000	4,992,687	25,000,000	3,988,750	9,790,585	58,119,415	-	-	-	-	128,091,437
2023	31,875,000	3,244,630	25,000,000	2,393,250	-	-	-	-	-	-	62,512,880
2024	37,960,000	1,142,596	25,000,000	797,750	-	-	-	-	-	-	64,900,346
2025	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-	-
Totals	159,460,000	97,776,539	285,270,000	124,517,889	157,035,591	456,410,761	28,370,000	4,223,200	59,110,000	12,881,845	1,385,055,825

(1) Debt schedules for variable rate issues are based on the estimated average interest rate at the time of issuance and do not reflect amounts budgeted for the 2011-12 fiscal year.

(2) West Valley Detention Center

Debt Service Budget Information:

The 1995, 2004 and 2008 Pension Obligation Bonds are budgeted in individual department budgets as a portion of salary and benefit expense.

The General Fund Certificates of Participation are budgeted in the Administration Section of this budget book in the Capital Facilities Leases budget.



County of San Bernardino
Outstanding Enterprise Fund Certificates of Participation
Budgetary Basis

Certificates of Participation											
Fiscal Year Ending June 30	2008 Solid Waste Series B ⁽¹⁾ \$74,390,000		Arrowhead Refunding County Medical Center Series 2009 \$288,730,000		County Medical Center Series 1996 \$65,070,000		County Medical Center Series 1995 \$147,565,000		County Medical Center Series 1994 \$213,605,000		Total Outstanding Enterprise Fund Debt
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2012	7,470,000	3,501,639	9,990,000	14,208,313	360,000	3,213,975	3,245,000	1,709,013	3,775,000	6,562,863	54,035,802
2013	8,045,000	2,967,926	10,305,000	13,813,888	380,000	3,194,550	3,465,000	1,490,938	3,990,000	6,349,325	54,001,626
2014	8,700,000	2,391,962	10,790,000	13,302,063	400,000	3,174,075	3,705,000	1,257,913	4,205,000	6,123,963	54,049,975
2015	9,385,000	1,769,970	11,405,000	12,765,688	420,000	3,152,550	3,955,000	1,008,963	4,445,000	5,886,088	54,193,258
2016	10,120,000	1,099,544	11,905,000	12,203,638	445,000	3,129,844	4,225,000	743,113	4,695,000	5,634,738	54,200,875
2017	10,920,000	376,820	12,445,000	11,605,400	465,000	3,105,956	4,505,000	459,388	4,965,000	5,369,088	54,216,651
2018	-	-	13,090,000	10,972,838	490,000	3,081,500	4,815,000	156,488	5,235,000	5,088,588	42,929,413
2019	-	-	24,405,000	10,035,463	515,000	3,056,375	-	-	-	4,944,625	42,956,463
2020	-	-	25,685,000	8,774,650	545,000	3,029,875	-	-	-	4,944,625	42,979,150
2021	-	-	15,015,000	7,711,050	570,000	3,002,000	-	-	12,180,000	4,518,325	42,996,375
2022	-	-	16,330,000	6,860,250	600,000	2,972,750	-	-	12,570,000	3,746,350	43,079,350
2023	-	-	17,165,000	5,985,113	630,000	2,942,000	-	-	13,290,000	3,035,200	43,047,313
2024	-	-	32,355,000	4,718,766	665,000	2,909,625	-	-	-	2,669,725	43,318,116
2025	-	-	34,065,000	3,016,753	695,000	2,875,625	-	-	-	2,669,725	43,322,103
2026	-	-	22,935,000	1,541,794	735,000	2,839,875	-	-	13,060,000	2,343,225	43,454,894
2027	-	-	17,900,000	469,875	7,120,000	2,643,500	-	-	13,725,000	1,673,600	43,531,975
2028	-	-	-	-	24,030,000	1,864,750	-	-	13,675,000	1,005,694	40,575,444
2029	-	-	-	-	25,280,000	632,000	-	-	14,335,000	340,456	40,587,456
Totals	54,640,000	12,107,861	285,785,000	137,985,538	64,345,000	50,820,825	27,915,000	6,825,813	124,145,000	72,906,200	837,476,236

(1) Debt schedules for variable rate issues are based on the estimated average interest rate at the time of issuance and do not reflect amounts budgeted for the 2011-12 fiscal year.

Debt Service Budget Information:

The 2008 Series B Solid Waste Certificates of Participation are budgeted in the Operations and Community Services section of this budget book, in the Solid Waste Management Operations Enterprise Fund budget.

The 1994, 1995, 1996 and 2009 Medical Center Certificates of Participation are budgeted in the Arrowhead Regional Medical Center section of this budget book in the Medical Center Lease Payments budget.



EFFECTS OF EXISTING DEBT LEVELS ON CURRENT AND FUTURE OPERATIONS

Debt service on the Certificates of Participation and Pension Obligation Bonds referenced in the previous schedules will not negatively affect current or future operations of the County. In aggregate, current required debt service expenditures remain relatively level for all fiscal years through 2022-23 and then drop significantly in succeeding years.

OTHER LONG TERM DEBT

The Library has a note payable to the California Infrastructure and Economic Development Bank for funds borrowed to finance the construction of a library in Apple Valley. This note is backed by the full faith and credit of the general fund; however it is paid from and budgeted in the County Library budget, found in the Operations and Community Services section of this budget book. The outstanding principal amount of this note as of June 30, 2010, the last date for which audited information is available, was \$1,610,894. Annual debt service on this obligation is approximately \$109,000 per year through fiscal year 2030-31.

LEGAL DEBT LIMIT

The County's legal debt limit, which applies only to General Obligation Bonds, is 1.25% of Assessed Valuation. As of June 30, 2010, the last date for which audited information on outstanding debt is currently available, the County's Debt limit and legal debt margin were calculated as follows:

	(1)	(1)	(1)	(1)
Fiscal Year	Assessed Valuation	Legal Debt Limit	Bonded Debt	Legal Debt Margin
2009-10	173,348,202	2,166,853	1,440	2,165,413

(1) Amounts in thousands

Source: San Bernardino County Comprehensive Annual Financial Report for the year ended June 30, 2010

The County general fund has no outstanding General Obligation Bonds, and therefore no debt service payments for General Obligation Bonds are budgeted in this document. The Bonded Debt referred to in the table above is the debt of County Service Areas and is included in the budget document published by Special Districts.



CALIFORNIA GOVERNMENT CODE

Government Code Sections 29000 through 29144 and Section 30200 provide the statutory requirements pertaining to the form and content of the State Controller's prescribed Line-Item Budget. Government Code Section 29009 requires a balanced budget in the recommended, adopted, and final budgets, defined as "the funding sources shall equal the financing uses".

COUNTY CODE

Title 1. Division 2. Chapter 2:

Section 12.0201:

On November 2, 2010, the County Code was amended to establish the position of Chief Executive Officer.

Section 12.0203:

The Chief Executive Officer shall be appointed by and serve at the pleasure of the Board of Supervisors.

Section 12.0206:

Under the supervision of the Board of Supervisors, and subject to the approval and direction and control thereof, the Chief Executive Officer shall be responsible for the performance of such duties and ministerial functions as may be placed in his or her charge by the Board of Supervisors, and in connection therewith, shall report to the Board from time to time the status and enforcement of the Board's policies, rules, and regulations. The Chief Executive Officer shall, among others:

- Act as the primary administrative advisor to the Board of Supervisors on all matters relating to the efficient and economical administration of county government.
- Provide budgetary, fiscal, and administrative support, oversight, and direction as it pertains to Board of Supervisors' policy and procedures for all elected and all Board of Supervisor appointed department heads and their agencies and departments.
- Supervise, in cooperation with the County Auditor, the preparation of the annual County Budget. In the performance of this duty, the Chief Executive Officer shall review all departmental and agency requests and all items in the recommended budget, including revenues, expenditures, and reserves. He or she shall submit his or her recommended budget to the Board of Supervisors.
- Review all departmental and agency requests for adjustments and transfers of appropriations from contingencies and among budget units and make recommendations on them to the Board of Supervisors.

Section 12.0211:

Pursuant to Government Code § 29125, the Board of Supervisors designates the Chief Executive Officer as the County officer with the authority to approve, with respect to an adopted budget, any transfers and revisions of appropriations, objects, and sub-objects within a budget unit.

BASIS OF ACCOUNTING

Governmental fund types are accounted for using the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Property and sales taxes, interest, certain state and federal grants and charges for services are accrued if their receipt occurs within sixty days after the end of the accounting period, and recognized as revenue.

Expenditures are generally recorded when a liability is incurred, as under accrual accounting. Exceptions to this general rule include the following: principal and interest on long-term debt is recognized when due; prepaid expenses are reported as current period expenditures rather than allocated; and accumulated unpaid vacation, sick leave and other employee benefits are reported in the period due and payable, rather than in the period earned by employees.

Proprietary fund types are accounted for on the accrual basis of accounting. Their revenues are recognized in the period earned and expenses are recognized in the period incurred.



BASIS OF BUDGETING

Governmental Funds:

An operating budget is adopted each fiscal year for the governmental fund types in accordance with provisions of the County Budget Act. The County's financial statement, the Comprehensive Annual Financial Report (CAFR), is prepared using generally accepted accounting principles (GAAP). Budgets for the governmental fund types are adopted with the following differences from GAAP:

Encumbrance accounting is employed in governmental funds. For budget purposes, outstanding encumbrances (which represent the unspent amounts of purchase orders and contracts funded in the fiscal year), are treated as expenditures in that fiscal year. This affects only the "actual" data that appears in that budget book. For GAAP purposes, in the fund financial statements of the CAFR, encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures and liabilities. Appropriation for these encumbrance commitments survive the expiration of the fiscal year to the extent that encumbrances exist. Encumbrances cancelled subsequent to the end of the fiscal year also cancel the underlying appropriation.

On a budgetary basis, unrealized gains and losses on the fair value of investments are not recognized. For GAAP purposes, such gains or losses are recognized.

Proprietary Funds:

The Board of Supervisors approves an annual spending plan for proprietary funds. Although the adopted expense estimates are not appropriation, these county funds have budgetary controls the same as those for the governmental fund types. Because these funds collect fees and revenues generally to cover the cost of the goods and services they provide, their accounting and budgeting bases are closer to commercial models. Budgeting, like accounting, is done on the accrual basis and generally according to GAAP.

COUNTY POLICIES

When building the 2011-12 budget, the following County policies were considered:

BUDGETING POLICY

The objective of the Budgeting Policy is to help ensure the County has adequate resources to meet its basic financial obligations, and to serve as a vehicle to help the County achieve financial continuity and stability. This policy will serve as a guide when preparing budget plans and quarterly budget reports for Board of Supervisors approval.

Balanced Budget

To obtain a balanced budget, total revenues, including carry-over fund balances, will equal the total fund appropriation and reserves. The annual operating budget will be structurally balanced upon adoption by the Board of Supervisors. One-time funds will not be used to fund ongoing operational costs, except within the context of a larger plan to balance ongoing revenues and expenses over a multi-year period, as detailed under "Use of One-Time Funding Sources". Significant budget variances and recommended actions will be reported to the Board of Supervisors on a quarterly basis.

Long Range Planning

As part of the annual budget process, the County will prepare a multi-year forecast of financial operations for the general fund. This forecast includes changes in costs to maintain current service levels and costs related to new programs or program enhancements. The County will project major revenues and expenditures of the general fund, and report significant findings and recommendations to the Board of Supervisors.

Appropriation Changes

An operating budget is adopted each fiscal year for all Governmental Funds. Expenditures are controlled at the appropriation unit level (i.e., salaries and benefits, services and supplies, fixed assets, etc.) within budget units. Departments are expected to maintain expenditures within their budget authority as adopted by the Board of Supervisors. Any increase in appropriation in a budget unit after adoption of the budget shall be included in the quarterly budget reports and must be approved by a four-fifths vote of the Board of Supervisors. Transfers of appropriation within the same budget unit may be approved by the County Administrative Office or Board of Supervisors depending upon the appropriation unit. Exceptions are noted below:



Transfer of Salaries and Benefits Appropriation:

- Transfers out funded with discretionary general funding are not allowed.
- Transfers out not funded with discretionary general funding are required to be included in the quarterly budget reports for Board of Supervisors approval.
- Transfers in from other available appropriation within the budget unit will be required if budgeted salaries and benefits appropriation is inadequate to meet expenditures.

Transfer of Fixed Asset Appropriation:

- Transfers out are required to be included in the quarterly budget reports for Board of Supervisors approval.
- Transfers in, less than \$10,000 are approved by the County Administrative Office.
- Transfers in, greater than \$10,000 requires Board of Supervisors approval either through a separate board agenda item or inclusion in the quarterly budget report.

Use of One-Time Funding Sources

The appropriation of carry-over fund balances and other one-time funding sources must be managed with care. These sources are most appropriately used to fund one-time expenses such as capital expenditures, start-up costs for new programs, or to supplement the general purpose reserve to attain the 20% target level as defined in the County's "Fund Balance and Reserve Policy". A goal is to invest one-time monies in a way that increases ongoing revenues and/or reduces ongoing expenses.

It is the policy of the County that one-time funds will not be used to finance ongoing operational costs, except within the context of a larger plan to balance ongoing revenues and costs over a multi-year period. Such a plan could involve short-term use of one-time funds to preserve essential public services where longer-term financial forecasts demonstrate the near-term future potential for ongoing revenues to fund those services.

Revenue Forecasting

Because of the complexity of the County budget, realistic projections of revenue are crucial to accurate budgeting. Revenue forecasting will be undertaken annually through a review of local historical revenue trends and analysis of federal, state, and local economic projections. Especially in regard to those revenues that tend to be most volatile and sensitive to changes in the economy, forecasting will involve analysis of economic, demographic, business cycle and other factors that might impact those revenues. These unpredictable revenues, including, but not limited to interest income and fees, will be estimated and budgeted conservatively. Revenue forecasts will not be based on straight-line assumptions.

Property Tax Revenue Stabilization

The County's discretionary revenue primarily comes from property taxes. Revenue growth rates can vary dramatically from year to year due to fluctuations in the economy and housing market. These fluctuations can result in insufficient revenue growth to fund increases in required governmental services during slow economic periods. This policy expands on the current policy of establishing set-aside contingencies for future County needs by appropriating anticipated property tax revenue growth, in excess of the lesser of 8% or of the average annualized rate of growth of actual revenues, to an ongoing revenue stabilization set-aside contingency. This ongoing revenue stabilization set-aside contingency will be made available for allocation in years when property tax revenue is anticipated to increase at a rate less than the average annualized rate of growth of actual revenues. For purposes of this paragraph, property tax revenue is defined as Current Secured (the current 1% general tax levy on locally assessed secured property on the assessment roll) and VLF/Property Tax Swap (the County's "vehicle license fee adjustment amount" as defined in Section 97.70 of the Revenue and Taxation Code) received by the County general fund. The average annualized rate of growth of actual revenues will be calculated using the most recent fifteen years' worth of data.

Any unspent money from this ongoing revenue stabilization set-aside contingency in a given year will be used to prepay or defease debt in the subsequent year, fund large County projects, supplement reserves or fund any other one-time costs the Board of Supervisors may direct.



Prop 172 Revenue Stabilization

The County's Prop 172 Sales Tax revenue can only be used for local public safety activities and is allocated to the Sheriff/Coroner/Public Administrator, District Attorney and Probation Departments. Revenue growth rates can vary dramatically from year to year due to fluctuations in the economy and retail spending. These fluctuations can result in insufficient revenue growth to fund increases in required public safety activities. When this occurs, the County General Fund may temporarily allocate financial resources away from other important County programs as a backfill to offset the Prop 172 revenue shortfall. The County will set-aside any Prop 172 revenue in excess of the lesser of 8% or of the average annualized rate of growth of actual revenues, to an ongoing Prop 172 revenue stabilization set-aside contingency. This ongoing Prop 172 revenue stabilization set-aside contingency will only be used to fund Prop 172 base restoration or the cost to maintain current services in years when Prop 172 revenue is anticipated to increase at a rate less than the average annualized rate of growth of actual revenues. The average annualized rate of growth of actual revenues will be calculated using the most recent fifteen years' worth of data.

Any one-time unspent money from this ongoing Prop 172 revenue stabilization set-aside contingency or other available one-time Prop 172 amounts that fall into fund balance at the end of the fiscal year will be used as follows: first, to reduce the amount contributed by the County General Fund from its discretionary revenue sources until such time as the prior General Fund backfills of Prop 172 shortfalls are recouped, and second, to address one-time costs for public safety activities.

Encumbrances

An encumbrance is not an actual expenditure or a liability but merely a reserve of budgetary appropriation in a given fiscal year. Expenditures and/or liabilities are recorded when, and if, goods are actually provided or services are actually rendered. At the end of each fiscal year, departments will have three options to manage current fiscal year encumbrances: cancel the encumbrance, roll forward the encumbrance if needed, or obtain County Administrative Office approval to leave the encumbrance in the current budget fiscal year. If the department decides to roll forward the encumbrance, the amount to be spent in the new fiscal year must be re-budgeted as an appropriation and therefore use new fiscal year funding sources.

Program Efficiency and Performance Measurement

Efficiency and economy in the delivery of County services is a top priority. The County integrated performance measures within the budget. County departments will be encouraged to make productivity improvements within their service delivery areas.

Retirement System Funding

Careful management of financial resources to pay retirement costs is critical to the County's long-term financial health. Accordingly, for any savings resulting from negative Unfunded Accrued Actuarial Liability (UAAL) contribution rates, the Board will first consider setting aside these savings in a reserve for reduction of any existing pension obligation bonds or as a reserve against future rate increases.

Risk Management Self-Insurance Funds

The County will maintain an 80% confidence level in all Risk Management self-insurance funds as determined by a yearly actuarial study.

Grant Funding

The County will aggressively pursue opportunities for federal, state or local grant funding including private foundations. An aggressive policy of pursuing opportunities for federal or state grants provides citizens with the assurance that the County is striving to obtain all state and federal funds to which it is entitled – thereby reducing dependence on local taxpayers' funds. However, prior to applying for, and accepting such intergovernmental aid, the County will consider the current and future implications of either accepting or rejecting the grant. That consideration shall include: 1) the amount of matching local funds required; 2) in-kind services to be provided; 3) length of grant, and whether the County is required to continue the service after the grant has ended; and 4) related operating expenses. The County shall also assess the merits of any individual grant program as if it were funded with local tax dollars.



Use of Variable Rate Interest Savings

Covenants in debt instruments require conservative budgeting of variable rate interest expense. When amounts budgeted for variable rate interest expense for such debt instruments exceed actual interest expense for the year, such savings will be used in the succeeding fiscal year to reduce the total outstanding principal amount of long-term debt. This policy will apply only to interest savings/debt instruments that are paid from discretionary revenue sources of the County's General Fund.

Use of Savings from Interest Rate Swap Agreements Associated with the Issuance of Debt

It is the policy of the Board that any benefit realized on interest rate swap agreements where the swap payment received by the County and the actual debt service payment due from the County are not equal per the terms of the swap agreement, be retained as a contingency to offset the County share of any future increases in debt service caused by the swap agreement. This contingency amount will not exceed \$5.0 million dollars per interest rate swap agreement. The contingency will be retained in the fund that is responsible for payments under the swap.

Intent to Recover Full Cost of Service

The full cost of service should be calculated for all County services to provide a basis for setting fees or charges. Full cost should include direct and indirect costs. This calculation shall be reviewed and updated annually.

CONTINGENCY POLICY

The objective of the Contingency Policy is to help protect the County from unforeseen increases in expenditures or reductions in revenues, or from extraordinary events that might otherwise substantially harm the fiscal health of the County. In so doing, it is also intended to help avoid undue service level fluctuations during periods of economic instability. This policy will serve as a guide when preparing budget plans and quarterly budget reports for Board of Supervisors approval.

General Fund – Mandatory Contingencies

The County will maintain an appropriated contingency in the General Fund to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting the County's operations that could not have been reasonably anticipated at the time the budget was prepared. Funding shall be targeted at no less than 1.5% of locally funded appropriation. Locally funded appropriation are those funded by countywide discretionary revenue, such as unrestricted property tax, sales tax, interest income, and other revenues not linked to specific programs, and by ongoing operating transfers in. In the event the locally funded appropriation declines from the previous year, the mandatory contingencies shall have no downward adjustments.

General Fund – Ongoing Set-Aside Contingencies

Ongoing set-aside contingencies represent ongoing sources of funding that have been targeted for future debt obligations or planned future ongoing program/operational needs. Set-asides are appropriated as contingencies and approved during the formal adoption of the budget. Any balance of such contingency set-asides remaining at the end of the fiscal year shall be transferred into a corresponding general fund reserve account as of June 30.

General Fund – Uncertainties Contingencies

Any unallocated funding available from current year sources (both ongoing and one-time) that has not been set aside and any unassigned fund balance carried over from the prior year, will be budgeted as Uncertainties Contingencies. The use of these contingencies requires prior approval by the County Administrative Office before obtaining approval by the Board of Supervisors. The County Administrative Office will only recommend uses as a last resort, and only if the requesting department: 1) has no other unanticipated sources of funding to appropriate, and 2) has no other appropriation within its own budget unit to cover the budget overrun, and 3) has no appropriation available in another fund that it controls that can be legally applied to cover the budget overrun.



Restricted Fund – Prop 172-Contingencies

Restricted Proposition 172 sales tax revenues are used solely for public safety programs. The County has allocated using the funds solely for funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departmental programs. The County will maintain an appropriated contingency to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting this restricted funding stream that could not have been reasonably anticipated at the time the budget was prepared. The appropriation for contingency for the Prop 172 fund shall be targeted at no less than 10% of the current year's budgeted Prop 172 revenue. Said contingencies shall be budgeted at the 10% level separately for each department receiving Prop 172 revenues.

Restricted Funds – Realignment-Contingencies

Restricted Realignment funds from dedicated sales tax and vehicle license fee revenue are used in funding mental health, social services and health programs within the County. The County will maintain an appropriated contingency within these funds to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting these restricted funds which could not have been reasonably anticipated at the time the budget was prepared. The appropriation for contingency for Realignment funds shall be targeted at no less than 10% of the current year's budgeted Realignment revenues. Said contingencies shall be budgeted at the 10% level separately for each program receiving Realignment revenues.

Master Settlement Agreement Fund – Contingencies

Master Settlement Agreement funds from the tobacco settlement lawsuit are used to fund health related expenditures. The County will maintain an appropriated contingency within the Master Settlement Agreement fund to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting this fund that could not have been reasonably anticipated at the time the budget was prepared. The appropriation for contingency within this Master Settlement Agreement Fund shall be targeted at no less than 10% of the current year's budgeted Master Settlement Agreement revenues.

FUND BALANCE AND RESERVE POLICY

The objective of the Fund Balance and Reserve Policy is to help ensure the County maintains a minimum level of unassigned fund balance designated as general purpose reserve to meet seasonal cash flow shortfalls, revenue shortfalls, unanticipated expenditures, economic downturns or a local disaster. The policy also addresses the circumstances under which unassigned fund balance can be "spent down" and how the unassigned fund balance will be replenished if it falls below the established minimum.

General Fund – New Classification of Fund Balance (Per the Government Accounting Standards Board-GASB)

Previously the fund balance in the General Fund was classified as Reserved and Unreserved (delineated further as designated and undesignated) for accounting purposes. Reserved fund balance is legally restricted funds established for a future specific use and is not available for general appropriation. Unreserved/designated fund balance has been set-aside by the Board of Supervisors for a specific purpose. Unreserved/undesignated fund balance is available for those uses the Board deems necessary and is typically described as "fund balance available for appropriation" in budget reports.

GASB has issued Statement No. 54 Fund Balance Reporting and Governmental Fund Type Definitions. This statement is effective for financial statements with periods beginning after June 15, 2010. Therefore, effective the fiscal year beginning July 1, 2010, the above classifications will be replaced with five new categories: nonspendable, restricted, committed, assigned, and unassigned. Although only the General Fund is addressed in this policy, Statement No. 54 applies to the Special Revenue, Debt Service, Capital Project and Permanent funds as well. The fund balance will be reported in the following five new categories, representing a hierarchy in most restrictive (1) to least restrictive (5):

1. Nonspendable Fund Balance: Amounts cannot be spent because they are: (a) not in spendable form or (b) legally or contractually required to be maintained intact. Due to the nature or form of the resources, they generally cannot be expected to be converted into cash or a spendable form. These fund balance amounts are automatically recorded each year by the Auditor-Controller/Treasurer/Tax Collector to match the balances of the associated balance sheet account codes. No Board action is required to change these amounts.



2. Restricted Fund Balance: Amounts are restricted by external parties, i.e., creditors, grantors, contributors, or laws/regulations of other governments or restricted by law through constitutional provisions or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource provider.
3. Committed Fund Balance: Amounts that can only be used for a specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision making authority. The formal action must occur prior to the end of the reporting period, however, the amount may be determined in the subsequent period. These are self-imposed limitations on available resources. These committed amounts cannot be used for any other purpose unless the government removes or changes the specified use by taking the same action it employed to previously commit those amounts. These committed amounts would be approved and adopted by formal action of the Board.
4. Assigned Fund Balance: Amounts constrained by the government's intent to be used for specific purposes that are neither restricted nor committed. The intent will be expressed by the body or official to which the governing body has delegated the authority, i.e. the County Administrative Office.
5. Unassigned Fund Balance: The General Fund, as the principal operating fund, often will have net resources in excess of what can properly be classified in one of the four categories already described. Therefore, in order to calculate unassigned fund balance, total fund balance less nonspendable, restricted, committed, or assigned equals unassigned fund balance. This amount is available for any purpose and will be placed in either the General Purpose Reserve, General Fund – Mandatory Contingencies or the General Fund - Uncertainties Contingencies until allocated for a specific purpose by the Board, by a four-fifths vote.

Unassigned Fund Balance – General Purpose Reserve

An adequate amount of General Purpose Reserve is essential to the financial strength and flexibility of the County. The General Purpose Reserve has no identified contingent liability or specific future use. It is intended for unanticipated major emergencies; to allow a transition period when key economic indicators point to recession likely to substantially reduce county revenues and increase safety net expenditures; and to ensure the County's ability to make debt service payments in periods of declining general purpose revenues. The County shall establish an unassigned fund balance designated as General Purpose Reserve for the General Fund targeted at 20% of locally funded appropriation based on adopted budget. Locally funded appropriation are those funded by countywide discretionary revenue, such as unrestricted property tax, sales tax, interest income, and other revenues not linked to specific programs, and by ongoing operating transfers in. The unassigned fund balance designated as General Purpose Reserve shall be built up with one-time sources until the established target is achieved. In the event the locally funded appropriation declines from the previous fiscal year, the General Purpose Reserve shall have no downward adjustments. Increases to the General Purpose Reserve generally are only made once at the beginning of the fiscal year.

Unassigned Fund Balance – Mandatory Contingencies

The County shall also maintain Mandatory Contingencies at a minimum of 1.5% of locally funded appropriation based on adopted budget. The amount needed to fund the Mandatory Contingencies for the succeeding fiscal year will be categorized as unassigned fund balance. In the event the locally funded appropriation declines from the previous fiscal year, the Mandatory Contingencies shall have no downward adjustments. Increases to the Mandatory Contingencies generally are only made once at the beginning of the fiscal year.

Unassigned Fund Balance – Uncertainties Contingencies

The remaining unassigned fund balance amount not allocated to the General Purpose Reserve or Mandatory Contingencies will be included in Uncertainties Contingencies.

Unassigned Fund Balance Spend Down

Use of unassigned fund balance will be limited to nonrecurring expenditures, debt reduction, one-time capital costs or emergency situations (such as economic conditions or natural disasters). The County generally will use the Uncertainties Contingencies first, then the Mandatory Contingencies and finally the General Purpose Reserve allocation when using the unassigned fund balance.

The County recognizes that unforeseen events may cause the use of unassigned fund balance which will result in it falling below the established minimum. However, if this occurs, or is expected to occur within the five year



planning cycle, the budget balancing strategies will be invoked to determine corrective actions. When necessary, the following budget balancing strategies will be used in order of priority: 1) Seek other revenue opportunities, including new service fees or increase existing fees; 2) Reduce expenditures through improved productivity; 3) Reduce or eliminate services; 4) Reduce employee salaries and benefits. After evaluating and implementing where possible the above budget balancing strategies, the unassigned fund balance may be used as a temporary fix to address an ongoing budget gap if incorporated in a multi-year plan to balance ongoing revenues and expenses. A planned draw down of unassigned fund balance generally should not exceed 3% of locally funded appropriation in a given fiscal year.

Unassigned Fund Balance Replenish Procedures

Generally before the unassigned fund balance can be withdrawn below the target, a replenishment plan must be adopted. The unassigned fund balance shall be built up with one-time sources until the established target is achieved/replenished. One-time sources will be used to replenish reserves before using for one-time, non-emergency expenses.

DEBT POLICY

The objective of the County's Debt management policy is to minimize the amount of outstanding debt necessary to fulfill its infrastructure and economic development responsibilities, and maintain the County's ability to incur present and future debt at minimal interest rates. The use of debt shall not endanger the County's ability to finance essential County services. The County recognizes that capital markets change and unforeseen circumstances may occur resulting in situations that are not covered by this policy. In such situations, flexibility to modify certain policy requirements may be necessary to achieve policy goals.

General

Debt will not be used to finance ongoing operational costs. However, debt may be used, where economically efficient, to reduce or eliminate current long-term operational liabilities. Whenever possible, the County shall pursue alternative sources of funding, when cost effective, in order to minimize the level of debt.

Types of Debt

General Obligation Bonds (property tax supported) usage will be evaluated first since it is the least costly debt. Public support will be assessed for ballot placement due to the costs involved for an election. Revenue Bonds/Certificates of Participation may be considered for use where General Obligation Bonds are not practical. Short-term borrowing, such as commercial paper, bond anticipation notes, and lines of credit, will be considered as interim funding sources in anticipation of long-term financing.

Issuance

The County may elect to issue bonds/certificates of participation as variable rate instruments to provide flexibility and/or to attempt to achieve interest savings. There are guidelines to be considered when issuing variable rate debt: 1) Economic and cash flow projections for variable rate issues shall be calculated at the then applicable fixed rate. 2) The County will first consider structuring the principal and interest repayments related to the entire project for which the debt will be issued on an approximately equal annual basis over the life of the borrowing. 3) Total variable rate debt shall be limited to no more than 25% of total debt outstanding. 4) No less than annually, analysis of each outstanding variable rate bond issue shall be undertaken to determine the advisability of converting the issue to fixed-rate debt. 5) Variable rate bonds shall be structured to protect the County to the greatest extent possible against cyclical interest rate fluctuations.

Management

County financial management policies shall be designed to maintain a balanced relationship between debt service requirements and current operating costs, encourage growth of the tax base, actively seek alternative funding sources, minimize interest costs and maximize investment returns. In accordance with this principle, the following must be considered: 1) The County shall issue bonds with terms no longer than the economic useful life of the project. 2) The County shall obtain secured guarantees for bonds supported by a dedicated revenue source to the extent possible. 3) The County shall also obtain assurances of project viability and guarantees of completion prior to the issuance of bonds. 4) The County shall invest the proceeds of bond/certificates of participation sales to conform to State and County requirements to maximize investment security and earnings. 5) The County shall establish affordability guidelines in order to preserve credit quality, which may be suspended for emergency purposes, or because of unusual circumstances.



CAPITAL BUDGET POLICY

The objective of the Capital Budget policy is to ensure that the County maintains its public infrastructure in the most cost efficient manner. The County's capital budget will include as complete, reliable, and attainable cost estimates as possible.

Project cost estimates for the Capital Budget should be based upon a thorough analysis of the project and are expected to be as reliable as the level of detail known about the project. 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. All Capital Budget proposals shall be formulated and presented to the Board of Supervisors within the framework of a general capital budget in conjunction with the operating County General Fund Budget. Capital projects will not be budgeted unless there are reasonable expectations that resources will be available to pay for them. Capital projects which are not encumbered or completed during the fiscal year will be re-budgeted or carried over to the next fiscal year, except as reported to and subsequently approved by the Board. All re-budgeted capital projects will be so noted in the Adopted Capital Budget. Similarly, multi-year projects with unencumbered or unexpended funds will be carried over to the subsequent year(s).

Periodic financial reports will be prepared to enable the County Administrative Office to monitor/manage the capital budget and compare actual program revenues and expenditures with budgeted amounts. The Board may take necessary action, including increasing appropriation or revenue, to maintain a balanced Capital Budget. Major capital assets will be inventoried and assessed on an annual basis to project long-term equipment replacement and maintenance needs.

INVESTMENT POLICY

The Investment Policy is prepared in accordance with California State Law, reviewed annually by the County's Treasury Oversight Committee and approved by the Board of Supervisors. The policy establishes cash management and investment guidelines for the County Treasurer, who is responsible for the management of the County Treasury Pool, which consists of the pooled monies held on behalf of the County, school districts, community college districts, and certain special districts within the county.

It is the policy of the County Treasurer to invest public funds in a manner which will preserve the safety and liquidity of all investments within the County investment pool while obtaining a reasonable return within established investment guidelines. The portfolio should be actively managed in a manner that is responsive to the public trust and consistent with state law. The County investment pool will be guided by the following principles, in order of importance 1) The primary objective of the County Treasurer when investing public funds is to safeguard investment principal; 2) The secondary objective is to maintain sufficient liquidity to ensure that funds are available to meet daily cash flow requirements; 3) The third objective is to achieve a reasonable rate of return or yield consistent with these objectives.

The Investment Policy contains a requirement that 40% of the County investment pool should be invested in securities maturing in one year or less, and the entire portfolio should maintain a duration-to-maturity of less than 1.5 years. Investments of the County pool are placed in those securities authorized by various sections of the California Government Code and the County's Investment Policy, which include obligations of the United States Treasury, agencies of the United States Government, local bond issues, bankers acceptances, commercial paper of prime quality, certificates of deposit (both collateralized and negotiable), repurchase and reverse repurchase agreements, medium term corporate notes, and shares of beneficial interest in diversified management companies (mutual funds). Investments in repurchase agreements cannot exceed a term of 180 days and the security underlying the agreement shall be valued at 102% or greater of the funds borrowed against the security.

With respect to reverse repurchase agreements, the Investment Policy provides for a maximum maturity of 92 days (unless the reserve repurchase agreement includes a written guarantee of a minimum earning or spread for the entire period of such agreement) and a limitation on the total amount of reverse repurchase agreements to 10% of the total investments in the County pool. Securities lending transactions are considered reverse repurchase agreements for purposes of this limitation.





YOUR COUNTY... YOUR FUTURE

ADMINISTRATION

2011-12 ADOPTED BUDGET

- County of San Bernardino -

**ADMINISTRATION
SUMMARY**

	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Staffing</u>
GENERAL FUND					
BOARD OF SUPERVISORS SUMMARY	94				
BOARD OF SUPERVISORS	95	7,903,032	0	7,903,032	49
PRIORITY POLICY NEEDS	98	8,997,953	0	8,997,953	0
CLERK OF THE BOARD	100	1,776,092	383,750	1,392,342	13
COUNTY ADMINISTRATIVE OFFICE SUMMARY	106				
COUNTY ADMINISTRATIVE OFFICE	109	4,075,332	0	4,075,332	18
LITIGATION	112	392,708	0	392,708	0
COUNTY COUNSEL	113	8,613,610	5,455,250	3,158,360	91
FINANCE AND ADMINISTRATION SUMMARY	118				
FINANCE AND ADMINISTRATION	121	2,272,535	0	2,272,535	14
HUMAN RESOURCES SUMMARY	136				
HUMAN RESOURCES	139	4,720,452	312,700	4,407,752	74
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	142	1,034,048	1,034,048	0	11
UNEMPLOYMENT INSURANCE	144	4,000,500	0	4,000,500	0
INFORMATION SERVICES SUMMARY	151				
APPLICATION DEVELOPMENT	154	14,780,223	7,579,518	7,200,705	94
PURCHASING SUMMARY	166				
PURCHASING	169	1,240,471	431,846	808,625	16
LOCAL AGENCY FORMATION COMMISSION	188	344,637	0	344,637	0
COUNTY SCHOOLS	190	3,286,324	0	3,286,324	0
TOTAL GENERAL FUND		<u>63,437,917</u>	<u>15,197,112</u>	<u>48,240,805</u>	<u>380</u>
CAPITAL FACILITIES LEASES	123	<u>16,258,391</u>	<u>0</u>	<u>16,258,391</u>	<u>0</u>

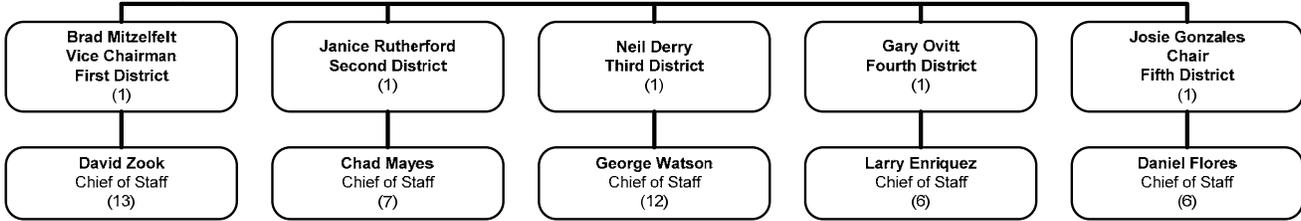
	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Fund Balance</u>	<u>Staffing</u>
SPECIAL REVENUE FUNDS					
FINANCE AND ADMINISTRATION DISASTER RECOVERY FUND	126	209,310	30,000	179,310	0
HUMAN RESOURCES:					
COMMUTER SERVICES	146	1,449,887	631,702	818,185	3
EMPLOYEE BENEFITS AND SERVICES	148	4,271,315	3,349,135	922,180	30
TOTAL SPECIAL REVENUE FUNDS		<u>5,930,512</u>	<u>4,010,837</u>	<u>1,919,675</u>	<u>33</u>

	<u>Page #</u>	<u>Operating Expense</u>	<u>Revenue</u>	<u>Revenue Over (Under) Exp</u>	<u>Staffing</u>
INTERNAL SERVICES FUNDS					
FLEET MANAGEMENT	127				
GARAGE	130	12,082,900	12,083,765	865	83
MOTOR POOL	133	12,919,783	12,610,500	(309,283)	3
INFORMATION SERVICES:					
COMPUTER OPERATIONS	157	22,488,268	20,982,819	(1,505,449)	134
TELECOMMUNICATION SERVICES	160	30,017,818	27,491,526	(2,526,292)	97
800 MEGAHERTZ - REBANDING PROJECT	164	25,000	25,000	0	0
PURCHASING:					
PRINTING SERVICES	172	4,030,879	3,936,976	(93,903)	17
SURPLUS PROPERTY AND STORAGE OPERATIONS	175	365,341	271,856	(93,485)	2
MAIL/COURIER SERVICES	178	6,607,468	6,445,026	(162,442)	27
RISK MANAGEMENT	181				
OPERATIONS	183	6,106,689	6,106,689	0	65
INSURANCE PROGRAMS	186	70,008,786	63,612,600	(6,396,186)	0
TOTAL INTERNAL SERVICE FUNDS		<u>164,652,932</u>	<u>153,566,757</u>	<u>(11,086,175)</u>	<u>428</u>



BOARD OF SUPERVISORS Josie Gonzales, Chair

ORGANIZATIONAL CHART



Note: Total staffing does not distinguish between part-time and full-time staff.

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Board of Supervisors	7,903,032	0	7,903,032			49
Priority Policy Needs	8,997,953	0	8,997,953			0
Total General Fund	16,900,985	0	16,900,985			49

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Board of Supervisors	6,879,883	6,975,899	7,515,146	8,869,044	7,903,032
Priority Policy Needs*	5,812,788	4,358,896	6,519,645	1,382,855	8,997,953
Total	12,692,671	11,334,795	14,034,791	10,251,899	16,900,985

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Board of Supervisors	0	0	0	0	0
Priority Policy Needs	0	0	0	196,888	0
Total	0	0	0	196,888	0

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Board of Supervisors	6,879,883	6,975,899	7,515,146	8,869,044	7,903,032
Priority Policy Needs*	5,812,788	4,358,896	6,519,645	1,185,967	8,997,953
Total	12,692,671	11,334,795	14,034,791	10,055,011	16,900,985

* For 2011-12, the Board of Supervisor's cut all ongoing Priority Policy Needs funding from its budget. The amount listed under 2011-12 Priority Policy Needs appropriation and net county cost represents the remaining balance from prior years, which by Board policy direction will be spent down over a period of four years.

Additionally, the appropriation and net county cost listed for the 2010-11 Priority Policy Needs budget represents what was actually spent in 2010-11 due to the fact that budget was brought in line with actual results as part of the county's 2010-11 Fourth Quarter Report. The original amount budgeted in 2010-11 was actually \$12,233,055.



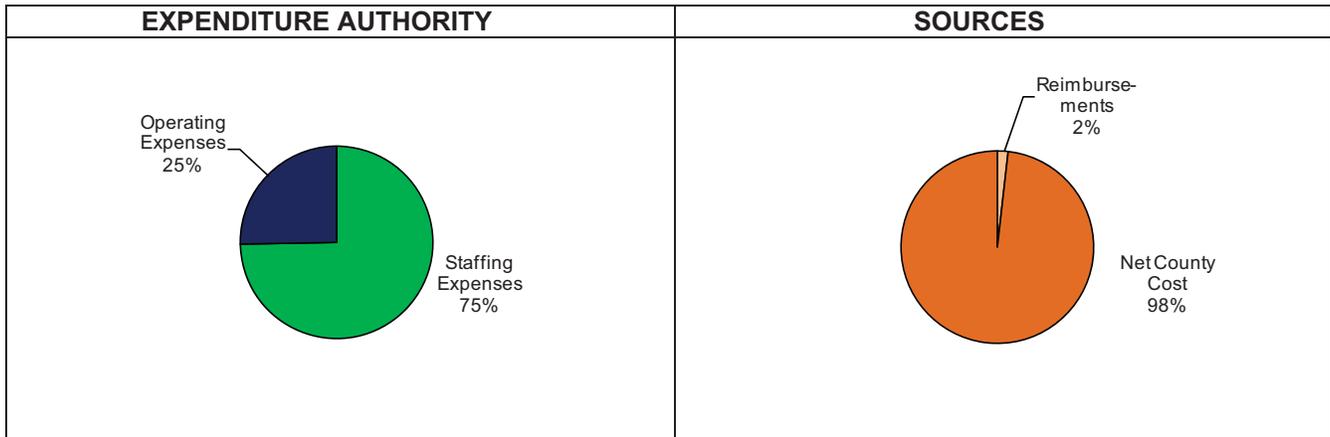
Board of Supervisors

DESCRIPTION OF MAJOR SERVICES

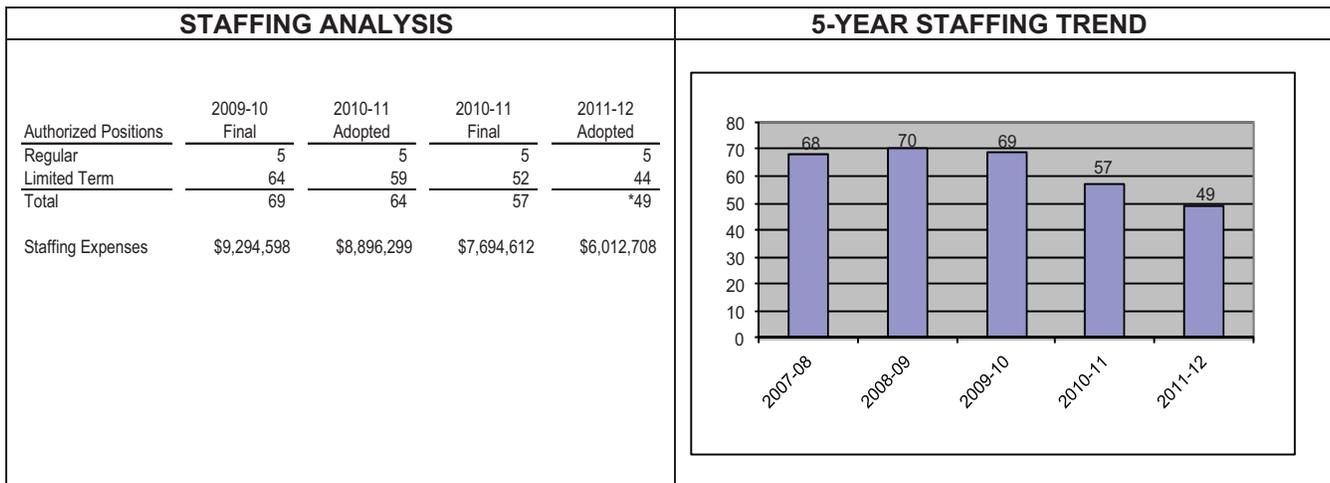
The Board of Supervisors is the governing body of the county government and Board-governed special districts. The Board of Supervisors establishes policy and exercises supervision over the official conduct of all county officers, Board-governed districts and special commissions. The Board of Supervisors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

Budget at a Glance	
Total Expenditure Authority	\$8,047,189
Total Sources	\$144,157
Net County Cost	\$7,903,032
Total Staff	*49
Funded by Net County Cost	98%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



***Note:** The 2011-12 Adopted Budget includes 49 positions, however, some Supervisorial Districts are still evaluating how to best implement the reductions in net county cost, which will affect staffing levels. Additional changes to budgeted staffing will be included in the county's First Quarter Budget Report.



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Board of Supervisors
FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	7,289,749	9,098,516	9,294,598	7,694,504	7,694,612	6,012,708	(1,681,904)
Operating Expenses	802,280	969,257	1,156,337	1,488,376	1,488,837	2,034,481	545,644
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	8,092,029	10,067,773	10,450,935	9,182,880	9,183,449	8,047,189	(1,136,260)
Reimbursements	(1,428,156)	(2,394,035)	(2,935,989)	(313,836)	(314,405)	(144,157)	170,248
Total Appropriation	6,663,873	7,673,738	7,514,946	8,869,044	8,869,044	7,903,032	(966,012)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,663,873	7,673,738	7,514,946	8,869,044	8,869,044	7,903,032	(966,012)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	6,663,873	7,673,738	7,514,946	8,869,044	8,869,044	7,903,032	(966,012)
				Budgeted Staffing	57	49	(8)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$6,012,708 fund 49 budgeted positions and are decreasing by \$1,681,904 due to the elimination of 8 positions and changes to the exempt compensation plan.

Operating expenses of \$2,034,481 include phone services, office expenses, courier and printing charges, facilities management basic services, travel and related expenses, costs for Human Resources programs and rents. The increase of \$545,644 is the result of a business practice change to include countywide cost allocation plan (COWCAP) charges in this budget unit.

Reimbursements of \$144,157 primarily represent reimbursements of staffing costs from the High Desert Corridor Joint Powers Authority and South Coast Air Quality Management District (SCAQMD). The reduction of \$170,248 is due to the completion of a video conferencing technology pilot program that was reimbursed from the Board of Supervisor's Priority Policy Needs budget unit.

The decrease of \$966,012 in net county cost reflects the removal of the Board's annual priority policy needs allocations in the amount of \$2,250,000, partially offset by funding increases to support retirement and new COWCAP costs. In addition, net county cost allocations for each individual Supervisorial District may be modified as a result of redistricting. Every 10 years following the U.S. Census, the Board redraws the boundaries of the county's five Supervisorial Districts to ensure that each district has approximately the same number of residents. In 2010-11, the Board adopted criteria to guide the county through the redistricting process during 2011-12.



STAFFING CHANGES AND OPERATIONAL IMPACT

During 2010-11, the First Supervisorial District deleted 1 position, the Second Supervisorial District deleted 3 positions, and the Fourth Supervisorial District deleted 3 positions for a total reduction of 7 vacant positions.

For 2011-12, due to funding limitations, the First Supervisorial District eliminated 1 vacant Contract Community Services Liaison position; the Second Supervisorial District deleted 1 filled Contract Field Representative position; the Fourth Supervisorial District eliminated 1 filled Contract District Representative, 1 filled Contract Media Relations Coordinator, and 1 filled Contract Special Projects Coordinator position; the Fifth Supervisorial District eliminated 1 filled Contract Special Projects Coordinator, 1 vacant Contract Field Representative, and 1 filled Contract Intern position. The elimination of these 8 positions will impact services to constituents.

Some Supervisorial Districts are still evaluating how to best implement the reductions in net county cost, which will further affect staffing levels. Additional changes to staffing levels will be included in the county's First Quarter Budget Report.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
First District	1	13	14	14	0	0	14
Second District	1	7	8	8	0	0	8
Third District	1	12	13	13	0	0	13
Fourth District	1	6	7	7	0	0	7
Fifth District	1	6	7	7	0	0	7
Total	5	44	49	49	0	0	49

First District	Second District	Third District	Fourth District	Fifth District
1 Elected Supervisor	1 Elected Supervisor	1 Elected Supervisor	1 Elected Supervisor	1 Elected Supervisor
1 Chief of Staff	1 Chief of Staff	1 Chief of Staff	1 Chief of Staff	1 Chief of Staff
1 District Director	1 Deputy Chief of Staff	1 Deputy Chief of Staff	1 Deputy Chief of Staff	1 Deputy Chief of Staff
1 BOS Executive Secretary	1 BOS Executive Secretary	1 BOS Executive Secretary	1 District Director	1 BOS Administrative Analyst
1 Executive Secretary III	2 Field Representatives	1 Special Projects Analyst	1 BOS Executive Secretary	1 BOS Executive Secretary
3 Field Representatives	2 Special Projects Coordinator	6 Field Representatives	1 Executive Secretary II	2 Field Representatives
1 Special Assistant		1 Special Projects Coordinator	1 District Representative	
1 Special Projects Coordinator		1 Intern		
4 Community Service Liaison				



Priority Policy Needs

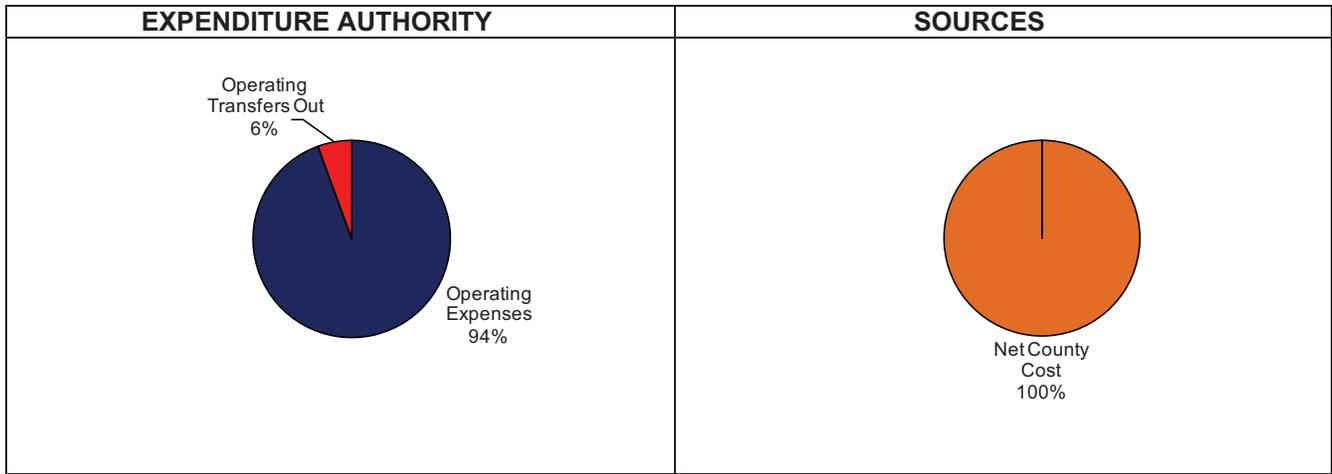
DESCRIPTION OF MAJOR SERVICES

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. There is currently no ongoing funding recommended to be included in this budget unit. Additionally, per Board of Supervisor direction given on June 9, 2011, each Supervisorial District is preparing a final spend down plan over a four year period of the remainder of these funds. That plan will be presented for Board approval in the month of December 2011.

Budget at a Glance	
Total Expenditure Authority	\$8,997,953
Total Sources	\$0
Net County Cost	\$8,997,953
Total Staff	0
Funded by Net County Cost	100%

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.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: Board of Supervisors - Priority Policy Needs
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	3,953,892	2,608,251	2,714,721	2,160,675	2,361,154	8,497,953	6,136,799
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	3,953,892	2,608,251	2,714,721	2,160,675	2,361,154	8,497,953	6,136,799
Reimbursements	0	0	(11,665)	(1,036,042)	(1,035,899)	0	1,035,899
Total Appropriation	3,953,892	2,608,251	2,703,056	1,124,633	1,325,255	8,497,953	7,172,698
Operating Transfers Out	0	231,000	29,804	57,358	57,600	500,000	442,400
Total Requirements	3,953,892	2,839,251	2,732,860	1,181,991	1,382,855	8,997,953	7,615,098
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	196,889	196,888	0	(196,888)
Total Sources	0	0	0	196,889	196,888	0	(196,888)
Net County Cost	3,953,892	2,839,251	2,732,860	985,102	1,185,967	8,997,953	7,811,986
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Total requirements of \$8,997,953 represent unspent appropriation carried over from prior fiscal years to support various community programs and projects that promote the health, safety, well-being, and quality of life for county residents. In 2010-11, this budget unit received one-time operating transfers in of \$196,889 primarily related to the return by county departments of unspent Priority Policy Need funds for projects that were completed.



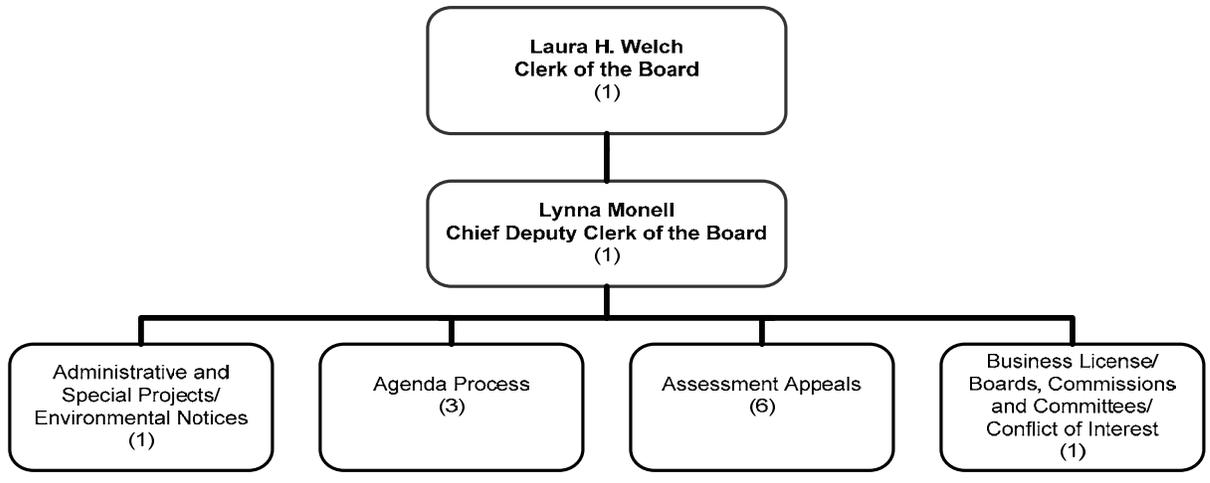
CLERK OF THE BOARD Laura Welch

MISSION STATEMENT

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



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Implemented bi-annual meetings for the Assessment Appeals Board members to provide uniform updates and training.
- Released the new Clerk of the Board (COB) Countyline Portal.
- Implemented the Volunteer Worker Program.
- Implemented a major update to the Automated Agenda system.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

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

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Staff time required to input and review Assessment Appeal Applications.	10 min	9.3 min	8.5 min	11 min	9.5 min

Late in 2008-09, the Clerk of the Board (COB) released an online Assessment Appeals Application form. Applications that are filed using this method do not require the initial data-entry step of processing. Therefore, the more online applications received, the greater the potential reduction in processing time per application. In 2010-11, the COB implemented a \$45 Assessment Appeals Application Filing Fee which requires staff time to process the payment. Any potential staff savings time that may have been realized from the online application has been absorbed by the new payment processing which generates departmental revenue. Therefore, COB is anticipating maintaining the current performance level when processing Assessment Appeals Applications, whether received online or hard copy.

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

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of electronic submission of Assessment Appeal Applications.	N/A	N/A	15%	12.3%	20%

Public use of the online form has been successful given the limitations of the current format. Often applicants or agents must submit numerous applications with repetitive information. The current system format does not retain pertinent information when a new online application is initiated. Therefore, COB will implement an enhanced online application that will retain essential information, thereby making the online application process more user friendly. COB will notify the public of the enhancement in an effort to increase online submissions.

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

Objective: Improve efficiency of tracking and processing business licenses.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Turnaround time for processing of new business licenses.	38 days	36 days	32 days	29 days	29 days
Maintain turnaround time for processing renewal business licenses.	25 days	25 days	25 days	26 days	26 days

The COB has made numerous business practice changes over the previous two fiscal years regarding submission and acceptance of new and renewal business license applications. These processes have been streamlined and revised to the point that the work flow has reached its maximum efficiency level. Due to these measures and current staffing levels, the goal for the upcoming fiscal year is to maintain the current service levels with respect to processing new and renewal licenses.



SUMMARY OF BUDGET UNITS

2011-12					
Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund					
Clerk of the Board	1,776,092	383,750	1,392,342		13
Total General Fund	1,776,092	383,750	1,392,342		13

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Clerk of the Board	1,492,677	1,558,975	2,017,276	2,013,815	1,776,092
Total	1,492,677	1,558,975	2,017,276	2,013,815	1,776,092

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Clerk of the Board	135,287	126,665	122,556	335,155	383,750
Total	135,287	126,665	122,556	335,155	383,750

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Clerk of the Board	1,357,390	1,432,310	1,894,720	1,678,660	1,392,342
Total	1,357,390	1,432,310	1,894,720	1,678,660	1,392,342



Clerk of the Board

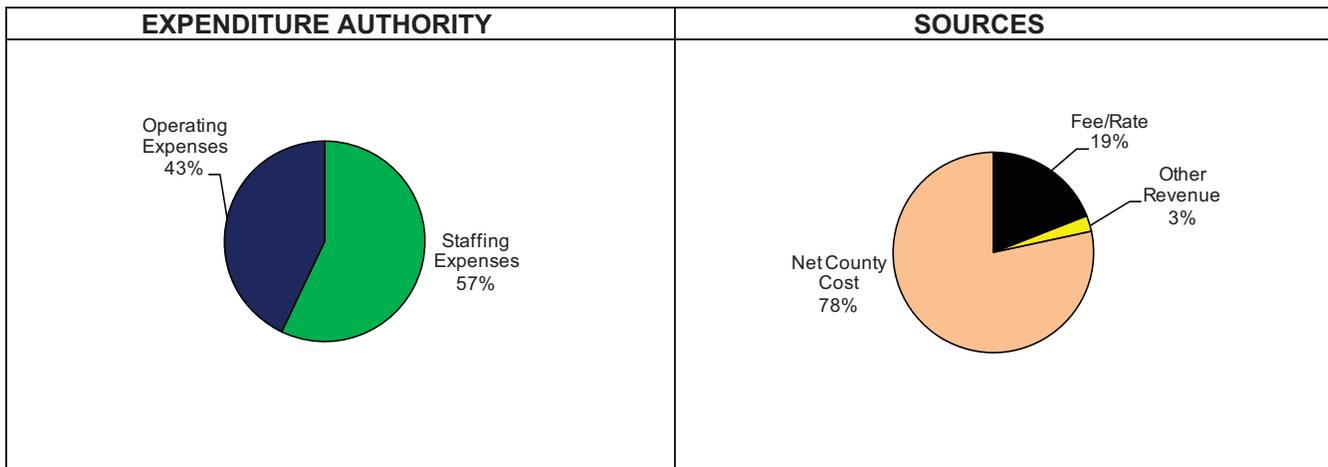
DESCRIPTION OF MAJOR SERVICES

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

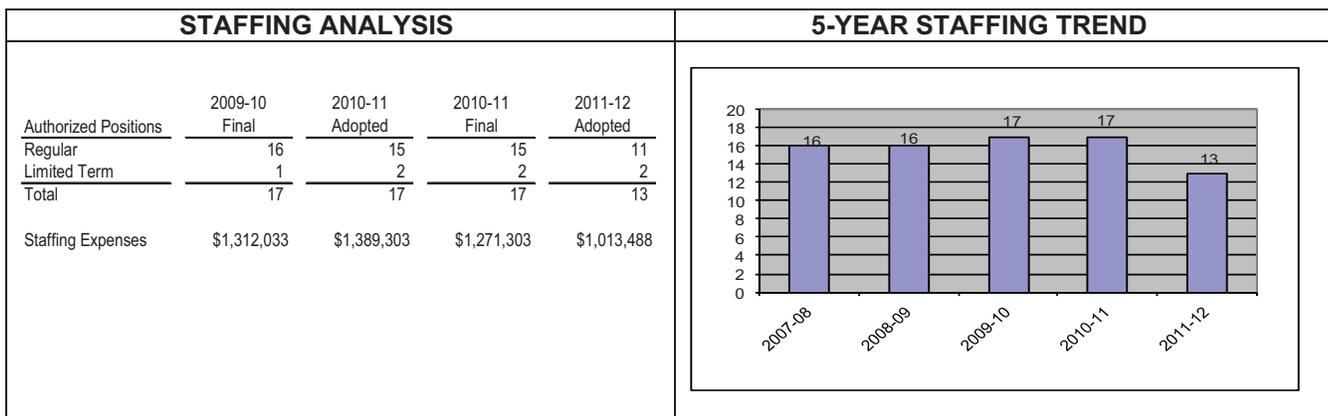
Budget at a Glance	
Total Expenditure Authority	\$1,776,092
Total Sources	\$383,750
Net County Cost	\$1,392,342
Total Staff	13
Funded by Net County Cost	78%

In accordance with state law, appeals of assessed property valuation are heard and determined by the county's Assessment Appeals Board (AAB). The COB provides staff support to the AAB, 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 (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 thousands of requests for information and documents from county staff and the public.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	1,129,910	1,196,684	1,312,033	1,270,932	1,271,303	1,013,488	(257,815)
Operating Expenses	296,630	256,804	705,243	730,064	742,512	762,604	20,092
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,426,540	1,453,488	2,017,276	2,000,996	2,013,815	1,776,092	(237,723)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,426,540	1,453,488	2,017,276	2,000,996	2,013,815	1,776,092	(237,723)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,426,540	1,453,488	2,017,276	2,000,996	2,013,815	1,776,092	(237,723)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	6,808	0	0	0	0	0	0
Fee/Rate	62,647	74,664	72,436	294,306	294,307	338,500	44,193
Other Revenue	70,070	54,937	50,121	40,848	40,848	45,250	4,402
Total Revenue	139,525	129,601	122,557	335,154	335,155	383,750	48,595
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	139,525	129,601	122,557	335,154	335,155	383,750	48,595
Net County Cost	1,287,015	1,323,887	1,894,719	1,665,842	1,678,660	1,392,342	(286,318)
				Budgeted Staffing	17	13	(4)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,013,488 fund 13 budgeted positions. This appropriation has a net decrease of \$257,815 from the prior year final budget. A decrease of \$93,004 is due to the deletion of a Board Services Supervisor position resulting from a reduction in Assessment Appeals fee revenue. There are also decreases related to various employee salary and benefit reductions for 2011-12. This includes a one-time cost reduction resulting from members of the San Bernardino Public Employees' Association (SBPEA) agreeing to a leave time bank in 2011-12 and exempt group employees agreeing to pick-up a greater portion of their required retirement contributions. Additionally, the department is assuming salary savings resulting from a proposed work schedule reduction plan for SBPEA members. Finally, decreases are associated with the transfer of 3 positions and the Board of Supervisor's administrative function to the County Administrative Office as described below.

Operating expenses of \$762,604 include costs related to office supplies, assessment appeals costs and service contracts with vendors for contracted computer systems. The increase of \$20,092 is primarily due to a new allocation of COWCAP charges to the Clerk of the Board budget unit. Additional changes to operating expenses are due to the necessity to replace outdated computer hardware, and increased costs associated with office expenses and printing costs, offset by reductions in insurance, mailing, professional services and systems development costs.

Departmental revenue of \$383,750 primarily consists of the Assessment Appeals application filing, Findings of Fact, new and renewal business license and CEQA filing fees. The increase of \$48,595 is primarily due to the Assessment Appeals filing fee which became effective July 22, 2010.

STAFFING CHANGES AND OPERATIONAL IMPACT

The Board of Supervisors administrative function was transferred to the County Administrative Office budget unit to facilitate more efficient and effective management of that function. This resulted in a decrease of 3 positions (1 Executive Secretary III and 2 Executive Secretary IIs) in budgeted staffing. Additionally, the department deleted a Board Services Supervisor position resulting from a reduction in Assessment Appeals fee revenue.



2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Administration	3	0	3	3	0	0	3
Agenda Process	3	0	3	3	0	0	3
Assessment Appeals	4	2	6	5	1	0	6
Business License/Form 700	1	0	1	1	0	0	1
Total	11	2	13	12	1	0	13

<u>Administration</u>	<u>Assessment Appeals</u>	<u>Agenda Process</u>	<u>Business License/Form 700</u>
1 Clerk of the Board of Supervisors	1 Board Services Supervisor	2 Senior Board Services Specialists	1 Board Services Specialist
1 Chief Deputy Clerk of the Board	1 Board Services Technician	1 Board Services Specialist	
1 Executive Secretary III	2 Board Services Specialists		
	2 Public Service Employees		



COUNTY ADMINISTRATIVE OFFICE

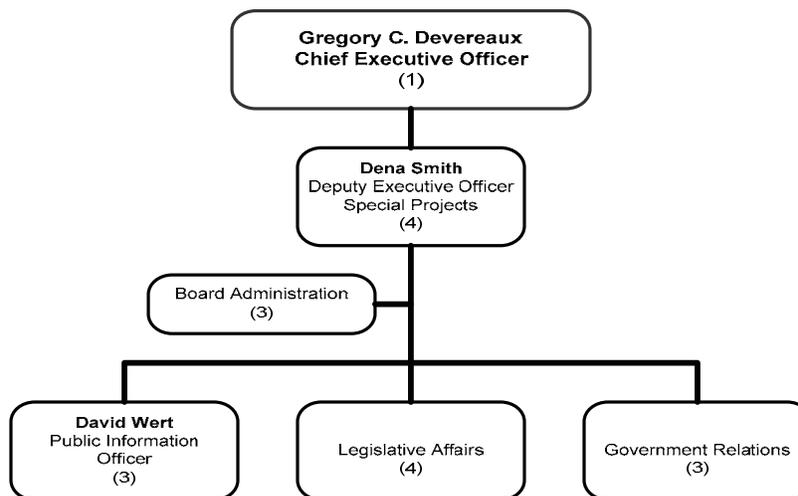
Gregory C. Devereaux

MISSION STATEMENT

The County Administrative Office maximizes constituent services and satisfaction by developing and implementing policies and procedures, and by directing and/or coordinating departmental activities according to the County Charter, general laws, and to meet the strategic goals adopted by the Board of Supervisors.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- In June 2010, the Board of Supervisors (Board) approved a County Administrative Office (CAO) recommended reorganization of Board and CAO staff to improve efficiency and reduce costs for both the Board and the CAO.
- In July 2010, the CAO created a Government Relations unit to keep Board offices and the county organization informed on the activities of the various governmental entities on which the county serves, including the Board of Retirement, South Coast Air Quality Management District, San Bernardino Associated Governments (SANBAG), and Southern California Association of Governments (SCAG).
- In July 2010, the CAO created a Special Projects unit to ensure that initiatives created by, or of special interest to, the Board are carried out in an efficient, effective, and responsible manner.
- In September 2010, the Board adopted Goals and Objectives for the CAO, which have been incorporated into all proposals brought before the Board. They include creation of a Countywide Vision, an emphasis on economic value, improvement of county operations, public safety, and development of a balanced and sustainable community.
- As of May 2011, an estimated 53,865 departmental web pages are subscribed to by consumers through the GovDelivery, Inc. email subscription service that was introduced in 2006, and allows county website visitors to sign up and receive free email updates on a wide variety of county topics.
- In May 2011, a CAO team drafted a proposed Countywide Vision, supported by 19 community meetings, more than 3,600 completed online surveys, over two dozen single subject roundtables, and collaboration with cities, towns and SANBAG.
- On June 30, 2011, the Countywide Vision Statement was adopted at a joint meeting of the County Board of Supervisors and the SANBAG Board of Directors.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ESTABLISH A COUNTYWIDE VISION FOR THE FUTURE.

Objective: Determine county government’s role in the realization of the County Vision.

By seeking input from businesses and residents, and working with cities and public agencies countywide to identify the elements of a successful and attainable vision, the county is striving to build a complete community that affords all citizens an opportunity for healthy lifestyles, strong public safety, and quality amenities. Understanding communities as systems and the inter-connectedness of all facets, including the larger regional, statewide, national, and global contexts affecting the county is key to knowing how to best prioritize and allocate resources for the whole of San Bernardino County.

The Vision Project is a collaborative effort between the County of San Bernardino and SANBAG to develop a vision for the future of the entire county. The design phase began November 2010 and was publically launched in January 2011 with 18 community meetings attended by hundreds of residents and an online survey asking residents to identify what they saw as the strengths, weaknesses and greatest areas of potential of the county. The Vision Team also met with all 24 cities and towns and facilitated more than two dozen roundtable discussions with experts in education, economics, environment, public safety, tourism and community service to further define the challenges and opportunities that exist to improve the future of the county.

Results of these efforts were compiled into a Countywide Vision Report that was introduced at the 27th Annual City County Conference in April 2011. A Countywide Vision Statement was drafted and adopted at a joint meeting of the County Board of Supervisors and the SANBAG Board of Directors on June 30, 2011.

GOAL 2: IMPROVE COUNTY GOVERNMENT OPERATIONS.

Objective: Protect the Board’s policy making role and ensure authority exists for staff actions.

In November 2010, the Board approved a CAO proposal to create the position of Chief Executive Officer, making the line between policy-making and policy-execution more clear. This transition helped to create clearer lines of authority within the county organization, and clarified roles, responsibilities, and governance of all county programs.

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

Objective A: Centralize financial management and oversight.
Objective B: Eliminate silos and consolidate administrative functions.

For 2011-12, the CAO has created the Finance and Administration budget unit for the purpose of preparing and administering the county budget, including the development of the five-year forecast and annual strategic plan. This budget unit is also responsible for administering and monitoring the county general fund long-term debt portfolio which includes both issuance and post issuance activities; and providing oversight and administration of the county’s capital improvement program (CIP).

GOAL 4: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES.

Objective A: Work with federal, state, and regional governments and organizations to ensure San Bernardino County receives its fair share of resources.
Objective B: Participate in state and regional transportation, water, air quality, and planning efforts affecting the county.
Objective C: Work with all federal and state agencies which own land in San Bernardino County to maximize the benefit to the county.
Objective D: Provide support for renewable energy projects while working to protect county interests.
Objective E: Develop a closer working relationship with the cities, tribes, and other governmental agencies.

With representation on local as well as regional agencies focused on transportation, sustainable communities, water and air quality issues, San Bernardino County works closely with city, state and federal officials effectively crafting policies and supporting legislation to improve the quality of life for its residents.

In December 2010, the Board approved a fair share agreement with BrightSource for the Ivanpah solar thermal project, providing \$337,000 in ongoing funding and \$409,000 in one-time capital funding to County Fire. This agreement will serve as a template for similar agreements with two other utility scale solar projects expected to begin construction in 2011.



SUMMARY OF BUDGET UNITS

2011-12					
Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund					
County Administrative Office	4,075,332	0	4,075,332		18
Litigation	392,708	0	392,708		0
Total General Fund	4,468,040	0	4,468,040		18

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Administrative Office	5,299,244	5,608,994	5,496,379	5,796,162	4,075,332
Litigation	388,681	388,681	789,492	270,081	392,708
Total	5,687,925	5,997,675	6,285,871	6,066,243	4,468,040

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Administrative Office	0	0	92,142	0	0
Litigation	0	0	125,000	48,510	0
Total	0	0	217,142	48,510	0

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Administrative Office	5,299,244	5,608,994	5,404,237	5,796,162	4,075,332
Litigation	388,681	388,681	664,492	221,571	392,708
Total	5,687,925	5,997,675	6,068,729	6,017,733	4,468,040



County Administrative Office

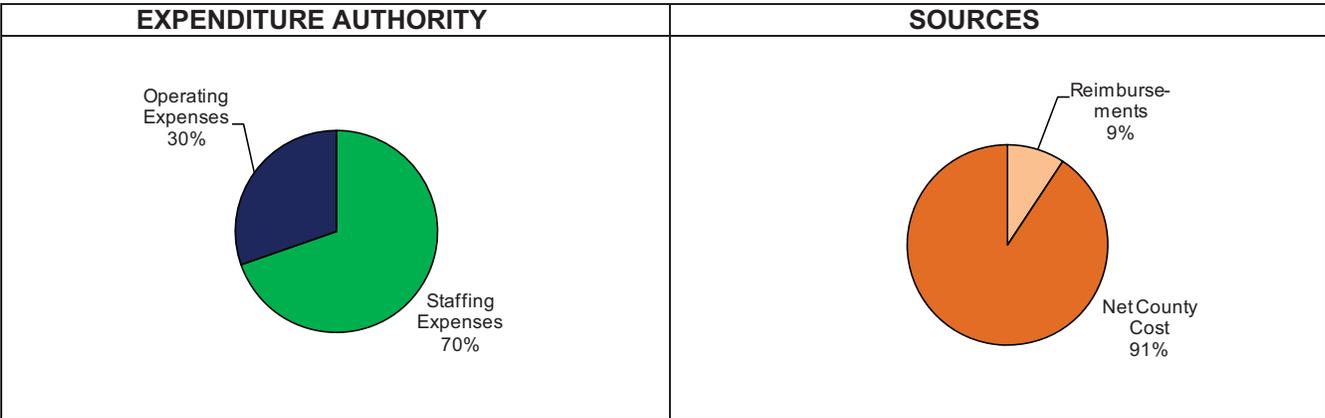
DESCRIPTION OF MAJOR SERVICES

The County Administrative Office (CAO) is responsible to the Board of Supervisors 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 of Supervisors or the Chief Executive Officer, and assists in the coordination of activities of departments headed by elected officials.

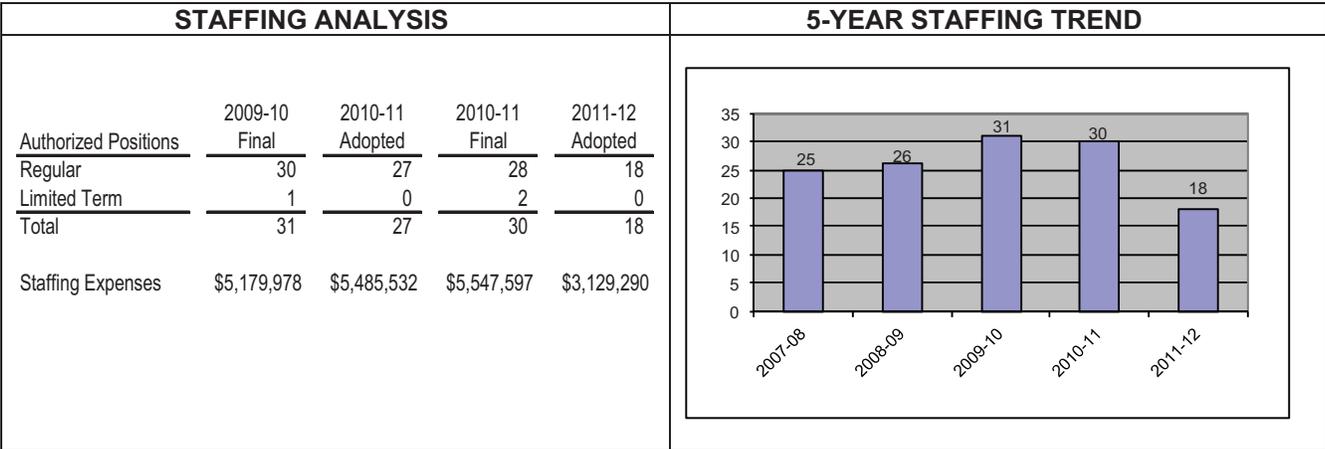
Budget at a Glance	
Total Expenditure Authority	\$4,492,554
Total Sources	\$417,222
Net County Cost	\$4,075,332
Total Staff	18
Funded by Net County Cost	91%

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.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	3,762,152	4,085,251	5,179,978	5,547,597	5,547,597	3,129,290	(2,418,307)
Operating Expenses	1,338,078	3,776,116	668,270	1,121,555	1,121,579	1,363,264	241,685
Capital Expenditures	17,570	18,760	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	5,117,800	7,880,127	5,848,248	6,669,152	6,669,176	4,492,554	(2,176,622)
Reimbursements	(521,891)	(352,451)	(351,869)	(873,013)	(873,014)	(417,222)	455,792
Total Appropriation	4,595,909	7,527,676	5,496,379	5,796,139	5,796,162	4,075,332	(1,720,830)
Operating Transfers Out	55,000	21,370	0	0	0	0	0
Total Requirements	4,650,909	7,549,046	5,496,379	5,796,139	5,796,162	4,075,332	(1,720,830)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	92,142	0	0	0	0
Total Revenue	0	0	92,142	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	92,142	0	0	0	0
Net County Cost	4,650,909	7,549,046	5,404,237	5,796,139	5,796,162	4,075,332	(1,720,830)
				Budgeted Staffing	30	18	(12)

BUDGET CHANGES AND OPERATIONAL IMPACT

For 2011-12, the CAO developed a new budget unit, Finance and Administration, for administration and management of the countywide budget and financing function. The creation of this new budget unit resulted in the reduction of \$2,272,535 in appropriation and net county cost, as well as 14 positions in the CAO budget unit. In addition, the Board of Supervisor's (Board) administrative function, formerly included within the Clerk of the Board's budget unit, was transferred into the CAO budget unit to provide more coordination in providing quality service to the Board. The transfer of this function included the addition of \$706,606 in appropriation and net county cost, and 3 positions. The CAO budget unit also had a reduction in appropriation of \$154,901 to offset cost reductions and to help mitigate the countywide shortfall.

Staffing expenses of \$3,129,290 fund 18 budgeted positions and are decreasing by 12 positions and \$2,418,307 primarily due to the formation of the Finance and Administration budget unit. Additional reductions are the result of approved changes to the exempt compensation plan.

Operating expenses of \$1,363,264 are increasing by \$241,685 primarily due to the inclusion of the Board's administrative function within this budget unit.

Reimbursements of \$417,222 are from other departments for legislative services. The \$455,792 decrease results from the creation of the new Finance and Administration budget unit, and the corresponding reimbursements for budget administration and bond work being transferred to that budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing changes include the reduction of 12 positions due to the elimination of 1 vacant Legislative Analyst I and the transfer out of 14 positions to the newly created Finance and Administration budget unit. These changes are offset by the transfer in of 2 Executive Secretary IIs and 1 Executive Secretary III in support of the Board's administrative function, formerly included within the Clerk of the Board's budget unit.



2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
County Administrative Office	1	0	1	1	0	0	1
Public Information	3	0	3	3	0	0	3
Legislative Affairs	4	0	4	3	1	0	4
Government Relations	3	0	3	2	1	0	3
Special Projects	4	0	4	4	0	0	4
Board Administration	3	0	3	3	0	0	3
Total	18	0	18	16	2	0	18

<u>Special Projects</u>	<u>Legislative Affairs</u>	<u>Government Relations</u>	<u>County Administrative Office</u>
1 Deputy Executive Officer	1 Director of Legislative Affairs	1 Director of Gov Relations	1 Chief Executive Officer
2 Principal Management Analyst	1 Dep. Dir. of Legislative Affairs	1 Gov Relations Officer	
1 Administrative Aide	1 Legislative Analyst II	1 Gov Relations Analyst	
	1 Executive Secretary III-Unclass.		<u>Public Information</u>
<u>Board Administration</u>			1 Public Information Officer
1 Executive Secretary III-Unclass.			1 Administrative Analyst III
2 Executive Secretary II			1 Executive Secretary III-Class.



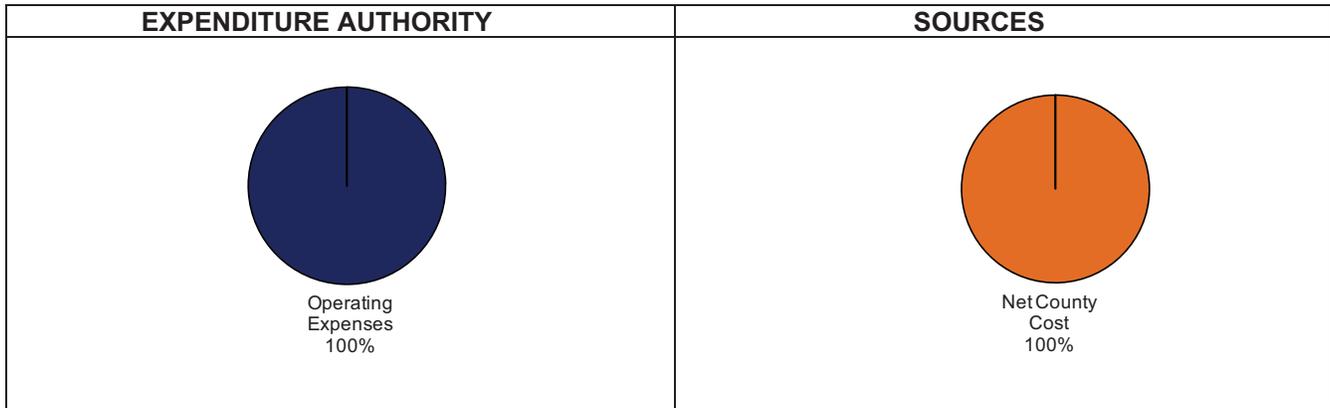
Litigation

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Expenditure Authority	\$392,708
Total Sources	\$0
Net County Cost	\$392,708
Total Staff	0
Funded by Net County Cost	100%

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	629,128	3,800,555	789,492	270,070	270,081	392,708	122,627
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	629,128	3,800,555	789,492	270,070	270,081	392,708	122,627
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	629,128	3,800,555	789,492	270,070	270,081	392,708	122,627
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	629,128	3,800,555	789,492	270,070	270,081	392,708	122,627
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	48,510	48,510	0	(48,510)
Total Revenue	0	0	0	48,510	48,510	0	(48,510)
Operating Transfers In	75,000	120,000	125,000	0	0	0	0
Total Sources	75,000	120,000	125,000	48,510	48,510	0	(48,510)
Net County Cost	554,128	3,680,555	664,492	221,560	221,571	392,708	171,137
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$392,708 represent costs for outside legal counsel. The \$122,627 increase results from anticipated costs for outside legal services and the inclusion of countywide cost allocation plan CO CA charges in this budget unit.



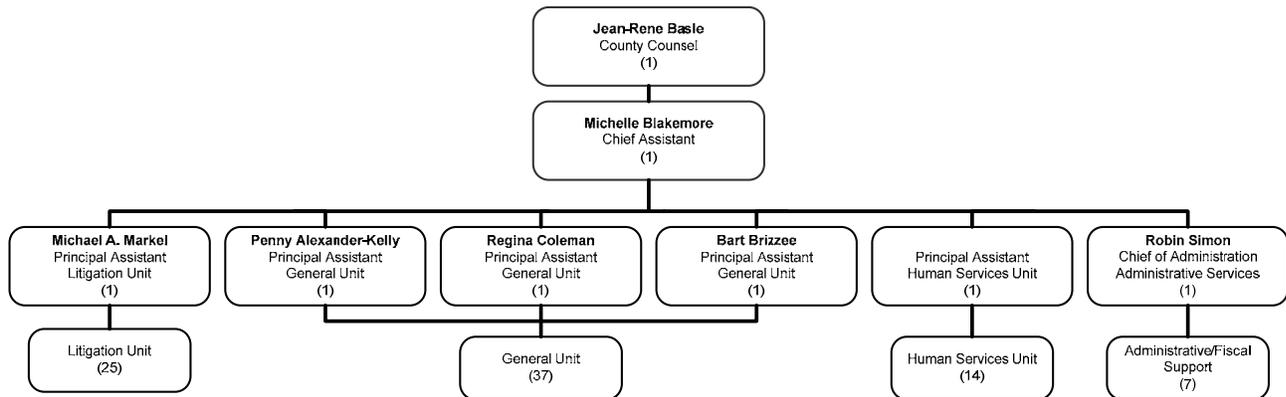
COUNTY COUNSEL Jean-Rene Basle

MISSION STATEMENT

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



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Assisted in the preparation of bylaws for the governing body (Board of Supervisors) of Arrowhead Regional Medical Center (ARMC), which provide a framework for ARMC’s operations and the Board’s relationship with the Medical Staff, including but not limited to, the development of a governance plan; fiscal responsibility; the Board’s oversight of the organized Medical Staff; Fair Hearing and Appellate Review; organization of the Joint Conference Committee; and establishment of a Dispute Mediation Committee.
- Resolved 145 Risk Management cases – 60% with no money awarded.
- Prepared Sunshine Ordinance (Open Meeting and Public Record Requirements).
- Prepared Ordinances regarding the following:
 - Amend Title 8 of the County Code relative to the Land Use Plan.
 - Imposing liability on social hosts who allow minors to obtain possess, or consume alcoholic beverages at gatherings.
 - Animal Control regarding spaying and neutering of Pit Bulls.
 - Landscape standards and definitions in accordance with State of California Law governing the efficient use of water within landscape applications.
 - Inspection Grading of Food Facilities to be consistent with California Retail Food Code.
 - Ban medical marijuana dispensaries, regulate cultivation, and require registration of state licensed facilities
- Opened 2,229 new juvenile dependency cases.
- Continued to develop framework for greenhouse gas emissions inventories for the county’s Greenhouse Gas Plan.
- Continued to provide ethics and Public Records Act training to Board members and their staffs, and provided ethics training to Board-appointed boards, committees and commissions.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

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

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of clients who ranked service they receive from County Counsel as satisfactory or above.	97.2%	95%	95%	100%	97%

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
County Counsel	8,613,610	5,455,250	3,158,360			91
Total General Fund	8,613,610	5,455,250	3,158,360			91

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Counsel	9,910,938	10,600,311	8,343,431	9,111,036	8,613,610
Total	9,910,938	10,600,311	8,343,431	9,111,036	8,613,610

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Counsel	4,454,209	5,080,585	5,597,616	5,850,483	5,455,250
Total	4,454,209	5,080,585	5,597,616	5,850,483	5,455,250

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Counsel	5,456,729	5,519,726	2,745,815	3,260,553	3,158,360
Total	5,456,729	5,519,726	2,745,815	3,260,553	3,158,360



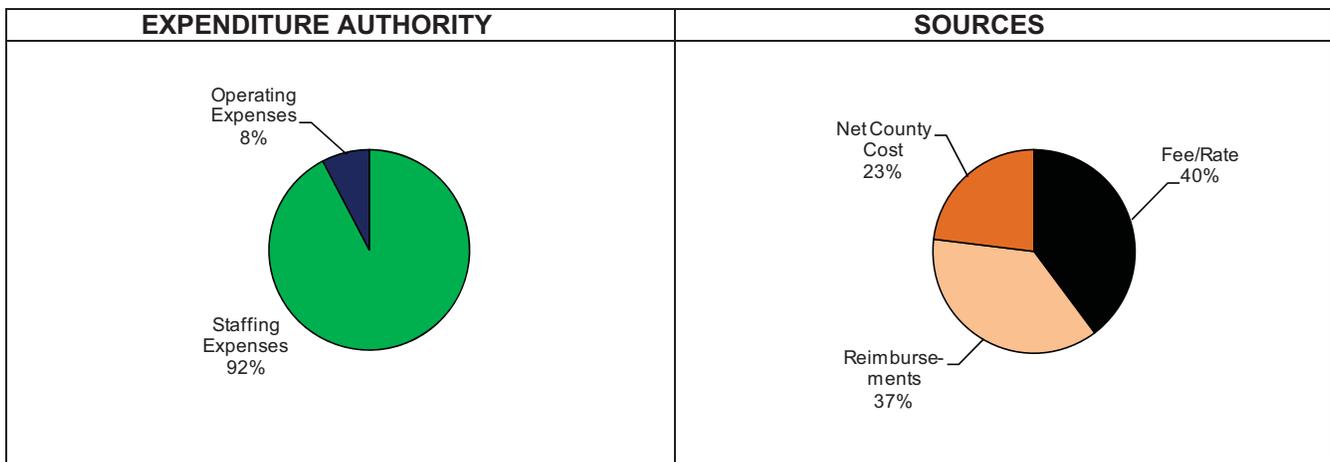
County Counsel

DESCRIPTION OF MAJOR SERVICES

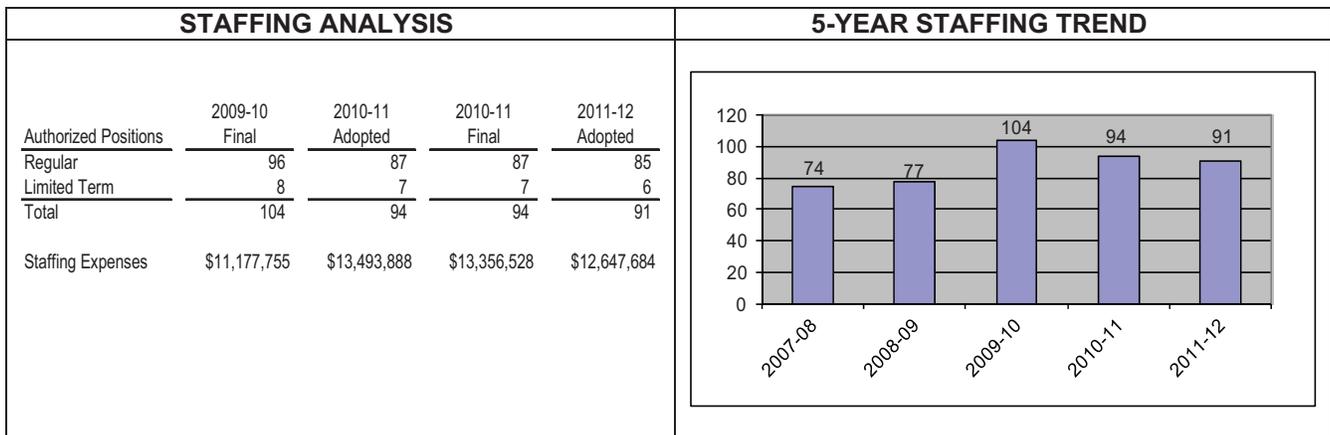
County Counsel provides civil legal services to the Board of Supervisors, the County Administrative Office, county departments, commissions, special districts, and school districts. County Counsel also provides legal services to various joint powers authorities and represents the courts and judges on certain matters. In performing its duties, the County Counsel's Office is divided into three operational units: the Litigation Unit, which handles tort and civil rights litigation, workers' compensation and code enforcement; the Human Services Unit, which serves the Human Services departments; and the General Unit, which provides legal services to the Board of Supervisors, the County Administrative Office, all other county departments, and various outside legal entities.

Budget at a Glance	
Total Expenditure Authority	\$13,698,643
Total Sources	\$10,540,283
Net County Cost	\$3,158,360
Total Staff	91
Funded by Net County Cost	23%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Counsel
FUND: General

BUDGET UNIT: AAA CCL
FUNCTION: General
ACTIVITY: Counsel

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	10,312,439	12,142,068	11,177,755	13,356,526	13,356,528	12,647,684	(708,844)
Operating Expenses	1,147,248	1,410,869	729,030	847,721	849,544	1,050,959	201,415
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	11,459,687	13,552,937	11,906,785	14,204,247	14,206,072	13,698,643	(507,429)
Reimbursements	(2,728,654)	(3,038,231)	(3,576,956)	(5,095,035)	(5,095,036)	(5,085,033)	10,003
Total Appropriation	8,731,033	10,514,706	8,329,829	9,109,212	9,111,036	8,613,610	(497,426)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	8,731,033	10,514,706	8,329,829	9,109,212	9,111,036	8,613,610	(497,426)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	208	0	0	0	0	0	0
Fee/Rate	4,212,089	5,038,084	5,596,036	5,849,925	5,849,733	5,454,500	(395,233)
Other Revenue	1,435	751	1,580	606	750	750	0
Total Revenue	4,213,732	5,038,835	5,597,616	5,850,531	5,850,483	5,455,250	(395,233)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	4,213,732	5,038,835	5,597,616	5,850,531	5,850,483	5,455,250	(395,233)
Net County Cost	4,517,301	5,475,871	2,732,213	3,258,681	3,260,553	3,158,360	(102,193)
				Budgeted Staffing	94	91	(3)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$12,647,684 fund 91 budgeted positions and is decreasing by \$708,844 due to changes in the exempt compensation plan, a proposed work schedule reduction for SBPEA represented employees, and a net decrease of 3 vacant positions.

Operating expenses of \$1,050,959 include professional services such as expert witnesses, transcriber costs, general office expenses, computer hardware and software expenses, small equipment purchases, centralized services, travel, and other expenses, such as publications and professional memberships. The \$201,415 increase primarily results from an increase in legal advertising expenses and professional services for expert witnesses and other case costs.

Reimbursements of \$5,085,033 are payments from other departments for services rendered by County Counsel.

Departmental revenue of \$5,455,250 is received from non-general fund departments and outside clients. The decrease of \$395,233 is primarily due to the Office of County Counsel no longer representing SANBAG, resulting in a net revenue reduction of approximately \$190,000 per year. Additionally, revenue received for Public Guardian conservatorships has declined by approximately \$50,000 per year.

STAFFING CHANGES AND OPERATIONAL IMPACT

The 2011-12 adopted budget includes a net reduction of 3 budgeted staffing due to the deletion of the following recently vacated positions: 1 Supervising Deputy County Counsel, 2 Executive Secretaries, and 3 Deputy County Counsel IVs to meet budget targets. To partially offset the loss of positions, 2 Recurrent Principal Assistant County Counsel positions were added mid-year 2010-11 in order to provide for continued representation in various complex legal matters requiring historical knowledge. In addition, 1 Contract County Counsel was added.



2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Administration and Fiscal Support	9	1	10	10	0	0	10
General Unit	35	5	40	37	3	0	40
Litigation Unit	26	0	26	26	0	0	26
Human Services Unit	15	0	15	13	2	0	15
Total	85	6	91	86	5	0	91

<u>Administration and Fiscal Support</u>	<u>General Unit</u>	<u>Litigation Unit</u>	<u>Human Services Unit</u>
1 County Counsel	3 Principal Asst County Counsel	1 Principal Asst County Counsel	1 Principal Asst County Counsel
1 Chief Assistant County Counsel	3 Recurrent. PACC	1 Principal Asst County Counsel*	6 Deputy County Counsel
1 County Counsel*	1 County Counsel Lead Sec.	1 County Counsel Lead Sec.	1 County Counsel Lead Sec
1 Executive Secretary III	22 Deputy County Counsel	9 Deputy County Counsel	3 Executive Secretary II
1 Chief of Administration	1 Research Attorney	5 Paralegal	1 Office Assistant IV
1 Recurrent Exec Sec II	3 Paralegal	6 Executive Secretary II	3 Office Assistant III
1 Executive Secretary I	7 Executive Secretary II	3 Office Assistant III	
1 Accounting Technician			
1 Fiscal Assistant			
1 Office Assistant II			

*These positions are exhausting leave balances before retirement

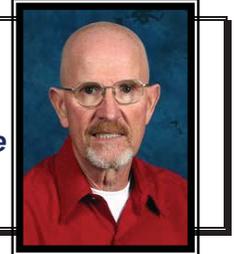


FINANCE AND ADMINISTRATION

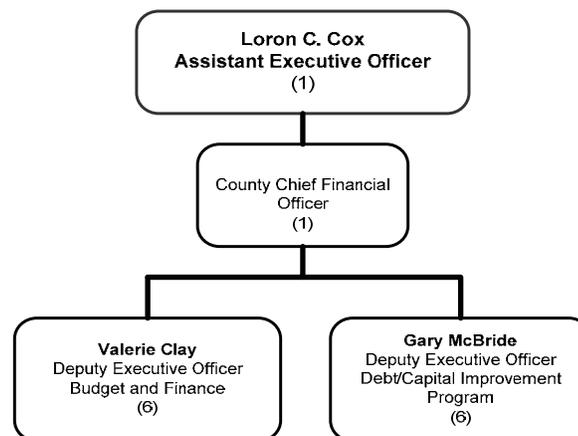
Loron C. Cox

MISSION STATEMENT

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



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- In May 2010, Standard & Poor's upgraded the ratings on the county's Certificates of Participation and Pension Obligation Bonds from A+ to AA- and assigned a AA implied issuer rating to the county.
- In June 2010, the Board of Supervisors (Board) adopted a budget proposal developed by the County Administrative Office (CAO) that closed an \$89.4 million shortfall while putting the county in the best possible position to maintain public services and recover as the economy improves.
- In July 2010, for the fifth consecutive year, the CAO was awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA).
- In August 2010, the Finance and Administration section began scheduling weekly Budget Task Force meetings with the Auditor-Controller/Treasurer/Tax Collector's Office, the Purchasing Department, the Human Services Department, and departmental budget representatives to host roundtable discussions and strategize possible solutions to address current and upcoming budget issues, potential state budget impacts and other legislative changes, future financing needs, and policy and process improvements.
- In October 2010, construction of the High Desert Government Center (HDGC) located in Hesperia, was completed, and is now occupied by various departments providing centralized services for High Desert residents while generating \$459,000 in annual lease cost savings. In addition, the HDGC features a solar energy system and is estimated to use approximately 70% less electricity than other facilities in the High Desert.
- In May 2011, Moody's Investors Service affirmed the county's long term ratings.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: OPERATE IN A FISCALLY RESPONSIBLE AND BUSINESS-LIKE MANNER.

- Objective A: Develop and maintain a multi-year plan to address projected shortfalls in the county's budget.*
- Objective B: Utilize quarterly budget adjustments to ensure Board decisions are made with the complete comparative context of all county responsibilities and are based on up-to-date financial information.*
- Objective C: Live within our means, fully funding liabilities and reserves, while forming capital to strategically invest in the future.*
- Objective D: Invest county resources in ways which create more ongoing revenue to reinvest in maintaining services.*

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
General Purpose Reserve as a percentage of locally funded appropriation	10%	10%	10%	11%	12%
Variable rate debt as a percentage of total debt outstanding	16.23%	16.05%	<25%	14.42%	<25%

Stability of the county's financial health, especially in these hard economic times, is an important goal of Finance and Administration. By maximizing the use of county resources, being vigilant regarding expenditures, and maintaining adequate reserves, the department strives to meet this goal. Based on the short-term and long-term forecasting of ongoing revenue and expenses, the upcoming and future fiscal years will be very challenging for the county. For 2011-12, the Chief Executive Officer (CEO) convened a Budget Gap working group comprised of Deputy Executive Officer's, department heads, agency representatives, and budget analysts to strategize ways to mitigate the current and future budget gap. This group is tasked with analyzing programs and processes outside the realm of their respective departments to increase revenues or generate cost savings.

In 2010-11, the CAO identified future financing needs for the development, upgrade, or replacement of various core computer systems, including the Employee Management and Compensation System (EMACS), Property Tax/Tax Collector System, and the county's Financial Accounting System (FAS). In 2011-12, the department is coordinating with the Office of the Auditor-Controller/Treasurer/Tax Collector (ATC) to develop a plan to upgrade or replace the FAS.

Effective March 16, 2010, the CEO required that all county department requests for budget adjustments be compiled quarterly and be presented each quarter to the Board for approval. Quarterly budget reports are generated to provide the Board with the most current information on county department revenues (sources) and appropriation (requirements) with which to base decisions. In addition, the department schedules weekly Budget Task Force meetings with Purchasing, Human Services, the ATC, and departmental budget representatives to host roundtable discussions and strategize possible solutions to address current and upcoming budget issues, potential state budget impacts and other legislative changes, future financing needs, and policy and process improvements.

For 2011-12, the CEO recommended, and the Board approved, increasing the General Purpose Reserve target to 20% of locally funded appropriation at the beginning of each budget fiscal year and using one-time sources until the target is achieved. This General Purpose Reserve has no identified contingent liability or specific future use. It is intended for unanticipated major emergencies; to allow a transition period when key economic indicators point to a recession likely to substantially reduce county revenues and increase required safety net expenditures; and to ensure the county's ability to make debt service payments in periods of declining general purpose revenues. Currently, the county has to borrow money yearly to meet cashflow needs.

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

GOAL 2: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY.

- Objective A: Promote projects, programs, and policies which will result in a complete community.*
- Objective B: Support development of renewable energy projects while ensuring impacts on county services are paid for.*

Through oversight and administration of the county's capital improvement program (CIP), the department promotes projects which will result in a complete community, and supports development of renewable energy projects. In June 2009, the county entered into an agreement with the city of Hesperia for the management, construction, and future purchase of the High Desert Government Center (HDGC) located in Hesperia. The HDGC was completed in October 2010, and is now occupied by various departments providing centralized services to High Desert residents, while generating lease cost savings. The HDGC also features a solar energy system estimated to use approximately 70% less purchased electricity than other High Desert facilities.



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Finance and Administration	2,272,535	0	2,272,535			14
Capital Facilities Leases	16,258,391	0	16,258,391			0
Total General Fund	18,530,926	0	18,530,926			14
Special Revenue Fund						
Disaster Recovery Fund	209,310	30,000		179,310		0
Total Special Revenue Fund	209,310	30,000		179,310		0
Total - All Funds	18,740,236	30,000	18,530,926	179,310		14

5-YEAR APPROPRIATION TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Finance and Administration	0	0	0	0	2,272,535
Capital Facilities Leases	21,437,356	21,812,356	20,933,394	54,640,359	16,258,391
Disaster Recovery Fund	82,227	77,227	394,182	173,135	209,310
Total	21,519,583	21,889,583	21,327,576	54,813,494	18,740,236

5-YEAR REVENUE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Finance and Administration	0	0	0	0	0
Capital Facilities Leases	0	0	0	38,000,000	0
Disaster Recovery Fund	35,000	76,385	9,820	20,547	30,000
Total	35,000	76,385	9,820	38,020,547	30,000

5-YEAR NET COUNTY COST TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Finance and Administration	0	0	0	0	2,272,535
Capital Facilities Leases	21,437,356	21,812,356	20,933,394	16,640,359	16,258,391
Total	21,437,356	21,812,356	20,933,394	16,640,359	18,530,926

5-YEAR FUND BALANCE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Disaster Recovery Fund	47,227	842	384,362	152,588	179,310
Total	47,227	842	384,362	152,588	179,310



Finance and Administration

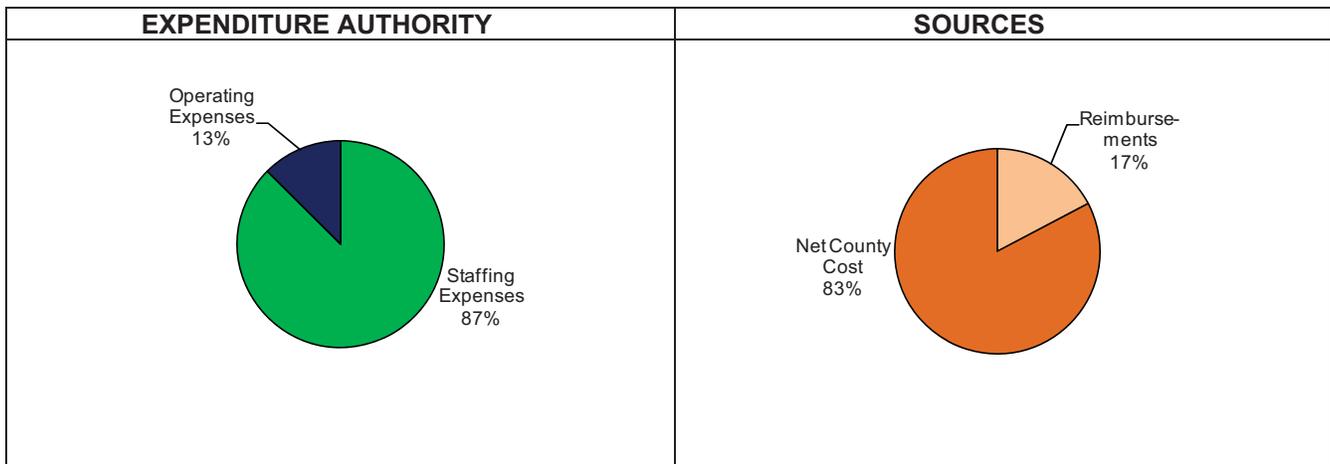
DESCRIPTION OF MAJOR SERVICES

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

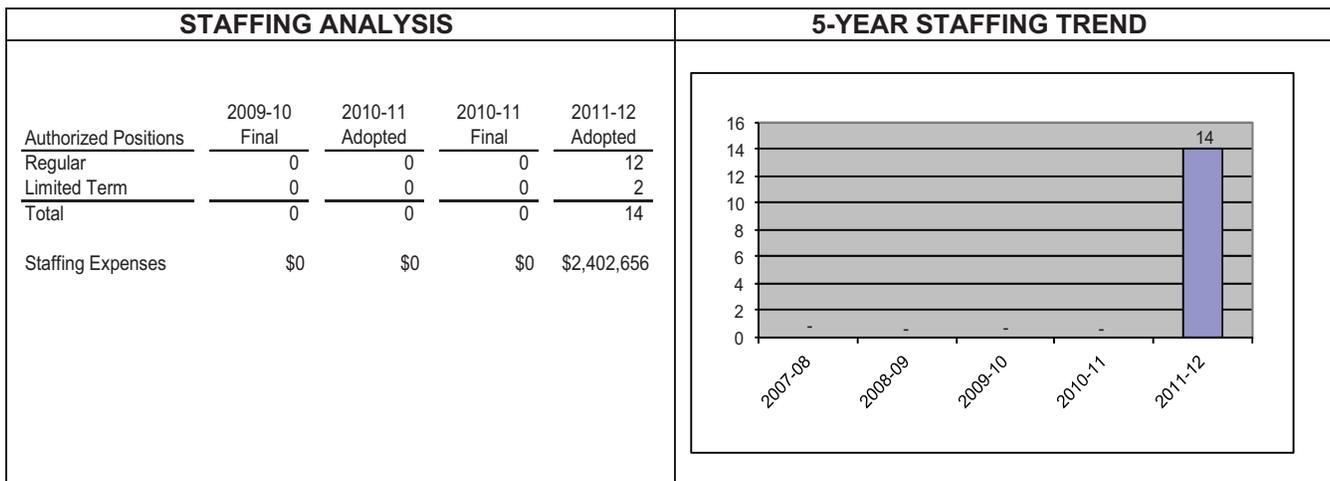
Budget at a Glance	
Total Expenditure Authority	\$2,746,995
Total Sources	\$474,460
Net County Cost	\$2,272,535
Total Staff	14
Funded by Net County Cost	83%

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

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: Finance and Administration
 FUND: General

BUDGET UNIT: AAA FAB
 FUNCTION: General
 ACTIVITY: Finance

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	2,402,656	2,402,656
Operating Expenses	0	0	0	0	0	344,339	344,339
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	2,746,995	2,746,995
Reimbursements	0	0	0	0	0	(474,460)	(474,460)
Total Appropriation	0	0	0	0	0	2,272,535	2,272,535
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	0	2,272,535	2,272,535
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	0	0	0	0	0	2,272,535	2,272,535
				Budgeted Staffing	0	14	14

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,402,656 fund 14 budgeted positions.

Operating expenses of \$344,339 primarily consist of information technology costs, including systems development charges for the Financial Accounting System 2.1.1 upgrade and the encumbrance project, facilities management basic services, and other services and supplies.

Reimbursements of \$474,460 primarily include reimbursements from County Fire, Special Districts, and Health Administration for staffing costs associated with budget administration and bond work.

STAFFING CHANGES AND OPERATIONAL IMPACT

This is a newly created budget unit for 2011-12 that includes 14 positions transferred from the CAO budget unit as detailed below.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Finance and Administration	12	2	14	12	2	0	14
Total	12	2	14	12	2	0	14

<u>Finance and Administration</u>	
1 Assistant Executive Officer – Finance and Administration	
1 County Chief Financial Officer	
2 Deputy Executive Officer	
2 Principal Administrative Analyst	
5 Administrative Analyst III	
2 Executive Secretary III - Classified	
1 Public Service Employee	



Capital Facilities Leases

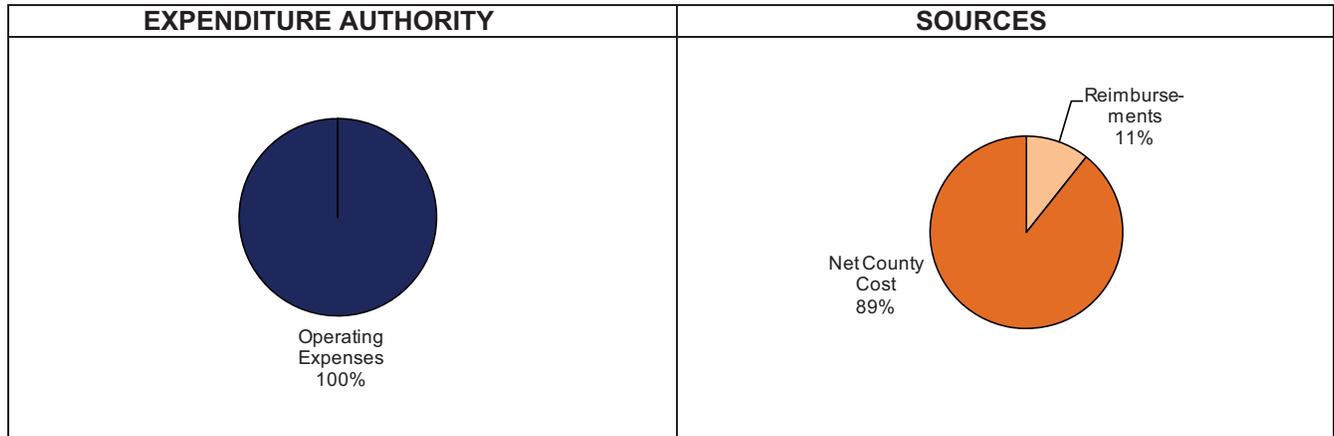
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Expenditure Authority	\$18,202,053
Total Sources	\$1,943,662
Net County Cost	\$16,258,391
Total Staff	0
Funded by Net County Cost	89%

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	20,556,182	22,406,840	22,503,854	54,214,260	56,678,154	18,202,053	(38,476,101)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	20,556,182	22,406,840	22,503,854	54,214,260	56,678,154	18,202,053	(38,476,101)
Reimbursements	(1,880,685)	(2,173,150)	(1,816,051)	(2,037,795)	(2,037,795)	(1,943,662)	94,133
Total Appropriation	18,675,497	20,233,690	20,687,803	52,176,465	54,640,359	16,258,391	(38,381,968)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	18,675,497	20,233,690	20,687,803	52,176,465	54,640,359	16,258,391	(38,381,968)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	346	17,995	55	4,413	0	0	0
Total Revenue	346	17,995	55	4,413	0	0	0
Operating Transfers In	0	0	0	38,000,000	38,000,000	0	(38,000,000)
Total Sources	346	17,995	55	38,004,413	38,000,000	0	(38,000,000)
Net County Cost	18,675,151	20,215,695	20,687,748	14,172,052	16,640,359	16,258,391	(381,968)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$18,202,053 represent lease payments and related fees and administrative costs for the major county assets financed by the general fund.

In 2011-12, operating expenses are decreasing by \$38,476,101 as follows:

- A \$38,000,000 reduction of one-time expenditure authority used to optionally prepay a portion of the County's outstanding principal in 2010-11.
- A \$589,612 decrease which reflects ongoing savings achieved as a result of the 2010-11 optional prepayments which is in addition to the \$5,000,000 annual ongoing savings recognized in 2010-11.
- An increase in expenditure authority of \$113,511 for the annual COCA charge.

Under County Policy 02-09, when variable rate interest expense is below budget, the savings is used in the succeeding fiscal year to pay down principal early. In 2009-10, there was \$2,284,071 of variable rate savings.

However, this amount was not used to prepay principal in 2010-11, as the one-time allocation of \$38,000,000 redeemed the entire principal eligible to be prepaid through June 30, 2011, for debt issues budgeted in the general fund. As a result, pursuant to County policy, the \$2,284,071 is included in the 2011-12 budget with the plan to use it to prepay part of the outstanding principal of the 2001-02 West Valley Detention Center debt issue, \$52,885,000 of which becomes eligible for prepayment in November 2011 at a 2% premium.

Reimbursements of \$1,943,662 are decreasing by \$94,133. This includes the loss of the reimbursement from the utilities budget of \$96,500 for heating and air conditioning improvements that have now been fully reimbursed, and an increase of \$2,200 in the required reimbursement from Reschool Services Department.

The elimination of the operating transfer in reflects the loss of the \$38,000,000 one-time allocation of general fund reserves used to optionally prepay a portion of the County's outstanding principal in 2010-11.



Lease Payments included in this budget unit for 2011-12 are:

Justice Center/Chino Airport Improvements	6,467,200
West Valley Detention Center - 2001/02 Financing	9,030,271
Subtotal:	<u>15,497,471</u>
Debt Administration (Trustee Fees, Letter of Credit Fees, Remarketing Fees, Auction Agent Fees, Broker-Dealer Fees, Audit and Arbitrage)	307,000
COWCAP	113,511
2009-10 Variable Rate Savings per County Policy	2,284,071
Reimbursements	<u>(1,943,662)</u>
Subtotal:	<u>760,920</u>
Total:	<u><u>16,258,391</u></u>

Certificates of Participation Totaling \$38.0 Million Optionally Prepaid in 2010-11

- Glen Helen Pavilion
- 1997 Public Improvement Financing (ENVEST, West End Juvenile Facility, Preschool Building)
- County Government Center
- West Valley Detention Center - 1996 Financing



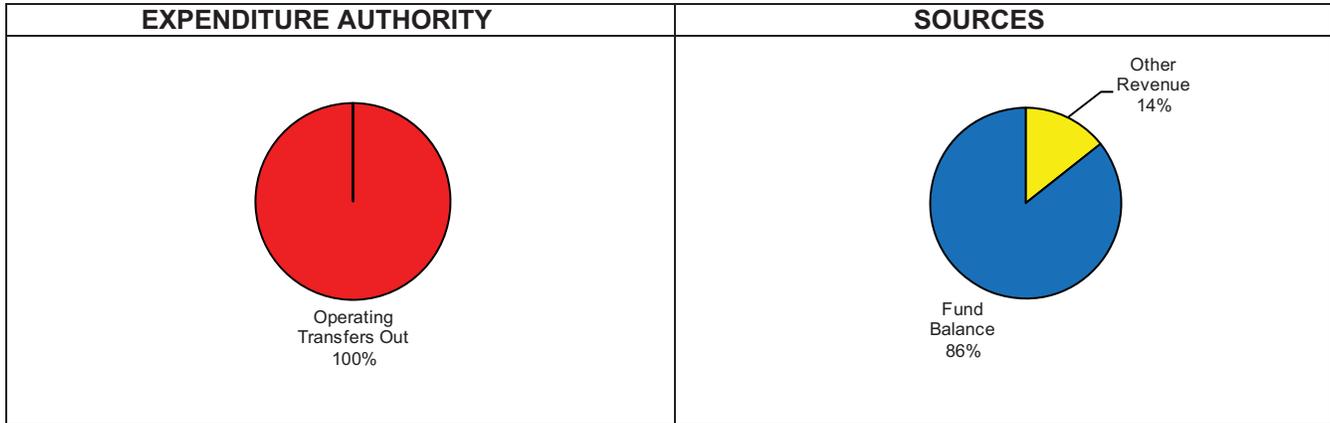
Disaster Recovery Fund

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Expenditure Authority	\$209,310
Total Sources	\$30,000
Fund Balance	\$179,310
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	404,750	0	6,587	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	173,135	0	(173,135)
Total Exp Authority	404,750	0	6,587	0	173,135	0	(173,135)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	404,750	0	6,587	0	173,135	0	(173,135)
Operating Transfers Out	0	0	0	0	0	209,310	209,310
Total Requirements	404,750	0	6,587	0	173,135	209,310	36,175
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	174,912	305,797	0	0	0	0	0
Fee/Rate	134,260	0	0	0	0	0	0
Other Revenue	49,013	77,723	19,161	20,548	20,547	30,000	9,453
Total Revenue	358,185	383,520	19,161	20,548	20,547	30,000	9,453
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	358,185	383,520	19,161	20,548	20,547	30,000	9,453
				Fund Balance	152,588	179,310	26,722
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

This budget unit is currently used as a suspense account to track overpayments by state and federal agencies and as a pass through for reimbursements to county departments. Operating transfers out of \$209,310 represent anticipated reimbursements to county departments for specific administrative and program costs related to disaster recovery efforts. Other revenue of \$30,000 represents anticipated interest earnings based on the entire fund balance which includes restricted funds due to other agencies.



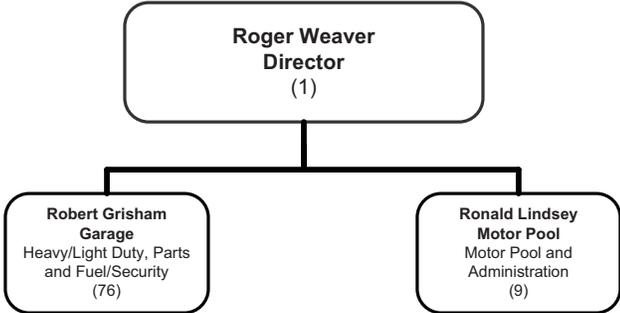
FLEET MANAGEMENT Roger Weaver

MISSION STATEMENT

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



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

A countywide vehicle operations review was completed in 2009-10. Based on the review’s recommendations and in collaboration with other county departments the following accomplishments have been achieved:

- All departments are using/supporting the county-owned emergency fuel infrastructure when practical.
- All departments now use the county’s vehicle information system (FASTER) to track vehicles and related expenses.
- An individual-employee Personal Identification Number (PIN) has been implemented to enhance security for fuel credit card purchases and when using county-owned fuel sites.
- Fuel credit card accounts have been consolidated and standardized for reporting usage and reconciliation.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

Objective: Reduce time to maintain and to repair vehicles.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of programmed maintenance (PM) services completed the same day the vehicle is delivered to Fleet Management.	75%	77%	76%	87%	80%
Percentage of repairs completed within two days of vehicle delivery to Fleet Management.	83%	85%	85%	88%	85%

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

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

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

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of Motor Pool vehicles classified as ultra low emission vehicles (ULEV) or better.	75%	85%	90%	85%	90%

An element of the county's mission is to improve the quality of life for its residents. Helping to improve air quality by reducing vehicle emissions is an element to assist in this effort. During its regular purchasing cycle, Fleet Management will continue replacing the existing fleet with ultra low emission vehicles (ULEV), including hybrid vehicles, when practical. It is estimated that the entire fleet will consist of only ULEV's by 2013-14.

The lower than target actual for 2010-11 is due to not purchasing as many vehicles as Fleet Management had originally intended.



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Internal Service Funds						
Garage	12,082,900	12,083,765			865	83
Motor Pool	12,919,783	12,610,500			(309,283)	3
Total Internal Service Funds	25,002,683	24,694,265			(308,418)	86

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Garage	13,808,972	14,225,859	12,408,040	12,893,225	12,082,900
Motor Pool	11,273,120	13,169,738	13,721,600	12,641,066	12,919,783
Total	25,082,092	27,395,597	26,129,640	25,534,291	25,002,683

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Garage	13,588,052	14,483,400	12,355,000	11,831,655	12,083,765
Motor Pool	12,346,300	14,306,500	14,479,000	11,708,378	12,610,500
Total	25,934,352	28,789,900	26,834,000	23,540,033	24,694,265

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Garage	(220,920)	257,541	(53,040)	(1,061,570)	865
Motor Pool	1,073,180	1,136,762	757,400	(932,688)	(309,283)
Total	852,260	1,394,303	704,360	(1,994,258)	(308,418)

In 2010-11, the negative revenue over/under expense in the Garage budget unit resulted from a fuel-pricing miscalculation at county fuel sites, which has been resolved for 2011-12, and lower-than-anticipated demand for automotive parts. The negative revenue over/under expense in the Motor Pool budget unit was primarily due to higher fuel prices, an unexpected increase in monthly charges for Global Positioning System (GPS) devices, and an unforeseen refund of replacement revenue to the Human Resources Department Commuter Services budget unit for vehicles that were not replaced.

In 2011-12, the negative revenue over/under expense in the Motor Pool budget unit is primarily due to planned annual reimbursements of replacement revenue to the General Fund for vehicles that were not replaced.



Garage

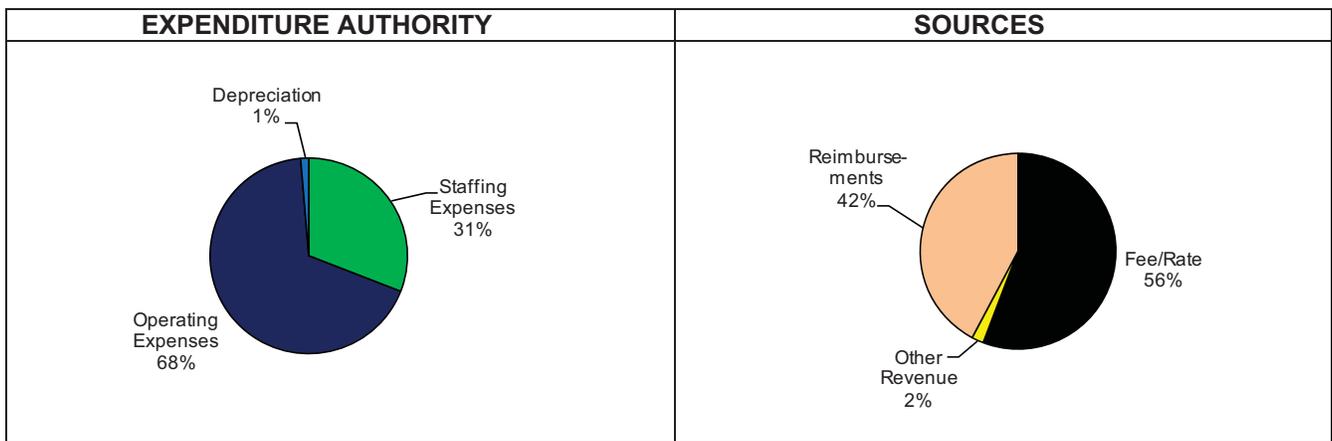
DESCRIPTION OF MAJOR SERVICES

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

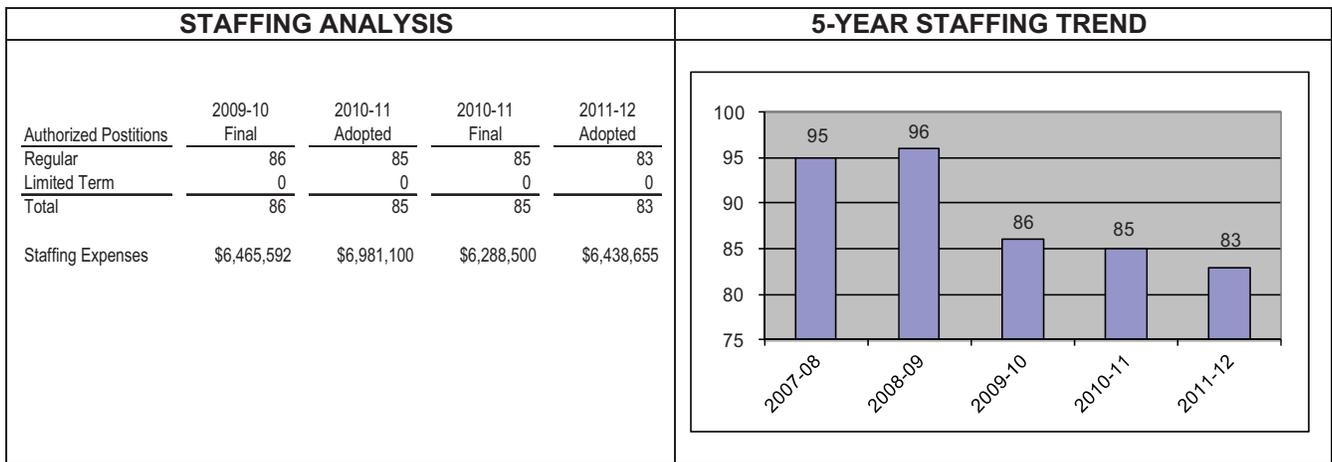
The Garage budget unit is an internal services fund (ISF). All operational costs of the Garage Division are funded through Board approved rates. As an ISF, any unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year to provide working capital, fund the replacement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

Budget at a Glance	
Total Expenditure Authority	\$20,917,226
Total Sources	\$20,918,091
Rev Over/(Under) Exp	\$865
Total Staff	83
Use of Unrestricted Net Assets	\$45,135

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Fleet Management
FUND: Garage

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	6,984,269	6,687,510	6,465,592	6,288,472	6,288,500	6,438,655	150,155
Operating Expenses	14,910,927	13,376,836	12,541,746	14,205,213	14,302,895	14,133,071	(169,824)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	21,895,196	20,064,346	19,007,338	20,493,685	20,591,395	20,571,726	(19,669)
Reimbursements	(8,808,530)	(9,153,148)	(8,771,686)	(8,174,669)	(8,174,670)	(8,834,326)	(659,656)
Total Appropriation	13,086,666	10,911,198	10,235,652	12,319,016	12,416,725	11,737,400	(679,325)
Depreciation	290,000	345,000	255,509	300,000	300,000	276,000	(24,000)
Operating Transfers Out	29,668	102,800	187,649	176,494	176,500	69,500	(107,000)
Total Requirements	13,406,334	11,358,998	10,678,810	12,795,510	12,893,225	12,082,900	(810,325)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	575	0	0	0	0	0	0
Fee/Rate	13,265,084	11,914,511	10,978,458	11,750,728	11,750,400	11,673,200	(77,200)
Other Revenue	92,943	105,675	36,504	81,259	81,255	24,000	(57,255)
Total Revenue	13,358,602	12,020,186	11,014,962	11,831,987	11,831,655	11,697,200	(134,455)
Operating Transfers In	0	0	0	0	0	386,565	386,565
Total Financing Sources	13,358,602	12,020,186	11,014,962	11,831,987	11,831,655	12,083,765	252,110
Rev Over/(Under) Exp	(47,732)	661,188	336,152	(963,523)	(1,061,570)	865	1,062,435
				Budgeted Staffing	85	83	(2)
Fixed Assets							
Capital Expenditures	22,137	37,048	31,447	5,040	5,100	46,000	40,900
Total Fixed Assets	22,137	37,048	31,447	5,040	5,100	46,000	40,900

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$6,438,655 fund 83 budgeted positions. This appropriation is increasing by \$150,155 from the 2010-11 final budget which reflects staffing vacancies.

Operating expenses of \$14,133,071 primarily include \$8.0 million for the purchase of fuel, \$3.4 million for the purchase of automotive parts and sublet services, and \$0.9 million for intra-department charges between Garage's cost centers. The \$169,824 decrease is primarily the result of reduced COWCAP charges, temporary-help expenditures, and intra-department charges for maintenance and repairs. This decrease is offset by an increase in vehicle charges from the Motor Pool.

Reimbursements of \$8,834,326 are primarily received from the Motor Pool for fuel, maintenance, repairs and allocated departmental overhead. The balance of reimbursements is for intra-department charges between the Garage's cost centers. The increase of \$659,656 is primarily the result of increased fuel price and maintenance and repair costs from the Motor Pool, and reimbursements from other county departments supporting the emergency fuel infrastructure.

Depreciation of \$276,000 is per the department's depreciation schedule.

Operating transfers out of \$69,500 are to repay the Motor Pool for the funding of capital improvement projects.

Departmental revenue of \$11,697,200 is from maintenance and repair services, and from the sale of fuel. The decrease of \$252,110 is due primarily to a reduction in anticipated billable hours resulting from the proposed work schedule reduction.

Operating transfers in of \$386,565 reflect the new funding methodology for the emergency fuel infrastructure.

Capital expenditures of \$46,000 represent costs for a service truck crane, two lifts, scissor jacks and two car wash blowers.



STAFFING CHANGES AND OPERATIONAL IMPACT

For 2011-12, the department will eliminate the following three vacant positions: 1 Fleet Maintenance Superintendent, 1 Equipment Services Specialist I, and 1 Motor Pool Assistant. These reductions will be offset by the transfer in of 1 Motor Pool Assistant from the Motor Pool budget unit. The function of the deleted Fleet Maintenance Superintendent will be provided by the remaining Superintendent and other staff.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Administration	7	0	7	6	0	0	6
Light Duty	36	0	36	31	6	0	37
Fuel/ Security	6	0	6	6	0	0	6
Heavy Duty	27	0	27	23	4	0	27
Parts	7	0	7	7	0	0	7
Total	83	0	83	73	10	0	83

<u>Administration</u>	<u>Heavy Duty</u>	<u>Light Duty</u>	<u>Fuel/Security</u>
1 Director of Fleet Mgmt.	1 Fleet Maint. Superintendent	2 Fleet Shop Supervisor	1 Fuel & Security Supervisor
1 Exec. Secretary II	3 Fleet Shop Supervisor	7 Fleet Mechanic II	1 Equipment Svcs. Specialist II
1 Automated Sys. Analyst II	1 Fleet Mechanic II	14 Fleet Mechanic I	3 Equipment Svcs. Specialist I
1 Staff Analyst II	18 Fleet Mechanic I	1 Garage Service Writer	1 Garage Svcs. Assistant
1 Fiscal Specialist	2 Mechanics Assistant	6 Mechanics Assistant	
1 Payroll Specialist	1 Equipment Svcs. Specialist II	3 Equipment Svcs. Specialist I	
1 Office Assistant III	1 Equipment Svcs. Specialist I	3 Motor Pool Assistant	
	<u>Parts</u>		
	1 Equipment Parts Supervisor		
	4 Equipment Parts Specialist I		
	1 Stores Specialist		
	1 Storekeeper		



Motor Pool

DESCRIPTION OF MAJOR SERVICES

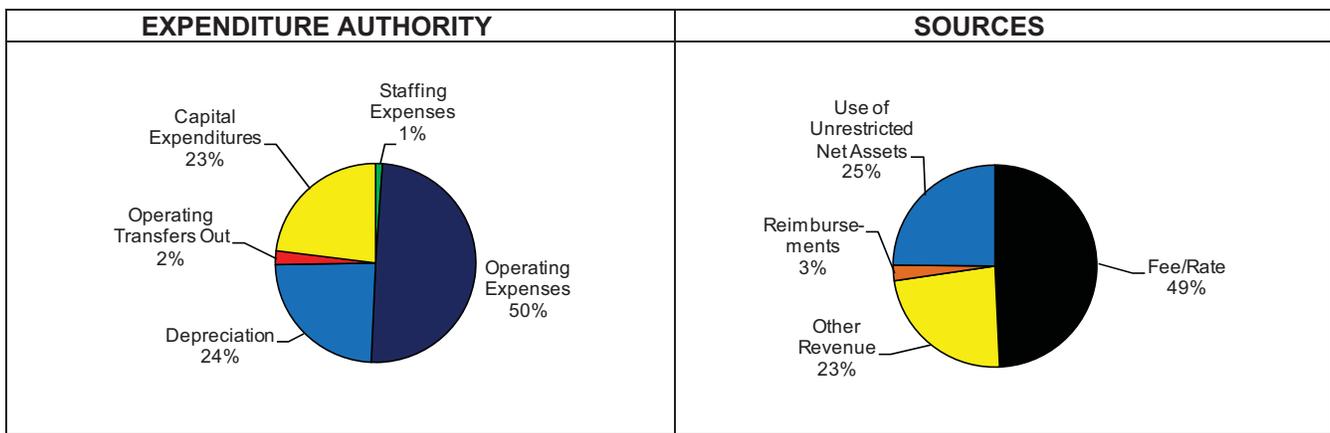
Fleet Management’s Motor Pool Division has ownership and/or maintenance responsibility for approximately 1,670 automobiles, vans, pick-up trucks and various specialty vehicles/equipment assigned to county departments. Motor Pool coordinates the collection and distribution of vehicle replacement, fuel, maintenance, insurance, overhead and other operational costs of fleet vehicles.

Budget at a Glance

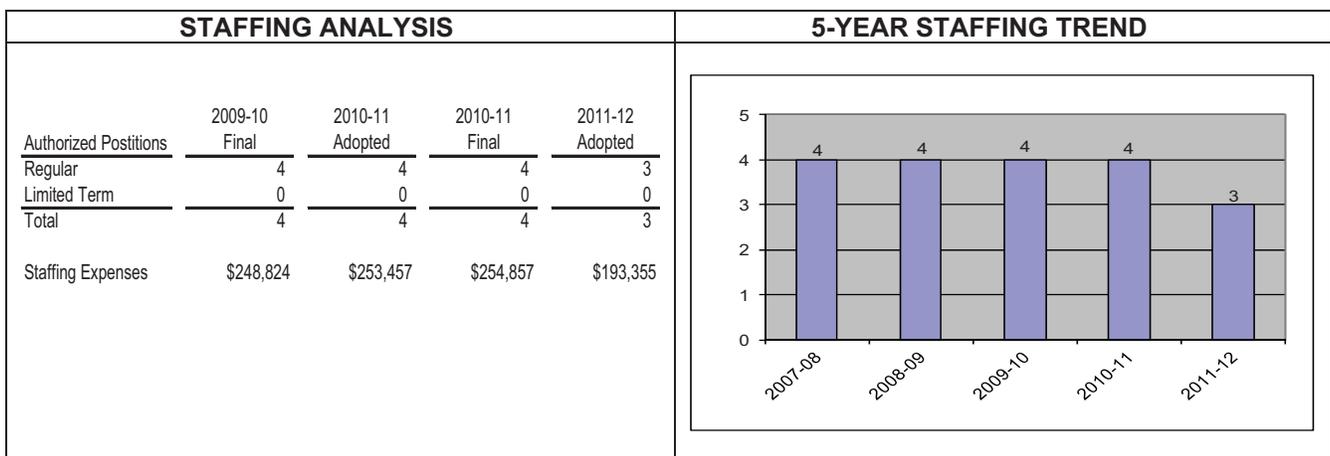
Total Expenditure Authority	\$13,355,383
Total Sources	\$13,046,100
Rev Over/(Under) Exp	(\$309,283)
Total Staff	3
Use of Unrestricted Net Assets	\$4,309,283

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

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Fleet Management
FUND: Motor Pool

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	230,104	241,981	248,824	254,778	254,857	193,355	(61,502)
Operating Expenses	9,219,993	9,417,112	8,945,664	8,634,669	8,634,909	8,605,463	(29,446)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	9,450,097	9,659,093	9,194,488	8,889,447	8,889,766	8,798,818	(90,948)
Reimbursements	(262,861)	(284,137)	(311,120)	(350,448)	(350,400)	(435,600)	(85,200)
Total Appropriation	9,187,236	9,374,956	8,883,368	8,538,999	8,539,366	8,363,218	(176,148)
Depreciation	2,850,000	3,390,000	3,870,000	3,287,426	3,870,000	4,170,000	300,000
Operating Transfers Out	44,116	64,809	0	231,612	231,700	386,565	154,865
Total Requirements	12,081,352	12,829,765	12,753,368	12,058,037	12,641,066	12,919,783	278,717
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	7,894,092	8,778,729	9,358,649	9,204,941	9,205,000	8,554,000	(651,000)
Other Revenue	5,323,953	5,711,083	3,374,435	2,458,430	2,502,000	3,987,000	1,485,000
Total Revenue	13,218,045	14,489,812	12,733,084	11,663,371	11,707,000	12,541,000	834,000
Operating Transfers In	0	0	93,502	1,378	1,378	69,500	68,122
Total Financing Sources	13,218,045	14,489,812	12,826,586	11,664,749	11,708,378	12,610,500	902,122
Rev Over/(Under) Exp	1,136,693	1,660,047	73,218	(393,288)	(932,688)	(309,283)	623,405
				Budgeted Staffing	4	3	(1)
Fixed Assets							
Capital Expenditures	4,991,699	4,434,729	177,489	2,397,490	2,399,700	4,000,000	1,600,300
Total Fixed Assets	4,991,699	4,434,729	177,489	2,397,490	2,399,700	4,000,000	1,600,300

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$193,355 fund 3 budgeted positions and are decreasing by \$61,502 due to the elimination of 1 position and a proposed work schedule reduction for SBPEA represented employees, offset by increases in negotiated labor agreement and retirement costs.

Operating expenses of \$8,605,463 primarily include transfers to the Garage budget unit for fuel, maintenance, and repair of Motor Pool vehicles. The decrease of \$29,446 results from reduced liability insurance and COWCAP charges. This reduction is primarily offset by increased fuel price and vehicle maintenance and repair costs.

Reimbursements of \$435,600 are from the Garage budget unit for vehicle charges and staffing costs for the Fleet Services Manager. The increase of \$85,200 is due primarily to Board-approved rate increases to the variable per mile rate.

Depreciation of \$4,170,000 is per the department's depreciation schedule.

Operating transfers out of \$386,565 represent the first of planned annual transfers to reimburse the general fund for its ongoing contribution toward vehicle replacement that began in 2007-08 for vehicles that were not replaced. The increase of \$154,865 results from the implementation of this transfer, offset by a reduction in one-time Motor Pool capital improvement project costs to renovate its parking lot in 2010-11.



Departmental revenue of \$12,610,500 includes a \$902,122 increase, primarily resulting from Board-approved annual rate adjustments. In addition, departments with Motor Pool assigned vehicles that are not equipped with Global Positioning System (GPS) devices will receive a rebate of that cost beginning in 2011-12. The department also anticipates a reduction in future grant funding from South Coast Air Quality Management District (SCAQMD) for the purchase of GPS devices.

Operating transfers in of \$69,500 represent repayments from the Garage budget unit for capital improvement projects.

Fixed asset purchases of \$4.0 million are primarily for replacement of Motor Pool vehicles. The \$1,600,300 increase is due primarily to an increase in the number of assigned Motor Pool vehicles that need to be replaced. This increase is offset by an estimated reduction in the purchase of new generators.

STAFFING CHANGES AND OPERATIONAL IMPACT

For 2011-12, 1 Motor Pool Assistant position will be transferred from the Motor Pool to the Garage budget unit to replace a vacant position that was deleted. The responsibilities of this position in the Motor Pool budget unit will be absorbed by existing staff.

2011-12 POSITION SUMMARY

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

<p><u>Motor Pool</u></p> <ul style="list-style-type: none"> 1 Fleet Services Manager 1 Vehicle Services Shop Supervisor 1 Motor Pool Assistant



HUMAN RESOURCES

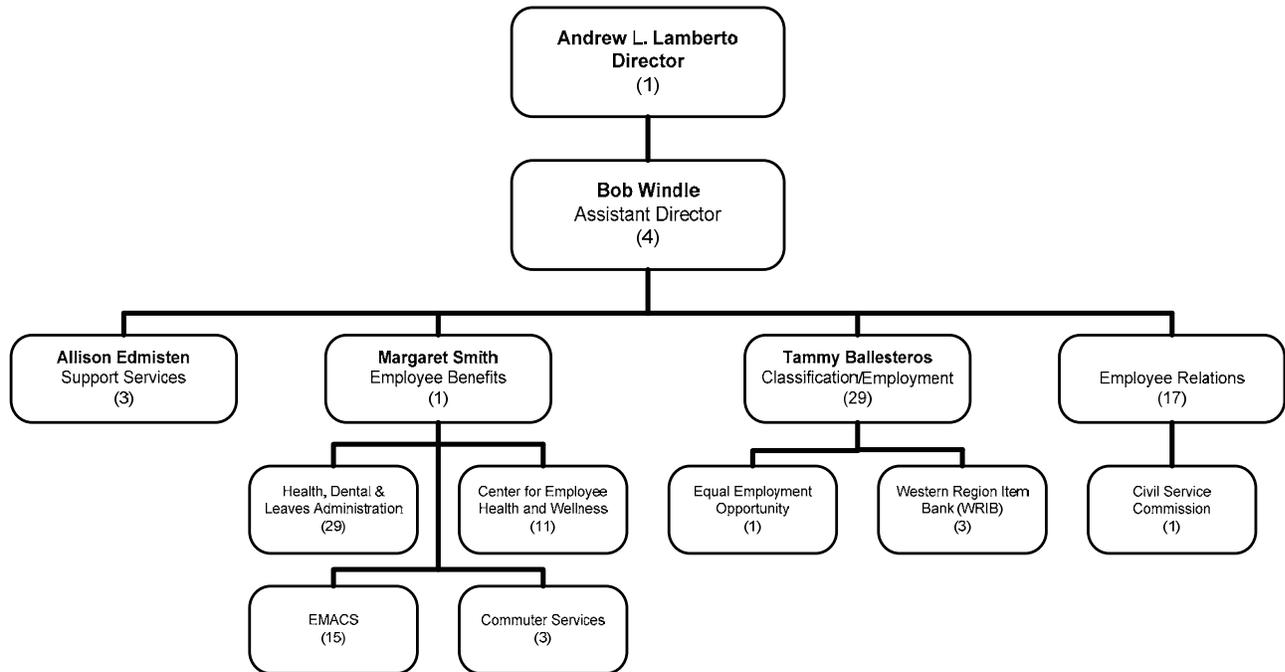
Andrew Lamberto

MISSION STATEMENT

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



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Implemented a 529 Educational Savings Plan that allows county employees to set up a 529 account for any child.
- Combined efforts with Fleet Management to launch a new carpool program. The program will allow employees to utilize the county's current fleet of hybrid vehicles for commuting to and from work.
- Finalized and implemented a new automated and paperless filing system – Official Personnel File (OPF).
- Developed an on-line ethics training designed to promote an ethical culture, emphasizing a commitment to compliance with applicable policies, standards and legal requirements, and to detect and deter misconduct.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

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

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of employees participating in compliance and ethics training.	N/A	N/A	N/A	N/A	85%

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

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

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

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of employees registered in "Steps to Success" program. (16,000) in 2008-09.	N/A	18% (2,900)	22% (3,500)	28% (4,396)	33% (5,220)

As part of the ongoing "My Health Matters!" initiative, originally developed in August 2007, the Wellness and Cost Containment Strategy Committee has developed a new online walking program entitled, "Steps to Success". Launched in January 2009, "Steps to Success" is an interactive and exciting tool that motivates employees to become more active, manage weight and live a healthy lifestyle. A key component of this program is that all forms of exercise can be converted into steps, allowing employees to focus their attention on all forms of exercise both on and off the job. Employees can log in and track their daily activities, monitor their body mass index (BMI), and participate in virtual team activity challenges. The "Steps to Success" portal will also offer a nutritional caloric counter to monitor calorie intake. This program has been developed without extensive investment and will require limited administrative work. By continually encouraging employees to live healthy lifestyles, it is anticipated that Employee Benefits and Services will be able to reduce health benefit premium costs.



SUMMARY OF BUDGET UNITS

2011-12						
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Human Resources	4,720,452	312,700	4,407,752			74
The Center for Employee Health and Wellness	1,034,048	1,034,048	0			11
Unemployment Insurance	4,000,500	0	4,000,500			0
Total General Fund	9,755,000	1,346,748	8,408,252			85
Special Revenue Funds						
Commuter Services	1,449,887	631,702		818,185		3
Employee Benefits and Services	4,271,315	3,349,135		922,180		30
Total Special Revenue Funds	5,721,202	3,980,837		1,740,365		33
Total - All Funds	15,476,202	5,327,585	8,408,252	1,740,365		118

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Human Resources	7,491,561	7,311,757	5,044,562	5,005,730	4,720,452
The Center for Employee Health and Wellness	1,048,542	1,375,368	439,491	437,707	1,034,048
Unemployment Insurance	4,000,500	4,000,500	4,007,687	4,010,028	4,000,500
Commuter Services	1,188,838	1,218,927	1,228,054	1,304,147	1,449,887
Employee Benefits and Services	4,018,529	3,890,523	4,183,782	3,902,200	4,271,315
Total	17,747,970	17,797,075	14,903,576	14,659,812	15,476,202

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Human Resources	373,794	343,750	183,057	278,392	312,700
The Center for Employee Health and Wellness	732,542	1,059,368	1,001,407	953,156	1,034,048
Unemployment Insurance	0	0	0	0	0
Commuter Services	505,000	548,000	581,996	677,725	631,702
Employee Benefits and Services	2,600,108	2,684,008	3,095,302	2,704,050	3,349,135
Total	4,211,444	4,635,126	4,861,762	4,613,323	5,327,585

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Human Resources	7,117,767	6,968,007	4,861,505	4,727,338	4,407,752
The Center for Employee Health and Wellness	316,000	316,000	(561,916)	(515,449)	0
Unemployment Insurance	4,000,500	4,000,500	4,007,687	4,010,028	4,000,500
Total	11,434,267	11,284,507	8,307,276	8,221,917	8,408,252

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Commuter Services	683,838	670,927	646,058	626,422	818,185
Employee Benefits and Services	1,418,421	1,206,515	1,088,480	1,198,150	922,180
Total	2,102,259	1,877,442	1,734,538	1,824,572	1,740,365



Human Resources

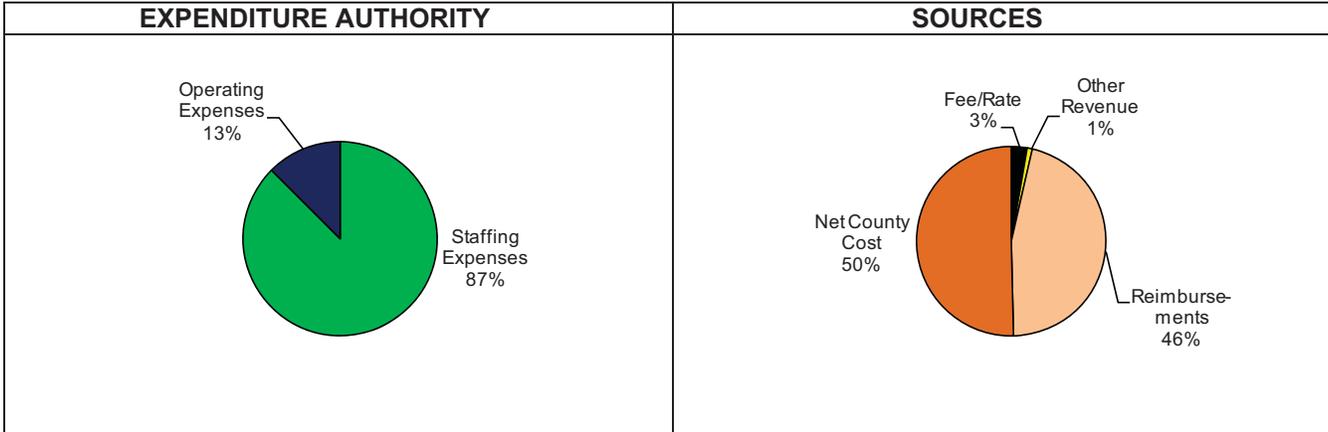
DESCRIPTION OF MAJOR SERVICES

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 practices; employee relations; employee benefits; systems and program administration for a portion of the Employee Management and Compensation System (EMACS); and the Equal Employment Opportunity Office. Human Resources also shares responsibility, through a partnership with Human Services, for countywide organizational and employee development.

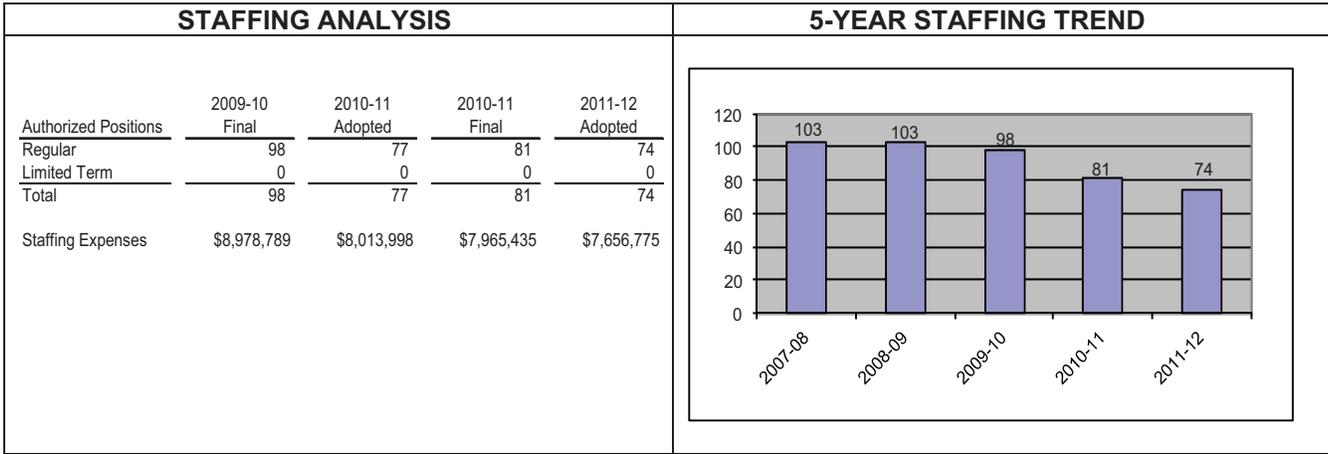
Budget at a Glance	
Total Expenditure Authority	\$8,752,383
Total Sources	\$4,344,631
Net County Cost	\$4,407,752
Total Staff	74
Funded by Net County Cost	50%

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 118 public agencies to develop employment tests. Each WRIB participating agency pays an annual fee.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: General

BUDGET UNIT: AAA HRD
FUNCTION: General
ACTIVITY: Personnel

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	9,071,229	9,698,640	8,978,789	7,965,434	7,965,435	7,656,775	(308,660)
Operating Expenses	3,453,904	2,930,706	1,784,940	682,278	682,279	1,095,608	413,329
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	12,525,133	12,629,346	10,763,729	8,647,712	8,647,714	8,752,383	104,669
Reimbursements	(5,671,142)	(5,456,050)	(5,719,167)	(3,641,984)	(3,641,984)	(4,031,931)	(389,947)
Total Appropriation	6,853,991	7,173,296	5,044,562	5,005,728	5,005,730	4,720,452	(285,278)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,853,991	7,173,296	5,044,562	5,005,728	5,005,730	4,720,452	(285,278)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	437,846	380,359	173,907	250,470	250,470	235,500	(14,970)
Other Revenue	118,394	31,208	9,150	27,922	27,922	77,200	49,278
Total Revenue	556,240	411,567	183,057	278,392	278,392	312,700	34,308
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	556,240	411,567	183,057	278,392	278,392	312,700	34,308
Net County Cost	6,297,751	6,761,729	4,861,505	4,727,336	4,727,338	4,407,752	(319,586)
				Budgeted Staffing	81	74	(7)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$7,656,775 fund 74 regular budgeted positions and are decreasing by \$308,660 due to the elimination of 7 positions.

Operating expenses of \$1,095,608 include advertising expenses and contracts for professional services. The increase of \$413,329 is primarily a result of the 3 positions being transferred to Information Services Department (ISD). Human Resources will continue to fund 2 of these positions via a transfer to ISD. In addition, increased expenses are anticipated for replacing various computer equipment as well as software expense.

Reimbursements of \$4,031,931 represent payments from other departments for employee relations services. The increase of \$389,947 is a result of an increase in administrative overhead.

Departmental revenue of \$312,700 primarily represents revenue from WRIB memberships and is increasing by \$34,308 as a result of anticipated membership increases as well as various other revenue (advertising, background check reimbursements, etc.).

STAFFING CHANGES AND OPERATIONAL IMPACT

The department eliminated 2 vacant positions (Office Assistant II and an Employee Relations Chief) as well as 5 filled positions (Business Systems Analyst II, 2 Applications Specialists, Secretary I, and an Office Assistant III). The Business Systems Analyst II and 2 Applications Specialists were transferred to ISD as a result of the information technology consolidation.



2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	8	0	8	8	0	0	8
Classification/Employment	29	0	29	29	0	0	29
Equal Employment Opportunity	1	0	1	1	0	0	1
Western Region Item Bank	3	0	3	3	0	0	3
Employee Relations	17	0	17	17	0	0	17
Civil Service Commission	1	0	1	1	0	0	1
EMACS	15	0	15	15	0	0	15
Total	74	0	74	74	0	0	74

<u>Administration</u>	<u>Classification/Employment</u>	<u>Employee Relations</u>	<u>EMACS</u>
1 Director of Human Resources	1 Human Resources Division Chief	1 Executive Secretary I	1 Human Resources Analyst I
1 Assistant Director of Human Resources	1 Executive Secretary I	1 Human Resources Officer III	2 Systems Procedures Analyst I
1 Human Resources Analyst I	1 Human Resources Analyst III	9 Human Resources Officer II	1 EMACS Human Resource Supervisor
1 Executive Secretary I	3 Human Resources Analyst II	6 Human Resources Officer I	1 Education Specialist
1 Administrative Analyst III	1 Testing & Certification Supervisor		9 Office Specialist
1 Accountant II	13 Human Resources Analyst I	<u>Civil Service Commission</u>	1 Office Assistant III
1 Labor Relations Financial Analyst	2 Personnel Technician	1 Secretary, Civil Service Commission	
1 Fiscal Specialist	2 Office Assistant IV		
	4 Office Assistant III	<u>Western Region Item Bank</u>	
	1 Office Assistant II	1 Personnel Technician	
<u>Equal Employment Opportunity</u>		2 Office Assistant III	
1 Human Resources Analyst			



The Center for Employee Health and Wellness

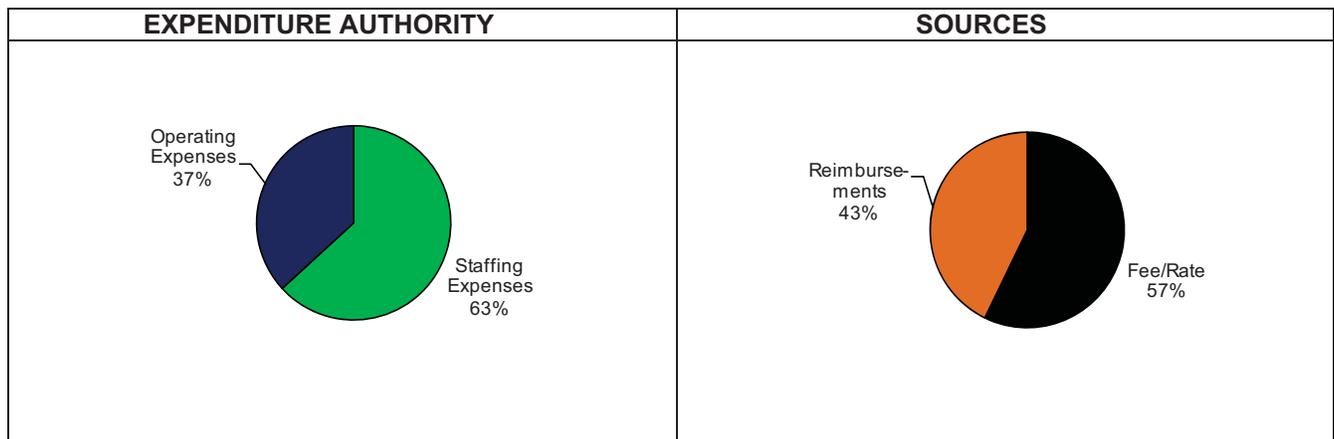
DESCRIPTION OF MAJOR SERVICES

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

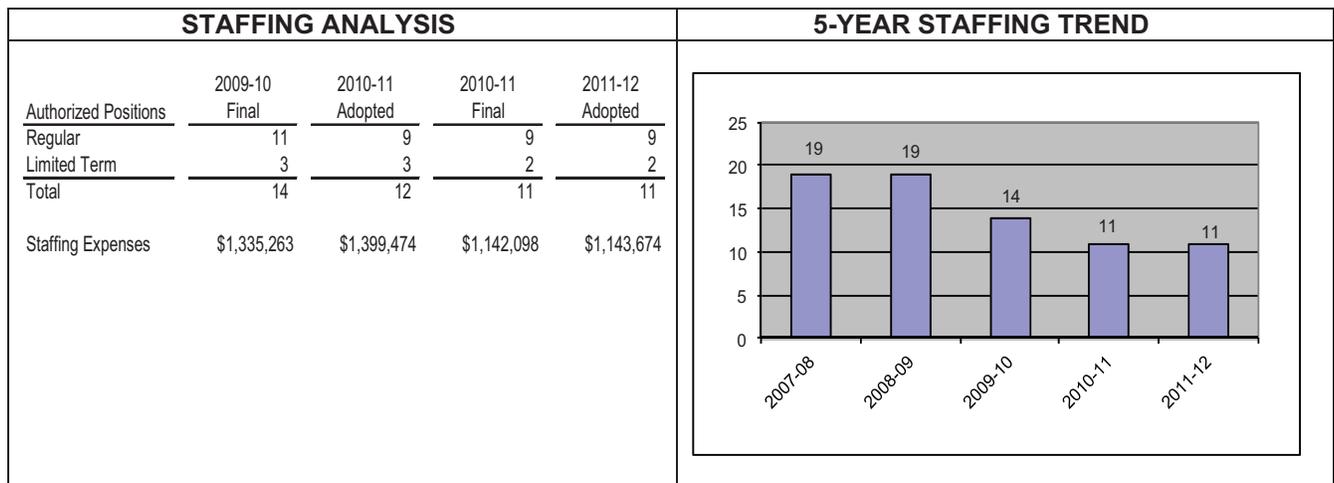
Budget at a Glance

Total Expenditure Authority	\$1,809,829
Total Sources	\$1,809,829
Net County Cost	\$0
Total Staff	11
Funded by Net County Cost	0%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

BUDGET UNIT: AAA OCH
 FUNCTION: General
 ACTIVITY: Personnel

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	1,543,825	1,918,286	1,335,263	1,142,098	1,142,098	1,143,674	1,576
Operating Expenses	1,109,539	474,276	717,047	665,121	665,122	666,155	1,033
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,653,364	2,392,562	2,052,310	1,807,219	1,807,220	1,809,829	2,609
Reimbursements	(1,832,200)	(1,694,642)	(1,612,819)	(1,369,513)	(1,369,513)	(775,781)	593,732
Total Appropriation	821,164	697,920	439,491	437,706	437,707	1,034,048	596,341
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	821,164	697,920	439,491	437,706	437,707	1,034,048	596,341
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	589,580	547,411	1,001,407	953,156	953,156	1,034,048	80,892
Other Revenue	0	0	0	0	0	0	0
Total Revenue	589,580	547,411	1,001,407	953,156	953,156	1,034,048	80,892
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	589,580	547,411	1,001,407	953,156	953,156	1,034,048	80,892
Net County Cost	231,584	150,509	(561,916)	(515,450)	(515,449)	0	515,449
Budgeted Staffing					11	11	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,143,674 fund 2 limited term and 9 regular budgeted positions and are increasing due to changes in benefits.

Operating expenses of \$666,155 include the cost to provide medical exams and other health related services.

Reimbursements of \$775,781 are collected from all county departments, based on budgeted staffing, to fund the CEHW programs. The \$593,732 decrease is the result of lower operating costs and the mid-year deletion of the contract physician.

Departmental revenue of \$1,034,048 includes fees for services such as physical examinations and vaccinations. The \$80,892 increase is a result of new fees and an increase in estimated services provided for 2011-12.

2011-12 POSITION SUMMARY

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

<u>The Center for Employee Health and Wellness</u>	
1	Chief of Clinical Operations
1	Supervising Occupational Health Physician
1	Nurse Practitioner II
1	Contract Occupational Physician Assistant
1	Licensed Vocational Nurse II
1	Registered Nurse II – Clinic
1	Office Assistant IV
4	Clinic Assistants



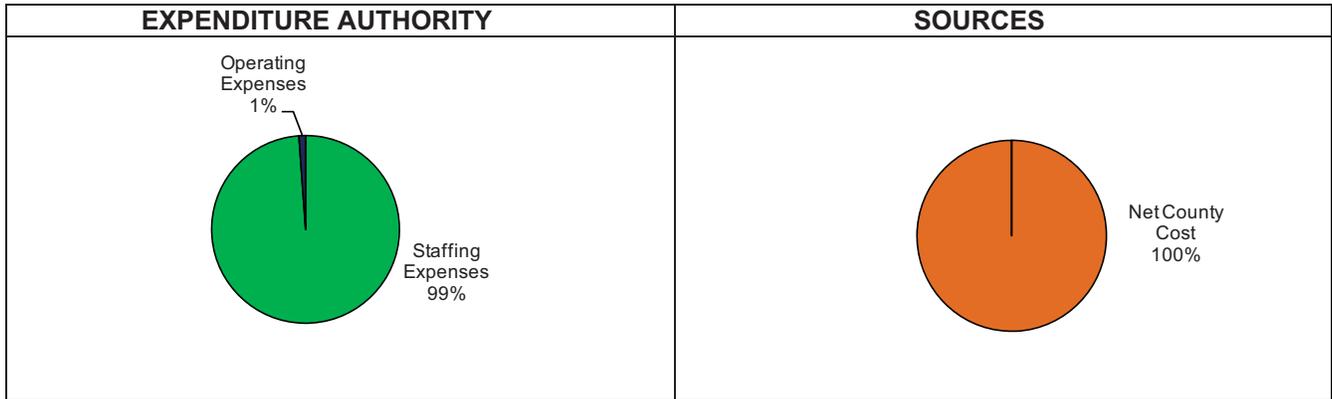
Unemployment Insurance

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Expenditure Authority	\$4,000,500
Total Sources	\$0
Net County Cost	\$4,000,500
Total Staff	0
Funded by Net County Cost	100%

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

BUDGET UNIT: AAA UNI
 FUNCTION: General
 ACTIVITY: Personnel

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	2,453,964	2,927,518	3,967,063	3,968,036	3,968,037	3,955,514	(12,523)
Operating Expenses	37,721	32,668	40,624	41,991	41,991	44,986	2,995
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,491,685	2,960,186	4,007,687	4,010,027	4,010,028	4,000,500	(9,528)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,491,685	2,960,186	4,007,687	4,010,027	4,010,028	4,000,500	(9,528)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,491,685	2,960,186	4,007,687	4,010,027	4,010,028	4,000,500	(9,528)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	2,491,685	2,960,186	4,007,687	4,010,027	4,010,028	4,000,500	(9,528)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3,955,514 represent the amount available for unemployment claims to be paid during 2011-12.

Operating expenses of \$44,986 represent the quarterly payment to the vendor that administers the unemployment insurance claims as well as transfers for internal staffing expenses for administration of the program.



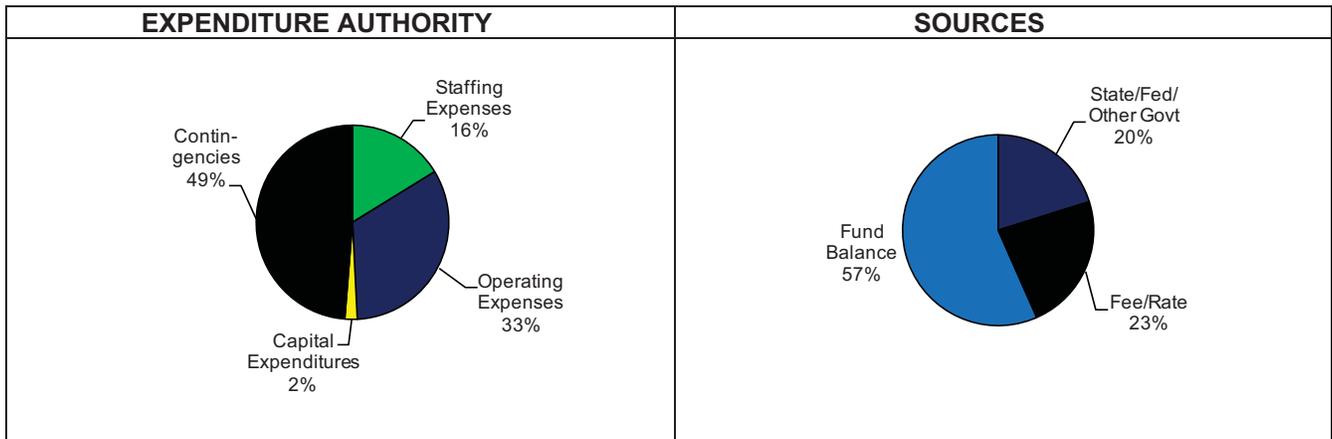
Commuter Services

DESCRIPTION OF MAJOR SERVICES

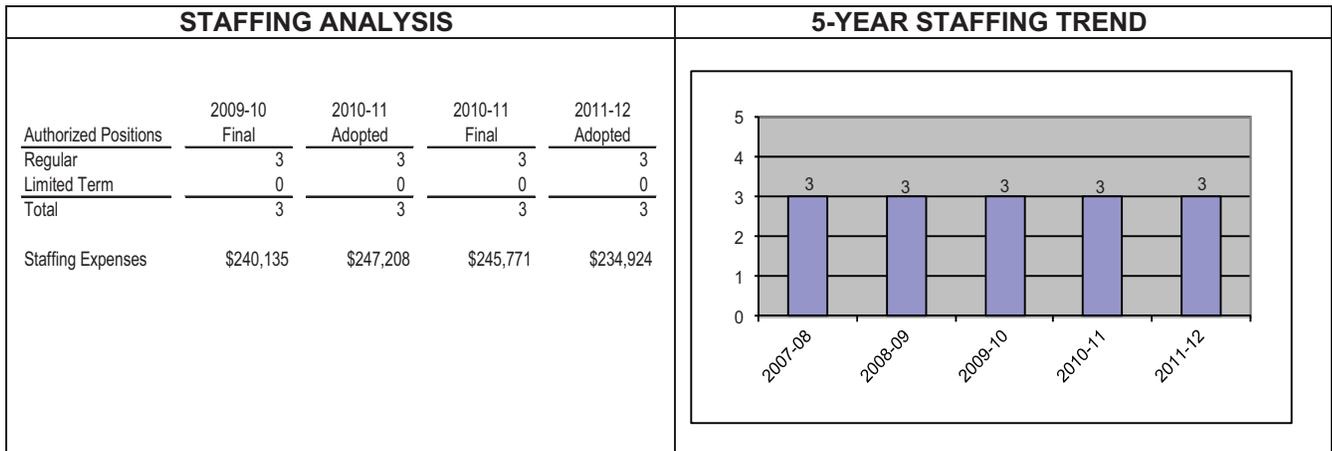
The Commuter Services budget unit was established to account for funds received under AB 2766 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department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

Budget at a Glance	
Total Expenditure Authority	\$1,449,887
Total Sources	\$631,702
Fund Balance	\$818,185
Total Staff	3

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: Human Resources
 FUND: Commuter Services

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	137,939	177,277	240,135	245,771	245,771	234,924	(10,847)
Operating Expenses	350,120	393,516	361,509	240,190	240,191	478,492	238,301
Capital Expenditures	48,695	24,348	0	0	0	30,000	30,000
Contingencies	0	0	0	0	818,185	706,471	(111,714)
Total Exp Authority	536,754	595,141	601,644	485,961	1,304,147	1,449,887	145,740
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	536,754	595,141	601,644	485,961	1,304,147	1,449,887	145,740
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	536,754	595,141	601,644	485,961	1,304,147	1,449,887	145,740
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	303,225	289,284	282,957	288,632	287,222	291,380	4,158
Fee/Rate	193,145	264,932	291,370	263,806	263,806	336,000	72,194
Other Revenue	27,474	16,055	7,682	125,286	126,697	4,322	(122,375)
Total Revenue	523,844	570,271	582,009	677,724	677,725	631,702	(46,023)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	523,844	570,271	582,009	677,724	677,725	631,702	(46,023)
				Fund Balance	626,422	818,185	191,763
				Budgeted Staffing	3	3	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$234,924 fund 3 regular budgeted positions and are decreasing by \$10,847 due to a proposed work schedule reduction and a change in exempt benefits.

Operating expenses of \$478,492 include charges for operating van pools and other ride share programs. The increase of \$238,301 is a result of anticipated expenses for the existing vanpool program due to more vans as well as a new carpool program. Expenses for these programs are fully reimbursed by participating employees.

Capital expenditures of \$30,000 are to purchase one new van to increase the van pool program fleet.

Contingencies of \$706,471 have decreased by \$111,714 primarily due to increased operating expenses.

Departmental revenue of \$631,702 includes payroll deductions from employees participating in the van pool and rideshare programs, as well as funds from the Air Quality Management Districts. This is decreasing by \$46,023 as a result of one-time revenue that was received from Fleet Management in the prior year.

2011-12 POSITION SUMMARY

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

<u>Commuter Services</u>	
1	Human Resources Analyst I
1	Office Specialist
1	Office Assistant III



Employee Benefits and Services

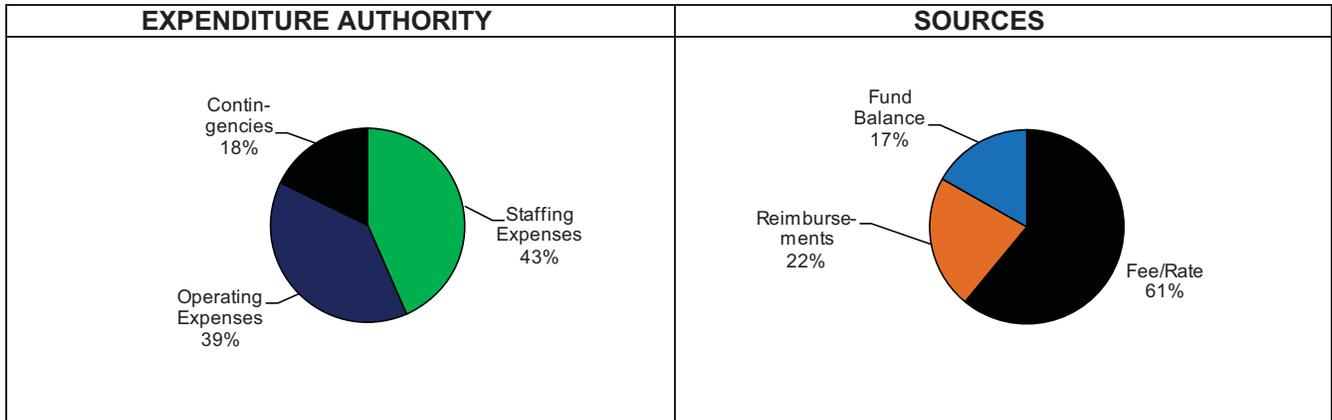
DESCRIPTION OF MAJOR SERVICES

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

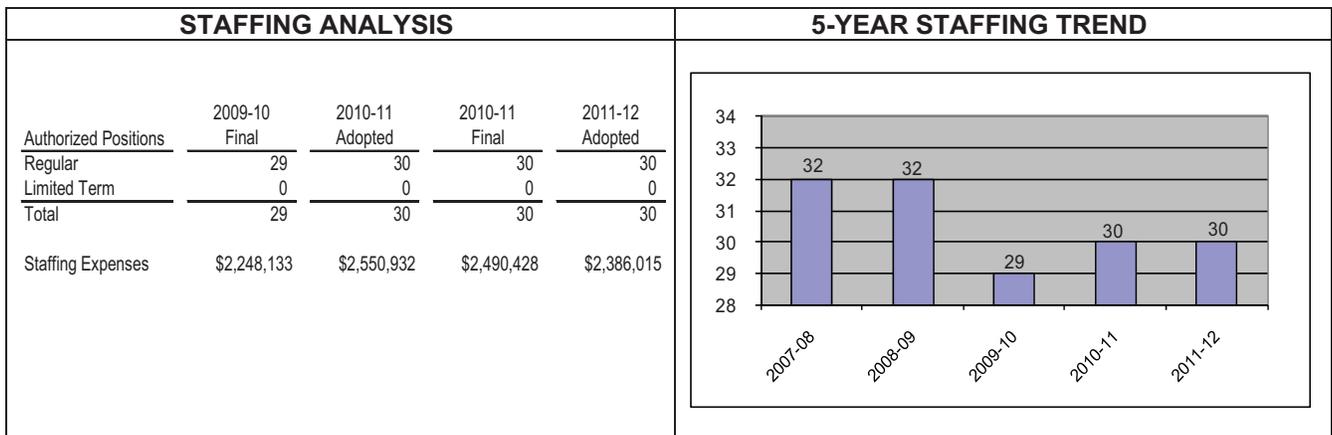
Budget at a Glance

Total Expenditure Authority	\$5,493,323
Total Sources	\$4,571,143
Fund Balance	\$922,180
Total Staff	30

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	2,182,010	2,371,201	2,248,133	2,490,428	2,490,428	2,386,015	(104,413)
Operating Expenses	1,265,422	1,434,656	1,699,174	1,714,059	1,717,310	2,132,042	414,732
Capital Expenditures	11,510	0	0	29,299	29,299	0	(29,299)
Contingencies	0	0	0	0	916,958	975,266	58,308
Total Exp Authority	3,458,942	3,805,857	3,947,307	4,233,786	5,153,995	5,493,323	339,328
Reimbursements	(944,266)	(939,012)	(949,843)	(1,251,795)	(1,251,795)	(1,222,008)	29,787
Total Appropriation	2,514,676	2,866,845	2,997,464	2,981,991	3,902,200	4,271,315	369,115
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,514,676	2,866,845	2,997,464	2,981,991	3,902,200	4,271,315	369,115
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	7,415	17	1,315	13,654	13,654	0	(13,654)
Fee/Rate	646,891	2,746,041	3,076,088	2,679,292	2,679,292	3,336,135	656,843
Other Revenue	1,646,019	2,752	17,899	11,104	11,104	13,000	1,896
Total Revenue	2,300,325	2,748,810	3,095,302	2,704,050	2,704,050	3,349,135	645,085
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,300,325	2,748,810	3,095,302	2,704,050	2,704,050	3,349,135	645,085
				Fund Balance	1,198,150	922,180	(275,970)
				Budgeted Staffing	30	30	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,386,015 fund 30 regular budgeted positions and are decreasing by \$104,413 as a result of a reduction in exempt benefits and a proposed work schedule reduction.

Operating expenses of \$2,132,042 include consulting services, office expenses, printing/mail charges, travel expenses, and computer expenses. The \$414,732 increase is a result of wellness funding that is reimbursed from the health carrier that was not part of the 2010-11 final budget.

Contingencies of \$975,266 have increased by \$58,308 primarily due to decreased staffing expenses.

Reimbursements of \$1,222,008 include a departmental recharge of \$900,000, administrative support from the Unemployment Insurance budget unit, and the reimbursement from Human Services for 3 Staff Analyst II positions. The decrease of \$29,787 is a result of lower overhead expenses and staffing expenses that are charged to other departments.

Departmental revenue of \$3,349,135 represents consultant and administrative trust fund reimbursements, and the Human Resources allocation for administration of the salary savings plan. The \$645,085 increase primarily results from the wellness funding reimbursement mentioned above from the health carriers.



2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Employee Benefits & Services	30	0	30	28	2	0	30
Total	30	0	30	28	2	0	30

<u>Employee Benefits and Services</u>	
1	Human Resources Benefits Chief
2	Human Resources Analyst II
5	Human Resources Analyst I
3	Staff Analyst II
3	Supervising Office Specialist
1	Executive Secretary I
1	Fiscal Specialist
11	Office Specialist
3	Office Assistant III



INFORMATION SERVICES

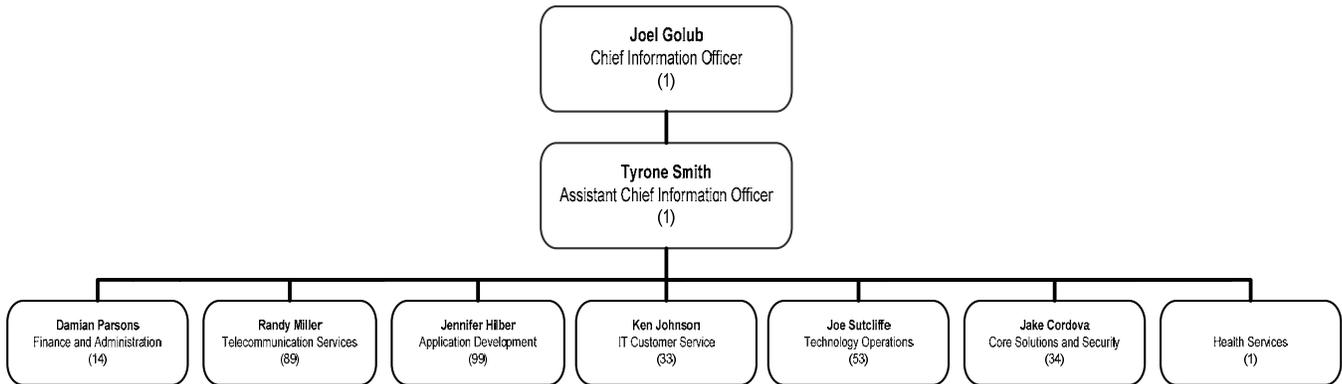
Joel Golub

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



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Implemented new Cisco Voice Over Internet Protocol (VOIP) phone system, relocated approximately 110 employees from outlying offices and completed the new data center build out at the High Desert Government Center.
- Completed the communication infrastructure cabling installation for seismic retrofit of historic courthouse and installed new courtroom audio for all courtrooms at the San Bernardino Central Courthouse.
- Completed construction and began operation of the Canon Lane radio site in Chino Hills which greatly improved 800 MHz first responder emergency radio communication coverage in the Carbon Canyon area of the southwest portion of the county.
- Replaced three Digital Access Cross Connect systems serving the desert area which improved voice and data transport reliability and efficiency in the Barstow, Lucerne and Yucca Valley areas.
- Upgraded Employee Management and Compensation System (EMACS) PeopleSoft system.
- Enhanced websites for Land Use Services as well as Inland Counties Emergency Medical Agency (ICEMA). The new websites allow for report and other document uploads.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

- Objective A: Build and sustain a robust hardware and software support infrastructure to deploy countywide technology solutions.*
- Objective B: Implement Wide Area Network (WAN) backbone redesign to increase capacity for additional throughput and redundancy.*

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of all physical servers virtualized.	28%	47%	38%	62%	65%

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

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

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Applications migrated to new team foundation server repository.	N/A	N/A	25%	37%	50%

In 2010-11, the Application Development/Support division of the Information Services Department (ISD) began to replace the existing source code management system with a new tool called Team Foundation Services (TFS). The previous tool, Visual Source Safe (VSS), had reached capacity limits and was prone to data corruption. The TFS system provides more capacity and improved recoverability for application source code management, which in turn reduces the risk of lost or corrupted data. The TFS system also provides project management features not available in the VSS tool.

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

- Objective A: To increase the 911 calling line identification accuracy at 22 county campuses.*

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Implement enhanced 911 calling identification software and hardware.	5%	83%	100%	98%	100%

Enhanced 911 services allow emergency personnel to accurately pinpoint where emergency callers are located, improving emergency response times at these locations. The original project included twenty-two campuses, but after evaluation, it was determined that only eighteen of these facilities could accommodate this system. By the end of 2010-11, ISD estimates all but one facility will be complete, which has been put hold because the buildings have not yet been marked. The project is estimated to be 100% complete in 2011-12.



SUMMARY OF BUDGET UNITS

2011-12						
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Application Development	14,780,223	7,579,518	7,200,705			94
Total General Fund	14,780,223	7,579,518	7,200,705			94
Internal Service Funds						
Computer Operations	22,488,268	20,982,819			(1,505,449)	134
Telecommunication Services	30,017,818	27,491,526			(2,526,292)	97
800 Megahertz - Rebanding Project	25,000	25,000			0	0
Total Internal Service Funds	52,531,086	48,499,345			(4,031,741)	231
Total - All Funds	67,311,309	56,078,863	7,200,705		(4,031,741)	325

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Application Development	16,791,086	16,518,216	14,882,807	14,885,831	14,780,223
Computer Operations	19,939,665	21,130,603	21,359,070	20,591,052	22,488,268
Telecommunication Services	23,957,594	26,999,631	26,906,390	23,839,343	30,017,818
800 Megahertz - Rebanding Project	25,000	25,000	25,000	0	25,000
Total	60,713,345	64,673,450	63,173,267	59,316,226	67,311,309

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Application Development	4,693,984	5,089,326	5,711,543	7,582,884	7,579,518
Computer Operations	21,610,442	21,130,603	22,260,488	21,363,918	20,982,819
Telecommunication Services	24,518,025	27,934,628	34,610,180	26,516,866	27,491,526
800 Megahertz - Rebanding Project	25,000	25,000	25,000	0	25,000
Total	50,847,451	54,179,557	62,607,211	55,463,668	56,078,863

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Application Development	12,097,102	11,428,890	9,171,264	7,302,947	7,200,705
Total	12,097,102	11,428,890	9,171,264	7,302,947	7,200,705

5-YEAR REVENUE OVER/(UNDER) EXPENSE					
	2007-08	2008-09	2009-10	2010-11	2011-12
Computer Operations	1,670,777	0	901,418	772,866	(1,505,449)
Telecommunication Services	560,431	934,997	7,703,790	2,677,523	(2,526,292)
800 Megahertz - Rebanding Project	0	0	0	0	0
Total	2,231,208	934,997	8,605,208	3,450,389	(4,031,741)



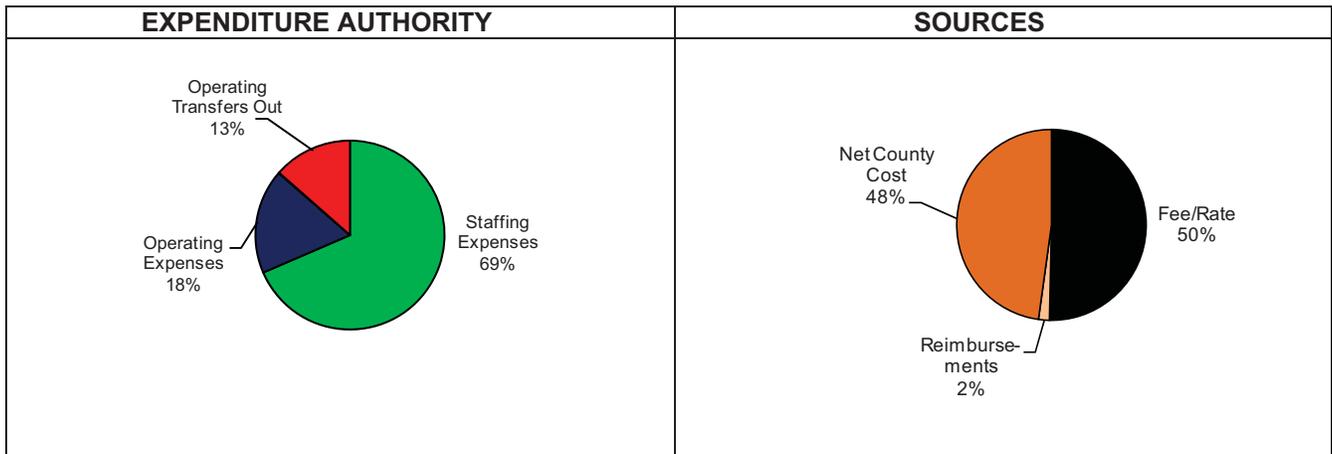
Application Development

DESCRIPTION OF MAJOR SERVICES

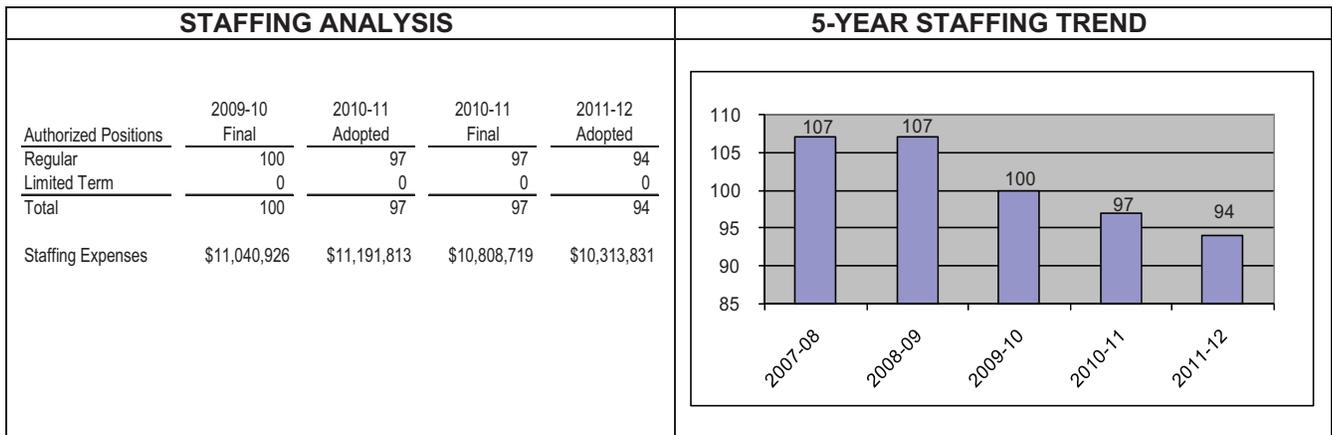
The Application Development division provides support for county departments as they develop, enhance and maintain business applications on a variety of hardware and software platforms. These applications include the county's enterprise accounting, payroll, budget, personnel, document imaging, public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

Budget at a Glance	
Total Expenditure Authority	\$15,055,802
Total Sources	\$7,855,097
Net County Cost	\$7,200,705
Total Staff	94
Funded by Net County Cost	48%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	10,791,378	11,379,968	11,040,926	10,808,719	10,808,719	10,313,831	(494,888)
Operating Expenses	2,788,364	2,449,276	1,872,997	2,146,621	2,146,622	2,691,579	544,957
Capital Expenditures	119,720	25,615	7,499	6,856	6,856	18,000	11,144
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	13,699,462	13,854,859	12,921,422	12,962,196	12,962,197	13,023,410	61,213
Reimbursements	(192,499)	(89,427)	(71,007)	(108,758)	(108,758)	(275,579)	(166,821)
Total Appropriation	13,506,963	13,765,432	12,850,415	12,853,438	12,853,439	12,747,831	(105,608)
Operating Transfers Out	2,440,776	2,032,392	2,032,392	2,032,392	2,032,392	2,032,392	0
Total Requirements	15,947,739	15,797,824	14,882,807	14,885,830	14,885,831	14,780,223	(105,608)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	378	0	0	0	0	0	0
Fee/Rate	4,284,230	4,936,969	5,704,543	7,568,019	7,568,018	7,579,518	11,500
Other Revenue	0	0	0	0	0	0	0
Total Revenue	4,284,608	4,936,969	5,704,543	7,568,019	7,568,018	7,579,518	11,500
Operating Transfers In	0	0	0	14,866	14,866	0	(14,866)
Total Sources	4,284,608	4,936,969	5,704,543	7,582,885	7,582,884	7,579,518	(3,366)
Net County Cost	11,663,131	10,860,855	9,178,264	7,302,945	7,302,947	7,200,705	(102,242)
				Budgeted Staffing	97	94	(3)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$10,313,831 fund 94 regular budgeted positions and are decreasing by \$494,888 as a result of 3 deleted vacant positions, reduced exempt benefits and proposed work schedule reduction.

Operating expenses of \$2,691,579 primarily include computer software, maintenance, and support, the aerial imagery flyover, central services and travel. The increase of \$544,957 is primarily due to increases in internal overhead allocations of COWCAP space charges.

Capital expenditures of \$18,000 represent the replacement of two MacPro desktop computers for the multi-media services unit.

Reimbursements of \$275,579 include a reimbursement of \$177,184 for the ISD Health Care Division Chief and a reimbursement of \$98,395 for programming support hours from the Human Services department. The reimbursements anticipated in 2010-11 were not entirely received, which resulted in a decrease to the budget in the fourth quarter to align budgeted reimbursements with actual reimbursements. These reimbursements are now included in the 2011-12 budget, which has resulted in the increase of \$166,821.

Operating transfers out of \$2,032,392 represent discretionary general funding of the 800 MHz radio program and will remain the same as last year.

Departmental revenue of \$7,579,518 consists of systems development charges, GIS programming, aerial imagery, and Street Network subscription services.



The department is in the process of performing a comprehensive evaluation to identify computer applications and systems deemed critical to county operations that are in need of major upgrades or replacement. Initially the department has identified \$2.3 million in projects that meet this criteria. These projects will be funded via the use of residual equity from the Telecommunication Services internal services fund over the next several years.

The department will continue to evaluate and identify such projects to develop an application replacement/upgrade plan and a long term financing plan.

STAFFING CHANGES AND OPERATIONAL IMPACT

Budgeted staffing was reduced by 3 vacant Programmer Analyst and Programmer positions.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Application Development	77	0	77	76	1	0	77
Geographic Information System	12	0	12	12	0	0	12
Multi-Media Services	5	0	5	5	0	0	5
Total	94	0	94	93	1	0	94

<u>Application Development/Support</u>	<u>Geographic Information System</u>	<u>Multi-Media Services</u>
1 Systems Development Division Chief	1 Systems Development Team Leader	1 Multimedia Supervisor
1 Information Services Division Chief	4 Programmer Analyst III	4 Multimedia Coordinator
7 Systems Development Team Leader	1 Programmer III	
46 Programmer Analyst III	1 GIMS Manager	
1 Business Systems Analyst III	1 Geographic Systems Technician III	
16 Programmer III	2 Geographic Systems Technician II	
3 IT Technical Assistant II	1 Geographic Systems Technician I	
1 Secretary I	1 Office Assistant II	
1 Office Assistant II		



Computer Operations

DESCRIPTION OF MAJOR SERVICES

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

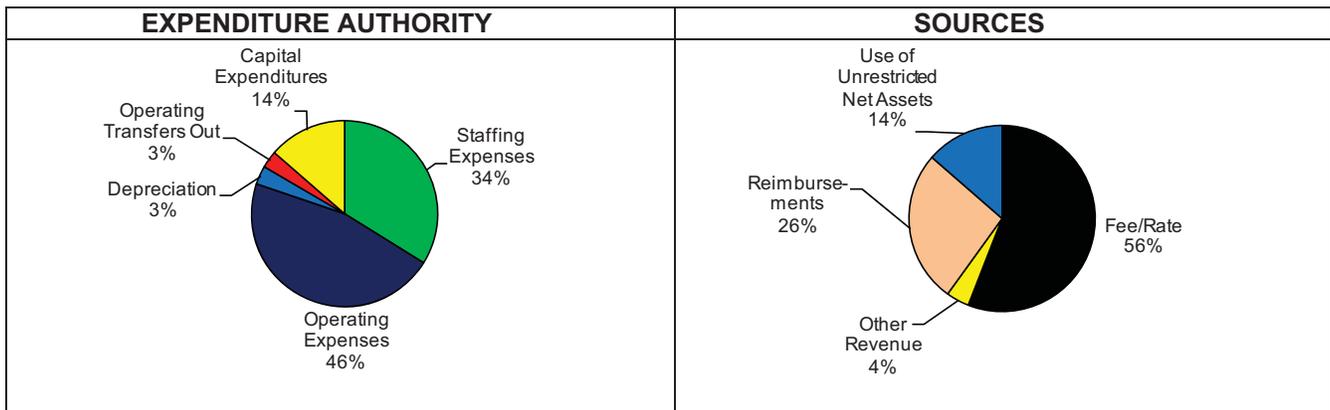
Budget at a Glance	
Total Expenditure Authority	\$32,415,664
Total Sources	\$30,910,215
Rev Over/(Under) Exp	(\$1,505,449)
Total Staff	134
Use of Unrestricted Net Assets	\$8,108,487

Technology Operations provides for the design, operation, maintenance and administration of the county's Enterprise Data Center which supports the county's mainframe and includes server management for approximately 752 physical and 160 virtual servers, integrated document imaging infrastructure for digitizing paper records, and print operations for bulk printing functions required by the county.

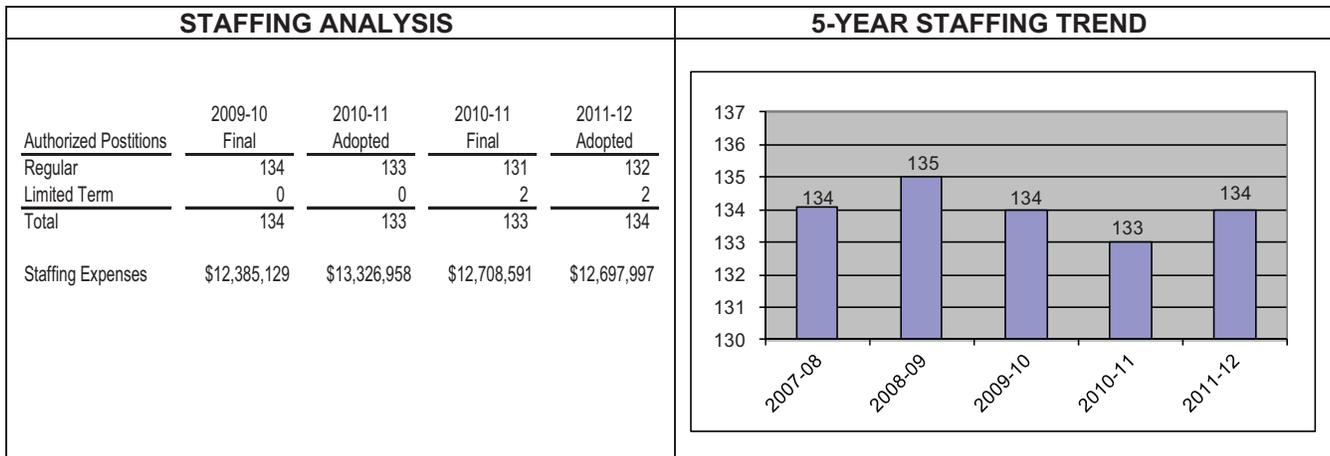
IT Customer Service assists departments in ensuring that their technology and business objectives are achieved. The division provides a Technology Support Center to handle service requests and problem tickets and IT Account Representatives to coordinate and assist departments in meeting their business and technology objectives.

Core Solutions and Security provides the county with global email, security direction and technology policies and procedures, along with technical services that support desktop communications and functions across the county.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: Information Services
 FUND: Computer Operations

BUDGET UNIT: IAJ ALL
 FUNCTION: General
 ACTIVITY: Computer Services

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	11,451,738	12,384,110	12,220,953	12,505,093	12,708,591	12,697,997	(10,594)
Operating Expenses	8,788,181	12,762,052	13,135,434	12,950,863	14,098,397	17,392,828	3,294,431
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	20,239,919	25,146,162	25,356,387	25,455,956	26,806,988	30,090,825	3,283,837
Reimbursements	(2,811,550)	(7,577,902)	(7,534,600)	(7,884,019)	(7,884,019)	(9,927,396)	(2,043,377)
Total Appropriation	17,428,369	17,568,260	17,821,787	17,571,937	18,922,969	20,163,429	1,240,460
Depreciation	706,785	1,415,579	1,347,462	1,695,334	1,131,473	1,208,300	76,827
Operating Transfers Out	0	137,000	504,530	506,471	536,610	1,116,539	579,929
Total Requirements	18,135,154	19,120,839	19,673,779	19,773,742	20,591,052	22,488,268	1,897,216
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	20,916,358	20,715,794	20,963,825	21,363,918	21,363,918	20,982,819	(381,099)
Other Revenue	0	2,530	0	0	0	0	0
Total Revenue	20,916,358	20,718,324	20,963,825	21,363,918	21,363,918	20,982,819	(381,099)
Operating Transfers In	685,000	100,000	47,420	0	0	0	0
Total Financing Sources	21,601,358	20,818,324	21,011,245	21,363,918	21,363,918	20,982,819	(381,099)
Rev Over/(Under) Exp	3,466,204	1,697,485	1,337,466	1,590,176	772,866	(1,505,449)	(2,278,315)
				Budgeted Staffing	133	134	1
Fixed Assets							
Capital Expenditures	2,049,702	1,273,738	1,362,084	2,611,459	2,779,352	5,097,589	2,318,237
Total Fixed Assets	2,049,702	1,273,738	1,362,084	2,611,459	2,779,352	5,097,589	2,318,237

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$12,697,997 fund 132 regular budgeted positions and 2 limited term budgeted positions. The net decrease of \$10,594 results from a savings due to a proposed work schedule reduction and a reduction in exempt benefits. These decreases were offset by the net increase of 1 budgeted position.

Operating expenses of \$17,392,828 include costs of computer software, systems development charges, and equipment maintenance, services provided by Facilities Management, travel and transfers out. The net increase of \$3,294,431 is a result of an increase in COWCAP charges and internal administrative cost allocations.

Reimbursements of \$9,927,396 are for internal administrative allocations, salary reimbursements from various county departments for IT support and Information Service Department's other budget units and intra-fund revenues. The increase of \$2,043,377 is due to IT support services and internal reimbursements for administrative overhead cost from other ISD budget units.

Depreciation of \$1,208,300 is increasing per the department's depreciation schedule.

Operating transfers out of \$1,116,539 represent year four of a five year reimbursement to the general fund for one-time Disaster Recovery policy item, charges for the second year of the three year Data Center Electrical Capital Improvement Project and a transfer to the General Fund of savings that are resulting from the proposed work schedule reduction. In addition, this also includes funding for the department Reroof Capital Improvement Project for \$150,000 as well as the department Duct Cleaning Capital Improvement Project for \$95,000.

Departmental revenue of \$20,982,819 is comprised of central computer revenues, other information technology services, and use of unrestricted net assets for capital improvement projects. The decrease of \$381,099 for fee/rate revenue is due to a reduction in billable units.

Capital expenditures of \$5,097,589 is for equipment and software purchases.



Equipment purchases of \$4,468,119 represent \$2,618,119 for regular equipment replacement, \$400,000 for unplanned requirements, and \$1,450,000 for equipment requirements for the second year of the three-year Data Center Electrical Capital Improvement Project. Equipment purchases are increasing \$2,906,280 based on the Data Center Electrical Capital Improvement Project and the department's need to refresh equipment. Capitalized software purchases of \$629,470 are for the purchase of software licenses. The decrease of \$588,043 is resulting from the multi-year licenses that do not require renewal this fiscal year.

STAFFING CHANGES AND OPERATIONAL IMPACT

Computer Operations made the following staffing changes:

- Deleted 3 vacant Office Assistant II positions as they are no longer required by the division.
- Added 2 Systems Support Analyst positions in the server management division due to an increase in server management needs. One of these positions is being funded by the newly approved SharePoint rate and the other is being funded by the elimination of 3 vacant positions mentioned above.
- Transferred 1 Applications Specialist position from Human Resources as a result of IT consolidation efforts which will be funded by a salary reimbursement from Human Resources.
- Transferred 1 Business Systems Analyst II position from Human Resources as a result of IT consolidation efforts which will be funded by a salary reimbursement from Human Resources.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Enterprise Processing	20	1	21	21	0	0	21
Customer Service	21	0	21	18	3	0	21
Central Imaging	11	0	11	11	0	0	11
Finance and Admin	14	1	15	14	1	0	15
EMACS Support	1	0	1	1	0	0	1
Enterprise Printing	9	0	9	9	0	0	9
Server Management	22	0	22	19	1	2	22
Core Solutions and Security	34	0	34	31	1	2	34
Total	132	2	134	124	6	4	134

<u>Enterprise Processing</u>	<u>Central Imaging</u>	<u>EMACS Support</u>	<u>Core Solutions and Security</u>
1 Systems Support Division Chief	1 Systems Development Team Leader	1 Systems Support Analyst III	1 Information Services Division Chief
5 Systems Support Analyst III			1 Business Applications Manager
2 Production Control Supervisor	2 Programmer Analyst III		1 Information Services Security Officer
1 Systems Support Analyst I	2 Systems Support Analyst III	<u>Enterprise Printing</u>	
1 Computer Operations Supervisor	1 Office Assistant IV	2 Computer Operations Specialist	8 Systems Support Analyst III
1 Computer Facilities Specialist	1 Photographic Laboratory Technician	4 Computer Operator III	1 Business Systems Analyst III
1 Quality Assurance Specialist I	1 Microfilm Technician III	1 Office Assistant III	1 Business Systems Analyst II
3 Computer Operations Specialist	3 Office Assistant II	2 Office Assistant II	1 Supervising Automated Systems Analyst II
5 Computer Operator III			2 Automated Systems Analyst II
1 Office Assistant III	<u>Finance and Administration</u>	<u>Server Management</u>	1 Applications Specialist
	1 Chief Information Officer	3 Systems Support Supervisor	9 Automated Systems Analyst I
<u>Customer Service</u>	1 Assistant Chief Information Officer	16 Systems Support Analyst III	4 Automated Systems Technician
1 Systems Development Division Chief	1 Information Services Division Chief	2 Computer Operations Specialist	1 Teleprocessing Specialist
2 Business Applications Manager	1 Information Services Finance Officer	1 IT Technical Assistant II	1 Fiscal Specialist
1 Product Management Supervisor			1 Office Assistant III
2 Business Systems Analyst III	1 Administrative Supervisor I		1 Storekeeper
3 IT Account Representative II	1 Supervising Accountant II		
1 Automated Systems Analyst II	2 Staff Analyst II		
1 Technology Helpdesk Supervisor	1 Executive Secretary II		
1 Automated Systems Analyst I	2 Accounting Technician		
1 Product Specialist	1 Fiscal Specialist		
2 Automated Systems Technician	2 Fiscal Assistant		
5 Help Desk Technician II	1 Office Assistant II		
1 Secretary I			



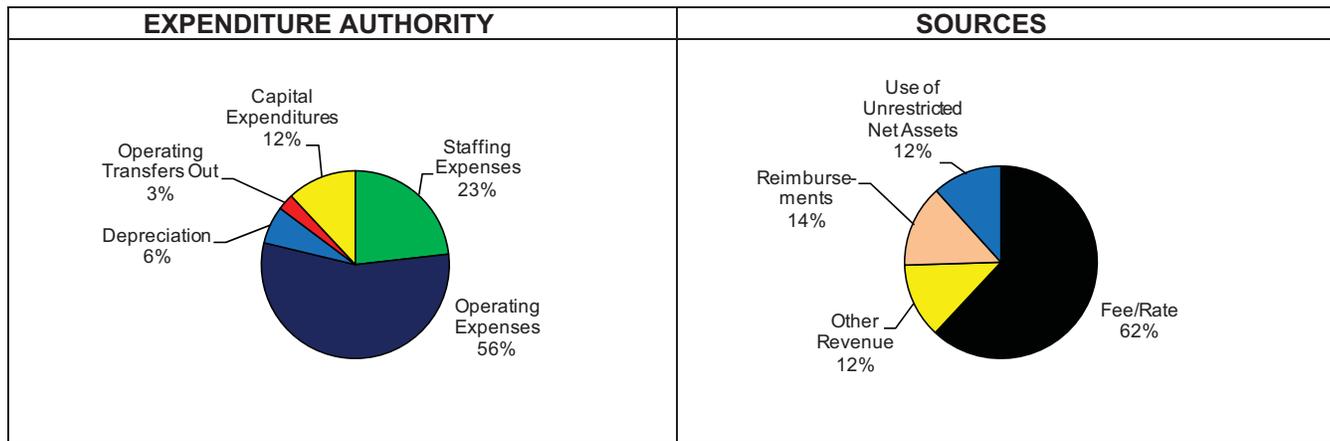
Telecommunication Services

DESCRIPTION OF MAJOR SERVICES

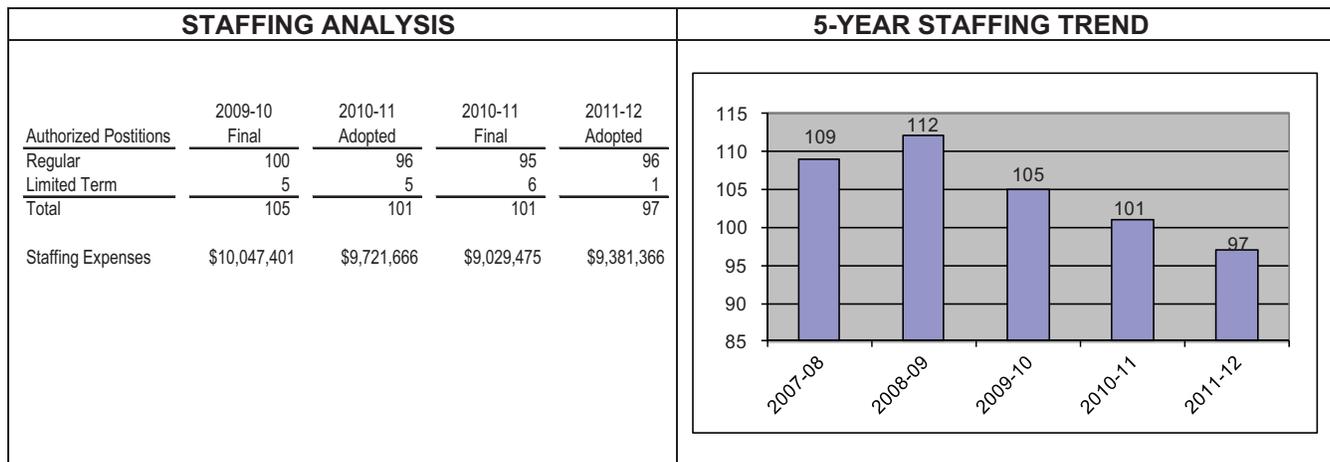
The Telecommunication Services division provides for the design, operation, maintenance and administration of the largest county-operated telecommunications phone network in the country; the county's Regional Public Safety Radio System that integrates all countywide sheriff, police and fire emergency radio dispatch capabilities; the paging system that consists of over 3700 pagers; and the Wide Area Network (WAN) that securely joins approximately 16,600 county users together for the efficient use of technology. The Telecommunication Services division manages the countywide microwave system (64 sites) that provides transport capabilities for each of the individual systems listed above.

Budget at a Glance	
Total Expenditure Authority	\$35,590,978
Total Sources	\$33,064,686
Rev Over/(Under) Exp	(\$2,526,292)
Total Staff	97
Use of Unrestricted Net Assets	\$9,981,059

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Telecommunication Services

BUDGET UNIT: IAM ALL
FUNCTION: General
ACTIVITY: Telephone and Radio Services

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	9,645,381	9,877,199	8,963,900	9,029,475	9,029,475	9,381,366	351,891
Operating Expenses	14,210,897	16,086,901	14,077,777	16,156,961	16,156,969	22,446,756	6,289,787
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	23,856,278	25,964,100	23,041,677	25,186,436	25,186,444	31,828,122	6,641,678
Reimbursements	(1,920,493)	(3,703,368)	(2,903,876)	(4,887,323)	(4,887,428)	(5,573,160)	(685,732)
Total Appropriation	21,935,785	22,260,732	20,137,801	20,299,113	20,299,016	26,254,962	5,955,946
Depreciation	1,147,066	2,146,707	2,890,516	2,314,648	3,495,000	2,624,449	(870,551)
Operating Transfers Out	0	43,407	858,877	45,327	45,327	1,138,407	1,093,080
Total Requirements	23,082,851	24,450,846	23,887,194	22,659,088	23,839,343	30,017,818	6,178,475
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	4,035	652,545	4,495,587	(1)	0	0	0
Fee/Rate	25,771,613	24,739,776	24,235,465	24,433,912	24,433,912	25,042,175	608,263
Other Revenue	3,100	42,123	47,031	62,627	50,562	416,959	366,397
Total Revenue	25,778,748	25,434,444	28,778,083	24,496,538	24,484,474	25,459,134	974,660
Operating Transfers In	2,714,535	1,975,667	2,032,392	2,032,392	2,032,392	2,032,392	0
Total Financing Sources	28,493,283	27,410,111	30,810,475	26,528,930	26,516,866	27,491,526	974,660
Rev Over/(Under) Exp	5,410,432	2,959,265	6,923,281	3,869,842	2,677,523	(2,526,292)	(5,203,815)
				Budgeted Staffing	101	97	(4)
Fixed Assets							
Capital Expenditures	3,922,429	3,410,962	8,784,597	1,490,297	2,660,445	4,828,475	2,168,030
Total Fixed Assets	3,922,429	3,410,962	8,784,597	1,490,297	2,660,445	4,828,475	2,168,030

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$9,381,366 fund 96 regular budgeted positions and 1 limited term budgeted position and are increasing by \$351,891 as the 2010-11 final budget was reduced as a result of vacancies throughout the division. Four limited term positions were deleted for 2011-12 and all remaining vacant positions were fully funded.

Operating expenses of \$22,446,756 primarily fund telephone and communications related costs and services, travel and transfers. These costs are increasing by \$6,289,787 as a result of increases in internal software development expense and the salary savings associated with reduced employee hours being placed into this appropriation unit. A portion of the operating expenses are transfers which fund internal Information Services Department administration and overhead costs and costs associated with Human Resources functions. The costs anticipated in 2010-11 were not entirely incurred, which resulted in a decrease to the budget in the fourth quarter to align budget expenses with actual expenses. These costs are now included in the 2011-12 adopted budget, which has resulted in the significant increase above.

Reimbursements of \$5,573,160 represent payments of administrative costs by individual service departments within the Telecommunication Services budget unit. The \$685,732 increase is due to the addition and increase of intra-fund transfers for the reimbursement of microwave network usage by the Telephone, 800 Megahertz (MHz) Radio and WAN units. The reimbursements in 2010-11 were not entirely received, which resulted in a decrease to the budget in the fourth quarter to align the budget expenses with actual expenses. These reimbursements are now included in the 2011-12 budget, which has resulted in the significant increase above.

Depreciation of \$2,624,449 is increasing per the department's depreciation schedule.



Operating transfers out of \$1,138,407 fund the reimbursement of a one-time policy item to the general fund received for the disaster recovery project and the following Capital Improvement Projects:

- fire safety system upgrades
- improvements to department warehouse facilities
- construction of two new 800 MHz radio system communication sites
- improvements to department telecommunications room

Fee/rate revenue of \$25,042,175 includes the following services: telephone, voicemail, toll free 800 numbers, rack space rental, pagers, 800 MHz radio access/maintenance, mobile data computer access, dispatch console maintenance, communication installation labor, electronic maintenance labor, and WAN service charges. A portion of the revenue anticipated in 2010-11 was not received, which resulted in a decrease to the budget in the fourth quarter to align budgeted revenue with actual revenue received. This revenue is now included in the 2011-12 budget, which has resulted in the increase of \$608,263.

Other revenue of \$416,959 funds internal software development. The net increase is primarily due to the addition of funding for internal software projects less the elimination of residual equity funds needed for the required match portion of the PSIC grant as the project has been completed. Additionally, revenue to reimburse expenses associated with the re-banding effort has increased by \$128,560. A portion of the revenue anticipated in 2010-11 was not received, which resulted in a decrease to the budget in the fourth quarter to align budgeted revenue with actual revenue received. This revenue is now included in the 2011-12 budget, which has resulted in the increases above.

The department is in the process of performing a comprehensive evaluation to identify computer applications and systems deemed critical to County operations that are in need of major upgrades or replacement. Initially the department has identified \$2.3 million in projects that meet this criteria. These projects will be funded via the use of residual equity over the next several years. The department will continue to evaluate and identify such projects to develop an application replacement/upgrade plan and a long term financing plan.

Operating transfers in of \$2,032,392 represent financing the use of the 800 MHz radio system by general fund departments.

Fixed assets of \$4,828,475 include the following:

- Radio system enhancement equipment - \$713,767, to be purchased from Motorola, a sole source vendor.
- Radio system test equipment - \$750,000, to be purchased from Motorola, a sole source vendor.
- Telephone Equipment Replacement - \$700,000.
- Microwave Radios - \$318,500; microwave test equipment - \$30,000, to be purchased from Aviat, a sole source vendor.
- An Eltek 600-Amp System - \$7,500.
- MIMO Radios - \$45,000, to be purchased from Motorola, a sole source vendor.
- WAN Equipment Replacement - \$133,708.
- Replacement of the wide area network Sun Appliance - \$30,000.
- Equipment in the event of catastrophic events/unplanned requirements to be expended only as needed - \$400,000.
- Data center switch enhancement and WAN acceleration equipment - \$400,000.
- WECA digital radio system upgrades - \$500,000, to be purchased from Motorola, a sole source vendor.
- Acquisition and implementation of a Telecommunication Management System - \$400,000.
- Acquisition and implementation of a Radio Management System - \$400,000.

The fixed asset costs anticipated in 2010-11 were not entirely incurred, which resulted in a decrease to the budget in the fourth quarter to align budgeted expenses with actual expenses. These costs are now included in the 2011-12 budget, which has resulted in the increase of \$2,168,030.



STAFFING CHANGES AND OPERATIONAL IMPACT

Telecommunications Services has reduced budgeted staffing by 4 vacant positions consisting of 1 extra help Communications Installer and 3 Public Service Employees. The positions are no longer required by the department.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Data and Cabling Services	17	1	18	15	3	0	18
Management Services	14	0	14	13	1	0	14
Radio Access	16	0	16	13	3	0	16
Radio Subscriber Maintenance	5	0	5	3	2	0	5
Radio Time and Materials	3	0	3	3	0	0	3
WECA Radio Project	1	0	1	0	1	0	1
Transport Operations	9	0	9	9	0	0	9
Telephone Operations	26	0	26	24	2	0	26
Wide Area Network	5	0	5	5	0	0	5
Total	96	1	97	85	12	0	97

<u>Data and Cabling Services</u>	<u>Radio Access</u>	<u>Radio Time and Material</u>	<u>Telephone Operations</u>
1 Supervising Communications Technician	1 Network Services Supervisor	2 Communications Technician I	1 Special Projects Leader
1 Communications Technician III	1 Special Projects Leader	1 Communications Installer	2 Network Analyst
3 Communications Technician II	6 800 Megahertz Analyst		2 Supervising Communications Technician
5 Communications Technician I	1 Network Analyst	<u>WECA Radio Project</u>	2 Telecommunications Engineer II
7 Communications Installer	1 Telecommunications Engineer II	1 800 Megahertz Analyst	5 Communications Technician III
1 Public Service Employee	1 Communications Technician III		1 Product Specialist
	1 Communications Technician II	<u>Transport Operations</u>	2 Communications Technician II
	1 Communications Technician I	1 Network Services Supervisor	6 Telephone Service Specialist
<u>Management Services</u>	1 IT Technical Assistant II	3 Network Analyst	1 Supervising Office Assistant
1 Network Services Division Chief	1 Communications Installer	1 Supervising Communications Technician	4 Office Assistant II
2 Deputy Chief of Network Services	1 Office Assistant III		
1 Network Services Supervisor		2 Communications Technician III	
2 Special Projects Leader	<u>Radio Subscriber Maintenance</u>	2 Communications Technician II	<u>Wide Area Network</u>
1 Systems Support Analyst III	1 800 Megahertz Analyst		1 Network Services Supervisor
1 Staff Analyst II	1 Supervising Communications Technician		2 Systems Support Analyst III
1 Equipment Parts Supervisor			2 Systems Support Analyst II
1 Equipment Parts Specialist II	2 Communications Technician III		
1 Equipment Parts Specialist I	1 Communications Technician II		
1 Fiscal Specialist			
1 Secretary I			
1 Storekeeper			



800 Megahertz – Rebanding Project

DESCRIPTION OF MAJOR SERVICES

The Information Services Department (ISD) operates and maintains the county's 800 MHz Radio Communications System. This system provides countywide, fully interoperable radio communications by which dispatch centers, public safety locations, mobile and portable radios communicate via voice transmission. This system is primarily for local government agency use, and secondarily for additional governmental and related non-governmental users to facilitate public safety. The users consist of county departments, cities within the county, special districts and several outside agencies. This system supports approximately 12,800 radios used by the county's public safety agencies and public health providers throughout the county.

Budget at a Glance	
Total Expenditure Authority	\$25,000
Total Sources	\$25,000
Rev Over/(Under) Exp	\$0
Total Staff	0

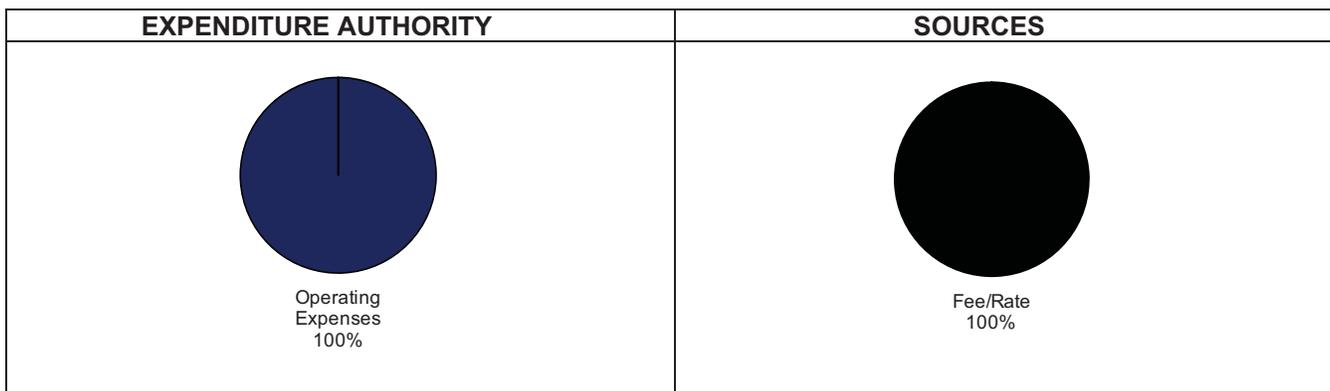
On August 6, 2004, the Federal Communications Commission (FCC) issued Report and FCC Order 04-168 (Order) that modified its rules governing the 800 MHz band to minimize harmful interference to public safety communications systems. Pursuant to the Order, certain licensees of 800 MHz channels in public safety or other systems were required to relinquish their existing channels and relocate their systems to other licensed channels. The Order stipulated that because Nextel communications is the main cause of the interference, they must pay for the relocation to replacement channels and the reconfiguration of these systems. The Order further stipulated that upon completion, these systems must have the same operational capabilities that existed before relocation.

Each Public Safety 800 MHz communication system licensee was required to negotiate a re-banding project plan and agreement with Nextel. This agreement was to include all aspects of re-banding and cost estimates. Nextel was required to secure a \$2.5 billion line of credit to be administered by the Transition Authority (TA) to reimburse Public Safety re-banding system entities of their costs.

The county began the planning phase of the re-banding process in 2005. The initial phase involved a frequency analysis, infrastructure inventories, and the development of the Planning Funding Agreement (PFA) with Nextel. The Board approved the PFA on April 18, 2006. Subsequently, on December 5, 2006, the Board approved a contract with Motorola as a sole source provider for reconfiguration planning services.

On December 16, 2008, the Board approved the Frequency Reconfiguration Agreement (FRA) with Motorola as a sole source provider. This agreement allows ISD to begin the implementation phase of the re-banding project. Motorola will perform the necessary configuration of ISD's radio programming templates and supply the other services that will allow re-banding to occur. The agreement also provided ISD with 4,150 new portable radios that are capable of using the new frequencies. The costs for the radios and all associated services will be paid to Motorola directly from Nextel. According to the FCC's Order, the entire process was to be completed by July 2008; however, the project is currently on hold nationwide awaiting further direction from the FCC. On October 5, 2010, the Board approved the second phase of the FRA providing the County with 2,804 mobile radios capable of operating on the new frequencies.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: 800 MHZ Rebanding Project

BUDGET UNIT: IBT MHZ
FUNCTION: General
ACTIVITY: Other

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	13,221	3,553	0	0	0	25,000	25,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	13,221	3,553	0	0	0	25,000	25,000
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	13,221	3,553	0	0	0	25,000	25,000
Depreciation	0	0	0	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	13,221	3,553	0	0	0	25,000	25,000
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	13,221	3,552	(16,773)	0	0	25,000	25,000
Other Revenue	0	0	0	0	0	0	0
Total Revenue	13,221	3,552	(16,773)	0	0	25,000	25,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	13,221	3,552	(16,773)	0	0	25,000	25,000
Rev Over/(Under) Exp	0	(1)	(16,773)	0	0	0	0
				Budgeted Staffing	0	0	0
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	0
Total Fixed Assets	0	0	0	0	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

In 2011-12, the department is budgeting \$25,000 in services and supplies for general project administration, and \$25,000 in revenue for reimbursement of those costs. When direction is received from the FCC regarding the subsequent phases of the project, the department will seek Board of Supervisors approval to make any necessary budget adjustments based on new or revised orders from the FCC.



PURCHASING

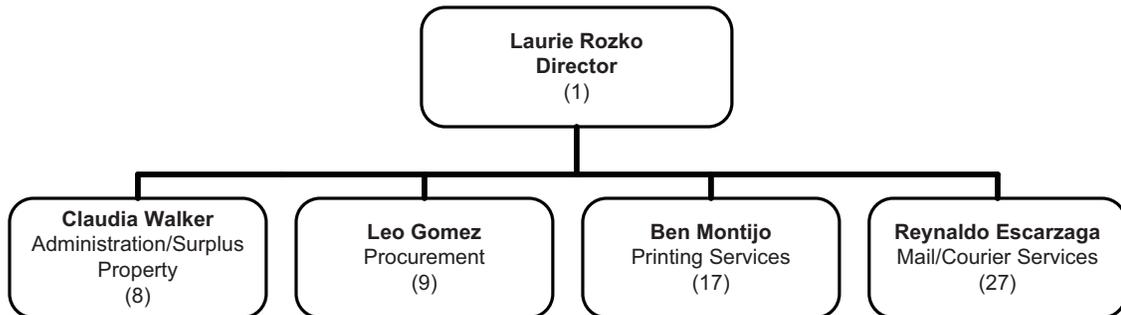
Laurie Rozko

MISSION STATEMENT

The Purchasing Department is dedicated to managing the most cost-effective and efficient procurement of quality goods and services for our customers, in support of the County of San Bernardino mission and goals. We will accomplish this through exceptional customer service, innovative processes, and sound business practices.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Received the “Achievement of Excellence in Procurement” Award from the National Institute for Governmental Purchasing.
- Initiated a comprehensive solicitation process for countywide electronic procurement which resulted in a contract to begin the implementation of The County of San Bernardino E-Procurement Network.
- Developed detailed Standard Practices for the Environmentally Preferable Purchasing Policy.
- Conducted pilot study to re-direct county freight and shipping charges and establish a baseline for targeted cost reduction.
- Facilitated the countywide workgroup in developing consistent travel policy and procedures and initiated the solicitation process for travel management services.
- Re-designed the Purchasing Department website to enhance navigation, and to add a travel portal that consolidates information and procedures.
- Began the conversion of internal service fund billing systems to enable web-based activities.

2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPLEMENT THE COUNTY OF SAN BERNARDINO E-PROCUREMENT NETWORK.

Objective: Initiate and process purchasing requisitions electronically.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of departments utilizing "e-Pro" to requisition products or services.	N/A	N/A	N/A	N/A	80%

In December 2009, the Board of Supervisors authorized a Request for Proposals for electronic procurement (e-procurement), and in April 2011 a contract was awarded. The first phase of this project will enable vendor management, online solicitations, automated workflows, electronic requisitioning, and data extracts from the Financial Accounting System (FAS) to populate the software program. While dual entry will be required to create encumbrances in FAS, electronic purchase orders may be sent to vendors.

GOAL 2: DEVELOP THE COUNTY TRAVEL PORTAL FOR TRAVEL BOOKING AND REPORTING.

Objective: Create and customize an online booking tool for exclusive use by all county departments.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of departments using online booking for travel arrangements.	N/A	N/A	N/A	N/A	90%

With recommended travel procedures in mind, the scope of work was developed for a service contract to enable implementation of online travel booking. In partnership with a Travel Management Company, and with approval from the Board, the revised policy will be put in place along with a system that will be efficient, save money, and consolidate booking and reporting.



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Purchasing	1,240,471	431,846	808,625			16
Total General Fund	1,240,471	431,846	808,625			16
Internal Service Funds						
Printing Services	4,030,879	3,936,976			(93,903)	17
Surplus Property and Storage Operations	365,341	271,856			(93,485)	2
Mail/Courier Services	6,607,468	6,445,026			(162,442)	27
Total Internal Service Funds	11,003,688	10,653,858			(349,830)	46
Total - All Funds	12,244,159	11,085,704	808,625		(349,830)	62

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Purchasing	1,307,588	1,436,783	1,350,519	1,301,517	1,240,471
Printing Services	3,665,519	4,148,499	4,616,238	4,161,457	4,030,879
Surplus Property and Storage Operations	4,645,121	367,700	267,199	405,430	365,341
Mail/Courier Services	7,067,755	7,384,760	6,902,390	6,320,690	6,607,468
Total	16,685,983	13,337,742	13,136,346	12,189,094	12,244,159

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Purchasing	50,000	184,143	431,428	413,692	431,846
Printing Services	3,708,849	4,159,689	4,033,168	4,451,662	3,936,976
Surplus Property and Storage Operations	4,706,000	372,700	286,870	360,819	271,856
Mail/Courier Services	7,093,188	7,386,411	6,887,926	6,302,495	6,445,026
Total	15,558,037	12,102,943	11,639,392	11,528,668	11,085,704

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Purchasing	1,257,588	1,252,640	919,091	887,825	808,625
Total	1,257,588	1,252,640	919,091	887,825	808,625

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Printing Services	43,330	11,190	(583,070)	290,205	(93,903)
Surplus Property and Storage Operations	60,879	5,000	19,671	(44,611)	(93,485)
Mail/Courier Services	25,433	1,651	(14,464)	(18,195)	(162,442)
Total	129,642	17,841	(577,863)	227,399	(349,830)



Purchasing

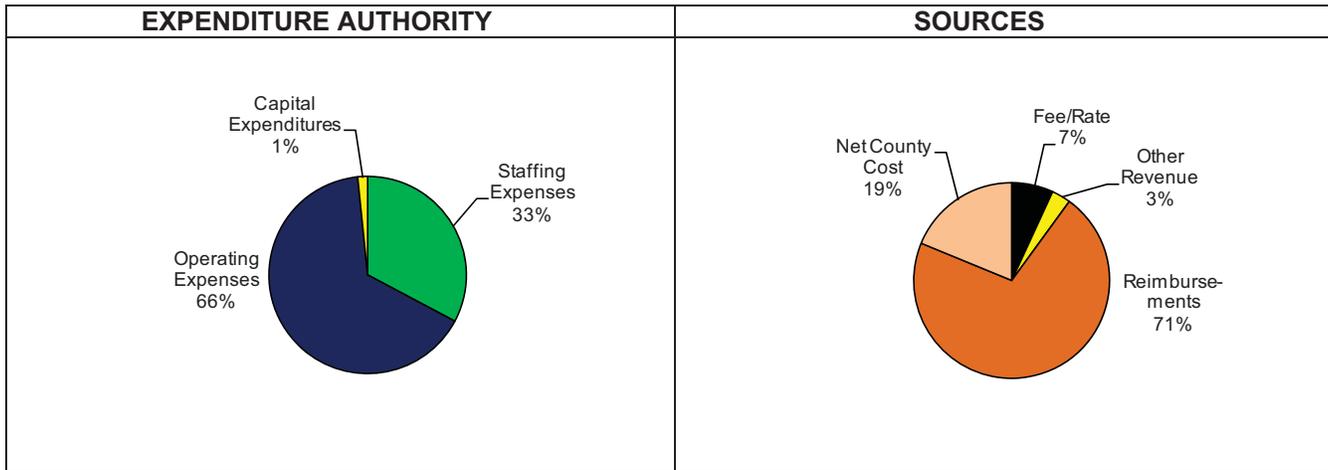
DESCRIPTION OF MAJOR SERVICES

The Purchasing Department acquires equipment, services, and supplies used by county departments and Board-governed districts. Staff facilitates the procurement process, administers contracts and the CAL-Card program, and promotes cost-saving initiatives throughout the county. In addition, the department provides in-house printing, mail, surplus property, and storage services which are accounted for in the department's three internal service funds.

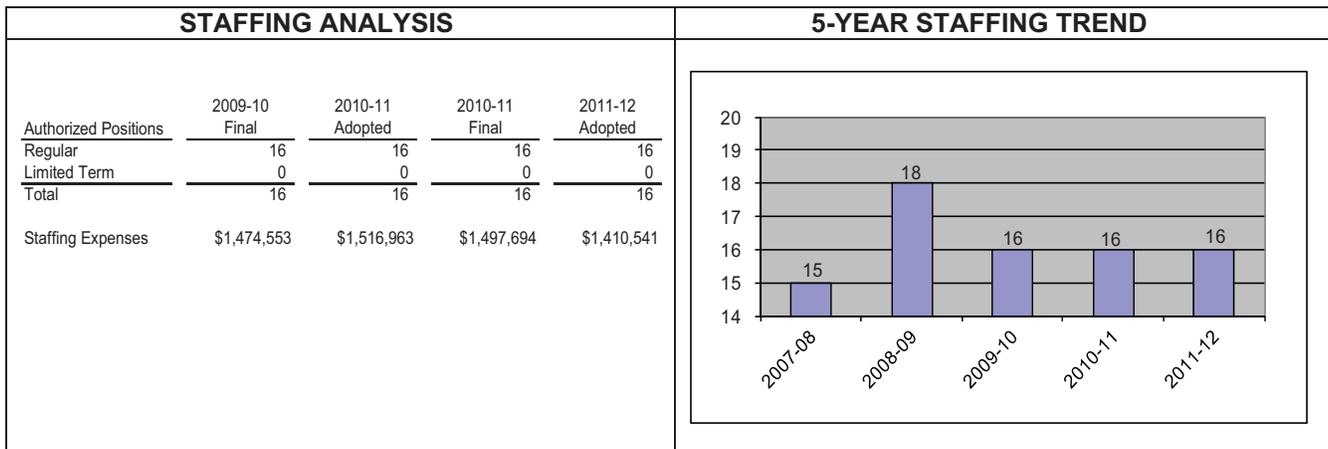
Budget at a Glance	
Total Expenditure Authority	\$4,306,468
Total Sources	\$3,497,843
Net County Cost	\$808,625
Total Staff	16
Funded by Net County Cost	19%

The Purchasing Department values integrity, and strives to source quality products with reasonable prices and timely deliveries; offer progressive services through the efficient use of automation; give all willing vendors the opportunity to provide their products and services in a fair, open, and competitive environment; and treat each department, employee, and vendor with respect and understanding. By meeting these objectives, the department fulfills its purchasing obligations and the legal requirements of San Bernardino County.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: General

BUDGET UNIT: AAA PUR
FUNCTION: General
ACTIVITY: Finance

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	1,332,927	1,509,903	1,474,553	1,497,693	1,497,694	1,410,541	(87,153)
Operating Expenses	112,026	3,278,860	2,653,542	2,635,555	2,635,558	2,826,274	190,716
Capital Expenditures	0	0	13,319	216,937	216,938	69,653	(147,285)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,444,953	4,788,763	4,141,414	4,350,185	4,350,190	4,306,468	(43,722)
Reimbursements	(145,304)	(3,334,325)	(2,803,918)	(3,048,672)	(3,048,673)	(3,065,997)	(17,324)
Total Appropriation	1,299,649	1,454,438	1,337,496	1,301,513	1,301,517	1,240,471	(61,046)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,299,649	1,454,438	1,337,496	1,301,513	1,301,517	1,240,471	(61,046)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	3,232	1,246	0	255	257	0	(257)
Fee/Rate	(541)	386,831	320,480	293,606	293,608	295,965	2,357
Other Revenue	87,967	124,778	110,949	119,827	119,827	135,881	16,054
Total Revenue	90,658	512,855	431,429	413,688	413,692	431,846	18,154
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	90,658	512,855	431,429	413,688	413,692	431,846	18,154
Net County Cost	1,208,991	941,583	906,067	887,825	887,825	808,625	(79,200)
				Budgeted Staffing	16	16	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,410,541 fund 16 budgeted positions. This appropriation has a net decrease of \$87,153 from the 2010-11 final budget which reflects staffing changes, work schedule reductions, and reduced benefit costs.

Operating expenses of \$2,826,274 include countywide office supply expenses, e-procurement project management, application development and hosting by the Information Services Department, an annual vendor show, and other related services and supplies. Also included are central services related to facilities and computer operations, travel, and transfers. The net increase of \$190,716 is primarily due to increased costs related to the new e-procurement software program implementation offset by lower projected consumption of office supplies by county departments and reduced central computer charges due to an adjustment in the allocation of these charges to the department's four budget units.

Capital expenditures of \$69,653 reflect costs related to e-procurement software.

Reimbursements of \$3,065,997 represent payments from other departments for office supplies, reimbursement from Human Services for a portion of the e-procurement implementation costs, and reimbursement from the department's internal service funds for administrative support. The net increase of \$17,324 represents the addition of the reimbursement from Human Services offset by reductions in administrative support costs and countywide office supplies.

Departmental revenue of \$431,846 represents rebates offered from suppliers for various purchases and overhead paid by departments for consolidated billing and program management of the desktop office supply program. The increase of \$18,154 reflects accurate rate revenues based on the projected countywide office supplies program and additional rebates offered by the new office supply vendor following an aggressive solicitation process that resulted in a new countywide contract.



STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing changes include the deletion of a Buyer III position, offset by the addition of a Staff Analyst II position. Workload in procurement and administrative services is an ongoing concern. Effective contracts administration; timely solicitations, reviews, and contract awards; effective budgetary control; mandated surplus property responsibilities; and accurate reporting to elected officials are of utmost importance. The advent of e-procurement is expected to assist with these core responsibilities by shifting available resources, namely time, to balance these duties.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director	1	0	1	1	0	0	1
Administration	6	0	6	5	0	1	6
Procurement	9	0	9	9	0	0	9
Total	16	0	16	15	0	1	16

<u>Purchasing</u>	
1	Director of Purchasing
1	Executive Secretary II
1	Administrative Supervisor
1	Business Systems Analyst III
1	Supervising Buyer
2	Buyer III
5	Buyer II
1	Staff Analyst II
1	Office Specialist
1	Fiscal Assistant
1	Office Assistant II



Printing Services

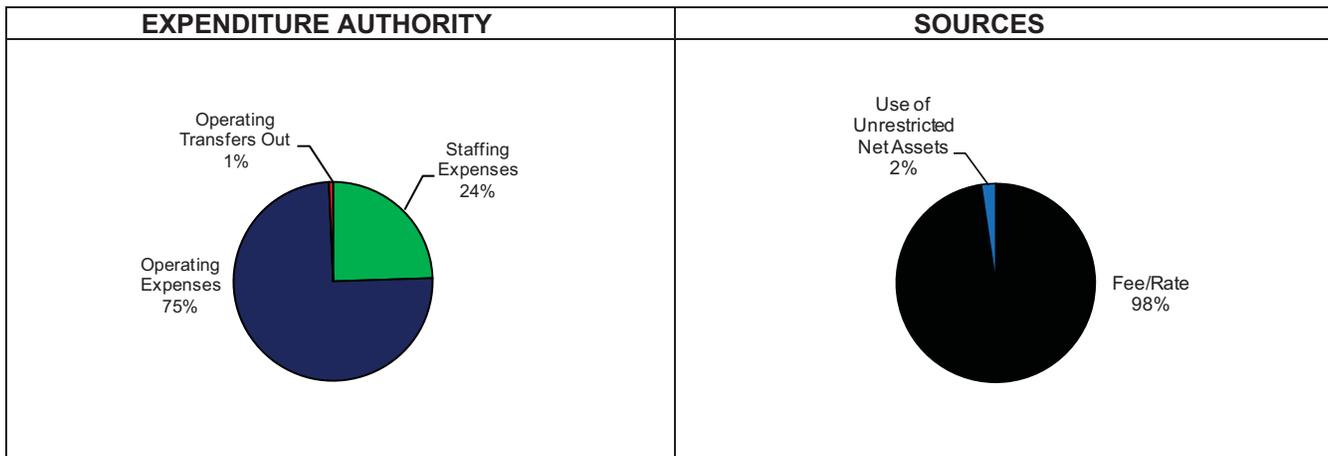
DESCRIPTION OF MAJOR SERVICES

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

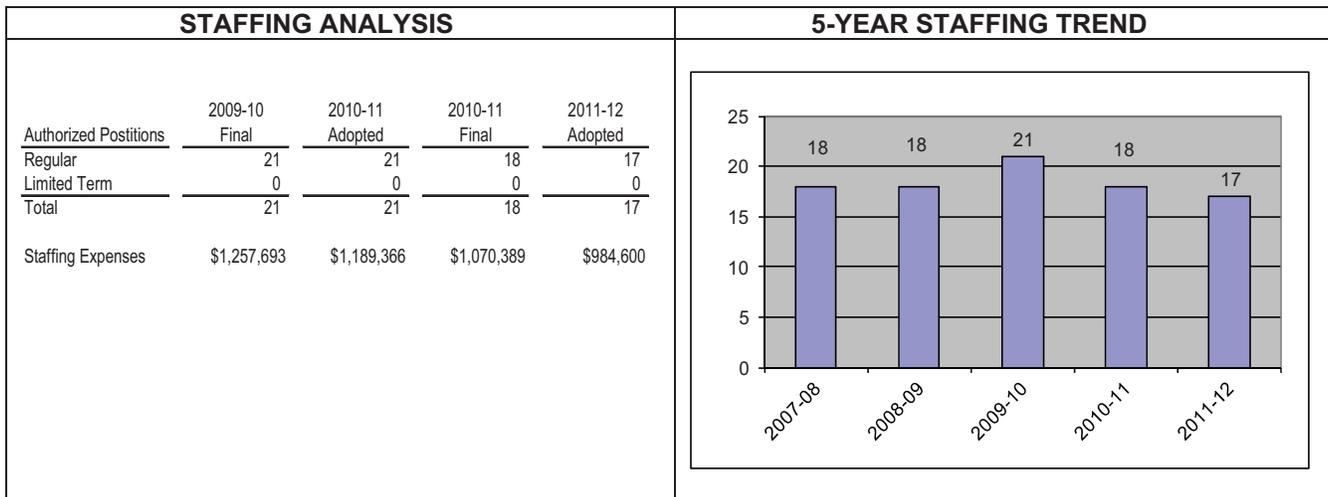
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are distributed to customers through user rates. Unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year and are used for working capital and for replacement of fixed assets. Any excess or shortage is incorporated into the rate structure.

Budget at a Glance	
Total Expenditure Authority	\$4,030,879
Total Sources	\$3,936,976
Rev Over/(Under) Exp	(\$93,903)
Total Staff	17
Use of Unrestricted Net Assets	\$93,903

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: Purchasing
 FUND: Printing Services

BUDGET UNIT: IAG PUR
 FUNCTION: General
 ACTIVITY: Printing

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	974,648	1,192,904	1,123,607	1,070,388	1,070,389	984,600	(85,789)
Operating Expenses	3,028,284	3,386,528	3,241,560	3,081,818	3,082,717	3,005,928	(76,789)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,002,932	4,579,432	4,365,167	4,152,206	4,153,106	3,990,528	(162,578)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,002,932	4,579,432	4,365,167	4,152,206	4,153,106	3,990,528	(162,578)
Depreciation	37,626	36,705	9,214	12,399	8,351	13,351	5,000
Operating Transfers Out	0	0	0	0	0	27,000	27,000
Total Requirements	4,040,558	4,616,137	4,374,381	4,164,605	4,161,457	4,030,879	(130,578)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	4,836,196	4,745,298	4,485,828	4,451,608	4,451,607	3,936,976	(514,631)
Other Revenue	0	0	0	54	55	0	(55)
Total Revenue	4,836,196	4,745,298	4,485,828	4,451,662	4,451,662	3,936,976	(514,686)
Operating Transfers In	(9,804)	0	0	0	0	0	0
Total Financing Sources	4,826,392	4,745,298	4,485,828	4,451,662	4,451,662	3,936,976	(514,686)
Rev Over/(Under) Exp	785,834	129,161	111,447	287,057	290,205	(93,903)	(384,108)
				Budgeted Staffing	18	17	(1)
Fixed Assets							
Capital Expenditures	40,199	(224)	0	67,632	67,632	0	(67,632)
Total Fixed Assets	40,199	(224)	0	67,632	67,632	0	(67,632)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$984,600 fund 17 budgeted positions. This appropriation unit has a net decrease of \$85,789 from the 2010-11 final budget which reflects the staffing changes and work schedule reductions.

Operating expenses of \$3,005,928 include equipment leases, printing supplies, services of outside printers and binderies, application development for web-based billing, and other related services and supplies. Also included are central services related to facilities and computer operations, travel, and transfers. The net reduction of \$76,789 is due to a decrease in equipment lease costs and a reduction in Countywide Cost Allocation Plan (COWCAP) charges, offset with an increase in central computer charges.

Depreciation expense of \$13,351 is increasing as a result of the purchase of capital assets in 2010-11.

Operating transfers out of \$27,000 is related to the second phase of a capital project for security improvements. The first phase was funded by the Mail/Courier Services ISF. This project was recommended by a study performed by the Sheriff/Coroner/Public Administrator Department and is being managed by Architecture and Engineering.

Departmental revenue of \$3,936,976 represents payments from departments primarily for print shop work, quick copies, and overhead charges related to warehousing of forms for Arrowhead Regional Medical Center and other countywide forms. A revised rate structure was approved by the Board of Supervisors for 2011-12. The reduction of \$514,686 is primarily due to decreases in printing demands.

Fixed assets are not recommended for 2011-12 as there are no plans for asset replacement at this time.



The financial statements prepared by the Auditor-Controller/Treasurer/Tax Collector as of June 30, 2010 note that unrestricted net assets for this fund were over the working capital requirement by \$445,607. Actual results of operation for 2010-11 as listed above have revenues exceeding expenditures. The adopted budget for 2011-12 was developed to utilize a portion of the unrestricted net assets for expenditure.

STAFFING CHANGES AND OPERATIONAL IMPACT

The staffing changes reflect workload decreases. One part time Graphic Designer I position was deleted in the 2010-11 First Quarter Budget Report. In the 2010-11 Third Quarter Budget Report, the department deleted 1 vacant Reproduction Equipment Operator I position which was added last year for the High Desert Government Center Quick Copy and 1 vacant Graphic Designer II position. A further reduction in graphic arts due to declining service needs is the deletion of 1 filled Graphic Designer II position in 2011-12. The need to maintain an efficient internal service fund with competitive rates necessitates these adjustments in staffing.

The department is requesting the reclassification of two filled positions. The first reclassification is a Printing Services Supervisor to a Printing Services Supervisor II. This position supervises the entire Printing Services division. The second reclassification is a Bindery Equipment Operator I to a Reproduction Equipment Operator I to allow for better flexibility with staffing assignments. These reclassifications are being studied by Human Resources.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Printing Services	17	0	17	17	0	0	17
Total	17	0	17	17	0	0	17

- | |
|---|
| <p><u>Printing Services</u></p> <ul style="list-style-type: none"> 1 Printing Services Supervisor II 1 Graphic Designer II 2 Graphic Designer I 2 Reproduction Equip Oper II 8 Reproduction Equip Oper I 1 Office Assistant II 2 Storekeeper |
|---|



Surplus Property and Storage Operations

DESCRIPTION OF MAJOR SERVICES

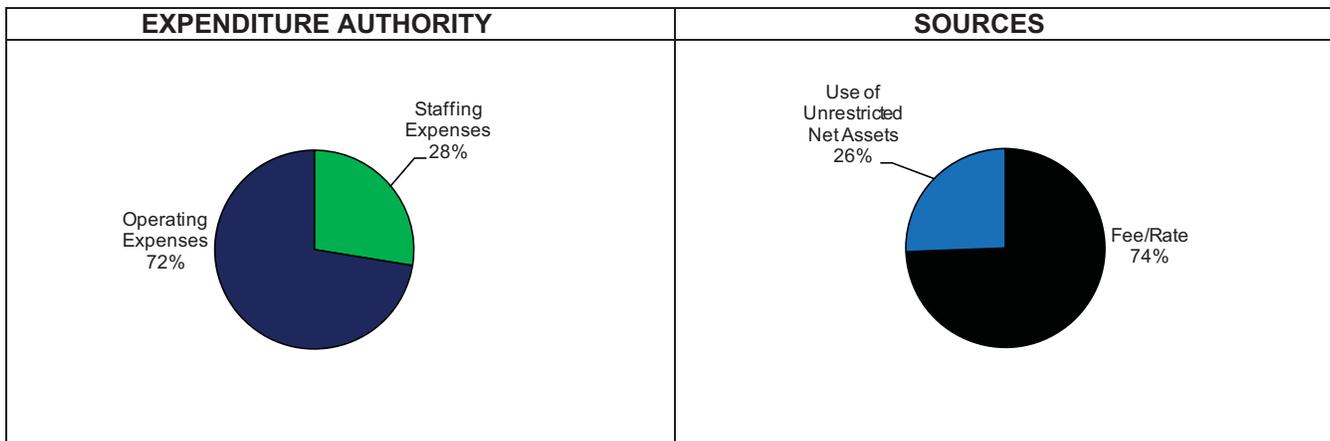
Surplus Property and Storage Operations manages county storage and excess property, internally reallocating used items to departments, distributing equipment to approved community-based organizations, and contracting with auctioneers and recyclers. Detailed reporting is required under county policy and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

Budget at a Glance

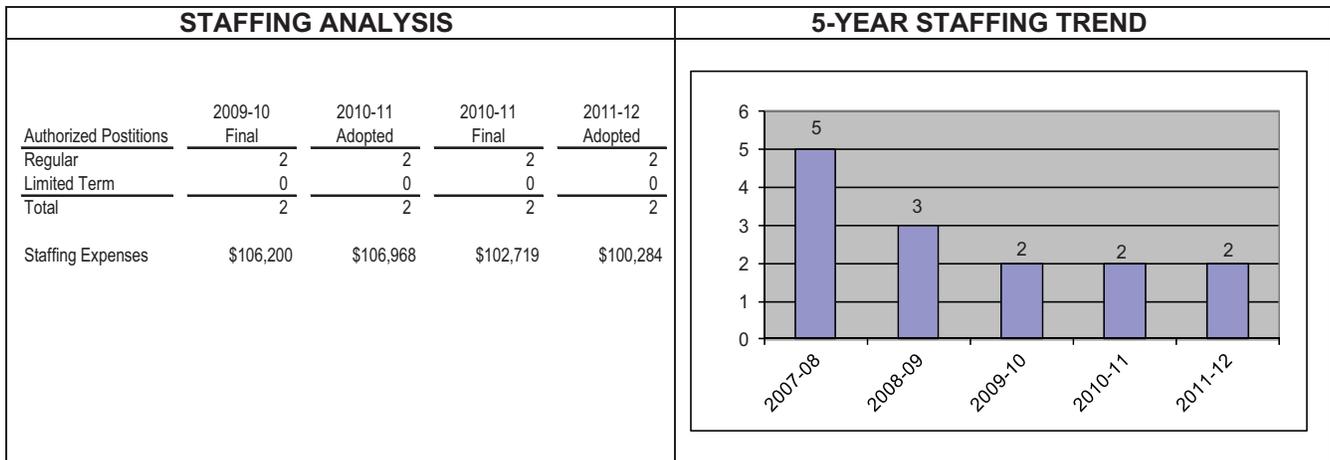
Total Expenditure Authority	\$365,341
Total Sources	\$271,856
Rev Over/(Under) Exp	(\$93,485)
Total Staff	2
Use of Unrestricted Net Assets	\$93,485

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are distributed to customers through user rates. Unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year and are used for working capital and for replacement of fixed assets. Any excess or shortage is incorporated into the rate structure.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Surplus Property and Storage Operations

BUDGET UNIT: IAV PUR
FUNCTION: General
ACTIVITY: Surplus and Storage

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	234,414	140,468	98,737	102,719	102,719	100,284	(2,435)
Operating Expenses	4,402,928	235,789	143,947	301,165	301,166	263,512	(37,654)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,637,342	376,257	242,684	403,884	403,885	363,796	(40,089)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,637,342	376,257	242,684	403,884	403,885	363,796	(40,089)
Depreciation	1,545	1,568	1,545	1,545	1,545	1,545	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,638,887	377,825	244,229	405,429	405,430	365,341	(40,089)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	4,709,702	355,051	333,042	360,903	360,819	271,856	(88,963)
Other Revenue	(2,703)	0	(489)	0	0	0	0
Total Revenue	4,706,999	355,051	332,553	360,903	360,819	271,856	(88,963)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,706,999	355,051	332,553	360,903	360,819	271,856	(88,963)
Rev Over/(Under) Exp	68,112	(22,774)	88,324	(44,526)	(44,611)	(93,485)	(48,874)
				Budgeted Staffing	2	2	0
Fixed Assets							
Capital Expenditures	0	5,663	0	0	0	0	0
Total Fixed Assets	0	5,663	0	0	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$100,284 fund 2 budgeted positions. This appropriation has a net decrease of \$2,435 from the 2010-11 final budget which reflects work schedule reductions.

Operating expenses of \$263,512 include warehousing supplies, forklift maintenance, application development for web-based billing, countywide cost allocation charges, and other related services and supplies. Also included are central services related to facilities and computer operations, travel, and transfers. The reduction of \$37,654 is due to lower reimbursement to the general fund for administrative support and a decrease in centralized facility charges, offset with a slight increase in systems development and central computer charges.

Depreciation expense is recommended to remain the same for 2011-12.

Departmental revenue of \$271,856 represents payments from departments for property handling and storage fees, sales of surplus property, and recycling efforts. The 2011-12 adopted revenue budget was based on a slight downward trend anticipated in storage revenue fees offset by a conservative increase projected for sales of surplus revenue based on the prior year adopted budget. The 2010-11 final budget for sales of surplus revenue presented above was greater than the 2010-11 adopted budget as actual revenues were more than anticipated. As a result, the change from 2010-11 final budget reflects a decrease of \$88,963.

The financial statements prepared by the Auditor-Controller/Treasurer/Tax Collector as of June 30, 2010 note that unrestricted net assets for this fund were over the working capital requirement by \$26,013. Actual results of operation for 2010-11 as listed above have expenditures exceeding revenues which will adversely impact unrestricted net assets. A review of this internal service fund's two primary functions is planned for 2011-12 to analyze the rate structure and make appropriate changes to operations as needed.



2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Surplus Property and Stores	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

<u>Surplus Property and Storage</u>							
1 Stores Supervisor I							
1 Storekeeper							



Mail/Courier Services

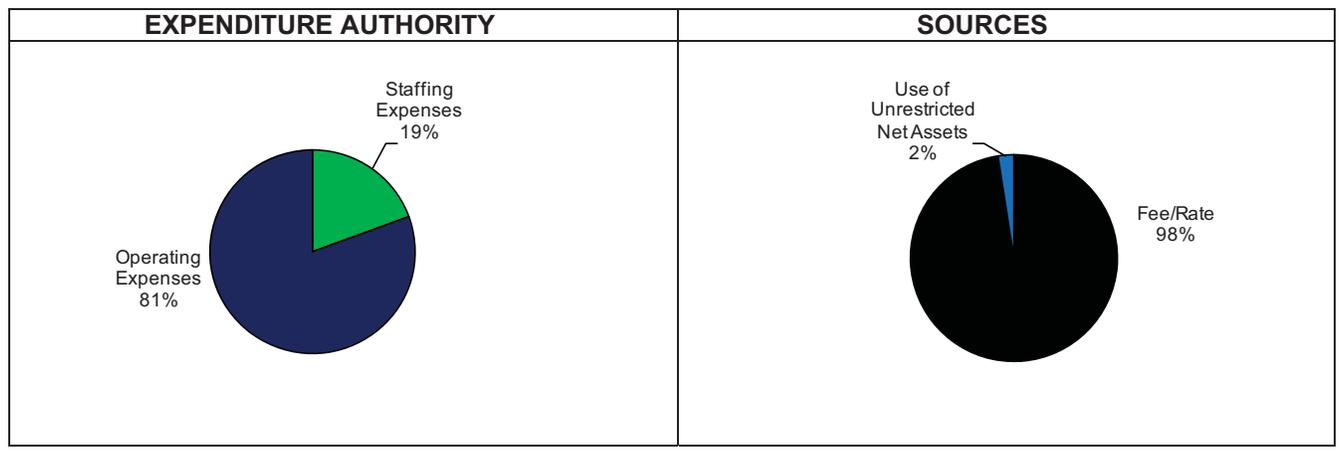
DESCRIPTION OF MAJOR SERVICES

Mail/Courier Services provides mail handling and interoffice mail delivery. Mail handling includes various expedited shipping services, along with automated mailing duties. There are 11 courier routes, four postage meter stations, two interoffice mail sorters, and a certified mail post.

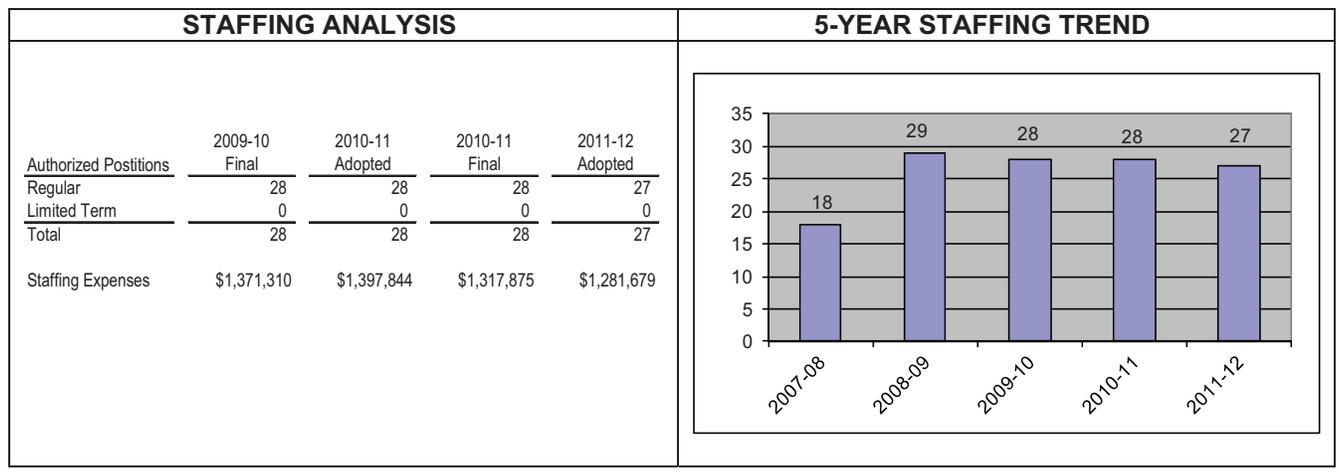
Budget at a Glance	
Total Expenditure Authority	\$6,607,468
Total Sources	\$6,445,026
Rev Over/(Under) Exp	(\$162,442)
Total Staff	27
Use of Unrestricted Net Assets	\$162,442

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are distributed to customers through user rates. Unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year and are used for working capital and for replacement of fixed assets. Any excess or shortage is incorporated into the rate structure.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

BUDGET UNIT: IAY PUR
FUNCTION: General
ACTIVITY: Mail/Courier Services

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	1,383,173	1,342,193	1,306,725	1,317,875	1,317,875	1,281,679	(36,196)
Operating Expenses	5,809,199	5,243,551	5,017,325	4,951,421	4,953,141	5,314,715	361,574
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	7,192,372	6,585,744	6,324,050	6,269,296	6,271,016	6,596,394	325,378
Reimbursements	0	(36,772)	0	0	0	0	0
Total Appropriation	7,192,372	6,548,972	6,324,050	6,269,296	6,271,016	6,596,394	325,378
Depreciation	31,121	24,543	9,674	10,185	9,674	11,074	1,400
Operating Transfers Out	0	0	0	40,000	40,000	0	(40,000)
Total Requirements	7,223,493	6,573,515	6,333,724	6,319,481	6,320,690	6,607,468	286,778
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	7,345,080	6,921,662	6,358,703	6,279,024	6,302,495	6,445,026	142,531
Other Revenue	0	0	0	0	0	0	0
Total Revenue	7,345,080	6,921,662	6,358,703	6,279,024	6,302,495	6,445,026	142,531
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	7,345,080	6,921,662	6,358,703	6,279,024	6,302,495	6,445,026	142,531
Rev Over/(Under) Exp	121,587	348,147	24,979	(40,457)	(18,195)	(162,442)	(144,247)
				Budgeted Staffing	28	27	(1)
Fixed Assets							
Capital Expenditures	23,977	64,131	0	0	10,727	0	(10,727)
Total Fixed Assets	23,977	64,131	0	0	10,727	0	(10,727)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,281,679 fund 27 budgeted positions. This appropriation unit has a net decrease of \$36,196 from the 2010-11 final budget which reflects staffing changes and work schedule reductions.

Operating expenses of \$5,314,715 include direct postage expenses, equipment leases and maintenance, postal software upgrades, application development for web-based billing, and other related services and supplies. Also included are central services related to facilities and computer operations, travel, and transfers. The net increase of \$361,574 from the 2010-11 final budget is primarily due to increases in professional services and central computer charges. Additionally, a budgetary increase in direct postage expenses is reflected as 2011-12 adopted budget was based on a conservative reduction of 2010-11 adopted budget, however, final postage expense for 2010-11 was less than prior year adopted budget due to a significant reduction in volume.

Depreciation expense of \$11,074 is increasing as a result of the purchase of capital assets in 2010-11.

Departmental revenue of \$6,445,026 represents payments from departments for mail handling and mail delivery. The 2011-12 adopted revenue budget was based on a conservative reduction of the prior year adopted budget as mail volume was decreasing. The 2010-11 final budget presented above was less than the 2010-11 adopted budget as mail volume decreased further than anticipated. As a result, the change from 2010-11 final budget reflects an increase of \$142,531. A revised rate structure was approved by the Board for 2011-12.

Fixed assets are not recommended as there are no plans for asset replacement at this time.

The financial statements prepared by the Auditor-Controller/Treasurer/Tax Collector as of June 30, 2010 note that unrestricted net assets for this fund were over the working capital requirement by \$98,049. Actual results of operation for 2010-11 as listed above have expenditures exceeding revenues which will reduce unrestricted net assets.



STAFFING CHANGES AND OPERATIONAL IMPACT

The staffing changes include a deletion of a vacant Mail Processor II resulting from projected reductions in mail volume.

The department is requesting the reclassification of a filled Mail Services Supervisor II to a Mail Services Manager based on an increase in responsibilities that are more consistent with higher level supervisory positions in the county. The reclassification is being studied by Human Resources.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Mail/Courier Services	27	0	27	27	0	0	27
Total	27	0	27	27	0	0	27

<u>Mail/Courier Services</u>	
1	Mail Services Manager
2	Mail Services Supervisor I
3	Mail Processor III
21	Mail Processor II



RISK MANAGEMENT

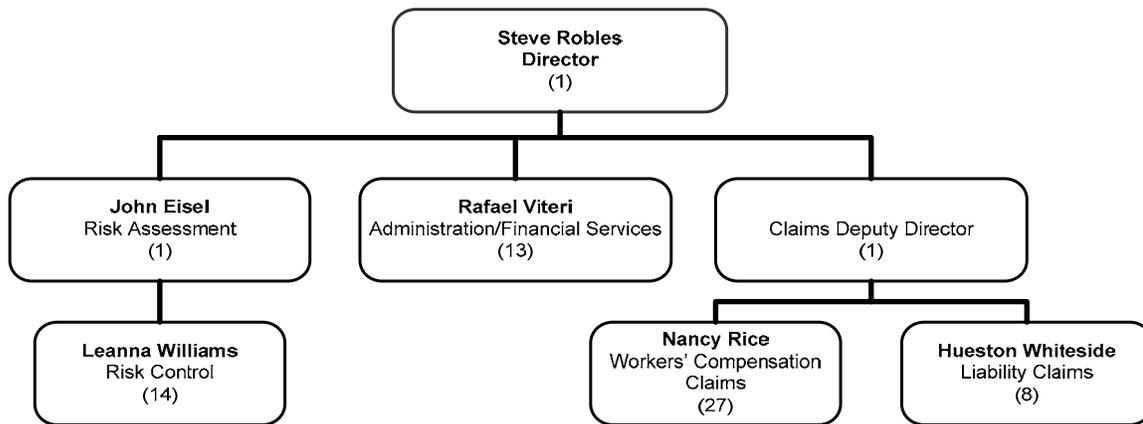
Steven T. Robles

MISSION STATEMENT

Risk Management seeks to minimize the frequency and severity of financial loss to the county through a coordinated Integrated Risk Management Program.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Deployed the Virtual Training Room – where employees can attend Department of Risk Management (DRM) hosted trainings online.
- Updated the Contractors Pollution Liability program covering contractors performing work at Solid Waste locations.
- Maintained self-insurance reserves at 80% confidence level.
- Expanded the Risk Management dashboard to include vehicle accidents and miles traveled.
- Maintain the Cost of Risk below 2% of the county budget.

2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MINIMIZE THE TOTAL COST OF RISK.					
<i>Objective A: Optimize insurance vs. risk retention.</i>					
Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Cost of risk as a percent of county budget. Target less than 2%.	1.7%	1.8%	<2%	1.9%	<2%



GOAL 2: SUPPORT COUNTYWIDE RISK CONTROL EFFORTS.

Objective A: Provide formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments.

Objective B: Expand participation in Arrowhead Achievement Program.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage increase in formal training classes offered.	25%	5%	5%	9%	10%
Number of departments participating in Arrowhead Achievement Program.	N/A	7	15	7	15

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Internal Service Funds						
Operations	6,106,689	6,106,689			0	65
Insurance Programs	70,008,786	63,612,600			(6,396,186)	0
Total Internal Service Funds	76,115,475	69,719,289			(6,396,186)	65

5-YEAR APPROPRIATION TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Risk Management Operations	7,082,321	7,180,783	6,541,581	5,833,825	6,106,689
Insurance Programs	70,334,073	64,286,186	66,040,123	67,582,150	70,008,786
Total	77,416,394	71,466,969	72,581,704	73,415,975	76,115,475

5-YEAR REVENUE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Risk Management Operations	7,082,321	7,180,783	6,570,156	6,351,588	6,106,689
Insurance Programs	106,326,183	84,075,100	68,127,100	62,912,172	63,612,600
Total	113,408,504	91,255,883	74,697,256	69,263,760	69,719,289

5-YEAR REVENUE OVER/(UNDER) EXPENSE

	2007-08	2008-09	2009-10	2010-11	2011-12
Risk Management Operations	0	0	28,575	517,763	0
Insurance Programs	35,992,110	19,788,914	2,086,977	(4,669,978)	(6,396,186)
Total	35,992,110	19,788,914	2,115,552	(4,152,215)	(6,396,186)



Operations

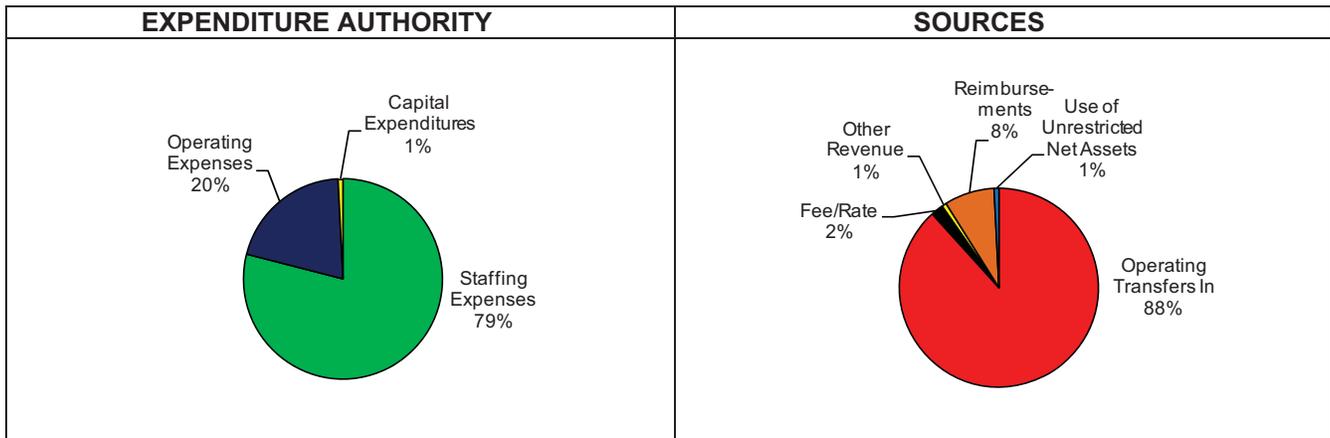
DESCRIPTION OF MAJOR SERVICES

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 funded by charging general fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for its specific coverage for the cost to pay losses under the self-insured programs and the cost of insurance for the insured programs.

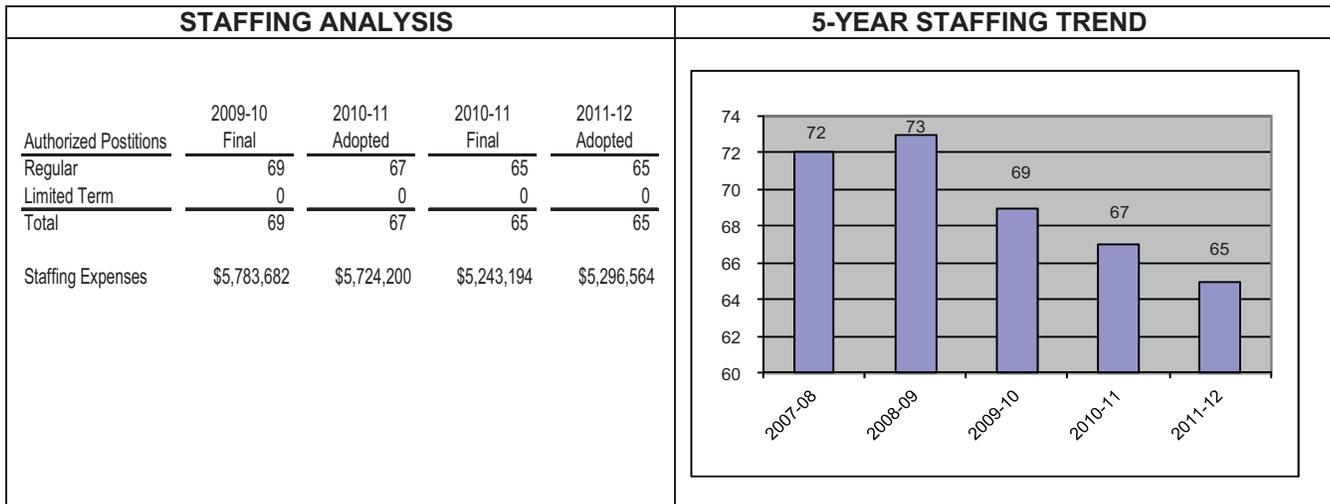
Budget at a Glance

Total Expenditure Authority	\$6,652,196
Total Sources	\$6,652,196
Rev Over/(Under) Exp	\$0
Total Staff	65
Use of Unrestricted Net Assets	\$52,735

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ADMINISTRATION ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Risk Management
FUND: Operations

BUDGET UNIT: IBP RMG
FUNCTION: General
ACTIVITY: Other General

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	5,624,358	5,602,880	5,383,835	5,243,193	5,243,194	5,296,564	53,370
Operating Expenses	1,637,971	1,580,240	1,131,401	1,160,681	1,160,683	1,355,632	194,949
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	7,262,329	7,183,120	6,515,236	6,403,874	6,403,877	6,652,196	248,319
Reimbursements	(619,995)	(633,153)	(664,636)	(570,052)	(570,052)	(545,507)	24,545
Total Appropriation	6,642,334	6,549,967	5,850,600	5,833,822	5,833,825	6,106,689	272,864
Depreciation	0	0	0	0	0	0	0
Operating Transfers Out	290,977	0	0	0	0	0	0
Total Requirements	6,933,311	6,549,967	5,850,600	5,833,822	5,833,825	6,106,689	272,864
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	35,611	205	29	0	0	0	0
Fee/Rate	7,709	198,872	97,610	125,214	125,214	136,000	10,786
Other Revenue	148,999	(282,886)	(334,872)	(12,133)	(12,133)	50,000	62,133
Total Revenue	192,319	(83,809)	(237,233)	113,081	113,081	186,000	72,919
Operating Transfers In	6,552,321	6,660,783	6,516,493	6,238,507	6,238,507	5,920,689	(317,818)
Total Financing Sources	6,744,640	6,576,974	6,279,260	6,351,588	6,351,588	6,106,689	(244,899)
Rev Over/(Under) Exp	(188,671)	27,007	428,660	517,766	517,763	0	(517,763)
				Budgeted Staffing	67	65	(2)
Fixed Assets							
Capital Expenditures	7,632	0	31,500	0	52,735	52,735	0
Total Fixed Assets	7,632	0	31,500	0	52,735	52,735	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$5,296,564 fund 65 budgeted positions and have increased by \$53,370 due to staffing changes and benefits changes.

Operating expenses of \$1,355,632 include costs for general office expenses, information technology equipment and services. The \$194,949 increase is based primarily on the increase of the COWCAP allocation, and the increase in transfers. Savings measures implemented during 2010-11 resulted in lower travel expenses.

Reimbursements of \$545,507 include payments from the insurance funds for 5 Risk Control Specialists and a Workers' Compensation Claims Adjuster. The \$24,545 decrease is due to lower staffing expenses.

Departmental revenue of \$6,106,689 will decrease by \$244,899 primarily due to lower operating transfers in from the insurance funds which are funded through Board of Supervisor's approved premiums paid by departments, Board Governed Special Districts and County Service Areas. This funding also includes administrative fee revenue from the Emergency Medical Services Program of \$136,000.

Capital expenditures for the claims system will remain at \$52,735.

STAFFING CHANGES AND OPERATIONAL IMPACT

Risk Management has reduced budgeted staffing by 3 budgeted vacant positions consisting of 1 Office Assistant II, 1 Office Specialist, and 1 Assistant Director of Risk Management. This decrease was offset by the addition of 1 Deputy Director of Risk Management.



2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Administration	15	0	15	13	2	0	15
Risk	15	0	15	15	0	0	15
Worker's Compensation	27	0	27	26	1	0	27
Liability	8	0	8	7	1	0	8
Total	65	0	65	61	4	0	65

<u>Administration</u>	<u>Risk</u>	<u>Worker's Compensation</u>	<u>Liability</u>
1 Director of Risk Management	1 Risk Assessment Officer	1 Supervising Workers Comp Adjuster	1 Liability Claims Rep III
2 Deputy Director of Risk Management	1 Risk Control Officer	1 Workers Comp Adjuster III	2 Liability Claims Rep II
1 Executive Secretary II	5 Dept. Risk Control Specialist	13 Workers Comp Adjuster II	3 Liability Claims Rep I
2 Staff Analyst II	5 Risk Control Specialist	1 Medical Only Claims Adjuster	1 Office Assistant III
1 Accountant II	1 Staff Analyst II	7 Claims Assistant	1 Office Assistant II
1 Accounting Technician	1 Office Assistant III	1 Fiscal Assistant	
2 Fiscal Assistant	1 Office Assistant II	1 Office Assistant III	
1 Payroll Specialist		2 Office Assistant II	
1 Office Assistant II			
2 Applications Specialist			
1 Automated Systems Technician			



Insurance Programs

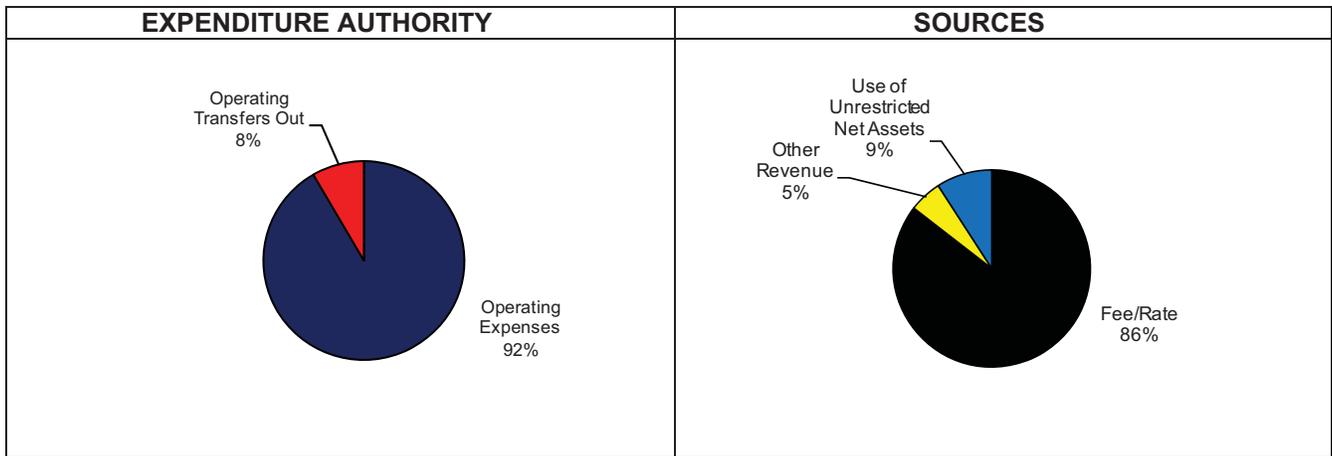
DESCRIPTION OF MAJOR SERVICES

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 paid from self-insurance funds and funded by charging general fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for its specific coverage for the cost to pay losses under the self-insured programs and the cost of insurance for the insured programs.

Budget at a Glance	
Total Expenditure Authority	\$70,008,786
Total Sources	\$63,612,600
Rev Over/(Under) Exp	(\$6,396,186)
Total Staff	0
Use of Unrestricted Net Assets	\$6,396,186

There is no staffing associated with this budget unit. Staff that administers these insurance programs are budgeted in Risk Management's Operations budget unit.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Risk Management
FUND: Insurance Programs

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Insurance

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	49,238,186	48,881,889	58,310,699	60,568,396	61,023,306	64,088,097	3,064,791
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	49,238,186	48,881,889	58,310,699	60,568,396	61,023,306	64,088,097	3,064,791
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	49,238,186	48,881,889	58,310,699	60,568,396	61,023,306	64,088,097	3,064,791
Depreciation	0	0	0	0	0	0	0
Operating Transfers Out	59,081,411	6,681,112	7,114,024	6,558,844	6,558,844	5,920,689	(638,155)
Total Requirements	108,319,597	55,563,001	65,424,723	67,127,240	67,582,150	70,008,786	2,426,636
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	20,625	41,250	16,875	0	0	0	0
Fee/Rate	113,992,228	81,284,460	67,247,750	58,486,072	58,798,772	59,853,000	1,054,228
Other Revenue	10,097,105	7,641,363	4,721,680	3,415,163	4,113,400	3,759,600	(353,800)
Total Revenue	124,109,958	88,967,073	71,986,305	61,901,235	62,912,172	63,612,600	700,428
Operating Transfers In	52,820,067	0	1,778	0	0	0	0
Total Financing Sources	176,930,025	88,967,073	71,988,083	61,901,235	62,912,172	63,612,600	700,428
Rev Over/(Under) Exp	68,610,428	33,404,072	6,563,360	(5,226,005)	(4,669,978)	(6,396,186)	(1,726,208)
				Budgeted Staffing	0	0	0
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	0
Total Fixed Assets	0	0	0	0	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$64,088,097 include judgment and settlement costs, medical treatment and expenses, temporary disability and loss earnings, property insurance, and legal defense services. The \$3,064,791 increase is a result of expected increased claims costs in workers' compensation and premiums for excess insurance.

Operating transfers out of \$5,920,689 represent funding to the Operations budget unit. The \$638,155 decrease represents reduced program administration expenses.

Departmental revenue of \$63,612,600 includes \$59,853,000 in insurance premiums collected from user departments as well as anticipated interest earnings and claims cost recoveries of \$3,759,600. The \$700,428 increase is primarily due to additional premium in Property and General Liability premiums as reserves for these programs need to reach the 80% actuarial confidence level.



LOCAL AGENCY FORMATION COMMISSION

Kathleen Rollings-McDonald

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Local Agency Formation Commission	344,637	0	344,637			0
Total General Fund	344,637	0	344,637			0

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Local Agency Formation Commission	338,215	350,000	344,637	344,637	344,637
Total	338,215	350,000	344,637	344,637	344,637

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Local Agency Formation Commission	0	0	0	0	0
Total	0	0	0	0	0

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Local Agency Formation Commission	338,215	350,000	344,637	344,637	344,637
Total	338,215	350,000	344,637	344,637	344,637

DESCRIPTION OF MAJOR SERVICES

The Local Agency Formation Commission (LAFCO) is an independent regulatory body composed of two elected county supervisors selected by the Board of Supervisors, two city council members chosen by the mayors of the 24 incorporated cities, two elected special district board of directors selected by the presidents of independent special districts in the county, and one public member not associated with the county, city, or special districts who is chosen by the other six commission members. The members are charged with the responsibility to encourage the orderly growth of government agencies, to preserve agricultural lands, to discourage urban sprawl, and to assure efficient delivery of services through local government agencies within San Bernardino County. In meeting these responsibilities, the Commission:

1. Regulates proposed boundary and sphere of influence changes for cities and special districts.
2. Conducts sphere of influence updates and municipal service reviews. The Commission also has the authority to initiate and make studies of existing government agencies and initiate proposals for consolidations, mergers, or dissolutions of special districts based upon its findings.
3. Regulates the formation and dissolution of cities and special districts.
4. Reviews contracts for the provision of services outside the boundaries of cities and special districts.

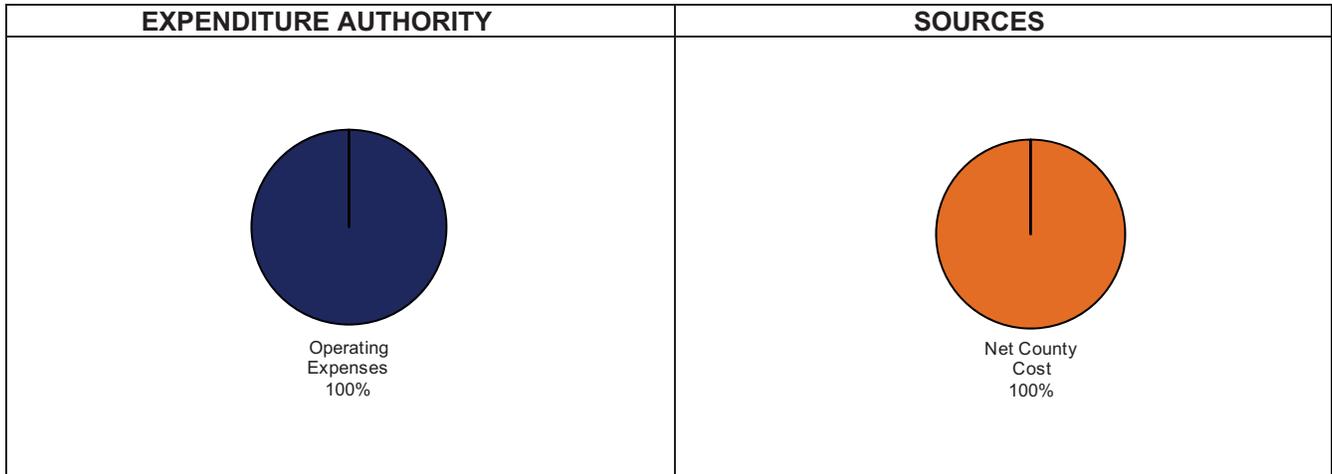
Costs incurred in this budget unit represent the county's legally mandated contribution to LAFCO which is one-third of the operating cost that is not reimbursed by fees and other revenue.

Budget at a Glance

Total Expenditure Authority	\$344,637
Total Sources	\$0
Net County Cost	\$344,637
Total Staff	0
Funded by Net County Cost	100%



2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: Local Agency Formation Commission
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	338,215	350,000	333,805	344,637	344,637	344,637	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	338,215	350,000	333,805	344,637	344,637	344,637	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	338,215	350,000	333,805	344,637	344,637	344,637	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	338,215	350,000	333,805	344,637	344,637	344,637	0
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	338,215	350,000	333,805	344,637	344,637	344,637	0
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses represent the county's mandated contribution of one-third of LAFCO's net operating costs, which include salaries and benefits, services and supplies, and travel related expenses offset by revenue from fees and other revenues. The budget remains at \$344,637 until the county's mandated contribution is known for 2011-12. The mandated amount is now known and will be adjusted downward as part of the First Quarter Budget Report to \$311,213, resulting in additional Net County Cost savings.



COUNTY SCHOOLS Gary Thomas

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
County Schools	3,286,324	0	3,286,324			0
Total General Fund	3,286,324	0	3,286,324			0

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Schools	4,308,605	4,308,605	2,876,738	2,897,138	3,286,324
Total	4,308,605	4,308,605	2,876,738	2,897,138	3,286,324

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Schools	0	0	0	0	0
Total	0	0	0	0	0

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Schools	4,308,605	4,308,605	2,876,738	2,897,138	3,286,324
Total	4,308,605	4,308,605	2,876,738	2,897,138	3,286,324



County Schools

DESCRIPTION OF MAJOR SERVICES

This budget unit represents the county's total legal and contractual obligations to contribute to the costs of the Superintendent of Schools and District Financial Services, known collectively as the San Bernardino County Superintendent of Schools. San Bernardino County Superintendent of Schools is one of the last dependent county office of education in the state.

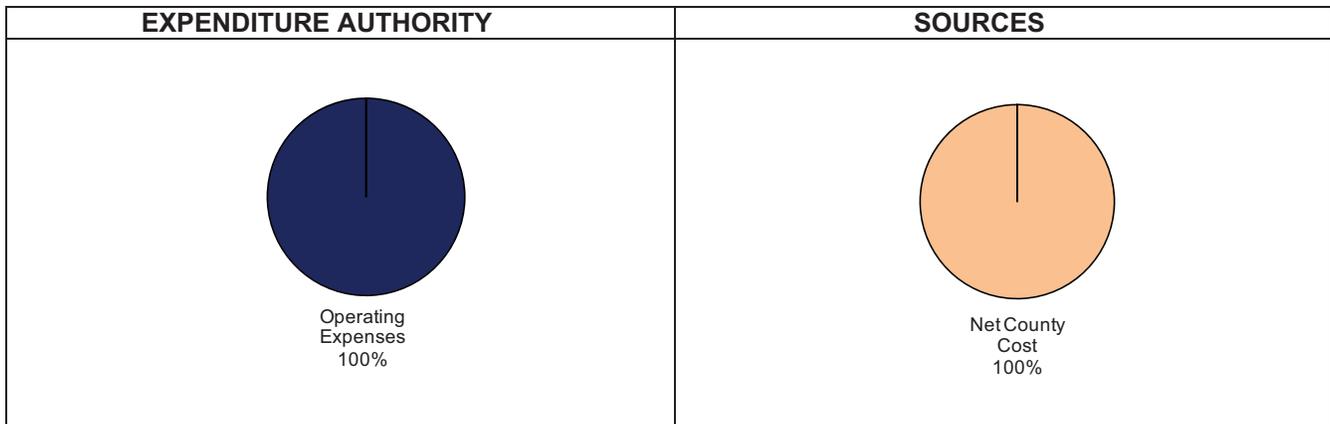
Budget at a Glance	
Total Expenditure Authority	\$3,286,324
Total Sources	\$0
Net County Cost	\$3,286,324
Total Staff	0
Funded by Net County Cost	100%

The Superintendent of Schools is the elected chief school administrative office of the county and is mandated by state law to provide various services for 33 school districts and two regional occupational programs. The Superintendent also provides ancillary services to five community college districts within the county. Through state and other funding sources, the Superintendent provides services to more than 425,000 grades K through 12 students and approximately 40,000 community college students in accordance with the Education Code. These services also include direct instruction to alternative education, special education, juvenile hall and preschool students.

District Financial Services was established to independently perform all audits and approval functions required of the Auditor-Controller/Treasurer/Tax Collector and the Superintendent of Schools. District Financial Services is jointly responsible to those elected officials. These services include warrant production, control and the examination and audit of the payrolls and other expenditures from the funds of the school districts and entities in the county.

There is no staffing associated with this budget unit, as it only represents the financial contribution by the county.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Administration
 DEPARTMENT: County Schools
 FUND: General

BUDGET UNIT: AAA SCL
 FUNCTION: Education
 ACTIVITY: School Administration

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,383,466	3,366,237	2,876,737	2,897,138	2,897,138	3,286,324	389,186
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,383,466	3,366,237	2,876,737	2,897,138	2,897,138	3,286,324	389,186
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,383,466	3,366,237	2,876,737	2,897,138	2,897,138	3,286,324	389,186
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,383,466	3,366,237	2,876,737	2,897,138	2,897,138	3,286,324	389,186
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	2,383,466	3,366,237	2,876,737	2,897,138	2,897,138	3,286,324	389,186
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$3,286,324 primarily include lease costs, information technology services, auditing services, costs for utilities, and other contractual agreements. The \$389,186 increase in operating expenses is due to overhead charges as provided in the Countywide Cost Allocation Plan (COWCAP) being charged to all county general fund departments and increased property insurance costs.





YOUR COUNTY... YOUR FUTURE

ECONOMIC DEVELOPMENT AGENCY

2011-12
ADOPTED BUDGET

- County of San Bernardino -

**ECONOMIC DEVELOPMENT AGENCY
SUMMARY**

<u>GENERAL FUND</u>	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Staffing</u>
ECONOMIC DEVELOPMENT AGENCY	194				
ECONOMIC DEVELOPMENT	201	2,967,151	25,000	2,942,151	16
TOTAL GENERAL FUND		<u>2,967,151</u>	<u>25,000</u>	<u>2,942,151</u>	<u>16</u>
<u>SPECIAL REVENUE FUNDS</u>	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Fund Balance</u>	<u>Staffing</u>
ECONOMIC DEVELOPMENT:					
SAN BERNARDINO VALLEY ENTERPRISE ZONE	204	248,704	104,650	144,054	0
COMMUNITY DEVELOPMENT AND HOUSING	208	75,202,782	56,058,843	19,143,939	25
WORKFORCE DEVELOPMENT	211	20,414,541	19,971,116	443,425	105
TOTAL SPECIAL REVENUE		<u>95,866,027</u>	<u>76,134,609</u>	<u>19,731,418</u>	<u>130</u>



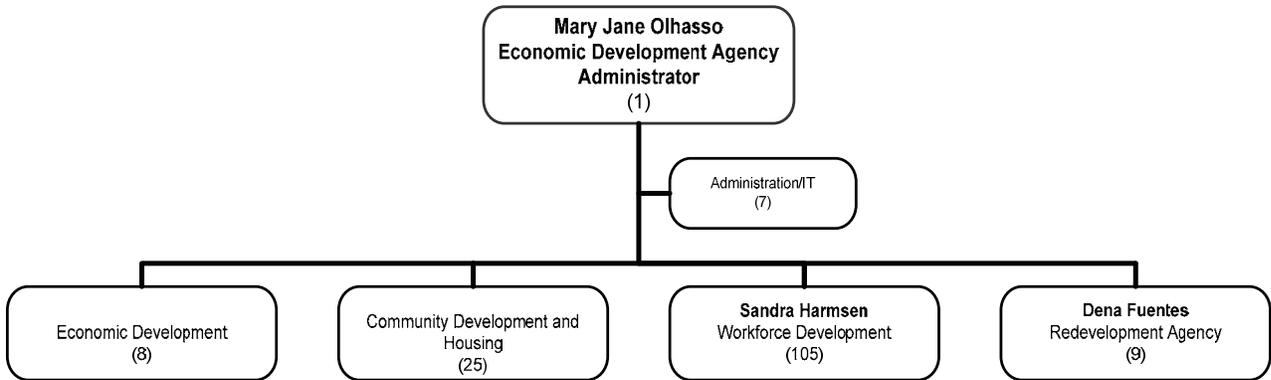
ECONOMIC DEVELOPMENT AGENCY Mary Jane Olhasso

MISSION STATEMENT

The Economic Development Agency's mission is to create, maintain, and grow the economic value of San Bernardino County.



ORGANIZATIONAL CHART



2009-10 AND 2011-11 ACCOMPLISHMENTS

- Successful transition to a new Economic Development Agency (Agency) Administration followed by the initiation of a rebranding plan that included the launch of the Agency's new website: sbcountyadvantage.com.
- Participated on the county team to develop a countywide vision for the region.
- Successful implementation of an Agency-wide training series.
- Redevelopment Agency issued two bonds providing infrastructure funding of approximately \$31 million.
- Restructured the Community Development Block Grant program to increase effectiveness and efficiency.



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
<u>General Fund</u>						
Economic Development	2,967,151	25,000	2,942,151			16
Total General Fund	2,967,151	25,000	2,942,151			16
<u>Special Revenue Funds</u>						
San Bernardino Valley Enterprise Zone	248,704	104,650		144,054		0
Community Development and Housing	75,202,782	56,058,843		19,143,939		25
Workforce Development	20,414,541	19,971,116		443,425		105
Total Special Revenue Funds	95,866,027	76,134,609		19,731,418		130
<u>Other Agencies</u>						
Economic and Community Development Corp	92	1		91		0
County Industrial Development Authority	47,687	600		47,087		0
<u>Redevelopment Agency</u>						
San Sevaine Project Area	85,399,540	16,404,366		68,995,174		9
Cedar Glen Project Area	15,697,118	1,139,222		14,557,896		0
VVEDA Project Area	7,017,227	871,300		6,145,927		0
Mission Blvd Project Area	263,616	94,800		168,816		0
Total Other Agencies	108,425,280	18,510,289		89,914,991		9
Total - All Funds	207,258,458	94,669,898	2,942,151	109,646,409		155



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Economic Development	7,866,652	7,318,898	3,595,461	3,065,030	2,967,151
San Bernardino Valley Enterprise Zone	391,412	392,911	208,967	248,989	248,704
Community Development and Housing	49,461,751	50,040,727	42,326,556	42,021,486	75,202,782
Workforce Development	13,774,477	12,493,181	25,318,326	23,471,089	20,414,541
Other Agency					
Economic and Community Development Corp	18,918	282	131	91	92
Industrial Development Authority	50,196	38,146	39,158	70,353	47,687
Redevelopment					
San Sevaine Project Area	65,759,453	65,885,843	64,990,420	93,653,946	85,399,540
Cedar Glen Project Area	9,878,195	10,673,987	10,974,585	16,089,222	15,697,118
Victor Valley Economic Development Authority	1,056,238	1,482,279	5,051,087	6,211,227	7,017,227
Mission Boulevard Joint Project Area	129,016	111,403	227,390	269,723	263,616
Total	\$148,386,308	\$148,437,657	\$152,732,081	\$185,101,156	\$207,258,458

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Economic Development	604,000	580,000	339,247	201,441	25,000
San Bernardino Valley Enterprise Zone	391,412	101,891	97,498	103,782	104,650
Community Development and Housing	35,761,315	33,447,531	23,422,053	24,926,121	56,058,843
Workforce Development	13,984,208	12,529,260	25,452,708	23,692,723	19,971,116
Other Agency					
Economic and Community Development Corp	12,700	0	5	0	1
Industrial Development Authority	1,000	1,000	1,000	640	600
Redevelopment					
San Sevaine Project Area	14,027,786	14,024,567	11,081,621	43,436,292	16,404,366
Cedar Glen Project Area	403,250	836,460	633,402	6,056,958	1,139,222
Victor Valley Economic Development Authority	155,550	256,105	1,269,565	802,900	871,300
Mission Boulevard Joint Project Area	22,570	24,570	87,610	84,379	94,800
Total	\$65,363,791	\$61,801,384	\$62,384,709	\$99,305,236	\$94,669,898

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Economic Development	7,262,652	6,738,898	3,256,214	2,863,589	2,942,151
Total	\$7,262,652	\$6,738,898	\$3,256,214	\$2,863,589	\$2,942,151

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
San Bernardino Valley Enterprise Zone	-	291,020	111,469	145,207	144,054
Community Development and Housing	13,700,436	16,593,196	18,904,503	17,095,365	19,143,939
Workforce Development	(209,731)	(36,079)	(134,382)	(221,634)	443,425
Other Agency					
Economic and Community Development Corp	6,218	282	126	91	91
Industrial Development Authority	49,196	37,146	38,158	69,713	47,087
Redevelopment					
San Sevaine Project Area	51,731,667	51,861,276	53,908,799	50,217,654	68,995,174
Cedar Glen Project Area	9,474,945	9,837,527	10,341,183	10,032,264	14,557,896
Victor Valley Economic Development Authority	900,688	1,226,174	3,781,522	5,408,327	6,145,927
Mission Boulevard Joint Project Area	106,446	86,833	139,780	185,344	168,816
Total	\$75,759,865	\$79,897,375	\$87,091,158	\$82,932,331	\$109,646,409



The Agency provides overall administrative support and policy implementation to four departments. This includes the facilitation of communication between the County Administrative Office as well as the Board of Supervisors. In addition, the Agency oversees the information technology function and public relations and marketing support.

Through the combination of four departments with common goals and objectives, the Agency provides leadership and direction to all 24 cities and private economic development organizations within the county.

NOTE: The Other Agencies , including Redevelopment Agency, budget units are reported in a separate document. The budget for the Agency is incorporated within the department of Economic evelopment's budget unit.



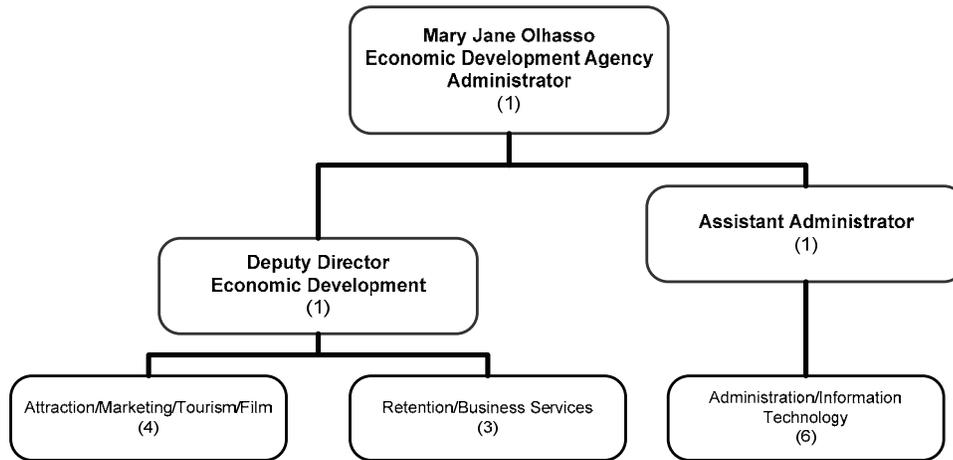
ECONOMIC DEVELOPMENT Mary Jane Olhasso

MISSION STATEMENT

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



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- The department successfully initiated a rebranding plan that included the launch of the Economic Development Agency’s new website: sbcountyadvantage.com.
- The department was able to develop a new system for responding to site selection requests by leveraging existing data in Google Maps, leading to a 40% increase in efficiency in preparing site selection packages.
- The department successfully launched the county’s Domestic Tourism Program with DiscoverIE.com, showcasing the best of San Bernardino County destinations. The venture brought together all the stakeholders within San Bernardino County tourism industry, to develop a cohesive, cooperative Tourism Plan and branding strategy for the region.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: FOSTER JOB CREATION AND IMPROVE THE WELFARE OF COUNTY RESIDENTS.

Objective: Identify, attract and facilitate the location and/or relocation of businesses that offer jobs suitable for the job skills available within the county.

Measurement:	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of new businesses attracted to the county through the attraction and expansion efforts of the Department of Economic Development.	N/A	N/A	New	202	220

The Department of Economic Development’s attraction efforts are based primarily on a site selection process. This involves identifying sites that meet the requirements and coordinating site tours with brokers and developers. During this process, other departments, including Land Use/Building and Safety, etc., are brought in to ensure a seamless progression of services for the requesting client.

In 2011-12, the department plans to create an action plan that will position the county to take advantage of key economic development opportunities during the economic recovery. The department will create collaborative forums with key industry sector leaders and educators to discuss potential technical transfer programs and the potential for creating regional innovation corridors.

To successfully foster job creation, increase private investment and enhance county revenues through retention, attraction and expansion of business, the Department of Economic Development plans to create and develop strong regional relationships with local businesses, cities and chambers of commerce.

GOAL 2: ENHANCE THE COUNTY OF SAN BERNARDINO’S POSITION AS A TOURIST DESTINATION AND PROMOTE THE COUNTY AS A VIABLE FILM LOCATION.

Objective: Enhance the image of the county as a viable film location and create awareness of the economic benefits of filming in the county through ongoing branding and marketing.

Measurements	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of International/Technical Tour excursions booked to the County.	N/A	N/A	N/A	N/A	50
Number of Film Permits issued annually.	N/A	N/A	New	164	164

The Department of Economic Development, in an effort to build its tourism program, has hired an international tourism development consultant to develop a strategic marketing program that incorporates destination branding; technical tour programming; travel product development and project management to create a sustainable tourism industry for the county. The department has also hired the Inland Empire Film Commission to promote locations within the county and execute film permits.



SUMMARY OF BUDGET UNITS

2011-12						
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Economic Development	2,967,151	25,000	2,942,151			16
Total General Fund	2,967,151	25,000	2,942,151			16
Special Revenue Fund						
San Bernardino Valley Enterprise Zone	248,704	104,650		144,054		0
Total Special Revenue Fund	248,704	104,650		144,054		0
Total - All Funds	3,215,855	129,650	2,942,151	144,054		16

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Economic Development	7,866,652	7,318,898	3,595,461	3,065,030	2,967,151
San Bernardino Valley Enterprise Zone	391,412	392,911	208,967	248,989	248,704
Total	8,258,064	7,711,809	3,804,428	3,314,019	3,215,855

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Economic Development	604,000	580,000	339,247	201,441	25,000
San Bernardino Valley Enterprise Zone	391,412	101,891	97,498	103,782	104,650
Total	995,412	681,891	436,745	305,223	129,650

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Economic Development	7,262,652	6,738,898	3,256,214	2,863,589	2,942,151
Total	7,262,652	6,738,898	3,256,214	2,863,589	2,942,151

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
San Bernardino Valley Enterprise Zone	-	291,020	111,469	145,207	144,054
Total	0	291,020	111,469	145,207	144,054



Economic Development

DESCRIPTION OF MAJOR SERVICES

The Department of Economic Development's (ED) major goal is to foster job creation, increase private investment and enhance county revenues through the implementation of a countywide economic development strategy. The strategy focuses on maximizing the standard of living of the county's residents, providing economic opportunities for the county's businesses, fostering a competitive environment and positioning the county as a highly competitive region for business opportunities. The strategy will emphasize industry sectors with high-growth potential and offering high paying jobs.

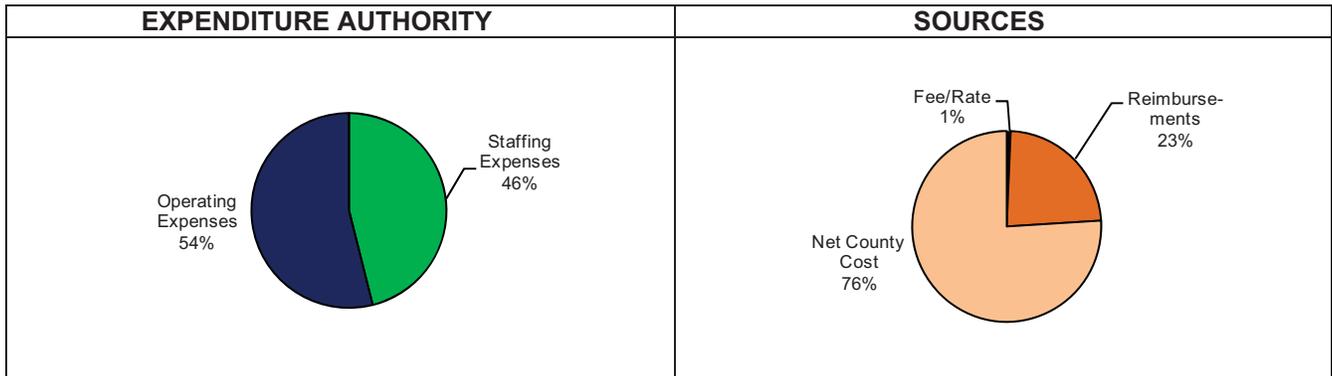
Budget at a Glance	
Total Expenditure Authority	\$3,871,522
Total Sources	\$929,371
Net County Cost	\$2,942,151
Total Staff	16
Funded by Net County Cost	76%

The department spearheads initiatives with local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations including, but not limited to, the State of California, San Bernardino County cities, the County of Riverside, as well as non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives. Outreach to private sector stakeholders is conducted via a comprehensive media/marketing campaign.

The department also creates and develops necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services including the following:

- Site Selection Assistance.
- Market Analysis and Demographics.
- Permitting Assistance.
- International Trade Services.
- Enterprise Zone and Program Management.
- Small Business Assistance and Technical Support.
- Technical assistance and marketing support to county cities and economic development stakeholders.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2009-10	2010-11	2010-11	2011-12					
Authorized Positions	Final	Adopted	Final	Adopted					
Regular	28	22	19	16					
Limited Term	2	0	0	0					
Total	30	22	19	16					
Staffing Expenses	\$2,533,189	\$2,487,158	\$1,931,327	\$1,783,666					

ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Economic Development
 DEPARTMENT: Economic Development
 FUND: General

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

	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	Change From
	Actual	Actual	Actual	Actual	Final Budget	Adopted Budget	2010-11 Final Budget
Appropriation							
Staffing Expenses	3,303,854	2,670,061	2,533,189	1,931,327	1,931,327	1,783,666	(147,661)
Operating Expenses	7,135,253	4,007,203	2,735,356	2,187,151	2,234,378	2,087,856	(146,522)
Capital Expenditures	0	19,998	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	10,439,107	6,697,262	5,268,545	4,118,478	4,165,705	3,871,522	(294,183)
Reimbursements	(2,854,924)	(2,079,632)	(1,716,566)	(1,100,675)	(1,100,675)	(904,371)	196,304
Total Appropriation	7,584,183	4,617,630	3,551,979	3,017,803	3,065,030	2,967,151	(97,879)
Operating Transfers Out	0	0	40,000	0	0	0	0
Total Requirements	7,584,183	4,617,630	3,591,979	3,017,803	3,065,030	2,967,151	(97,879)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	83,333	0	15,351	31,176	31,176	25,000	(6,176)
Other Revenue	670,883	16,220	20,476	158,865	158,865	0	(158,865)
Total Revenue	754,216	16,220	35,827	190,041	190,041	25,000	(165,041)
Operating Transfers In	0	500,000	300,000	11,400	11,400	0	(11,400)
Total Sources	754,216	516,220	335,827	201,441	201,441	25,000	(176,441)
Net County Cost	6,829,967	4,101,410	3,256,152	2,816,362	2,863,589	2,942,151	78,562
Budgeted Staffing					19	16	(3)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,783,666 fund 16 budgeted positions. This represents a decrease of \$147,661 from the 2010-11 final budget and reflects staffing and compensation reductions due to the economic conditions and a reorganization of the Economic Development Agency.

Operating expenses of \$2,087,856 include costs of various Economic Development programs (real estate related trade shows, advertising, public relations, and tourism); travel and internal transfers out (County Counsel charges, Facilities, etc.). Operating expenses decreased by \$146,522 from the 2010-11 final budget, due primarily to rent savings of \$131,000 and also a subsequent scaling-down of Economic Development programs due to the impact of the economic conditions.



Reimbursements of \$904,371 was reduced by \$196,304 reflecting a shift in the Economic Development program focus and in particular direct in-house marketing services. The result is a reduction in the number of reimbursable positions.

Departmental revenue of \$25,000 represents registration fees for the State of the County event planned for the spring of 2012. The decrease in total revenue by \$176,441 from the 2010-11 final budget represents additional revenue from registration fees and sponsorships of the 2010-11 State of the County event which is not anticipated in 2011-12.

STAFFING CHANGES AND OPERATIONAL IMPACT

Budget adjustments in the Second Quarter Budget Report of 2010-11 deleted the following 3 positions: 1 Public Information Specialist, 1 Automated Systems Technician I and 1 Executive Secretary I.

Budget reductions in 2011-12 resulted in the deletion of 3 positions for savings of \$292,223 (1 Applications Specialist; 1 Economic Analyst; and 1 Business Services Specialist). Additionally, included in the 2011-12 budget is the reclassification of 1 Staff Analyst II to an Economic Development Coordinator III position.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Economic Development Agency	3	0	3	3	0	0	3
EDA -Administration/IT	5	0	5	5	0	0	5
Economic Development (ED)	1	0	1	1	0	0	1
ED - Attraction/Marketing/Tourism/Film	4	0	4	2	2	0	4
ED - Retention/Business Svcs	3	0	3	1	2	0	3
Total	16	0	16	12	4	0	16

<u>Economic Development Agency</u>	<u>Department of Economic Development</u>	<u>ED-Attraction/Marketing /Tourism/Film</u>	<u>ED – Retention/ Business Services</u>
1 Administrator	1 Deputy Director of Economic Development	1 Econ. Dev. Manager	1 Econ. Dev. Manager
1 Assistant Administrator		2 Econ. Dev. Coordinator III	2 Econ. Dev. Coordinator III
1 Executive Secretary III		1 Graphic Artist	
<u>EDA Administration/IT</u>			
2 Staff Analyst II			
1 Payroll Specialist			
1 Automated Systems Analyst			
1 Automated Systems Technician			



San Bernardino Valley Enterprise Zone

DESCRIPTION OF MAJOR SERVICES

On August 22, 2006 (Item No. 50), the Board of Supervisors approved a Memorandum of Understanding with the City of Colton, City of San Bernardino, and the Inland Valley Development Agency (IVDA) to fund, manage and describe the jurisdictional responsibilities of the San Bernardino Valley Enterprise Zone (SBVEZ). The SBVEZ is a state designated geographical area that offers local businesses state tax incentives in order to stimulate economic growth in the economically distressed areas of the City of Colton, City of San Bernardino, and the county.

Total Expenditure Authority	\$263,805
Total Sources	\$119,751
Fund Balance	\$144,054
Total Staff	0

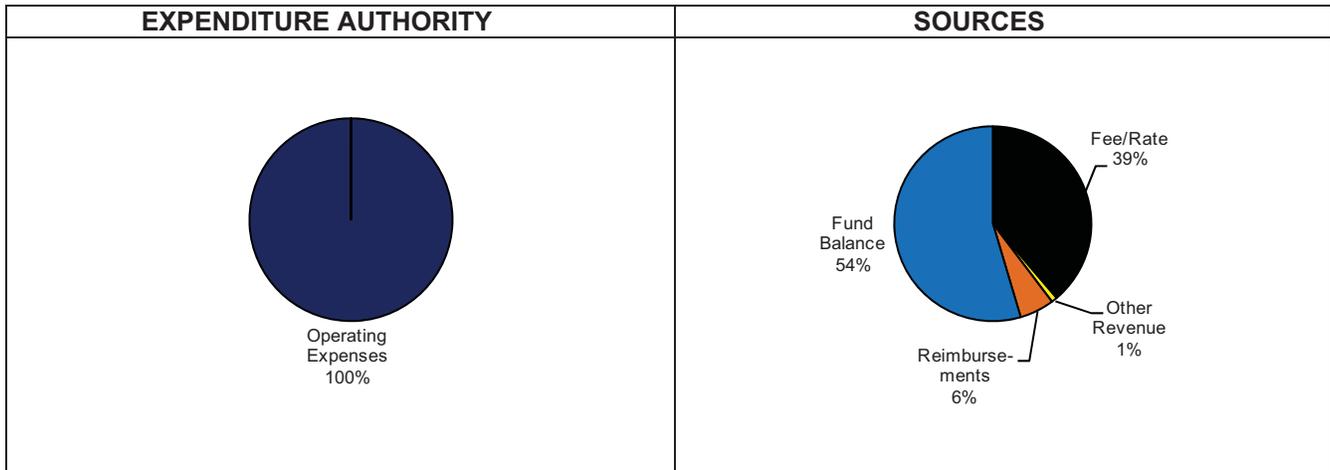
The SBVEZ facilitates economic growth through assistance to local businesses, jurisdictional leadership, public/private collaborations, attraction of new investment, the retention/expansion of existing businesses, and the employment of the most difficult-to-hire workers into private sector jobs.

Major services offered to SBVEZ businesses in 2011-12 include the following:

- Educational workshops on state tax credits.
- Employment and training assistance for zone businesses.
- Assistance in accessing and procuring state contracts.
- Process employment vouchers to allow businesses that hire qualified individuals to receive state's hiring tax credits.
- Site selection assistance for new and expanding businesses.
- Permitting assistance for new and expanding businesses.

The services are offered through the Department of Economic Development in collaboration with the cities of Colton and San Bernardino and IVDA.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Economic Development
 DEPARTMENT: Economic Development
 FUND: San Bernardino Valley Enterprise Zone

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	72,318	403,911	80,650	120,439	120,439	263,805	143,366
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	143,651	0	(143,651)
Total Exp Authority	72,318	403,911	80,650	120,439	264,090	263,805	(285)
Reimbursements	(37,088)	(11,000)	(14,573)	(15,101)	(15,101)	(15,101)	0
Total Appropriation	35,230	392,911	66,077	105,338	248,989	248,704	(285)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	35,230	392,911	66,077	105,338	248,989	248,704	(285)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	317,810	99,337	57,421	102,150	101,282	102,150	868
Other Revenue	8,440	2,554	42,395	2,025	2,500	2,500	0
Total Revenue	326,250	101,891	99,816	104,175	103,782	104,650	868
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	326,250	101,891	99,816	104,175	103,782	104,650	868
				Fund Balance	145,207	144,054	(1,153)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$263,805 represent costs for marketing, advertising, professional memberships, travel including trade show attendance and conferences , and internal transfers for services including County Counsel and Information Services department mapping and printing.

Revenue and reimbursements represent the individual partner fair share percentage of the administrative costs for the SB E . Each artner has been authori ed by its legislative body to contribute funds to cover the administrative costs of the Enterprise one. The county's portion of administrative costs for the 2011 12 is \$15,101 and is shown as a reimbursement, with the payment being budgeted within the Economic evelopment Agency's budget.



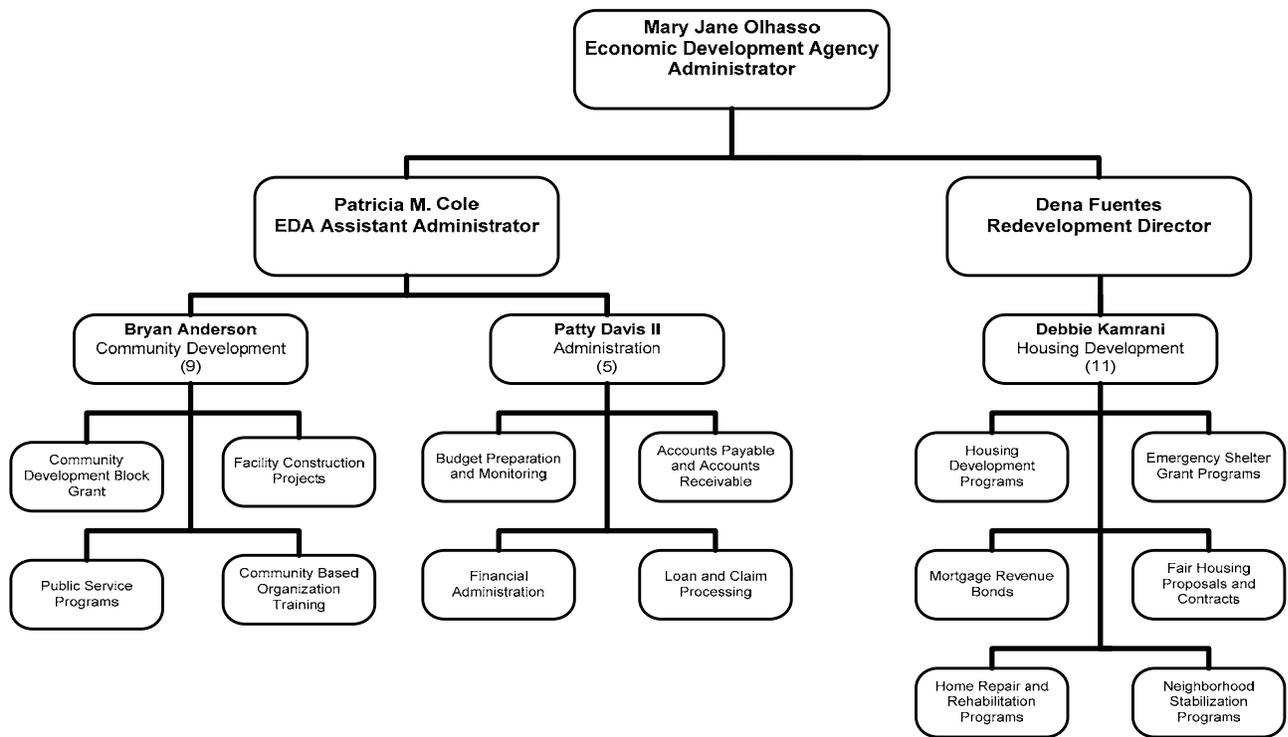
COMMUNITY DEVELOPMENT AND HOUSING

Patricia M. Cole (Community Development and Administration)
Dena Fuentes (Housing)

MISSION STATEMENT

The Department of Community Development and Housing is a dynamic team that utilizes experience and knowledge to create and achieve a better quality of life for county residents by providing quality programs and services. In addition, the department is a good steward of the Public Trust, ensuring the effective and efficient delivery of community development and housing program resources.

ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- For 2009-10, there were a total of 125 construction projects that were either completed or underway, and for 2010-11 there were a total of 118 construction projects that will either be completed or underway.
- For 2009-10, a total of 78 public service programs were funded and were able to provide various social service needs to 35,387 county residents, and for 2010-11, a total of 82 public service programs were funded and were able to provide various social service needs to 33,317 county residents.
- For 2009-10, construction was underway for 300 units. For 2010-11, construction was underway or completed for 545 units.
- For 2009-10, 265 households received assistance for the purchase of or repair of owner occupied single family residence. For 2010-11, 122 households received assistance for the purchase of or repair of owner occupied single family residences.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS.

Objective: Improve communities in San Bernardino County by financing construction projects and public services.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of county residents benefiting from public service projects.	46,015	35,387	45,000	33,317	15,000

GOAL 2: ENSURE DEVELOPMENT OF WELL PLANNED, BALANCED AND SUSTAINABLE COMMUNITIES.

Objective: Expand the supply of quality, safe, sanitary and affordable housing for residents of San Bernardino County.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of multi family low, moderate or middle income units provided this fiscal year.	22	0	75	75	96
Number of homes purchased, repaired or rehabilitated for low, moderate and middle income persons assisted this fiscal year.	281	265	160	122	160

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Special Revenue Fund						
Community Development and Housing	75,202,782	56,058,843		19,143,939		25
Total Special Revenue Fund	75,202,782	56,058,843		19,143,939		25
Other Agencies						
Economic and Community Development Corp	92	1		91		0
Industrial Development Authority	47,687	600		47,087		0
Total Other Agencies	47,779	601		47,178		0
Total - All Funds	75,250,561	56,059,444		19,191,117		25

5-YEAR APPROPRIATION TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Community Development and Housing	49,461,751	50,040,727	42,326,556	42,021,486	75,202,782
Economic and Community Development Corp	18,918	282	131	91	92
Industrial Development Authority	50,196	38,146	39,158	70,353	47,687
Total	49,530,865	50,079,155	42,365,845	42,091,930	75,250,561

5-YEAR REVENUE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Community Development and Housing	35,761,315	33,447,531	23,422,053	24,926,121	56,058,843
Economic and Community Development Corp	12,700	0	5	0	1
Industrial Development Authority	1,000	1,000	1,000	640	600
Total	35,775,015	33,448,531	23,423,058	24,926,761	56,059,444

5-YEAR FUND BALANCE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Community Development and Housing	13,700,436	16,593,196	18,904,503	17,095,365	19,143,939
Economic and Community Development Corp	6,218	282	126	91	91
Industrial Development Authority	49,196	37,146	38,158	69,713	47,087
Total	13,755,850	16,630,624	18,942,787	17,165,169	19,191,117



Community Development And Housing

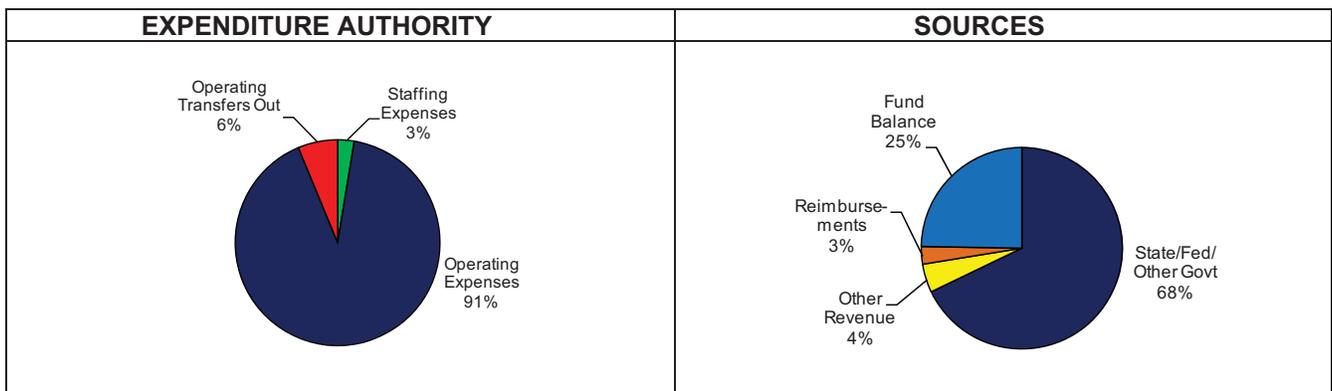
DESCRIPTION OF MAJOR SERVICES

The Department of Community Development and Housing (CDH) is responsible for administering federal, state, and local grant funds allocated to the County of San Bernardino for housing and community development programs. Federal funds comprise a large percentage of the total monies included in the department's budget through the Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), the HOME Investment Partnership Act Grant (HOME), the Neighborhood Initiative Grant (NI), Neighborhood Stabilization Program Grant (NSP), the American Recovery and Reinvestment Act funded (CDBG-R), and Housing Preservation and Rapid Re-housing Program Grant (HPRP).

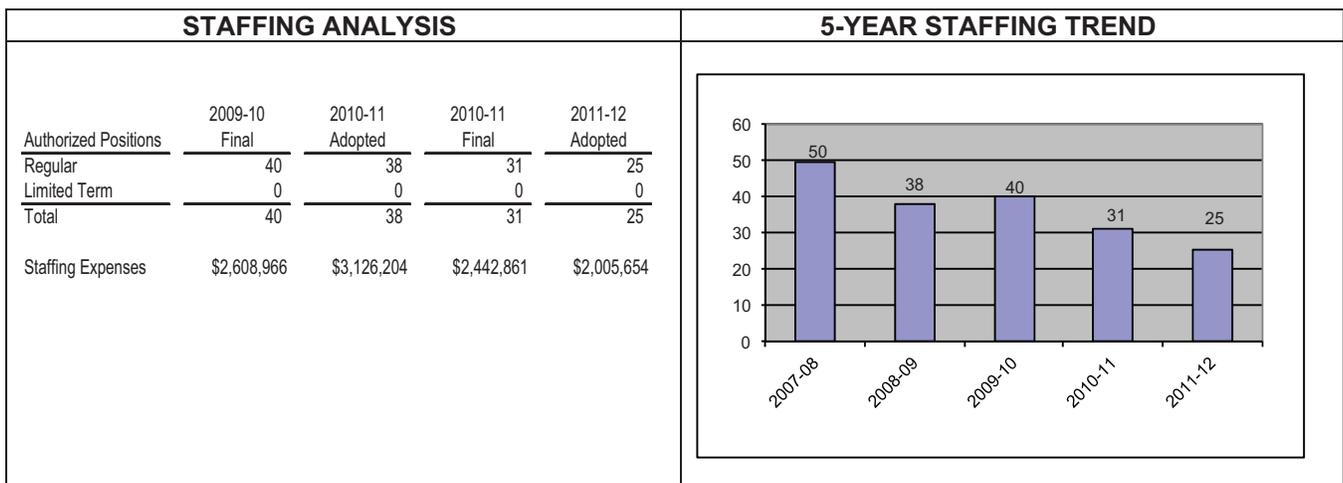
Budget at a Glance	
Total Expenditure Authority	\$77,384,785
Total Sources	\$58,240,846
Fund Balance	\$19,143,939
Total Staff	25

For 2011-12, the county made changes to the C B program. The county's share of the C B Funds for 2011-12 was applied to major capital and infrastructure improvements and the Senior Home Repair program only. This will reduce the total number of county residents served by public services however it will increase the county's ability to provide funding for large capital and infrastructure improvements. The twelve participating cities will still have the ability to fund public services, as well as capital and infrastructure projects.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	3,029,496	2,565,090	2,608,966	2,442,861	2,442,861	2,005,654	(437,207)
Operating Expenses	15,217,062	15,186,062	25,016,165	18,202,562	18,231,072	70,565,731	52,334,659
Capital Expenditures	0	19,998	28,775	0	0	0	0
Contingencies	0	0	0	0	21,614,867	0	(21,614,867)
Total Exp Authority	18,246,558	17,771,150	27,653,906	20,645,423	42,288,800	72,571,385	30,282,585
Reimbursements	(3,535,196)	(2,062,741)	(1,719,231)	(1,567,356)	(3,536,642)	(2,182,003)	1,354,639
Total Appropriation	14,711,362	15,708,409	25,934,675	19,078,067	38,752,158	70,389,382	31,637,224
Operating Transfers Out	711,235	298,775	627,762	3,269,326	3,269,328	4,813,400	1,544,072
Total Requirements	15,422,597	16,007,184	26,562,437	22,347,393	42,021,486	75,202,782	33,181,296
Departmental Revenue							
Taxes	63,553	11,717	29,479	570	571	0	(571)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	13,323,234	12,831,672	18,409,390	19,275,623	19,847,942	52,521,381	32,673,439
Fee/Rate	4,145	2,820	1,657	14,563	14,565	0	(14,565)
Other Revenue	4,923,590	4,044,511	5,610,805	5,072,942	5,062,135	3,537,462	(1,524,673)
Total Revenue	18,314,522	16,890,720	24,051,331	24,363,698	24,925,213	56,058,843	31,133,630
Operating Transfers In	0	0	0	907	908	0	(908)
Total Sources	18,314,522	16,890,720	24,051,331	24,364,605	24,926,121	56,058,843	31,132,722
				Fund Balance	17,095,365	19,143,939	2,048,574
				Budgeted Staffing	31	25	(6)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,005,654 fund 25 budgeted positions. The decrease from 2010-11 final budget is associated with the deletion of 6 budgeted positions and proposed work schedule reductions.

Operating expenses of \$70,565,731 fund infrastructure and facility improvements, public services, homeless assistance and prevention programs, single and multi-family housing, as well as first-time home buyer assistance projects. The increase in operating expenses by \$52,334,659 is the result of budgeting for all unreserved fund balance, planned increase in projects that require more than one year to complete, and the reprogramming of funds from contingencies as expenditures for planned projects.

Reimbursements of \$2,182,003 represent primarily intra-fund transfers between programs, and are decreasing by \$1,354,639 as a result of the reduction in staff whose labor and overhead would have been charged to programs and recaptured through reimbursement for allowable costs.

Operating transfers out of \$4,813,400 reflect the cost of projects performed by other county departments such as Public Works, Architecture and Engineering, etc., under the direction of CDH. Operating transfers out is increasing by \$1,544,072 due to the planned increase in public facility projects assigned to these departments.

Total revenue of \$56,085,843 includes federal, state and other governmental aid to fund program activities. The increase in total revenue primarily reflects total funding available from the federal grant system.

STAFFING CHANGES AND OPERATIONAL IMPACT

Budget reductions resulted in the deletion of 6 positions in 2011-12 and 7 positions during 2010-11 First Quarter. With the restructuring of the department, the overall workload should decrease accordingly.



2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Administration	5	0	5	4	1	0	5
Community Development	9	0	9	9	0	0	9
Housing	11	0	11	10	1	0	11
Total	25	0	25	23	2	0	25

<u>Administration</u>	<u>Community Development</u>	<u>Housing</u>
1 Supervising Fiscal Specialist	1 Supervising ECD Analyst	2 Housing Cost Estimator
1 Fiscal Specialist	2 ECD Technician	4 ECD Technician
1 Executive Secretary II	3 ECD Analyst II	2 Office Assistant III
1 Accountant II	1 ECD Analyst I	1 Real Estate Specialist
1 Administrative Supervisor II	1 Office Assistant III	1 Supervising ECD Specialist
	1 Contract ECD CDBG Consultant	1 Deputy Director



WORKFORCE DEVELOPMENT

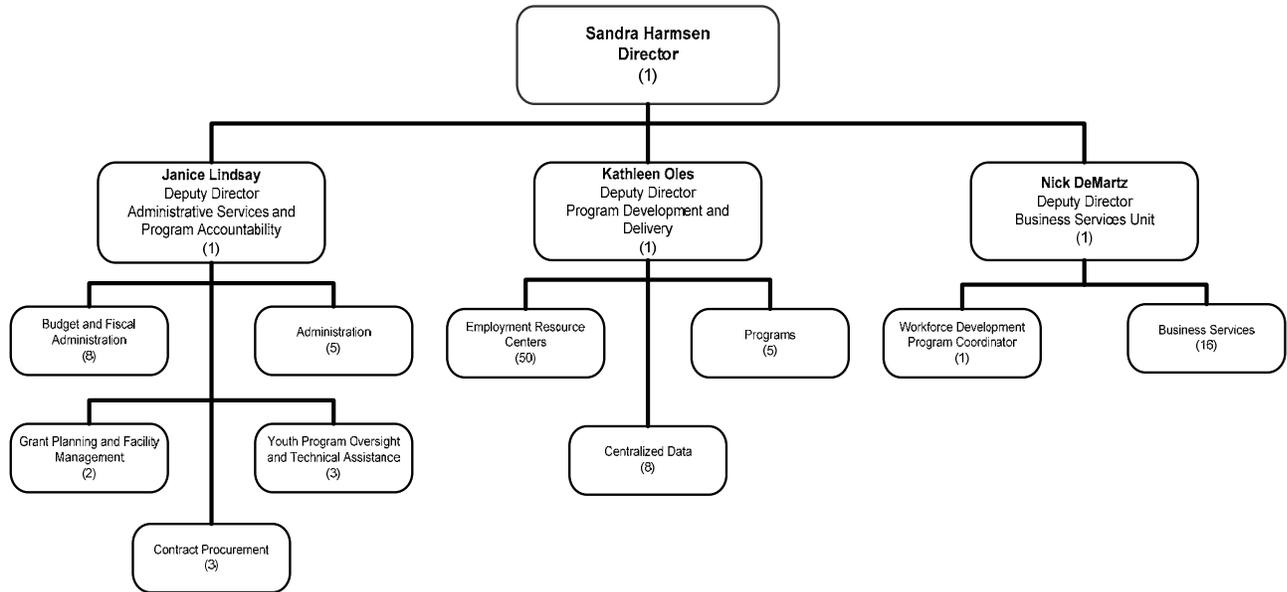
Sandy Harmsen

MISSION STATEMENT

The Department of Workforce Development 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



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Met or exceeded all federal and state performance standards under the Workforce Investment Act Adult and Youth Programs.
- Implemented a Human Resource Hotline for local businesses.
- Enrolled 4,818 county residents into certified training programs.
- Posted 33,521 job openings in the Workforce Investment Network.
- Assisted 2,500 local businesses through workshops and consulting services for marketing, cost cutting, process improvement and human resources.
- Placed 529 public assistance recipients into jobs through the Subsidized Training Employment Program.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**GOAL 1: INCREASE EMPLOYABILITY OF COUNTY RESIDENTS THROUGH SERVICES PROVIDED.**

Objective: Maintain number of county residents receiving intensive Workforce Investment Act (WIA) services.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of County resident enrollments.	23,621	24,379	26,250	23,327	23,000

This objective was selected based on the role the department plays in the overall economic development strategy of the county and the Economic Development Agency. This objective was influenced by federal and state mandated performance outcomes and funding levels made available from the department's primary funding source. The infusion of funding under the American Recovery and Reinvestment Act (ARRA) enabled Workforce Development Department (WDD) to provide intensive Core B WIA services to over 24,000 individuals during 2009-10. ARRA funding must be fully utilized by June 30, 2011. By implementing process changes, WDD aims to continue to provide the intensive Core B WIA services to the same number of customers through its regular WIA allocations during 2011-12.

GOAL 2: INCREASE AWARENESS IN THE BUSINESS COMMUNITY OF THE SERVICES AVAILABLE THROUGH WDD.

Objective A: Increase number of businesses contacted by staff by 10%.

Objective B: Make presentations at chamber of commerce functions, job fairs and business events and coordinate business-related workshops.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of businesses contacted.	3,141	4,339	2,640	2,876	3,164

In 2010-11 WDD held a series of workshops for businesses which focused on creating, maintaining and growing jobs in the county. Experts conducting the workshops provided information on marketing techniques, reducing operating costs and increasing sales revenues. WDD also provided layoff aversion services to local businesses through consulting contracts which provided customized business and process improvement plans, resulting in 700 jobs retained. In 2011-12, WDD plans to continue to develop and provide workshops that are responsive to the needs of local businesses and to participate in regional education/business collaboratives to identify the training needs of the business community.

GOAL 3: ALIGN WORKFORCE DEVELOPMENT, ECONOMIC DEVELOPMENT, EDUCATION AND FUNDING STRATEGIES TO ENHANCE THE COMPETITIVENESS OF SAN BERNARDINO COUNTY'S WORKFORCE AND SUPPORT POSITIVE ECONOMIC GROWTH.

Objective A: Participate in regular meetings of stakeholders to align strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.

Objective B: Diversify funding sources available for demand driven training services to include sources other than WIA funding.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
3A. Number of regular meetings of stakeholders for the purpose of aligning strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.	6	6	6	6	7
3B. Number of new funding sources available for demand driven training services to include sources other than WIA grants from the Department of Labor.	5	5	2	5	3

WDD understands its role to provide support to residents and businesses in San Bernardino County by working to develop a well-trained workforce that meets the demand of local businesses and enhances the potential for future development. WDD has partnered with other counties, cities and educational institutions for a regional approach to identify business needs and areas of growth. WDD will continue to strengthen existing and forge new partnerships and will aggressively seek additional funding sources to continue to provide targeted training for the county's workforce to enhance the competitiveness of local businesses.



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Special Revenue Fund						
Workforce Development	20,414,541	19,971,116		443,425		105
Total Special Revenue Fund	20,414,541	19,971,116		443,425		105

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Workforce Development	13,774,477	12,493,181	25,318,326	23,471,089	20,414,541
Total	13,774,477	12,493,181	25,318,326	23,471,089	20,414,541

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Workforce Development	13,984,208	12,529,260	25,452,708	23,692,723	19,971,116
Total	13,984,208	12,529,260	25,452,708	23,692,723	19,971,116

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Workforce Development	(209,731)	(36,079)	(134,382)	(221,634)	443,425
Total	(209,731)	(36,079)	(134,382)	(221,634)	443,425



Workforce Development

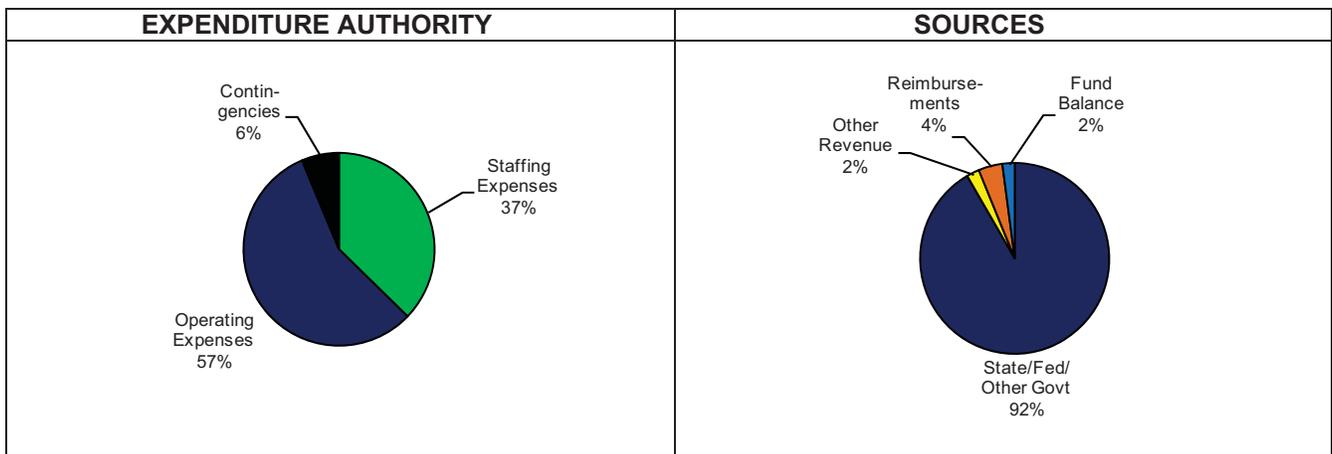
DESCRIPTION OF MAJOR SERVICES

The Department of Workforce Development (WDD) provides services to job seekers, incumbent workers, entrepreneurs and employers through Workforce Investment Act (WIA) funding from the Department of Labor. Services are delivered to job seekers and businesses throughout the county via the department's Employment Resource Centers. These Centers are strategically placed in three of the county's economic regions. In addition, we provide services through two additional State of California Workforce Services Centers. Services delivered include job search, skills assessments, vocational training, job readiness skills, connection to employers, and assisting businesses with outreach services, recruitment efforts and retention. Understanding that increased employment opportunities enhance the quality of life for residents, WDD strives to ensure that the needs of local businesses are met by providing them with a skilled workforce; thus supporting the mission of the county.

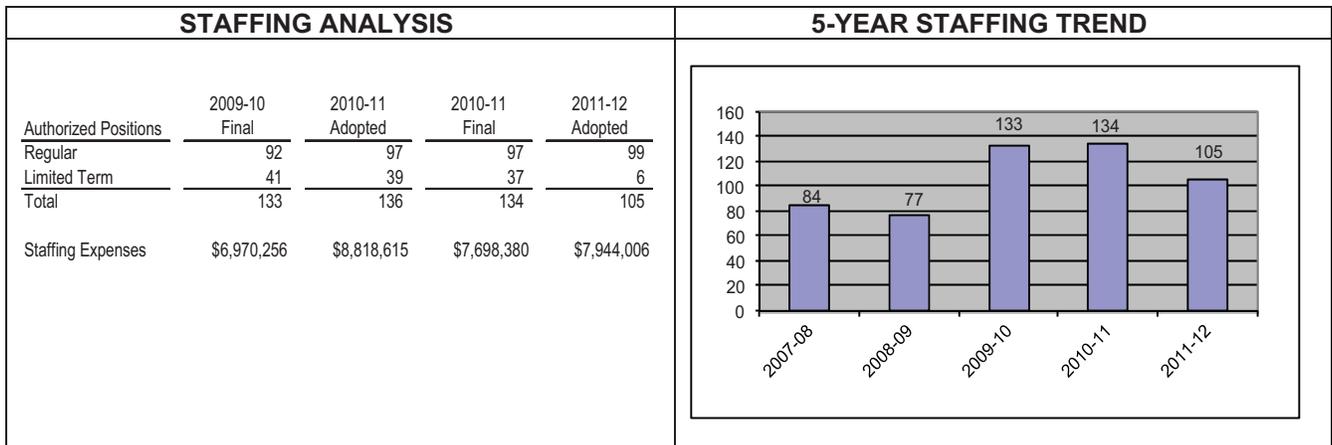
Budget at a Glance	
Total Expenditure Authority	\$21,278,621
Total Sources	\$20,835,196
Fund Balance	\$443,425
Total Staff	105

The Workforce Investment Board (WIB) administratively oversees the programs offered through the department. The WIB's focus has been on demand industry sectors, and the WIB has worked diligently with businesses to target these demand occupations and high growth industries. The WIB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the Board of Supervisors.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Workforce Development
FUND: Workforce Development

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	4,537,849	5,339,336	6,970,256	7,698,380	7,698,380	7,944,006	245,626
Operating Expenses	5,003,702	9,633,316	21,773,447	21,139,525	21,139,810	11,998,590	(9,141,220)
Capital Expenditures	866	89,324	37,077	0	0	0	0
Contingencies	0	0	0	0	617,252	1,336,025	718,773
Total Exp Authority	9,542,417	15,061,976	28,780,780	28,837,905	29,455,442	21,278,621	(8,176,821)
Reimbursements	1,911,879	(632,687)	(3,193,298)	(5,984,353)	(5,984,353)	(864,080)	5,120,273
Total Appropriation	11,454,296	14,429,289	25,587,482	22,853,552	23,471,089	20,414,541	(3,056,548)
Operating Transfers Out	(255,252)	0	0	0	0	0	0
Total Requirements	11,199,044	14,429,289	25,587,482	22,853,552	23,471,089	20,414,541	(3,056,548)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	11,015,642	13,683,468	24,824,100	22,967,995	23,193,812	19,507,297	(3,686,515)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	325,448	486,602	548,449	502,392	498,911	463,819	(35,092)
Total Revenue	11,341,090	14,170,070	25,372,549	23,470,387	23,692,723	19,971,116	(3,721,607)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	11,341,090	14,170,070	25,372,549	23,470,387	23,692,723	19,971,116	(3,721,607)
				Fund Balance	(221,634)	443,425	665,059
				Budgeted Staffing	134	105	(29)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$7,944,006 fund 105 budgeted positions. This appropriation has a net increase from the final budget of 2010-11, reflecting the cost related to vacant positions in 2010-11 and salary adjustments in 2011-12.

Operating expenses of \$11,998,590 include costs associated with the department's three Employment Resource Centers such as rent; computer hardware and software; office supplies; staff travel and training costs; professional services; insurance; county vehicle usage and direct program services. The decrease of \$9,141,220 in operating expenses reflects the completion of programs originally funded under the American Recovery and Reinvestment Act (ARRA), which officially ended on June 30, 2011, as well as an anticipated reduction in funding from the WIA.

Reimbursements of \$864,080 represent payments from other departments for program services provided through various Memorandums of Understanding (MOU). The primary MOU is with the Transitional Assistance Department (TAD) to provide job development services for their CalWORKs customers. The decrease of \$5,120,273 is due to the ending of subsidized employment programs through an MOU with TAD utilizing ARRA funding.

Departmental revenue of \$19,971,116 represents funding the department receives from various state and federal grants. The decrease of \$3,721,607 is primarily due to the ending of one-time funding under ARRA and a reduction in the department's federal WIA grant allocations.



STAFFING CHANGES AND OPERATIONAL IMPACT

In 2011-12, the department will eliminate 29 ARRA contract positions, including the three Disability Navigators. These contract positions were funded under ARRA programs which end on June 30, 2011. ARRA funding was spent on direct services to customers, primarily paying for certified vocational training for WIA-eligible residents, customized training for incumbent workers, On-the-Job Training, and contracted services to assist local businesses. The department anticipates maintaining current levels of service for its primary mandated tasks of providing employment services to job seekers and businesses. The department will leverage outside funding such as Pell grants to assist with the costs of customer training and will continue to develop partnerships and seek new funding sources in order to meet the needs of residents and businesses.

During 2010-11, the department added three Disability Navigator contract positions funded through an ARRA Disability Program Navigator grant it received. The department created a Business Services Unit to address the needs of local businesses and provide increased services, shifting existing staff to the new unit and adding 1 Business Services Deputy Director position. The Third Quarter Budget Report deleted 6 vacant ARRA contract positions.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director's Staff	4	0	4	4	0	0	4
Administrative Services	15	4	19	19	0	0	19
Program Development and Delivery	62	2	64	57	7	0	64
Business Services	18	0	18	15	3	0	18
Total	99	6	105	95	10	0	105

<u>Director's Staff</u>	<u>Administrative Services</u>	<u>Program Development and Delivery</u>	<u>Business Services</u>
1 Director of WDD	1 Deputy Director	1 Deputy Director	1 Deputy Director
1 Workforce Investment Board Aide	1 Secretary I	3 Workforce Development Sup. II	1 Workforce Development Program Coordinator
1 Executive Secretary II	1 Administrative Supervisor II	3 Workforce Development Sup. I	2 Workforce Development Sup. I
1 Office Assistant III	5 Staff Analyst II	35 Workforce Development Specialist	1 Business Resource Specialist
	3 Contract Staff Analyst I	9 Workforce Development Tech.	1 Staff Analyst I
	1 Workforce Development Tech.	2 Staff Analyst II	11 Workforce Development Specialist
	1 Accountant II	5 Staff Analyst I	1 Workforce Development Tech.
	1 Accounting Technician	6 Office Assistant II	
	1 Fiscal Specialist		
	3 Fiscal Assistant		
	1 Office Assistant III		





YOUR COUNTY... YOUR FUTURE

FISCAL

2011-12 ADOPTED BUDGET

- County of San Bernardino -

FISCAL SUMMARY					
GENERAL FUND	Page #	Appropriation	Revenue	Net County Cost	Staffing
ASSESSOR/RECORDER/COUNTY CLERK SUMMARY	218	19,964,359	5,348,400	14,615,959	220
ASSESSOR/RECORDER/COUNTY CLERK	221				
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR SUMMARY	234	33,757,029	24,086,883	9,670,146	300
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	237				
AUTOMATED SYSTEMS DEVELOPMENT	242	6,000,000	0	6,000,000	0
TOTAL GENERAL FUND		<u>59,721,388</u>	<u>29,435,283</u>	<u>30,286,105</u>	<u>520</u>
SPECIAL REVENUE FUNDS	Page #	Appropriation	Revenue	Fund Balance	Staffing
ASSESSOR/RECORDER/COUNTY CLERK SYSTEMS DEVELOPMENT	224	8,465,017	2,164,000	6,301,017	0
VITAL RECORDS	226	914,821	132,000	782,821	0
RECORDER RECORDS	228	1,571,280	471,454	1,099,826	4
ELECTRONIC RECORDING	230	1,096,392	465,430	630,962	0
SOCIAL SECURITY NUMBER TRUNCATION	232	2,053,020	500,652	1,552,368	0
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION MAINTENANCE	240	268,647	86,500	182,147	0
TOTAL SPECIAL REVENUE FUNDS		<u>14,369,177</u>	<u>3,820,036</u>	<u>10,549,141</u>	<u>4</u>



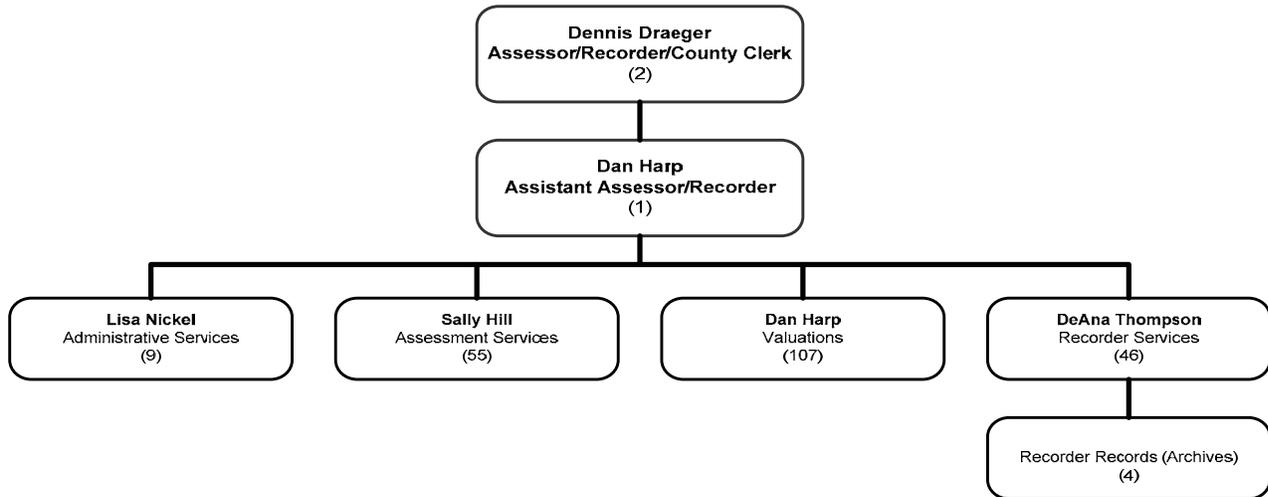
ASSESSOR/RECORDER/COUNTY CLERK Dennis Draeger

MISSION STATEMENT

The Assessor/Recorder/County Clerk performs mandated assessment, recording, and County clerk functions for public benefit in a manner that is fair, informative, and with uniform treatment. It is necessary as a means of revenue generation in order to fund essential public services and efficiently operate county and state government.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Comparable sales statistical reports were made available in electronic format greatly reducing the number of paper reports printed each month.
- The Assessor/Recorder/County Clerk’s office met the statutory requirements for assessment quality on the San Bernardino County 2007-08 assessment roll as reported in the *San Bernardino County Assessment Practices Survey* published by the State Board of Equalization. This allows San Bernardino County to receive reimbursement costs associated with administering supplemental assessments.
- Electronic filing (e-SDR) of annual business property statements by business owners increased 39% from the previous year. E-filing streamlines the process for the taxpayer and the Assessor/Recorder/County Clerk’s office.
- The Recorder began receiving electronically recorded documents through a state-wide delivery system developed by California e-Recording Transaction Network Authority (CERTNA), a joint powers authority. Adding this method of recording documents will add efficiency and economy for the Recorder, as well as, title companies and other document recording entities.
- Developed a Commercial/Industrial/Vacant Land comparable sale database within the Property Information Management System (PIMS) increasing functionality and allowing more efficient use of sales data for assessment purposes.
- Merged the Assessor and Recorder-County Clerk offices, reducing administrative costs.
- Moved the Assessor/Recorder/County Clerk’s Victorville district office from a leased facility to the High Desert Government Center greatly improving public access to services.
- Recorder services were expanded to the High Desert community at the High Desert Government Center improving public access to services.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PUBLISH THE ANNUAL ASSESSMENT ROLL TIMELY AND ACCURATELY.

- Objective A: Process changes of ownership.*
- Objective B: Establish a value for appraisable events.*
- Objective C: Apply timely filed exemptions.*

Measurement	2008-09	2009-10	2010-11	2010-11	2011-12
	Actual	Actual	Target	Actual	Target
1A. Completion percentage of change of ownership documents received for each assessment year.	99.9%	99.9%	95.5%	99.9%	95.5%
1B. Completion percentage of appraisable events received for each assessment year (e.g. change of ownership, new construction, etc.).	95.1%	98.4%	93.3%	99%	99%
1C. Completion percentage of timely filed claims for exemption (e.g. homeowner's, welfare church, etc.) received for each assessment year.	98.6%	99.9%	95.5%	99.6%	95.5%

The Assessor/Recorder/County Clerk continues to reflect the status of the real estate market on the assessment roll. Changes in ownership resulting in decline in assessed values continue to be posted, however, published supplemental rolls have reflected modest positive assessed totals. Overall, assessed values are declining at a slower pace. In 2009, the assessment roll declined 6.2% compared to 2008, and the 2010 assessment roll declined only 4.5%. Timely filed claims for both homeowners and institutional exemptions have also slightly increased (1.5%) from 2008 to 2010.

GOAL 2: ENHANCE OPERATIONAL EFFICIENCY AND PRODUCTIVITY.

- Objective: Increase training opportunities for staff.*

Measurement	2008-09	2009-10	2010-11	2010-11	2011-12
	Actual	Actual	Target	Actual	Target
Percentage increase in staff training hours (e.g. CEU training required to maintain appraisal certifications; training to update staff on continually changing property tax administration laws; refresher training in public service skills, etc.).	N/A	-70.8%	-7.8%	69%	10%

This goal was newly established for 2009-10, and actual training hours for 2008-09 were used as a baseline against which to measure performance. It now appears that this baseline measure reflects a fiscal year in which training hours were abnormally high for a variety of reasons (the Board of Equalization offered training courses in Southern California; staffing was at a peak; and MOU tuition funds were readily available). The significant decrease for 2009-10 occurred mainly because staffing levels were reduced, and virtually no in-house training occurred due to heavy workloads. The 2010-11 actual shows a dramatic increase as compared to 2009-10 which is decidedly low as explained above. Going forward, with stabilized staffing levels and an organized in-house training program, a 10% increase is anticipated for 2011-12.

GOAL 3: MAINTAIN A HIGH LEVEL OF RECORDER SERVICES WHILE RESPONDING TO CHANGES IN REGULATIONS AND LAW.

- Objective A: Maintain a high quality of service in current offices.*
- Objective B: Identify and comply with all legislative mandates.*

Measurement	2008-09	2009-10	2010-11	2010-11	2011-12
	Actual	Actual	Target	Actual	Target
3A. Every document received is processed within the established standard.	N/A	99%	99%	95%	99%
3B. Compliance percentage in meeting deadlines for legislative directives.	N/A	100%	100%	100%	100%

The priority of the Recorder function is to maintain a high quality level of service to the public while responding to the various changes in law and regulations and meeting deadlines for implementation. The first objective is to record, file, or process each document within the established standard for that document. Measurement 3A allows for a 1% error rate, due to the volume of documents being processed. Customer service is enhanced when all service standards are met. The Recorder's Office is committed to responding to the ever-changing legislative and administrative regulations, including changes to marriage regulations, social security number truncation, and new regulations regarding mortgages and mechanic's liens. Meeting the state's changing mandates and deadlines is an ongoing challenge.



SUMMARY OF BUDGET UNITS

2011-12

	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Assessor/Recorder/County Clerk	19,964,359	5,348,400	14,615,959			220
Total General Fund	19,964,359	5,348,400	14,615,959			220
Special Revenue Funds						
Systems Development	8,465,017	2,164,000		6,301,017		0
Vital Records	914,821	132,000		782,821		0
Recorder Records	1,571,280	471,454		1,099,826		4
Electronic Recording	1,096,392	465,430		630,962		0
Social Security Number Truncation	2,053,020	500,652		1,552,368		0
Total Special Revenue Funds	14,100,530	3,733,536		10,366,994		4
Total - All Funds	34,064,889	9,081,936	14,615,959	10,366,994		224

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Assessor/Recorder/County Clerk	18,354,905	19,138,707	16,410,047	17,909,126	19,964,359
Systems Development	20,669,115	16,380,504	12,515,096	10,290,230	8,465,017
Vital Records	495,542	655,244	765,625	863,395	914,821
Recorder Records	800,000	1,034,032	1,306,567	1,488,363	1,571,280
Electronic Recording	800,000	587,620	623,348	933,322	1,096,392
Social Security Number Truncation	0	695,792	1,164,482	1,564,602	2,053,020
Total	41,119,562	38,491,899	32,785,165	33,049,038	34,064,889

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Assessor/Recorder/County Clerk	1,385,000	1,050,000	895,818	3,470,815	5,348,400
Systems Development	3,600,000	2,504,529	2,090,730	2,337,984	2,164,000
Vital Records	150,000	165,839	142,788	131,813	132,000
Recorder Records	800,000	485,000	467,341	451,670	471,454
Electronic Recording	800,000	485,000	459,464	446,468	465,430
Social Security Number Truncation	0	485,000	492,707	490,121	500,652
Total	6,735,000	5,175,368	4,548,848	7,328,871	9,081,936

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Assessor/Recorder/County Clerk	16,969,905	18,088,707	15,514,229	14,438,311	14,615,959
Total	16,969,905	18,088,707	15,514,229	14,438,311	14,615,959

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Systems Development	17,069,115	13,875,975	10,424,366	7,952,246	6,301,017
Vital Records	345,542	489,405	622,837	731,582	782,821
Recorder Records	0	549,032	839,226	1,036,693	1,099,826
Electronic Recording	0	102,620	163,884	486,854	630,962
Social Security Number Truncation	0	210,792	671,775	1,074,481	1,552,368
Total	17,414,657	15,227,824	12,722,088	11,281,856	10,366,994



Assessor/Recorder/County Clerk

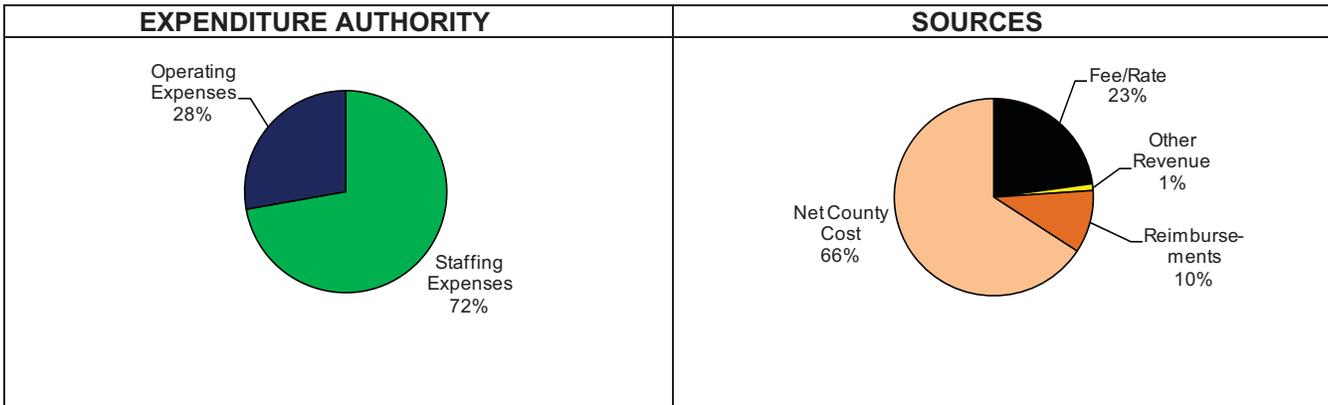
DESCRIPTION OF MAJOR SERVICES

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 754,000 parcels of real property, 32,000 business property accounts and 34,000 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.

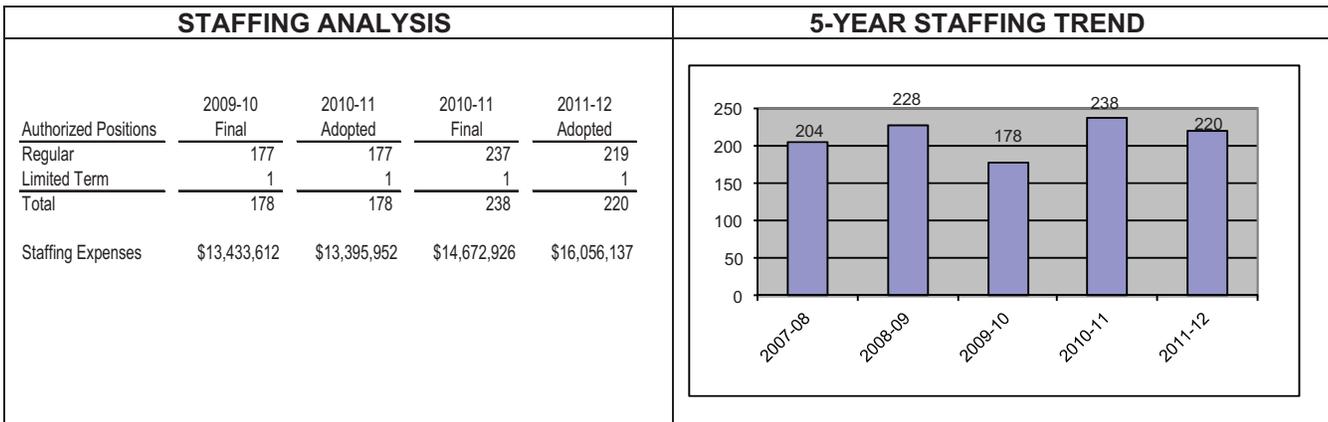
Budget at a Glance	
Total Expenditure Authority	\$22,232,321
Total Sources	\$7,616,362
Net County Cost	\$14,615,959
Total Staff	220
Funded by Net County Cost	66%

The Valuations division is responsible for real, personal, business and special property valuations and assessment appeals. District offices provide public assistance regarding questions of ownership, mailing addresses, parcel numbers and assessed values. The Assessment Services division provides mapping, change of ownership, change of address, data entry services, public information services, and computer systems maintenance and development. The Administrative Services division provides fiscal, payroll, mail services, and facility support. The Recorder Services division accepts all documents for recording that comply with applicable recording laws. Official records are maintained evidencing ownership and encumbrances of real and personal property and other miscellaneous records. The Recorder Services division is also responsible for County Archives and County Clerk functions. County Archives maintains historical records for the county. County Clerk maintains records as they relate to vital statistics, fictitious business names, and other records that are required by the State to be filed with the County Clerk.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



FISCAL



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: General

BUDGET UNIT: AAA ASR
FUNCTION: General
ACTIVITY: Finance

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	15,814,556	15,437,368	13,433,612	14,672,925	14,672,926	16,056,137	1,383,211
Operating Expenses	3,334,859	3,462,401	2,974,435	3,207,612	3,207,945	6,176,184	2,968,239
Capital Expenditures	7,437	0	0	67,807	67,808	0	(67,808)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	19,156,852	18,899,769	16,408,047	17,948,344	17,948,679	22,232,321	4,283,642
Reimbursements	0	0	0	(39,553)	(39,553)	(2,267,962)	(2,228,409)
Total Appropriation	19,156,852	18,899,769	16,408,047	17,908,791	17,909,126	19,964,359	2,055,233
Operating Transfers Out	0	29,713	0	0	0	0	0
Total Requirements	19,156,852	18,929,482	16,408,047	17,908,791	17,909,126	19,964,359	2,055,233
Departmental Revenue							
Taxes	32,585	74,770	53,006	24,875	24,875	35,000	10,125
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	16,932	0	0	0	0	0	0
Fee/Rate	1,281,658	874,544	514,358	3,220,307	3,220,271	5,065,700	1,845,429
Other Revenue	1,589,306	263,867	328,454	225,669	225,669	247,700	22,031
Total Revenue	2,920,481	1,213,181	895,818	3,470,851	3,470,815	5,348,400	1,877,585
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,920,481	1,213,181	895,818	3,470,851	3,470,815	5,348,400	1,877,585
Net County Cost	16,236,371	17,716,301	15,512,229	14,437,940	14,438,311	14,615,959	177,648
				Budgeted Staffing	238	220	(18)

BUDGET CHANGES AND OPERATIONAL IMPACT

On January 3, 2011, the Recorder and County Clerk functions were transferred from the Auditor-Controller/Treasurer/Tax Collector (ATC) to the Assessor as part of the reorganization to enhance public service, while generating cost savings and operational efficiencies. With this consolidation, ATC information technology (IT) staff continue to provide IT support for the Recorder and these costs have been allocated over a number of budget units.

Staffing expenses of \$16,056,137 fund 220 budgeted positions and are increasing by \$1,383,211 due to the full-year funding of the Recorder positions transferred from the ATC mid-year and an increase in retirement and negotiated labor agreement costs, offset by a proposed work schedule reduction for SBPEA represented employees.

Operating expenses of \$6,176,184 consist primarily of costs for printing and mailing taxpayer notices, systems development charges for the Property Information Management System (PIMS) programming and maintenance, costs for central computer and Facilities Management basic services, and lease payments. The increase of \$2,968,239 is due to new COWCAP charges, transfers to the ATC for IT services, and the consolidation of the Recorder/County Clerk function into the Assessor's Office.

Capital expenditures are decreasing by \$67,808 due to one-time purchases of computer switches in 2010-11.

Reimbursements of \$2,267,962 primarily include reimbursements from the Recorder special revenue funds for costs related to information technology and other staffing services provided by the ATC, and administrative costs. The increase of \$2,228,409 results from the consolidation of the Recorder/County Clerk function into the Assessor's Office.

Departmental revenue of \$5,348,400 includes fees for recording and County Clerk services, special assessments, transfers of ownership, and PIMS access. The \$1,877,585 increase is due to reflecting a full year of revenue for the Recorder/County Clerk function.



STAFFING CHANGES AND OPERATIONAL IMPACT

On January 3, 2011, the Recorder and County Clerk functions, including 60 positions, were transferred from the ATC to the Assessor, increasing staffing levels from 178 to 238.

The 2011-12 budget includes a reduction of the following 18 vacant positions to meet budget targets: 2 Appraisal Technicians, 2 Appraiser Trainees, 1 Appraiser III, 1 Cadastral Drafting Technician, 1 Supervising Auditor-Appraiser, 1 Supervising Title Transfer Technician, 2 Office Assistant IIs, 1 Office Assistant III, 1 Legal Document Classifier I, 1 Legal Document Classifier II, 1 Legal Document Supervisor, 1 Supervising Office Assistant, 1 Accountant III, 1 Staff Analyst II, and 1 Fiscal Assistant. The elimination of these vacant positions will result in a slowdown in the timely completion of work, and a lack of oversight to assure quality work.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management & Administrative Services	11	0	11	10	1	0	11
Assessment Services	54	1	55	52	3	0	55
Valuation Services	107	0	107	107	0	0	107
Recorder Services	47	0	47	45	2	0	47
Total	219	1	220	214	6	0	220

<u>Management & Administrative Services</u>	<u>Assessment Services</u>	<u>Valuations</u>	<u>Recorder Services</u>
1 Assessor/Recorder	1 Chief of Assessment Services	1 Chief Appraiser	1 County Clerk
1 Assistant Assessor/Recorder	1 Supervising Office Specialist	4 Principal Appraisers	1 Chief Deputy Recorder
1 Executive Secretary III	2 Supervising Office Assistant	8 Supervising District Appraisers	1 Secretary I
1 Administrative Manager	1 Office Specialist	7 Appraiser III	1 Staff Analyst I
1 Staff Analyst I	13 Office Assistant III	12 Appraiser II	2 Legal Doc. Coordinator
1 Payroll Specialist	5 Office Assistant II	31 Appraiser I	2 Legal Doc. Supervisor
1 Accountant II	1 Supv Title Trans. Technician II	14 Appraisal Technician	2 Lead Legal Doc. Class.
3 Fiscal Assistant	1 Supv Title Transfer Technician I	1 Supervising Auditor Appraiser	21 Legal Doc. Classifier II
1 Office Assistant III	3 Title Transfer Technician II	2 Auditor-Appraiser III	15 Legal Doc. Classifier I
	15 Title Transfer Technician I	10 Auditor-Appraiser II	1 Office Assistant II
	1 Cadastral Services Supervisor	15 Office Assistant III	
	1 Cadastral Drafting Technician III	2 Office Assistant II	
	2 Cadastral Drafting Technician II		
	3 Cadastral Drafting Technician I		
	1 PIMS Business Analyst		
	1 Business Systems Analyst II		
	2 Automated Systems Analyst I		
	1 Automated Systems Technician		

FISCAL



Systems Development

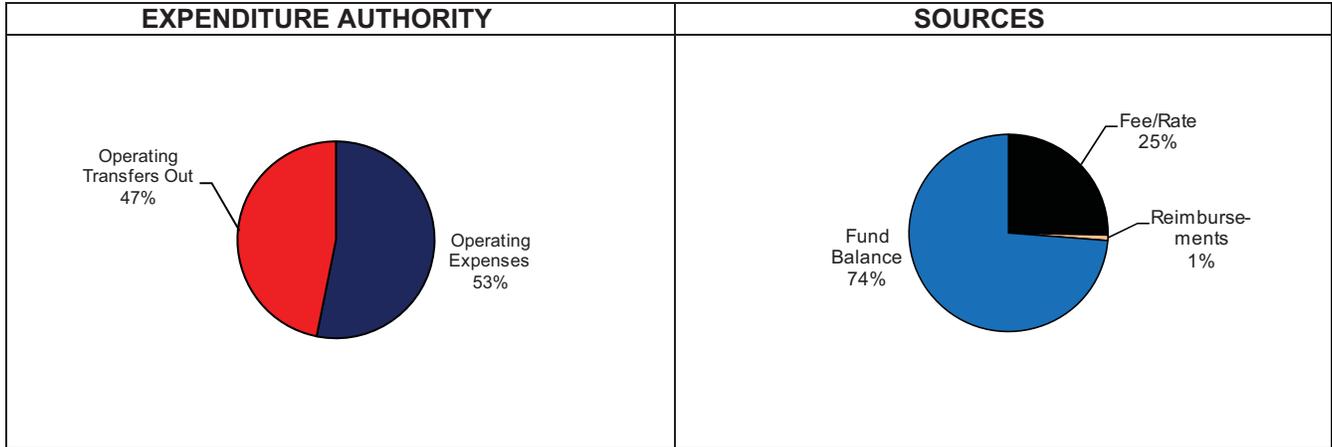
DESCRIPTION OF MAJOR SERVICES

The Systems Development budget unit was established to support, maintain, and modernize the creation, retention, and retrieval of information in the county's system of recorded documents. Revenue includes fees collected pursuant to Government Code Section 27361 on legal documents.

Budget at a Glance

Total Expenditure Authority	\$8,540,085
Total Sources	\$2,239,068
Fund Balance	\$6,301,017
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Fiscal
 DEPARTMENT: Assessor/Recorder/County Clerk
 FUND: Systems Development

BUDGET UNIT: SDW REC
 FUNCTION: Public Protection
 ACTIVITY: Other Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	1,013,128	1,555,999	1,546,632	0	0	0	0
Operating Expenses	4,545,131	3,263,839	2,899,648	3,375,890	3,375,894	4,540,085	1,164,191
Capital Expenditures	328,215	296,010	259,304	24,460	25,296	0	(25,296)
Contingencies	0	0	0	0	6,294,685	0	(6,294,685)
Total Exp Authority	5,886,474	5,115,848	4,705,584	3,400,350	9,695,875	4,540,085	(5,155,790)
Reimbursements	0	(388)	0	(6,564)	(6,564)	(75,068)	(68,504)
Total Appropriation	5,886,474	5,115,460	4,705,584	3,393,786	9,689,311	4,465,017	(5,224,294)
Operating Transfers Out	695,927	1,000,000	0	0	600,919	4,000,000	3,399,081
Total Requirements	6,582,401	6,115,460	4,705,584	3,393,786	10,290,230	8,465,017	(1,825,213)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	3,332,286	2,441,013	2,132,927	2,262,985	2,262,984	2,164,000	(98,984)
Other Revenue	0	75,142	75,000	75,000	75,000	0	(75,000)
Total Revenue	3,332,286	2,516,155	2,207,927	2,337,985	2,337,984	2,164,000	(173,984)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	3,332,286	2,516,155	2,207,927	2,337,985	2,337,984	2,164,000	(173,984)
Fund Balance					7,952,246	6,301,017	(1,651,229)
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

On January 3, 2011, the Recorder and County Clerk functions were transferred from the Auditor-Controller/Treasurer/Tax Collector (ATC) to the Assessor as part of the reorganization to enhance public service, while generating cost savings and operational efficiencies. With this consolidation, ATC information technology (IT) staff continue to provide IT support for the Recorder and these costs have been allocated over a number of budget units, including the Systems Development budget unit.

Operating expenses of \$4,540,085 primarily represent costs for IT charges and professional services related to indexing, microfilm and redaction services, and are increasing by \$1,164,191 primarily due to estimated costs to complete an indexing/imaging project.

Capital expenditures have been eliminated due to the discontinuance of a planned remodel of additional Recorder space.

Contingencies have been eliminated based on increased planned expenditures in 2011-12 and less fund balance.

Reimbursements of \$75,068 represent reimbursements from the Vital Records budget unit for costs associated with the scanning of documents.

Operating transfers out of \$4,000,000 are to help fund a new property tax system which will include automated recording functionality.

Departmental revenue of \$2,164,000 is decreasing by \$173,984 primarily due to an estimated decrease in the number of recorded document pages. In addition, other revenue of \$75,000 received in 2010-11 is related to the California e-Recording Transaction Network Authority (CERTNA) loan and the specific terms for repayment are not detailed in the loan agreement. If CERTNA provides a repayment amount for 2011-12, a budget adjustment will be requested.

FISCAL



Vital Records

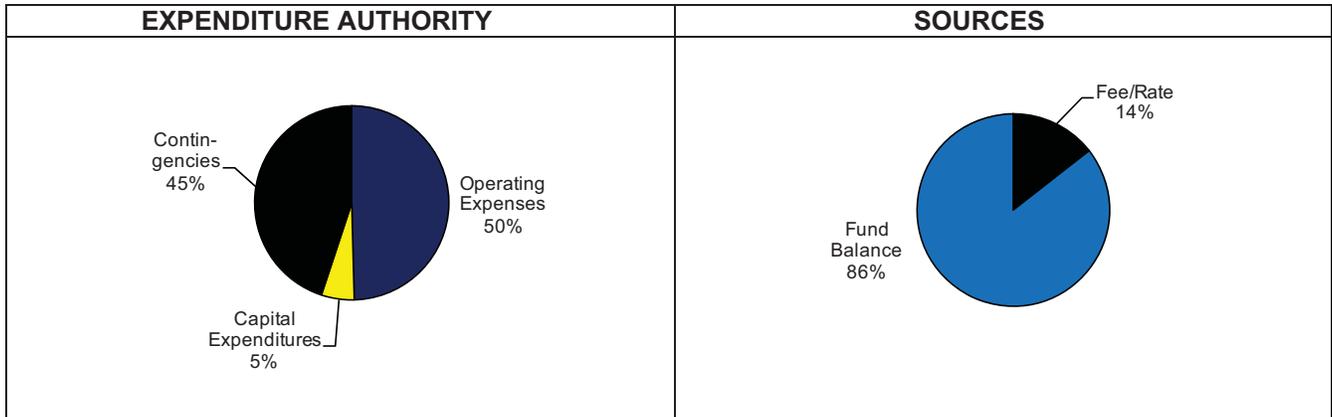
DESCRIPTION OF MAJOR SERVICES

The Vital Records budget unit was established to support vital records operation and retention, including the improvement and automation of vital records systems. Revenue includes fees collected for certified copies of vital statistics records pursuant to Health and Safety Code Section 10605.3.

Budget at a Glance

Total Expenditure Authority	\$914,821
Total Sources	\$132,000
Fund Balance	\$782,821
Total Staff	0

2011-12 ADOPTED BUDGET



FISCAL



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Fiscal
 DEPARTMENT: Assessor/Recorder/County Clerk
 FUND: Vital Records

BUDGET UNIT: SDX REC
 FUNCTION: Public Protection
 ACTIVITY: Other Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	25,365	25,361	31,924	80,573	80,600	453,655	373,055
Capital Expenditures	0	0	0	0	0	50,000	50,000
Contingencies	0	0	0	0	782,795	411,166	(371,629)
Total Exp Authority	25,365	25,361	31,924	80,573	863,395	914,821	51,426
Reimbursements	0	(2,572)	0	0	0	0	0
Total Appropriation	25,365	22,789	31,924	80,573	863,395	914,821	51,426
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	25,365	22,789	31,924	80,573	863,395	914,821	51,426
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	169,227	156,222	140,667	131,813	131,813	132,000	187
Other Revenue	0	0	0	0	0	0	0
Total Revenue	169,227	156,222	140,667	131,813	131,813	132,000	187
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	169,227	156,222	140,667	131,813	131,813	132,000	187
				Fund Balance	731,582	782,821	51,239
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

On January 3, 2011, the Recorder and County Clerk functions were transferred from the Auditor-Controller/Treasurer/Tax Collector (ATC) to the Assessor as part of the reorganization to enhance public service, while generating cost savings and operational efficiencies. With this consolidation, ATC information technology (IT) staff continue to provide IT support for the Recorder and these costs have been allocated over a number of budget units, including the Vital Records budget unit.

Operating expenses of \$453,655 include computer software expenses, professional services, information technology (IT) staffing costs, and a portion of the scanning contract primarily funded by the Systems Development budget unit. The increase of \$373,055 primarily results from anticipated increases in redaction software expenses.

Capital expenditures of \$50,000 include costs to accommodate Recorder services into existing Assessor/Recorder/County Clerk office locations.

Contingencies of \$411,166 are decreasing by \$371,629 based on an increase in planned expenditures for 2011-12.

Departmental revenue of \$132,000 reflects the sale of birth, death, and marriage certificates.



Recorder Records

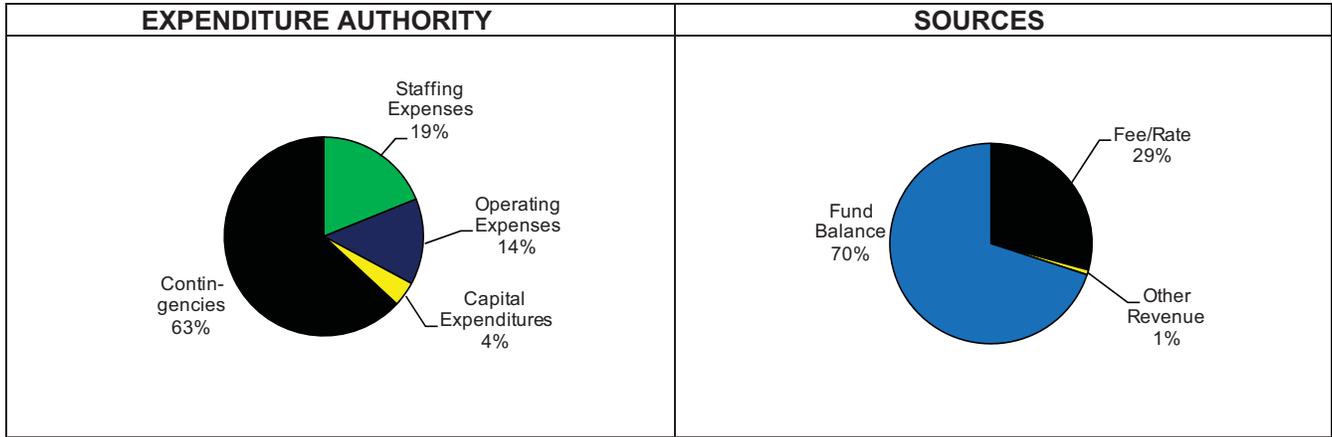
DESCRIPTION OF MAJOR SERVICES

The Recorder Records budget unit was established to defray the cost of storing, restoring, and imaging the County Recorder's documents. The primary service provided by this budget unit is the maintenance, repair and imaging digitization of the County Recorder's documents. Revenue includes fees collected pursuant to Government Code section 27361 on legal documents.

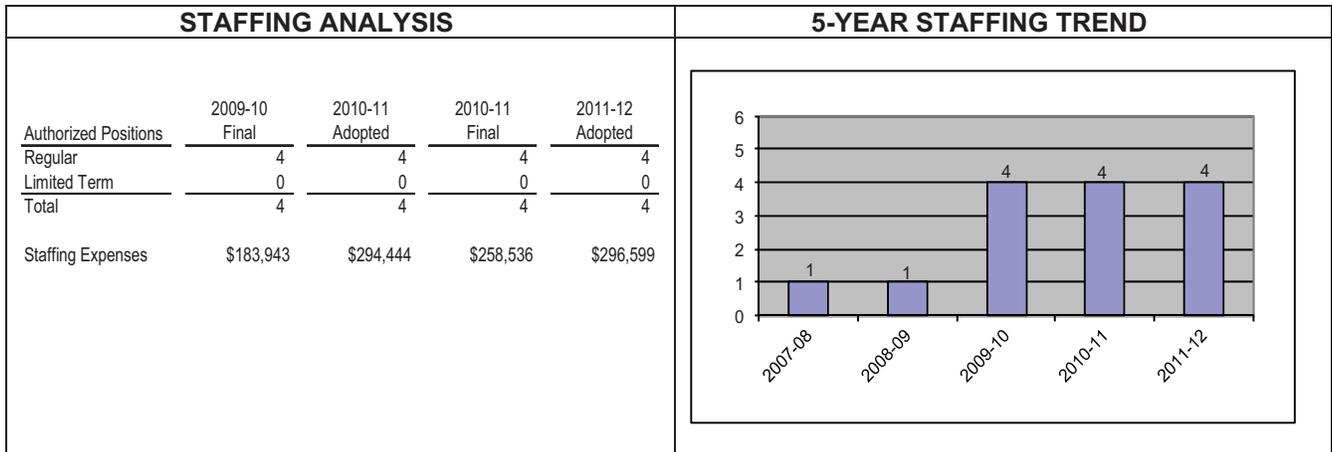
Budget at a Glance

Total Expenditure Authority	\$1,571,280
Total Sources	\$471,454
Fund Balance	\$1,099,826
Total Staff	4

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



FISCAL



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Fiscal
 DEPARTMENT: Assessor/Recorder/County Clerk
 FUND: Recorder Records

BUDGET UNIT: SIX REC
 FUNCTION: Public Protection
 ACTIVITY: Other Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	119,413	183,943	258,535	258,536	296,599	38,063
Operating Expenses	0	83,618	80,177	137,525	137,530	219,614	82,084
Capital Expenditures	0	0	8,691	0	0	63,750	63,750
Contingencies	0	0	0	0	1,092,297	991,317	(100,980)
Total Exp Authority	0	203,031	272,811	396,060	1,488,363	1,571,280	82,917
Reimbursements	0	(785)	0	0	0	0	0
Total Appropriation	0	202,246	272,811	396,060	1,488,363	1,571,280	82,917
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	202,246	272,811	396,060	1,488,363	1,571,280	82,917
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	539,821	473,603	453,097	440,671	440,670	459,000	18,330
Other Revenue	9,211	18,836	14,244	11,069	11,000	12,454	1,454
Total Revenue	549,032	492,439	467,341	451,740	451,670	471,454	19,784
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	549,032	492,439	467,341	451,740	451,670	471,454	19,784
				Fund Balance	1,036,693	1,099,826	63,133
				Budgeted Staffing	4	4	0

BUDGET CHANGES AND OPERATIONAL IMPACT

On January 3, 2011, the Recorder and County Clerk functions were transferred from the Auditor-Controller/Treasurer/Tax Collector (ATC) to the Assessor as part of the reorganization to enhance public service, while generating cost savings and operational efficiencies.

Staffing expenses of \$296,599 fund 4 positions and are increasing by \$38,063 due to retirement and negotiated labor agreement costs, offset by a proposed work schedule reduction for SBPEA represented employees. In addition, 2010-11 final budget does not reflect the cost of one vacant position.

Operating expenses of \$219,614 primarily include lease costs, administrative and fiscal support, and custodial charges. The \$82,084 increase is primarily due to administrative support costs for the Assistant Assessor/Recorder, and for accounting services that were not included in the prior year.

Capital expenditures of \$63,750 are for the purchase of a digital chalkboard, and a specially designed air conditioning unit to ensure proper preservation of the county's records.

Contingencies of \$991,317 are decreasing by \$100,980 based on an increase in planned expenditures for 2011-12.

Departmental revenue of \$471,454 includes anticipated interest earnings and recording fees.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Recorder Records	4	0	4	3	1	0	4
Total	4	0	4	3	1	0	4

Recorder Records	
1	Archives Program Administrator
1	Archives Analyst
1	Archives Technician
1	Storekeeper

FISCAL



Electronic Recording

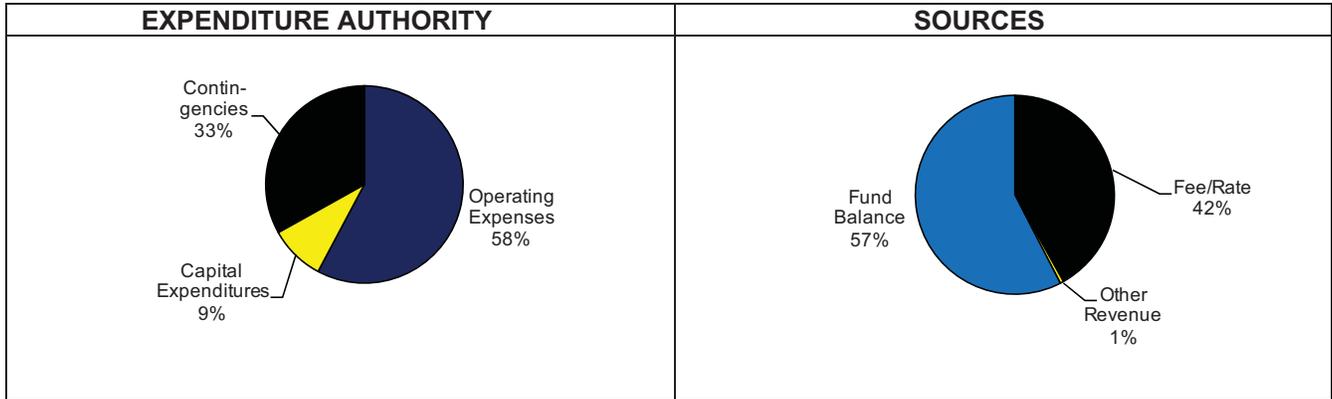
DESCRIPTION OF MAJOR SERVICES

Government Code Section 27279.1 authorized 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.

Budget at a Glance	
Total Expenditure Authority	\$1,096,392
Total Sources	\$465,430
Fund Balance	\$630,962
Total Staff	0

In 2007, the Board approved a joint powers agreement (JPA) for the California e-Recording Transaction Network Authority (CERTNA). This budget unit was established to support participation in the JPA. Revenue includes fees collected pursuant to Government Code Section 27397 regarding electronic recording delivery systems such as official records evidencing ownership and encumbrances of real and personal property, and other miscellaneous records.

2011-12 ADOPTED BUDGET



FISCAL



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Fiscal
 DEPARTMENT: Assessor/Recorder/County Clerk
 FUND: Electronic Recording

BUDGET UNIT: SIW REC
 FUNCTION: Public Protection
 ACTIVITY: Other Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	44,745	0	0	0	0	0	0
Operating Expenses	401,500	431,958	136,494	302,360	302,361	633,614	331,253
Capital Expenditures	0	0	0	0	0	100,000	100,000
Contingencies	0	0	0	0	630,961	362,778	(268,183)
Total Exp Authority	446,245	431,958	136,494	302,360	933,322	1,096,392	163,070
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	446,245	431,958	136,494	302,360	933,322	1,096,392	163,070
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	446,245	431,958	136,494	302,360	933,322	1,096,392	163,070
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	539,823	473,601	453,097	440,649	440,649	459,000	18,351
Other Revenue	9,042	19,621	6,367	5,819	5,819	6,430	611
Total Revenue	548,865	493,222	459,464	446,468	446,468	465,430	18,962
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	548,865	493,222	459,464	446,468	446,468	465,430	18,962
				Fund Balance	486,854	630,962	144,108
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

On January 3, 2011, the Recorder and County Clerk functions were transferred from the Auditor-Controller/Treasurer/Tax Collector (ATC) to the Assessor as part of the reorganization to enhance public service, while generating cost savings and operational efficiencies. With this consolidation, ATC information technology (IT) staff continues to provide IT support for the Recorder and these costs have been allocated over a number of budget units, including the Electronic Recording budget unit.

Operating expenses of \$633,614 primarily include costs for CERTNA, and are increasing by \$331,253 due to AB 578 enhancements to create an open-architecture system in which all counties in California can submit electronic documents.

Capital expenditures of \$100,000 include costs for various software license agreements.

Contingencies of \$362,778 are decreasing by \$268,183 based on an increase in planned expenditures for 2011-12.

Departmental revenue of \$465,430 includes anticipated interest earnings and electronic recording fees.



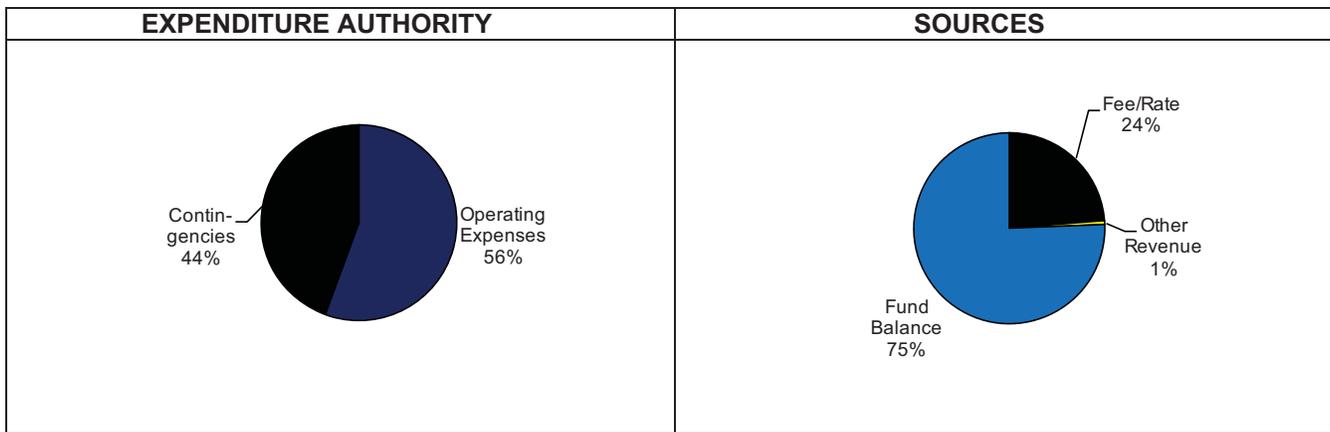
Social Security Number Truncation

DESCRIPTION OF MAJOR SERVICES

This budget unit was established to defray the cost of implementing Government Code Section 27301 which requires local governments to truncate the first five digits of social security numbers (SSN) that appear in records that may be disclosed to the public. The law requires the Recorder to implement the SSN truncation program for all records back to 1980. The primary service provided by this budget unit is the review of all recorded documents, flagging of high-value personal information, truncation of the first five digits of the SSN, and the creation of a separate index and images for public view. Phase 1 began with all documents recorded since January, 2009. Phase 2 will require a professional services contract for the documents from 1980 through 2008. The index and images of the original recorded documents will be maintained in its entirety. Revenue includes fees collected pursuant to Government Code Section 27301.

Budget at a Glance	
Total Expenditure Authority	\$2,053,020
Total Sources	\$500,652
Fund Balance	\$1,552,368
Total Staff	0

2011-12 ADOPTED BUDGET



FISCAL



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Fiscal
 DEPARTMENT: Assessor/Recorder/County Clerk
 FUND: Social Security Number Truncation

BUDGET UNIT: SST REC
 FUNCTION: Public Protection
 ACTIVITY: Other Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	42,606	114,673	12,235	12,279	1,141,643	1,129,364
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	1,552,323	911,377	(640,946)
Total Exp Authority	0	42,606	114,673	12,235	1,564,602	2,053,020	488,418
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	42,606	114,673	12,235	1,564,602	2,053,020	488,418
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	42,606	114,673	12,235	1,564,602	2,053,020	488,418
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	210,054	49,150	479,778	476,885	476,885	487,000	10,115
Other Revenue	738	10,439	12,928	13,237	13,236	13,652	416
Total Revenue	210,792	59,589	492,706	490,122	490,121	500,652	10,531
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	210,792	59,589	492,706	490,122	490,121	500,652	10,531
				Fund Balance	1,074,481	1,552,368	477,887
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

On January 3, 2011, the Recorder and County Clerk functions were transferred from the Auditor-Controller/Treasurer/Tax Collector (ATC) to the Assessor as part of the reorganization to enhance public service, while generating cost savings and operational efficiencies.

Operating expenses of \$1,141,643 primarily include costs for a professional services contract to truncate records as required by law.

Contingencies of \$911,377 are decreasing by \$640,946 based on an increase in planned expenditures for 2011-12.

Departmental revenue of \$500,652 includes anticipated interest earnings and redaction fees.



AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR

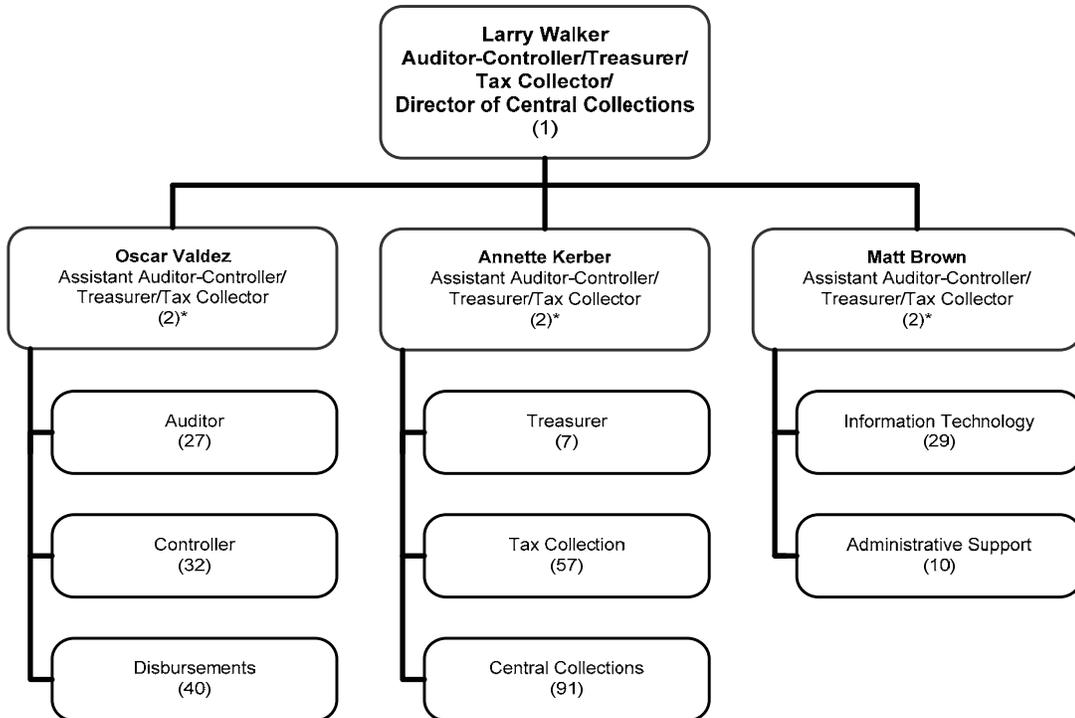
Larry Walker

MISSION STATEMENT

The Office of the Auditor-Controller/Treasurer/Tax Collector processes, safeguards, and provides information regarding county financial activities, manages the county treasury pool, collects and distributes property taxes and other obligations owed to county agencies and courts with integrity, independent judgment, and courteous, outstanding service that is accessible to citizens, businesses, and other public agencies. We are accurate, fair, timely and innovative in the use of technology to enhance services throughout the county.



ORGANIZATIONAL CHART



*Includes one secretary position

2009-10 AND 2010-11 ACCOMPLISHMENTS

- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 23rd consecutive year (for 2009-10).
- Investment Pool was ranked number one in annualized returns by TRACS Financial Institute, a national award, based on year 2009 returns among U.S. municipalities.
- Implemented e-Bill for property owners to receive their property tax bills electronically.
- San Bernardino County reported a 76% recovery rate for court-ordered debt and was the fourth highest county in the state for gross dollars collected.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE TIMELY AND ACCURATE FINANCIAL INFORMATION.

Objective: Maintain and improve the financial accounting processes and reporting.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Received Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes

The objective is to maintain the financial accounting system and to improve the internal processes for accounting and reporting.

In a measurable aspect of the commitment to provide timely and accurate financial information regarding the finances of the county, the Auditor-Controller/Treasurer/Tax Collector has again received (for fiscal year ending June 30, 2010) the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the 23rd consecutive year. An award-winning Comprehensive Annual Financial Report (CAFR) promotes trust in the financial records of the county and enables better credit ratings from the rating agencies.

GOAL 2: MANAGE THE COUNTY TREASURY IN A SAFE, EFFECTIVE AND EFFICIENT MANNER.

Objective: Maintain the highest possible credit rating from two of the three major rating agencies for the county investment pool.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
County investment pool rating	Moody's - Aaa, Fitch- AAA				

The primary goal of the treasury function is to provide for safe and effective management of the cash and investments in the county investment pool. The objective selected to meet this goal is the maintenance of the highest possible credit rating from two of the three major credit rating agencies (Fitch, Moody's, and Standard and Poor's). The achievement of this objective will demonstrate the department's ability to effectively meet the goal of a safe and effective treasury. As guardian of the public's money, we employ conservative county investment policies, focused on the principles of safety, liquidity and yield.

The county investment pool is currently being rated by two of the three major rating agencies. In 2010-11 the target was met. The department expects to continue receiving the highest possible credit rating in 2011-12.



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Auditor-Controller/Treasurer/Tax Collector	33,757,029	24,086,883	9,670,146			300
Total General Fund	33,757,029	24,086,883	9,670,146			300
Special Revenue Fund						
Redemption Maintenance	268,647	86,500		182,147		0
Total Special Revenue Fund	268,647	86,500		182,147		0
Total - All Funds	34,025,676	24,173,383	9,670,146	182,147		300

5-YEAR APPROPRIATION TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Auditor-Controller/Treasurer/Tax Collector	41,010,599	39,961,950	38,143,630	34,607,550	33,757,029
Redemption Maintenance	170,606	179,486	180,350	182,140	268,647
Total	41,181,205	40,141,436	38,323,980	34,789,690	34,025,676

5-YEAR REVENUE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Auditor-Controller/Treasurer/Tax Collector	20,303,947	20,316,913	23,918,402	24,126,528	24,086,883
Redemption Maintenance	6,068	6,704	2,587	1,790	86,500
Total	20,310,015	20,323,617	23,920,989	24,128,318	24,173,383

5-YEAR NET COUNTY COST TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Auditor-Controller/Treasurer/Tax Collector	20,706,652	19,645,037	14,225,228	10,481,022	9,670,146
Total	20,706,652	19,645,037	14,225,228	10,481,022	9,670,146

5-YEAR FUND BALANCE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Redemption Maintenance	164,538	172,782	177,763	180,350	182,147
Total	164,538	172,782	177,763	180,350	182,147



Auditor-Controller/Treasurer/Tax Collector

DESCRIPTION OF MAJOR SERVICES

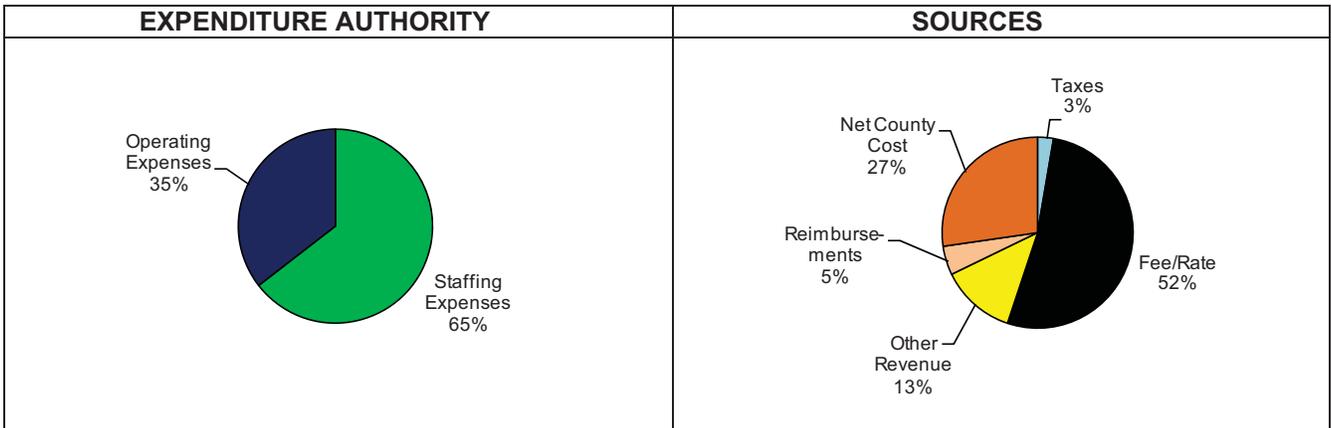
The Office of the Auditor-Controller/Treasurer/Tax Collector is responsible for providing the county and its constituents with a variety of accounting, collections, and investment services.

The Auditor and Controller Divisions record the collections and perform the accounting, reporting, claims and audits of all county financial activities to ensure sound financial management. They are also responsible for the compilation of property tax rates, developing and implementing accounting systems and standards, conducting operational risk assessment reviews, and administering the Countywide Cost Allocation Plan. The Disbursements Division is responsible for vendor payments, payroll services, Employee Management and Compensation System (EMACS) development, and revenue disbursements to taxing agencies.

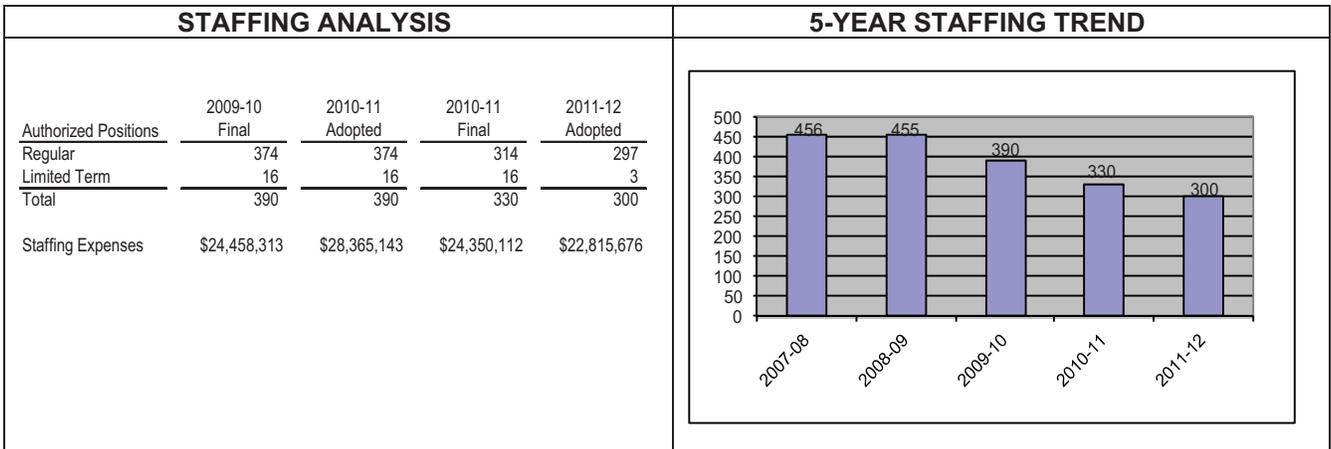
The Treasurer Division performs the County's treasury function including the investment of all County and School District funds within the County investment pool and associated banking services. The Treasurer currently manages assets of \$4-5 billion. The Tax Collector Division collects property taxes for all County taxing entities which amounted to almost \$2.1 billion in property taxes and other fees in 2010-11. The Central Collections Division provides collection services for the county, collecting nearly \$60 million for the year ending June 30, 2011, including collection of court-ordered payments and Arrowhead Regional Medical Center's delinquent accounts receivable.

Budget at a Glance	
Total Expenditure Authority	\$35,488,961
Total Sources	\$25,818,815
Net County Cost	\$9,670,146
Total Staff	300
Funded by Net County Cost	27%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



FISCAL



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

BUDGET UNIT: AAA ATX
FUNCTION: General
ACTIVITY: Finance

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	25,335,444	26,022,082	24,458,313	24,350,111	24,350,112	22,815,676	(1,534,436)
Operating Expenses	11,803,824	10,921,875	13,826,130	11,778,908	11,778,908	12,548,285	769,377
Capital Expenditures	103,671	74,076	8,691	92,306	92,809	125,000	32,191
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	37,242,939	37,018,033	38,293,134	36,221,325	36,221,829	35,488,961	(732,868)
Reimbursements	(1,595,968)	(1,425,899)	(1,430,338)	(1,614,279)	(1,614,279)	(1,731,932)	(117,653)
Total Appropriation	35,646,971	35,592,134	36,862,796	34,607,046	34,607,550	33,757,029	(850,521)
Operating Transfers Out	0	100,000	0	0	0	0	0
Total Requirements	35,646,971	35,692,134	36,862,796	34,607,046	34,607,550	33,757,029	(850,521)
Departmental Revenue							
Taxes	363,490	383,710	442,760	307,060	307,060	945,000	637,940
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	234,929	357,262	216,456	90,018	104,318	54,500	(49,818)
Fee/Rate	17,542,533	19,407,665	19,717,110	18,347,152	18,332,852	18,588,640	255,788
Other Revenue	329,972	249,731	2,999,989	5,382,219	5,382,298	4,498,743	(883,555)
Total Revenue	18,470,924	20,398,368	23,376,315	24,126,449	24,126,528	24,086,883	(39,645)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	18,470,924	20,398,368	23,376,315	24,126,449	24,126,528	24,086,883	(39,645)
Net County Cost	17,176,047	15,293,766	13,486,481	10,480,597	10,481,022	9,670,146	(810,876)
				Budgeted Staffing	330	300	(30)

BUDGET CHANGES AND OPERATIONAL IMPACT

Effective January 3, 2011, the Recorder Division (60 positions) was transferred from Auditor-Controller/Treasurer/Tax Collector (ATC) to the Office of the Assessor/Recorder/County Clerk. The Information Technology Division of the Auditor-Controller/Treasurer/Tax Collector is structured to serve the needs of ATC along with the Recorder Division, with reimbursements from the Assessor/Recorder/County Clerk for services, equipment and supplies, as needed.

Staffing expenses of \$22,815,676 fund 300 budgeted positions. This appropriation decreased by \$1,534,436 which reflects the elimination of 28 vacant positions and 2 filled contract positions, exempt compensation plan changes, and a proposed work schedule reduction for SBPEA represented employees.

Operating expenses of \$12,548,285 primarily include professional services, mail services, computer software and maintenance expenses, central computer and COWCAP charges. The increase of \$769,377 is primarily due to COWCAP charges and an increase in professional services.

Capital expenditures of \$125,000 include purchases of information technology (IT) equipment. The increase of \$32,191 results from the need to purchase additional servers.

Reimbursements of \$1,731,932 represent payments from other departments for various services provided. The increase of \$117,653 is primarily due to reimbursements for a building coordinator position, and increased IT reimbursements from the Assessor/Recorder/County Clerk.

Departmental revenue of \$24,086,883 represents a combination of revenue generated from property tax-related items and services provided to the public, state courts, and other county departments.

STAFFING CHANGES AND OPERATIONAL IMPACT

During 2010-11, the department held 28 positions vacant in anticipation of budget reductions in 2011-12. The following 28 vacant positions and 2 filled contract Office Assistant II positions were deleted: 4 Accountant IIs, 1



Chief Tax Collections Division, 1 Automated Systems Technician, 1 Business Systems Analyst III, 1 Auditor-Controller Project Administrator, 3 Office Assistant IIs, 1 Contract Office Assistant II, 1 Office Assistant III, 2 Supervising Office Assistants, 3 Fiscal Assistants, 1 Payroll Specialist, 2 Internal Auditor IIIs, 1 Secretary I, 1 Supervising Automated Systems Analyst, and 5 Public Service Employees. The elimination of these positions could result in the inability to timely audit departments, offices, agencies and Board-governed Special Districts as required by County Policy; failure to meet the department's standard for paying vendors within 10 business days from receipt of the document; longer wait times before customer telephone calls are answered; longer wait times for payment of tax installments; and potential delays in preparing various financial reports.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management	7	0	7	6	1	0	7
Administrative Support	10	0	10	10	0	0	10
Information Technology Division	29	0	29	27	2	0	29
Auditor Division	27	0	27	27	0	0	27
Controller Division	30	2	32	32	0	0	32
Disbursements Division	40	0	40	40	0	0	40
Treasurer Division	7	0	7	7	0	0	7
Tax Collection Division	56	1	57	50	7	0	57
Central Collections Division	91	0	91	78	13	0	91
Total	297	3	300	277	23	0	300

<u>Management</u>	<u>Auditor Division</u>	<u>Disbursements Division</u>	<u>Tax Collection Division</u>
1 Elected Auditor-Controller/Treasurer/Tax Collector	1 Auditor-Controller Division Chief	1 Auditor-Controller Division Chief	1 Tax Collection Manager
3 Assistant Auditor-Controller/Treasurer/Tax Collector	1 Secretary I	1 Secretary I	1 Tax Collector Accounting Manager
3 Executive Secretary III	3 Auditor-Controller Manager	2 Auditor-Controller Manager	1 Tax Sales Manager
	1 Supervising Accountant III	1 EMACS Manager	1 Supervising Accounting Tech
	2 Supervising Internal Auditor III	1 Supervising Acct III	7 Collections Officer
	2 Systems Accountant III	1 Supervising Acct II	5 Accounting Technician
	4 Systems Accountant II	3 Supervising ATC Payroll Technician	3 Supervising Office Assistant
	6 Internal Auditor III	1 Systems Procedures Analyst II	3 Fiscal Specialist
	4 Accountant III	2 Systems Procedures Analyst I	9 Fiscal Assistant
	2 Accountant II	1 Systems Procedures Analyst I	8 Office Assistant III
	1 Accounting Technician	1 Systems Accountant II	18 Office Assistant II
<u>Administrative Support</u>	<u>Controller Division</u>		<u>Central Collections Division</u>
1 Administrative Supervisor I	1 Auditor-Controller Division Chief		1 Director of Central Collections
1 Special Projects Administrator	1 Secretary I		1 Secretary II
1 ATC Building Coordinator	2 Auditor-Controller Manager		1 Chief Central Collections
1 Accountant II	1 Supervising Accountant III		1 Chief Collections Supervisor
1 Payroll Specialist	1 Supervising Accountant II		2 Supervising Accountant II
1 Fiscal Specialist	1 Supervising Fiscal Specialist		2 Accountant III
3 Office Assistant III	1 Systems Accountant II		1 Accountant II
1 Office Assistant II	1 Internal Auditor III		6 Supervising Collections Officer
	7 Accountant III		1 Supervising Fiscal Specialist
<u>Information Technology Division</u>	4 Accounting Technician		54 Collections Officer
1 Departmental IS Administrator	1 Fiscal Specialist	<u>Treasurer Division</u>	2 Accounting Technician
1 Secretary I	3 Fiscal Assistant	1 Cash Manager/Investment Officer	1 Fiscal Specialist
3 Business Applications Manager	5 Office Assistant III	1 Assistant Cash Manager/Investment Officer	5 Fiscal Assistant
3 Business Systems Analyst III	1 Office Assistant II	2 Investment Analyst	2 Office Assistant III
2 Department Systems Engineer	2 Public Service Employee	1 Treasurer Office Manager	11 Office Assistant II
6 Programmer Analyst III		1 Accounting Technician	
1 Programmer III		1 Fiscal Assistant	
2 Automated Systems Analyst II			
6 Automated Systems Analyst I			
4 Automated Systems Technician			

FISCAL



Redemption Maintenance

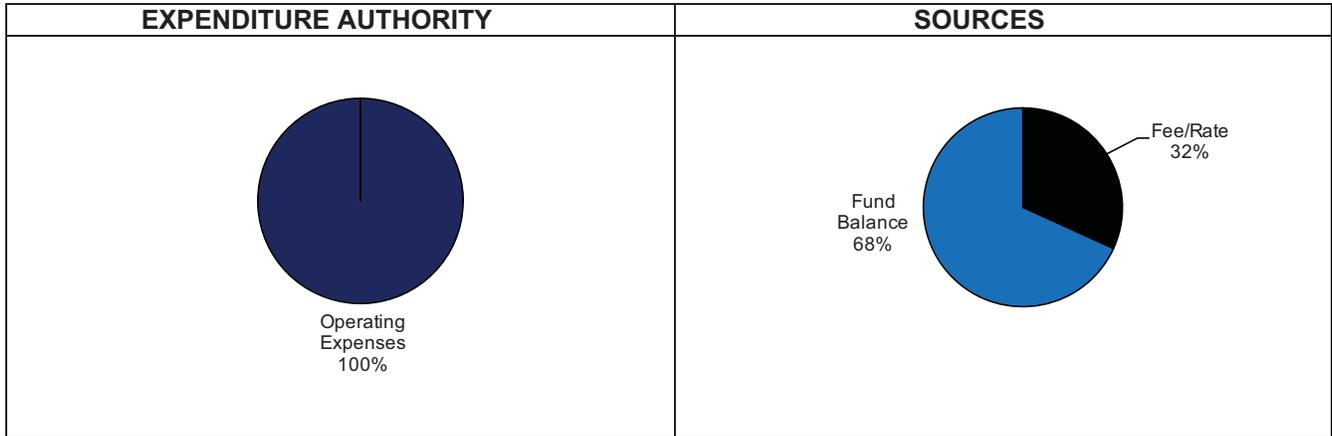
DESCRIPTION OF MAJOR SERVICES

The Redemption Maintenance budget unit was established to defray the costs of maintaining the redemption and tax-defaulted files, and the costs of administering and processing the claims for excess tax sale proceeds. Revenue includes unclaimed excess tax sale proceeds collected pursuant to Revenue and Taxation Code 4674.

Budget at a Glance

Total Expenditure Authority	\$268,647
Total Sources	\$86,500
Fund Balance	\$182,147
Total Staff	0

2011-12 ADOPTED BUDGET



FISCAL



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: Redemption Maintenance

BUDGET UNIT: SDQ TTX
FUNCTION: General
ACTIVITY: Finance

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget	
Appropriation								
Staffing Expenses	0	0	0	0	0	0	0	
Operating Expenses	0	0	0	0	0	268,647	268,647	
Capital Expenditures	0	0	0	0	0	0	0	
Contingencies	0	0	0	0	182,140	0	(182,140)	
Total Exp Authority	0	0	0	0	182,140	268,647	86,507	
Reimbursements	0	0	0	0	0	0	0	
Total Appropriation	0	0	0	0	182,140	268,647	86,507	
Operating Transfers Out	0	0	0	0	0	0	0	
Total Requirements	0	0	0	0	182,140	268,647	86,507	
Departmental Revenue								
Taxes	0	0	0	0	0	0	0	
Realignment	0	0	0	0	0	0	0	
State, Fed or Gov't Aid	0	0	0	0	0	0	0	
Fee/Rate	0	0	0	0	0	85,000	85,000	
Other Revenue	8,244	4,981	2,587	1,797	1,790	1,500	(290)	
Total Revenue	8,244	4,981	2,587	1,797	1,790	86,500	84,710	
Operating Transfers In	0	0	0	0	0	0	0	
Total Sources	8,244	4,981	2,587	1,797	1,790	86,500	84,710	
					Fund Balance	180,350	182,147	1,797
					Budgeted Staffing	0	0	0

FISCAL

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$268,647 represent a reimbursement 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.

Departmental revenue of \$86,500 represents revenue from unclaimed excess tax sale proceeds trust funds for program administration and anticipated interest earnings. The \$84,710 increase is the result of anticipated additional revenue from unclaimed excess tax sale proceeds trust funds to offset unrecovered costs.



Automated Systems Development

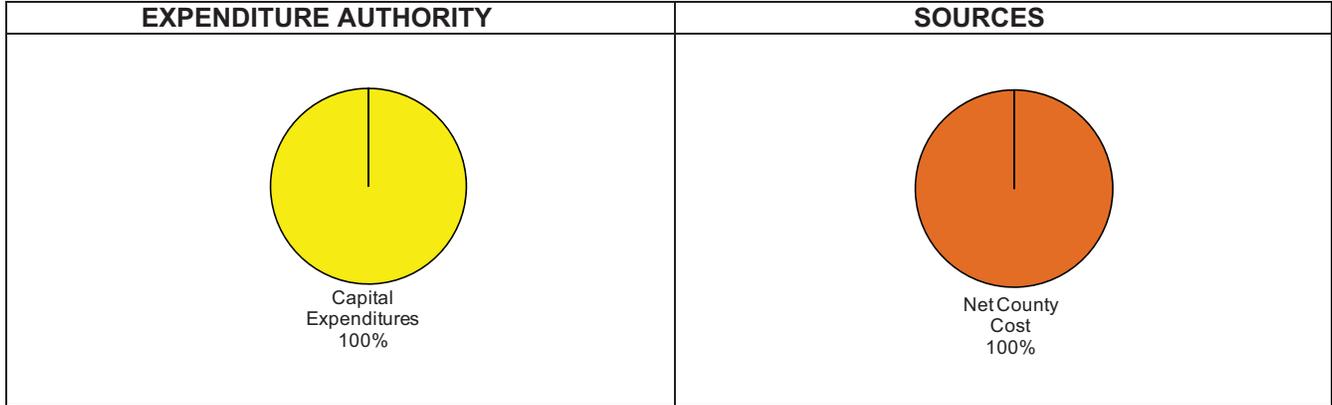
DESCRIPTION OF MAJOR SERVICES

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.

Budget at a Glance

Total Expenditure Authority	\$6,000,000
Total Sources	\$0
Net County Cost	\$6,000,000
Total Staff	0
Funded by Net County Cost	100%

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Fiscal
 DEPARTMENT: County Administrative Office - Automated Systems Development
 FUND: General

BUDGET UNIT: AAP CAO
 FUNCTION: General
 ACTIVITY: Other

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	6,000,000	6,000,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	6,000,000	6,000,000
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	0	6,000,000	6,000,000
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	0	6,000,000	6,000,000
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	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 Sources	0	0	0	0	0	0	0
Net County Cost	0	0	0	0	0	6,000,000	6,000,000
				Budgeted Staffing	0	0	0

FISCAL

BUDGET CHANGES AND OPERATIONAL IMPACT

The FAS 2012 project is a countywide collaborative effort to upgrade or replace the existing financial accounting system that was implemented over 20 years ago and has long exceeded its useful life. In 2011-12, the Board approved a \$6.0 million net county cost allocation to fund this project. A request for information (RFI) was released in July 2011, and initial responses indicate that an additional \$6.0 million in funding may be necessary. As a result, the FAS 2012 project may be completed in phases as funding becomes available.

Capital expenditures of \$6.0 million represent anticipated capitalized software costs associated with the FAS 2012 project.



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YOUR COUNTY... YOUR FUTURE

ARROWHEAD REGIONAL MEDICAL CENTER

2011-12
ADOPTED BUDGET

- County of San Bernardino -

**ARROWHEAD REGIONAL MEDICAL CENTER
SUMMARY**

<u>ENTERPRISE FUNDS</u>	<u>Page #</u>	<u>Operating Expense</u>	<u>Revenue</u>	<u>Revenue Over (Under) Exp</u>	<u>Staffing</u>
ARROWHEAD REGIONAL MEDICAL CENTER SUMMARY	246				
ARROWHEAD REGIONAL MEDICAL CENTER	249	404,243,924	404,030,075	(213,849)	3,225
MEDICAL CENTER LEASE PAYMENTS	256	41,825,808	41,825,808	0	0
TOTAL ENTERPRISE FUNDS		446,069,732	445,855,883	(213,849)	3,225

ARROWHEAD REGIONAL MEDICAL CENTER



ARROWHEAD REGIONAL MEDICAL CENTER

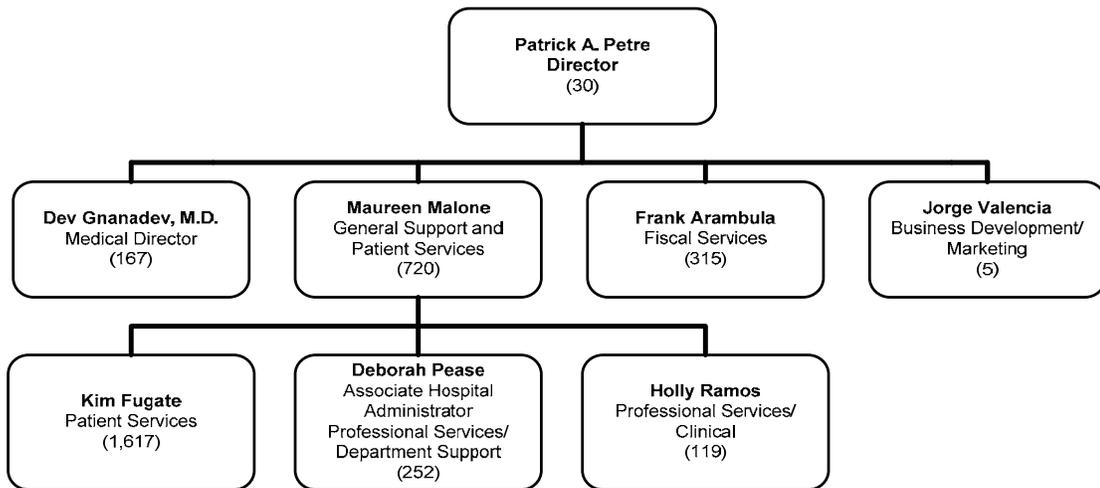
Patrick Petre

MISSION STATEMENT

The San Bernardino County Arrowhead Regional Medical Center is a safety net hospital with the primary mission of providing quality healthcare—a basic necessity of humankind—to the residents of San Bernardino County. We continuously strive to improve the health of the communities we serve and become the provider of choice for healthcare delivery and education.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Centers for Medicare and Medicaid Services (CMS) Validation Survey.
- California Department of Public Health – Medication Error Reporting Program.
- College of American Pathologists – Clinical Laboratory.
- Health Care Facilities Accreditation Program – Blood Gas Laboratory.
- Physician Training Programs – American Osteopathic Association.
 - Emergency Medicine
 - Obstetrics
- Level One (1) Primary Stroke Center Designation.
- National Patient Care Standards – CMS Core Measures.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROMOTE AND INCREASE COMMUNITY COLLABORATION AND INVOLVEMENT TO ENHANCE ACCESS TO CARE.

Objective: Collaborate with other county departments to maximize Low Income Health Program (LIHP). This program will optimize existing resources providing medical care to enrollees previously part of the county's W&I \$17000 Medically Indigent Adult program. Allow such designated departments to coordinate care to draw down federal matching dollars at a rate of 50% of cost. These funds will have the effect of reducing commensurate Safety Net Care Pool dollars, but overall provide for improved coordinated care that will equate to better patient outcomes.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Enrollment in LIHP.	N/A	N/A	N/A	N/A	20,000

GOAL 2: DELIVERY SYSTEM REFORM INCENTIVE PLAN (DSRIP).

Objective: Delivery System Reform Incentive Plan is a detailed plan for Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Required completion of all milestones of the four major categories to receive funding.	N/A	N/A	N/A	N/A	100%



SUMMARY OF BUDGET UNITS

2011-12

	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Enterprise Funds						
Arrowhead Regional Medical Center	404,243,924	404,030,075			(213,849)	3,225
Medical Center Lease Payments	41,825,808	41,825,808			0	0
Total Enterprise Funds	446,069,732	445,855,883			(213,849)	3,225

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Arrowhead Regional Medical Center	364,151,503	371,221,218	372,926,039	396,785,107	404,243,924
Medical Center Lease Payments	53,419,848	57,492,452	43,218,264	43,790,480	41,825,808
Total	417,571,351	428,713,670	416,144,303	440,575,587	446,069,732

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Arrowhead Regional Medical Center	361,628,449	368,673,065	373,079,834	402,444,177	404,030,075
Medical Center Lease Payments	53,008,963	56,690,631	42,416,443	42,988,659	41,825,808
Total	414,637,412	425,363,696	415,496,277	445,432,836	445,855,883

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Arrowhead Regional Medical Center	(2,523,054)	(2,548,153)	153,795	5,659,070	(213,849)
Medical Center Lease Payments	(410,885)	(801,821)	(801,821)	(801,821)	0
Total	(2,933,939)	(3,349,974)	(648,026)	4,857,249	(213,849)

ARROWHEAD REGIONAL MEDICAL CENTER



Arrowhead Regional Medical Center

DESCRIPTION OF MAJOR SERVICES

Arrowhead Regional Medical Center (ARMC) is a state-of-the-art acute care facility embracing advanced technology in all patient and support areas. ARMC offers the latest in patient care by providing a full range of inpatient and outpatient services, three off campus community health centers, Department of Behavioral Health's inpatient activities and numerous specialty services. Freeway access, shuttle service and close proximity to an Omnitrans bus hub make ARMC convenient to county residents.

Budget at a Glance	
Total Expenditure Authority	\$404,243,924
Total Sources	\$404,030,075
Rev Over/(Under) Exp	(\$213,849)
Total Staff	3,225
Use of Unrestricted Net Assets	\$10,567,148

ARMC and Behavioral Health facilities are comprised of 456 (90 in Behavioral Health and 366 in ARMC) inpatient rooms, most of which are private. The Emergency Department is a Level II Trauma Center and consists of 15 observation rooms, 8 treatment rooms, 3 law enforcement holding rooms, 8 trauma rooms and a 9 bay Rapid Medical Emergent Treatment area to expedite treatment and improve throughput. The helicopter landing area can accommodate both standard Medi-Vac helicopters and military helicopters. The outpatient care center consists of 109 examination rooms and 8 procedure rooms.

The campus houses five buildings which also serve to outline the definitive services/medical center functions: Behavioral Health, Hospital, Outpatient Care Center, Diagnostic & Treatment and the Central Plant.

Inpatient Care: Inpatient services provide curative, preventative, restorative and supportive care for general and specialty units within the General Acute Care Hospital, Behavioral Health Hospital and Home Health. Care is coordinated among multiple care providers responsible for patient care twenty-four hours a day. Nursing functions as a primary interface with patients, families and others, and is often the interpreter for the hospital experience and treatment plan. Education is a primary focus, and ARMC offers numerous Residency Programs for the training of physicians in Family Practice, Emergency Medicine, Surgery, Neurosurgery, Women's Health, and Internal Medicine.

Outpatient Services: Outpatient Care is an integral part of our multifaceted healthcare delivery system offering a wide range of emergency, primary, preventive, chronic, follow-up and specialty care in an ambulatory care setting. Visits have exceeded 250,000 annually exclusive of the Emergency Room volume. Mobile services have been expanded to one Mobile Clinic and two Breathmobile units for a total of three. This will allow clinical services to be delivered in outlying areas and county emergencies when it is needed.

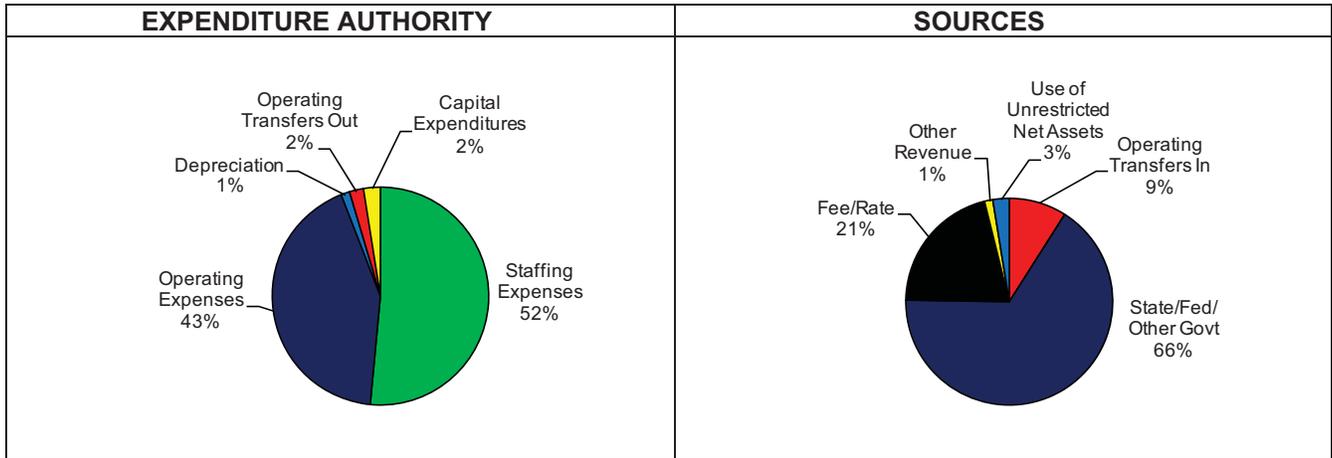
ARMC has worked diligently with the California Association of Public Hospitals to maximize funding for medical and uninsured patients under disproportionate share and safety net care pool sources. These sources are provided primarily through the California section 1115 waiver. The initial five year waiver ended at the end of 2009-10. The new waiver deal was implemented in November 2010. Because legislation has yet to pass implementing the new waiver funding mechanism, funding to ARMC continues to follow the old methodology. The impact of the new waiver will increase funding, but not without new costs for infrastructure and performance to achieve outcomes.

Under the new waiver, counties have the opportunity to develop coverage initiatives by implementing a Low Income Health Plan (LIHP). The County of San Bernardino created a collaborative of community stakeholders and county departments including Behavioral Health, Human Services, and Public Health that is working toward implementation of the county's LIHP. ARMC will be a key component in service delivery in the LIHP for physical medicine, and will be working with other county departments in preparing, through this program, for the transition to Health Care Reform in 2014. Incrementally, funding under the LIHP only represents a change in the financing mix and will not be zero since many of the current medically indigent patients in the county's CHS will now be part of the LIHP.

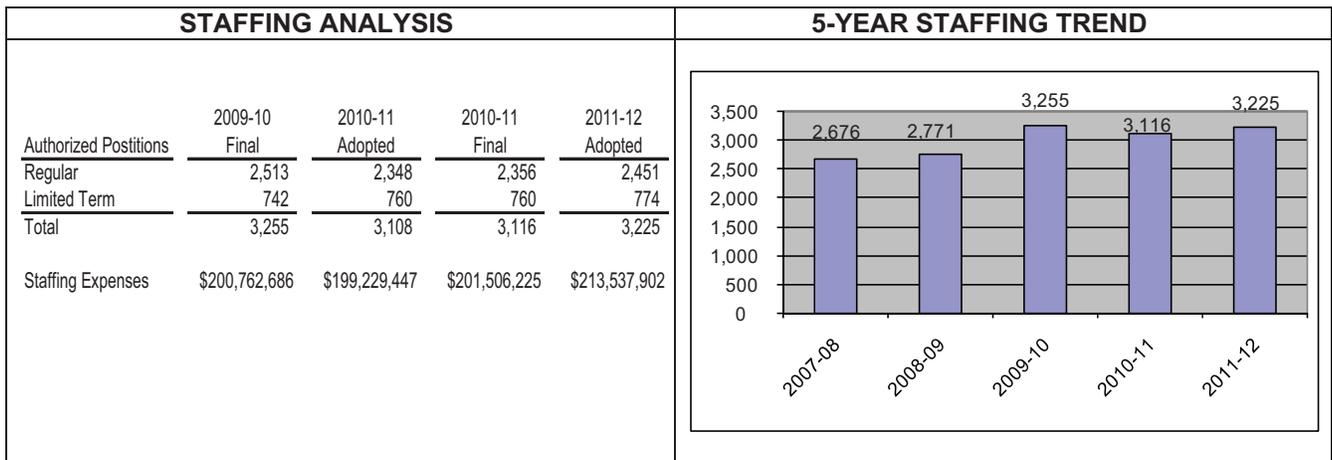
A new funding source provided under the waiver, the Delivery System Reform Incentive Plan (DSRIP), is an innovative approach to provide an improved delivery system. The DSRIP will provide Infrastructure Development, Innovation Redesign, Population Focused Improvement and Patient Improvement in Quality and Safety. DSRIP funding is strictly tied to results and meeting of milestones.



2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ARROWHEAD REGIONAL MEDICAL CENTER



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Arrowhead Regional Medical Center
 DEPARTMENT: Arrowhead Regional Medical Center
 FUND: Medical Center

BUDGET UNIT: EAD MCR
 FUNCTION: Health and Sanitation
 ACTIVITY: Hospital Care

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	197,245,389	203,139,752	200,762,686	201,506,225	201,506,225	213,537,902	12,031,677
Operating Expenses	162,522,489	165,903,110	198,507,388	168,352,555	168,719,698	176,696,718	7,977,020
Contingencies	0	0	0	0	12,676,207	0	(12,676,207)
Total Exp Authority	359,767,878	369,042,862	399,270,074	369,858,780	382,902,130	390,234,620	7,332,490
Reimbursements	(144,325)	(10,000)	(5,521)	(12,500)	(12,500)	0	12,500
Total Appropriation	359,623,553	369,032,862	399,264,553	369,846,280	382,889,630	390,234,620	7,344,990
Depreciation	6,437,443	7,123,217	3,918,546	4,086,742	4,086,742	5,349,304	1,262,562
Operating Transfers Out	8,325,390	8,479,467	8,454,106	9,808,735	9,808,735	8,660,000	(1,148,735)
Total Requirements	374,386,386	384,635,546	411,637,205	383,741,757	396,785,107	404,243,924	7,458,817
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	217,227,157	228,968,665	296,025,571	297,112,798	297,112,798	274,579,441	(22,533,357)
Fee/Rate	117,437,087	114,095,032	97,291,248	89,696,625	89,696,625	86,684,872	(3,011,753)
Other Revenue	1,126,135	6,260,931	(6,553,910)	14,660,124	14,660,124	5,395,762	(9,264,362)
Total Revenue	335,790,379	349,324,628	386,762,909	401,469,547	401,469,547	366,660,075	(34,809,472)
Operating Transfers In	38,381,085	40,026,440	39,880,010	974,630	974,630	37,370,000	36,395,370
Total Financing Sources	374,171,464	389,351,068	426,642,919	402,444,177	402,444,177	404,030,075	1,585,898
Rev Over/(Under) Exp	(214,922)	4,715,522	15,005,714	18,702,420	5,659,070	(213,849)	(5,872,919)
				Budgeted Staffing	3,116	3,225	109
Fixed Assets							
Capital Expenditures	10,892,792	7,309,406	6,304,355	2,627,788	3,768,191	10,353,299	6,585,108
Total Fixed Assets	10,892,792	7,309,406	6,304,355	2,627,788	3,768,191	10,353,299	6,585,108

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$213,537,902 fund 3,225 budgeted positions. This appropriation has a net increase of \$12,031,677 and 109 budgeted positions over prior year final budget.

Operating expenses of \$176,696,718 reflect an increase of \$7,977,020. The overall increase of 4.7% is primarily due to a \$7,936,299 increase in medical supplies.

Depreciation of \$5,349,304 is increasing by \$1,262,562 per the department's depreciation schedules.

Operating transfers out of \$8,660,000 represents \$8,000,000 of ARMC's contribution from operations for the Medical Center Debt Service and \$660,000 of Capital Improvement Projects. A detailed description of the Medical Center Debt Service is available in the Health Administration's Medical Center Lease Payments budget unit.

Total revenue of \$366,660,075 decreased \$34,809,472 over prior year final budget. Sources of revenue include \$274,579,441 in state and federal funding primarily from Medicare and Medi-Cal, \$86,684,872 in current services from private pay patients and insurance, and \$5,395,762 in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other county departments and hospitals through the residency program. The overall decrease is primarily attributable to uncertainty of the continuation of Medi-Cal managed care supplemental payments and changes in federal matching revenue.

Operating transfers in of \$37,370,000 reflect the Realignment contribution to ARMC for the CMS impact to hospital operations of \$34,820,000 and for the Medically Indigent program.

ARROWHEAD REGIONAL MEDICAL CENTER



Currently, ARMC has an operating deficit of \$213,849. Management will continue to monitor operations for expense savings and operate within guidelines.

Capital expenditures of \$10,353,299 include \$9,926,064 for equipment and \$427,235 for lease purchase equipment. Major equipment acquisitions include an Angio/Cath Laboratory (\$1,400,000), a Multi-slice CT scanner (\$1,953,625), a Catherization Laboratory Replacement (\$1,750,146), and co-location costs (\$2,228,044).

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2010-11, there was a net 8 budgeted positions which were added as quarterly budget adjustments.

ARMC staffing increased a net 109 budgeted positions in 2011-12 from the prior year final budget. A portion of these budgeted increases reflects the ARMC's participation in the Low Income Health Program and a Delivery System Reform Incentive Plan. Clinical positions totaling 10 and 9, respectively, were added in 2011-12 for these two programs. Remaining positions changes will lower costs for temporary help and overtime giving the department flexibility with scheduling. ARMC will also be implementing new technology systems for the new programs in preparation for Healthcare Reform and compliance with the Electronic Health Record.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	30	0	30	28	1	1	30
Medical Director	10	157	167	149	10	8	167
Gen.Support/Patient Svcs	651	68	719	636	52	31	719
Fiscal Services	304	11	315	271	27	17	315
Business Development/Marketing	4	1	5	4	1	0	5
Patient Services	1137	480	1617	1308	234	75	1617
Professional Services-Department Support	212	40	252	218	34	0	252
Professional Services-Clinical	103	17	120	95	9	16	120
Total	2451	774	3225	2709	368	148	3225



Fiscal Services		Patient Services		Patient Services (Continued)	
4	Accountant III	6	Assistant Nurse Manager	3	Licensed Vocational Nurse – Per Diem
4	Accounting Technician	1	Asst Hospital Administrator - BH	39	Licensed Vocational Nurse II
1	Administrative Supervisor I	3	Clinic Assistant	2	Nurse Educator
2	Administrative Supervisor II	1	Clinical Nurse Specialist	6	Nurse Manager
5	Applications Specialist	8	Clinical Therapist I	1	Nurse Recruiter
1	ARMC Chief Financial Officer	2	Clinical Therapist II	3	Nurse Supervisor
11	Automated Systems Analyst I	1	Clinical Therapist Pre-License	65	Nursing Attendant
9	Automated Systems Technician	1	Cont Occupational Therapist II	1	Nursing Program Coordinator
3	Business Applications Manager	4	Cont Surgical Tech	8	Office Assistant II
1	Business Systems Analyst I	2	Contract Registered Nurse	3	Office Assistant III
3	Business Systems Analyst II	1	Education Services Supervisor	190	Registered Nurse II - PD
3	Business Systems Analyst III	7	Float Pool Registered Nurse PD	358	Registered Nurse II - ARMC
1	Case Management Supervisor	1	Hospital Services Worker	4	Reg. Cardio Pulmonary Nurse
1	Chief Information Officer	41	Hospital Unit Assistant	2	Secretary I
1	Cont. Ancillary Receivables Mgr	1	Licensed Vocational Nurse – Per Diem	1	Secretary II
4	Collections Officer	43	Licensed Vocational Nurse II	8	Social Service Practitioner
4	Cont. Medi-Cal Specialist	1	Mental Health Clinic Supervisor	80	Student Nurse
1	Cont. Asst. Hosp Admin - Fiscal	43	Mental Health Nurse II		
1	Cont. Asst. Hosp. Admin–Pnt Fis	6	Mental Health Nurse Manager		
1	Cont. Mgr Pre MediCal Qual Dept	1	Multimedia Coordinator		
1	Cont. Sup Pre-MediCal Qual Dept	8	Nurse Educator		
1	Departmental IS Administrator	7	Nurse Manager		
19	Fiscal Assistant	50	Nursing Attendant		
5	Fiscal Specialist	2	Occupational Therapist II		
1	General Services Aide	3	Occupational Therapy Assistant		
2	Hospital Unit Assistant	4	Office Assistant II		
1	Licensed Vocational Nurse II	8	Office Assistant III		
12	Medical Records Coder I	30	Psychiatric Technician I		
7	Medical Records Coder II	3	Registered Nurse II – Clinic		
1	Medical Records Manager	158	Registered Nurse II – PD		
2	Medical Records Supervisor	218	Registered Nurse II – ARMC		
131	Office Assistant II	2	Secretary I		
13	Office Assistant II	1	Sterile Processing Technician		
2	Office Assistant IV	1	Stores Specialist		
9	Office Specialist	4	Student Nurse		
2	Patient Accounts Supervisor	1	Supervising Office Assistant		
1	Programmer Analyst I	1	Supervising Utilization Review Tech		
1	Programmer Analyst II	13	Surgical Technician		
1	Public Service Employee	2	Tumor Registrar		
17	Registered Nurse Case Manager	5	Utilization Review Technician		
2	Registered Nurse II – Per Diem	8	ARMC House Supervisor - PD		
2	Registered Nurse II - ARMC	1	ARMC Social Services Manager		
3	Secretary I	12	Assistant Nurse Manager		
2	Staff Analyst I	1	Assoc Hosp Adm Patient Svc		
4	Staff Analyst II	1	Asst Hosp Admin Nursing Svcs		
7	Supervising Office Assistant	4	Burn Care Technician		
1	Supervising Office Specialist	3	Certified Trauma Registrar		
1	Supv Automated Sys Analyst I	18	Clinic Assistant		
1	Util Review/Perform Imp Nurse	4	Cont Social Svc Practitioner		
2	Utilization Review Technician	1	Contract Registered Nurse		
		21	Emergency Room Technician		
		3	Float Pool Registered Nurse		
		5	Float Pool Registered Nurse-PD		
		1	Hospital Customer Advocate		
		62	Hospital Unit Assistant		
		3	House Supervisor		



Professional Services-Dept. Support		Professional Services-Clinical	
1	Administrative Supervisor I	3	Asst Hosp Administrator Fiscal
32	Office Assistant II	1	Assoc Hosp Adm Prof Services
1	Office Assistant III	9	Office Assistant II
3	Office Assistant IV	1	Office Assistant III
1	Supervising Office Assistant	6	Office Specialist
4	Office Specialist	5	Clinic Assistant
1	Supervising Office Specialist	3	Registered Nurse II – Per Diem
1	Clinic Assistant	4	Fiscal Assistant
1	Registered Nurse II – Per Diem	1	Nurse Manager
3	Cytotechnologist	1	Home Health Aide
1	Autopsy Assistant	1	Hospital Unit Assistant
2	Histology Technician	1	Contract Hospital PI Supervisor
19	Laboratory Assistant	1	Home Health Admin-Clinical Svcs Director
1	ARMC Laboratory Manager	1	Home Health Supervisor
32	Laboratory Technologist II	1	Hospital EE Health Nurse
8	Laboratory Technologist III	1	Librarian II
3	Laboratory Technologist Intern	1	Librarian Assistant I
1	Nursing Program Coordinator	1	Lic Vocational Nurse – Per Diem
2	Occupational Therapy Assistant	6	Licensed Vocational Nurse II
4	Rehabilitation Services Aide	1	Case Management Supervisor
3	Physical Therapist Assistant	1	Medical Staff Coordinator
27	Phlebotomist	1	Supervising Medical Staff Coordinator
1	Supervising Phlebotomist	1	Medical Health Nurse II
1	Radiology Supervisor	2	Nurse Informatics Coordinator
1	Radiology Manager	2	Nuclear Medicine Technologist
15	Radiologic Technologist II	1	Nurse Epidemiologist
3	Radiologic Technologist III	3	Registered Cardio Pulmonary Nurse
5	Registered Nurse II - ARMC	1	Radiographic Clinical Instructor
1	Rehabilitation Services Manager	1	Radiologic Technologist School
2	Supv Rehabilitation Therapist	5	Registered Nurse Case Manager
3	Secretary I	12	Registered Nurse II - ARMC
5	Occupational Therapist II	2	Respiratory Care Practitioner 2
10	Physical Therapist II	1	Secretary II
1	Social Service Practitioner	1	Medical Services Program Coordinator
7	Special Proc Rad Tech 2	1	Physical Therapist II
1	Special Proc Rad Tech 3	7	Special Proc Rad Tech 2
5	Supervising Laboratory Tech	2	Staff Analyst II
2	Speech Therapist	8	Ultrasound Technologist II
1	Volunteer Services Coordinator	1	Ultrasound Technologist III
3	Cont Occupational Therapist II	4	Util Rvw/Perform Imp Nurse
8	Cont Physical Therapist II	2	Utilization Review Technician
2	Cont Rehab Therapist - Speech	4	Cont Spec Proc Rad Tech
2	Cont Spec Procedures Rad Tech	1	Cont Home Speech Therapist
1	Cont First Five Public Ed Coord	1	Cont Home Physical Therapist
1	Contract ARMC Dentis	1	Cont Home Health Registered Therapist
1	First Five Project Director	2	Cont Home Health Social Worker
19	Cont Radiological Tech	3	Cont Ultrasound Tech



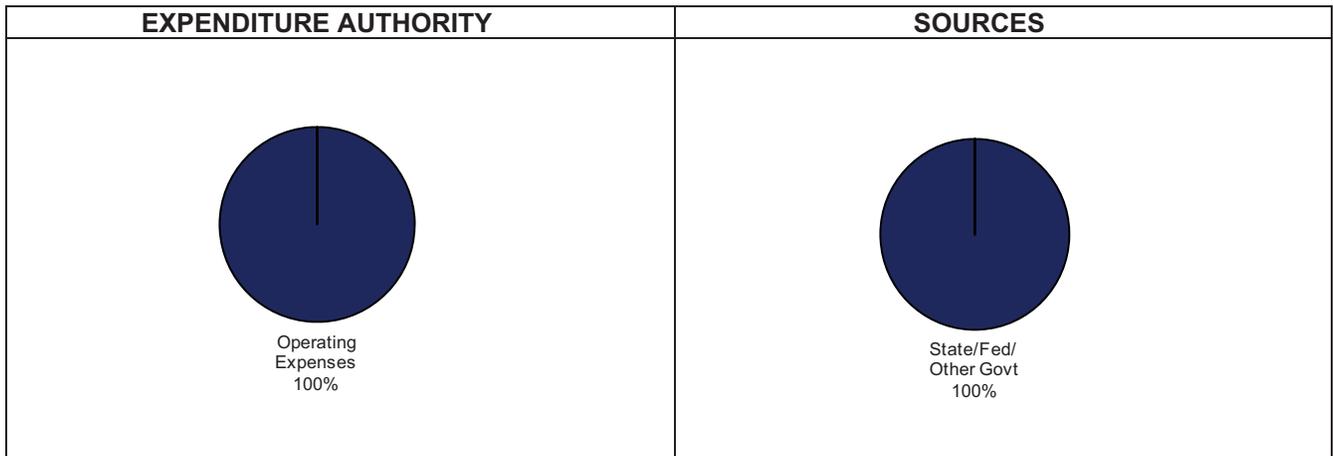
Medical Center Lease Payments

DESCRIPTION OF MAJOR SERVICES

This budget unit funds the cost of long-term lease payments to the Inland Empire Public Facilities Corporation for the Arrowhead Regional Medical Center (ARMC) facility. Funding sources include state revenues from the Construction Renovation/Reimbursement Program (SB 1732) that provides supplemental reimbursement for construction, renovation, or replacement of medical facilities or fixed equipment, operating transfers from ARMC representing Medicare and fee for service revenues, and operating transfers from the general fund backed by Health Realignment revenues and tobacco settlement proceeds.

Budget at a Glance	
Total Expenditure Authority	\$41,825,808
Total Sources	\$41,825,808
Rev Over/(Under) Exp	\$0
Total Staff	0

2011-12 ADOPTED BUDGET



ARROWHEAD REGIONAL MEDICAL CENTER



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Arrowhead Regional Medical Center
 DEPARTMENT: Arrowhead Regional Medical Center
 FUND: Medical Center Lease Payments

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	51,876,528	46,928,209	41,619,740	42,988,658	42,988,658	41,653,763	(1,334,895)
Contingencies	0	0	0	0	801,822	172,045	(629,777)
Total Exp Authority	51,876,528	46,928,209	41,619,740	42,988,658	43,790,480	41,825,808	(1,964,672)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	51,876,528	46,928,209	41,619,740	42,988,658	43,790,480	41,825,808	(1,964,672)
Depreciation	0	0	0	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	51,876,528	46,928,209	41,619,740	42,988,658	43,790,480	41,825,808	(1,964,672)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	23,428,579	19,544,149	18,985,372	19,500,334	19,500,335	18,825,808	(674,527)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	971,000	0	0	0	0	0
Total Revenue	23,428,579	20,515,149	18,985,372	19,500,334	19,500,335	18,825,808	(674,527)
Operating Transfers In	28,837,886	26,413,060	22,634,368	23,488,324	23,488,324	23,000,000	(488,324)
Total Financing Sources	52,266,465	46,928,209	41,619,740	42,988,658	42,988,659	41,825,808	(1,162,851)
Rev Over/(Under) Exp	389,937	0	0	0	(801,821)	0	801,821
				Budgeted Staffing	0	0	0
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	0
Total Fixed Assets	0	0	0	0	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$41,653,763 represent lease payments and associated fees and are decreasing in accordance with scheduled lease amortization.

Contingencies of \$172,045 represent the anticipated lower lease payment in 2011-12.

State aid of \$18,825,808 is decreasing by \$674,527 based on the SB 1732 reimbursement formula. A portion of the medical center lease payments is reimbursed by the state through the Construction Renovation/Reimbursement Program (SB 1732). The amount reimbursed by the state depends on the allowable lease payments multiplied by a rate that is calculated by the state every year. The rate fluctuates up or down based on the actual Medi-Cal inpatient days paid to ARMC.

Operating transfers in of \$23.0 million are funded by \$10.7 million of Tobacco Master Settlement Agreement monies and \$4.3 million of Health Realignment. The remaining \$8.0 million represents revenues anticipated to be generated by ARMC to fund the remaining debt service lease payment.

ARROWHEAD REGIONAL MEDICAL CENTER



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YOUR COUNTY... YOUR FUTURE

HUMAN SERVICES

2011-12 ADOPTED BUDGET

- County of San Bernardino -

**HUMAN SERVICES
SUMMARY**

	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Staffing</u>
<u>GENERAL FUND</u>					
HUMAN SERVICES	260				
HEALTH ADMINISTRATION	262				
HEALTH ADMINISTRATION	263	75,802,735	60,799,005	15,003,730	2
BEHAVIORAL HEALTH DEPARTMENT	268				
BEHAVIORAL HEALTH	271	129,238,880	127,246,669	1,992,211	501
PUBLIC HEALTH DEPARTMENT	285				
PUBLIC HEALTH	288	69,696,516	65,949,624	3,746,892	753
CALIFORNIA CHILDREN'S SERVICES	292	18,868,538	14,290,446	4,578,092	159
INDIGENT AMBULANCE	296	472,501	0	472,501	0
HUMAN SERVICES - ADMINISTRATIVE CLAIM	307	420,921,899	407,405,793	13,516,106	4,149
AGING AND ADULT SERVICES DEPARTMENT	324				
AGING AND ADULT SERVICES	326	10,022,572	10,022,572	0	48
PUBLIC GUARDIAN-CONSERVATOR	329	832,631	242,344	590,287	20
CHILD SUPPORT SERVICES	332	40,407,888	40,407,888	0	435
SUBSISTENCE PAYMENTS:					
DOMESTIC VIOLENCE/CHILD ABUSE SERVICES	337	656,812	656,812	0	0
ENTITLEMENT PAYMENTS (CHILDCARE)	339	27,264,832	27,264,832	0	0
OUT-OF-HOME CHILD CARE	341	660,566	0	660,566	0
AID TO ADOPTIVE CHILDREN	343	49,988,138	48,038,618	1,949,520	0
AFDC - FOSTER CARE	345	102,784,212	90,722,104	12,062,108	0
REFUGEE CASH ASSISTANCE	347	57,738	57,738	0	0
CASH ASSISTANCE FOR IMMIGRANTS	349	1,297,984	1,297,984	0	0
CALWORKS - ALL OTHER FAMILIES	351	263,668,563	257,076,849	6,591,714	0
KINSHIP GUARDIANSHIP ASSISTANCE PROGRAM	353	5,928,840	4,594,851	1,333,989	0
SERIOUSLY EMOTIONALLY DISTURBED	355	0	0	0	0
CALWORKS - 2 PARENT FAMILIES	356	44,389,301	43,279,568	1,109,733	0
AID TO INDIGENTS (GENERAL RELIEF)	358	1,785,134	495,375	1,289,759	0
VETERANS AFFAIRS	370	1,696,566	420,000	1,276,566	18
TOTAL GENERAL FUND		<u>1,266,442,846</u>	<u>1,200,269,072</u>	<u>66,173,774</u>	<u>6,085</u>
<u>SPECIAL REVENUE FUNDS</u>					
HEALTH ADMINISTRATION:					
MASTER SETTLEMENT AGREEMENT	266	22,377,171	16,525,144	5,852,027	0
BEHAVIORAL HEALTH:					
MENTAL HEALTH SERVICES ACT	275	141,649,852	70,042,158	71,607,694	359
BLOCK GRANT CARRYOVER PROGRAM	279	18,657,136	11,041,705	7,615,431	0
COURT ALCOHOL AND DRUG PROGRAM	281	1,386,737	423,000	963,737	0
DRIVING UNDER THE INFLUENCE PROGRAMS	283	621,570	254,772	366,798	0
PUBLIC HEALTH:					
BIO-TERRORISM PREPAREDNESS	297	3,198,739	2,668,439	530,300	0
H1N1 PREPAREDNESS	299	95,419	(47,750)	143,169	0
TOBACCO USE REDUCTION NOW	301	407,260	337,969	69,291	0
VITAL STATISTICS STATE FEES	303	811,170	135,133	676,037	0
VECTOR CONTROL ASSESSMENTS	305	3,669,477	1,695,856	1,973,621	0
HUMAN SERVICES ADMINISTRATION:					
WRAPAROUND REINVESTMENT FUND	360	15,553,123	6,745,000	8,808,123	28
PRESCHOOL SERVICES	363	44,421,611	44,405,257	16,354	710
TOTAL SPECIAL REVENUE FUNDS		<u>252,849,265</u>	<u>154,226,683</u>	<u>98,622,582</u>	<u>1,097</u>



HUMAN SERVICES

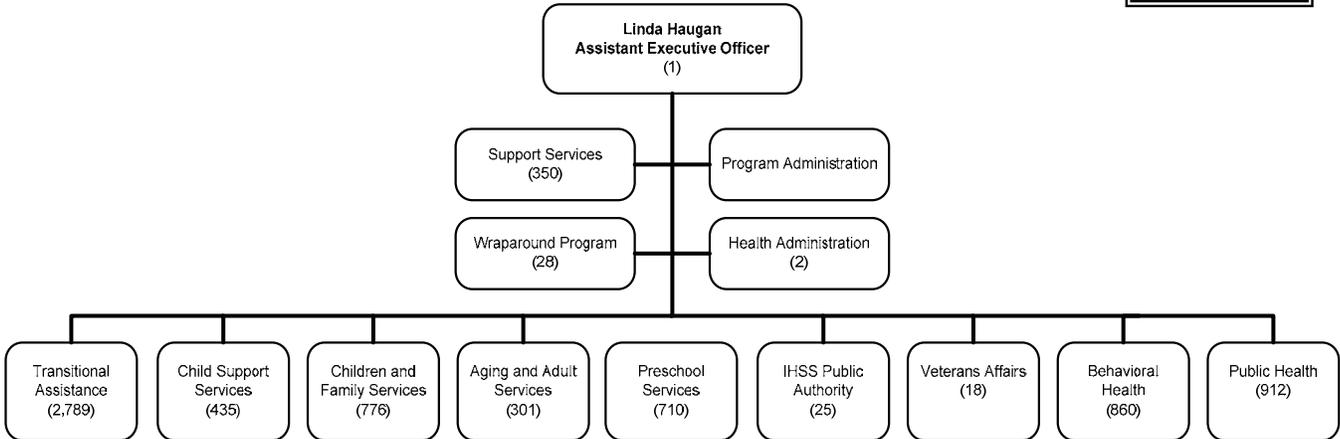
Linda Haugan

MISSION STATEMENT

Human Services works to build a healthy community by strengthening individuals and families, enhancing quality of life, and valuing people.



ORGANIZATIONAL CHART



SUMMARY OF HEALTH BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Health Administration	75,802,735	60,799,005	15,003,730			2
Behavioral Health (BH)	129,238,880	127,246,669	1,992,211			501
Public Health (PH)	69,696,516	65,949,624	3,746,892			753
PH - California Children's Services	18,868,538	14,290,446	4,578,092			159
PH - Indigent Ambulance	472,501	0	472,501			0
Total General Fund	294,079,170	268,285,744	25,793,426			1,415
Special Revenue Funds						
Master Settlement Agreement	22,377,171	16,525,144		5,852,027		0
BH - Mental Health Services Act	141,649,852	70,042,158		71,607,694		359
BH - Block Grant Carryover Program	18,657,136	11,041,705		7,615,431		0
BH - Court Alcohol and Drug Program	1,386,737	423,000		963,737		0
BH - Driving Under the Influence Programs	621,570	254,772		366,798		0
PH - Bio-Terrorism Preparedness	3,198,739	2,668,439		530,300		0
PH - H1N1 Preparedness	95,419	(47,750)		143,169		0
PH - Tobacco Use Reduction Now	407,260	337,969		69,291		0
PH - Vital Statistics State Fees	811,170	135,133		676,037		0
PH - Vector Control Assessments	3,669,477	1,695,856		1,973,621		0
Total Special Revenue Funds	192,874,531	103,076,426		89,798,105		359
Total - All Funds	486,953,701	371,362,170	25,793,426	89,798,105		1,774



Health is comprised of five general fund budget units: Health Administration, Behavioral Health (BH), Public Health (PH), 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, BH and PH general fund budget units. Each special revenue fund collects and disburses funds based on the specific purpose and activities established, including, but not limited to alcohol and drug prevention services, tobacco cessation services and preparedness and response.

SUMMARY OF HUMAN SERVICES BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Human Services Administrative Claim	420,921,899	407,405,793	13,516,106			4,149
Aging and Adult Services - Aging Programs	10,022,572	10,022,572	0			48
Public Guardian-Conservator	832,631	242,344	590,287			20
Child Support Services	40,407,888	40,407,888	0			435
Human Services Subsistence Payments	498,482,120	473,484,731	24,997,389			0
Veterans Affairs	1,696,566	420,000	1,276,566			18
Total General Fund	972,363,676	931,983,328	40,380,348			4,670
Special Revenue Funds						
Wraparound Reinvestment Fund	15,553,123	6,745,000		8,808,123		28
Preschool Services	44,421,611	44,405,257		16,354		710
IHSS Public Authority	7,038,900	5,625,138		1,413,762		25
Total Special Revenue Funds	67,013,634	56,775,395		10,238,239		763
Total - All Funds	1,039,377,310	988,758,723	40,380,348	10,238,239		5,433

NOTE: IHSS Public Authority is reported in a separate budget document.

Human Services is composed of eight county departments: Transitional Assistance (TAD), Children and Family Services (CFS), Aging and Adult Services (DAAS), Preschool Services, Child Support Services, Veterans Affairs, BH and PH. Also three other agencies work in conjunction with the core Human Services departments and they are: Children's Network, Children's Fund and the Office of Homeless Services. Additionally, several support divisions under Human Services Management Services including the Performance, Education and Resource Center provide administrative and training support to the Human Services departments.

TAD, CFS, DAAS, and all Human Services support divisions are included in the Human Services Administrative Claim process. The purpose of the claim process is to provide the county with the means for determining the costs applicable to each of the numerous welfare programs. This cost determination is necessary to satisfy federal and state reporting and funding requirements, and to determine appropriate federal and state financial reimbursement to the county for each of the welfare programs.

Subsistence Payments and Aid to Indigents (general relief) are either direct payments to welfare recipients or payments to organizations that provide service to the welfare recipients. The Human Services Assistant Executive Officer is responsible for all of the above budget units.



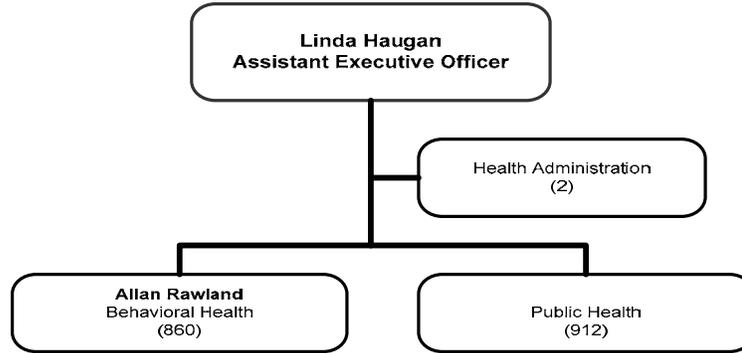
HEALTH ADMINISTRATION

MISSION STATEMENT

To develop and coordinate budgets, policies, and procedures for the county's health care departments in accordance with the strategic goals adopted by the Board of Supervisors, the County Charter, and general laws.



ORGANIZATIONAL CHART



2011-12					
Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund					
Health Administration	75,802,735	60,799,005	15,003,730		2
Total General Fund	75,802,735	60,799,005	15,003,730		2
Special Revenue Funds					
Master Settlement Agreement	22,377,171	16,525,144	5,852,027		0
Total Special Revenue Funds	22,377,171	16,525,144	5,852,027		0
Total - All Funds	98,179,906	77,324,149	15,003,730	5,852,027	2

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Health Administration	159,507,612	64,703,404	61,640,716	52,070,117	75,802,735
Master Settlement Agreement	27,434,886	32,084,079	20,039,138	22,852,028	22,377,171
Total	186,942,498	96,787,483	81,679,854	74,922,145	98,179,906

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Health Administration	144,507,612	49,703,404	46,640,716	37,070,117	60,799,005
Master Settlement Agreement	18,500,000	18,600,000	17,409,067	17,812,891	16,525,144
Total	163,007,612	68,303,404	64,049,783	54,883,008	77,324,149

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Health Administration	15,000,000	15,000,000	15,000,000	15,000,000	15,003,730
Total	15,000,000	15,000,000	15,000,000	15,000,000	15,003,730

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Master Settlement Agreement	8,934,886	13,484,079	2,630,071	5,039,137	5,852,027
Total	8,934,886	13,484,079	2,630,071	5,039,137	5,852,027



Health Administration

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Expenditure Authority	\$75,802,735
Total Sources	\$60,799,005
Net County Cost	\$15,003,730
Total Staff	2
Funded by Net County Cost	20%

The role of the Health Administration budget unit is to seek and support opportunities to foster collaboration among the Department of Public Health (PH), Department of Behavioral Health (BH), and the Arrowhead Regional Medical Center (ARMC). The administration provides regular fiscal and policy analysis relating to the operations of these departments. Additionally, this administration manages the Health Administration budget unit, which includes funding for ARMC debt service, health related maintenance of effort costs, and transfers required to obtain federal health care funding.

Health care related transactions represented by this budget unit include the Disproportionate Share Hospital (DSH) Supplemental Payments, Realignment AB 8 match, and the county’s contribution for ARMC debt service payments.

Intergovernmental Transfers for Medi-Cal Managed Care Capitation Rates

This budget unit also includes Intergovernmental Transfers (IGT) to the state to fund increased Medi-Cal managed care capitation rate payments to managed care plans that contract with their respective counties. These IGT’s are to be used as the non-federal share of the Medi-Cal managed care capitation rate increases. As with the Disproportionate Share Hospital Funds transfers, the IGT matching contributions to the state, as well as the return of that initial investment is reported within this budget unit.

California Medi-Cal Hospital/Uninsured Care Demonstration Project (SB 1100)

Effective July 1, 2005, funding from SB 855 and SB 1255 for the Disproportionate Share Hospital Programs was replaced by SB 1100, California’s Medi-Cal Hospital/Uninsured Care Demonstration Project. The prior SB 855 and SB 1255 programs provided supplemental payments to hospitals serving a disproportionate number of low-income individuals, as well as those licensed to provide emergency medical services and contract with the California Medical Assistance Commission (CMAC) to serve Medi-Cal patients under the Selective Provider Contracting Program.

The new funding system, SB 1100, was designed under a Medicaid (Medi-Cal in California) waiver to fund public and private safety-net hospitals providing care to Medi-Cal and uninsured patients. The hospital financing waiver under SB 1100 is comprised of three elements:

- Medi-Cal Fee for Service, which represents federal funds accounted for directly in the ARMC budget unit, for services provided to Medi-Cal patients;
- Safety Net Care Pool Funds, which provide a fixed amount of federal dollars, also accounted for directly in the ARMC budget unit, to cover uncompensated health care costs, and
- Disproportionate Share Hospital Funds, which continue to be reflected as a matching contribution to the state, and a return of that initial investment, within this budget unit.

Realignment and General Fund Support

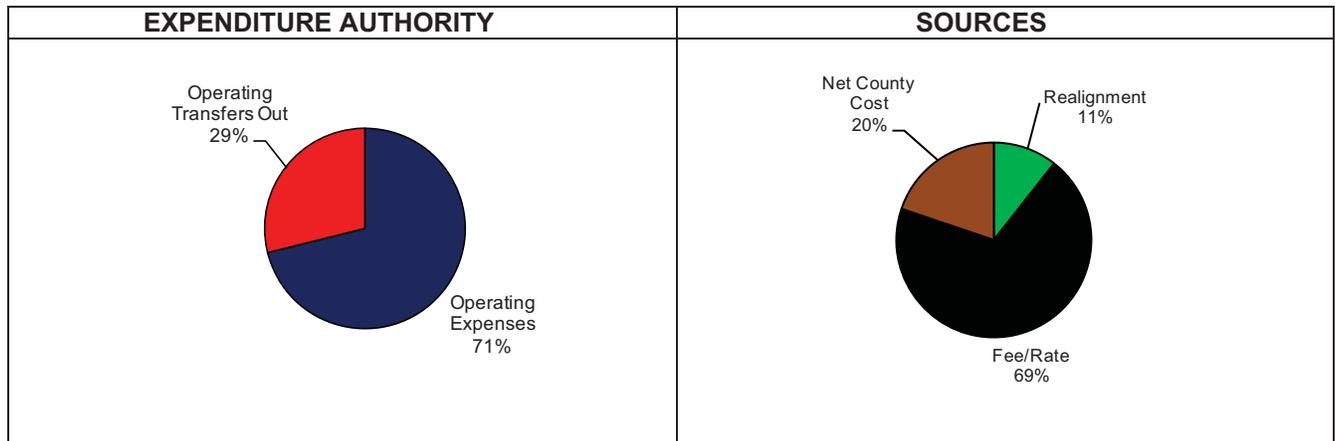
General fund support and realignment funds are used to pay for the ARMC debt service lease payments, Realignment AB 8 match and administrative costs related to this budget unit. To qualify for receipt of Health Realignment funding from the state, the county must contribute a “match” of local funds. The county’s match for 2011-12 is \$4.3 million, which is based on a formula established through AB 8 in 1979. This amount has remained constant throughout the years.

Realignment funds support this budget as follows:

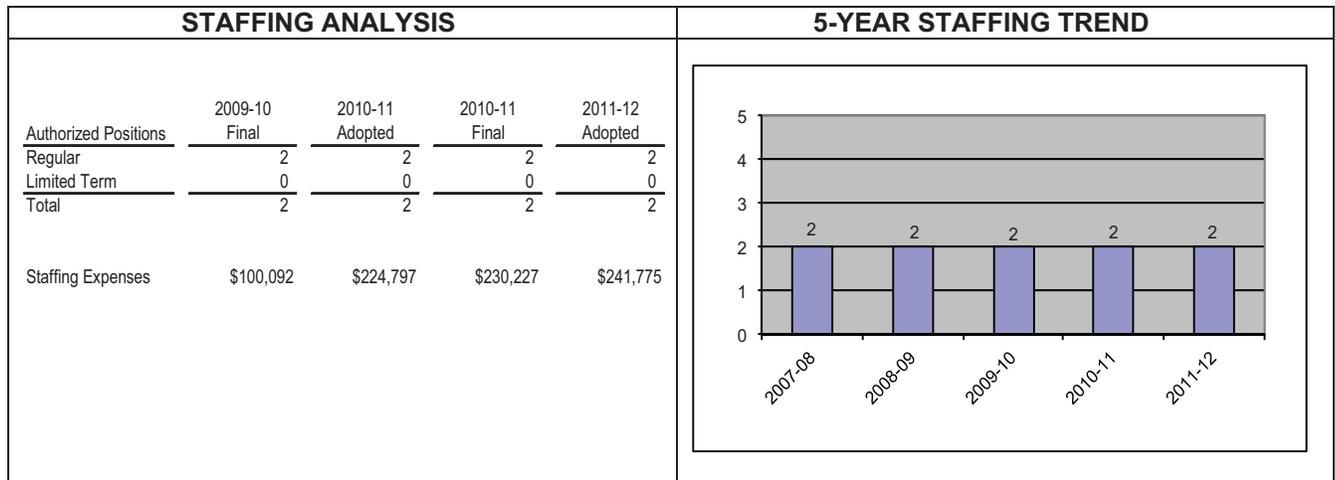
- Mental Health at 6.06% (which covers half of administrative costs).
- Social Services at 1.77% (which covers a share of costs for the 2-1-1 Information and Referral System).
- Health at 92.17% (which covers half of administrative costs plus debt service payments).



2011-12 ADOPTED BUDGET



BUDGETED STAFFING



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Health Administration
 FUND: General

BUDGET UNIT: AAA HCC
 FUNCTION: Health and Sanitation
 ACTIVITY: Hospital Care

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	1,691,080	1,813,167	100,092	230,227	230,227	241,775	11,548
Operating Expenses	27,757,508	36,467,357	42,588,434	32,031,388	32,034,888	53,743,260	21,708,372
Capital Expenditures	0	131,520	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	29,448,588	38,412,044	42,688,526	32,261,615	32,265,115	53,985,035	21,719,920
Reimbursements	(20,660)	0	0	0	0	0	0
Total Appropriation	29,427,928	38,412,044	42,688,526	32,261,615	32,265,115	53,985,035	21,719,920
Operating Transfers Out	25,154,565	22,798,619	18,951,047	19,805,002	19,805,002	21,817,700	2,012,698
Total Requirements	54,582,493	61,210,663	61,639,573	52,066,617	52,070,117	75,802,735	23,732,618
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	11,357,710	8,940,756	4,754,817	5,825,299	5,825,298	8,049,005	2,223,707
State, Fed or Gov't Aid	319,295	804,792	0	0	0	0	0
Fee/Rate	27,477,585	35,931,084	41,884,757	31,244,819	31,244,819	52,750,000	21,505,181
Other Revenue	12,620	114,552	0	0	0	0	0
Total Revenue	39,167,210	45,791,184	46,639,574	37,070,118	37,070,117	60,799,005	23,728,888
Operating Transfers In	415,283	419,479	0	0	0	0	0
Total Sources	39,582,493	46,210,663	46,639,574	37,070,118	37,070,117	60,799,005	23,728,888
Net County Cost	15,000,000	15,000,000	14,999,999	14,996,499	15,000,000	15,003,730	3,730
				Budgeted Staffing	2	2	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$241,775 fund 2 budgeted positions. This appropriation has a net increase of \$11,548 from the prior year.

Operating expenses of \$53.7 million are increasing by \$21.7 million. These expenses primarily represent Disproportionate Share Hospital Funds and the Intergovernmental Transfer (IGT) Proposal to fund Medi-Cal Managed Care capitation rate increases.

Operating transfers out of \$21,817,700 fund \$4.3 million of realignment local match, which must be transferred into trust, before Health Realignment monies can be directed toward the Public Health and Arrowhead Regional Medical Center budget units to fund health programs, and up to \$17.5 million of net debt service lease payment for Arrowhead Regional Medical Center. Net county cost in this department is funded by Tobacco Master Settlement agreement and supports the \$4.3 million realignment match and a portion of Medical Center Lease payments.

Realignment revenue of \$8 million is increasing by \$2.2 million. Fee/rate revenue of \$52.8 million reflects receipt of matching revenues associated with Disproportionate Share Hospital Funds and the Intergovernmental Transfer Proposal to fund Medi-Cal Managed Care capitation rate payment enhancements.

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2010 11, the vacant Executive Secretary position was replaced with a Staff Analyst position based on the operational needs of the department.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Health Administration	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

<u>Health Administration</u>	
1	Administrative Analyst III
1	Staff Analyst II



Master Settlement Agreement

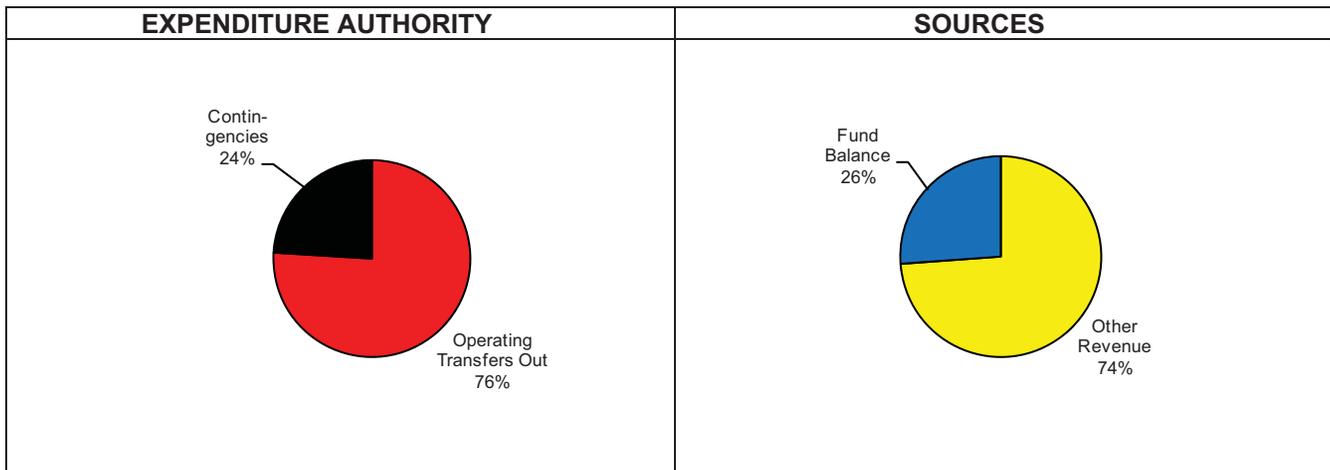
DESCRIPTION OF MAJOR SERVICES

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 to be divided equally between the state and local governments who partnered in the lawsuit. Payments to local governments are based on a formula involving total tobacco sales and each local entity's population.

Budget at a Glance	
Total Expenditure Authority	\$22,377,171
Total Sources	\$16,525,144
Fund Balance	\$5,852,027
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 debt.

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Health Administration
 FUND: Master Settlement Agreement

BUDGET UNIT: RSM MSA
 FUNCTION: Health and Sanitation
 ACTIVITY: Hospital Care

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	17,084,079	0	0	5,852,028	5,377,171	(474,857)
Total Exp Authority	0	17,084,079	0	0	5,852,028	5,377,171	(474,857)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	17,084,079	0	0	5,852,028	5,377,171	(474,857)
Operating Transfers Out	15,000,000	15,000,000	15,000,000	17,000,000	17,000,000	17,000,000	0
Total Requirements	15,000,000	32,084,079	15,000,000	17,000,000	22,852,028	22,377,171	(474,857)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	19,549,193	21,230,071	17,409,065	17,812,890	17,812,891	16,525,144	(1,287,747)
Total Revenue	19,549,193	21,230,071	17,409,065	17,812,890	17,812,891	16,525,144	(1,287,747)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	19,549,193	21,230,071	17,409,065	17,812,890	17,812,891	16,525,144	(1,287,747)
				Fund Balance	5,039,137	5,852,027	812,890
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Contingencies of \$5.4 million reflect available fund balance.

Operating transfers out of \$17.0 million reflect a transfer to the general fund which is then used to fund the net county cost 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 realignment local match requirement and \$10.7 million of net debt service lease payment for Arrowhead Regional Medical Center.

Other revenue of \$16,525,144 million reflects anticipated revenue received from the major tobacco companies to the Master Settlement Agreement budget unit.



BEHAVIORAL HEALTH

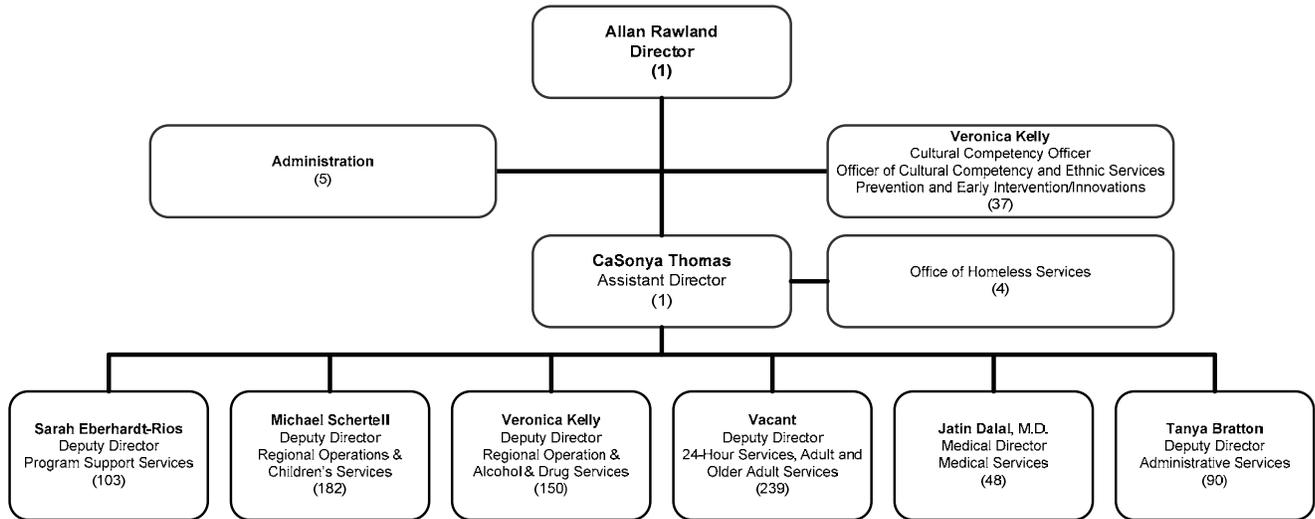
Allan Rawland

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



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Successfully completed an intensive, tri-annual system review by the California Department of Mental Health with excellent results.
- Successfully established Prevention and Early Intervention Services within the community.
- Began successful implementation of state mandated Billing System Replacement.
- Successfully provided direct behavioral health services, outreach, prevention, early intervention and alcohol and drug services to over 120,798 adults, children and families within established budget targets.

HUMAN SERVICES



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE ACCESS AND REDUCE BEHAVIORAL HEALTH DISPARITIES AMONG THE DIVERSE RACIAL, ETHNIC, AND CULTURAL COMMUNITIES IN SAN BERNARDINO COUNTY.

Objective: Increase number of clients among specified ethnic/cultural groups that are currently underserved or inappropriately served.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Medi-Cal penetration rates for underserved and inappropriately served ethnic groups. (2005-06 Baseline: African American (7.86%); Asian/Pacific Islander (4.03%); Latino 3.26%)	African American 9.1%	African American 8.7%	African American 8.3%	African American 8.1%	African American 8.3%
	API 4.4%	API 4.6%	API 4.6%	API 4.0%	API 4.6%
	Latino 4.3%	Latino 3.9%	Latino 4.6%	Latino 3.7%	Latino 4.6%

GOAL 2: PROMOTE AND INCREASE COMMUNITY COLLABORATION AND INVOLVEMENT TO ENHANCE ACCESS TO CARE.

Objective: Develop and implement programs and strategies to increase access to coordinated behavioral and primary health services.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Total number of clients enrolled and eligible to access comprehensive primary and behavioral health services through countywide collaborative programs.	N/A	N/A	N/A	N/A	20,000

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Behavioral Health	129,238,880	127,246,669	1,992,211			501
Total General Fund	129,238,880	127,246,669	1,992,211			501
Special Revenue Funds						
Mental Health Services Act	141,649,852	70,042,158		71,607,694		359
Block Grant Carryover Program	18,657,136	11,041,705		7,615,431		0
Court Alcohol and Drug Program	1,386,737	423,000		963,737		0
Driving Under the Influence Programs	621,570	254,772		366,798		0
Total Special Revenue Funds	162,315,295	81,761,635		80,553,660		359
Total - All Funds	291,554,175	209,008,304	1,992,211	80,553,660		860



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Behavioral Health	200,674,967	220,652,750	197,300,042	116,439,381	129,238,880
Mental Health Services Act	49,141,817	83,879,310	119,585,473	145,987,696	141,649,852
Block Grant Carryover Program	7,186,110	4,310,198	14,185,259	14,757,697	18,657,136
Court Alcohol and Drug Program	1,108,779	1,155,720	1,313,371	1,418,406	1,386,737
Driving Under the Influence Programs	316,662	305,489	479,537	542,316	621,570
Total	258,428,335	310,303,467	332,863,682	279,145,496	291,554,175

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Behavioral Health	198,682,756	218,660,539	195,307,831	114,447,170	127,246,669
Mental Health Services Act	20,624,815	48,109,482	80,580,439	93,448,103	70,042,158
Block Grant Carryover Program	1,384,560	406,995	10,890,373	11,097,502	11,041,705
Court Alcohol and Drug Program	391,000	401,861	506,315	483,069	423,000
Driving Under the Influence Programs	122,000	139,554	284,766	240,969	254,772
Total	221,205,131	267,718,431	287,569,724	219,716,813	209,008,304

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Behavioral Health	1,992,211	1,992,211	1,992,211	1,992,211	1,992,211
Total	1,992,211	1,992,211	1,992,211	1,992,211	1,992,211

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Mental Health Services Act	28,517,002	35,769,828	39,005,034	52,539,593	71,607,694
Block Grant Carryover Program	5,801,550	3,903,203	3,294,886	3,660,195	7,615,431
Court Alcohol and Drug Program	717,779	753,859	807,056	935,337	963,737
Driving Under the Influence Programs	194,662	165,935	194,771	301,347	366,798
Total	35,230,993	40,592,825	43,301,747	57,436,472	80,553,660



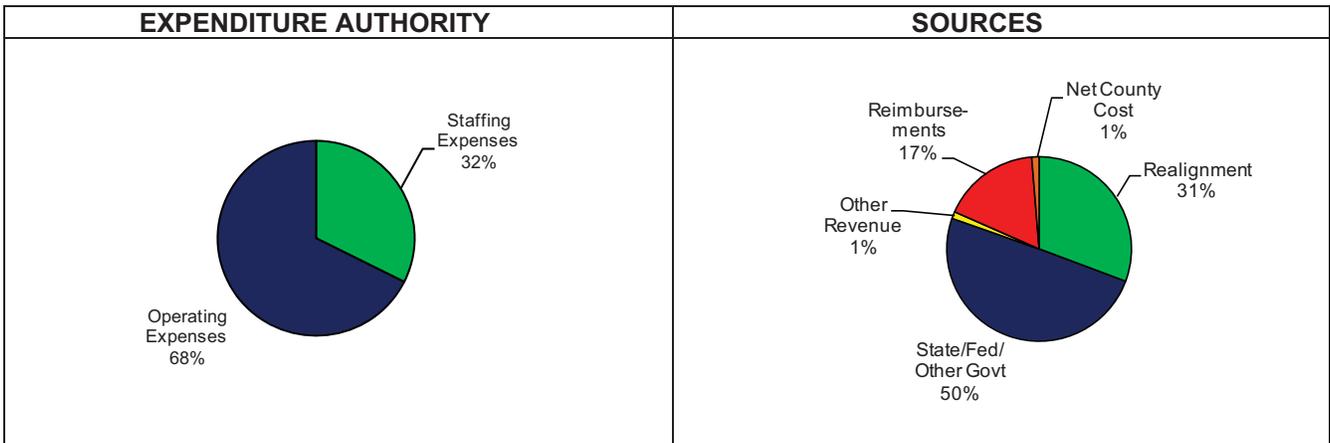
Behavioral Health

DESCRIPTION OF MAJOR SERVICES

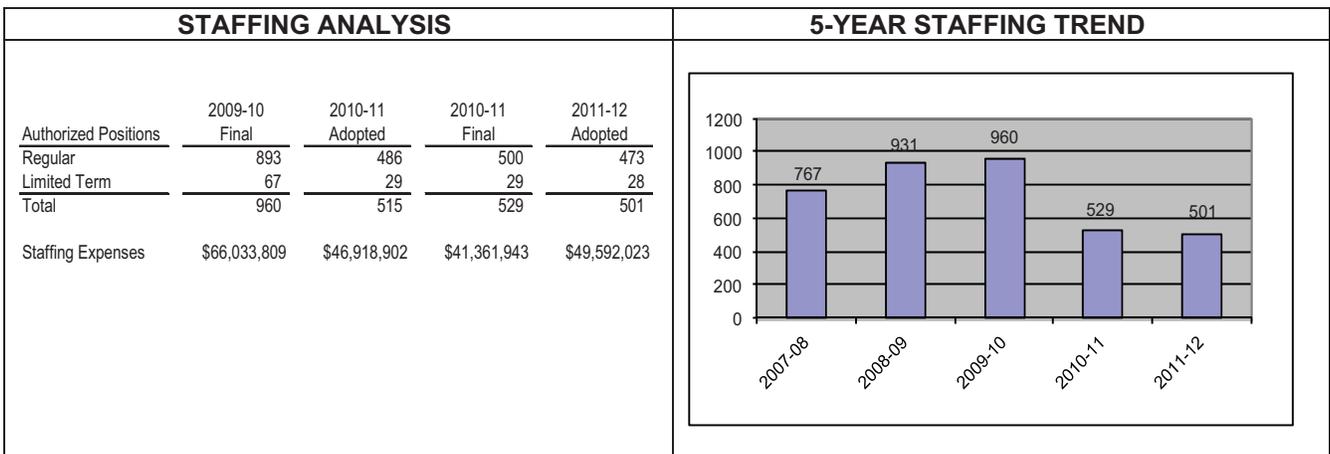
The Department of Behavioral Health is responsible for providing mental health services to county residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups, with primary emphasis placed on treating children, families and chronically mentally ill adults (in that priority). Services are delivered throughout the county via a network of department-operated clinics, community based contract providers (residential and psychiatric skilled nursing facilities and acute hospitals), public schools, and other community-based settings. Services include: information and referrals, community outreach, client self-help and support groups, a variety of children's programs, mentally ill homeless program, employment services, case management, crisis and transitional residential assistance, augmented board and care placements, conservatorship services, supportive housing services and client transportation assistance. The department has an Alcohol and Drug Services (ADS) organizational unit which provides comprehensive substance abuse prevention and treatment programs to county residents. The department also operates as a training setting by administering various internship programs and offering continuing education for licensed department and contractor staff.

Budget at a Glance	
Total Expenditure Authority	\$155,904,220
Total Sources	\$153,912,009
Net County Cost	\$1,992,211
Total Staff	501
Funded by Net County Cost	1%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: General

BUDGET UNIT: AAA MLH
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	68,713,571	71,609,598	66,033,809	41,361,943	41,361,943	49,592,023	8,230,080
Operating Expenses	130,124,579	139,165,474	135,980,063	96,826,823	97,085,006	103,776,817	6,691,811
Capital Expenditures	543,701	49,998	490,132	0	0	692,627	692,627
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	199,381,851	210,825,070	202,504,004	138,188,766	138,446,949	154,061,467	15,614,518
Reimbursements	(13,138,071)	(12,289,843)	(8,076,011)	(23,850,322)	(23,850,321)	(26,665,340)	(2,815,019)
Total Appropriation	186,243,780	198,535,227	194,427,993	114,338,444	114,596,628	127,396,127	12,799,499
Operating Transfers Out	1,842,753	1,842,753	1,842,753	1,842,753	1,842,753	1,842,753	0
Total Requirements	188,086,533	200,377,980	196,270,746	116,181,197	116,439,381	129,238,880	12,799,499
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	91,932,149	59,160,308	49,854,951	42,142,958	45,207,786	47,842,753	2,634,967
State, Fed or Gov't Aid	69,151,251	83,696,445	76,876,918	69,411,012	67,534,517	77,358,900	9,824,383
Fee/Rate	511,640	511,867	272,844	289,235	288,723	157,000	(131,723)
Other Revenue	723,121	2,001,198	2,207,064	2,375,212	1,416,144	1,888,016	471,872
Total Revenue	162,318,161	145,369,818	129,211,777	114,218,417	114,447,170	127,246,669	12,799,499
Operating Transfers In	23,776,160	53,015,954	65,207,151	0	0	0	0
Total Sources	186,094,321	198,385,772	194,418,928	114,218,417	114,447,170	127,246,669	12,799,499
Net County Cost	1,992,212	1,992,208	1,851,818	1,962,780	1,992,211	1,992,211	0
				Budgeted Staffing	529	501	(28)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$49.6 million fund 501 budgeted positions. This appropriation has a net increase of \$8.2 million from the prior year final budget.

Operating expenses of \$103.8 million are increasing by \$6.7 million due to an increase in other charges for state hospitals and out of state placement and transfers out to other county departments due to increased costs in rents, leases and legal fees.

Capital expenditures of \$692,627 includes the purchase of six communication switches necessary to maintain the department's information technology functions six scanners to continue the department's efforts in reducing paper records two sniffer boxes in response to a security requirement regarding protection of information network switches and video conferencing equipment for the relocation of the planid clinic and for the relocation of the administrative staff out of the Behavioral Health Resource Center in order to have available space for the Behavioral Health, Public Health and AR C co location. Licensed software of \$84,746 will be for the purchase of software for reporting and tracking client consumer complaints and grievances as well as software to maintain an annual S Software agreement.

Reimbursements of \$26.7 million are increasing by \$2.8 million primarily due to an increase from the Block Grant Carryover program special revenue fund to cover increased operating expenses, administrative costs and the reduction of revenue for Alcohol and Drug Services.

Operating transfers out of \$1.8 million for Mental Health is the net county cost maintenance of effort offset.

Departmental revenue of \$127.3 million is increasing by \$12.8 million primarily due to increases in state and federal revenue, which includes an increase in the Managed Care and Special Education Pupils Allocation, Early and Periodic Screening, Diagnosis, and Treatment E S T and Medi Cal for the Low Income Health Program.



STAFFING CHANGES AND OPERATIONAL IMPACT

One Nurse Supervisor is a new request for 2011-12. The decrease of 29 positions from the 2010-11 final budget is due to changes in program needs and funding. Changes reflect the Cal OR's funding reduction as well as transfers between Behavioral Health's general fund and Mental Health Services Act special revenue fund to meet the department's support needs.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Adult and 24-Hour Services	60	0	60	55	5	0	60
Administrative Services	45	0	45	41	4	0	45
Compliance	12	0	12	11	1	0	12
Director	7	0	7	7	0	0	7
Program Support Services	36	1	37	32	4	1	37
Regional Operation & ADS	144	2	146	138	8	0	146
Regional Operation & Children's Svc	145	1	146	132	14	0	146
Medical Services	24	24	48	42	6	0	48
Total	473	28	501	458	42	1	501

<u>Adult & 24-hr Services</u>	<u>Administrative Services</u>	<u>Compliance</u>	<u>Director</u>
1 Alcohol & Drug Counselor	3 Accountant II	1 Behavioral Health Med Rec Supv	1 Asst Director of Behavioral Health
16 Clinical Therapist I	3 Accountant III	1 BH Ethics & Compliance Coordin	1 Director of Behavioral Health
6 Clinical Therapist II	1 Accounting Technician	1 Chief Compliance Officer -BH	1 Executive Secretary II
1 Deputy Director BH Prog Svcs	1 Administrative Manager	2 Clinical Therapist I	1 Office Assistant III
2 Employment Services Specialist	1 Administrative Supervisor I	1 Mental Health Clinic Supervisor	1 Office Assistant IV
1 Fiscal Assistant	1 Administrative Supervisor II	2 Office Assistant II	2 Secretary II
1 General Services Worker II	1 Automated Systems Analyst I	1 Office Assistant III	
4 Mental Health Clinic Supervisor	6 Automated Systems Technician	1 Office Specialist	
2 Mental Health Program Mgr II	1 Business Applications Manager	2 Social Worker II	
5 Mental Health Specialist	1 Deputy Director BH Admin Svc		
1 Occupational Therapist II	2 Fiscal Assistant		
1 Office Assistant II	7 Fiscal Specialist		
5 Office Assistant III	1 Mental Health Auditor		
3 Psychiatric Aide	2 Office Assistant II		
2 Psychiatric Technician I	4 Office Assistant III		
2 Secretary I	2 Payroll Specialist		
1 Secretary II	5 Storekeeper		
5 Social Worker II	1 Supervising Office Assistant		
1 Supervising Office Assistant	1 Supervising Office Specialist		
	1 Supvgr Auto Systems Analyst I		



<u>Program Support Services</u>	<u>Regional Operation & ADS</u>	<u>Regional Operation & Children's Svc</u>	<u>Medical Services</u>
1 Administrative Supervisor II	14 Alcohol & Drug Counselor	4 Alcohol & Drug Counselor	1 Behavioral Health Med Director
1 Automated Systems Analyst I	23 Clinical Therapist I	43 Clinical Therapist I	2 Cont Adult Psychiatrist
5 Clinical Therapist I	2 Clinical Therapist II	10 Clinical Therapist II	3 Cont Child Psychiatrist
2 Clinical Therapist II	2 Cont MH Staff Physician	1 Deputy Director BH Prog Servc	5 Cont F/T Adult Psychiatrist
1 Dep Dir Behavior Hlth Qual Mgt	1 Deputy Director BH Prog Svcs	1 General Services Worker II	4 Cont F/T Child Psychiatrist
1 Medical Emer. Planning Spclst	2 General Services Worker II	10 Mental Health Clinic Supervisor	1 Cont F/T Lead Child Psychiatrist
4 Mental Health Nurse II	7 Mental Health Clinic Supv	3 Mental Health Nurse II	1 Cont P/T Adult Psychiatrist
1 Mental Health Program Mgr II	3 Mental Health Nurse II	1 Mental Health Program Mgr I	1 Cont P/T Child Psychiatrist
1 Mental Health Clinic Supervisor	3 Mental Health Program Mgr II	4 Mental Health Program Mgr II	4 Cont FT Adult Psychiatrist Brd Crt
1 Nurse Supervisor	13 Mental Health Specialist	4 Mental Health Specialist	3 ContPT Adult Psychiatrist Brd Crt
11 Office Assistant III	4 Occupational Therapist II	11 Office Assistant II	1 Office Assistant III
1 Office Assistant IV	2 Occupational Therapy Asst	19 Office Assistant III	21 Psychiatrist
1 Office Specialist	19 Office Assistant II	4 Office Assistant IV	1 Secretary II
1 Public Service Employee	11 Office Assistant III	7 Office Specialist	
1 Research & Plng Psycholgst	2 Office Assistant IV	3 Psychiatric Technician I	
2 Secretary I	4 Office Specialist	1 Public Service Employee	
1 Staff Analyst II	1 Program Specialist I	4 Secretary I	
1 Supervising Office Assistant	4 Psychiatric Technician I	13 Social Worker II	
	4 Secretary I	1 Supervising Office Assistant	
	1 Secretary II	2 Supervising Office Specialist	
	18 Social Worker II		
	1 Substance Abuse Manager		
	2 Supervising Office Assistant		
	2 Supervising Office Specialist		
	1 Supervising Social Worker		



Mental Health Service Act

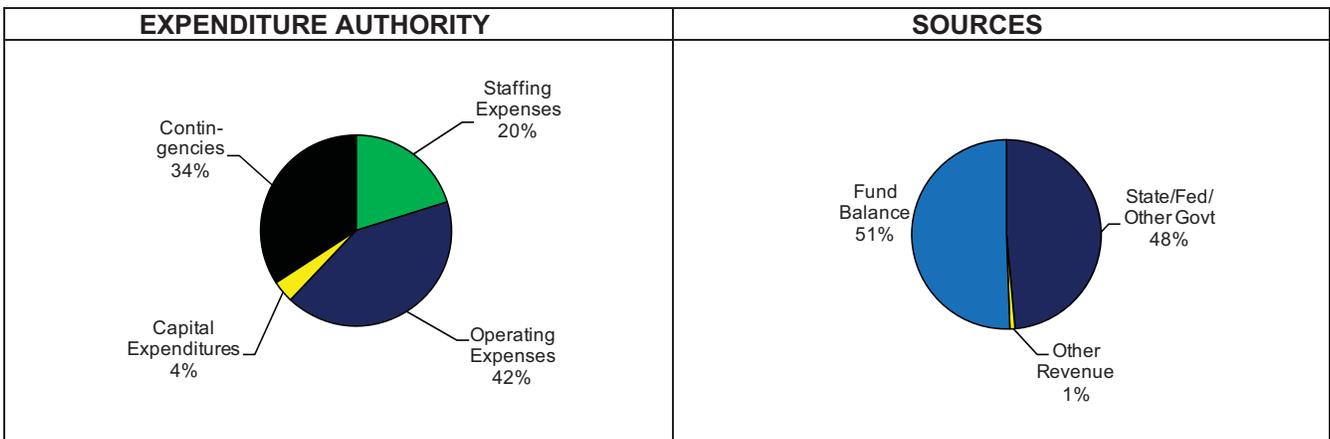
DESCRIPTION OF MAJOR SERVICES

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."

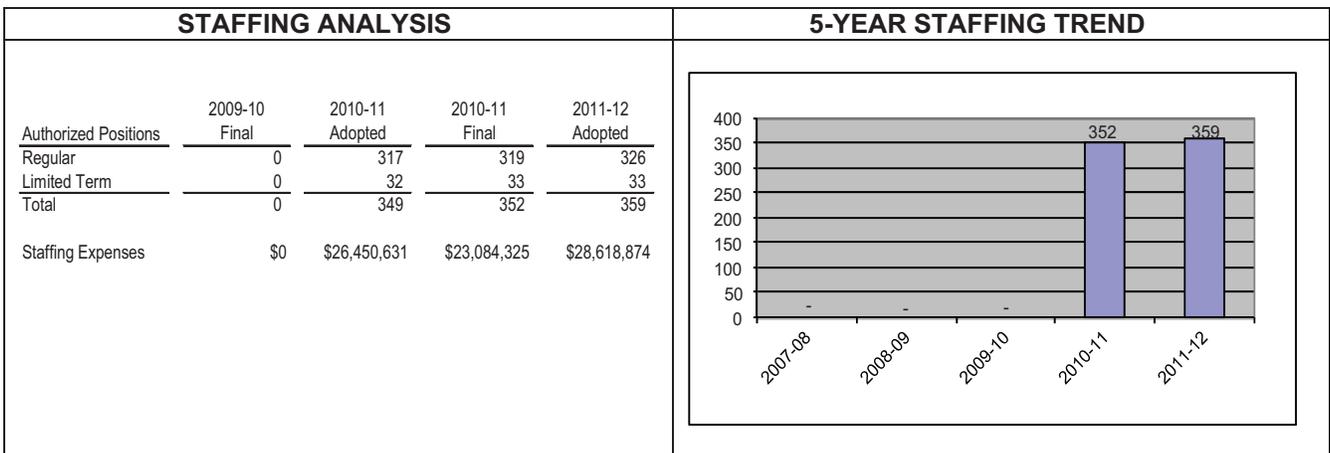
Budget at a Glance	
Total Expenditure Authority	\$142,029,852
Total Sources	\$70,422,158
Fund Balance	\$71,607,694
Total Staff	359

The special revenue fund was established in 2005-06. In 2005-06, the state approved the department's initial three-year plan for Community Program Planning. Since the initial plan, Department of Behavioral Health (BH) has submitted several three year plans for programs related to Community Support Services; Prevention and Early Intervention; and Innovations. BH has also submitted ten year plans for Workforce, Education and Training; Technology; and Capital Facilities. BH most recent three year plan update requested funding for 2011-12 for Community and Support Service (\$39,143,000); Prevention and Early Intervention (\$9,736,500); and Innovations (\$2,570,200).

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Mental Health Services Act

BUDGET UNIT: RCT MLH
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	23,084,325	23,084,325	28,618,874	5,534,549
Operating Expenses	0	0	0	44,454,671	44,490,524	59,501,536	15,011,012
Capital Expenditures	0	0	0	891,945	891,944	5,323,696	4,431,752
Contingencies	0	0	0	0	77,769,906	48,531,746	(29,238,160)
Total Exp Authority	0	0	0	68,430,941	146,236,699	141,975,852	(4,260,847)
Reimbursements	0	0	0	(249,003)	(249,003)	(380,000)	(130,997)
Total Appropriation	0	0	0	68,181,938	145,987,696	141,595,852	(4,391,844)
Operating Transfers Out	20,707,217	50,951,740	61,938,442	0	0	54,000	54,000
Total Requirements	20,707,217	50,951,740	61,938,442	68,181,938	145,987,696	141,649,852	(4,337,844)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	26,497,638	64,790,741	79,012,087	91,916,293	91,916,293	68,792,158	(23,124,135)
Fee/Rate	0	0	0	(234)	(234)	0	234
Other Revenue	1,462,406	1,386,116	1,568,352	426,879	1,532,044	1,250,000	(282,044)
Total Revenue	27,960,044	66,176,857	80,580,439	92,342,938	93,448,103	70,042,158	(23,405,945)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	27,960,044	66,176,857	80,580,439	92,342,938	93,448,103	70,042,158	(23,405,945)
				Fund Balance	52,539,593	71,607,694	19,068,101
				Budgeted Staffing	352	359	7

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$28.6 million fund 359 budgeted positions. This appropriation has a net increase of \$5.5 million from the prior year final budget which includes the addition of 7 positions.

Operating expenses of \$59.5 million include administrative and program expenditures to execute the approved MHSA plans and is increasing by \$15 million. The majority of expenditures are for contracted services with non-governmental organizations to execute MHSA programs. Also included are interdepartmental transfers of \$10,495,238 representing expenses incurred by other county departments such as: Human Services, Probation, Public Defender, Children's Network, Preschool Services, Sheriff/Coroner/Public Administrator, and Superintendent of Schools for services related to the MHSA projects as well as expenses for lease agreements and office supplies.

Capital expenditures of \$5.3 million are increasing by \$4.4 million. In 2011-12, BH will be continuing projects for the Capital Facilities and Technology components of the MHSA plan as well as Community Services and Support. These projects are funded in whole or in part with MHSA allocations. These projects require various fixed assets and equipment purchases necessary for renovations and data service infrastructure to support the following renovation projects:

- One-Stop Transitional Age Youth Center/Crisis Residential Program, 780 East Gilbert Street in San Bernardino.
- Upland Community Counseling Relocation/Amazing Place Clubhouse, 934 North Mountain Avenue Unit C in Upland.
- Crisis Walk-In Center - Behavioral Health Resource Center Co-location renovation, 850 East Foothill Boulevard in Rialto.



The continuation of the Technology Component projects for MHSA are related to core projects that will allow BH to move towards achieving an Integrated Information System Infrastructure and to achieve the goals outlined within the MHSA plan. It will also allow BH to remain consistent with the guidelines outlined by the MHSA Technology Component which is to modernize and transform information systems and increase consumer and facility empowerment. Below is the listing of the core projects:

- Charon-Virtual Address eXtension (VAX) Emulation Server Upgrade
- Data Warehouse Continuation
- Electronic Health Records
- Empowered Communication/SharePoint
- Behavioral Health Management Information System Replacement
- Virtual Desktop/Server Environment.

Contingencies of \$48.5 million reflect remaining funding for the support of several new and long term programs within MHSA components: Innovation, Capital Facilities, Technology and Workforce Education and Training are to be expensed over several years. Specifically, Workforce, Education and Training, Capital Facility and Technology funds have a reversion period of ten years and expenditures will be spread over that time frame.

Reimbursements of \$380,000 reflect funding from Human Services for the shared cost of providing service related to the Office of Homeless Services as well as administrative support provided by BH administration.

State, federal and other governmental aid of \$68.8 million reflects receipt of \$51.5 million for MHSA. State Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) and Federal Financial Participation of \$16,501,414 for Medi-Cal Outpatient services are reflected as they will be transferred directly into the special revenue fund. These revenues are associated with services provided in conjunction with MHSA plan services and represent the federal dollars BH is able to draw utilizing MHSA dollars as the necessary matching funds. The remaining Federal revenues come from the Substance Abuse and Mental Health Services Administration/Project for Assistance in Transition from Homelessness (SAMSHA/PATH) grants and Interim Assistance Reimbursements. These funding sources are used in the support of MHSA plan services to jointly meet the missions of both funding sources.

Other revenue of \$1.3 million includes interest and other miscellaneous receipts.

STAFFING CHANGES AND OPERATIONAL IMPACT

The 359 budgeted positions include various transferred positions from AAA MLH and reclassifications for 2011-12. These include the reclassification of 24 interns from Public Service Employees to Student and Graduate Student Interns; curing underfilled positions for a Program Specialist I and II, Business System Analyst I and II, Clinic Manager and Secretary I, as well as the reclassification of a Social Worker II. Several positions were also transferred between this budget unit and the Behavioral Health's general fund budget unit to support MHSA programs.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Adult and 24-Hour Services	179	0	179	147	32	0	179
Administrative Services	43	2	45	43	2	0	45
Compliance	4	3	7	4	3	0	7
Program Support Services	39	27	66	62	4	0	66
Regional Operation & ADS	4	0	4	4	0	0	4
Regional Operation & Children's Services	35	1	36	34	2	0	36
Cultural Competency & Ethics	18	0	18	14	4	0	18
Office of Homeless Services	4	0	4	4	0	0	4
Total	326	33	359	312	47	0	359



<p><u>Adult & 24-hr Services</u> 1 Administrative Manager 3 Alcohol & Drug Counselor 46 Clinical Therapist I 8 Clinical Therapist II 2 General Services Worker II 13 Mental Health Clinic Supervisor 1 Mental Health Education Consul 3 Mental Health Nurse II 3 Mental Health Program Mgr I 2 Mental Health Program Mgr II 29 Mental Health Specialist 1 Occupational Therapist II 8 Office Assistant II 14 Office Assistant III 1 Office Specialist 6 Peer & Family Advocate II 1 Peer & Family Advocate I 6 Peer & Family Advocate III 2 Program Specialist I 5 Psychiatric Technician I 2 Secretary I 19 Social Worker II 2 Staff Analyst II 1 Supervising Office Assistant</p>	<p><u>Administrative Services</u> 1 Accountant III 1 Accounting Technician 3 Administrative Supervisor I 1 Administrative Supervisor II 1 Automated Systems Analyst I 2 Automated Systems Analyst II 2 Automated Systems Technician 1 Business Systems Analyst I 3 Business Systems Analyst II 1 Business Systems Analyst III 2 Cont Info Tech Support Worker 1 Fiscal Assistant 3 Fiscal Specialist 2 Mental Health Auditor 2 Office Assistant III 2 Payroll Specialist 1 Peer & Family Advocate I 1 Secretary I 1 Staff Analyst I 12 Staff Analyst II 1 Supervising Accountant II 1 Supervising Fiscal Specialist</p>	<p><u>Compliance</u> 2 Office Assistant III 1 Office Assistant IV 1 Peer & Family Advocate III 3 Staff Analyst II</p>	<p><u>Program Support Services</u> 2 Administrative Manager 1 Administrative Supervisor I 1 Alcohol & Drug Counselor 2 Automated Systems Analyst I 3 Business Systems Analyst I 2 Clinical Therapist I 1 Cont Regional Coordinator 18 Graduate Student Intern 1 Integrated Clinic Manager 2 Mental Health Education Consul 3 Mental Health Intern Prgm Supv 2 Mental Health Nurse II 3 Mental Health Specialist 5 Office Assistant III 1 Peer & Family Advocate I 1 Program Specialist I 1 Program Specialist II 1 Public Service Employee 1 Secretary I 1 Social Worker II 4 Staff Analyst II 1 Statistical Analyst 6 Student Intern 2 Training & Development Specialist 1 Volunteer Services Coordinator</p>
<p><u>Regional Operation & ADS</u> 3 General Services Worker II 1 Mental Health Specialist</p>	<p><u>Regional Operation & Children's Svc</u> 1 Alcohol & Drug Counselor 9 Clinical Therapist I 2 Clinical Therapist II 1 Cnt. CTI Lic. Psychologist 2 Employment Services Specialist 2 General Services Worker II 1 Mental Health Nurse II 1 Mental Health Program Mgr II 2 Mental Health Clinic Supervisor 2 Office Assistant III 2 Peer & Family Advocate II 1 Peer & Family Advocate I 1 Peer & Family Advocate III 1 Program Specialist I 1 Secretary I 4 Social Worker II 3 Staff Analyst I</p>	<p><u>Office of Cultural Competency & Ethnic Services</u> 3 Cont Community Liaison 1 Cultural Competency Officer 1 Mental Health Education Consul 2 Mental Health Program Mgr I 2 Office Assistant III 3 Program Specialist I 1 Program Specialist II 1 Secretary I 2 Social Worker II 1 Staff Analyst I 1 Staff Analyst II</p>	<p><u>Office of Homeless Services</u> 1 Mental Health Program Mgr 1 2 Program Specialist I 1 Secretary I</p>



Block Grant Carryover Program

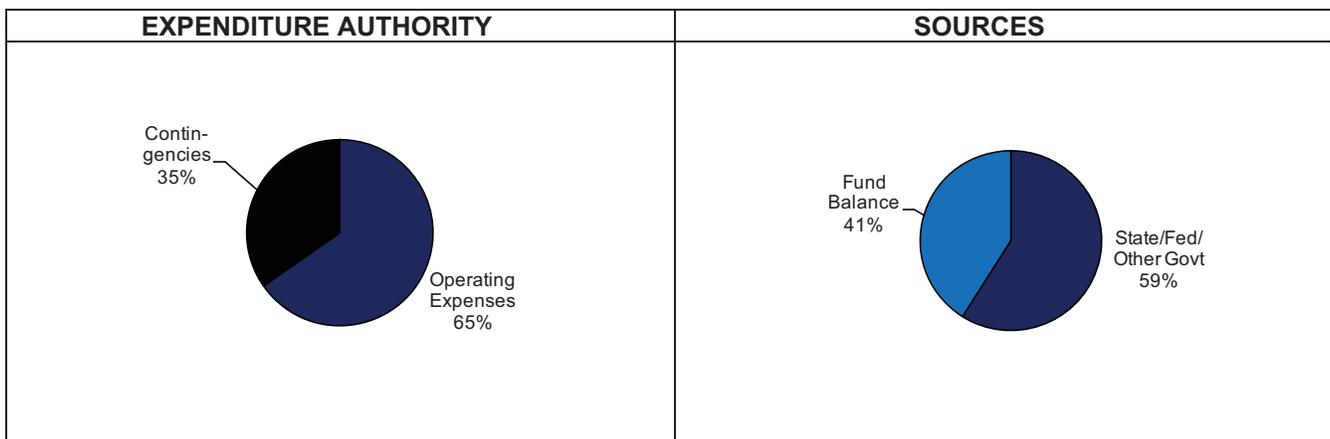
DESCRIPTION OF MAJOR SERVICES

The Alcohol and Drug Services (ADS) organizational unit in Behavioral Health's general fund budget unit utilizes this special revenue fund to hold money received from the State Department of Alcohol and Drug Programs (ADP) under a multi-year cost reimbursement contract that allows the county to retain unused federal Substance Abuse Prevention and Treatment (SAPT) funds for use in the next fiscal year. These funds are 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 county and the state. Funds are transferred to ADS based on the needs of the program.

Budget at a Glance	
Total Expenditure Authority	\$18,657,136
Total Sources	\$11,041,705
Fund Balance	\$7,615,431
Total Staff	0

This budget unit does not directly spend funds or provide services. It is strictly a financing budget with the actual expenditures occurring within Behavioral Health's general fund budget unit for ADS.

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Block Grant Carryover Program

BUDGET UNIT: SDH MLH
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	9,508,537	9,508,537	12,182,084	2,673,547
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	5,249,160	6,475,052	1,225,892
Total Exp Authority	0	0	0	9,508,537	14,757,697	18,657,136	3,899,439
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	9,508,537	14,757,697	18,657,136	3,899,439
Operating Transfers Out	2,500,000	1,500,000	10,525,064	0	0	0	0
Total Requirements	2,500,000	1,500,000	10,525,064	9,508,537	14,757,697	18,657,136	3,899,439
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	265,595	776,282	10,804,582	11,023,062	11,023,062	10,964,967	(58,095)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	336,058	115,401	85,792	74,440	74,440	76,738	2,298
Total Revenue	601,653	891,683	10,890,374	11,097,502	11,097,502	11,041,705	(55,797)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	601,653	891,683	10,890,374	11,097,502	11,097,502	11,041,705	(55,797)
				Fund Balance	3,660,195	7,615,431	3,955,236
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$12.2 million include transfers to Behavioral Health's general fund budget unit for costs related to alcohol abuse prevention, education, and treatment in schools and the community. The increase of \$2.7 million is due to an increase in salary and benefits and the increase in administrative costs due to the Justice Assistance Grant – Substance Abuse Offender Treatment Program (JAG-OTP), Safe and Drug Free grant and CalWORKs program changes.

Contingencies of \$6.5 million include an increase of \$1.2 million which will be set aside for future expenditures.

Departmental revenue of \$11 million includes state revenue received and interest earnings.



Court Alcohol and Drug Program

DESCRIPTION OF MAJOR SERVICES

The special revenue fund consists of three revenue sources:

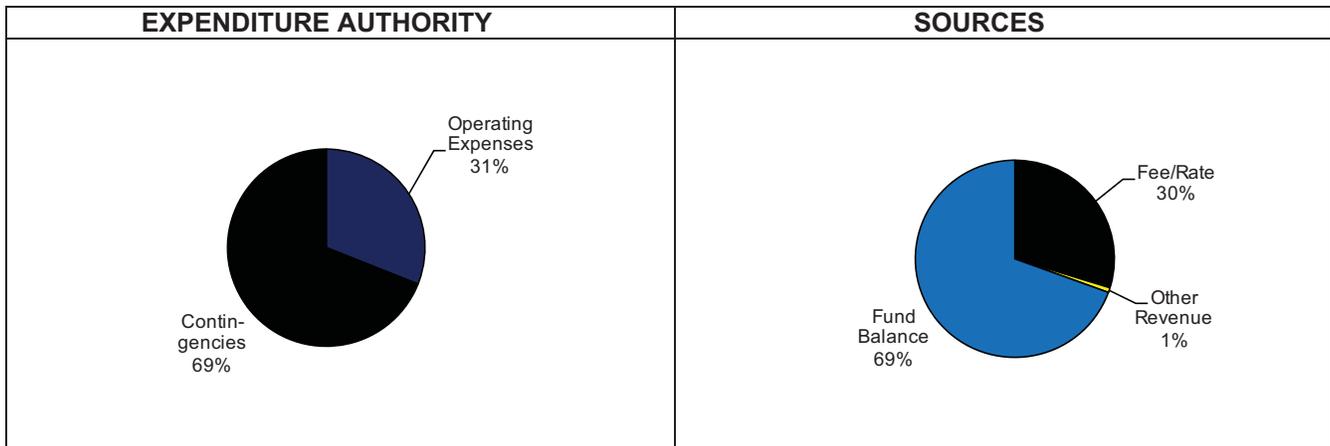
- The first source is referred to as Statham funds, which are fines collected from individuals convicted of Driving Under the Influence (DUI) offenses.
- The second source is fines imposed by Senate Bill 921 that went into effect on September 23, 1986. The bill requires persons convicted of an offense involving a controlled substance to pay a drug program fee in an amount not to exceed \$100 for each separate offense. The money collected is to be used for drug abuse programs in schools and the community.
- The third source is fines imposed by Senate Bill 920 that went into effect on September 24, 1996. The bill 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. The money collected is to be used exclusively for alcohol abuse and prevention services.

Budget at a Glance	
Total Expenditure Authority	\$1,386,737
Total Sources	\$423,000
Fund Balance	\$963,737
Total Staff	0

All revenue is collected by the Courts and Central Collections and then transferred into this budget unit for later distribution. The Alcohol and Drug Services (ADS) organizational unit in the Behavioral Health's general fund budget unit utilizes this special revenue fund for alcohol abuse and prevention services and drug abuse programs in schools and the community.

This budget unit does not directly expend funds or provide services. It is strictly a financing budget with actual expenditures occurring within Behavioral Health's general fund budget unit for ADS.

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Behavioral Health
 FUND: Court Alcohol and Drug Program

BUDGET UNIT: SDI MLH
 FUNCTION: Health and Sanitation
 ACTIVITY: Hospital Care

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	454,669	454,669	430,000	(24,669)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	963,737	956,737	(7,000)
Total Exp Authority	0	0	0	454,669	1,418,406	1,386,737	(31,669)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	454,669	1,418,406	1,386,737	(31,669)
Operating Transfers Out	407,000	407,000	441,243	0	0	0	0
Total Requirements	407,000	407,000	441,243	454,669	1,418,406	1,386,737	(31,669)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	397,932	430,664	553,903	472,461	472,461	412,000	(60,461)
Other Revenue	45,148	29,533	15,621	10,608	10,608	11,000	392
Total Revenue	443,080	460,197	569,524	483,069	483,069	423,000	(60,069)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	443,080	460,197	569,524	483,069	483,069	423,000	(60,069)
				Fund Balance	935,337	963,737	28,400
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$430,000 includes transfers to Behavioral Health's general fund budget unit for costs of alcohol and drug related services.

Contingencies of \$956,737 include a decrease of \$7,000 based on the estimated reduction in fine revenue.

Departmental revenue of \$423,000 includes fines and interest revenue. The decrease of \$60,069 is due to the projected decrease in fines and fees collected.



Driving Under the Influence Programs

DESCRIPTION OF MAJOR SERVICES

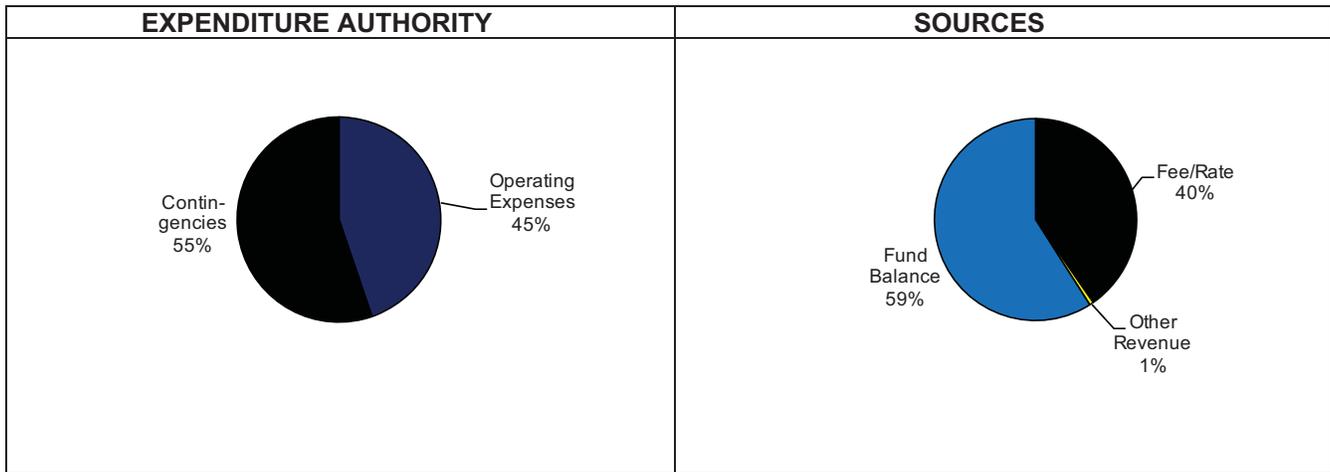
As per Title 9, Division 4, Chapter 3, 9878 (m) of the state regulations and Health and Safety Code 11837.8 (a), the Department of Behavioral Health charges fees to privately owned and operated vendors for monitoring Penal Code (PC) 1000 and Driving Under the Influence (DUI) programs. Supervision of these programs resides with the county as indicated by Vehicle Code Section 1660.7, which states that the supervision and regulation of the first offender program resides with the county.

Budget at a Glance	
Total Expenditure Authority	\$621,570
Total Sources	\$254,772
Fund Balance	\$366,798
Total Staff	0

Fees collected from privately owned and operated DUI programs within the county are deposited into this budget unit. Funds are then transferred to the Behavioral Health’s general fund budget unit, as needed, to meet the costs of staff assigned to this function in the Alcohol and Drug Services organizational unit. These funds can only be used for the cost of monitoring PC 1000 and DUI programs.

This budget unit does not directly spend funds or provide services. It is strictly a financing budget with actual expenditures occurring within Behavioral Health’s general fund budget unit for alcohol and drug services.

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Behavioral Health
 FUND: Driving Under the Influence Programs

BUDGET UNIT: SDC MLH
 FUNCTION: Health and Sanitation
 ACTIVITY: Hospital Care

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	196,283	196,283	278,367	82,084
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	346,033	343,203	(2,830)
Total Exp Authority	0	0	0	196,283	542,316	621,570	79,254
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	196,283	542,316	621,570	79,254
Operating Transfers Out	161,943	157,214	178,190	0	0	0	0
Total Requirements	161,943	157,214	178,190	196,283	542,316	621,570	79,254
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	120,816	179,252	280,157	257,712	236,948	250,668	13,720
Other Revenue	12,401	6,798	4,610	4,021	4,021	4,104	83
Total Revenue	133,217	186,050	284,767	261,733	240,969	254,772	13,803
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	133,217	186,050	284,767	261,733	240,969	254,772	13,803
				Fund Balance	301,347	366,798	65,451
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$278,367 include transfers to Behavioral Health's general fund budget unit for salaries and benefits and other miscellaneous expenditures incurred within the Alcohol and Drug Services organizational unit to monitor the Driving Under the Influence/Deferred for Entry of Judgment (DUI/DEJ) programs. The increase of \$82,084 is primarily due to increased salaries and benefits costs for personnel.

Departmental revenue of \$254,772 includes DUI fees paid by program providers and interest revenue.

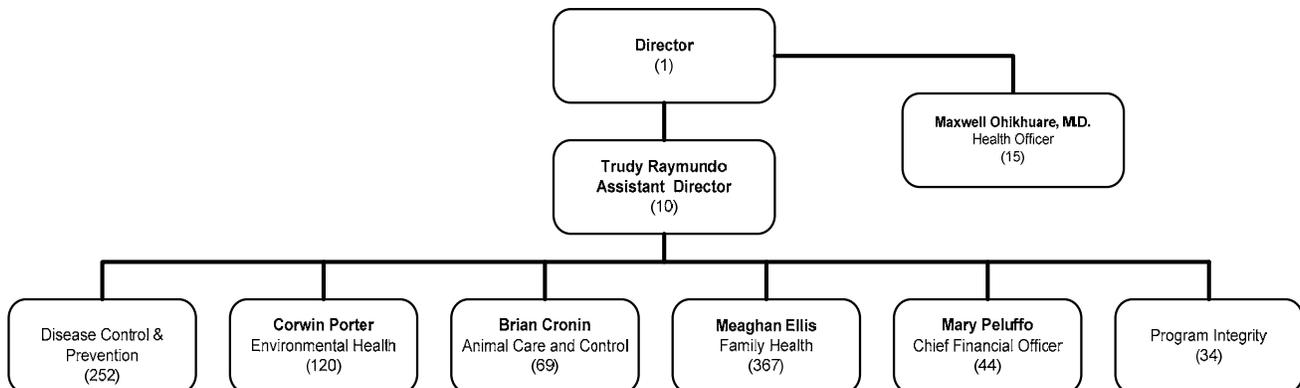


PUBLIC HEALTH

MISSION STATEMENT

The Department of Public Health provides community and preventive health services that promote and improve the health, safety and quality of life of San Bernardino County residents and visitors.

ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- The Preparedness and Response Program conducted 117 H1N1 Mass Vaccination Clinics, resulting in the administration of over 42,000 vaccinations to San Bernardino County residents.
- Environmental Health Services Division received a NACCHO award for their Employee Enhancement and Leadership Model - an innovative model for developing new and creative ways to expand training opportunities, while promoting employee team building, coaching/mentoring, group collaboration and employee empowerment.
- Animal Care and Control:
 - Received a grant from the California Department of Food and Agriculture to provide spay/neuter assistance for the dogs of San Bernardino County residents.
 - Conducted 35 off-site adoption events.
 - Increased total animals adopted from county shelters to 4,370.
- The Healthy Communities Program added Adelanto, Apple Valley and San Bernardino as Healthy City partners.
- The Women, Infant and Children (WIC) Program served over 900,000 participants countywide. Through redemption of the WIC food vouchers, local grocers in San Bernardino County received over \$58,000,000.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROMOTE AND INCREASE COMMUNITY COLLABORATION AND INVOLVEMENT TO ENHANCE ACCESS TO CARE.

Objective: Develop and implement programs and strategies to increase access to coordinated behavioral and primary health services

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Total number of clients enrolled and eligible to access comprehensive primary and behavioral health services through countywide collaborative programs.	N/A	N/A	N/A	N/A	20,000

GOAL 2: PROMOTE AND ENSURE A HEALTHFUL ENVIRONMENT.

Objective: Increase animal adoptions through increased community involvement, education and outreach.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Increase the number of animals adopted from county animal shelters.	3,745	4,370 (17%)	4,589 (5%)	6,127 (41%)	4,819 (5%)

Animal Care and Control experienced a significant increase in the number of pets adopted during 2010-11 due to increased support and public outreach efforts, which include in part partnering with other Human Services Departments to offer off-site pet adoption opportunities. In addition, the number of non-profit pet rescue organizations who receive animals, free of charge, has increased significantly which resulted in this anomaly for 2010-11.

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Public Health	69,696,516	65,949,624	3,746,892			753
California Children's Services	18,868,538	14,290,446	4,578,092			159
Indigent Ambulance	472,501	0	472,501			0
Total General Fund	89,037,555	80,240,070	8,797,485			912
Special Revenue Funds						
Bio-Terrorism Preparedness	3,198,739	2,668,439		530,300		0
H1N1 Preparedness	95,419	(47,750)		143,169		0
Tobacco Use Reduction Now	407,260	337,969		69,291		0
Vital Statistics State Fees	811,170	135,133		676,037		0
Vector Control Assessments	3,669,477	1,695,856		1,973,621		0
Total Special Revenue Funds	8,182,065	4,789,647		3,392,418		0
Total - All Funds	97,219,620	85,029,717	8,797,485	3,392,418		912

HUMAN SERVICES



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Public Health	86,748,420	81,595,216	73,552,097	63,168,103	69,696,516
California Children's Services	19,246,486	19,960,669	15,711,573	15,433,361	18,868,538
Indigent Ambulance	472,501	472,501	472,501	472,501	472,501
Bio-Terrorism Preparedness	4,266,694	3,263,581	3,121,525	2,693,613	3,198,739
H1N1 Preparedness	0	0	3,328,268	1,426,622	95,419
Tobacco Use Reduction Now	404,454	453,996	393,257	417,499	407,260
Vital Statistics State Fees	589,664	670,078	726,946	748,908	811,170
Vector Control Assessments	3,832,567	3,675,901	3,686,779	3,663,669	3,669,477
Total	115,560,786	110,091,942	100,992,946	88,024,276	97,219,620

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Public Health	82,052,587	78,022,947	70,280,468	59,431,460	65,949,624
California Children's Services	15,262,299	15,600,936	12,784,750	11,472,950	14,290,446
Indigent Ambulance	0	0	0	0	0
Bio-Terrorism Preparedness	3,338,135	2,781,164	2,602,803	2,550,022	2,668,439
H1N1 Preparedness	0	0	3,328,268	12,935	(47,750)
Tobacco Use Reduction Now	404,454	392,696	374,537	417,148	337,969
Vital Statistics State Fees	169,250	159,820	150,731	145,619	135,133
Vector Control Assessments	1,851,151	1,601,666	1,738,689	1,716,523	1,695,856
Total	103,077,876	98,559,229	91,260,246	75,746,657	85,029,717

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Public Health	4,695,833	3,572,269	3,271,629	3,736,643	3,746,892
California Children's Services	3,984,187	4,359,733	2,926,823	3,960,411	4,578,092
Indigent Ambulance	472,501	472,501	472,501	472,501	472,501
Total	9,152,521	8,404,503	6,670,953	8,169,555	8,797,485

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Bio-Terrorism Preparedness	928,559	482,417	518,722	143,591	530,300
H1N1 Preparedness	0	0	0	1,413,687	143,169
Tobacco Use Reduction Now	0	61,300	18,720	351	69,291
Vital Statistics State Fees	420,414	510,258	576,215	603,289	676,037
Vector Control Assessments	1,981,416	2,074,235	1,948,090	1,947,146	1,973,621
Total	3,330,389	3,128,210	3,061,747	4,108,064	3,392,418



Public Health

DESCRIPTION OF MAJOR SERVICES

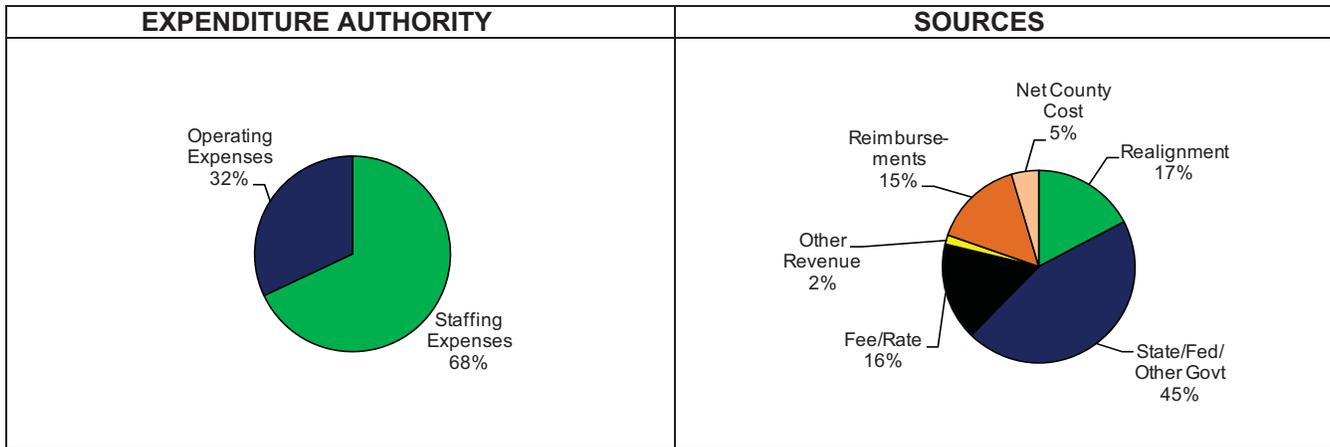
The Department of Public Health provides a wide range of services to prevent diseases and improve the health, safety and quality of life for residents and visitors of San Bernardino County. Many services are mandated by the State Health and Safety Code.

Key delivery areas for 2011-12 include Healthy Communities, Communicable Disease Control and Prevention, Environmental Health, and Animal Care and Control. Healthy Communities is a countywide initiative to support collaborative efforts to improve the quality of life for all residents. Communicable Disease Control and Prevention provides for surveillance and prevention of tuberculosis and HIV/AIDS, and immunizations to prevent disease. Environmental Health prevents, eliminates, or reduces hazards adversely affecting the health, safety, and quality of life through integrated programs such as Food Protection, Vector Control (including West Nile Virus surveillance) and Regulatory Water activities. Animal Care and Control protects the public from rabies through dog vaccinations, stray animal abatement, wildlife rabies surveillance, and public education.

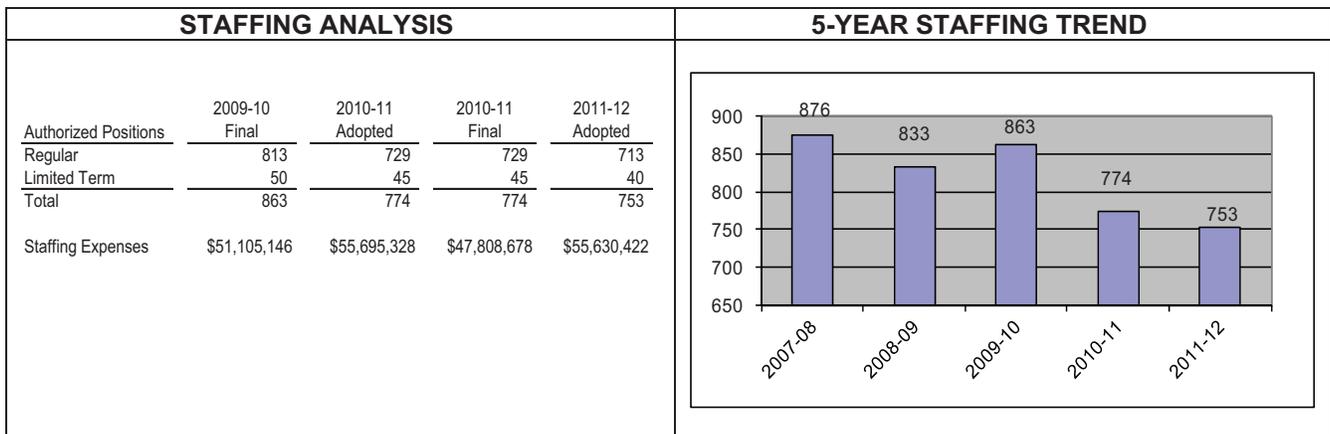
In addition, the department will begin providing primary care at its various clinic sites for improved access to health care services for the residents of San Bernardino County.

Budget at a Glance	
Total Expenditure Authority	\$82,058,008
Total Sources	\$78,311,116
Net County Cost	\$3,746,892
Total Staff	753
Funded by Net County Cost	5%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: General

BUDGET UNIT: AAA PHL
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	Change From
	Actual	Actual	Actual	Actual	Final Budget	Adopted Budget	2010-11 Final Budget
Appropriation							
Staffing Expenses	54,615,642	54,418,692	51,105,146	47,808,678	47,808,678	55,630,422	7,821,744
Operating Expenses	27,994,545	30,653,597	28,936,562	26,784,394	26,801,236	26,202,686	(598,550)
Capital Expenditures	687,523	787,253	507,942	514,936	526,212	224,900	(301,312)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	83,297,710	85,859,542	80,549,650	75,108,007	75,136,126	82,058,008	6,921,882
Reimbursements	(6,189,885)	(6,935,082)	(7,008,762)	(12,107,264)	(12,107,264)	(12,361,492)	(254,228)
Total Appropriation	77,107,825	78,924,460	73,540,888	63,000,743	63,028,862	69,696,516	6,667,654
Operating Transfers Out	0	0	0	139,241	139,241	0	(139,241)
Total Requirements	77,107,825	78,924,460	73,540,888	63,139,984	63,168,103	69,696,516	6,528,413
Departmental Revenue							
Taxes	108,871	118,794	113,007	565	565	5,000	4,435
Realignment	13,042,558	13,189,522	5,162,105	9,970,809	10,050,028	14,164,292	4,114,264
State, Fed or Gov't Aid	39,685,174	40,039,492	42,027,976	33,989,349	33,918,070	36,892,069	2,973,999
Fee/Rate	13,129,473	14,292,405	13,919,094	13,873,892	13,873,328	13,461,595	(411,733)
Other Revenue	1,138,033	1,629,748	1,466,589	1,094,505	1,094,505	1,273,046	178,541
Total Revenue	67,104,109	69,269,961	62,688,771	58,929,120	58,936,496	65,796,002	6,859,506
Operating Transfers In	5,103,050	6,082,230	7,577,044	474,719	494,964	153,622	(341,342)
Total Sources	72,207,159	75,352,191	70,265,815	59,403,839	59,431,460	65,949,624	6,518,164
Net County Cost	4,900,666	3,572,269	3,275,073	3,736,145	3,736,643	3,746,892	10,249
				Budgeted Staffing	774	753	(21)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$55.6 million fund 753 budgeted positions. This appropriation has a net increase of \$7.8 million from the prior year final budget.

Operating expenses of \$26.2 million include professional services, medical supplies and COWCAP. The decrease of \$599,510 reflects the elimination of MOU costs reflected in this category in the prior year, and decreases in COWCAP and medical insurance premiums. The decrease is also related to the reduction and elimination of grant funding.

Capital expenditures of \$224,900 are for the purchase of two autoclaves (\$100,000) and a Polymerase Chain Reaction (PCR) machine for the laboratory (\$90,000) and the purchase of two copiers (\$34,900).

Reimbursements of \$12.4 million represent transfers into the department from its various special revenue funds. It also represents payments from other departments such as Human Services, California Children's Services (CCS) and Behavioral Health. The decrease of \$254,228 is primarily due to the elimination of Public Health Emergency Response and Bioterrorism funding for the Preparedness and Response Program, a reduction in funding for the Cal-Learn program and a reduction in the payment from California Children's Services for administration.

Taxes of \$5,000 reflect tax revenue received for Household Hazardous Waste activities.

Realignment revenue of \$14.2 million is consistent with the originally 2010-11 adopted budget. Subsequent 2010-11 budget adjustments reduced the department's realignment allocation to \$10.1 million reflecting \$4.1 million of savings. The department continues to monitor annual realignment usage and will work to achieve savings where possible.



State, federal or government aid of \$36.9 million is increasing by \$3 million primarily due to increased funding for the Women, Infants and Children program.

Fee/rate revenue of \$13.5 million are decreasing by \$412,693 primarily due to a reduction in expected collections for the Food Handler Card program and the elimination of the School Readiness grant funding.

Other revenue of \$1.3 million is increasing by \$178,541 primarily due to increased funding for the Happiest Baby and Coordinated Asthma Referral and Education programs.

Operating transfers in of \$153,622 are decreasing by \$341,342 due to a reduction in funding from the Office of Emergency Services.

STAFFING CHANGES AND OPERATIONAL IMPACT

For 2011-12, 19 new positions are being requested, including a Supervising Microbiologist, Business Systems Analyst III, Office Assistant, Office Specialist, Supervising Office Assistant, Environmental Health Specialist II and III, and a Nutritionist. The new positions also include a Nurse Manager, Registered Nurse, two Contract Primary Care physicians, and six Health Services Assistant positions for clinical operations. These positions will provide the direct service, nursing oversight and ancillary support for the provision of primary care at each of the department's clinic sites. Also included is the addition of a contract position to act as a liaison for the Inland Empire HIV Planning Council. For 2011-12, the department also deleted 39 vacant and one filled position (Contract and Compliance Officer), resulting in a net decrease of 21 positions. It is anticipated the incumbent occupying the filled position will transition into another vacant, budgeted position to more effectively meet the needs of the department.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	2	0	2	1	1	0	2
Health Officer	5	10	15	11	1	3	15
Assistant PH Director	9	0	9	2	4	3	9
Animal Care and Control	65	4	69	59	10	0	69
Program Integrity/Development	34	0	34	29	4	1	34
Disease Control & Prevention	242	10	252	245	4	3	252
Environmental Health	106	14	120	95	23	2	120
Fiscal	44	0	44	42	2	0	44
Community Health	206	2	208	169	32	7	208
Total	713	40	753	653	81	19	753



<u>Administration</u>	<u>Disease Control & Prevention</u>	<u>Environmental Health</u>	<u>Community Health</u>
1 Director	1 Division Chief	1 Division Chief	1 Division Chief
1 Executive Secretary	14 Office Asst II	13 Office Asst III	1 Deputy Division Chief
<u>Health Officer</u>	5 Office Asst III	1 Supv Office Spec	1 Admin Supv I
1 Office Asst III	1 Supv Office Asst	42 EH Spec II	1 Supv Soc Svc Prac
1 Health Officer	1 Office Spec	9 EH Spec III	35 Office Asst II
1 PH Prg Coord	7 CDI	8 Supv EH Spec	10 Office Asst III
1 Secretary I	1 Cont MEPS	4 Environ Tech I	1 Office Asst IV
1 Statistical Analyst	2 Fiscal Asst	2 Environ Tech II	5 Supv Office Asst
9 Contract MD	2 Fiscal Spec	1 Fiscal Asst	1 Supv Office Spec
1 Cont Plng Council Lias	5 Hlth Svcs Asst II	1 Fiscal Spec	2 CDI
<u>Assistant PH Director</u>	4 Hlth Edu Asst	1 Hlth Ed Spec I	1 Exec Secretary II
1 Asst PH Director	7 Health Ed Spec I	1 Hlth Ed Spec II	2 Fiscal Asst
1 Hlth Ed Spec I	1 Health Ed Spec II	1 Code Enf Off III	1 Nurse Manager
1 Hlth Ed Spec II	102 Hlth Svcs Asst I	2 EH Prgm Manager	1 Hlth Ed Asst
3 Hlth Svcs Asst I	4 Lab Asst	14 Public Svc Emp	3 Hlth Ed Svc I
1 PH Prgm Coord	1 LVN II	2 Secretary I	2 Hlth Ed Spec II
1 Secretary I	4 Med Emgcy Plan Spec	1 Staff Analyst II	22 Hlth Svc Asst I
1 Secretary II	25 Nutritionist	2 Land Use Tech Supv	16 LVN II
<u>Animal Care and Control</u>	1 Lab Resp Ntwk Coord	10 Vector Contl Tech I	1 Med Rcds Coder I
1 Division Chief	1 PH Lab Tech	3 Vector Contl Tech II	1 Clinical Therapist I
2 Animal Hlth Investigator	3 PH Epidemiologist	1 Vector Ecologist	7 Nurse Prac II
29 Animal Control Officer	6 PH Microbiologist II	<u>Fiscal</u>	1 Cont Nurse Prac
5 Animal License Checker	4 PH Microbiologist III	1 PH CFO	2 PH Pgm Coord
8 Office Asst II	6 PH Prgm Coord	1 Acct II	36 PHN II
3 Office Asst III	12 Supv Hlth Svcs Asst	1 Acct Tech	3 PH Prgm Manager
2 Office Asst IV	4 PH Prgm Manager	1 Admin Supv I	1 Rad Tech I
1 Fiscal Asst	1 PH Lab Manager	1 Admin Manager	22 RN II
4 Gen'l Svc Wkr	9 Pblc Svc Employee	4 Office Asst II	2 Secty I
1 Hlth Ed Spec II	3 RN II	4 Office Asst III	6 PH Clinic Supv
1 ACC Prgm Mgr	4 Secretary I	1 Office Spec	4 Supv PHN
1 Reg Vet Tech	1 PH Clinic Supv	2 Fiscal Asst	15 Social Wkr II
4 Public Svc Employee	3 Staff Analyst II	2 Fiscal Spec	1 Cont Phys Asst
4 Supv Animal Control Off I	6 Supv PH Nutritionist	2 Payroll Spec	
3 Supv Animal Control Off II	1 Supv PH Microbiologist	1 PH Pgm Coord	
<u>Program Integrity/Develop</u>		1 PH Pgm Manager	
1 Division Chief		1 Secretary II	
11 Auto Sys Analyst I		1 Acct III	
1 Auto Sys Analyst II		1 Staff Analyst I	
1 Business Systems Analyst I		13 Staff Analyst II	
1 Business Systems Manager		3 Storekeeper	
2 Business Systems Analyst II		1 Supv Acct II	
1 Business Systems Analyst III		1 Supv Acct III	
1 Office Asst III		1 Sys Acct II	
1 Fiscal Spec			
6 Hlth Ed Spec I			
3 Hlth Ed Spec II			
1 Hlth Svcs Asst I			
1 PH Program Manager			
1 Statistical Analysis			
2 Supv Auto Sys Analyst II			



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 Expenditure Authority	\$18,868,538
Total Sources	\$14,290,446
Net County Cost	\$4,578,092
Total Staff	159
Funded by Net County Cost	24%

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 that 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 as follows:

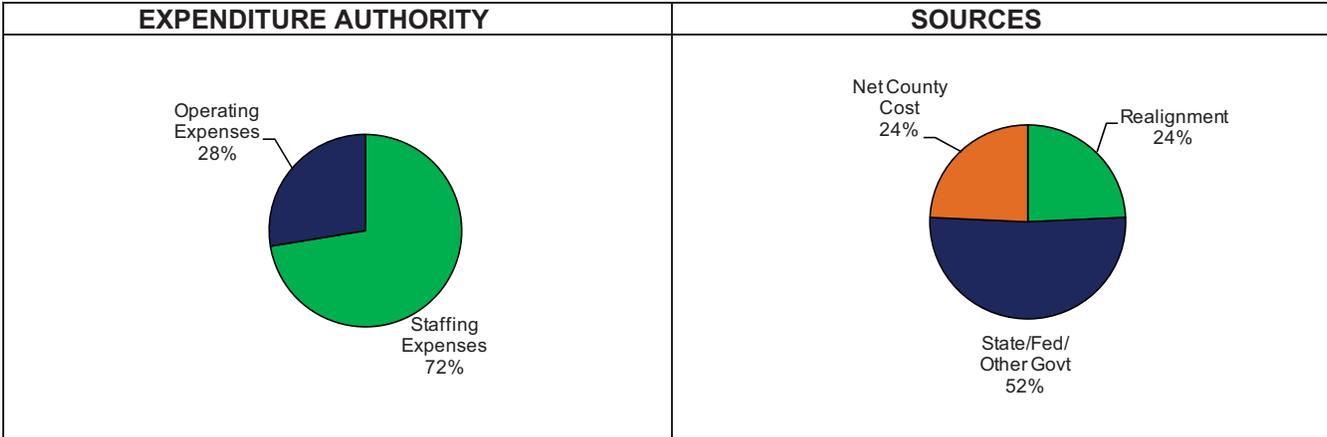
- Medi-Cal caseload percentage is 76.52%. Federal and state funds reimburse CCS for 100% of the costs.
- Healthy Families accounts for 11.81% of the caseload. This federal and state program pays 82.5% of the costs. The remaining 17.5% local share is equally funded by Social Services Realignment (8.75%) and general fund support (8.75%) and is billed to CCS on a quarterly basis.
- CCS or Non-Medi-Cal caseload accounts for approximately 11.67%. Federal and state funds account for 50% of the costs associated with treating this clientele. The remaining 50% is split equally between Social Services Realignment (25%) and general fund support (25%).

2. Medical Therapy Component – Provides physical therapy, occupational therapy and medical therapy conference services. Licensed physical therapists and certified occupational therapists provide evaluation, treatment, consultation services and case management. The state reimburses the county 50% of the costs incurred by this program up to the allocated amount prescribed by the state. The remaining 50% is equally funded by Social Services Realignment and county general fund support. Additionally, this program is allowed to bill Medi-Cal for therapy provided to Medi-Cal eligible clients. This revenue is split 75% state and 25% county. Approximately 56% of the caseload in the medical therapy component is Medi-Cal eligible. The state also reimburses approximately \$80,000 at 100% for personnel costs while attending individualized educational programs per California AB 3632.

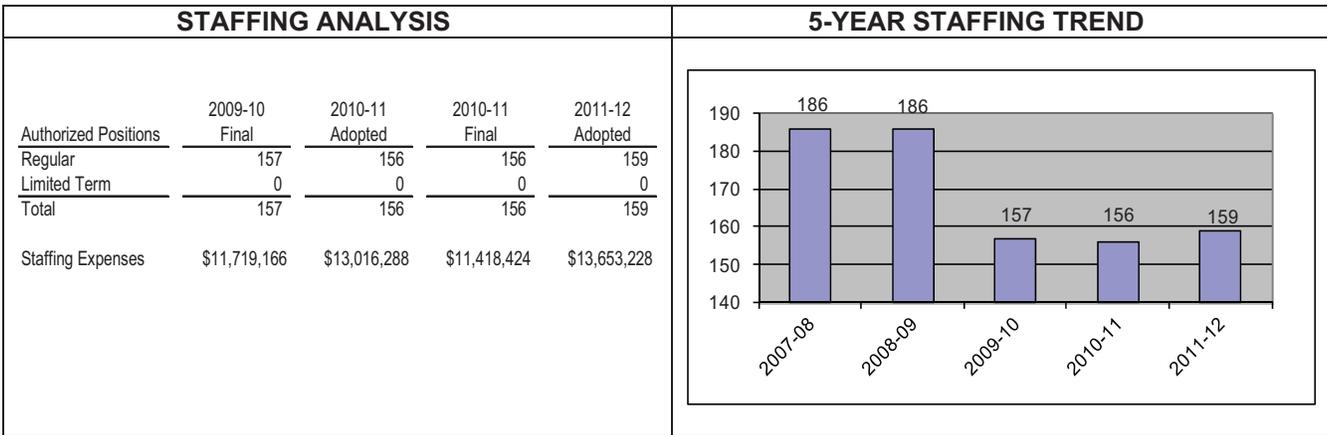
HUMAN SERVICES



2011-12 ADOPTED BUDGET



BUDGETED STAFFING



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Public Health - California Children's Services
 FUND: General

BUDGET UNIT: AAA CCS
 FUNCTION: Health and Sanitation
 ACTIVITY: Hospital Care

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	11,718,736	11,952,585	11,719,166	11,418,424	11,418,424	13,653,228	2,234,804
Operating Expenses	4,072,706	4,234,995	4,024,509	4,018,979	4,018,979	5,203,310	1,184,331
Capital Expenditures	0	0	12,055	0	0	12,000	12,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	15,791,442	16,187,580	15,755,730	15,437,403	15,437,403	18,868,538	3,431,135
Reimbursements	(47,664)	(94,746)	(44,160)	(4,042)	(4,042)	0	4,042
Total Appropriation	15,743,778	16,092,834	15,711,570	15,433,361	15,433,361	18,868,538	3,435,177
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	15,743,778	16,092,834	15,711,570	15,433,361	15,433,361	18,868,538	3,435,177
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	3,285,562	3,697,070	2,920,485	3,342,732	2,725,053	4,578,092	1,853,039
State, Fed or Gov't Aid	9,142,750	8,675,131	9,860,053	8,659,332	8,659,332	9,694,354	1,035,022
Fee/Rate	26,278	15,921	9,255	12,320	12,320	14,000	1,680
Other Revenue	3,625	7,641	1,292	76,245	76,245	4,000	(72,245)
Total Revenue	12,458,215	12,395,763	12,791,085	12,090,629	11,472,950	14,290,446	2,817,496
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	12,458,215	12,395,763	12,791,085	12,090,629	11,472,950	14,290,446	2,817,496
Net County Cost	3,285,563	3,697,071	2,920,485	3,342,732	3,960,411	4,578,092	617,681
				Budgeted Staffing	156	159	3

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$13.7 million fund 159 budgeted positions. This appropriation is increasing by \$2.2 million to accommodate an increase of 3 staff positions, retirement and negotiated labor agreement costs.

Operating expenses of \$5.2 million include payments to the state and other providers for treatment costs and medical supplies. The increase of \$1.2 million is due primarily to increases in treatment costs.

Capital expenditures of \$12,000 represent costs to replace an aging copy machine.

Social Services Realignment of \$4.6 million is increasing by \$1.9 million. State law requires the county to maintain a mandated minimum funding level for this program.

State, federal or government aid of \$9.7 million is increasing by \$1.0 million due to additional staff and program costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

For 2011-12, 4 new positions are being added, including a Supervising Public Health Nurse, 2 Office Assistant III's and a Supervising Office Specialist. The new positions will provide the necessary staffing standards to meet caseload. These additions are offset by the deletion of a Pediatric Rehab Therapist.



2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
California Children's Services	159	0	159	140	15	4	159
Total	159	0	159	140	15	4	159

California Children's Services

17 Office Asst II
 12 Office Asst III
 1 Supv Office Asst
 27 Office Spec
 3 Supv Office Spec
 1 Fiscal Asst
 2 Occu Therapy Asst
 6 Rehab Svcs Aide
 4 PT Asst
 1 CCS Phys Cons I
 1 CCS Phys Cons II
 1 PH Pgm Coord
 24 PHN II
 1 PH Prgm Manager
 1 Secretary I
 2 Supv PHN
 8 Supv Ped Rehab Ther I
 3 Social Wkr II
 1 Soc Svc Prac
 1 Supv Ped Rehab Ther II
 39 Ped Rehab Therapist
 3 Medical Ther Spec



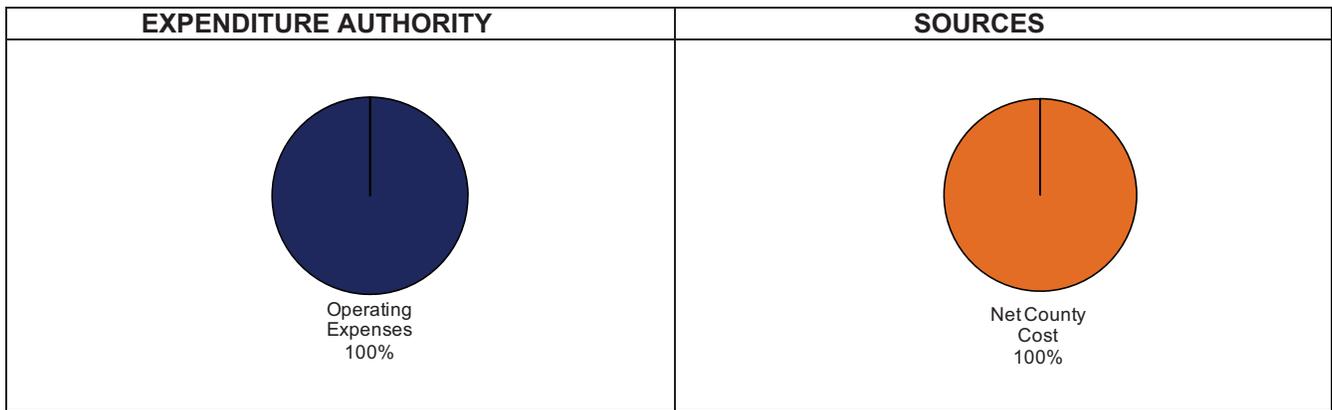
Indigent Ambulance

DESCRIPTION OF MAJOR SERVICES

This budget unit provides funding for ambulance contractors who transport indigents to the Arrowhead Regional Medical Center or the closest hospital under certain life-threatening situations. Up to the extent of available appropriation, the fund also pays for the Sheriff/Coroner/Public Administrator's cost of transportation of inmates for medical treatment. The appropriation in this budget unit is maintained at a constant level.

Budget at a Glance	
Total Expenditure Authority	\$472,501
Total Sources	\$0
Net County Cost	\$472,501
Total Staff	0
Funded by Net County Cost	100%

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Public Health - Indigent Ambulance
 FUND: General

BUDGET UNIT: AAA EMC
 FUNCTION: Health and Sanitation
 ACTIVITY: Hospital Care

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	472,501	472,501	472,501	472,501	472,501	472,501	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	472,501	472,501	472,501	472,501	472,501	472,501	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	472,501	472,501	472,501	472,501	472,501	472,501	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	472,501	472,501	472,501	472,501	472,501	472,501	0
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	472,501	472,501	472,501	472,501	472,501	472,501	0
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no changes to this budget unit.



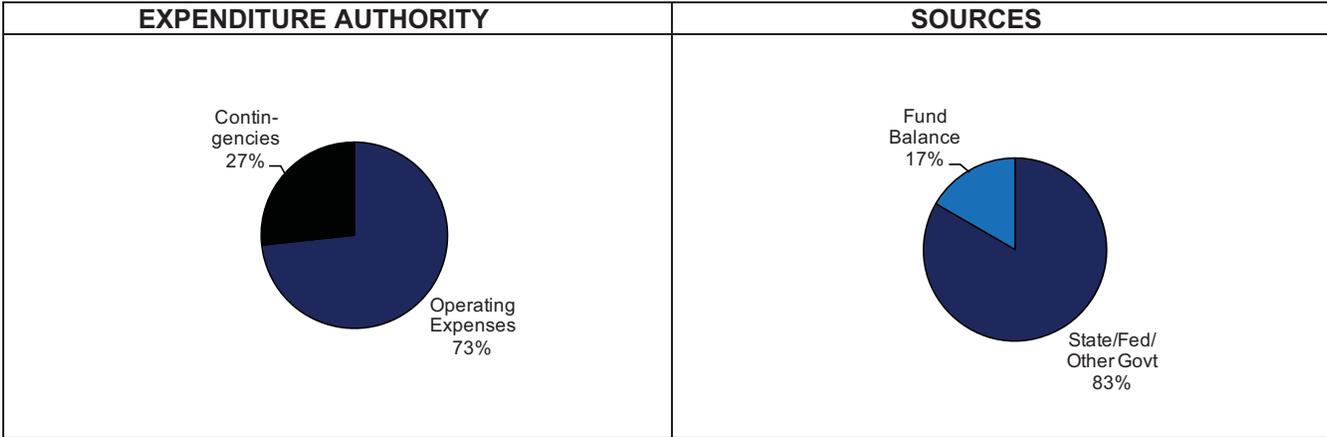
Bio-Terrorism Preparedness

DESCRIPTION OF MAJOR SERVICES

Federal bio-terrorism funds are received and transferred out, as needed, to the Department of Public Health’s general fund budget unit to reimburse for actual preparedness and response related activities and expenditures. Funding from the Centers for Disease Control (CDC), Pandemic Influenza and Cities Readiness Initiative (CRI) is reflected in this budget unit. Each source is tracked and reported separately as stipulated by the state grant agreement. This is a financing budget only. No actual expenditures or activities are incurred or conducted via this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$3,198,739
Total Sources	\$2,668,439
Fund Balance	\$530,300
Total Staff	0

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Public Health
 FUND: Bio-Terrorism Preparedness

BUDGET UNIT: RPL PHL
 FUNCTION: Public Protection
 ACTIVITY: Other Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	2,202,100	2,202,099	2,345,103	143,004
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	491,514	853,636	362,122
Total Exp Authority	0	0	0	2,202,100	2,693,613	3,198,739	505,126
Reimbursements	0	0	0	(38,787)	0	0	0
Total Appropriation	0	0	0	2,163,313	2,693,613	3,198,739	505,126
Operating Transfers Out	2,853,631	3,436,376	2,977,934	0	0	0	0
Total Requirements	2,853,631	3,436,376	2,977,934	2,163,313	2,693,613	3,198,739	505,126
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	2,479,403	3,427,850	2,581,235	2,541,996	2,541,996	2,654,654	112,658
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	(71,915)	44,831	21,569	8,026	8,026	13,785	5,759
Total Revenue	2,407,488	3,472,681	2,602,804	2,550,022	2,550,022	2,668,439	118,417
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,407,488	3,472,681	2,602,804	2,550,022	2,550,022	2,668,439	118,417
				Fund Balance	143,591	530,300	386,709
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2.4 million are increasing by \$143,004 due to additional staffing cost reimbursements and other program reimbursements. Staff was redirected to Public Health Emergency Response funded activities to maximize use of that funding source.

Contingencies of \$853,636 reflect the anticipated increase in fund balance set aside for future use.

State, federal or government aid of \$2.7 million is increasing by \$112,658 primarily due to increased federal reimbursement associated with the increase in staffing and supply costs.



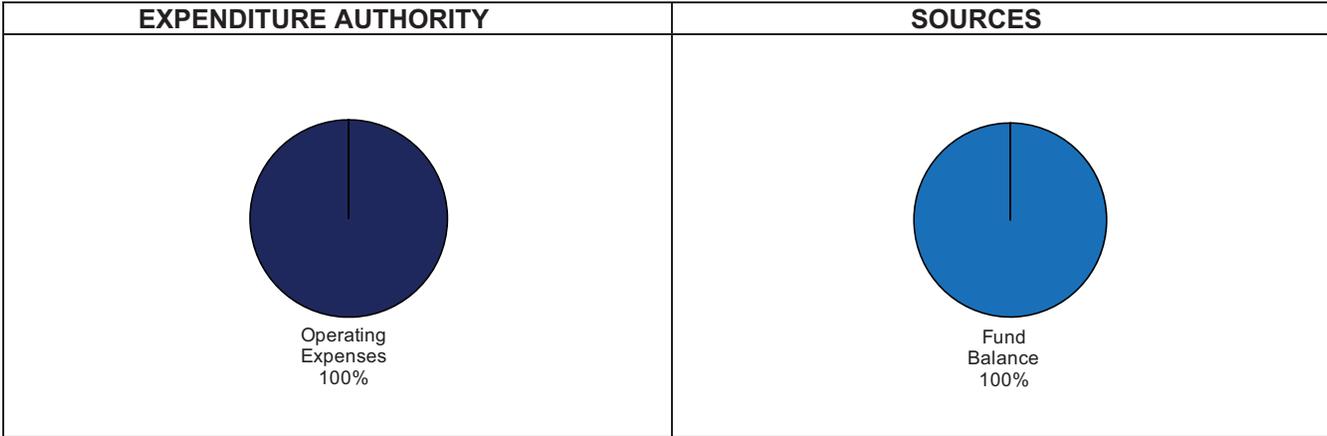
H1N1 Preparedness

DESCRIPTION OF MAJOR SERVICES

Public Health Emergency Response (PHER) funds are received and transferred out, as needed, to the Department of Public Health's general fund budget unit to reimburse for actual planning, preparing and responding to an H1N1 Influenza pandemic. Funding from PHER Phase I, II and III is reflected in this budget unit with the grant period expected to end July 30, 2011. Each source of funds is tracked and reported separately as stipulated by the state grant agreement. This is a financing budget only. No actual expenditures or activities are incurred or conducted via this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$95,419
Total Sources	(\$47,750)
Fund Balance	\$143,169
Total Staff	0

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Public Health
 FUND: H1N1 Preparedness

BUDGET UNIT: RPM PHL
 FUNCTION: Health and Sanitation
 ACTIVITY: Health

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	1,285,572	1,285,572	95,419	(1,190,153)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	141,050	0	(141,050)
Total Exp Authority	0	0	0	1,285,572	1,426,622	95,419	(1,331,203)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	1,285,572	1,426,622	95,419	(1,331,203)
Operating Transfers Out	0	0	1,914,581	0	0	0	0
Total Requirements	0	0	1,914,581	1,285,572	1,426,622	95,419	(1,331,203)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	3,316,692	0	0	(47,750)	(47,750)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	11,576	15,207	12,935	0	(12,935)
Total Revenue	0	0	3,328,268	15,207	12,935	(47,750)	(60,685)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	3,328,268	15,207	12,935	(47,750)	(60,685)
				Fund Balance	1,413,687	143,169	(1,270,518)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses, contingencies, and revenue categories are all decreasing due to the termination of PHER grant funding on July 30, 2011. Any expenses incurred in July will be reimbursed to Department of Public Health, and all remaining funds will be returned to the state. It is anticipated that \$47,750 will be returned to the state.

HUMAN SERVICES



Tobacco Use Reduction Now

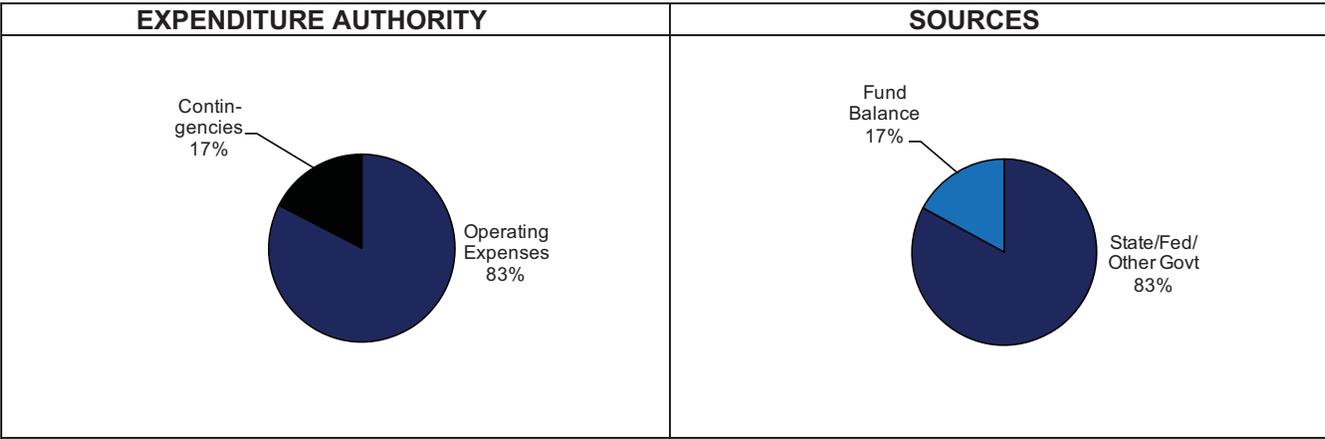
DESCRIPTION OF MAJOR SERVICES

This budget unit holds the state’s Comprehensive Tobacco Control Plan grant funds. Funds are transferred to Public Health’s general fund budget unit to reimburse actual expenditures incurred related to working with local community and government groups to develop and enforce tobacco control policies and ordinances and provide community education.

Budget at a Glance	
Total Expenditure Authority	\$407,260
Total Sources	\$337,969
Fund Balance	\$69,291
Total Staff	0

Funding is received from the California Department of Public Health.

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Public Health
 FUND: Tobacco Use Reduction Now

BUDGET UNIT: RSP PHL
 FUNCTION: Health and Sanitation
 ACTIVITY: Health

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	346,484	346,484	336,437	(10,047)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	71,015	70,823	(192)
Total Exp Authority	0	0	0	346,484	417,499	407,260	(10,239)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	346,484	417,499	407,260	(10,239)
Operating Transfers Out	344,379	379,773	392,906	0	0	0	0
Total Requirements	344,379	379,773	392,906	346,484	417,499	407,260	(10,239)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	401,454	334,038	318,560	414,512	414,512	336,437	(78,075)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	4,226	3,153	55,978	912	2,636	1,532	(1,104)
Total Revenue	405,680	337,191	374,538	415,424	417,148	337,969	(79,179)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	405,680	337,191	374,538	415,424	417,148	337,969	(79,179)
				Fund Balance	351	69,291	68,940
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$336,437 are decreasing due to a reduction in the contract amount of \$10,047.

State, federal or government aid of \$336,437 will decrease by \$78,075 due to an anticipated reduction in the contract.

HUMAN SERVICES



Vital Statistics State Fees

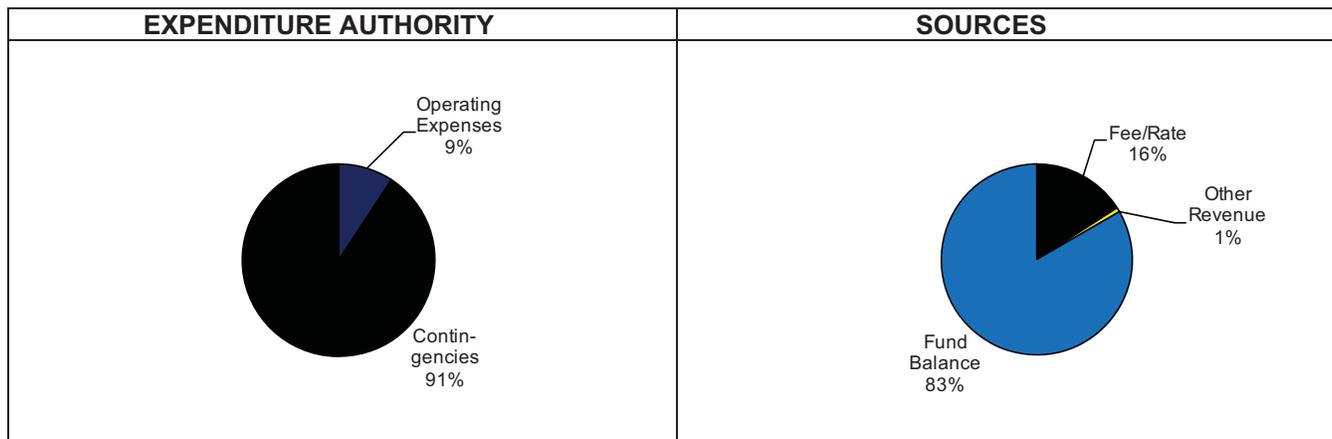
DESCRIPTION OF MAJOR SERVICES

This budget unit holds fees set by the state which are collected from the purchase of birth and death certificates. Per Health and Safety Code 103625, all applicants for birth or death certificates shall pay an additional \$3 to be collected by the county and disbursed as follows:

1. 45% of the fee shall be distributed to the State Registrar, and
2. The remaining 55% shall be deposited into the Vital and Health Statistics Fund for the purposes of defraying administrative costs of collecting and reporting with respect to those fees and for other costs as follows:
 - a) Modernization of vital records operations, including improvement, automation and technical support of the Vital Records systems.
 - b) Improvement in the collection and analysis of health related birth and death certificate information and other community health data collection and analysis, as appropriate.
 - c) Funds collected shall not be used to supplant funding in existence on January 1, 2002 that are required for the daily operation of the Vital Records system.

Budget at a Glance	
Total Expenditure Authority	\$811,170
Total Sources	\$135,133
Fund Balance	\$676,037
Total Staff	0

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Public Health
 FUND: Vital Statistics State Fees

BUDGET UNIT: SCI PHL
 FUNCTION: Health and Sanitation
 ACTIVITY: Health

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	72,871	72,871	75,000	2,129
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	676,037	736,170	60,133
Total Exp Authority	0	0	0	72,871	748,908	811,170	62,262
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	72,871	748,908	811,170	62,262
Operating Transfers Out	86,302	83,967	123,658	0	0	0	0
Total Requirements	86,302	83,967	123,658	72,871	748,908	811,170	62,262
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	148,477	128,428	141,398	139,080	139,080	129,100	(9,980)
Other Revenue	27,669	21,497	9,333	6,539	6,539	6,033	(506)
Total Revenue	176,146	149,925	150,731	145,619	145,619	135,133	(10,486)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	176,146	149,925	150,731	145,619	145,619	135,133	(10,486)
				Fund Balance	603,289	676,037	72,748
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$75,000 represent costs for automation improvement or replacement.

Contingencies of \$736,170 are increasing by \$60,133 based on an increase in available fund balance.

Fee/rate revenue of \$129,100 is decreasing by \$9,980 based on estimated number of certified copies to be sold.

HUMAN SERVICES



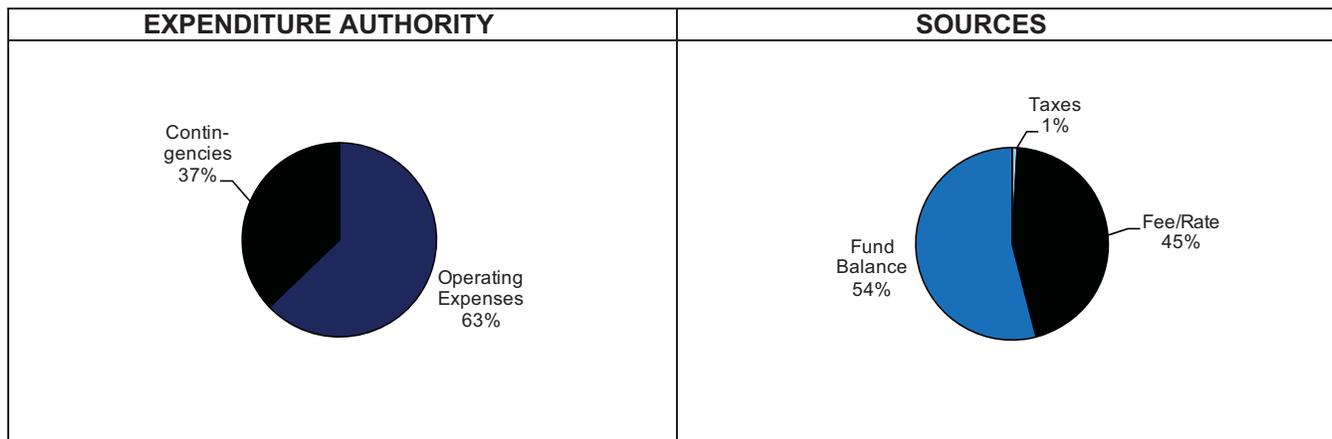
Vector Control Assessments

DESCRIPTION OF MAJOR SERVICES

This budget unit receives tax assessments for Vector Control. Revenue is received via the property tax roll and is dedicated for Vector Control purposes. The amount of the parcel assessment varies depending on the level of improvement on a given parcel. Transfers out from this budget unit fund activities in the Vector Control Program within the general fund of the Department of Public Health.

Budget at a Glance	
Total Expenditure Authority	\$3,669,477
Total Sources	\$1,695,856
Fund Balance	\$1,973,621
Total Staff	0

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Public Health
 FUND: Vector Control Assessments

BUDGET UNIT: SNR PHL
 FUNCTION: Health and Sanitation
 ACTIVITY: Health

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	1,690,047	1,690,047	2,304,966	614,919
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	1,973,622	1,364,511	(609,111)
Total Exp Authority	0	0	0	1,690,047	3,663,669	3,669,477	5,808
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	1,690,047	3,663,669	3,669,477	5,808
Operating Transfers Out	1,641,384	1,886,560	1,744,751	0	0	0	0
Total Requirements	1,641,384	1,886,560	1,744,751	1,690,047	3,663,669	3,669,477	5,808
Departmental Revenue							
Taxes	1,635,226	1,701,817	1,719,063	34,218	34,218	31,396	(2,822)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	1,661,973	1,661,973	1,648,827	(13,146)
Other Revenue	98,977	58,599	24,744	20,332	20,332	15,633	(4,699)
Total Revenue	1,734,203	1,760,416	1,743,807	1,716,523	1,716,523	1,695,856	(20,667)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	1,734,203	1,760,416	1,743,807	1,716,523	1,716,523	1,695,856	(20,667)
				Fund Balance	1,947,146	1,973,621	26,475
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2.3 million is increasing by \$614,919 due to increases in ongoing expenses.

Contingencies of \$1.4 million are decreasing by \$609,111 based on higher program expenditures in 2011-12.

Taxes and fee/rate revenue of \$1.7 million is decreasing by \$15,968 based on anticipated lower tax collections.

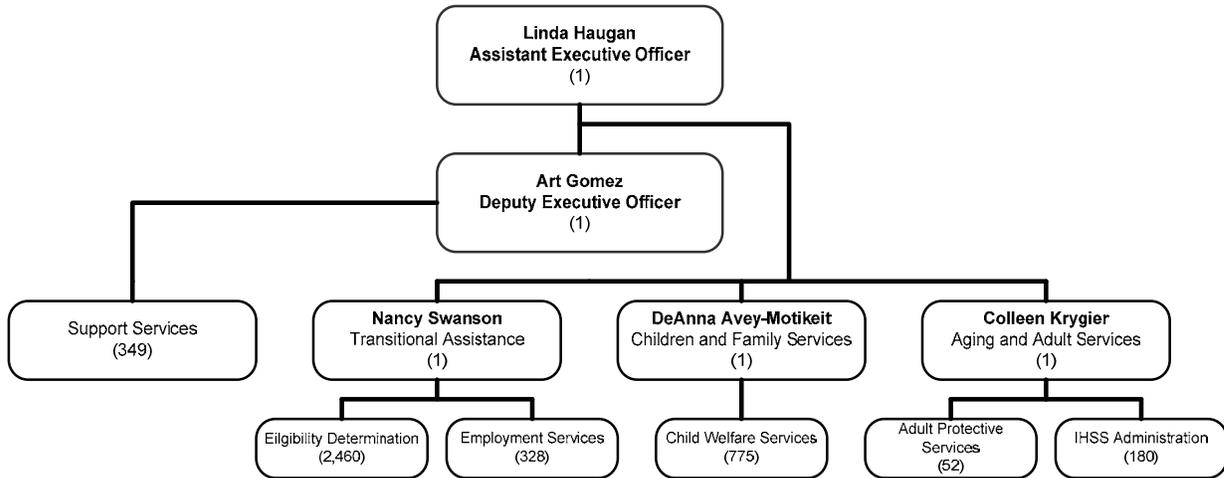
HUMAN SERVICES



HUMAN SERVICES – ADMINISTRATIVE CLAIM

Linda Haugan

ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

Transitional Assistance Department (TAD)

- Processed \$3.5 million in federal tax returns through the Volunteer Income Tax Assistance (VITA) program. These refunds stimulated economic activity within the county in addition to fighting poverty.
- Partnered with county departments to increase participation of CalWORKs recipients in Work Experience (WEX) by providing additional work experience opportunities and assist county departments with their increased demand for services.
- Continued and expanded the Training Online Program (TOP) to provide an additional 200 CalWORKs Welfare to Work customers with skills/training via laptop computers for use in their on-line courses and job search activities.
- Continued to market C4Yourself.com to the community and expanded online offerings to include CalWORKs and Medi-Cal. Currently, the county receives over 1,000 applications a week via C4Yourself.com representing over 15% of all CalFresh applications, 12% of all Medi-Cal applications and 10% of all CalWORKs applications.

Children and Family Services (CFS)

- Received and assessed 49,648 child abuse referrals.
- Arranged for 1,040 children to attend summer camp.
- Completed 1,325 Team Decision Making (TDM) meetings during the year.
- Provided Wraparound services to 682 children countywide to decrease group home placements.
- Organized and hosted 279 foster and kinship youth at the Annual CFS Sports Faire.
- Hosted 798 children, foster parents and others at the Annual Foster Parent Picnic.
- Finalized 466 adoptions.

Department of Aging and Adult Services (DAAS)

- Received 2010 National Association of Counties (NACO) Award for the Senior Art exhibit.
- Received 2010 NACO Award for the Archstone Grant-sponsored APS/Public Guardian Multi-Disciplinary Team Project.
- San Bernardino County sponsored Bill AB2493 authored by Assembly member Jean Fuller (R-Bakersfield). The Bill was signed into law requiring conservators to maintain a current photograph of the individual so they can be identified in the event they become missing.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

**GOAL 1: TRANSITIONAL ASSISTANCE DEPARTMENT
INCREASE THE TOTAL NUMBER OF HOUSEHOLDS PARTICIPATING IN THE CALFRESH (FORMERLY FOOD STAMP) PROGRAM.**

Objective: Increase public awareness/access of the CalFRESH (formerly Food Stamp) Program.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage increase in CalFRESH participation.	32%	32%	25%	17%	20%

The Food and Nutrition Service (FNS), a division of the US Department of Agriculture (USDA), has mandated states to increase outreach efforts and thus, CalFRESH participation. TAD, through additional community outreach efforts and improved online services (C4 Yourself), has expanded access to apply for CalFRESH benefits to San Bernardino County residents. TAD staff participates in approximately 30 community outreach health events annually to help promote CalFRESH participation in the communities. Increasing CalFRESH awareness and participation enriches the lives of our county residents enabling better nutrition and health. Based on research by the USDA, for each one-dollar in federal food stamp benefits, approximately one dollar and thirty-two cents, is generated in economic activity. This is also another means of providing better and more accessible customer service.

In 2010-11 the decline in % increase in participation can be attributed to the actual slowing of growth rate in the program. Overall program growth still exists, but at a slower rate.

**GOAL 2: TRANSITIONAL ASSISTANCE DEPARTMENT
INCREASE THE WORK PARTICIPATION RATE (WPR) OF RECIPIENTS OF CALWORKS BENEFITS.**

Objective: Increase the number of Welfare-to-Work mandatory CalWORKs participants who are engaged in Federal Welfare-To-Work activity.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of CalWORKs customers engaged in a Federal Welfare-To-Work activity.	41%	41%	50%	34%	50%

This performance goal was developed to measure the percentage of successful placements of our CalWORKs customers into Federal Welfare-To-Work activities. This goal will assist the department in achieving an overall increase in the number of participants that are actively engaged in Welfare-to-Work activities and help move our customers to their ultimate goal of self-sufficiency.

The 2010-11 decline in % of CalWORKs customers engaged in a Federal Welfare-to-Work activity can be attributed to an increase in Welfare-to-Work caseload and local economic conditions that limit the number of work activities available to our customers.

**GOAL 3: TRANSITIONAL ASSISTANCE DEPARTMENT
MAINTAIN FOOD STAMP ERROR RATE PROFICIENCY.**

Objective: Maintain the CalFRESH error rate below the federal tolerance level of 6% to avoid fiscal sanction.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of errors in calculating CalFRESH benefits.	2%	2%	3%	2%	3%

TAD's goal in this area is to maintain the CalFRESH error rate below the federal tolerance level, which the department previously achieved. Ensuring accuracy of CalFRESH payments adds to customer service satisfaction. Additionally, maintaining the CalFRESH error rate below the federal tolerance level reduces the risk of potential fiscal sanctions and penalties.



**GOAL 4: CHILDREN AND FAMILY SERVICES DEPARTMENT
REDUCE THE NUMBER OF CHILDREN WHO ENTER FOSTER CARE EACH YEAR.**

Objective: Continue implementation of Family-to-Family (F2F) and other practices that reduce the number of children who must enter foster care.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Annual percentage reduction in the number of children entering foster care	20%	(10%)*	7%	(24%)*	5%

The poor economic environment is likely a reason for the increase rather than reduction in the number of children placed into foster care. This has been the trend the past two years. A reduction in the number of children being placed in foster care is forecast for 2011-12 although factors out of the control of the department, such as the economy, could again influence the eventual outcome of this measure.

*(10%) and (24%) identifies a percentage increase in the number of children entering foster care in each respective year.

**GOAL 5: CHILDREN AND FAMILY SERVICES DEPARTMENT
INCREASE THE NUMBER OF FOSTER CHILDREN IN THE INDEPENDENT LIVING PROGRAM THAT
EARN A HIGH SCHOOL DIPLOMA OR G.E.D.**

Objective A: Continue identifying and tracking the performance of child welfare dependents on the High School Equivalency (Exit) exam.

Objective B: Secure/implement customized tutoring programs designed to address needs of exiting youth.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage increase in foster youth graduating with a high school diploma or G.E.D.	10%	6%	20%	20%	15%



**GOAL 6: AGING AND ADULT SERVICES DEPARTMENT
ASSIST AT-RISK ADULTS AND FRAIL ELDERLY TO MAINTAIN INDEPENDENCE AND LIVE SAFELY IN
THE LEAST RESTRICTIVE ENVIRONMENT.**

Objective: Complete annual re-evaluation process for In-Home Supportive Services (IHSS) customers within state mandated timeframes.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of IHSS annual re-evaluations completed within state mandated timeframes.	97%	96%	90%	96%	90%

Continued improvements are being developed and implemented on completion of the annual re-evaluations. The state Quality Assurance Program continues to identify areas for improvement that enhance the program integrity in customer service in this area. Targets were developed using the state mandated timeframes. This will continue to be a challenge due to the current changes in the IHSS program.

**GOAL 7: AGING AND ADULT SERVICES DEPARTMENT
ENSURE THE SAFETY OF AT-RISK ADULTS AND THE ELDERLY TO IMPROVE OR MAINTAIN QUALITY
OF LIFE.**

Objective: Respond to emergency APS referrals within state mandated timeframes.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of emergency APS referrals responded to within the State mandated timeframes.	99%	99%	100%	100%	100%

APS emergency referrals are responded to within the 24-hour state mandate. Action plans to review and improve the referral process and procedures were completed and implemented in July 2009. Continued training on the response to both emergency referrals and non-emergencies are being reviewed and updated.



2011-12

	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue	
					Over/ (Under) Exp	Staffing
General Fund						
Human Services Administrative Claim	420,921,899	407,405,793	13,516,106			4,149
Total General Fund	420,921,899	407,405,793	13,516,106			4,149

5-YEAR APPROPRIATION TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Human Services Administrative Claim	359,284,134	360,927,035	371,908,075	396,105,044	420,921,899
Total	359,284,134	360,927,035	371,908,075	396,105,044	420,921,899

5-YEAR REVENUE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Human Services Administrative Claim	335,844,708	338,730,082	352,404,009	381,706,938	407,405,793
Total	335,844,708	338,730,082	352,404,009	381,706,938	407,405,793

5-YEAR NET COUNTY COST TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Human Services Administrative Claim	23,439,426	22,196,952	19,504,066	14,398,106	13,516,106
Total	23,439,426	22,196,952	19,504,066	14,398,106	13,516,106



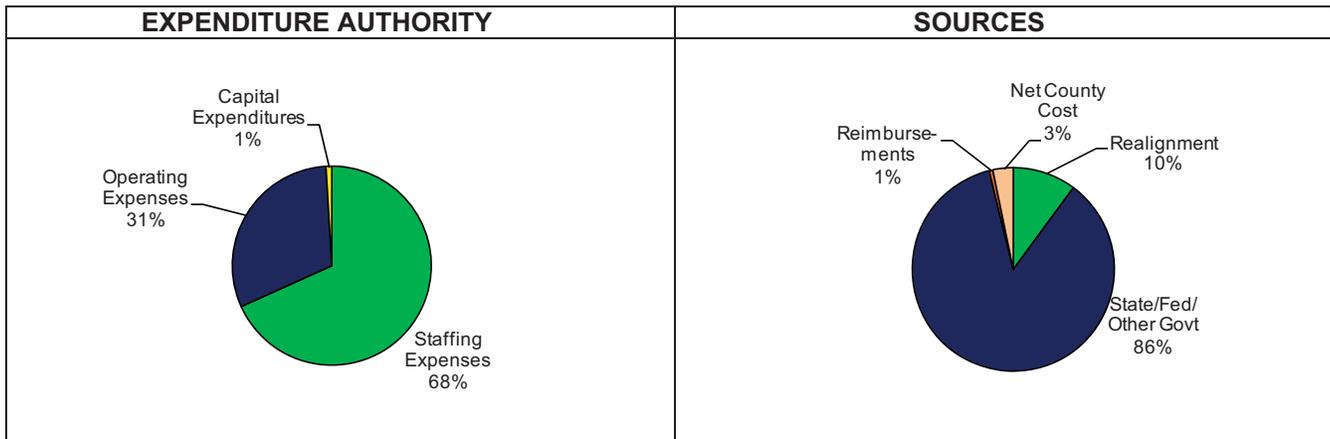
Administrative Claim

DESCRIPTION OF MAJOR SERVICES

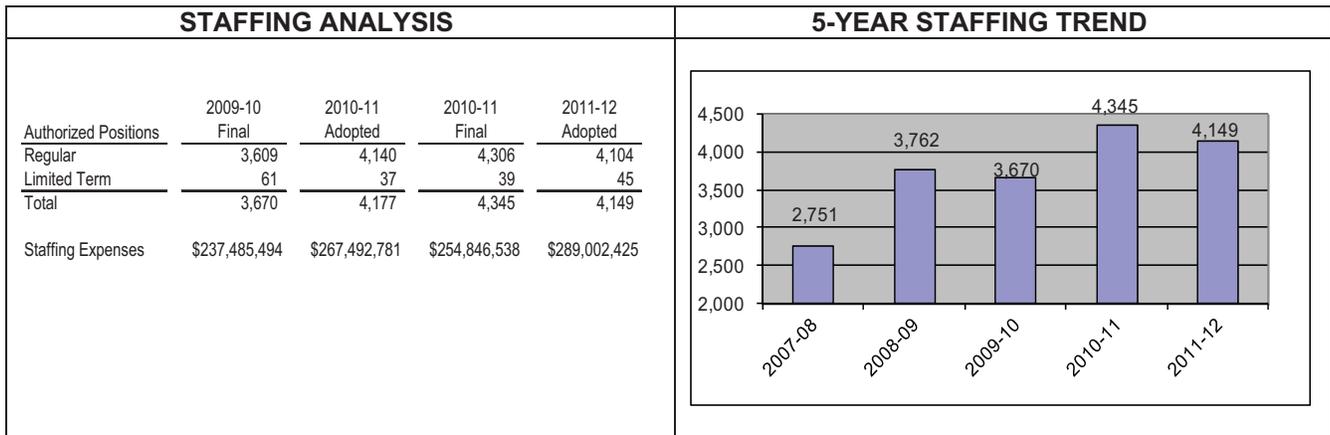
This budget unit represents the administrative claim made by the County for social services programs under applicable mandatory federal and state regulations. Included are Transitional Assistance Department (Eligibility and Employment Services), Children and Family Services (CFS), Adult Services programs of the Department of Aging and Adult Services (DAAS), and the administrative support and training functions provided by Human Services (HS) Administration and the Performance, Education and Resource Center (PERC). Also included is the Children's Network.

Budget at a Glance	
Total Expenditure Authority	\$423,389,840
Total Sources	\$409,873,734
Net County Cost	\$13,516,106
Total Staff	4,149
Funded by Net County Cost	3%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Human Services Administrative Claim
FUND: General

BUDGET UNIT: AAA DPA
FUNCTION: Public Assistance
ACTIVITY: Administration

	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	Change From
	Actual	Actual	Actual	Actual	Final	Adopted	2010-11
					Budget	Budget	Final
							Budget
Appropriation							
Staffing Expenses	231,457,427	231,117,243	237,485,494	254,846,538	254,846,538	289,002,425	34,155,887
Operating Expenses	119,726,973	132,004,443	134,075,532	140,128,801	140,140,625	130,349,415	(9,791,210)
Capital Expenditures	2,960,144	2,260,255	1,548,170	4,912,825	4,912,826	4,038,000	(874,826)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	354,144,544	365,381,941	373,109,196	399,888,164	399,899,989	423,389,840	23,489,851
Reimbursements	(1,555,337)	(2,445,959)	(2,204,936)	(3,794,945)	(3,794,945)	(2,467,941)	1,327,004
Total Appropriation	352,589,207	362,935,982	370,904,260	396,093,219	396,105,044	420,921,899	24,816,855
Operating Transfers Out	518,964	625,417	809,877	0	0	0	0
Total Requirements	353,108,171	363,561,399	371,714,137	396,093,219	396,105,044	420,921,899	24,816,855
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	36,207,519	34,238,496	38,340,834	45,901,973	45,901,973	42,229,760	(3,672,213)
State, Fed or Gov't Aid	291,516,316	301,729,571	312,835,287	334,195,701	334,195,701	360,172,033	25,976,332
Fee/Rate	678,790	632,394	555,742	566,072	566,072	506,000	(60,072)
Other Revenue	1,265,994	4,068,169	272,366	1,022,664	1,022,664	598,000	(424,664)
Total Revenue	329,668,619	340,668,630	352,004,229	381,686,410	381,686,410	403,505,793	21,819,383
Operating Transfers In	0	0	205,842	20,528	20,528	3,900,000	3,879,472
Total Sources	329,668,619	340,668,630	352,210,071	381,706,938	381,706,938	407,405,793	25,698,855
Net County Cost	23,439,552	22,892,769	19,504,066	14,386,281	14,398,106	13,516,106	(882,000)
				Budgeted Staffing	4,345	4,149	(196)

BUDGET CHANGES AND OPERATIONAL IMPACT

The 2011-12 adopted budget is based on the latest information available from the developing budget situation at the state level. The latest social services allocation projections include policy decisions which are still pending state approval. While pending policy decisions could mandate a reduction in funding for various Human Services (HS) programs, rapid caseload growth continues to push state and federal funding upwards for certain programs. DAAS and CFS funding is anticipated to decrease approximately 2.6% and the CalWORKs Single Allocation is expected to decrease approximately 13.1% from the previous year. These reductions are buoyed by a projected 9% increase in the Medi-Cal allocation and a projected 7% increase in the CalFRESH allocation. Overall, funding available to HS departments is increasing by \$24.8 million from the 2010-11 final budget.

While this budget anticipates increased allocations across multiple social services programs, the economic downturn has caused significant budget issues for the state and could result in future cuts to funding of social services programs. Until such time that the state makes changes to its current budget plan, it has been deemed necessary to plan for the maximum possible available funding in order to effectively take advantage of potential funding increases. HS will continue to monitor developments at the state and federal levels in an effort to maintain mandated public services at appropriate levels while utilizing all available funding.

Current strategy is to reduce staffing to the level which provides the most flexibility and opportunity to efficiently utilize available allocations. Plans for significant expenditures, whether for staff, services, supplies, equipment, or services to clients will be monitored closely until such time that future changes to the state budget are known. Any significant differences between this budget and actual allocations received from the state will be addressed through the County's quarterly budget adjustment process.



Overall, allocations within this budget unit are expected to increase from the previous year as follows:

- Staffing expenses of \$289.0 million fund 4,149 positions; an increase of \$34.2 million over the previous year. Increases fund rising benefit, retirement and salary costs. While 227 positions were eliminated due to reduced funding; strategic and operational adjustments in various HS departments and divisions resulted in the addition of 31 positions. New and currently vacant positions will be filled only as federal and state funding is verified.

	TAD	CFS	DAAS	Support	Total
2010-11 Final Budget	2,964	774	241	366	4,345
2011-12 Adopted Budget	2,789	776	233	351	4,149
Difference between 2010-11 Final Budget and 2011-12 Adopted Budget	(175)	2	(8)	(15)	(196)
New Positions	8	3	4	16	31
Deleted Positions	(183)	(1)	(12)	(31)	(227)

- Operating expenses of \$130.3 million are decreasing approximately \$10.0 million. This represents expenses for county services, computer hardware and software, office supplies, insurance, postage, mail services, professional services, communications, training, security, travel, transfers out and miscellaneous operating costs. Significant changes are related to lower costs for IHSS provider payments and the termination of ARRA funded employment services contracts.
- Capital expenditures of \$4.0 million include expenses for fixed asset equipment purchases, capitalized software purchases, leased purchase equipment and vehicles. A net decrease of \$0.9 million is primarily due to a decrease in vehicle purchases.
- Reimbursements of \$2.5 million include payments from other county departments to HS for administrative support services as requested. A decrease of \$1.3 million reflects a change in classifying revenue used to leverage federal funding now being recorded as an operating transfer in.

Departmental revenue increased by \$25.7 million from the 2010-11 final budget as follows:

- This budget unit will reduce Social Services Realignment by \$3.7 million from the prior year but the overall need for Social Services Realignment, including the other HS Subsistence budget units, decreased by \$1.3 million. The decrease is primarily a result of the reduction in IHSS provider payments that are funded entirely with Social Services Realignment and the suspension of seriously emotionally disturbed program by the state.
- Federal and state funding available for HS programs increased by \$26.0 million.
- A mix of miscellaneous revenue sources decreased by \$500,000.
- Operating transfers in of \$3.9 million is being added in 2011-12. These funds are being provided from the Wraparound Reinvestment Fund and are being utilized as a match required for accessing additional Federal funding. This funding will allow Children and Family Services to maintain existing service levels despite increasing costs.

Net county cost has been reduced \$882,000 due to reductions in funding for Children's Network and Children's Fund.

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 local funding sources and revenue from the Social Services Realignment fund. The Social Services Realignment fund was created during the State Realignment process to offset net county cost and is limited to use for designated social services programs. Changes to Social Services Realignment needs are as follows:



Social Services Realignment Detail of Changes from 2010-11 to 2011-12 (in millions)

	2010-11 Actual	2011-12 Budget	Inc/(Dec)
Administrative Claim budget	13.1	13.8	0.7
IHSS provider payments	32.0	27.5	(4.5)
IHSS Public Authority/benefits	0.8	0.9	0.1
Foster Care	28.2	33.8	5.6
Aid to Adoptive Children	4.8	5.4	0.6
Seriously Emotionally Disturbed Children	3.8	-	(3.8)
Total Social Services	82.7	81.4	(1.3)
Probation	2.7	2.7	-
California Children's Services	3.3	4.6	1.3
Financial Administration-MOE	1.8	1.8	-
Grand Total	90.5	90.5	0.0

Changes to HS local share needs are as follows:

**History of Social Services Realignment and Net County Cost
HS Administrative Budget and Subsistence Budgets
(In Millions)**

	ACTUALS						11/12 Budget	Increase/ Decrease
	05/06	06/07	07/08	08/09	09/10	10/11		
<u>Administrative budget (DPA)</u>								
Realignment	14.0	9.4	7.2	5.2	12.6	13.1	13.8	0.7
Net County Cost	14.9	18.4	19.5	19.0	15.6	14.4	13.5	(0.9)
<u>IHSS Providers (DPA)</u>								
Realignment	25.0	26.3	28.5	28.5	25.1	32.0	27.5	(4.5)
Net County Cost	2.5	3.9	3.9	3.9	3.9	-	-	-
<u>IHSS Public Authority (DPA)</u>								
Realignment	1.0	0.8	0.5	0.6	0.7	0.8	0.9	0.1
<u>Foster Care (BHI)</u>								
Realignment	21.0	19.7	18.0	19.5	20.3	28.2	33.8	5.6
Net County Cost	14.8	14.8	14.3	13.4	12.7	12.7	12.1	(0.6)
<u>Aid to Adoptive Children (ATC)</u>								
Realignment	2.8	3.1	3.4	3.9	4.1	4.8	5.4	0.6
Net County Cost	1.5	1.8	1.9	2.0	1.9	1.6	2.0	0.4
<u>Seriously Emotionally Disturbed (SED)</u>								
Realignment	1.4	1.3	1.5	2.2	2.0	3.8	-	(3.8)
Net County Cost	1.0	1.0	1.0	1.2	1.5	1.0	-	(1.0)
<u>All other subsistence budgets</u>								
Net County Cost	6.9	6.8	7.1	8.4	8.9	9.7	7.6	(2.1)
Total Realignment	65.2	60.6	59.1	59.9	64.8	82.7	81.4	(1.3)
Total Net County Cost	41.6	46.7	47.7	47.9	44.5	39.4	35.2	(4.2)
Total Net County Share	106.8	107.3	106.8	107.8	109.3	122.1	116.6	(5.5)

In aggregate, the HS Administrative Claim budget unit includes a net reduction in net county cost of \$882,000. All net county cost figures are estimates and are dependent upon final allocations from the state after the state budget has been adopted. HS will closely manage changes arising from the state budget. Significant changes will be addressed through the county's quarterly budget update process, as needed.



HS programs that are not state/federal mandates do not generate state or federal revenue and are funded with county general funds through HS. While these programs provide services that benefit HS in general, their functions do not qualify for state or federal reimbursement. These programs and their general fund impact are detailed below:

HS - Non Revenue Generating Programs

	2010-11 Budget	2011-12 Budget	Inc/(Dec)
HS Support of Children's Network	750,000	0	(750,000)
HS Support of Office of Homeless Assistance	350,000	350,000	0
HS Support of Children's Fund	750,000	618,000	(132,000)
PERC	350,000	350,000	0
Total HS General Fund Support	2,200,000	1,318,000	(882,000)

**FUNDING AND STAFFING BY PROGRAM
2011-12**

Transitional Assistance Department	Appropriation	Revenue	Local Share	Staffing
CalWORKs - Eligibility	66,258,390	66,258,390	0	775
Food Stamps	71,415,952	61,475,963	9,939,989	836
CalWORKs - Welfare to Work	42,132,387	42,132,387	0	328
Medi-Cal	63,451,722	63,451,722	0	743
Foster Care Administration	4,105,676	3,702,718	402,958	48
Child Care Administration	4,588,046	4,588,046	0	54
CalWORKs - Mental Health	5,128,664	5,128,664	0	0
Cal-Learn	1,800,000	1,800,000	0	0
General Relief Administration	843,509	0	843,509	5
Other Programs	5,393,073	5,351,394	41,679	0
Total	265,117,419	253,889,284	11,228,135	2,789

Department of Children's and Family Services	Appropriation	Revenue	Local Share	Staffing
Child Welfare Services	77,037,988	65,482,290	11,555,698	709
Promoting Safe and Stable Families	1,921,040	1,921,040	0	0
Foster Training and Recruitment	195,696	195,696	0	2
Licensing	660,787	660,787	0	0
Support and Therapeutic Options Program	912,879	639,015	273,864	0
Adoptions	4,669,540	4,669,540	0	39
ILP	1,613,239	1,613,239	0	14
Wraparound Reinvestment	7,800,000	7,800,000	0	0
Other Programs	1,478,059	1,478,059	0	12
Total	96,289,228	84,459,666	11,829,562	776

Aging and Adult Services	Appropriation	Revenue	Local Share	Staffing
In-Home Supportive Services	17,294,486	14,813,958	2,480,528	181
Adult Protective Services	4,903,496	4,679,599	223,897	52
IHSS Provider Payments	27,434,337	0	27,434,337	0
IHSS Provider Benefits	625,000	0	625,000	0
IHSS PA	350,000	0	350,000	0
Other Programs	3,700,000	3,370,000	330,000	0
Total	54,307,319	22,863,557	31,443,762	233

Support	Staffing
	351

Non Claimable Costs	Appropriation	Revenue	Local Share	Staffing
PERC Training Expense	350,000	0	350,000	0
Other	4,857,933	3,963,526	894,407	0
Total	5,207,933	3,963,526	1,244,407	

Total Local Share 55,745,866

Social Services Realignment 42,229,760

Grand Total Administrative Budget	420,921,899	365,176,033	13,516,106	4,149
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STAFFING CHANGES AND OPERATIONAL IMPACT**TRANSITIONAL ASSISTANCE DEPARTMENT (TAD)**

To stay within allocations, TAD has identified 183 positions which are recommended for deletion. This 6.5% reduction is based on 1) current vacancies and 2) positions no longer necessary due to efficiencies expected when a new Contact Center begins operation in August 2011. The deletions include the following positions:

Deletions:

- 82 Eligibility Worker II
- 33 Eligibility Worker III
- 33 Eligibility Worker Supervisor I
- 10 Office Assistant II
- 5 Interpreter/Translator
- 15 Employment Services Specialist
- 1 Supervising Employment Services Specialist I
- 1 Employment Services Manager
- 1 Employment Services Technician
- 2 Childcare Providers

TAD is adding the following 8 positions which are related to the operations of the new Contact Center:

Additions:

- 4 Staff Analyst I
- 1 Secretary I
- 1 Office Assistant III
- 1 District Manager
- 1 Supervising Office Assistant

CHILDREN AND FAMILY SERVICE (CFS)

CFS allocations are expected to decrease slightly by approximately 2% in 2011-12. In order to avoid making significant staffing changes which could impact service delivery, CFS has decided to reduce costs in other areas. As a result, CFS is making the following staffing changes:

Deletions:

- 1 Executive Secretary II

Additions:

- 1 Executive Secretary III
- 2 Office Assistant III

CFS will continue to deliver mandated levels of services to clients in the most efficient manner possible. These services are provided in an effort to safeguard the well-being of children who reside within the county. Expenditures for services and hard goods are provided to clients in an effort to keep families intact. All such expenditures are directly charged to the Child Welfare Services allocation and will have no effect on other components of the HS Administrative Claim budget unit.



DEPARTMENT OF AGING AND ADULTS SERVICES (DAAS)

DAAS allocations are expected to decrease by approximately \$0.5 million from the previous year. This relatively stable funding has allowed the department to maintain its budgeted positions at a steady level over the past three years. Continued state funding of the IHSS Fraud Initiative program also allows the department to continue its fraud monitoring program, a potential cost saver to both the county and the state. As a result, the department is recommending position changes which do not impact filled positions but rather attend to necessary administrative adjustments. The staffing changes are as follows:

Deletions

- 6 Social Worker II
- 2 Public Health Nurse II
- 2 Social Service Practitioner
- 1 Office Assistant II
- 1 Supervising Social Service Practitioner

Additions:

- 1 Office Assistant III
- 1 Public Health Nurse II
- 1 Office Assistant III
- 1 Supervising Office Assistant

HS ADMINISTRATION AND SUPPORT SERVICES

Due to the potential overall reduction in funding of the HS Administrative Claim, support divisions were asked to reduce costs where possible, while maintaining current levels of support and performance. The net savings achieved from the reduction of support positions will reduce the allocable overhead which is distributed among the programs within the HS Administrative Claim. The staffing changes are as follows:

- Children's Fund – Due to the reduction of funding for Children's Fund, this budget unit will eliminate 1 Community and Events Coordinator, 1 Program and Community Development Coordinator, 1 Senior Program Assistant and 1 Director of Children's Fund.
- Administrative Support Division – Due to vacancies within the division decreases of 2 Office Assistant II, 2 Public Service Employee, 1 HS Revenue Maximization Analyst I, 1 HS Revenue Maximization Analyst II, 1 Executive Secretary II, and 1 Office Assistant III are implemented. Savings from the elimination of these positions will allow for the creation of 2 Staff Analyst II positions which are needed to respond to an increased need for HS Administrative assistance.
- Auditing Division – Decrease of 1 Accountant III, 3 Office Assistant III, 1 Supervising Fiscal Specialist, 1 Public Service Employee and 1 Accountant II. Savings allow the department to add 1 Fiscal Specialist and 1 Accountant I to address operational needs.
- Information and Technology Support Division – Decreases in 1 Applications Specialist, 1 Automated Systems Analyst I, 1 Automated Systems Technician, 2 Business Systems Analyst II, 1 Business Systems Analyst III and 1 Systems Support Analyst III. Savings allow the department to add 2 Programmer Analyst III and 1 Supervising Automated Systems Analyst II in order to align position classifications with assigned work duties.
- Program Integrity Division (PID) – Decrease of 1 Fraud Investigator and increase of 4 HSS Quality Review Specialist. PID is increasing total division staffing at the request of the Transitional Assistance Department which has an increased need for quality review services due to increased caseload and increased fraud monitoring requirements.
- Program Development Division – Decrease of 3 Program Specialist I and 1 Supervising Program Specialist. Savings from these reductions allow the department to add 2 Recurrent Program Specialist I and 1 Recurrent Program Specialist II.
- Children's Network – Due to operational adjustments Children's Network is requesting the addition of 1 recurrent Children's Network Community and Events Coordinator and 1 Community Relations Coordinator.



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

	Appropriation	Revenue					Net County Share	
		Federal	% Federal	State	% State	Total Federal/State	Net County Share	% Net County Share
Transitional Assistance Department								
Food Stamps	71,415,952	46,420,369	65%	15,055,594	21%	61,475,963	9,939,989	14%
Single Allocation								
CalWorks - Eligibility	66,258,390	32,466,611	49%	33,791,779	51%	66,258,390	-	0%
CalWorks - Mental Health	5,128,664	-	-	5,128,664	100%	5,128,664	-	-
CalWorks - Cal-Learn	1,800,000	1,080,000	60%	720,000	40%	1,800,000	-	-
CalWorks - Welfare to Work	42,132,387	42,132,387	100%	-	-	42,132,387	-	-
CalWorks - Child Care Admin - Stage 1	4,588,046	4,588,046	100%	-	-	4,588,046	-	-
Total Single Allocation	119,907,487	80,267,044		39,640,443		119,907,487	-	-
Medi-Cal	63,451,722	31,725,861	50%	31,725,861	50%	63,451,722	-	-
Foster Care Administration	4,105,676	2,463,406	60%	1,239,312	30%	3,702,718	402,958	10%
General Relief Administration	843,509	-	0%	-	-	-	843,509	100%
Food Stamp Employment Training	360,174	318,564	88%	-	-	318,564	41,610	12%
Other	5,032,898	-	0%	5,032,829	100%	5,032,829	69	
Total	265,117,418	161,195,244		92,694,039		253,889,283	11,228,135	

This is the fixed County MOE for the CalWORKS Single Allocation which is split between Eligibility and Food Stamps. \$9,939,989

Remainder of Single Allocation for Stage 1 Childcare is \$27,264,832 (provider payments) and is accounted for in ETP budget.

Department of Children's Services								
Child Welfare Services - Basic	66,268,267	43,074,374	65%	11,638,195	18%	54,712,569	11,555,698	17%
Child Welfare Services - Augmentation	10,769,721	3,951,979	37%	6,817,742	63%	10,769,721	-	-
CWS Total	77,037,988	47,026,353		18,455,937		65,482,290	11,555,698	
Promoting Safe and Stable Families	1,921,040	1,921,040	100%	-	-	1,921,040	-	-
Foster Training and Recruitment	195,696	136,987	70%	58,709	30%	195,696	-	-
Licensing	660,787	244,491	37%	416,296	63%	660,787	-	-
Support and Therapeutic Options Program	912,879	-	0%	639,015	70%	639,015	273,864	30%
Adoptions	4,669,540	3,735,632	80%	933,908	20%	4,669,540	-	-
ILP	1,613,239	1,064,738	66%	548,501	34%	1,613,239	-	-
Wraparound Reinvestment	7,800,000	3,900,000	50%	3,900,000	50%	7,800,000	-	-
Other Programs	1,478,059	947,871	64%	530,188	36%	1,478,059	-	-
Total	96,289,228	58,977,112		25,482,554		84,459,666	11,829,562	

Augmentation Funds shall be used for Emergency Response, Family Maintenance, and Permanent Placement and shall not supplant existing CWS funds. These funds will be available by exhausting the total CWS Basic allocation

Aging and Adult Services								
In-Home Supportive Services	17,294,486	8,853,048	51%	5,960,911	34%	14,813,959	2,480,527	14%
Adult Protective Services	4,903,496	2,152,615	44%	2,526,984	51%	4,679,599	223,897	5%
IHSS Provider Payments Local Match	27,434,337	-	-	-	-	-	27,434,337	100%
IHSS Provider Benefits Local Match	625,000	-	-	-	-	-	625,000	100%
IHSS PA Local Cost Match	350,000	-	-	-	-	-	350,000	100%
Other Programs	3,700,000	2,964,320	80%	405,680	11%	3,370,000	330,000	9%
Total	54,307,319	13,969,983		8,893,575		22,863,558	31,443,761	

This is the fixed County MOE for Adult Protective Services Administration. \$223,897

IHSS Provider Payments - State pays providers and the county is only billed for its local share of costs.

IHSS medical benefits local match of \$625,000.

Non Claimable Costs								
PERC Training Expense	350,000	-	-	-	-	-	350,000	100%
Other	4,857,934	-	-	3,963,526	-	3,963,526	894,408	
Total	5,207,934	-	-	3,963,526	-	3,963,526	1,244,408	

Total Administrative Budget	420,921,899	234,142,339	56%	131,033,694	31%	365,176,033	55,745,866	13%
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SOCIAL SERVICES REALIGNMENT 42,229,760

13,516,106

Net County Cost Target



2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Transitional Assistance Department	2788	1	2789	2434	348	7	2789
Children and Family Services	758	18	776	725	48	3	776
Department of Aging and Adult Services	233	0	233	210	20	3	233
Human Services Administration and Support Services	325	26	351	306	26	19	351
Total	4104	45	4149	3675	442	32	4149

Transitional Assistance Department		
Administration	Region 1	Region 2
1 Director	1 Deputy Director	1 Deputy Director
1 Assistant Director	1 Secretary I	1 Secretary I
1 Executive Secretary II	6 Child Care Provider	6 Child Care Provider
1 C-IV Project Coordinator	260 Eligibility Worker I/II	289 Eligibility Worker I/II
1 TAD District Manager	26 Eligibility Worker III	29 Eligibility Worker III
1 Program Specialist I	26 Eligibility Worker Supervisor I	29 Eligibility Worker Supervisor I
2 Office Assistant III	7 Interpreter/Translator	9 Interpreter/Translator
1 Program Specialist II	38 Office Assistant II	35 Office Assistant II
1 Staff Analyst II	2 Office Assistant III	3 Office Assistant III
	5 Supervising Office Assistant	4 Supervising Office Assistant
	6 TAD District Manager	6 TAD District Manager
Region 3	Region 4	Region 5
1 Deputy Director	1 Deputy Director	1 Deputy Director
1 Secretary I	1 Secretary I	1 Secretary I
5 Child Care Provider	9 Child Care Provider	6 Child Care Provider
372 Eligibility Worker I/II	266 Eligibility Worker I/II	319 Eligibility Worker I/II
37 Eligibility Worker III	26 Eligibility Worker III	32 Eligibility Worker III
37 Eligibility Worker Supervisor I	26 Eligibility Worker Supervisor I	32 Eligibility Worker Supervisor I
5 Interpreter/Translator	3 Interpreter/Translator	11 Interpreter/Translator
39 Office Assistant II	38 Office Assistant II	45 Office Assistant II
3 Office Assistant III	2 Office Assistant III	2 Office Assistant III
5 Supervising Office Assistant	4 Supervising Office Assistant	6 Supervising Office Assistant
8 TAD District Manager	5 TAD District Manager	6 TAD District Manager
Region 6	Contact Center	Direct Supportive Service Positions
1 Deputy Director	1 Deputy Director	20 Appeals Specialist
1 Secretary I	1 Secretary I	10 Fiscal Assistant
1 Cont. TAD Staff Assistant	120 Eligibility Worker I/II	4 Fiscal Specialist
6 Employment Services Manager	12 Eligibility Worker III	23 Fraud Investigator
230 Employment Services Specialist	12 Eligibility Worker Supervisor I	70 HSS Quality Review Specialist
7 Employment Services Technician	4 Staff Analyst I	6 HSS Quality Review Supervisor I
46 Office Assistant II	2 TAD District Manager	2 HSS Quality Review Supervisor III
6 Supvg Office Assistant		3 Office Assistant II
29 Supvg Emp. Services Specialist		4 Office Assistant III
1 TAD Regional Manager		3 Supervising Fiscal Specialist
		1 Supervising Office Assistant
		1 Supervising Office Specialist
		2 Supervising Appeals Specialist I
		1 Supervising Appeals Specialist II
		3 Supervising Fraud Investigator I
		1 Supervising Fraud Investigator II

HUMAN SERVICES



Department of Aging and Adult Services		
Administration and Support Services	Region 1	Region 2
1 Director	1 Deputy Director	1 Deputy Director
1 Executive Secretary II	1 Secretary I	1 Secretary I
1 Director's Assistant	2 District Manager	1 District Manager
1 CMIPS II Project Manager	4 Supervising Social Service Practitioner	6 Supervising Social Service Practitioner
1 District Manager	4 Supervising Social Worker	1 Supervising Social Worker
1 Supervising Social Service Practitioner	2 Supervising Office Assistant	2 Supervising Office Assistant
7 Social Worker II	19 Office Assistant II	10 Office Assistant II
2 Office Assistant III	13 Office Assistant III	8 Office Assistant III
1 Office Specialist	1 Office Assistant IV	1 Public Health Nurse II
1 Supervising Office Assistant	2 Public Health Nurse II	1 Supervising Public Health Nurse
2 Staff Analyst II	1 Registered Nurse II	12 Social Service Practitioner
	15 Social Service Practitioner	36 Social Worker II
	69 Social Worker II	



Children and Family Services

Administration & Fiscal Services	North Desert Region	Western Region
1 Director	1 Deputy Director	1 Deputy Director
2 Assistant Director	1 Secretary I	1 Secretary I
1 Program Specialist II	2 Child Welfare Services Manager	2 Child Welfare Services Manager
1 Executive Secretary III	13 Supervising Social Services Practitioner	15 Supervising Social Services Practitioner
1 Secretary I	1 Supervising Office Specialist	1 Supervising Office Specialist
1 Administrative Supervisor II	3 Supervising Office Assistant	3 Supervising Office Assistant
1 Administrative Supervisor I	73 Social Services Practitioner	89 Social Services Practitioner
2 Staff Analyst	26 Social Worker	16 Social Worker
1 Office Assistant III	9 Social Services Aide	4 Social Services Aide
8 Fiscal Assistant	25 Office Assistant III	24 Office Assistant III
	2 Office Assistant II	4 Office Assistant II
		1 Eligibility Worker II
Central Region	Eastern Region	Placement Resources
1 Deputy Director	1 Deputy Director	1 Deputy Director
1 Secretary I	1 Secretary I	3 Child Welfare Services Manager
2 Child Welfare Services Manager	2 Child Welfare Services Manager	6 Supervising Social Services Practitioner
11 Supvg Social Services Practitioner	14 Supervising Social Services Practitioner	2 Supervising Office Assistant
1 Supervising Office Specialist	1 Supervising Office Specialist	25 Social Services Practitioner
2 Supervising Office Assistant	3 Supervising Office Assistant	15 Social Worker
68 Social Services Practitioner	75 Social Services Practitioner	16 Office Assistant III
12 Social Worker	13 Social Worker	2 Office Assistant II
4 Social Services Aide	5 Social Services Aide	1 Staff Analyst II
17 Office Assistant III	23 Office Assistant III	9 Peer and Family Advocates
3 Office Assistant II	3 Office Assistant II	1 Fiscal Specialist
	3 Peer and Family Advocates	1 Program Specialist I
System Resources		
1 Deputy Director		
1 Secretary I		
3 Child Welfare Services Manager		
9 Supvg Social Services Practitioner		
3 Supervising Office Assistant		
14 Social Services Practitioner		
2 Social Worker		
1 Social Services Aide		
25 Office Assistant III		
2 Staff Analyst II		
1 Program Specialist I		
28 Intake Specialist		
1 Eligibility Worker		
1 Child Care Provider		

HUMAN SERVICES



Human Services Administration and Support Services		
Human Services Administration	Administrative Support Division	Information, Technology and Support Division
1 Assistant Executive Officer	2 Deputy Executive Officer	1 Departmental IS Administrator
1 Exec. Secretary III	4 Office Assistant III	1 Secretary I
1 Admin. Analyst III	3 Administrative Analyst III	1 Department Systems Engineer
1 Staff Analyst II	4 Administrative Supervisor II	4 Business Applications Manager
1 Cont. C-IV Manager	1 Supervising Accountant	2 Supe. Automated Systems Analyst II
1 Cont. Business Applications Mgr	1 Supervising Fiscal Specialist	1 Supe. Automated Systems Analyst I
1 Cont. Technical Analyst	1 Supervising Office Assistant	8 Business Systems Analyst III
1 C-IV Financial Management	2 Stores Supervisor	2 Business Systems Analyst II
1 Cont. C-IV Accountant I	1 Systems Accountant II	3 Business Systems Analyst I
1 Cont. C-IV Tech/Site Prep Coord.	24 Staff Analyst II	6 Programmer Analyst III
4 Cont. Business Analyst	1 Staff Analyst I	7 Programmer III
1 Cont. Secretary II	5 Accountant III	1 Systems Support Analyst III
	1 Accountant II	4 Automated Systems Analyst II
	2 Accounting Technician	15 Automated Systems Analyst I
	1 Fiscal Specialist	26 Automated Systems Technician
	3 Fiscal Assistant	2 Applications Specialist
	3 Office Assistant II	1 Stores Specialist
	4 Stores Specialist	1 Storekeeper
	10 Storekeeper	1 Fiscal Specialist
		1 IT Technical Assistant
		1 Staff Analyst I
		2 Office Assistant III
		1 Office Assistant II
Legislation, Research and Quality Support	Performance and Education Resources Center	Program Integrity Division
1 Legislative Program Manager	1 Chief Learning Officer	1 HSS Program Integrity Chief
1 Administrative Supervisor I	1 Secretary I	1 Secretary I
1 Eligibility Worker Supe. I	1 Human Resources Analyst I	1 Supervising Case Review Specialist
5 Statistical Analyst	1 T&D Manager	4 Case Review Specialist
1 Program Specialist I	3 T&D Supervisor	
8 Eligibility Worker III	7 T&D Specialist	
2 Office Assistant III	1 Supe. Office Assistant	
	11 Staff Training Instructor	
	1 Staff Analyst I	
	1 Media Specialist I	
	1 Fiscal Assistant	
	2 Office Assistant III	
	5 Office Assistant II	
Auditing	Program Development Division	Personnel Division
1 HSS Auditing Manager	1 Deputy Director	1 HR Analyst I
1 Secretary I	1 Secretary I	1 Secretary I
1 Supervising Accountant III	2 Program Manager	1 Supervising Fiscal Specialist
1 Supervising Accountant II	3 Supervising Program Specialist	1 Volunteer Services Coordinator
3 Fiscal Assistant	1 Supervising Social Service Practitioner	1 Payroll Technician
2 Staff Analyst I	1 Supervising Office Assistant	12 Payroll Specialist
5 Accountant III	2 Social Services Practitioner	1 Fiscal Specialist
1 Accountant I	10 Program Specialist II	4 Office Assistant II
2 Accounting Technician	24 Program Specialist I	
3 Office Assistant II	1 Fiscal Assistant	
	8 Office Assistant III	
	1 Office Assistant II	
Children's Network (CNET)		
2 CNET Comm. & Event Coord		
1 Cont Children's Network Analyst		
1 Associate CNET Officer		
1 CONT Child Abuse Prev. Coord.		
1 CNET Officer		
2 Office Assistant III		
1 Secretary II		
1 Social Worker II		
1 Cont Case Coordinator		
1 Community Relations Coordinator		



AGING AND ADULT SERVICES

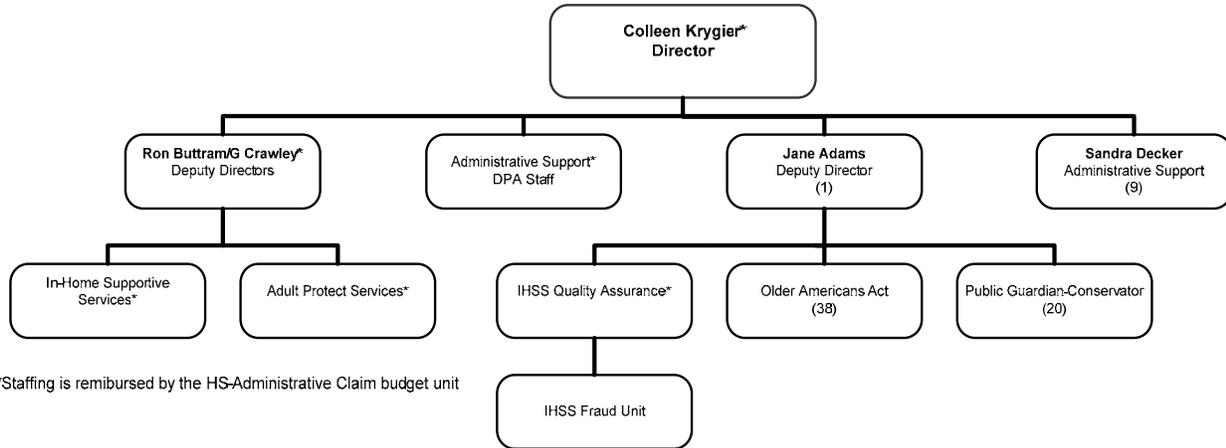
Colleen Krygier

MISSION STATEMENT

The Department of Aging and Adult Services assists 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 reimbursed by the HS-Administrative Claim budget unit

2009-10 AND 2010-11 ACCOMPLISHMENTS

- Long Term Ombudsman program provided 82 community trainings; distributed education material to 1,595 individuals; attended 69 resident and family counsel meetings; investigated 1,008 complaints; participated in 1,327 monitoring visits; participated in 217 incidents of general advocacy; and witnessed 86 Advance Health Care Directives.
- Ombudsman partnered with facilities on “Project Gotcha Covered,” a program for the positive recognition of outstanding facility staff.
- Senior Nutrition services provided 377,989 congregate meals served in senior centers throughout the county, and 404,851 home delivered meals to homebound seniors.
- Nutrition education was provided to 17,069 seniors.
- Senior Information and Assistance contacted 11,792 individuals providing information on services available to seniors.

HUMAN SERVICES



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ASSIST SENIORS TO MAINTAIN CHOICES AND IMPROVE QUALITY OF LIFE BY INCREASING KNOWLEDGE AND AWARENESS OF AVAILABLE PROGRAMS AND ASSISTANCE.

Objective: Increase individual customers contacted by Senior Information and Assistance (SIA) outreach efforts.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Increase individual customers contact by SIA by 8 percent.	29.5%	1.5%	8%	16%	8%

SUMMARY OF BUDGET UNITS

2011-12

	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Aging and Adult Services	10,022,572	10,022,572	0			48
Public Guardian-Conservator	832,631	242,344	590,287			20
Total General Fund	10,855,203	10,264,916	590,287			68

5-YEAR APPROPRIATION TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Aging and Adult Services	11,317,320	10,184,380	10,357,658	10,746,636	10,022,572
Pubic Guardian-Conservator	1,124,837	1,166,177	657,807	540,738	832,631
Total	12,442,157	11,350,557	11,015,465	11,287,374	10,855,203

5-YEAR REVENUE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Aging and Adult Services	10,115,916	8,952,676	9,156,851	9,562,605	10,022,572
Pubic Guardian-Conservator	343,018	387,792	135,221	353,153	242,344
Total	10,458,934	9,340,468	9,292,072	9,915,758	10,264,916

5-YEAR NET COUNTY COST TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Aging and Adult Services	1,201,404	1,231,704	1,200,807	1,184,031	0
Pubic Guardian-Conservator	781,819	778,385	522,586	187,585	590,287
Total	1,983,223	2,010,089	1,723,393	1,371,616	590,287



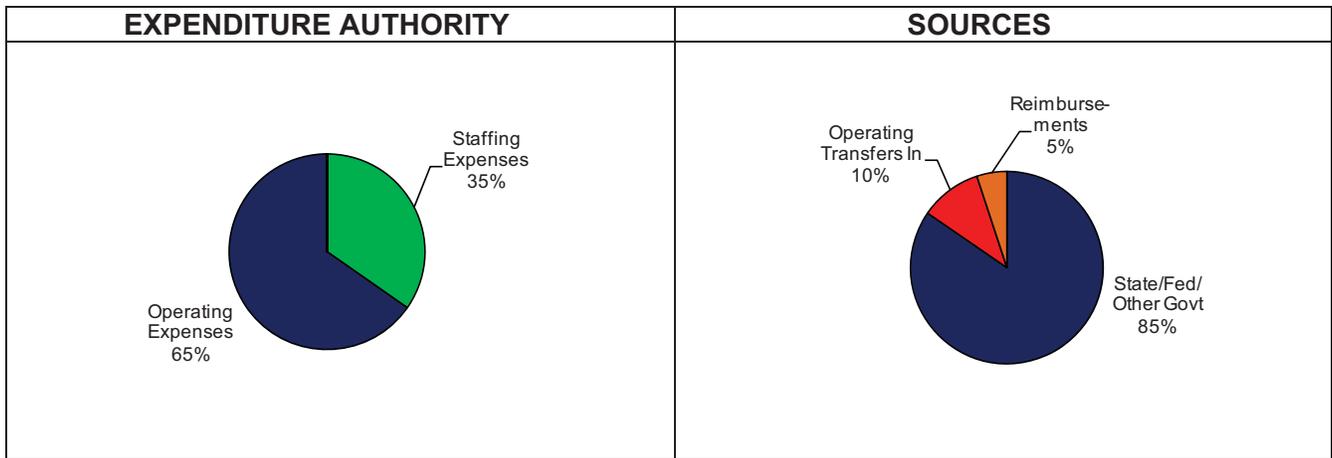
Aging and Adult Services

DESCRIPTION OF MAJOR SERVICES

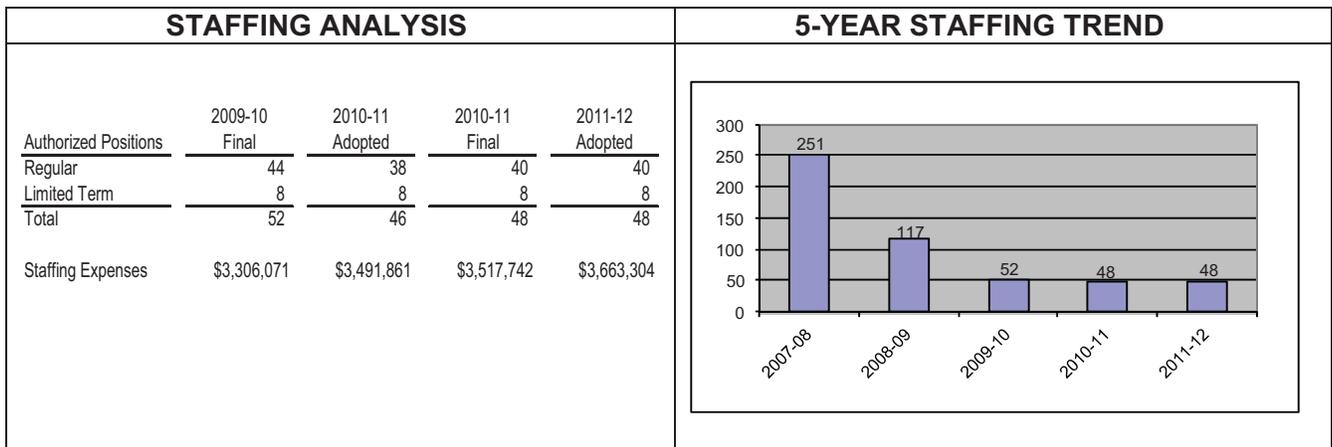
The Department of Aging and Adult Services (DAAS), under the direction of the California Department of Aging (CDA), serves as the federally designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older Americans Act (OAA). The department works to ensure options are easily accessible to all older individuals and to have a visible resource where seniors can go or call for information. The programs under the OAA include Senior Information and Assistance (SIA), Senior Nutrition, Senior Community Service Employment Program (SCSEP), Senior Supportive Services, Health Insurance Counseling and Advocacy Program (HICAP), Family Caregiver Support Program (FCSP), Legal Services for Senior's, Multipurpose Senior Services Program (MSSP) and Long-Term Care Ombudsman (OMB).

Budget at a Glance	
Total Expenditure Authority	\$10,554,819
Total Sources	\$10,554,819
Net County Cost	\$0
Total Staff	48
Funded by Net County Cost	0%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Aging and Adult Services
FUND: General

BUDGET UNIT: AAF OOA
FUNCTION: Public Assistance
ACTIVITY: Administration

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	4,000,630	3,946,983	3,306,071	3,517,742	3,517,742	3,663,304	145,562
Operating Expenses	7,411,557	7,017,037	7,489,571	7,497,566	7,685,838	6,891,515	(794,323)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	11,412,187	10,964,020	10,795,642	11,015,308	11,203,580	10,554,819	(648,761)
Reimbursements	(635,720)	(402,415)	(416,301)	(456,944)	(456,944)	(532,247)	(75,303)
Total Appropriation	10,776,467	10,561,605	10,379,341	10,558,364	10,746,636	10,022,572	(724,064)
Operating Transfers Out	5,268	(5,268)	0	0	0	0	0
Total Requirements	10,781,735	10,556,337	10,379,341	10,558,364	10,746,636	10,022,572	(724,064)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	9,451,565	9,314,270	9,085,036	9,511,716	9,511,716	8,927,952	(583,764)
Fee/Rate	0	300	64,717	0	0	0	0
Other Revenue	90,639	63,046	7,027	50,889	50,889	37,000	(13,889)
Total Revenue	9,542,204	9,377,616	9,156,780	9,562,605	9,562,605	8,964,952	(597,653)
Operating Transfers In	30,300	13,700	0	0	0	1,057,620	1,057,620
Total Sources	9,572,504	9,391,316	9,156,780	9,562,605	9,562,605	10,022,572	459,967
Net County Cost	1,209,231	1,165,021	1,222,561	995,759	1,184,031	0	(1,184,031)
				Budgeted Staffing	48	48	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3,663,304 fund 48 budgeted positions and are increasing by \$145,562 from prior year.

Operating expenses of \$6,891,515 include various costs such as communication, postage, COWCAP, contracted services and other operational expenses. Total operating expenses are decreasing by \$794,323 due to reductions in available revenue, increased staffing expenses, and less discretionary general funding (operating transfers in/net county cost).

Reimbursements of \$532,247 include reimbursements to DAAS for administrative and fiscal services provided to In-Home Supportive Services, Adult Protective Services Programs, Public Guardian and Public Authority, and CDBG. The decrease of \$75,303 is due to elimination of HS reimbursement for mail costs which will now be paid by HS directly.

Federal and state funding of \$8,927,952 includes funding received under the OAA (federal), and Medicaid (federal and state). The decrease of \$583,764 primarily reflects the decrease of various federal and state funding received mid-year in 2010-11.

Operating transfers in of \$1,057,620 represent general fund support for aging programs which was previously reflected as net county cost.

STAFFING CHANGES AND OPERATIONAL IMPACTS

For 2010-11, the department increased staffing levels from 46 to 48 through a mid-year budget adjustment that added a Social Worker II and an Accounting Technician. For 2011-12, a Social Service Practitioner was deleted and 1 Public Health Nurse was added in the department's budget, resulting in no change from the mid-year adjusted staffing level.



2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	12	0	12	12	0	0	12
Multipurpose Senior Services Program (MSSP)	10	0	10	9	1	0	10
Ombudsman (OMB)	1	5	6	6	0	0	6
Senior Community Service Employment Program (SCSEP)	0	3	3	3	0	0	3
Senior Information and Assistance (SIA)	17	0	17	17	0	0	17
Total	40	8	48	47	1	0	48

<u>Administration</u>	<u>MSSP</u>	<u>Ombudsman</u>	<u>SCSEP</u>
1 Deputy Director	1 Supervising Social Services Practitioner	1 DAAS Program Supervisor	1 SCSEP Coordinator
1 Administrative Supervisor II		1 OMB Program Office Manager	2 SCSEP Program Aide
3 Accounting Technician	5 Social Services Practitioner	1 OMB Office Manager	
1 Office Assistant III	1 Social Worker	3 OMB Field Coordinator	
5 Staff Analyst II	2 PHN		<u>SIA</u>
1 Secretary	1 Fiscal Assistant		2 DAAS Program Supervisor
			8 Social Service Aide
			7 Senior Information and Referral Representative



Public Guardian-Conservator

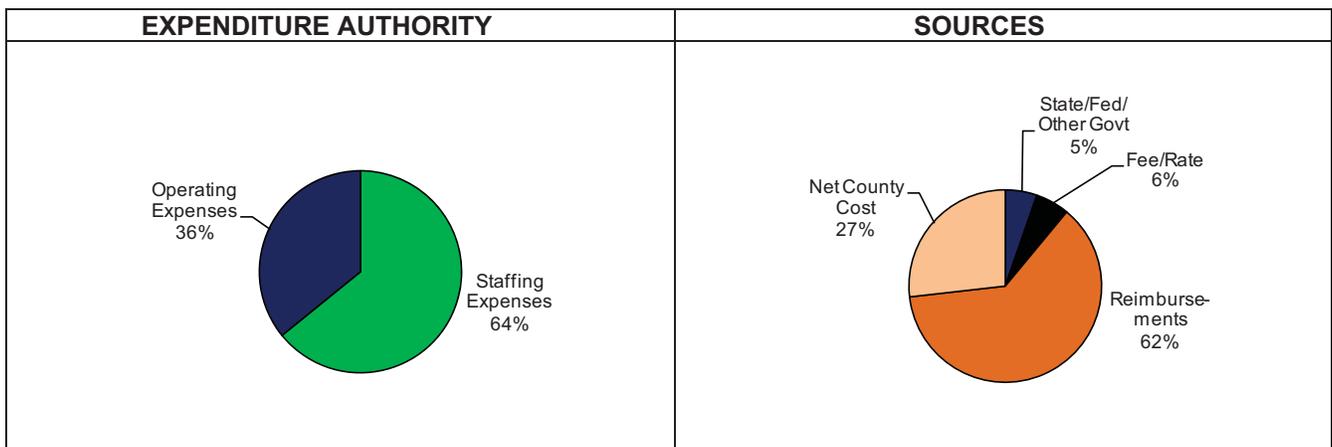
DESCRIPTION OF MAJOR SERVICES

By court appointment, the Public Guardian-Conservator acts as conservator of any individuals found to be gravely disabled or to lack capacity to manage their finances and provide their own care. A conservator has the responsibility for the conservatee's care, custody and control. The conservator determines where the conservatee lives and ensures his/her daily needs are met. Conservatees must be placed in the least restrictive placement, which may include, but is not limited to the following: medical, psychiatric, nursing, or other licensed facility or state hospital, county hospital, or United States government hospital.

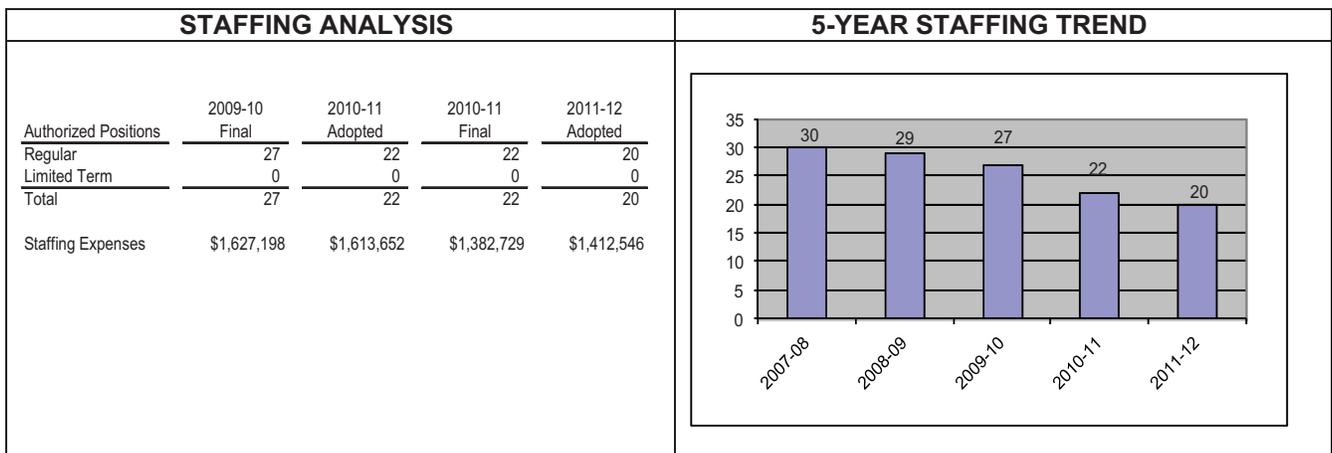
Budget at a Glance

Total Expenditure Authority	\$2,202,256
Total Sources	\$1,611,969
Net County Cost	\$590,287
Total Staff	20
Funded by Net County Cost	27%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Aging and Adult Services - Public Guardian-Conservator
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	1,555,198	1,887,076	1,627,198	1,382,729	1,382,729	1,412,546	29,817
Operating Expenses	514,605	568,771	442,900	532,682	549,410	789,710	240,300
Capital Expenditures	9,914	27,257	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,079,717	2,483,104	2,070,098	1,915,411	1,932,139	2,202,256	270,117
Reimbursements	(1,198,034)	(1,439,894)	(1,412,292)	(1,374,673)	(1,391,401)	(1,369,625)	21,776
Total Appropriation	881,683	1,043,210	657,806	540,738	540,738	832,631	291,893
Operating Transfers Out	0	44,000	0	0	0	0	0
Total Requirements	881,683	1,087,210	657,806	540,738	540,738	832,631	291,893
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	520,464	195,176	(17,500)	242,767	242,767	117,344	(125,423)
Fee/Rate	159,982	138,275	152,304	109,742	109,742	125,000	15,258
Other Revenue	5,780	3,840	416	644	644	0	(644)
Total Revenue	686,226	337,291	135,220	353,153	353,153	242,344	(110,809)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	686,226	337,291	135,220	353,153	353,153	242,344	(110,809)
Net County Cost	195,457	749,919	522,586	187,585	187,585	590,287	402,702
				Budgeted Staffing	22	20	(2)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,412,546 fund 20 budgeted positions and are decreasing by \$29,817. The net reduction of 2 positions includes 1 filled Office Assistant IV which was transferred to the HS Administrative Claim budget unit and 1 vacant Public Health Nurse II position.

Operating expenses of \$789,710 include services and supplies, primarily consisting of COWCAP charges, case management software maintenance, postage, printing, vehicle service charges, and property insurance costs for conservatee's real property. Operating expenses also include charges for administrative and technical support provided by Human Services (HS) Administration and the Department of Aging and Adult Services (DAAS). The increase of \$240,300 is primarily due to the cost of services provided by other county departments increasing significantly by adding COWCAP charges, which is offset by the decrease of most other services provided by other county departments. Another significant portion of this increase is due to the use of a Public Health Nurse II from DAAS.

Reimbursements of \$1,369,625 represent funding received primarily from the Department of Behavioral Health for conservatee case costs and from the Sheriff/Coroner/Public Administrator for reimbursement of warehouse operation costs. The decrease of \$21,776 primarily represents a decrease in reimbursement from the Sheriff/Coroner/Public Administrator due to no longer using Public Guardian's case management software.

Federal revenue of \$117,344 represents claims for Medi-Cal Administrative Activities (MAA). MAA revenue is expected to decrease by \$125,423 based on actual 2010-11 claims.

Fee/rate revenue of \$125,000 represent fees generated by the estates of conservatees.



STAFFING CHANGES AND OPERATIONAL IMPACT

For 2011-12, 2 positions will be deleted. These positions are 1 Office Assistant IV and 1 Public Health Nurse II. Operating expenses will be incurred for the use of a Public Health Nurse II from DAAS.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Public Guardian-Conservator	20	0	20	19	1	0	20
Total	20	0	20	19	1	0	20

<u>Public Guardian</u>
1 Chief Deputy Public Guardian
1 Supervising Deputy Public Guardian
6 Deputy Public Guardian
1 Social Service Practitioner
1 Social Service Aide
2 Estate Property Specialist
1 Supervising Office Assistant
3 Office Assistant III
2 Fiscal Assistant
1 Fiscal Specialist
1 Staff Analyst II

HUMAN SERVICES



CHILD SUPPORT SERVICES

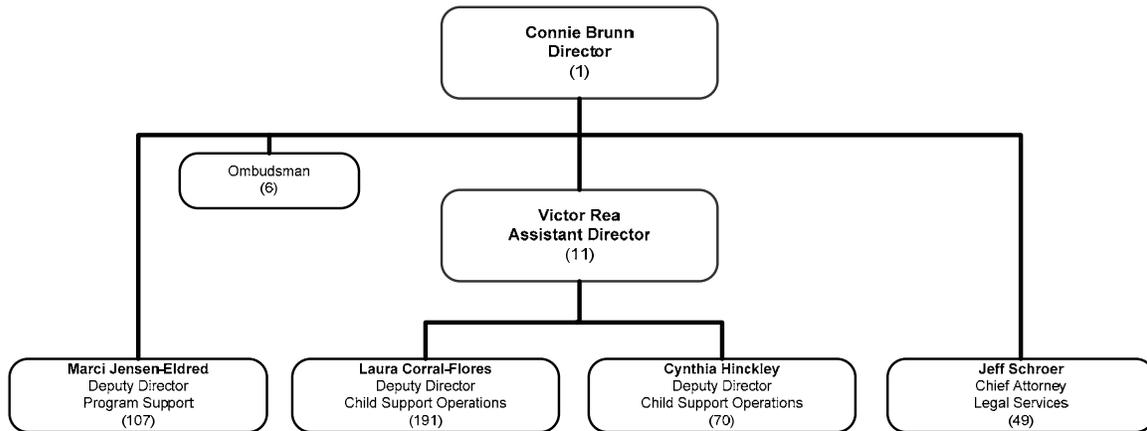
Connie Brunn

MISSION STATEMENT

The County of San Bernardino Department of Child Support Services determines paternity, establishes and enforces child support orders and secures payments to assist families in meeting the financial and medical needs of their children. We provide timely and effective service in a professional manner.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- In 2009-10 collected \$152.6 million in child support payments.
- In 2009-10 generated \$1.58 million in reimbursement of public assistance funding to the County of San Bernardino.
- Ranked second in the state in program cost effectiveness, distributing \$4.18 for each dollar in government funding provided to the department.
- Achieved a rate of 100 percent on the annual compliance review, which measures compliance with federal case processing requirements.
- Continued collaboration with the San Bernardino County Workforce Development Department to implement the Avenues to Employment program, providing employment-related services to unemployed non-custodial parents who are unable to meet their child support obligation.

HUMAN SERVICES



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE ORGANIZATIONAL PERFORMANCE TO ASSIST ALL COUNTY FAMILIES IN THE CHILD SUPPORT PROGRAM IN MEETING THE FINANCIAL AND MEDICAL NEEDS OF THEIR CHILDREN.

Objective: Improve organizational performance by implementing new processes and modifying existing processes.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of collections on current support orders.	51%	51%	53%	53%	56%

Department of Child Support Services (DCSS) converted to the statewide child support automated system in May 2008. Continuing changes to the system at the state level will require ongoing adjustments to daily business practices and staff training on new processes. DCSS will continue to evaluate business practices as appropriate to ensure effective service to our customers and to support continued improvement in child support collections.

GOAL 2: IMPROVE SERVICE DELIVERY TO PROVIDE TIMELY, EFFECTIVE, AND PROFESSIONAL SERVICE TO IMPROVE THE QUALITY OF LIFE OF EVERY COUNTY RESIDENT PARTICIPATING IN THE CHILD SUPPORT PROGRAM.

Objective: Ensure the delivery of positive customer service experiences for child support customers.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Ensure the delivery of positive customer service experiences for child support customers.	100%	100%	100%	100%	100%

DCSS solicits feedback from customers who meet with child support staff to determine the quality of customer service they receive. Feedback is monitored to identify instances and areas in which improvements are needed to maximize the quality of the customer's experiences. Follow-up actions are taken to address customer service issues.

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Child Support Services	40,407,888	40,407,888	0			435
Total General Fund	40,407,888	40,407,888	0			435

5-YEAR APPROPRIATION TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Child Support Services	39,806,364	40,082,554	38,197,787	39,696,127	40,407,888
Total	39,806,364	40,082,554	38,197,787	39,696,127	40,407,888

5-YEAR REVENUE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Child Support Services	39,806,364	40,082,554	38,197,787	39,696,127	40,407,888
Total	39,806,364	40,082,554	38,197,787	39,696,127	40,407,888

5-YEAR NET COUNTY COST TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Child Support Services	0	0	0	0	0
Total	0	0	0	0	0



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, the West End and the greater San Bernardino area.

Budget at a Glance	
Total Expenditure Authority	\$40,503,988
Total Sources	\$40,503,988
Net County Cost	\$0
Total Staff	435
Funded by Net County Cost	0%

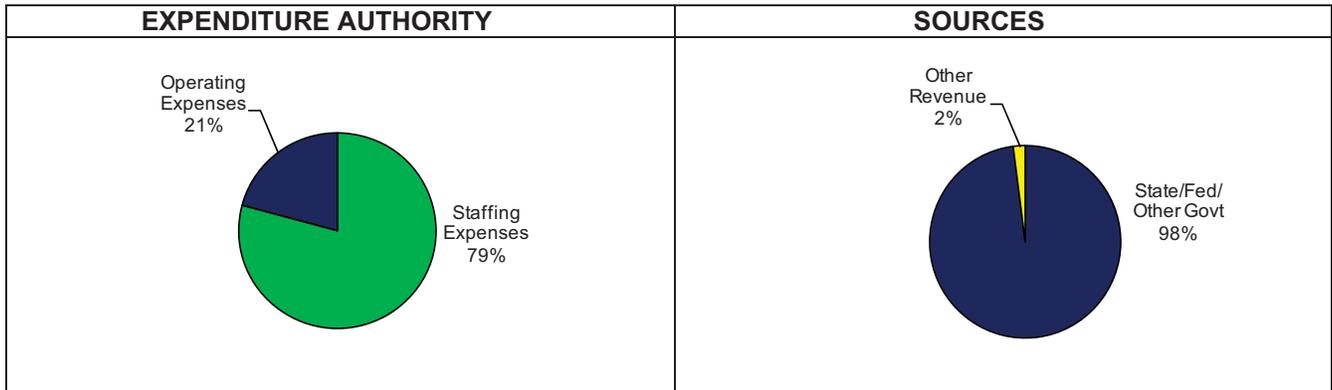
DCSS is dedicated to administering the program in a manner that puts the needs of the children first and foremost. The belief that working collaboratively with parents in understanding and meeting their obligations is a fundamental element in the success of this program.

The services provided by DCSS include the following:

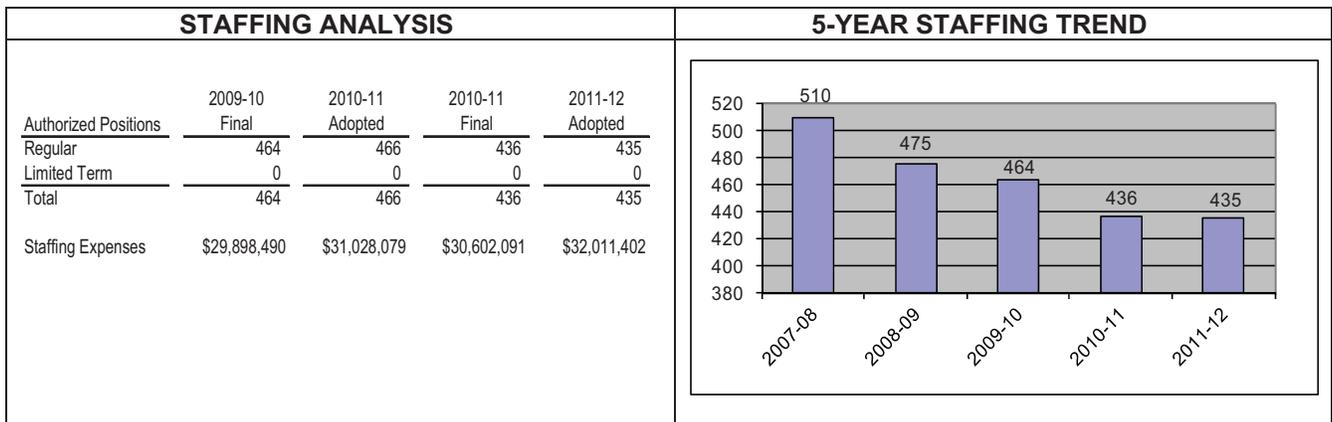
- Locating parents to establish court orders for paternity, child and medical support.
- Enforcing court orders for child, family, spousal and medical support.
- Securing child support payments.
- Maintaining records of payments paid and balances due.
- Modifying court orders when appropriate

Additionally, DCSS offers services to assist customers with concerns that may arise in the progress of their case. The Ombudsman program administers the Complaint Resolution process, through 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

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Child Support Services
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	31,685,171	30,155,215	29,898,490	30,602,092	30,602,091	32,011,402	1,409,311
Operating Expenses	8,847,048	10,671,436	8,278,732	8,908,876	8,908,876	8,429,360	(479,516)
Capital Expenditures	55,550	91,823	133,022	310,853	310,854	63,226	(247,628)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	40,587,769	40,918,474	38,310,244	39,821,821	39,821,821	40,503,988	682,167
Reimbursements	(160,743)	(163,287)	(112,458)	(125,694)	(125,694)	(96,100)	29,594
Total Appropriation	40,427,026	40,755,187	38,197,786	39,696,127	39,696,127	40,407,888	711,761
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	40,427,026	40,755,187	38,197,786	39,696,127	39,696,127	40,407,888	711,761
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	40,159,598	38,683,038	38,136,673	39,268,735	39,268,735	39,601,951	333,216
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	267,397	2,072,149	61,113	427,393	427,392	805,937	378,545
Total Revenue	40,426,995	40,755,187	38,197,786	39,696,128	39,696,127	40,407,888	711,761
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	40,426,995	40,755,187	38,197,786	39,696,128	39,696,127	40,407,888	711,761
Net County Cost	31	0	(0)	(1)	0	0	0
				Budgeted Staffing	436	435	(1)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$32,011,402 fund 435 budgeted positions. The net increase of \$1,409,311 over the prior year's final budget is due primarily to increases in retirement and other negotiated labor agreement costs.

Operating expenses of \$8,429,360 include professional services contracts, telephone services, mail services, travel, and other operating costs. The net decrease of \$479,516 in this appropriation is due primarily to a reduction in COWCAP charges, inventoriable equipment costs, planned business travel, lease costs, and information technology support costs.

Capital expenditures of \$63,226 reflect a net decrease of \$247,628. Reduced costs are consistent with the planned reduction in software development and equipment upgrade and replacement.

Reimbursements of \$96,100 reflect a decrease of \$29,594 due to the reduced lease period for Children and Family Services at the Victorville facility.

Departmental revenue of \$40,407,888 primarily represents the federal and state allocation to fund child support operations. The agency receives no net county cost.

STAFFING CHANGES AND OPERATIONAL IMPACT

The 2010-11 2nd Quarter Budget Adjustments approved the reduction in staffing from 466 to 447 through the deletion of 19 vacant positions. An additional 11 vacant positions were deleted in the 2010-11, 3rd Quarter budget adjustment reducing staffing levels from 447 to 436. Staffing levels will be further reduced in 2011-12 to 435 through the deletion of one vacant position. There is no corresponding reduction in appropriation as the department instituted this process to appropriately align budgeted positions with federal and state allocations, which remain unchanged.



2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director & Ombudsman	7	0	7	7	0	0	7
Assistant Director & TSU	11	0	11	11	0	0	11
Child Support Operations & Program Sup	107	0	107	106	1	0	107
Child Support Operations	191	0	191	180	11	0	191
Child Support Operations & Facilities	70	0	70	67	3	0	70
Legal Services	49	0	49	45	4	0	49
Total	435	0	435	416	19	0	435

<u>Director and Ombudsman</u>	<u>Assistant Director and Technical Support</u>	<u>Legal Services</u>
1 Director of Child Support	1 Assistant Director of Child Support	1 Child Support Chief Attorney
3 Child Support Officer II	1 Automated Systems Analyst I	6 Child Support Assistant
1 Child Support Operations Manager	3 Automated Systems Technician	15 Child Support Attorney III
1 Executive Secretary II	1 Business Applications Manager	17 Child Support Officer I
1 Supervising Child Support Officer	1 Business Systems Analyst II	3 Child Support Officer II
	1 Business Systems Analyst III	1 Child Support Operations Manager
	1 Secretary I	2 Office Assistant III
<u>Child Support Operations and Program Support</u>	1 Statistical Analyst	1 Secretary I
1 Deputy Director, Child Support	1 Supervising Auto Systems Analyst II	1 Supervising Child Support Attorney
1 Accountant II		2 Supervising Child Support Officer
1 Accountant III	<u>Child Support Operations</u>	
3 Accounting Technician	1 Deputy Director, Child Support	<u>Child Support Operations and Facilities</u>
1 Administrative Supervisor I	16 Child Support Assistant	1 Deputy Director, Child Support
1 Child Support Accounting Supervisor	3 Child Support Asst Operations Manager	19 Child Support Assistant
4 Child Support Assistants	118 Child Support Officer I	16 Child Support Officer I
56 Child Support Officer I	20 Child Support Officer II	5 Child Support Officer II
8 Child Support Officer II	4 Child Support Operations Manager	2 Child Support Operations Manager
2 Child Support Operations Manager	1 Media Specialist	20 Office Assistant II
4 Fiscal Assistant	8 Office Assistant II	2 Secretary I
1 Office Assistant II	2 Office Assistant III	3 Supervising Child Support Officer
2 Payroll Specialist	18 Supervising Child Support Officer	2 Supervising Office Assistant
5 Program Specialist I		
1 Program Specialist II		
3 Staff Analyst II		
3 Staff Training Instructor		
2 Storekeeper		
7 Supervising Child Support Officer		
1 Training and Development Supervisor		



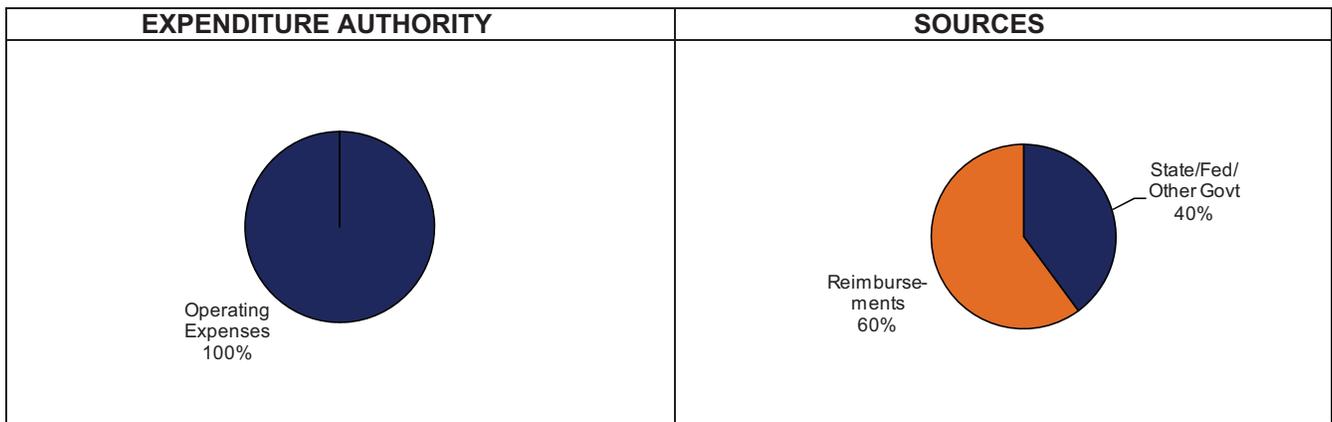
Domestic Violence/Child Abuse Services

DESCRIPTION OF MAJOR SERVICES

This budget unit provides for a number of contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse. The domestic violence program under SB 1246 is funded by a surcharge on marriage licenses. The child abuse prevention program is funded by a state grant, revenues generated from a surcharge placed on certified copies of birth certificates, and court fines imposed in domestic violence cases. Revenues from the surcharges are deposited in special revenue funds and used to fund the contractors. These three revenue sources provide 100% of the funding for this program.

Budget at a Glance	
Total Expenditure Authority	\$1,646,564
Total Sources	\$1,646,564
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Domestic Violence/Child Abuse
 FUND: General

BUDGET UNIT: AAA DVC
 FUNCTION: Public Assistance
 ACTIVITY: Administration

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,488,344	1,532,671	1,360,978	1,180,479	1,180,479	1,646,564	466,085
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,488,344	1,532,671	1,360,978	1,180,479	1,180,479	1,646,564	466,085
Reimbursements	0	0	0	(825,444)	(736,953)	(989,752)	(252,799)
Total Appropriation	1,488,344	1,532,671	1,360,978	355,035	443,526	656,812	213,286
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,488,344	1,532,671	1,360,978	355,035	443,526	656,812	213,286
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	669,022	596,360	621,154	388,030	388,029	656,812	268,783
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	678	0	425	425	0	(425)
Total Revenue	669,022	597,038	621,154	388,455	388,454	656,812	268,358
Operating Transfers In	764,943	936,310	739,824	(33,419)	55,072	0	(55,072)
Total Sources	1,433,965	1,533,348	1,360,978	355,036	443,526	656,812	213,286
Net County Cost	54,379	(677)	0	(1)	0	0	0
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,646,564 represent contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse.

Reimbursements of \$989,752 are from special revenue funds that generate fees from a surcharge placed on certified copies of birth certificates, marriage licenses and court fines imposed in domestic violence cases.

State, federal or governmental aid of \$656,812 is from a state grant to fund the child abuse prevention program.

Each year, the department completes an analysis of the revenue from the state grant referenced above, court fines and surcharges on marriage licenses and birth certificates. It has been determined that \$1,646,564 of these revenues will be available for domestic violence prevention and child abuse prevention contracts in 2011-12.

HUMAN SERVICES



Entitlement Payments (Childcare)

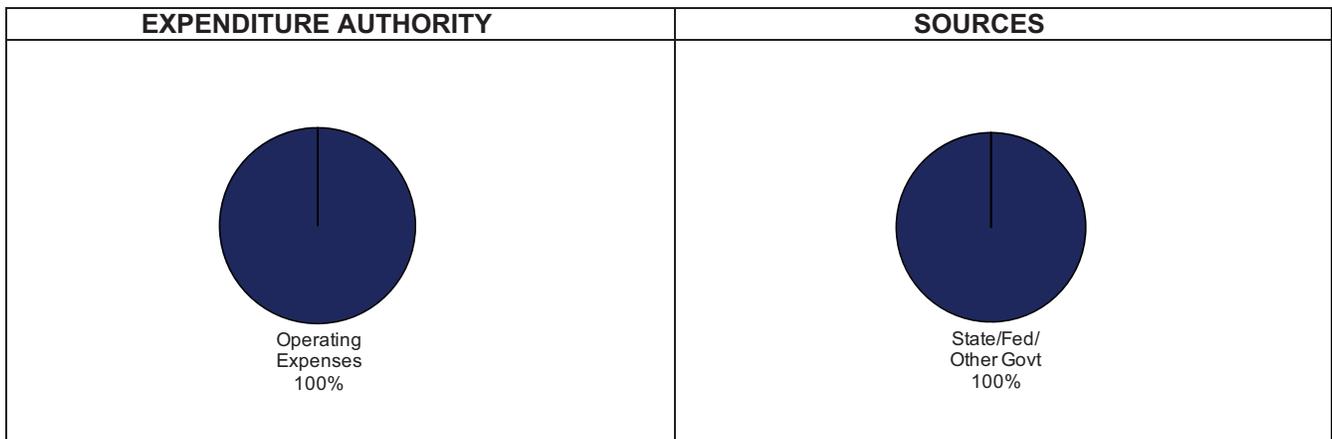
DESCRIPTION OF MAJOR SERVICES

The Stage 1 Childcare Program administered by the Transitional Assistance Department (TAD) is budgeted within this unit. This program is one of the major programs of federal welfare reform and the resulting state CalWORKs program. This program is intended to fund childcare for CalWORKs recipients who are seeking employment or have obtained employment. Childcare provider payments are 100% federally and state funded through reimbursements by the state.

Budget at a Glance	
Total Expenditure Authority	\$27,264,832
Total Sources	\$27,264,832
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

There is no staffing associated with this budget unit. Staff that provide these services are budgeted in the Human Services (HS) Administrative Claim budget unit.

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Entitlement Payments (Childcare)
 FUND: General

BUDGET UNIT: AAA ETP
 FUNCTION: Public Assistance
 ACTIVITY: Aid Programs

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	77,067,053	36,293,569	35,660,819	33,372,812	33,372,813	27,264,832	(6,107,981)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	77,067,053	36,293,569	35,660,819	33,372,812	33,372,813	27,264,832	(6,107,981)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	77,067,053	36,293,569	35,660,819	33,372,812	33,372,813	27,264,832	(6,107,981)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	77,067,053	36,293,569	35,660,819	33,372,812	33,372,813	27,264,832	(6,107,981)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	77,067,053	36,293,569	35,660,819	33,372,452	33,372,453	27,264,832	(6,107,621)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	77,067,053	36,293,569	35,660,819	33,372,452	33,372,453	27,264,832	(6,107,621)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	77,067,053	36,293,569	35,660,819	33,372,452	33,372,453	27,264,832	(6,107,621)
Net County Cost	0	0	0	360	360	0	(360)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$27.3 million represent payments to childcare providers for Stage 1 childcare.

The appropriation and departmental revenue for 2011-12 will be \$6.1 million less or 18% from the prior year. The work participation exemption will continue through the fiscal year. Therefore, clients with young children will most likely continue to participate in the voluntary exemptions from participating in work requirements. Additionally, children aged 11 and 12 will no longer be eligible for childcare services, further reducing the caseload. Finally, CalWORKs eligibility time limits will change from 60 months to 48 months. Roughly 15% of the childcare caseload will be discontinued because of the new time limits.

HUMAN SERVICES



Out-of-Home Child Care

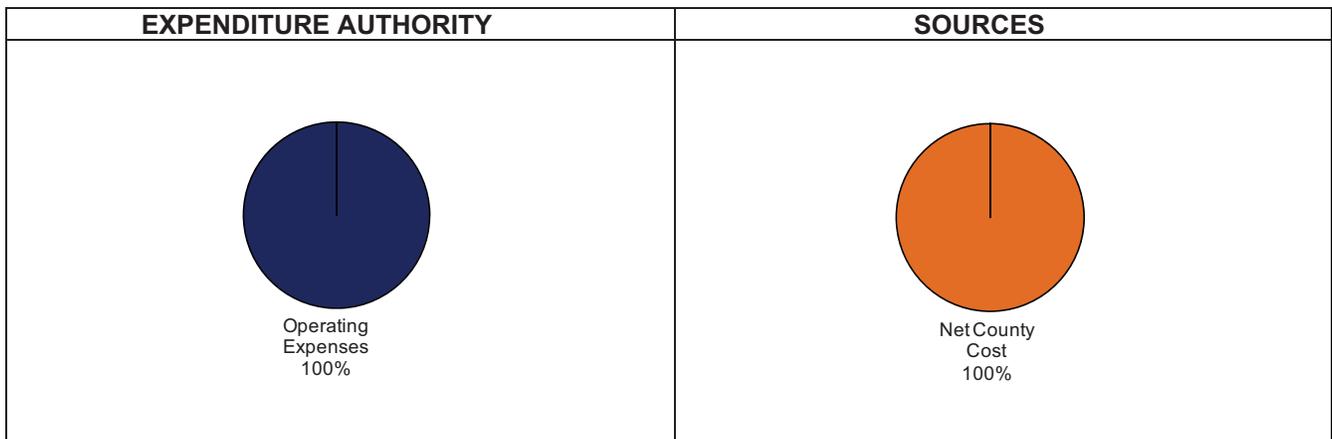
DESCRIPTION OF MAJOR SERVICES

This program 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 their care. Costs for this program can fluctuate based on the unique nature and requirements of each individual case.

Budget at a Glance	
Total Expenditure Authority	\$660,566
Total Sources	\$0
Net County Cost	\$660,566
Total Staff	0
Funded by Net County Cost	100%

There is no staffing associated with this budget unit. Services for this program are provided by staff budgeted in the Human Services - Administrative Claim budget unit.

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Out-Of-Home Child Care
 FUND: General

BUDGET UNIT: AAA OCC
 FUNCTION: Public Assistance
 ACTIVITY: Aid Programs

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	502,708	514,348	764,792	660,561	660,561	660,566	5
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	502,708	514,348	764,792	660,561	660,561	660,566	5
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	502,708	514,348	764,792	660,561	660,561	660,566	5
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	502,708	514,348	764,792	660,561	660,561	660,566	5
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	3,044	(1,049)	3,147	3,147	0	(3,147)
Total Revenue	0	3,044	(1,049)	3,147	3,147	0	(3,147)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	3,044	(1,049)	3,147	3,147	0	(3,147)
Net County Cost	502,708	511,304	765,841	657,414	657,414	660,566	3,152
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$660,566 represent 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.

Appropriation is expected to remain level with the 2010-11 final budget. The current average caseload of 21 cases per month and the current average cost per grant of \$2,483 per month are expected to remain constant through 2011-12.

HUMAN SERVICES



Aid to Adoptive Children

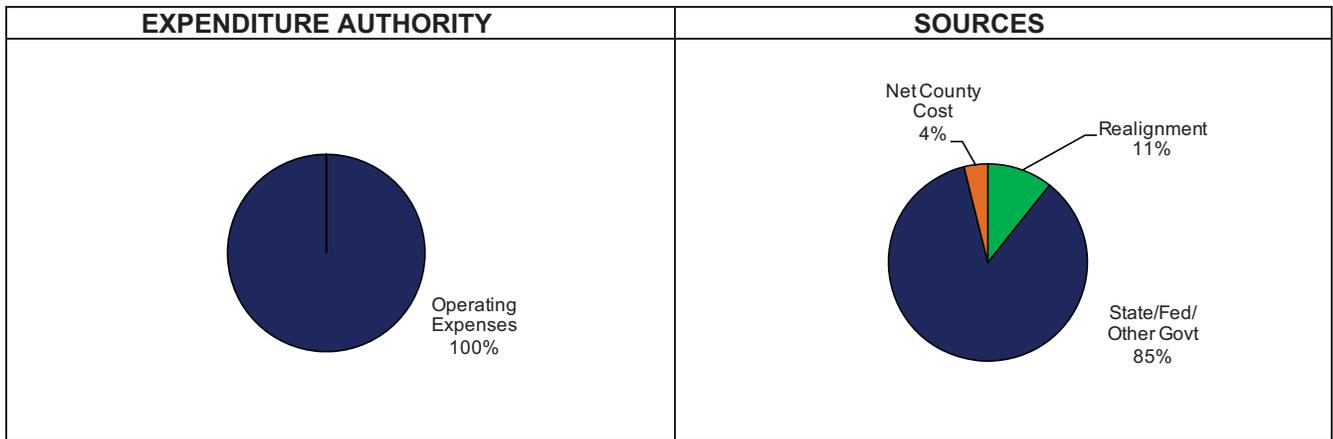
DESCRIPTION OF MAJOR SERVICES

This program provides financial assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. The children are either personally disadvantaged, physically handicapped or adolescents. This program enables hard to place children to be adopted and taken out of the higher cost Foster Care program. This budget unit is funded approximately 42% federal, 44% state, with the remaining costs offset by revenue from the Social Services Realignment and county general fund.

Budget at a Glance	
Total Expenditure Authority	\$49,988,138
Total Sources	\$48,038,618
Net County Cost	\$1,949,520
Total Staff	0
Funded by Net County Cost	4%

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.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Aid to Adoptive Children
 FUND: General

BUDGET UNIT: AAB ATC
 FUNCTION: Public Assistance
 ACTIVITY: Aid Programs

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	36,935,857	41,567,551	44,228,648	46,780,825	46,780,825	49,988,138	3,207,313
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	36,935,857	41,567,551	44,228,648	46,780,825	46,780,825	49,988,138	3,207,313
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	36,935,857	41,567,551	44,228,648	46,780,825	46,780,825	49,988,138	3,207,313
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	36,935,857	41,567,551	44,228,648	46,780,825	46,780,825	49,988,138	3,207,313
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	3,381,422	3,914,029	4,123,449	4,840,869	4,840,869	5,360,523	519,654
State, Fed or Gov't Aid	31,667,282	35,668,925	38,115,106	40,339,512	40,339,512	42,678,095	2,338,583
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	35,048,704	39,582,954	42,238,555	45,180,381	45,180,381	48,038,618	2,858,237
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	35,048,704	39,582,954	42,238,555	45,180,381	45,180,381	48,038,618	2,858,237
Net County Cost	1,887,153	1,984,597	1,990,093	1,600,444	1,600,444	1,949,520	349,076
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$49.9 million represent assistance to adoptive parents who would otherwise not be able to provide for a child's special needs.

Appropriation is projected to increase \$3.2 million over the 2010 11 final budget. This is a 6.7 increase over the prior year. Continued growth in caseload, and associated costs, is due to the success of legislation AB390 which encourages and promotes the adoption of eligible children.

Federal and state revenue is projected to increase \$2.3 million. A local share increase of \$868,730 over the 2010 11 final budget is necessary for this program which consists of an increase in social services realignment of \$519,654 and a net county cost increase of \$349,076. Savings in other S subsistence budget units allows S to remain within overall net county cost targets.

HUMAN SERVICES



AFDC – Foster Care

DESCRIPTION OF MAJOR SERVICES

This program provides aid payments for children living in foster homes and group-care facilities. The Foster Care caseload consists of cases from both Children and Family Services (CFS) (approximately 90%) and Probation (approximately 10%). The cost of Probation related foster care cases is approximately 4.5 times greater than CFS cases due to the higher levels of care required for these juveniles.

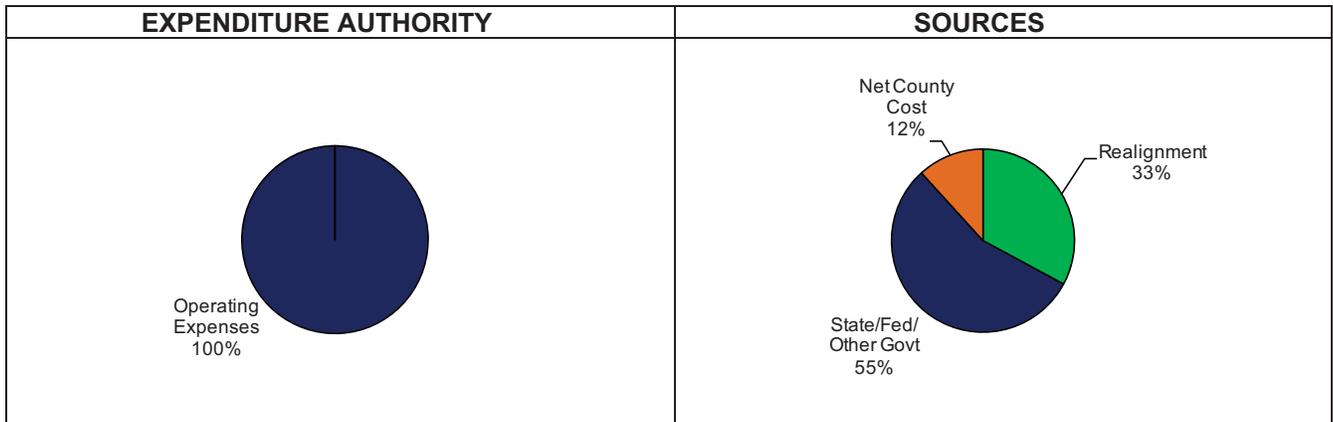
Budget at a Glance	
Total Expenditure Authority	\$102,784,212
Total Sources	\$90,722,104
Net County Cost	\$12,062,108
Total Staff	0
Funded by Net County Cost	12%

There are two funding eligibility criteria in the Foster Care Program, federal (federal, state and county participation) and non-federal (state and county only). Foster Care placements are generally eligible for federal financial participation if the parents meet the previous Aid to Families with Dependent Children (AFDC) Program criteria.

- For federally eligible (federal) cases, the cost-sharing ratios are now approximately 44% federal, 22.5% state, and 33.5% county.
- For non-federally eligible (non-federal) cases, the cost-sharing ratio is 40% state and 60% county.
- All county share-of-cost is mandated and is reimbursed from Social Services Realignment and the county general fund.

There is no staffing associated with this budget unit. Services for this program are provided by staff budgeted in the Human Services Administrative Claim budget unit.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: AFDC - Foster Care
 FUND: General

BUDGET UNIT: AAB BHI
 FUNCTION: Public Assistance
 ACTIVITY: Aid Programs

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	84,900,721	80,949,482	78,898,542	95,010,332	95,010,332	102,784,212	7,773,880
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	84,900,721	80,949,482	78,898,542	95,010,332	95,010,332	102,784,212	7,773,880
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	84,900,721	80,949,482	78,898,542	95,010,332	95,010,332	102,784,212	7,773,880
Operating Transfers Out	0	483,981	795,690	0	0	0	0
Total Requirements	84,900,721	81,433,463	79,694,232	95,010,332	95,010,332	102,784,212	7,773,880
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	18,081,672	19,496,330	20,271,595	28,211,604	28,211,604	33,810,485	5,598,881
State, Fed or Gov't Aid	51,495,632	47,796,367	46,050,123	53,196,593	53,196,594	56,911,619	3,715,025
Fee/Rate	1,030,425	836,522	722,086	808,313	808,312	0	(808,312)
Other Revenue	15,039	(51,354)	(36,702)	124,620	124,620	0	(124,620)
Total Revenue	70,622,768	68,077,865	67,007,102	82,341,130	82,341,130	90,722,104	8,380,974
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	70,622,768	68,077,865	67,007,102	82,341,130	82,341,130	90,722,104	8,380,974
Net County Cost	14,277,953	13,355,598	12,687,130	12,669,202	12,669,202	12,062,108	(607,094)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$102.8 million represent aid payments and other expenses for children living in foster homes and group-care facilities, an increase of \$7.8 million from 2010-11 final budget. Included are:

- Other charges of \$101.3 million which are aid payments of \$100.1 million and payments to contractors of \$1.2 million for Transitional Housing Program-Plus (THPP). THPP is a program that provides support services to youth exiting foster care. This program is 100% state funded. The Governor has recommended suspension of the program but it has not yet been officially removed by the legislation and is, therefore, included here.
- Transfers of \$1.5 million which are transfers to the Wraparound Reinvestment Fund. Contracts with Wraparound program agencies stipulate that 5–10% of the monthly Wraparound Foster Care payment will be retained by the county and will be re-invested in Child Welfare Services programs. The number of children receiving Wraparound services continues to increase resulting in an increase of \$500,000.

Caseload is projected to increase approximately 1.2% overall in 2011-12. Federal cases are projected to increase 2% and non-federal cases are projected to increase 1%.

Costs are projected to increase 15% due to the following actions of the courts:

- In December 2009 the California Alliance of Child and Family Services court reached a decision that ordered a 32% increase to group home rates. The known full year effect of this increase is included in this budget.
- In April 2011, the United States District Court ordered a new method of determining payment rates for foster homes. While costs for foster care cases have increased slightly overall in recent years, the court ordered group home and foster home rate increases are projected to increase federal case costs by 7% and non-federal case costs by 6.5%.

Federal and state revenue will increase \$3.7 million which is \$1.2 million less than would be expected because of the sunset of ARRA pass/thru funding that has been available the past two years. Fee/rate revenue will decrease \$800,000 because of a state budget action that transfers all Child Support collection revenue directly to the state. An additional \$5.6 million of local share is required which is Social Services Realignment. Net county cost will decrease \$607,094. This savings will be utilized in other HS subsistence budget units to allow HS to remain within overall net county cost.



Refugee Cash Assistance

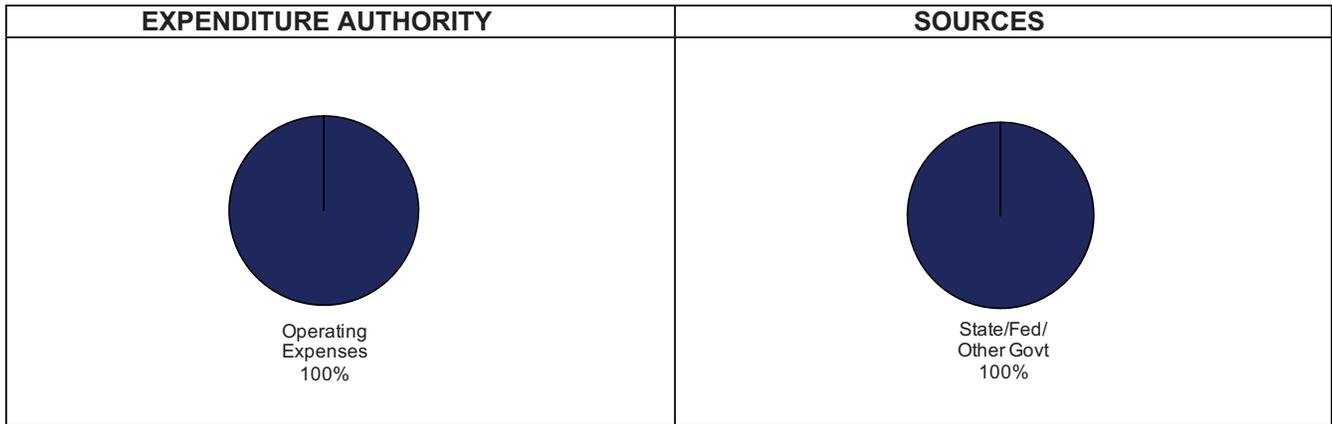
DESCRIPTION OF MAJOR SERVICES

This program provides assistance payments for a maximum of eight months to all refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. This program is 100% federally funded and open-ended.

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.

Budget at a Glance	
Total Expenditure Authority	\$57,738
Total Sources	\$57,738
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Refugee Cash Assistance
 FUND: General

BUDGET UNIT: AAB CAP
 FUNCTION: Public Assistance
 ACTIVITY: Aid Programs

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	37,688	42,366	49,726	46,993	46,993	57,738	10,745
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	37,688	42,366	49,726	46,993	46,993	57,738	10,745
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	37,688	42,366	49,726	46,993	46,993	57,738	10,745
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	37,688	42,366	49,726	46,993	46,993	57,738	10,745
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	42,347	40,629	50,014	45,313	45,313	57,738	12,425
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	42,347	40,629	50,014	45,313	45,313	57,738	12,425
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	42,347	40,629	50,014	45,313	45,313	57,738	12,425
Net County Cost	(4,659)	1,737	(288)	1,680	1,680	0	(1,680)
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$57,738 represent payments to refugees who cannot meet the requirements for the Refugee Demonstration Project and Cal OR's programs.

Appropriation and departmental revenue for 2011 12 is projected to increase \$10,745 over the 2010 11 final budget. This increase is the result of an increase in caseload and average grants which is due to the current economic condition.

This entitlement program is 100% federally funded.

HUMAN SERVICES



Cash Assistance for Immigrants

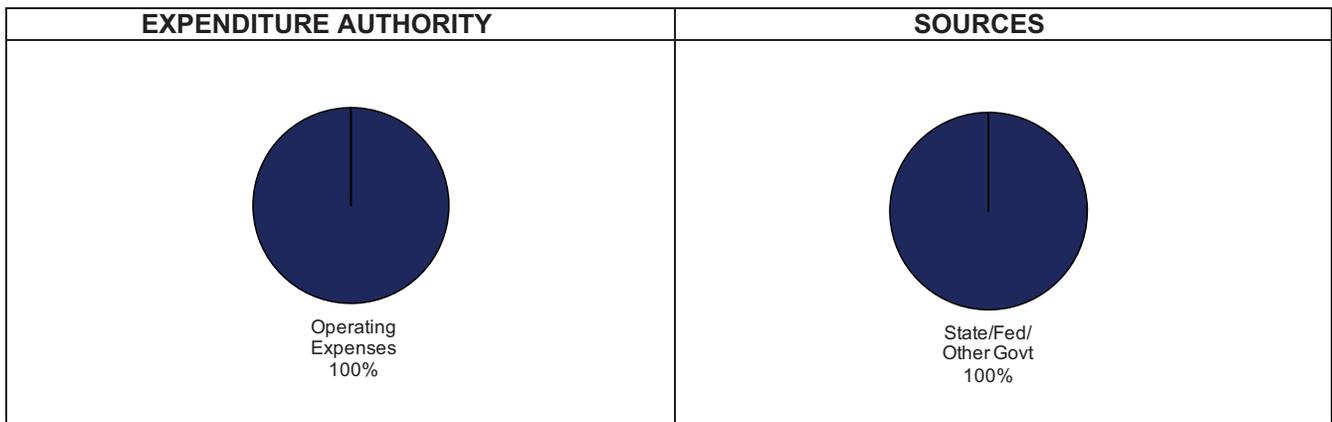
DESCRIPTION OF MAJOR SERVICES

This 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.

Budget at a Glance	
Total Expenditure Authority	\$1,297,984
Total Sources	\$1,297,984
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

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.

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Cash Assistance for Immigrants
 FUND: General

BUDGET UNIT: AAB CAS
 FUNCTION: Public Assistance
 ACTIVITY: Aid Programs

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	541,347	619,636	833,973	1,087,121	1,087,121	1,297,984	210,863
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	541,347	619,636	833,973	1,087,121	1,087,121	1,297,984	210,863
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	541,347	619,636	833,973	1,087,121	1,087,121	1,297,984	210,863
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	541,347	619,636	833,973	1,087,121	1,087,121	1,297,984	210,863
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	540,370	620,130	833,956	1,087,666	1,087,666	1,297,984	210,318
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	540,370	620,130	833,956	1,087,666	1,087,666	1,297,984	210,318
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	540,370	620,130	833,956	1,087,666	1,087,666	1,297,984	210,318
Net County Cost	977	(494)	17	(545)	(545)	0	545
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1.3 million represent payments to legal immigrants who meet the SSI SS immigration status re urements.

Appropriation and departmental revenue for 2011 12 is proected to increase \$210,318 over the 2010 11 final budget. This increase is the result of an increase in caseload average grants which is due to the current economic condition.

This program is 100 state funded.

HUMAN SERVICES



CalWORKs – All Other Families

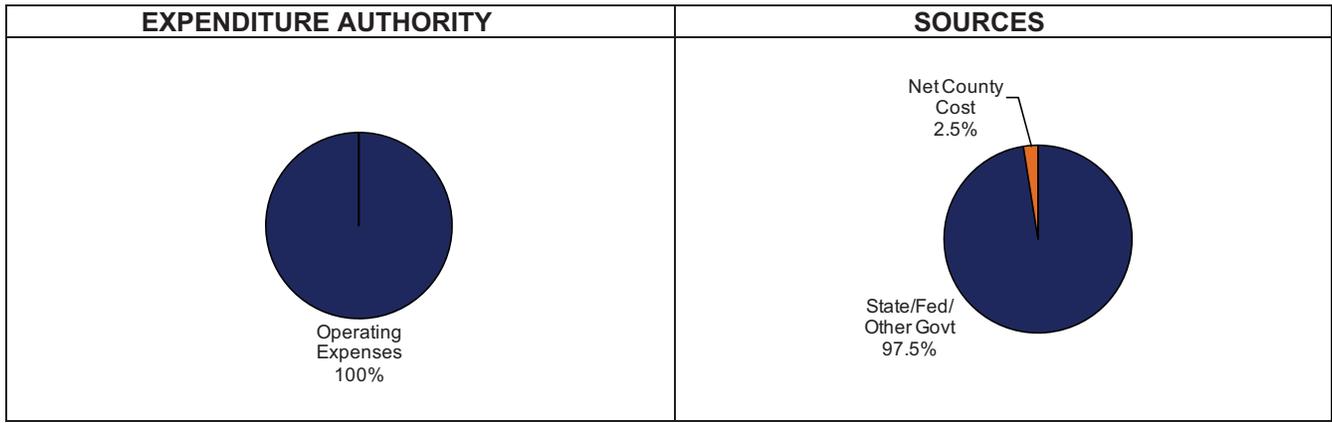
DESCRIPTION OF MAJOR SERVICES

This Budget unit provides CalWORKs assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent or zero-parent families. The federal and state governments reimburse 97.5% of the costs for this program. The mandated local share of 2.5% is funded by the county general fund.

Budget at a Glance	
Total Expenditure Authority	\$263,668,563
Total Sources	\$257,076,849
Net County Cost	\$6,591,714
Total Staff	0
Funded by Net County Cost	2.5%

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.

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: CalWORKs - All Other Families
 FUND: General

BUDGET UNIT: AAB FGR
 FUNCTION: Public Assistance
 ACTIVITY: Aid Programs

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	207,308,985	233,930,511	246,849,211	267,451,501	267,451,501	263,668,563	(3,782,938)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	207,308,985	233,930,511	246,849,211	267,451,501	267,451,501	263,668,563	(3,782,938)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	207,308,985	233,930,511	246,849,211	267,451,501	267,451,501	263,668,563	(3,782,938)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	207,308,985	233,930,511	246,849,211	267,451,501	267,451,501	263,668,563	(3,782,938)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	201,985,844	228,065,034	241,322,136	260,938,227	260,938,226	257,076,849	(3,861,377)
Fee/Rate	867,169	793,293	797,185	945,327	945,328	0	(945,328)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	202,853,013	228,858,327	242,119,321	261,883,554	261,883,554	257,076,849	(4,806,705)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	202,853,013	228,858,327	242,119,321	261,883,554	261,883,554	257,076,849	(4,806,705)
Net County Cost	4,455,972	5,072,184	4,729,890	5,567,947	5,567,947	6,591,714	1,023,767
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$263.6 million represent assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent or zero-parent families. This represents a significant reduction from the prior year and is a result of state funding changes. The recently approved state budget mandates that aid payments be reduced by 8%.

Because of continuing challenges in the local economy, caseload is projected to continue its slow increase throughout 2011-12. This increase combined with the 8% aid reduction referenced above results in a total appropriation reduction of \$3.8 million from the 2010-11 final budget.

Federal and state funds account for \$257.1 million or 97.5% of the revenue for this program, a \$3.9 million reduction from the 2010-11 final budget.

Net county cost savings that would be expected from the reduced aid costs will not be realized because of state budget action that transfers all Child Support collection revenue associated with CalWORKs directly to the state. Net county cost savings in other HS subsistence budget units have been utilized to allow HS to remain within overall net county cost targets.



Kinship Guardianship Assistance Program (Kin-Gap)

DESCRIPTION OF MAJOR SERVICES

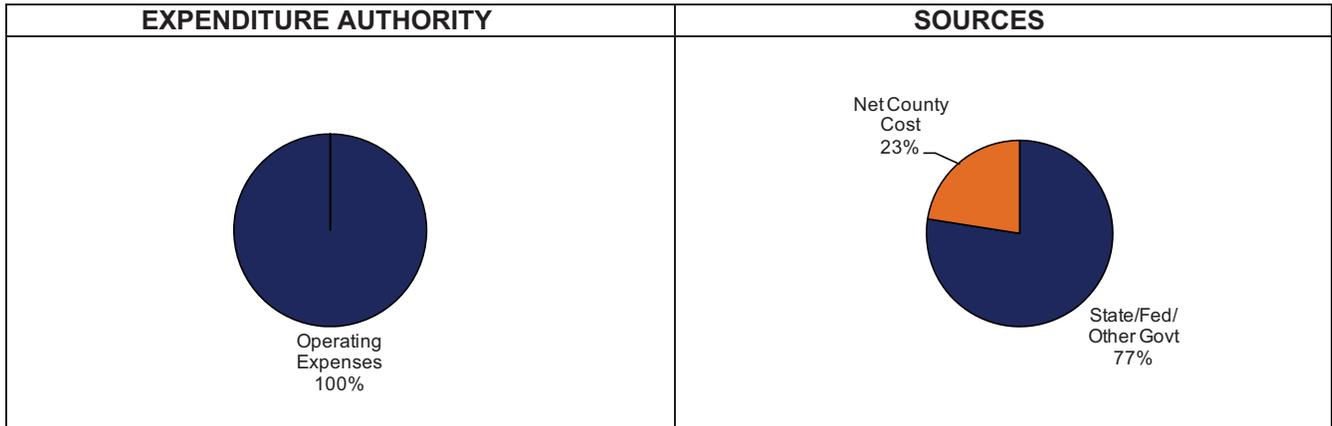
This program provides a subsidy to children who leave the juvenile court dependency system to live with a relative legal guardian. It offers relative caregivers of dependent children a new option for providing a permanent home to these children. To be eligible for the program, the child must have lived with the relative at least 12 consecutive months, the relative guardianship must be established pursuant to Welfare and Institutions Code 366.26, and the juvenile court dependency for the child must be dismissed. Movement to the Kin-Gap program is not automatic. The court, with a recommendation from the social worker, has discretion regarding whether termination of dependency is in the child's best interest.

Budget at a Glance	
Total Expenditure Authority	\$5,928,840
Total Sources	\$4,594,851
Net County Cost	\$1,333,989
Total Staff	0
Funded by Net County Cost	23%

This program is approximately 77% state funded. The remaining 23% is funded by the county general fund.

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.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Kinship Guardianship Assistance Program
 FUND: General

BUDGET UNIT: AAB KIN
 FUNCTION: Public Assistance
 ACTIVITY: Aid Programs

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	5,129,830	5,561,419	5,865,504	5,818,578	5,818,578	5,928,840	110,262
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	5,129,830	5,561,419	5,865,504	5,818,578	5,818,578	5,928,840	110,262
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	5,129,830	5,561,419	5,865,504	5,818,578	5,818,578	5,928,840	110,262
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,129,830	5,561,419	5,865,504	5,818,578	5,818,578	5,928,840	110,262
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	4,155,375	4,705,651	4,194,709	4,546,719	4,546,719	4,594,851	48,132
Fee/Rate	85,674	(220,318)	55,202	74,358	74,358	0	(74,358)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	4,241,049	4,485,333	4,249,911	4,621,077	4,621,077	4,594,851	(26,226)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	4,241,049	4,485,333	4,249,911	4,621,077	4,621,077	4,594,851	(26,226)
Net County Cost	888,781	1,076,086	1,615,593	1,197,501	1,197,501	1,333,989	136,488
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$5.9 million represent subsidies paid to relative caregivers of children who leave the juvenile court dependency system to live with a relative legal guardian. Children and Family Services' continuing efforts to expand the Kin-Gap Plus program, the movement of children into this enhanced program is anticipated to increase appropriation 1% over the prior year's final budget.

Departmental revenue of \$4.6 million represents reimbursements received from federal sources and is also approximately 1% higher than the prior year's final budget.

Net county cost is increasing by \$136,488 primarily due to the loss of child support collection revenue that will be re-directed to the state. Net county cost savings in other HS subsistence budget units will be utilized to allow HS to remain within overall net county cost targets.



Seriously Emotionally Disturbed

DESCRIPTION OF MAJOR SERVICES

This program was deleted by the Governor in the 2010-11 budget. After a legal challenge, the program was suspended effective February 9, 2011 under order of the Sacramento Superior Court; Case No. 34-2010-00090983.

Budget at a Glance

Total Expenditure Authority	\$0
Total Sources	\$0
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

Assembly Bill 3632 required counties to pay out-of-home costs for seriously emotionally disturbed (SED) children. The SED children in this program were referrals from the County's school districts. These children, who were determined to have not been abused or neglected, were placed in out-of-home care pursuant to an individualized education program. These clients were referred to the Department of Behavioral Health whom had case management and supervision responsibility.

ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Seriously Emotionally Distrubed
FUND: General

BUDGET UNIT: AAB SED
FUNCTION: Public Assistance
ACTIVITY: Aid Programs

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	4,881,618	5,442,862	5,826,558	4,798,304	4,798,304	0	(4,798,304)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,881,618	5,442,862	5,826,558	4,798,304	4,798,304	0	(4,798,304)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,881,618	5,442,862	5,826,558	4,798,304	4,798,304	0	(4,798,304)
Operating Transfers Out	0	81,514	124,631	0	0	0	0
Total Requirements	4,881,618	5,524,376	5,951,189	4,798,304	4,798,304	0	(4,798,304)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	1,516,742	2,238,720	2,028,954	3,790,570	3,790,570	0	(3,790,570)
State, Fed or Gov't Aid	2,384,474	2,065,023	2,429,076	(15,578)	(15,578)	0	15,578
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	3,901,216	4,303,743	4,458,030	3,774,992	3,774,992	0	(3,774,992)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	3,901,216	4,303,743	4,458,030	3,774,992	3,774,992	0	(3,774,992)
Net County Cost	980,402	1,220,633	1,493,159	1,023,312	1,023,312	0	(1,023,312)
Budgeted Staffing					0	0	0

BUDGET CHANGE AND OPERATIONAL IMPACT

Because the deletion of this program by the Governor has been upheld by a court ruling, no appropriation or departmental revenue is being included in the 2011-12 adopted budget.

The resulting savings of social services realignment and net county cost that have been associated with this budget unit have been utilized to allow Human Services to remain within overall net county cost targets.



CalWORKs – 2 Parent Families

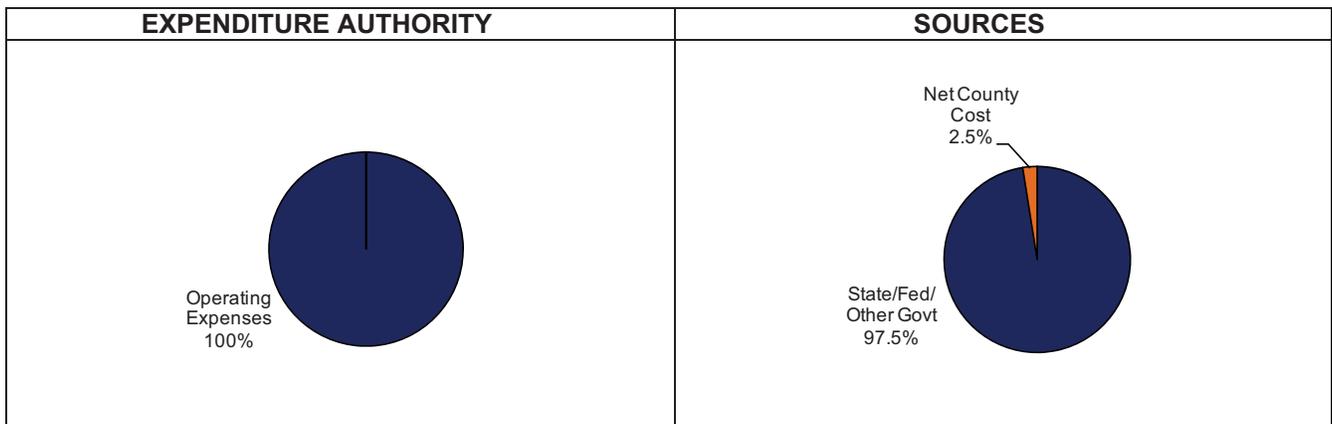
DESCRIPTION OF MAJOR SERVICES

This program provides payments to resident families who are eligible for aid in accordance with state law. This budget includes all cases identified as having two parents in the home or in which the parents are excluded from, or ineligible for, CalWORKs. The federal and state governments reimburse 97.5% of the costs for this program. The mandated local share of 2.5% is funded by the county general fund.

Budget at a Glance	
Total Expenditure Authority	\$44,389,301
Total Sources	\$43,279,568
Net County Cost	\$1,109,733
Total Staff	0
Funded by Net County Cost	2.5%

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.

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: CalWORKs - Two Parent Families
 FUND: General

BUDGET UNIT: AAB UPP
 FUNCTION: Public Assistance
 ACTIVITY: Aid Programs

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	19,686,384	30,574,906	37,055,651	42,389,097	42,389,097	44,389,301	2,000,204
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	19,686,384	30,574,906	37,055,651	42,389,097	42,389,097	44,389,301	2,000,204
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	19,686,384	30,574,906	37,055,651	42,389,097	42,389,097	44,389,301	2,000,204
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	19,686,384	30,574,906	37,055,651	42,389,097	42,389,097	44,389,301	2,000,204
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	19,249,999	29,792,060	36,193,037	41,268,368	41,268,369	43,279,568	2,011,199
Fee/Rate	32,146	31,332	39,149	38,451	38,450	0	(38,450)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	19,282,145	29,823,392	36,232,186	41,306,819	41,306,819	43,279,568	1,972,749
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	19,282,145	29,823,392	36,232,186	41,306,819	41,306,819	43,279,568	1,972,749
Net County Cost	404,239	751,514	823,465	1,082,278	1,082,278	1,109,733	27,455
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$44.4 million represent assistance payments to all cases identified as having two parents in the home or in which the parents are excluded from or ineligible for CalWORKs.

Appropriation is expected to increase \$2 million, or 4%, despite the recently approved state budget action that mandates an 8% reduction to aid payments. Until the economy recovers, the caseload increases experienced in 2010-11 are expected to continue into 2011-12. Caseload is projected to increase 8.9% over the prior year.

Federal and state funds account for \$43.3 million or 97.5% of the revenue for this program, a \$2 million increase from 2010-11 final budget.

Net county cost would have remained relatively unchanged but the effect of the state budget action that transfers all child support collection revenue associated with CalWORKs directly to the state necessitates a net county cost increase of \$27,455. Cost savings in other HS subsistence budget units allow HS to remain within overall net county cost targets.



Aid to Indigents (General Relief)

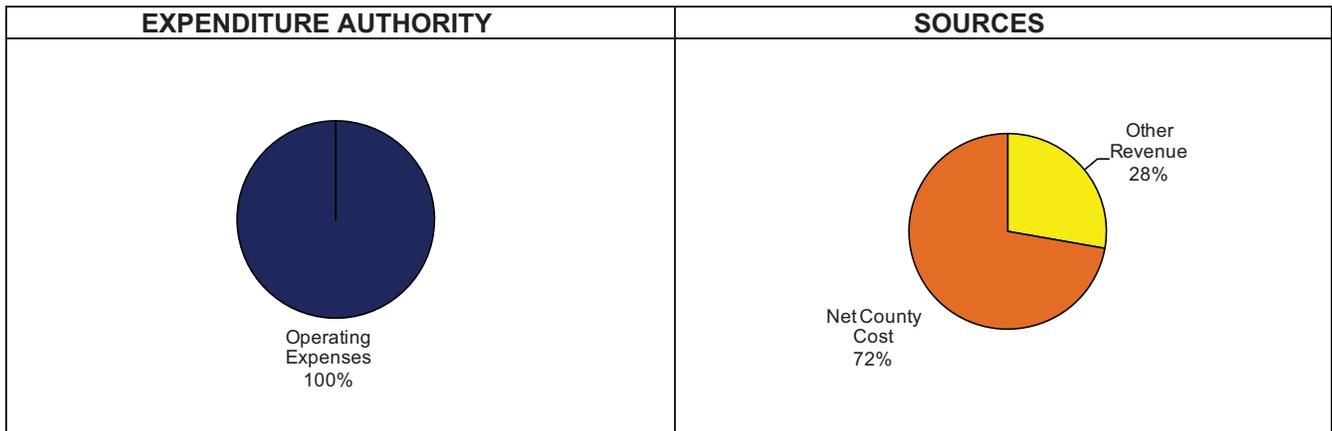
DESCRIPTION OF MAJOR SERVICES

The county is mandated to provide subsistence in the form of cash aid for food, shelter and transportation to indigents who do not meet categorical eligibility requirements for state and federally funded programs. These general relief payments facilitate transition to an employable status and provide interim assistance pending receipt of Social Security Insurance (SSI) benefits. Services and supplies consist of a fixed amount contract with a law firm to assist clients in preparing applications for 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.

Budget at a Glance	
Total Expenditure Authority	\$1,785,134
Total Sources	\$495,375
Net County Cost	\$1,289,759
Total Staff	0
Funded by Net County Cost	72%

There is no staffing associated with this budget unit. Staff that provide these services are budgeted in the Human Services Administrative Claim budget unit.

2011-12 ADOPTED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Aid to Indigents (General Relief)
 FUND: General

BUDGET UNIT: AAA ATI
 FUNCTION: Public Assistance
 ACTIVITY: General Relief

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,263,310	1,395,298	1,410,923	1,624,440	1,624,440	1,785,134	160,694
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,263,310	1,395,298	1,410,923	1,624,440	1,624,440	1,785,134	160,694
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,263,310	1,395,298	1,410,923	1,624,440	1,624,440	1,785,134	160,694
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,263,310	1,395,298	1,410,923	1,624,440	1,624,440	1,785,134	160,694
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	1,212	1,212	0	(1,212)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	362,988	370,391	518,524	425,432	425,432	495,375	69,943
Total Revenue	362,988	370,391	518,524	426,644	426,644	495,375	68,731
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	362,988	370,391	518,524	426,644	426,644	495,375	68,731
Net County Cost	900,322	1,024,907	892,399	1,197,796	1,197,796	1,289,759	91,963
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1.79 million represent cash aid for food, shelter and transportation to indigents who do not meet categorical eligibility requirements for state and federally funded programs. Due to anticipated caseload increases of 7%, appropriation levels will increase by \$160,694 from the 2010-11 final budget.

Other revenue of \$495,375 represents retroactive SSI payments the county receives as reimbursement from eligible indigents prior to their enrollment in SSI and reimbursements made by non-SSI eligible indigents when assistance under this program is no longer needed. Due to increased referrals for SSI, revenue is expected to increase by \$68,731 from the 2010-11 final budget.

As a result of continuing caseload and revenue growth, net county cost is expected to increase by \$91,963 to \$1.29 million. Savings in other HS subsistence budget units allows HS to remain within overall net county cost targets.



Wraparound Reinvestment Fund

DESCRIPTION OF MAJOR SERVICES

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 and Seriously Emotionally Disturbed budget units. 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

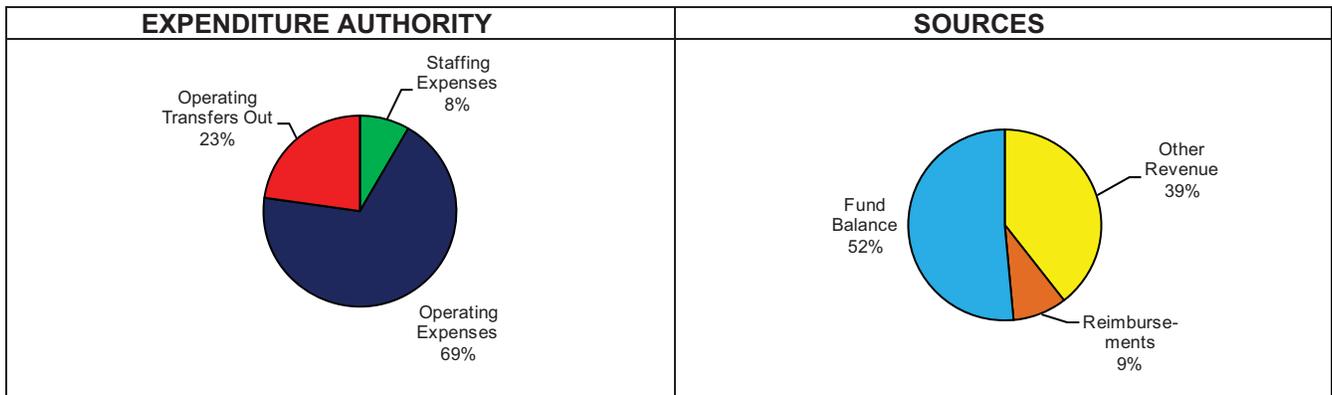
Budget at a Glance	
Total Expenditure Authority	\$17,113,123
Total Sources	\$8,305,000
Fund Balance	\$8,808,123
Total Staff	28

Contracts have been established with 5 agencies to provide countywide Wraparound program services to high-risk children. These contracts stipulate that the county will retain 5% of the monthly Wraparound Foster Care payments for federally eligible cases and 10% of the monthly Wraparound Foster Care payments for non-federally eligible cases.

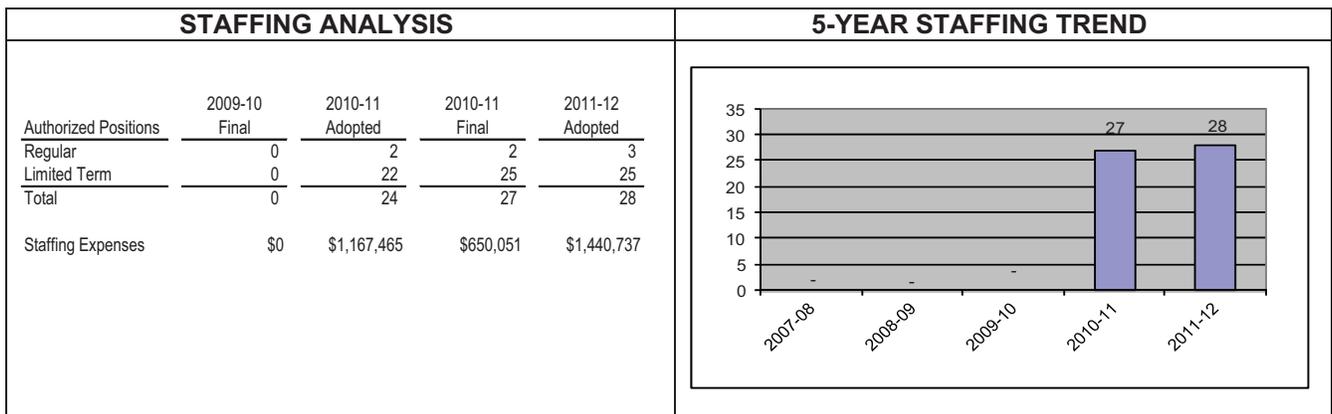
This budget unit will provide funding to 1) reinvest in services for youth in placement while they are being assessed for residential based services, 2) enhance services provided to foster care children and their families, 3) expand services to youth aging out of the foster care system in order to promote 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.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Wraparound Reinvestment Fund
FUND: Special Revenue

BUDGET UNIT: SIN BHI
FUNCTION: Public Assistance
ACTIVITY: Aid Programs

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	650,051	650,051	1,440,737	790,686
Operating Expenses	0	10,609	877,306	2,250,552	2,287,755	11,772,386	9,484,631
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	8,778,755	0	(8,778,755)
Total Exp Authority	0	10,609	877,306	2,900,603	11,716,561	13,213,123	1,496,562
Reimbursements	0	0	0	(1,331,186)	(1,331,186)	(1,560,000)	(228,814)
Total Appropriation	0	10,609	877,306	1,569,417	10,385,375	11,653,123	1,267,748
Operating Transfers Out	0	0	0	0	0	3,900,000	3,900,000
Total Requirements	0	10,609	877,306	1,569,417	10,385,375	15,553,123	5,167,748
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	6,433	3,230,053	6,550,990	6,550,990	6,745,000	194,010
Total Revenue	0	6,433	3,230,053	6,550,990	6,550,990	6,745,000	194,010
Operating Transfers In	0	565,495	920,321	0	0	0	0
Total Sources	0	571,928	4,150,374	6,550,990	6,550,990	6,745,000	194,010
				Fund Balance	3,834,385	8,808,123	4,973,738
				Budgeted Staffing	27	28	1

BUDGET CHANGES AND OPERATIONAL IMPACT

Total requirements for 2011-12 is \$15.6 million, a \$5.2 million increase from 2010-11 final budget.

Changes for 2011-12 are:

- An appropriation increase of \$1.3 million, bringing total appropriation to \$11.7 million and include:
 - Staffing expenses of \$1.4 million fund 28 budgeted positions, an increase of \$790,686 and 1 budgeted position.
 - Operating expenses of \$11.8 million, an increase of \$9.5 million. Significant changes are a \$513,000 decrease to services and supplies, the addition of \$140,000 in travel and related costs and an \$8 million increase in expenses related to provide enhanced services to children and families that are served by Children and Family Services and the addition of \$1.9 million of transfers to other county departments for services provided to clients.
 - Reimbursements of \$1.6 million, an increase of \$228,814 which are retained wraparound services program payments.
- The addition of operating transfers out of \$3.9 million to the HS Administrative Claim budget unit to provide matching funds which will allow access to additional federal funding in support of the Child Welfare Services program which is administered by Children and Family Services.

Departmental revenue of \$6.7 million is anticipated from unexpended funds that will be recovered from contractors as their contracts end.



STAFFING CHANGES AND OPERATIONAL IMPACT

During 2010-11 this budget unit added 3 additional Contract Substance Abuse Case Managers. These staff will manage and coordinate the operation of the Dependency Drug Court Program, evaluate Dependency Drug Court clients, and serve as the liaison between the Dependency Drug Court and community-based organizations, and Children and Family Services social workers. Case Managers will help to improve outcomes for voluntary participants in the areas of parenting, living a clean and sober life, family reunification, and responsible community involvement.

In 2011-12 the department also added a Peer and Family Assistant who will provide peer counseling and linkages to services to assist in improving outcomes for the children and families that CFS serves. In addition, the position will provide outreach information to increase community awareness and education regarding new initiative and Dept programs by interacting with San Bernardino County residents, service providers and faith based organizations and will assist Social Workers with case management.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Children's Assessment Center	0	3	3	2	1	0	3
Family to Family Program	1	7	8	4	3	1	8
Youth Permanency Project	2	0	2	2	0	0	2
Dependency Court	0	3	3	3	0	0	3
Independent Living Program	0	12	12	10	2	0	12
Total	3	25	28	21	6	1	28

<u>Children's Assessment Center</u> 3 Forensic Interviewers	<u>Family to Family Program</u> 6 Parent Partners 1 Lead Parent Partner	<u>Dependency Drug Court</u> 3 Substance Abuse Mgrs	<u>Youth Permanency Project</u> 2 Social Workers
<u>Independent Living Program</u> 10 Educational Liaisons 2 Bilingual Education Liaisons	1 Peer & Family Assistant		



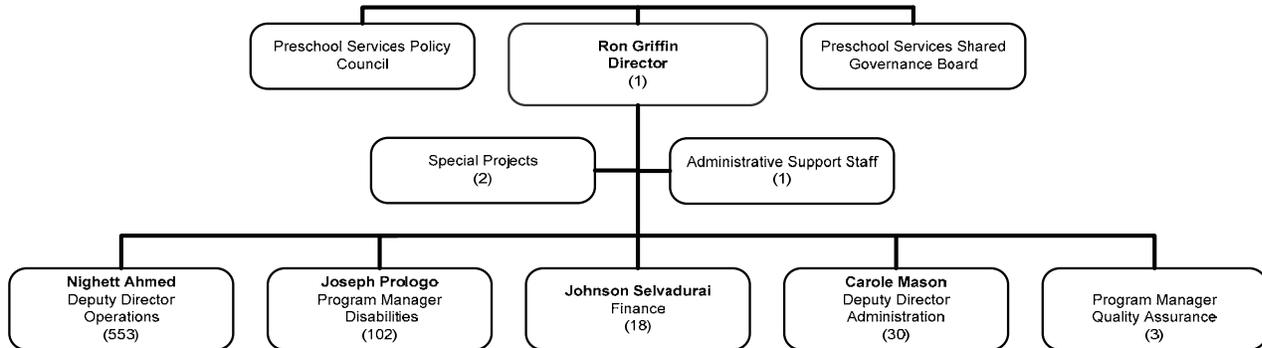
PRESCHOOL SERVICES RON GRIFFIN

MISSION STATEMENT

To improve the well-being of children, empower families and strengthen communities.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Developed a partnership between the Preschool Services Department (PSD) and the Department of Behavioral Health and implemented the Preschool Early Intervention programs to effectively address mental health issues and challenging behaviors that some preschool aged children display in the classroom.
- Successfully implemented the Early Steps to School Success Program which provides education and family support through home visits, group meetings, school connections, book exchanges and community events to 450 families in remote areas of the county through a collaborative partnership formed between PSD and Save the Children.
- PSD successfully initiated a Memorandum of Understanding (MOU) to collaborate with the Department of Children and Family Services to provide Head Start and Early Head Start services to foster children which include infants, toddlers and pre-school aged children.
- PSD received the official results of its tri-annual federal review which took place in March 2011 with a determination that Head Start and Early Head Start programs are in compliance with all applicable Head Start Program Performance Standards, laws, regulations and policy requirements.
- Opened the Nicholson Park Family Learning and Community Resource Center in collaboration with the City of San Bernardino in a very low income area of the city to provide residents with a variety of services and resources.
- Developed and implemented the Prenatal Early Head Start Program and the Nurse Visitation Program for pregnant women with very high risk pregnancies.
- Opened a new facility in the Victorville area to provide full-day center based preschool services to 32 families. The Northgate center combines part-day Head Start and part-day State Preschool programs to provide seamless full-day services to low-income families that are working or attending training.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ACHIEVE SCHOOL READINESS OF ENROLLED CHILDREN TO ENSURE THEY ARE MAKING PROGRESS TOWARD POSITIVE OUTCOMES AS REQUIRED BY THE DESIRED RESULTS DEVELOPMENTAL PROFILE-REVISED PROGRAM (DRDP-R), WHICH WILL IMPROVE THE QUALITY OF LIFE FOR COUNTY CHILDREN AND THEIR FAMILIES INVOLVED IN THIS PROGRAM.

Objective: Children will be assessed three times per year in accordance to federal and state regulations. Teachers will share child assessment information with parents and use this input to prepare home and classroom activities responsive to children's individual needs.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of children showing positive outcomes on the Desired Results Development Profile-Revised (DRPR-R)	100%	100%	99%	100%	99%

PSD will continue to use the DRDP-R for measuring child outcomes to comply with the State Department of Education and to meet federal mandates for measuring child outcomes. The results are expected to differ from year to year due to different groups of children that are tested each year and the different levels of development. One of the highest priorities of the department is ensuring that children are ready for school. Studies show that children who have attended a quality preschool are less likely to be placed in special education or be held back a grade. They also perform better on standardized math and reading tests, are more likely to graduate from high school, earn more money and continue on to higher education.

GOAL 2: INCREASE PARENT AND COMMUNITY SATISFACTION RATE TO ENHANCE THE WELL-BEING OF COUNTY FAMILIES INVOLVED IN THIS PROGRAM.

Objective: The state Desired Parent Survey will be distributed to all families and results analyzed annually to determine parent satisfaction with identified areas of the program. The survey information will also be analyzed to assist PSD to respond to the needs of parents.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of responding parents satisfied with the overall quality of the program.	99%	99%	97%	98%	97%

The state's Desired Results Parent Survey is mandated annually by the California Department of Education and is an effective tool in measuring whether parents' needs and expectations are being met in the areas of school readiness and family support services. The Desired Results Parent Survey was distributed to all parents in the program in January 2010. The results for 2,171 surveys received were tabulated and analyzed in February 2010. Based on these results, 99% of the responding parents were satisfied with the overall quality of the program, 98% of the responding parents felt that their children were safe and content in the program and 95% of the responding parents felt that they were well informed of their children's development. The department anticipates that the survey results for 2011 will yield a similar level of satisfaction.



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Special Revenue Fund						
Preschool Services	44,421,611	44,405,257		16,354		710
Total Special Revenue Fund	44,421,611	44,405,257		16,354		710

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Preschool Services	38,768,663	40,196,673	48,581,331	51,227,178	44,421,611
Total	38,768,663	40,196,673	48,581,331	51,227,178	44,421,611

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Preschool Services	39,166,458	40,032,157	48,030,688	51,109,877	44,405,257
Total	39,166,458	40,032,157	48,030,688	51,109,877	44,405,257

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Preschool Services	(397,795)	164,516	550,643	117,301	16,354
Total	(397,795)	164,516	550,643	117,301	16,354



Preschool Services

DESCRIPTION OF MAJOR SERVICES

The Preschool Services Department (PSD) administers the Federal Head Start and Early Head Start programs, California Department of Education State Preschool program, as well as the Child and Adult Care Food Program in 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 Expenditure Authority	\$45,129,803
Total Sources	\$45,113,449
Fund Balance	\$16,354
Total Staff	710

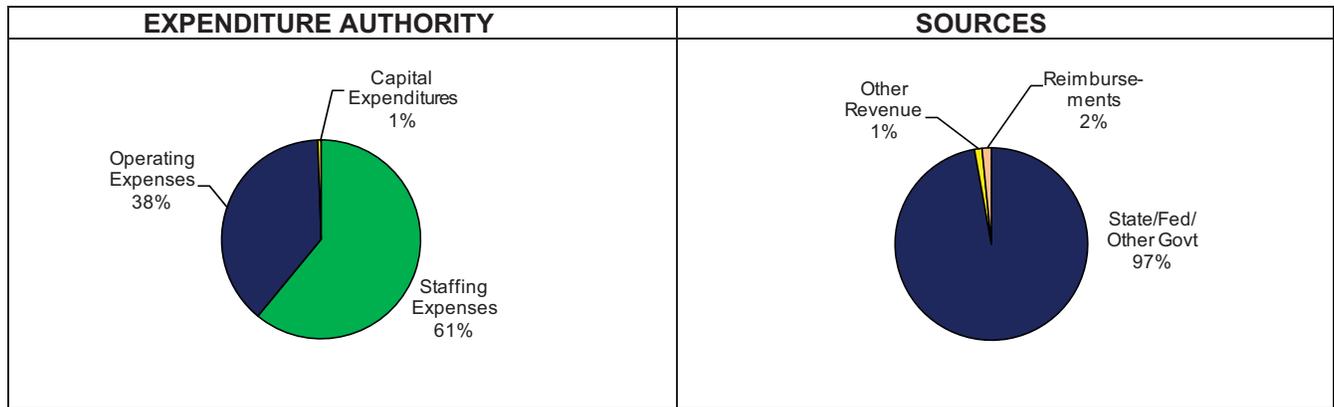
PSD serves about 6,000 low income and disadvantaged families and children from birth to 5 years of age and pregnant women. PSD's priority population includes children in foster care, those who are homeless and children with special needs and/or disabilities. In addition, our programs offer comprehensive child development and family support services to all enrolled children and families which include: physical health, nutrition and mental health to strengthen the child's capacity to participate successfully in school.

In order to continue to support the accomplishment of program objectives, PSD is sub-divided into the following groups:

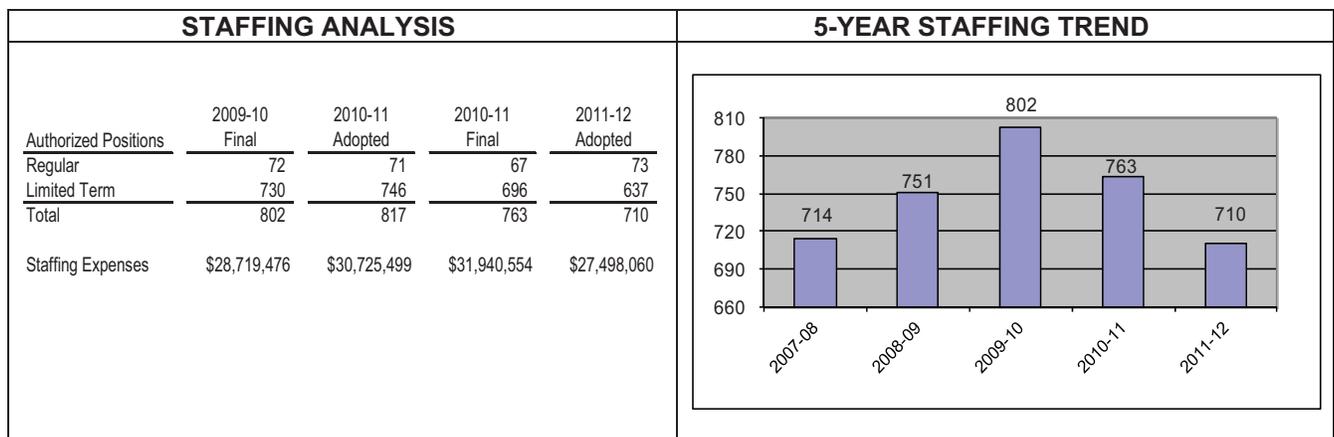
- Administration – This unit consists of the Director, secretarial support and special projects. In addition, this unit provides oversight for human resources and organizational development, training and technical assistance and parent involvement.
- Finance – Provides oversight for fiscal, budget, reporting/auditing preparation, contracts and grant writing.
- Operations – Provides oversight and are responsible for the overall operations of the Head Start sites and ensure that each child is provided with comprehensive child development services.
- Disability Services/Family and Community Partnerships – Provides oversight for the health, eligibility, recruitment, selection, enrollment and attendance, nutrition, mental health, home-base, family and community partnership and disability services. In addition, Support Services is also responsible for providing family and related children's support services.
- Quality Assurance – Provides ongoing monitoring, licensing/transportation, maintenance and facilities issues for all sites and delegate agencies.



2011-12 ADOPTED BUDGET



BUDGETED STAFFING



HUMAN SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Preschool Services
 FUND: Preschool Services

BUDGET UNIT: RSC HPS
 FUNCTION: Public Assistance
 ACTIVITY: Other Assistance

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	22,431,350	22,784,708	28,719,476	31,940,554	31,940,554	27,498,060	(4,442,494)
Operating Expenses	16,677,520	17,084,903	18,337,484	19,616,424	19,674,431	17,378,659	(2,295,772)
Capital Expenditures	359,971	791,496	772,888	360,037	360,037	236,730	(123,307)
Contingencies	0	0	0	0	0	16,354	16,354
Total Exp Authority	39,468,841	40,661,107	47,829,848	51,917,015	51,975,022	45,129,803	(6,845,219)
Reimbursements	0	0	(401,357)	(762,131)	(762,132)	(708,192)	53,940
Total Appropriation	39,468,841	40,661,107	47,428,491	51,154,884	51,212,890	44,421,611	(6,791,279)
Operating Transfers Out	5,000	0	939,576	14,287	14,288	0	(14,288)
Total Requirements	39,473,841	40,661,107	48,368,067	51,169,171	51,227,178	44,421,611	(6,805,567)
Departmental Revenue							
Taxes	48,429	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	38,988,298	40,351,285	47,761,276	50,507,076	50,687,724	43,838,308	(6,849,416)
Fee/Rate	1,040	83,063	(24,760)	155	155	500	345
Other Revenue	417,212	217,730	170,849	423,755	421,998	566,449	144,451
Total Revenue	39,454,979	40,652,078	47,907,365	50,930,986	51,109,877	44,405,257	(6,704,620)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	39,454,979	40,652,078	47,907,365	50,930,986	51,109,877	44,405,257	(6,704,620)
				Fund Balance	117,301	16,354	(100,947)
				Budgeted Staffing	763	710	(53)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$27,498,060 fund 710 budgeted positions in 2011-12. This represents a decrease of \$4,442,494 and 53 budgeted positions from prior year final budget.

Operating expenses of \$17,378,659 are decreasing by \$2,295,772 primarily due to a reduction in one-time American Recovery and Reinvestment Act (ARRA) funding which primarily impacts inventoriabile equipment, improvement to grounds and facilities, travel related expenses and computer hardware.

Capital expenditures of \$236,730 are decreasing by \$123,307 as a result of reduction in one-time funding from ARRA and Head Start.

Contingencies of \$16,354 represent the department's fund balance.

Operating transfers out is decreasing by \$14,288 as a result of reduction in one-time funding from ARRA and Head Start.

State, federal or government aid of \$43,838,308 is decreasing by \$6,849,416 due to a reduction in one-time ARRA funding of \$6,466,732, one-time basic grant reduction of \$544,036, and a reduction from San Bernardino City Unified School District's contract of \$5,228. These reductions are offset by a one-time increase of state aid of \$166,580.

Other revenue of \$566,449 is increasing by \$144,451 primarily due to budgeting for AB 212 and an increase for the Early Steps to School Success program. AB 212 is a state funded grant that provides a stipend for academic development for state funded teaching staff.

HUMAN SERVICES



STAFFING CHANGES AND OPERATIONAL IMPACTS

Preschool Services started with 817 budgeted positions in 2010-11. Staffing levels were increased by 12 positions with a first quarter budget adjustment increasing staff from 817 to 829. Reductions in the Second and Third Quarter Budget Adjustments resulted in staffing levels decreasing from 829 to 763 (reductions of 35 and 31 positions respectively). For 2011-12, the department had a net decrease of 53 positions resulting in 710 budgeted positions. Most positions that were reduced were contract positions utilized to staff classrooms and were no longer needed due to a classroom staffing reorganization due to anticipated decrease in funding. In addition these positions were no longer needed to meet the minimum mandated qualifications of the Head Start Act. The department has made these reductions as appropriate to meet the mandates.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Administration	25	9	34	31	3	0	34
Education	4	549	553	527	16	10	553
Family & Community Partnership	26	76	102	99	2	1	102
Finance	15	3	18	18	0	0	18
Quality Assurance	3	0	3	3	0	0	3
Total	73	637	710	678	21	11	710

<u>Family & Community Partnership</u>	<u>Administration</u>	<u>Education</u>
1 Cont PSD Behavioral Specialist	1 Director of Preschool Services	2 Cont Preschool Site Supervisor 9 mo
1 Cont PSD Center Clerk 12 mo	1 Administrative Supervisor I	11 Cont Preschool Site Supervisor 1 9 mo
52 Cont PSD Program Generalist 9 mo	1 Contract PSD Center Clerk 12 months	51 Cont Preschool Teacher II 12 months
16 Cont PSD Program Generalist 12 mo	7 Cont PSD General Maintenance Wkr 12m	155 Cont Preschool Teacher II 9 months
1 Cont PSD Prog Quality Spec 12 mo	1 Contract PSD Storekeeper 9 months	5 Cont Preschool Teacher Aide 12 mo
1 Cont PSD Program Quality Spec 9 mo	1 Deputy Director, Preschool Services	3 Cont Preschool Site Supvr I 12 mo
1 Contract PSD Program Manager	2 General Maintenance Mechanic	13 Cont PSD Center Clerk 12 months
3 Cont PSD Health Education Specialist	2 General Maintenance Worker	26 Cont PSD Center Clerk 9 months
1 Nutritionist	5 Office Assistant II	19 Cont PSD Food Service Worker 9 mo
1 Office Assistant III	3 Office Assistant III	11 Cont PSD Food Service Worker 12 mo
1 Program Specialist I	1 PSD Area Coordinator	20 Cont PSD Program Generalist 9 mo
1 PSD Area Coordinator	1 Secretary I	1 Cont PSD Program Generalist 12 mo
1 PSD Behavioral Specialist	2 Staff Analyst II	1 Cont PSD Program Manager
1 PSD Disability Services Manager	1 Storekeeper	5 Contract PSD Registered Nurse
5 PSD Eligibility Worker I	1 Stores Specialist	20 Contract PSD Teacher III 12 mo
6 PSD Program Supervisor	1 Supervising Office Assistant	1 Contract PSD Teacher III 9 mo
6 Public Service Employee	1 Executive Secretary II	11 Contract PSD Custodian 12 months
1 Special Education Specialist	1 Program Specialist II	22 Contract PSD Custodian 9 months
1 Speech Therapist	1 Staff Analyst II	18 Cont Preschool Teacher Aide 9 mo
1 Supervising Program Specialist		10 Cont Preschool Site Supvr II 12mo
	<u>Finance</u>	7 Cont Preschool Site Supvr II 9 mo
<u>Quality Assurance</u>	1 Accountant III	29 Cont Preschool Teacher Aide II 12 mo
2 PSD Eligibility Worker II	5 Account Technician	108 Cont Preschool Teacher Aide II 9 mo
1 Staff Analyst II	2 Administrative Supervisor I	1 Deputy Director, Preschool Services
	1 Administrative Supervisor II	3 PSD Program Manager
	1 Contract PSD Fiscal Assistant	
	2 Fiscal Assistant	
	1 Fiscal Specialist	
	2 Public Service Employee	
	1 Staff Analyst I	
	1 Supervising Fiscal Specialist	
	1 Systems Accountant II	



VETERANS AFFAIRS

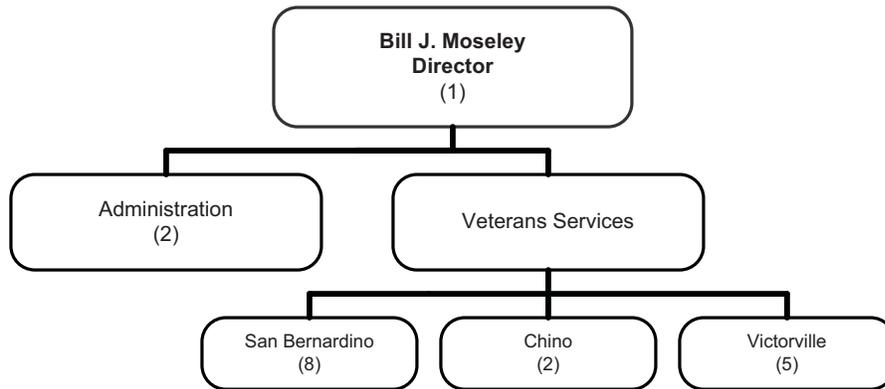
Bill J. Moseley

MISSION STATEMENT

To honor the commitment and sacrifice of our veterans, military and their families, and to promote awareness of their contributions and unique challenges, the department identifies and obtains benefits and services through advocacy, outreach and education, thereby contributing to the quality of life and well being of our communities.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Provided services to 20,427 county residents representing a 69% increase in clients served over five years.
- Coordinated a countywide holiday collection drive receiving more than 3,500 toys and \$8,000 in overseas calling cards, gift cards and cash donations for the families of deployed military personnel.
- Received a NACO Achievement Award for our Military and Veteran Community Collaborative.
- Received the highest customer service rating of "Excellent (A Grade)" from 95% of clients surveyed.
- Produced \$20 million in new federal benefits for county residents, outperforming the combined efforts of the three largest counties in California.

HUMAN SERVICES



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: EMPHASIZE HIGHER STANDARDS OF CUSTOMER SERVICE.

Objective: Review customer service policy to ensure full commitment to our customers which will require participation and support of all Veterans Affairs employees.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of customer service surveys on which clients score their over-all satisfaction as "Excellent" (an A grade).	87%	93%	60%	95%	75%

GOAL 2: PROMOTE STAFF TRAINING AND DEVELOPMENT.

Objective: Collaborate with other Southern California counties to conduct regional staff training.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of technical staff that will attend regional training.	90%	100%	100%	90%	100%

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Veterans Affairs	1,696,566	420,000	1,276,566			18
Total General Fund	1,696,566	420,000	1,276,566			18

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Veterans Affairs	1,479,719	1,488,402	1,396,040	1,599,098	1,696,566
Total	1,479,719	1,488,402	1,396,040	1,599,098	1,696,566

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Veterans Affairs	336,500	349,250	416,402	439,934	420,000
Total	336,500	349,250	416,402	439,934	420,000

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Veterans Affairs	1,143,219	1,139,152	979,638	1,159,164	1,276,566
Total	1,143,219	1,139,152	979,638	1,159,164	1,276,566



Veterans Affairs

DESCRIPTION OF MAJOR SERVICES

According to the Secretary of the U.S. Department of Veterans Affairs (VA), approximately one out of every three people in the United States is a potential VA beneficiary. The Department of Veterans Affairs provides claims assistance, information and referral, advocacy, and outreach to county residents. These benefits include medical care, life insurance, home loans, pension benefits, disability compensation, education and vocational rehabilitation. County VA employees are often the initial contact with the VA system for veterans and recently discharged military personnel in our community.

Budget at a Glance	
Total Expenditure Authority	\$1,696,566
Total Sources	\$420,000
Net County Cost	\$1,276,566
Total Staff	18
Funded by Net County Cost	75%

Services to the veteran's community are concentrated in the following areas:

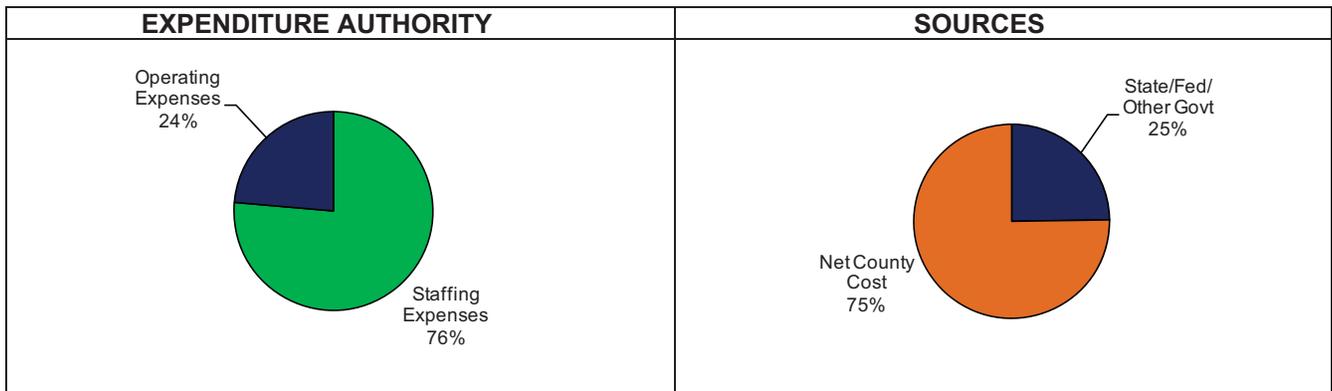
Claims Assistance - Provide benefits counseling, claim preparation, and development of material evidence. Monitor adjudication and resolve issues or questions in favor of the veteran. Provide assistance with administrative and appellate review of claims.

Information and Referral - Make referrals to other county departments, homeless providers, emergency service providers, and state federal agencies.

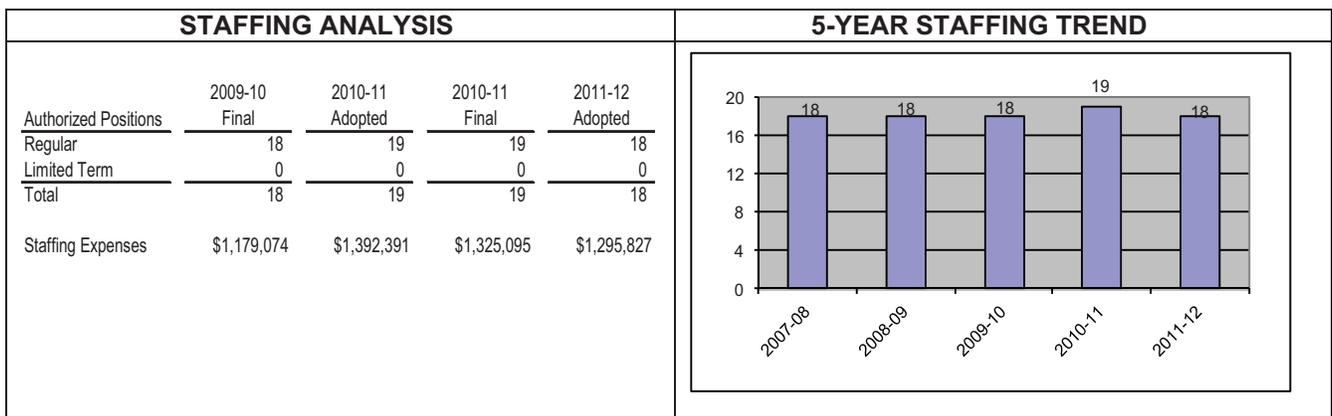
Provide individual advocacy, advocacy at the policy and legislative levels, and provide state and federal elected officials with technical assistance regarding veterans' legislation.

Conduct outreach to retirement homes, mortuaries, schools, military separation programs, and service organizations such as the American Legion, disabled American veterans, veterans of Foreign Wars, Elks, Rotary, etc., for the purpose of informing the community of veterans' benefits and services.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Human Services
 DEPARTMENT: Veterans Affairs
 FUND: General

BUDGET UNIT: AAA VAF
 FUNCTION: Public Assistance
 ACTIVITY: Veterans' Services

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	1,326,694	1,324,024	1,179,074	1,325,095	1,325,095	1,295,827	(29,268)
Operating Expenses	190,124	227,726	216,964	274,004	274,003	400,739	126,736
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,516,818	1,551,750	1,396,038	1,599,099	1,599,098	1,696,566	97,468
Reimbursements	(5,500)	(1,595)	0	0	0	0	0
Total Appropriation	1,511,318	1,550,155	1,396,038	1,599,099	1,599,098	1,696,566	97,468
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,511,318	1,550,155	1,396,038	1,599,099	1,599,098	1,696,566	97,468
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	366,419	413,078	413,183	439,834	439,834	420,000	(19,834)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	2,130	5,489	3,219	100	100	0	(100)
Total Revenue	368,549	418,567	416,402	439,934	439,934	420,000	(19,934)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	368,549	418,567	416,402	439,934	439,934	420,000	(19,934)
Net County Cost	1,142,769	1,131,588	979,636	1,159,165	1,159,164	1,276,566	117,402
				Budgeted Staffing	19	18	(1)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,295,827 fund 18 budgeted positions. The decrease of \$29,268 is primarily due to the loss of an Office Assistant III position as well as other retirement savings.

Operating expenses of \$400,739 include normal operating costs for general office expenses, travel and training, transfer costs for services provided by other county departments, such as HS Administration and information technologies, and central services for data processing and custodial costs. The increase of \$126,736 is primarily due to COWCAP charges and custodial costs due to the Veterans Affairs presence in the newly built High Desert Government Center.

State, federal or government aid of \$420,000 consists of \$150,000 from state subvention; \$150,000 from California Medi-Cal cost avoidance; \$60,000 from the Mental Health Services Act; \$34,000 from the California veteran's license plate fund; and \$26,000 from state reimbursement of services provided at the Barstow Veterans Home. The decrease of \$19,934 reflects the reduction of the State Subvention fund in mid 2010-11.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	3	0	0	3
Veterans Services	15	0	15	15	0	0	15
Total	18	0	18	18	0	0	18

<u>Administration</u>	<u>Veterans Services</u>
1 Director	2 Supervising Veterans Service Representative
1 Executive Secretary	4 Veterans Service Representative II
1 Staff Analyst	5 Veterans Service Representative I
	4 Office Assistant III

HUMAN SERVICES



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YOUR COUNTY... YOUR FUTURE

LAW AND JUSTICE

2011-12 ADOPTED BUDGET

- County of San Bernardino -

**LAW AND JUSTICE
SUMMARY**

GENERAL FUND	Page #	Appropriation	Revenue	Net County Cost	Staffing
COUNTY TRIAL COURTS	377				
DRUG COURT PROGRAMS	379	368,185	368,185	0	0
GRAND JURY	381	412,540	0	412,540	0
INDIGENT DEFENSE PROGRAM	383	9,284,045	120,000	9,164,045	0
COURT FACILITIES/JUDICIAL BENEFITS	385	1,288,342	0	1,288,342	0
COURT FACILITIES PAYMENTS	387	2,505,233	0	2,505,233	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	389	27,054,567	17,926,316	9,128,251	0
DISTRICT ATTORNEY	397				
CRIMINAL PROSECUTION	401	57,731,327	24,945,636	32,785,691	459
LAW AND JUSTICE GROUP ADMINISTRATION SUMMARY	419				
LAW AND JUSTICE GROUP ADMINISTRATION	422	183,300	183,300	0	1
PROBATION DEPARTMENT	432				
ADMINISTRATION, CORRECTIONS AND DETENTION	435	109,908,433	40,379,045	69,529,388	1,039
COURT-ORDERED PLACEMENTS	439	1,529,717	0	1,529,717	0
JUVENILE JUSTICE GRANT PROGRAM	441	0	0	0	26
PUBLIC DEFENDER	449	32,070,114	2,070,543	29,999,571	248
SHERIFF/CORONER/PUBLIC ADMINISTRATOR DEPARTMENT	454				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	458	449,288,793	272,175,278	177,113,515	3,466
TOTAL GENERAL FUND		<u>691,624,596</u>	<u>358,168,303</u>	<u>333,456,293</u>	<u>5,239</u>



**LAW AND JUSTICE
SUMMARY**

SPECIAL REVENUE FUND	Page #	Appropriation	Revenue	Fund Balance	Staffing
COUNTY TRIAL COURTS:					
COURTHOUSE SEISMIC SURCHARGE	391	2,801,147	2,801,000	147	0
ALTERNATE DISPUTE RESOLUTION	393	862,936	603,000	259,936	0
REGISTRATION FEES	395	159,140	12,000	147,140	0
DISTRICT ATTORNEY:					
REAL ESTATE FRAUD PROSECUTION	405	956,272	946,861	9,411	0
AUTO INSURANCE FRAUD PROSECUTION	407	746,136	637,495	108,641	0
WORKERS' COMPENSATION INSURANCE FRAUD	409	2,613,846	2,173,413	440,433	0
SPECIALIZED PROSECUTIONS	411	3,469,235	620,000	2,849,235	0
VEHICLE FEES - AUTO THEFT	413	823,000	816,101	6,899	0
STATE ASSET FORFEITURES	415	188,012	187,924	88	0
FEDERAL ASSET FORFEITURES	417	942,215	402,800	539,415	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
2009 JUSTICE ASSISTANCE GRANT	424	76,573	0	76,573	0
2009 RECOVERY ACT JUSTICE ASSISTANCE GRANT	426	471,007	5,000	466,007	0
2010 JUSTICE ASSISTANCE GRANT	428	118,874	0	118,874	0
SOUTHWEST BORDER PROSECUTION INITIATIVE	430	5,187,236	725,000	4,462,236	0
PROBATION:					
JUVENILE JUSTICE GRANT SPECIAL REVENUE	443	2,676,431	3,000	2,673,431	0
ASSET FORFEITURE 15%	445	9,881	80	9,801	0
STATE SEIZED ASSETS	447	54,356	380	53,976	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
CONTRACT TRAINING	464	5,810,885	3,565,000	2,245,885	0
PUBLIC GATHERINGS	466	1,657,551	1,448,998	208,553	0
AVIATION	468	1,772,375	500,000	1,272,375	0
IRNET FEDERAL	470	3,168,416	770,000	2,398,416	0
IRNET STATE	472	215,830	74,000	141,830	0
FEDERAL SEIZED ASSETS (DOJ)	474	9,958,321	815,000	9,143,321	0
FEDERAL SEIZED ASSETS (TREASURY)	476	47,148	10,400	36,748	0
STATE SEIZED ASSETS	478	4,547,778	1,025,000	3,522,778	0
AUTO THEFT TASK FORCE	480	905,941	824,000	81,941	0
SEARCH AND RESCUE	482	156,591	13,000	143,591	0
CAL-ID PROGRAM	484	4,438,276	4,093,551	344,725	0
CAPITAL PROJECTS FUND	486	1,201,892	40,000	1,161,892	0
COURT SERVICES AUTO	488	2,030,002	675,000	1,355,002	0
COURT SERVICES TECH	490	1,815,776	395,000	1,420,776	0
LOCAL DETENTION FACILITY REVENUE	492	3,152,320	15,000	3,137,320	0
TOTAL SPECIAL REVENUE FUNDS		<u>63,035,399</u>	<u>24,198,003</u>	<u>38,837,396</u>	<u>0</u>



COUNTY TRIAL COURTS

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
<u>General Fund</u>						
Drug Court Programs	368,185	368,185	0			0
Grand Jury	412,540	0	412,540			0
Indigent Defense Program	9,284,045	120,000	9,164,045			0
Court Facilities/Judicial Benefits	1,288,342	0	1,288,342			0
Court Facilities Payments	2,505,233	0	2,505,233			0
Trial Court Funding - Maintenance of Effort	27,054,567	17,926,316	9,128,251			0
Total General Fund	40,912,912	18,414,501	22,498,411			0
<u>Special Revenue Funds</u>						
Courthouse Seismic Surcharge	2,801,147	2,801,000		147		0
Alternate Dispute Resolution	862,936	603,000		259,936		0
Registration Fees	159,140	12,000		147,140		0
Total Special Revenue Funds	3,823,223	3,416,000		407,223		0
Total - All Funds	44,736,135	21,830,501	22,498,411	407,223		0



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Drug Court Programs	374,691	157,430	315,060	429,918	368,185
Grand Jury	343,249	388,592	363,660	576,723	412,540
Indigent Defense Program	9,158,413	9,283,413	9,217,413	8,973,413	9,284,045
Court Facilities/Judicial Benefits	1,786,037	1,875,564	1,608,583	1,429,195	1,288,342
Court Facilities Payments	869,933	869,334	2,357,348	2,505,233	2,505,233
Trial Court Funding - Maintenance of Effort	32,550,674	35,736,490	27,062,490	27,310,490	27,054,567
Courthouse Seismic Surcharge	15,576,967	3,170,649	2,814,521	2,633,249	2,801,147
Alternate Dispute Resolution	733,880	692,554	745,289	860,295	862,936
Registration Fees	54,159	69,018	135,057	147,831	159,140
Total	61,448,003	52,243,044	44,619,421	44,866,347	44,736,135

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Drug Court Programs	374,691	157,430	317,060	424,918	368,185
Grand Jury	0	0	0	0	0
Indigent Defense Program	0	125,000	164,000	171,300	120,000
Court Facilities/Judicial Benefits	0	0	0	0	0
Court Facilities Payments	0	0	0	0	0
Trial Court Funding - Maintenance of Effort	21,924,184	25,110,000	23,176,000	18,607,000	17,926,316
Courthouse Seismic Surcharge	2,415,557	2,702,000	2,814,200	2,633,000	2,801,000
Alternate Dispute Resolution	605,400	605,700	560,700	716,000	603,000
Registration Fees	10,500	8,000	34,500	13,500	12,000
Total	25,330,332	28,708,130	27,066,460	22,565,718	21,830,501

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Drug Court Programs	0	0	(2,000)	5,000	0
Grand Jury	343,249	388,592	363,660	576,723	412,540
Indigent Defense Program	9,158,413	9,158,413	9,053,413	8,802,113	9,164,045
Court Facilities/Judicial Benefits	1,786,037	1,875,564	1,608,583	1,429,195	1,288,342
Court Facilities Payments	869,933	869,334	2,357,348	2,505,233	2,505,233
Trial Court Funding - Maintenance of Effort	10,626,490	10,626,490	3,886,490	8,703,490	9,128,251
Total	22,784,122	22,918,393	17,267,494	22,021,754	22,498,411

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Courthouse Seismic Surcharge	13,161,410	468,649	321	249	147
Alternate Dispute Resolution	128,480	86,854	184,589	144,295	259,936
Registration Fees	43,659	61,018	100,557	134,331	147,140
Total	13,333,549	616,521	285,467	278,875	407,223



Drug Court Programs

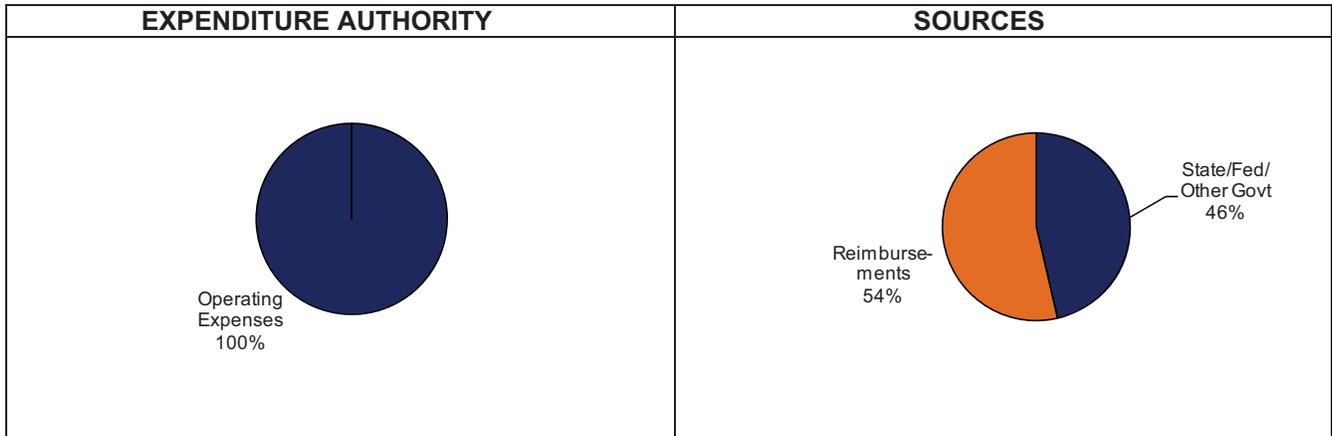
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for administrative support and treatment costs for Drug Courts Programs. Funding for these programs is provided by grant revenues and reimbursements from certain county departments.

Budget at a Glance

Total Expenditure Authority	\$793,889
Total Sources	\$793,889
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: County Trial Courts - Drug Court Programs
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	509,909	429,370	646,465	719,123	720,622	793,889	73,267
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	509,909	429,370	646,465	719,123	720,622	793,889	73,267
Reimbursements	(473,170)	(335,842)	(309,893)	(290,552)	(290,704)	(425,704)	(135,000)
Total Appropriation	36,739	93,528	336,572	428,571	429,918	368,185	(61,733)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	36,739	93,528	336,572	428,571	429,918	368,185	(61,733)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	251,682	385,047	385,918	368,185	(17,733)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	55,536	43,495	1,500	0	0	0	0
Total Revenue	55,536	43,495	253,182	385,047	385,918	368,185	(17,733)
Operating Transfers In	0	50,032	63,354	38,315	39,000	0	(39,000)
Total Sources	55,536	93,527	316,536	423,362	424,918	368,185	(56,733)
Net County Cost	(18,797)	1	20,036	5,209	5,000	0	(5,000)
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$793,889 include professional and specialized services, medical expenses, vehicle charges, general office expenses, travel and other administrative costs related to the operation of drug court programs.

Reimbursements of \$425,704 represent payments from other county departments, primarily Behavioral Health's Alcohol and Drug Services and Children and Family Services, to help pay for program activities.

State and federal aid of \$368,185 reflects grant revenues anticipated for Drug Court activities.

Total appropriation and departmental revenue are decreased for 2011-12 due to reduced grant funding available to expand/enhance substance abuse treatment programs.



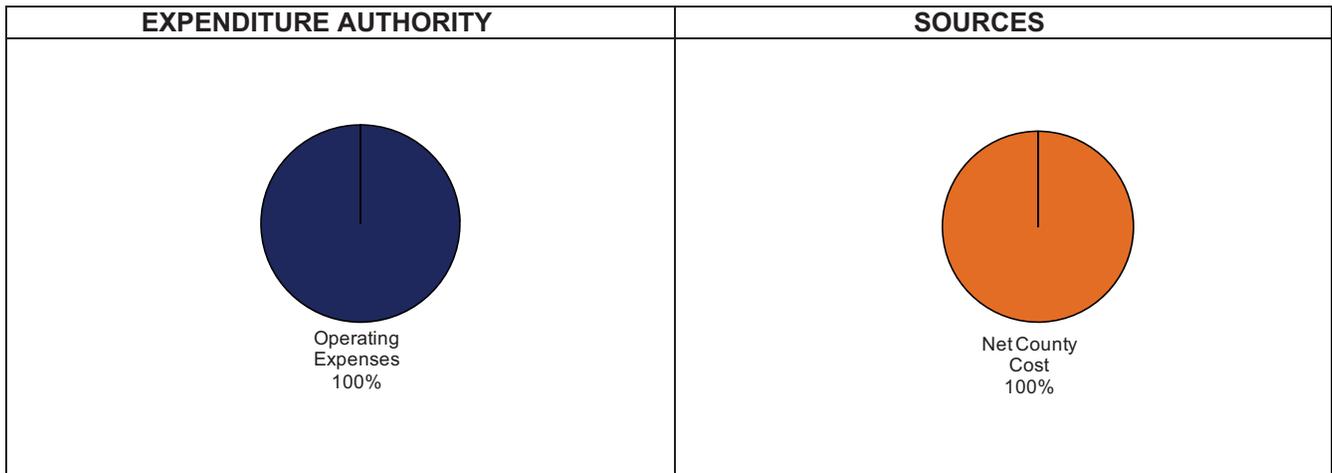
Grand Jury

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.

Budget at a Glance	
Total Expenditure Authority	\$412,540
Total Sources	\$0
Net County Cost	\$412,540
Total Staff	0
Funded by Net County Cost	100%

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: County Trial Courts - Grand Jury
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	331,407	317,078	362,288	576,067	576,723	412,540	(164,183)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	331,407	317,078	362,288	576,067	576,723	412,540	(164,183)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	331,407	317,078	362,288	576,067	576,723	412,540	(164,183)
Operating Transfers Out	0	30,000	0	0	0	0	0
Total Requirements	331,407	347,078	362,288	576,067	576,723	412,540	(164,183)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	331,407	347,078	362,288	576,067	576,723	412,540	(164,183)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$412,540 include professional and specialized services, administration and office expenses, juror fees, travel costs, and a transfer to Superior Court for reimbursement of a Grand Jury Assistant position. The \$164,183 decrease is due to the receipt of one-time funds in 2010-11 for investigative and forensic accounting services.



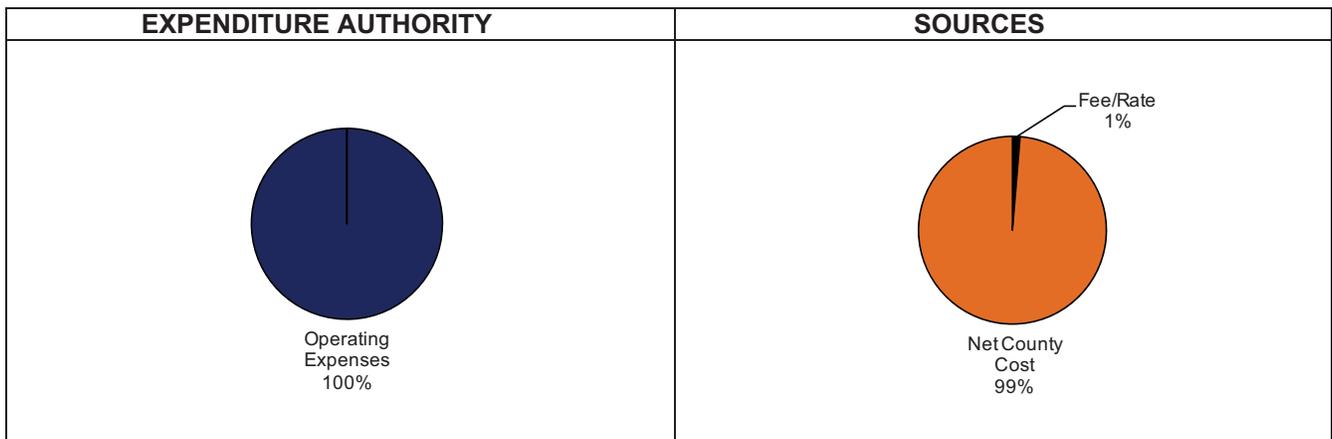
Indigent Defense Program

DESCRIPTION OF MAJOR SERVICES

The Indigent Defense Program pays for court-appointed adult indigent criminal and juvenile delinquency legal representation services for clients the Public Defender cannot represent, and for appointed legal counsel for wards or proposed wards in guardianship proceedings pursuant to Probate Code §1470 effective January 1, 2008. A portion of this budget is also set aside for investigator and expert expenditures for the Public Defender Homicide Defense Unit. The program administers attorney service and alternate dispute resolution contracts, monitors appointed caseloads and expenditures, and reports to the County Administrative Office.

Budget at a Glance	
Total Expenditure Authority	\$9,284,045
Total Sources	\$120,000
Net County Cost	\$9,164,045
Total Staff	0
Funded by Net County Cost	99%

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: County Trial Courts - Indigent Defense Program
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	9,090,092	9,169,508	9,216,425	8,969,038	8,973,413	9,284,045	310,632
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	9,090,092	9,169,508	9,216,425	8,969,038	8,973,413	9,284,045	310,632
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	9,090,092	9,169,508	9,216,425	8,969,038	8,973,413	9,284,045	310,632
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	9,090,092	9,169,508	9,216,425	8,969,038	8,973,413	9,284,045	310,632
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	10,635	0	(11,878)	0	0	0	0
Fee/Rate	135,554	163,065	146,551	137,272	137,300	120,000	(17,300)
Other Revenue	44,907	48,710	16,231	33,155	34,000	0	(34,000)
Total Revenue	191,096	211,775	150,904	170,427	171,300	120,000	(51,300)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	191,096	211,775	150,904	170,427	171,300	120,000	(51,300)
Net County Cost	8,898,996	8,957,733	9,065,521	8,798,611	8,802,113	9,164,045	361,932
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$9,284,045 represents contracted and *ad hoc* (non-contracted) court-appointed attorney, investigator and expert services for adult indigent criminal and juvenile delinquency legal representation. Also included are investigator costs and expert witness fees for the Public Defender Homicide Defense Unit.

Fee/rate revenue of \$120,000 reflects the receipt of client payments for appointed juvenile delinquency representation.



Court Facilities/Judicial Benefits

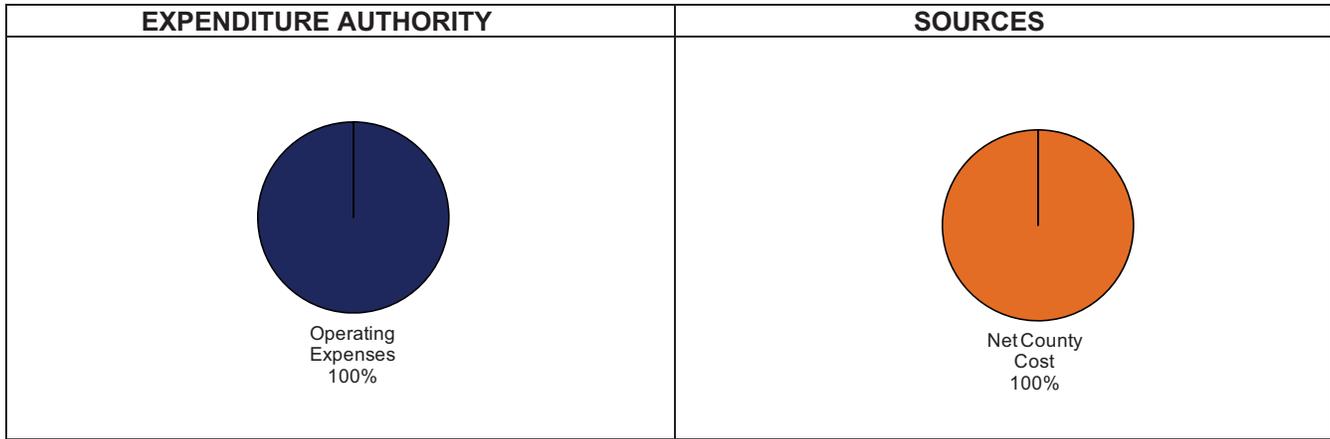
DESCRIPTION OF MAJOR SERVICES

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. Additionally, as of June 30, 2008, all facilities have been transferred to the state pursuant to the Trial Court Facilities Act of 2002, SB 1732.

Budget at a Glance	
Total Expenditure Authority	\$1,288,342
Total Sources	\$0
Net County Cost	\$1,288,342
Total Staff	0
Funded by Net County Cost	100%

This budget unit continues to appropriate funds for property insurance costs not covered by the agreement with the Administrative Office of the Courts. This budget unit also appropriates local judicial benefits, designated as other charges in the budget. According to the county’s agreement with the Superior Court, new judges authorized and appointed after January 1, 2008 do not receive these benefits.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: County Trial Courts - Court Facilities/Judicial Benefits
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,708,035	1,606,667	1,607,218	1,479,089	1,481,195	1,288,342	(192,853)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,708,035	1,606,667	1,607,218	1,479,089	1,481,195	1,288,342	(192,853)
Reimbursements	0	0	0	(51,899)	(52,000)	0	52,000
Total Appropriation	1,708,035	1,606,667	1,607,218	1,427,190	1,429,195	1,288,342	(140,853)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,708,035	1,606,667	1,607,218	1,427,190	1,429,195	1,288,342	(140,853)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	1,708,035	1,606,667	1,607,218	1,427,190	1,429,195	1,288,342	(140,853)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,288,342 include \$1,100,000 for payment of judicial benefits for 56 judges who were appointed prior to January 1, 2008. According to the county's agreement with the Superior Court, new judges authorized and appointed after this date do not receive these benefits. The annual amount per judge is approximately \$19,620. The remaining budgeted amount of \$188,342 represents property insurance costs and transfers to the Sheriff/Coroner/Public Administrator for security services at the Fontana Court.

The \$140,853 decrease in total appropriation for 2011-12 reflects reduced insurance costs and judges leaving the bench who are replaced by new judges who are not subject to receiving county-paid benefits.



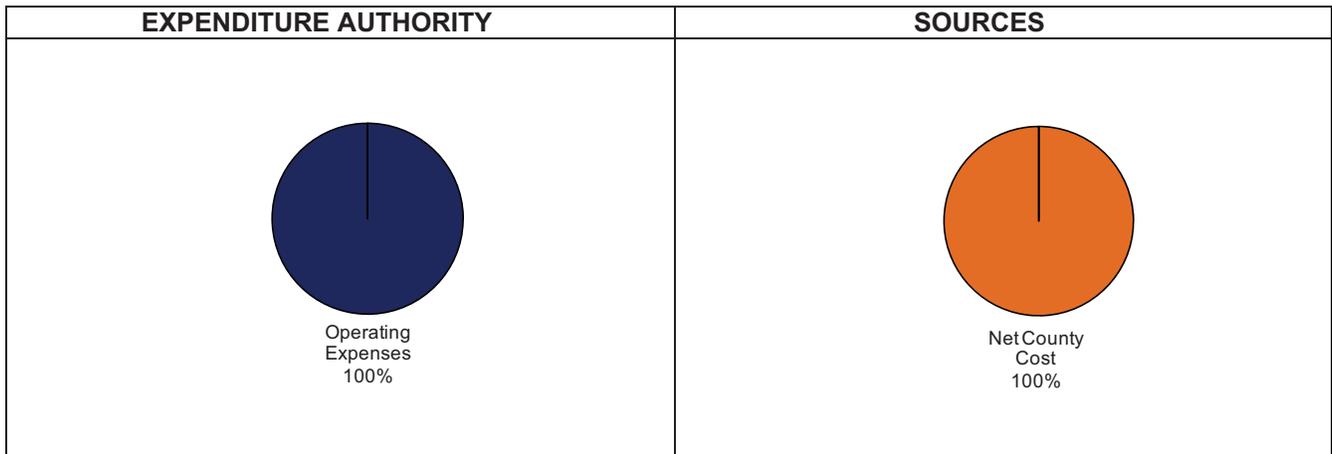
Court Facilities Payments

DESCRIPTION OF MAJOR SERVICES

The Trial Court Facilities Act of 2002, SB 1732, requires the transfer of responsibility for funding and operation of trial court facilities from the counties to the State of California. The county must pay the state the amount that the county historically expended for the operation and maintenance of each court facility. This budget unit was established in 2006-07 to budget and track these payments. There are twenty-seven facilities and the final facility was transferred in 2009.

Budget at a Glance	
Total Expenditure Authority	\$2,505,233
Total Sources	\$0
Net County Cost	\$2,505,233
Total Staff	0
Funded by Net County Cost	100%

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: County Trial Courts - Court Facilities Payments
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	869,334	1,948,489	2,357,348	2,504,112	2,505,233	2,505,233	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	869,334	1,948,489	2,357,348	2,504,112	2,505,233	2,505,233	0
Reimbursements	0	(846,027)	0	0	0	0	0
Total Appropriation	869,334	1,102,462	2,357,348	2,504,112	2,505,233	2,505,233	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	869,334	1,102,462	2,357,348	2,504,112	2,505,233	2,505,233	0
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	869,334	1,102,462	2,357,348	2,504,112	2,505,233	2,505,233	0
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Total appropriation of \$2,505,233 represents payments to the state for operational and maintenance costs of the court facilities. No budgetary changes are anticipated for 2011-12.

LAW AND JUSTICE



Trial Court Funding – Maintenance of Effort (MOE)

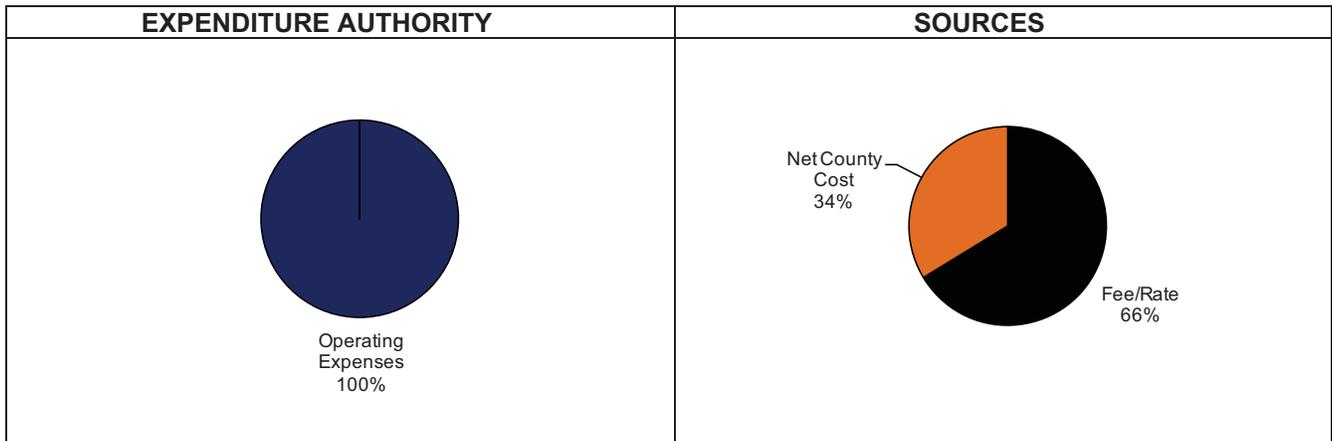
DESCRIPTION OF MAJOR SERVICES

On January 1, 1998, AB 233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for funding future growth in court operations costs. In addition, it requires counties to make a capped maintenance of effort (MOE) payment to the state each year for operations of the courts. In return, the state allowed the counties to retain many fines and forfeitures to help fund their MOE payments with the provision that collections that exceed the amount of the revenue MOE be shared equally between the state and the county.

Budget at a Glance	
Total Expenditure Authority	\$27,054,567
Total Sources	\$17,926,316
Net County Cost	\$9,128,251
Total Staff	0
Funded by Net County Cost	34%

The county's historical MOE contribution of \$28,390,295 was made up of two components. The expenditure component of \$20,227,102 represented the adjusted 1994-95 county expenses for court operations and the revenue component of \$8,163,193 was based on the fine and forfeiture revenue sent to the state in 1994-95. In 2006-07 the revenue component changed to \$3,325,704 due to legislation. Therefore, the county's current MOE contribution is \$23,552,806.

2011-12 ADOPTED BUDGET



LAW AND JUSTICE



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: County Trial Courts - Trial Court Funding MOE
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	31,579,590	30,856,461	26,857,143	27,309,502	27,310,490	27,054,567	(255,923)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	31,579,590	30,856,461	26,857,143	27,309,502	27,310,490	27,054,567	(255,923)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	31,579,590	30,856,461	26,857,143	27,309,502	27,310,490	27,054,567	(255,923)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	31,579,590	30,856,461	26,857,143	27,309,502	27,310,490	27,054,567	(255,923)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	24,600,117	23,575,035	18,357,532	18,624,671	18,607,000	17,926,316	(680,684)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	24,600,117	23,575,035	18,357,532	18,624,671	18,607,000	17,926,316	(680,684)
Operating Transfers In	0	0	5,014,984	0	0	0	0
Total Sources	24,600,117	23,575,035	23,372,516	18,624,671	18,607,000	17,926,316	(680,684)
Net County Cost	6,979,473	7,281,426	3,484,627	8,684,831	8,703,490	9,128,251	424,761
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$27,054,567 represent the county's capped maintenance of effort payment of \$23,552,806 to the state for court operations, as well as the estimated amount of fines/forfeitures expected to exceed the revenue MOE base figure and will be shared equally with the state (\$3,501,761).

Fee/rate revenue of \$17,926,316 includes traffic and criminal fines, penalty assessments, vital statistics fees, civil filing fees, traffic school and recording fees.



Courthouse Seismic Surcharge

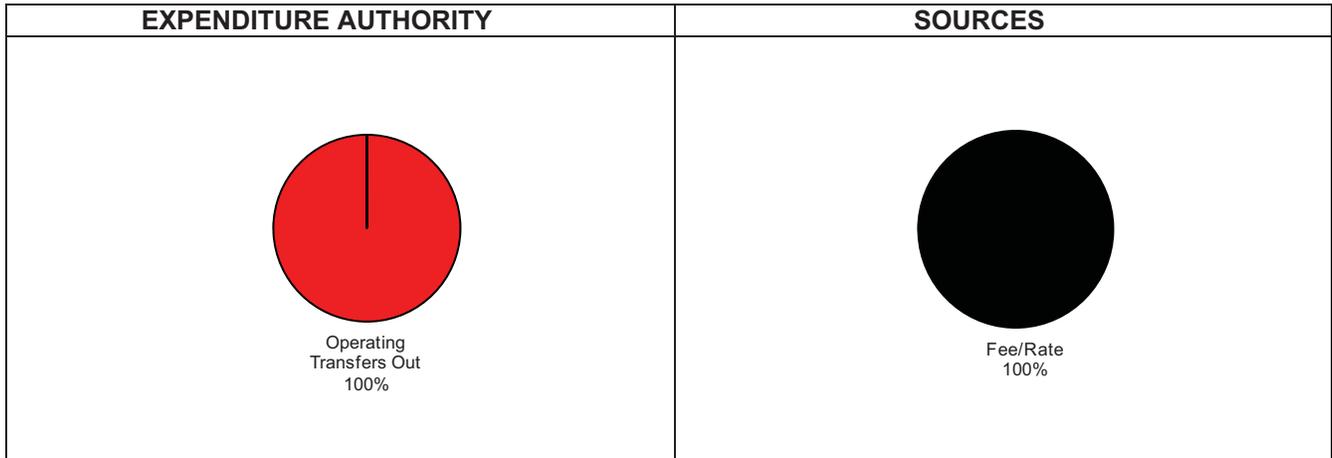
DESCRIPTION OF MAJOR SERVICES

Funding for this budget unit comes from a \$35 surcharge on civil filings as authorized by Government Code Section 70624. Surcharge revenues were used for the Central Courthouse seismic retrofit/remodel project, which was completed in January 2011. These revenues are also being used to make contributions to the state for the new courthouse in downtown San Bernardino.

Budget at a Glance	
Total Expenditure Authority	\$2,801,147
Total Sources	\$2,801,000
Fund Balance	\$147
Total Staff	0

In June 2007 the county privately placed \$18.4 million of revenue bonds for courthouse improvements. These bonds mature on June 1, 2037 and are payable solely from revenues generated by a \$35 civil filing fee surcharge and related interest earnings. They are not an obligation of the county. The surcharge purchasers of the bonds have assumed the risk that surcharge revenues may someday not be sufficient to make principal and interest payments. All pledged revenues are remitted monthly to a trustee acting on behalf of the owners of the bonds.

2011-12 ADOPTED BUDGET



LAW AND JUSTICE



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: County Trial Courts
 FUND: Courthouse Seismic Surcharge

BUDGET UNIT: RSE CAO
 FUNCTION: General
 ACTIVITY: Plant Acquisition

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	0	0	0
Operating Transfers Out	15,488,724	2,986,778	2,813,809	2,633,136	2,633,249	2,801,147	167,898
Total Requirements	15,488,724	2,986,778	2,813,809	2,633,136	2,633,249	2,801,147	167,898
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	2,581,287	2,516,403	2,812,723	2,632,333	2,632,000	2,800,000	168,000
Other Revenue	214,675	2,047	1,014	700	1,000	1,000	0
Total Revenue	2,795,962	2,518,450	2,813,737	2,633,033	2,633,000	2,801,000	168,000
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,795,962	2,518,450	2,813,737	2,633,033	2,633,000	2,801,000	168,000
				Fund Balance	249	147	(102)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating transfers out of \$2,801,147 reflect the amount of projected revenue and fund balance to be transferred to the bond trustee for principal and interest payments during the fiscal year.

Fee/rate revenue of \$2,800,000 represents the anticipated amount generated from collections of civil court fees.

Other revenue of \$1,000 represents interest earnings.



Alternate Dispute Resolution

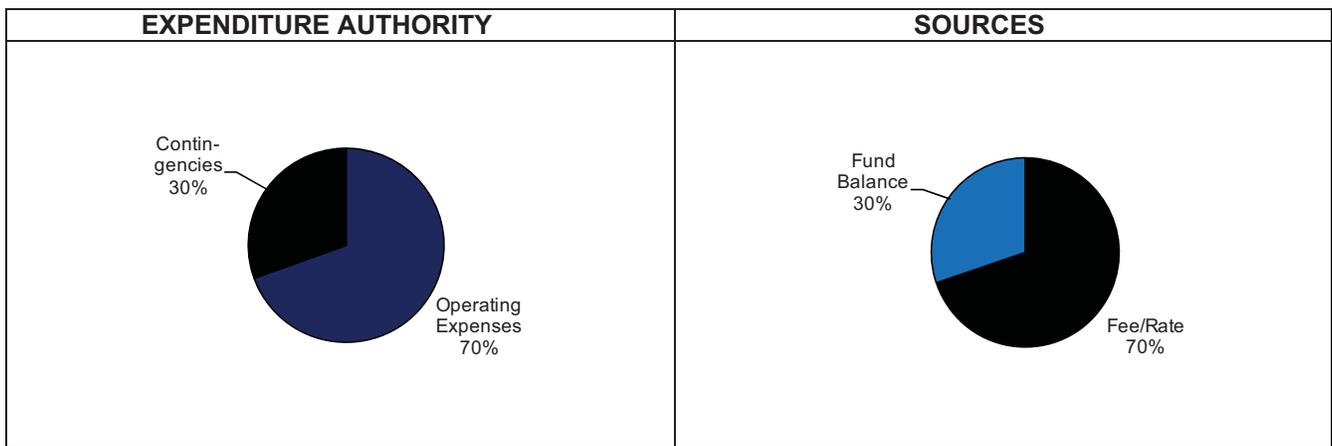
DESCRIPTION OF MAJOR SERVICES

The Dispute Resolution Programs Act of 1986 authorizes the establishment and use of local dispute resolution services as an alternative to formal court proceedings. The county presently receives \$8 per civil filing fee which funds contracts for mediation services for small claims, landlord-tenant disputes, unlawful detainer actions, and certain civil and family law matters. In accordance with the county's annual agreement with the Superior Court, the court administers these contracts and pays the county contractors directly from this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$862,936
Total Sources	\$603,000
Fund Balance	\$259,936
Total Staff	0

This special revenue fund was established January 1, 2005 to account for this program.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: County Trial Courts
 FUND: Alternate Dispute Resolution

BUDGET UNIT: SEF CAO
 FUNCTION: Public Protection
 ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	644,742	600,000	600,000	600,000	603,295	600,000	(3,295)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	257,000	262,936	5,936
Total Exp Authority	644,742	600,000	600,000	600,000	860,295	862,936	2,641
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	644,742	600,000	600,000	600,000	860,295	862,936	2,641
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	644,742	600,000	600,000	600,000	860,295	862,936	2,641
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	3,077	1,208	346	125	1,000	0	(1,000)
Fee/Rate	597,163	693,785	556,536	713,219	713,000	600,000	(113,000)
Other Revenue	2,876	2,742	2,824	2,298	2,000	3,000	1,000
Total Revenue	603,116	697,735	559,706	715,642	716,000	603,000	(113,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	603,116	697,735	559,706	715,642	716,000	603,000	(113,000)
				Fund Balance	144,295	259,936	115,641
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$600,000 represent costs related to contracts for mediation services.

Contingencies of \$262,936 are being set aside for future allocation as approved by the Board of Supervisors.

Fee/rate revenue of \$600,000 is anticipated from the collection of civil filing fees.

Other revenue of \$3,000 represents interest earnings.



Registration Fees

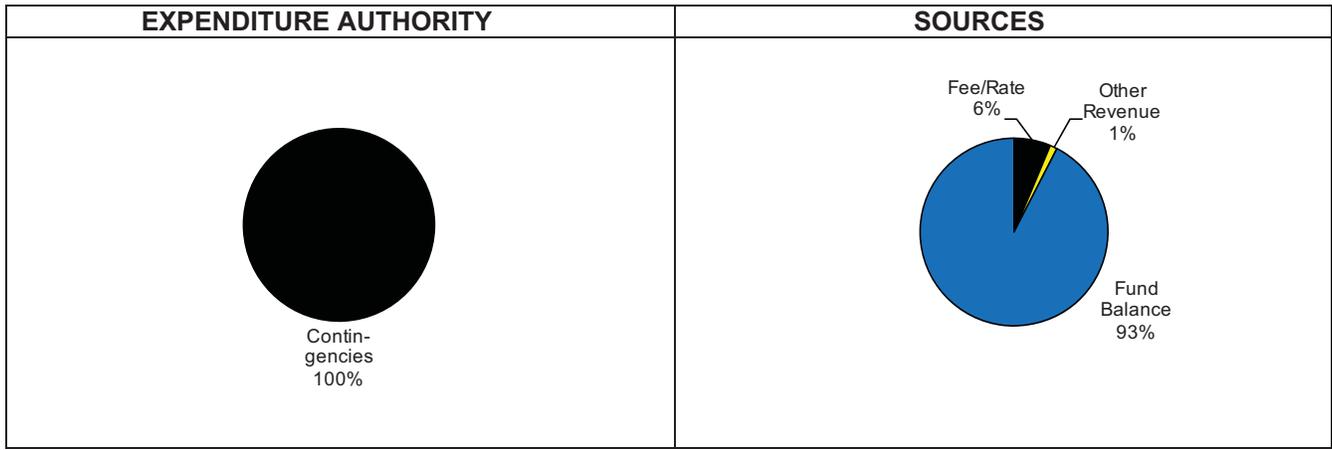
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for the “registration fee” that is collected from indigent defendants under Penal Code § 987.5 at the time appointed defense counsel is assigned. Effective July 1, 2010, the fee was increased from \$25 to a maximum of \$50 in accordance with California Senate Bill 676. The revenues from this fee are distributed at the discretion of the Board of Supervisors pursuant to Penal Code § 987.5 (e).

Budget at a Glance

Total Expenditure Authority	\$159,140
Total Sources	\$12,000
Fund Balance	\$147,140
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: County Trial Courts
 FUND: Registration Fees

BUDGET UNIT: RMX IDC
 FUNCTION: Public Protection
 ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	147,831	159,140	11,309
Total Exp Authority	0	0	0	0	147,831	159,140	11,309
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	147,831	159,140	11,309
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	147,831	159,140	11,309
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	15,074	37,437	32,057	11,422	12,000	10,000	(2,000)
Other Revenue	2,285	2,102	1,717	1,386	1,500	2,000	500
Total Revenue	17,359	39,539	33,774	12,808	13,500	12,000	(1,500)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	17,359	39,539	33,774	12,808	13,500	12,000	(1,500)
				Fund Balance	134,331	147,140	12,809
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACTS

Contingencies of \$159,140 are being set aside for future allocation by the Board of Supervisors.

Fee/rate revenue of \$10,000 represents projected collections from the indigent defense registration fee.

Other revenue of \$2,000 represents interest earnings.



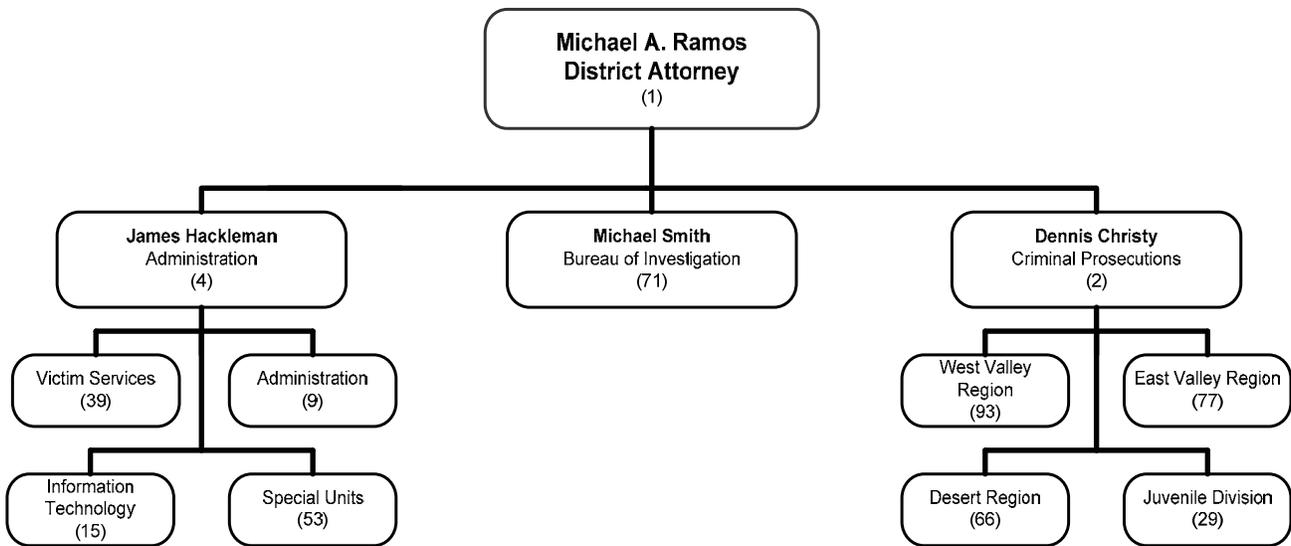
DISTRICT ATTORNEY Michael A. Ramos

MISSION STATEMENT

The San Bernardino County District Attorney's Office represents the interests of the people in the criminal justice system as mandated by California State law. The San Bernardino County District Attorney's Office serves the residents of San Bernardino County by: seeking the truth; protecting the innocent; holding the guilty accountable; preserving the dignity of victims and their families; and ensuring that justice is done while always maintaining the highest ethical standards.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Specialized prosecutions secured over \$4.9 million in fines/penalties for environmental worker safety and consumer protection laws.
- Restitution ordered for victims of crime in the amount of \$3.1 million.
- The department's per capita prison commitment rate was highest in the state.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROMOTE PUBLIC SAFETY BY PUNISHING CRIMINAL CONDUCT.

Objective: Continue to promptly, effectively and ethically prosecute criminal offenses.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of state prison sentences to felony defendants charged.	41%	33%	35%	34%	36%

The District Attorney’s Office continues to promote public safety by holding offenders accountable for their actions and seeking appropriate punishment for the offense. State prison sentences, where appropriate, bring justice to victims of crime and remove the most serious offenders from our communities. San Bernardino County’s per capita prison commitment rate is the highest in the state.

The performance measurement reflects the department’s strong commitment of seeking appropriate sentencing and punishing criminal conduct. For 2010-11, the department virtually reached its target of state prison sentences to felony defendants charged, despite reductions in staffing. Although the District Attorney’s Office is experiencing further staffing reductions in 2011-12, due largely to state revenue cutbacks, the department has established an ambitious goal of increasing the amount from prior year.

GOAL 2: ASSIST VICTIMS AND THEIR FAMILIES TO OVERCOME THE EFFECTS OF CRIME.

Objective: Minimize the impact of crime upon the lives of victims and provide assistance as they participate in the criminal justice system.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Increase of cases where victim services are provided.	(5%)	(9%)	3%	(23%)	3%

The personal contact with a trained Victim Advocate is the best reassurance the department can provide for traumatized victims as they find their way through an often-confusing criminal justice system. Advocates provide emotional support and information regarding services and restitution to crime victims. It is the objective of the District Attorney’s Office to provide that personal contact in as many cases as possible and to increase that level of contact in succeeding years. For 2010-11, victim services provided by the department experienced a 23% decrease from prior year. This reduction was primarily because of less staff available to provide these important services. However, the performance measure for 2011-12 demonstrates the department’s continued strong commitment to serve victims of crime despite staffing reductions. Services provided include the continuance of Camp Good Grief. This successful program is a joint effort between the department’s Victim Services Division and Loma Linda University Children’s Hospital.



SUMMARY OF BUDGET UNITS

	2011-12				
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp Staffing
General Fund					
Criminal Prosecution	57,731,327	24,945,636	32,785,691		459
Total General Fund	57,731,327	24,945,636	32,785,691		459
Special Revenue Funds					
Real Estate Fraud Prosecution	956,272	946,861		9,411	0
Auto Insurance Fraud Prosecution	746,136	637,495		108,641	0
Workers' Compensation Insurance Fraud	2,613,846	2,173,413		440,433	0
Specialized Prosecutions	3,469,235	620,000		2,849,235	0
Vehicle Fees - Auto Theft	823,000	816,101		6,899	0
State Asset Forfeitures	188,012	187,924		88	0
Federal Asset Forfeitures	942,215	402,800		539,415	0
Total Special Revenue Funds	9,738,716	5,784,594		3,954,122	0
Total - All Funds	67,470,043	30,730,230	32,785,691	3,954,122	459



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Criminal Prosecution	59,051,132	66,671,268	68,582,736	61,251,118	57,731,327
Real Estate Fraud Prosecution	4,088,637	2,922,534	1,833,531	1,085,923	956,272
Auto Insurance Fraud Prosecution	929,574	783,767	914,635	749,707	746,136
Workers' Comp Insurance Fraud Prosecution	1,718,860	2,011,258	2,517,418	2,564,599	2,613,846
Specialized Prosecutions	708,708	2,649,401	5,351,508	4,524,175	3,469,235
Vehicle Fees - Auto Theft	1,110,119	894,346	854,800	838,676	823,000
State Asset Forfeitures	465,973	300,000	366,740	202,012	188,012
Federal Asset Forfeitures	169,769	142,019	308,815	826,524	942,215
Total	68,242,772	76,374,593	80,730,183	72,042,734	67,470,043

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Criminal Prosecution	35,845,581	40,292,888	31,657,491	25,065,548	24,945,636
Real Estate Fraud Prosecution	1,500,000	1,000,000	842,000	784,400	946,861
Auto Insurance Fraud Prosecution	766,302	789,000	914,635	638,343	637,495
Workers' Comp Insurance Fraud Prosecution	1,457,200	1,899,000	2,274,640	2,175,000	2,173,413
Specialized Prosecutions	594,925	855,000	4,033,000	690,300	620,000
Vehicle Fees - Auto Theft	833,500	833,500	807,000	811,000	816,101
State Asset Forfeitures	400,000	300,000	306,000	224,000	187,924
Federal Asset Forfeitures	24,000	66,000	219,000	556,180	402,800
Total	41,421,508	46,035,388	41,053,766	30,944,771	30,730,230

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Criminal Prosecution	23,205,551	26,378,380	36,925,245	36,185,570	32,785,691
Total	23,205,551	26,378,380	36,925,245	36,185,570	32,785,691

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Real Estate Fraud Prosecution	2,588,637	1,922,534	991,531	301,523	9,411
Auto Insurance Fraud Prosecution	163,272	(5,233)	0	111,364	108,641
Workers' Comp Insurance Fraud Prosecution	261,660	112,258	242,778	389,599	440,433
Specialized Prosecutions	113,783	1,794,401	1,318,508	3,833,875	2,849,235
Vehicle Fees - Auto Theft	276,619	60,846	47,800	27,676	6,899
State Asset Forfeitures	65,973	0	60,740	(21,988)	88
Federal Asset Forfeitures	145,769	76,019	89,815	270,344	539,415
Total	3,615,713	3,960,825	2,751,172	4,912,393	3,954,122



Criminal Prosecution

DESCRIPTION OF MAJOR SERVICES

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.

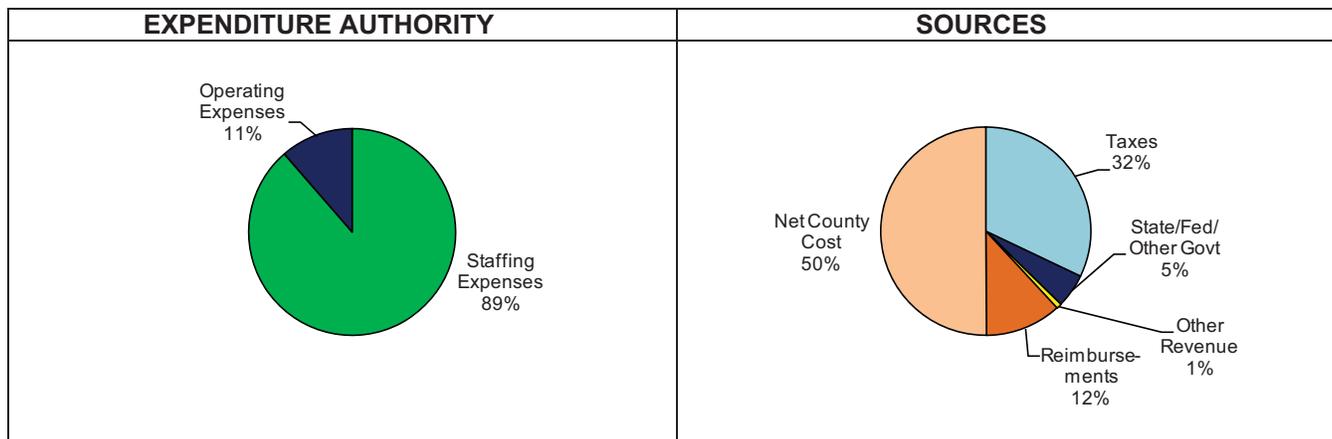
Budget at a Glance	
Total Expenditure Authority	\$65,455,080
Total Sources	\$32,669,389
Net County Cost	\$32,785,691
Total Staff	459
Funded by Net County Cost	50%

The District Attorney also has a duty to investigate crimes. District Attorney Investigators work to prepare cases for trial and initiate special criminal investigations. The office also administers several state grants and other state revenues that finance prosecutors and investigators who handle Real Estate Fraud, Auto Insurance Fraud, Workers' Compensation Fraud, and other special areas of prosecution.

The District Attorney has an ethical and legal responsibility to the victims of crimes. The office seeks restitution for victims and provides emotional and financial support for victims and their families.

Finally, as the public prosecutor handling 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.

2011-12 ADOPTED BUDGET



LAW AND JUSTICE



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND	
Authorized Positions	2009-10 Final	2010-11 Adopted	2010-11 Final	2011-12 Adopted		
Regular	526	492	492	459		
Limited Term	0	0	0	0		
Total	526	492	492	459		
Staffing Expenses	\$64,288,497	\$63,713,409	\$64,052,409	\$57,913,255		

ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: District Attorney - Criminal Prosecution
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	57,314,718	64,481,895	64,288,497	64,052,068	64,052,409	57,913,255	(6,139,154)
Operating Expenses	6,556,243	6,815,983	5,967,371	6,126,962	6,129,662	7,438,199	1,308,537
Capital Expenditures	189,870	0	29,766	66,359	67,000	28,626	(38,374)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	64,060,831	71,297,878	70,285,634	70,245,389	70,249,071	65,380,080	(4,868,991)
Reimbursements	(3,463,152)	(2,108,038)	(1,892,794)	(9,132,312)	(9,132,953)	(7,723,753)	1,409,200
Total Appropriation	60,597,679	69,189,840	68,392,840	61,113,077	61,116,118	57,656,327	(3,459,791)
Operating Transfers Out	0	150,000	152,548	134,945	135,000	75,000	(60,000)
Total Requirements	60,597,679	69,339,840	68,545,388	61,248,022	61,251,118	57,731,327	(3,519,791)
Departmental Revenue							
Taxes	25,987,500	22,064,576	20,282,500	20,562,500	20,562,500	21,000,000	437,500
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	4,718,593	3,726,661	3,704,197	4,006,287	4,006,638	3,418,913	(587,725)
Fee/Rate	60,581	33,311	196	181	350	200	(150)
Other Revenue	96,008	197,340	302,613	495,269	496,060	451,523	(44,537)
Total Revenue	30,862,682	26,021,888	24,289,506	25,064,237	25,065,548	24,870,636	(194,912)
Operating Transfers In	2,058,544	7,593,457	7,367,809	0	0	75,000	75,000
Total Sources	32,921,226	33,615,345	31,657,315	25,064,237	25,065,548	24,945,636	(119,912)
Net County Cost	27,676,453	35,724,495	36,888,073	36,183,785	36,185,570	32,785,691	(3,399,879)
Budgeted Staffing					492	459	(33)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$57,913,255 fund 459 budgeted positions. The sizable decrease of \$6,139,154 for 2011-12 is primarily due to the following:

- Deletion of 33 positions, the impacts of which are described below under "Staffing Changes and Operational Impact".
- Elimination of the county's pick-up of employees' share of the required contribution to the San Bernardino County Employees' Retirement Association in the amount of seven percent (7%) of earnable compensation for all exempt (approved) and attorney (proposed) positions.



- Proposed work schedule reduction (from 80 hours to 72 hours per pay period) for department employees of the San Bernardino Public Employees Association.

However, these reductions in staffing expenses are partially offset through retirement rate increases and negotiated labor agreement adjustments for some employees.

Operating expenses of \$7,438,199 primarily consist of a variety of professional services, vehicle charges, computer hardware/software rents/leases, insurance, data processing charges, facilities management charges, travel costs, and general office expenses. The \$1,308,537 increase is the result of COWCAP costs now being charged to this budget unit.

Capital expenditures of \$28,626 include the purchase of a large battery backup unit for the department's server room (\$20,000) and the acquisition of a storage area network for data retention (\$8,626).

Reimbursements of \$7,723,753 primarily represent funds received for costs related to welfare fraud, real estate fraud, workers' compensation fraud, auto insurance fraud, asset forfeitures, and other specialized prosecutions. The \$1,409,200 reduction reflects fewer funds available principally from the department's various special revenue budget units.

Operating transfers out of \$75,000 represent payment to County Fire for the cost of a HazMat Specialist II assisting the department's Specialized Prosecution Unit. The \$60,000 reduction includes a decrease to County Fire/HazMat and elimination of lease costs for a trailer in Fontana.

Taxes (Prop 172) of \$21,000,000 represent an increase of \$437,500 based on the most current sale tax trends as provided by the Finance and Administration Section of the County Administrative Office.

State, federal and other governmental aid of \$3,418,913 includes \$1,346,250 from SB 90 cost reimbursements and \$2,072,663 from various state/federal grants. The \$587,725 reduction includes elimination of a COPS grant and Vertical Prosecution grant.

Other revenue of \$451,523 includes \$349,523 from an agreement with the San Manuel Indian Tribe to investigate and prosecute crimes related to Indian Gaming. The balance of \$102,000 represents various miscellaneous revenues received by the department.

Operating transfers in of \$75,000 represent the amount from the specialized prosecutions unit for the cost of the County Fire/HazMat Specialist II assisting the department.

STAFFING CHANGES AND OPERATIONAL IMPACT

The department's 2011-12 budgeted staffing is decreasing by 33 positions. These reductions in staffing include 14 Attorney positions, 9 Investigators, 7 Office Assistants, 1 Fiscal Assistant, 1 Secretary, and 1 Victim Advocate position. These decreases, together with 34 positions deleted in the department's 2010-11 budget, are expected to adversely impact the operation of the District Attorney's Office as follows:

- Significant decrease in the department's ability to investigate and prosecute criminal activity related to Family Violence (Child/Elder Abuse and Domestic Violence), Gangs, and Auto Theft.
- Virtual elimination of the department's Identity Theft unit.
- Continued decrease in the department's ability for a timely review of incoming cases, thus resulting in an additional backlog of criminal suspects who remain uncharged.
- Elimination of the Truancy Program for the County's West End.
- Elimination of the department's Marijuana Suppression prosecutor.
- Reduced ability to attend Lifer Parole hearings for the state's most dangerous prison inmates.



2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management	7	0	7	6	1	0	7
Bureau of Investigation	71	0	71	70	1	0	71
Central Criminal	77	0	77	77	0	0	77
Special Units	53	0	53	53	0	0	53
Bureau of Administration	9	0	9	9	0	0	9
Bureau of Victim Services	39	0	39	39	0	0	39
Desert Criminal	66	0	66	66	0	0	66
Bureau of Information Technology	15	0	15	13	2	0	15
Juvenile Division	29	0	29	29	0	0	29
West End Criminal	93	0	93	93	0	0	93
Total	459	0	459	455	4	0	459

<u>Management</u> 1 Elected District Attorney 1 Executive Secretary III 2 Asst. District Attorney 1 Executive Secretary II 1 Special Asst. Deputy DA 1 Public Affairs Officer	<u>Bureau of Investigation</u> 1 DA Chief Investigator 1 Executive Secretary I 2 DA Asst. Chief Investigator 7 Supr. DA Investigators 33 Senior Investigators 15 Investigative Technician II 3 Investigative Technician III 9 Office Assistant IV	<u>Central Criminal</u> 1 Chief Deputy DA 4 Supervising DDA 44 Deputy District Attorney 2 Secretary II 3 Secretary I 1 Supr. Office Specialist 1 Office Assistant IV 18 Office Assistant III 3 Office Assistant II	<u>Special Units</u> 1 Chief Deputy DA 2 Supervising DDA 26 Deputy District Attorney 4 Legal Research Attorney IV 2 Secretary II 7 Secretary I 1 Supr. Office Specialist 2 Paralegals 6 Office Assistant III 1 Accountant III 1 Grand Jury Advisor
<u>Bureau of Administration</u> 1 Chief of DA Administration 1 Secretary II 1 Administrative Supervisor I 2 Staff Analyst II 2 Payroll Specialist 1 Fiscal Specialist 1 Fiscal Assistant	<u>Bureau of Victim Services</u> 1 Victim Services Chief 5 Supr. Victim Advocate 12 Victim Advocate II 6 Victim Advocate I 5 Office Assistant III 2 Paralegal 1 Spvg Vic/Witness Clms Tech 2 Victim/Witness Claims Tech II 5 Victim/Witness Claims Tech I	<u>Desert Criminal</u> 1 Chief Deputy DA 4 Supervising DDA 36 Deputy District Attorney 1 Secretary II 2 Secretary I 1 Supr. Office Specialist 3 Supr. Office Assistant 1 Office Assistant IV 17 Office Assistant III	
<u>Bureau of Information Tech</u> 1 Dept Info Svcs Administrator 1 Business Systems Analyst III 1 Depart Systems Engineer 1 Spvg Automated Sys Analyst II 5 Automated Systems Analyst I 2 Automated Systems Analyst II 2 Business Systems Analyst I 1 Programmer Analyst II 1 Automated Systems Technician	<u>Juvenile Division</u> 1 Chief Deputy District Attorney 1 Secretary II 2 Supr. Deputy District Attorney 15 Deputy District Attorney 3 Secretary I 7 Office Assistant III	<u>West End Criminal</u> 1 Chief Deputy DA 3 Supervising DDA 53 Deputy District Attorney 2 Secretary II 4 Secretary I 1 Supr. Office Specialist 1 Supr. Office Assistant 1 Office Assistant IV 26 Office Assistant III 1 Office Assistant II	



Real Estate Fraud Prosecution

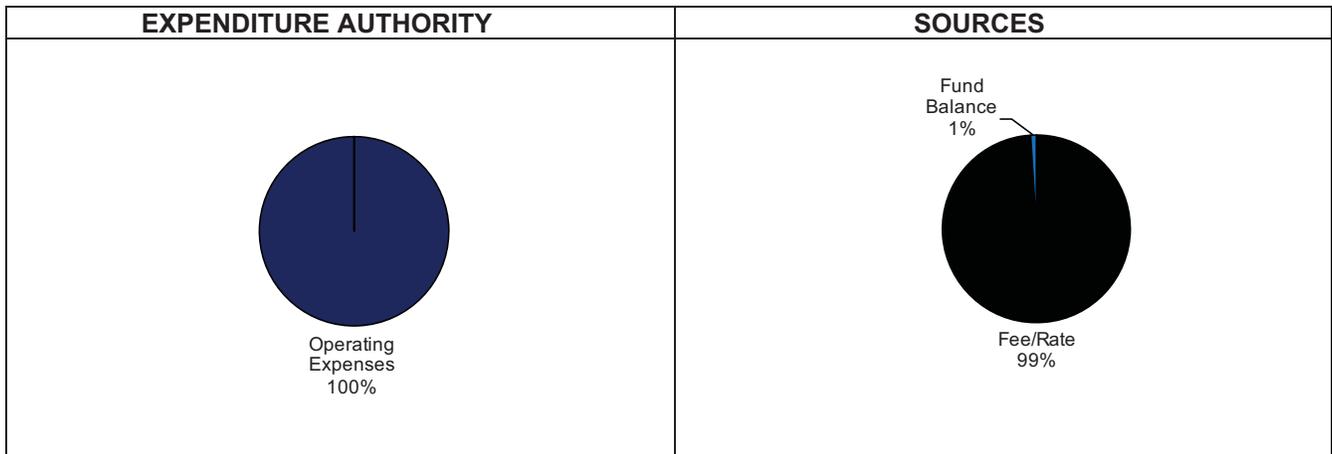
DESCRIPTION OF MAJOR SERVICES

On January 23, 1996, the Board of Supervisors (Board) adopted Resolution 96-14 to allow the county to collect, pursuant to Government code Section 27388, a \$2.00 fee upon recording documents. On December 9, 2008, the board adopted Resolution 2008-311 authorizing the increase of this fee from \$2.00 to \$3.00. These monies, in accordance with state law, are used to fund a Real Estate Fraud Prosecution Unit that investigates and prosecutes real estate fraud crimes in the county. In this county, the District Attorney not only prosecutes, but also investigates all real estate fraud cases.

Budget at a Glance	
Total Expenditure Authority	\$956,272
Total Sources	\$946,861
Fund Balance	\$9,411
Total Staff	0

There is no staffing associated with this budget unit. Revenue from this budget unit is transferred to the District Attorney's Criminal Prosecution budget unit to offset the costs of two Deputy District Attorneys and three Investigator positions assigned to real estate fraud prosecution.

2011-12 ADOPTED BUDGET



LAW AND JUSTICE



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: District Attorney
 FUND: Real Estate Fraud Prosecution

BUDGET UNIT: REB DAT
 FUNCTION: Public Protection
 ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	1,342,315	0	0	0	0	0	0
Operating Expenses	200,378	(12)	0	1,076,626	1,077,523	956,272	(121,251)
Capital Expenditures	16,202	0	0	0	0	0	0
Contingencies	0	0	0	0	8,400	0	(8,400)
Total Exp Authority	1,558,895	(12)	0	1,076,626	1,085,923	956,272	(129,651)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,558,895	(12)	0	1,076,626	1,085,923	956,272	(129,651)
Operating Transfers Out	0	1,670,413	1,532,828	0	0	0	0
Total Requirements	1,558,895	1,670,401	1,532,828	1,076,626	1,085,923	956,272	(129,651)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	58	808	1,336	1,400	0	(1,400)
Fee/Rate	892,793	739,341	745,932	783,028	783,000	946,861	163,861
Other Revenue	0	0	96,080	150	0	0	0
Total Revenue	892,793	739,399	842,820	784,514	784,400	946,861	162,461
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	892,793	739,399	842,820	784,514	784,400	946,861	162,461
				Fund Balance	301,523	9,411	(292,112)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$956,272 represent transfers to the department's Criminal Prosecution budget unit for the cost of staff assigned to real estate fraud prosecution. The \$121,251 decrease reflects the reduction of an Investigator position assigned to Real Estate Fraud Prosecution Unit.

Fee/rate revenue of \$946,861 represents the amount anticipated from the \$3.00 fee collected on recording documents for real estate fraud prosecution.



Auto Insurance Fraud Prosecution

DESCRIPTION OF MAJOR SERVICES

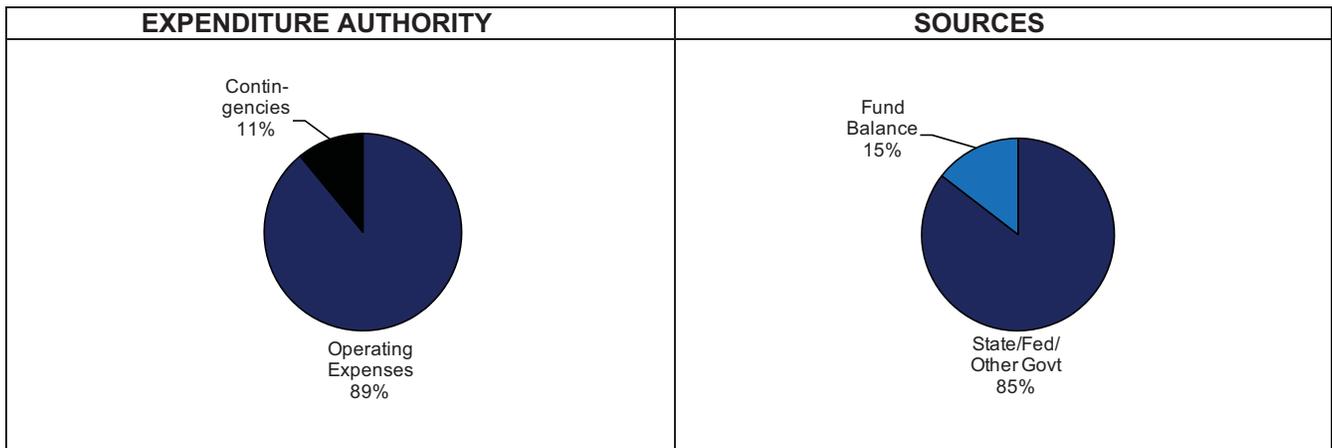
Insurance fraud is a particular problem for automobile policyholders. It contributes substantially to the highest cost of automobile insurance with particular significance in urban areas. Prevention of automobile insurance fraud can significantly reduce insurance claim payments and may therefore produce a commensurate reduction in automobile insurance premiums.

Budget at a Glance	
Total Expenditure Authority	\$746,136
Total Sources	\$637,495
Fund Balance	\$108,641
Total Staff	0

Under the direction of the Insurance Commissioner, the California Department of Insurance makes funds available, as authorized by Section 18971 of the California Insurance Code, to the District Attorney’s Office for investigation and prosecution of automobile insurance fraud.

There is no staffing associated with this budget unit. Revenue from this budget unit is transferred to the District Attorney’s Criminal Prosecution budget unit to primarily offset the cost of one Deputy District Attorney and two Investigators assigned to auto insurance fraud prosecution.

2011-12 ADOPTED BUDGET



LAW AND JUSTICE



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: District Attorney
 FUND: Auto Insurance Fraud Prosecution

BUDGET UNIT: RIP DAT
 FUNCTION: Public Protection
 ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	845,309	0	0	0	0	0	0
Operating Expenses	69,465	(512)	0	640,218	640,330	664,413	24,083
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	109,377	81,723	(27,654)
Total Exp Authority	914,774	(512)	0	640,218	749,707	746,136	(3,571)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	914,774	(512)	0	640,218	749,707	746,136	(3,571)
Operating Transfers Out	0	741,614	803,071	0	0	0	0
Total Requirements	914,774	741,102	803,071	640,218	749,707	746,136	(3,571)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	746,269	559,760	847,635	637,495	638,343	637,495	(848)
Fee/Rate	0	186,567	0	0	0	0	0
Other Revenue	0	8	66,800	0	0	0	0
Total Revenue	746,269	746,335	914,435	637,495	638,343	637,495	(848)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	746,269	746,335	914,435	637,495	638,343	637,495	(848)
				Fund Balance	111,364	108,641	(2,723)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$664,413 represent transfers to the department's Criminal Prosecution budget unit for the cost of staff assigned to auto insurance fraud prosecution.

Departmental revenue of \$637,495 represents grant funds from the California Department of Insurance.



Workers' Compensation Insurance Fraud Prosecution

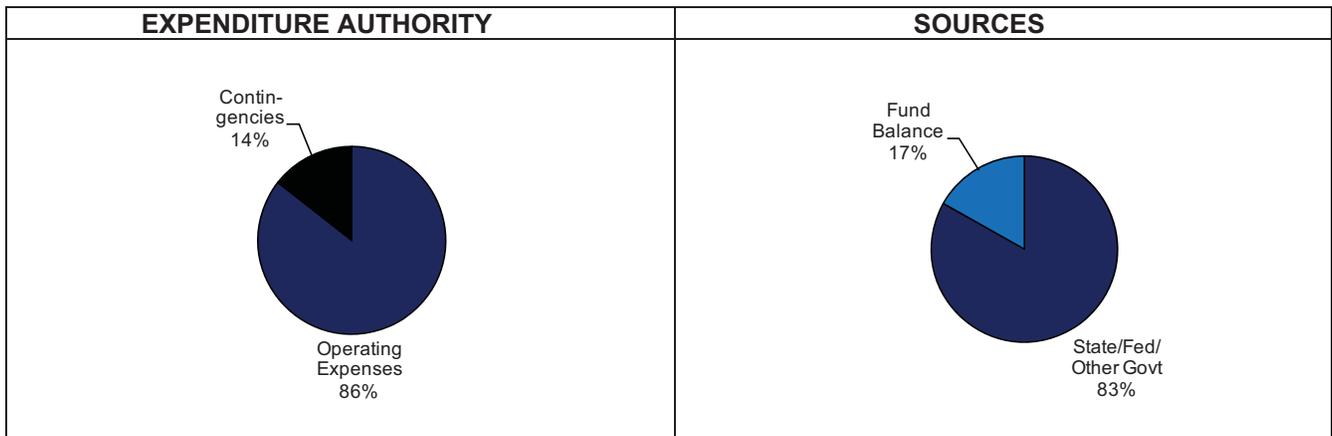
DESCRIPTION OF MAJOR SERVICES

The Department of Insurance, pursuant to Section 1871.83 of the California Insurance Code, distributes funds to the District Attorney's Office for the investigation and prosecution of workers' compensation insurance fraud. These assessed funds represent a percentage of the total premiums collected by workers' compensation insurance companies and are distributed to investigate and prosecute worker's compensation fraud claims or claims relating to the willful failure to secure the payment of workers' compensation. Of all money collected by the state, 56% is retained by the state for fraud investigation and 44% is distributed statewide to District Attorney Offices through a grant program. These funds are administered through this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$2,613,846
Total Sources	\$2,173,413
Fund Balance	\$440,433
Total Staff	0

There is no staffing associated with this budget unit. The insurance grant revenue from this budget unit is transferred to the District Attorney's Criminal Prosecution budget unit primarily to offset the costs of four Deputy District Attorneys, seven Investigator positions, one Office Assistant and one Secretary assigned to the Workers' Compensation Insurance Fraud Prosecution unit.

2011-12 ADOPTED BUDGET



LAW AND JUSTICE



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney
FUND: Workers Comp Insurance Fraud Prosecution

BUDGET UNIT: ROB DAT
FUNCTION: Public Protection
ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	1,746,646	0	0	0	0	0	0
Operating Expenses	302,155	0	0	2,124,396	2,124,593	2,237,103	112,510
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	440,006	376,743	(63,263)
Total Exp Authority	2,048,801	0	0	2,124,396	2,564,599	2,613,846	49,247
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,048,801	0	0	2,124,396	2,564,599	2,613,846	49,247
Operating Transfers Out	0	1,981,825	2,128,000	0	0	0	0
Total Requirements	2,048,801	1,981,825	2,128,000	2,124,396	2,564,599	2,613,846	49,247
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	1,899,000	950,942	2,151,640	2,175,080	2,175,000	2,173,413	(1,587)
Fee/Rate	400	1,161,402	0	0	0	0	0
Other Revenue	0	0	123,182	150	0	0	0
Total Revenue	1,899,400	2,112,344	2,274,822	2,175,230	2,175,000	2,173,413	(1,587)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	1,899,400	2,112,344	2,274,822	2,175,230	2,175,000	2,173,413	(1,587)
				Fund Balance	389,599	440,433	50,834
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,237,103 represent transfers to the department's Criminal Prosecution budget unit for the cost of staff assigned to workers' compensation insurance fraud prosecution. The additional \$112,510 reflects increased costs associated with this unit's staffing for 2011-12.

Contingencies of \$376,743 represent funds not anticipated to be expended in 2011-12.

Departmental revenue of \$2,173,413 reflects projected insurance grant funds from the California Department of Insurance.



Specialized Prosecutions

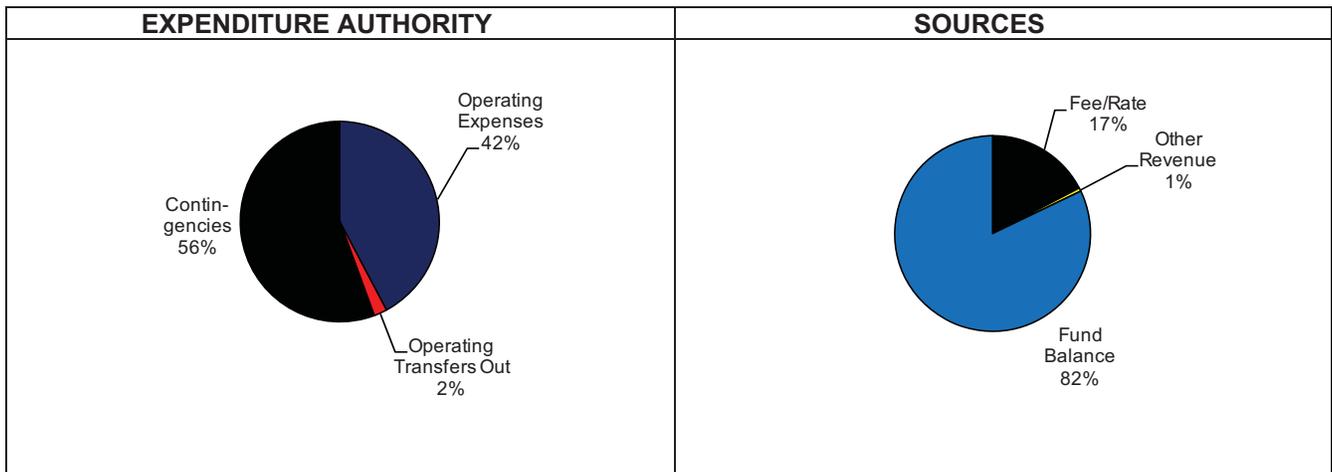
DESCRIPTION OF MAJOR SERVICES

The District Attorney's Specialized Prosecutions Unit was established in 1990-91 with funding from various fines and forfeitures to prosecute crimes such as hazardous waste dumping, consumer fraud and violations of Cal/OSHA laws.

Budget at a Glance	
Total Expenditure Authority	\$3,469,235
Total Sources	\$620,000
Fund Balance	\$2,849,235
Total Staff	0

There is no staffing associated with this budget unit. Revenue from this budget unit is transferred to the District Attorney's Criminal Prosecution budget unit to offset two Deputy District Attorneys, two Investigators, one Supervising Investigator, one Investigative Technician, one Secretary, and other costs associated with the Specialized Prosecutions Unit.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: District Attorney
 FUND: Specialized Prosecutions

BUDGET UNIT: SBI DAT
 FUNCTION: Public Protection
 ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	(434)	0	0	1,674,701	1,675,051	1,466,234	(208,817)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	2,849,124	1,928,001	(921,123)
Total Exp Authority	(434)	0	0	1,674,701	4,524,175	3,394,235	(1,129,940)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	(434)	0	0	1,674,701	4,524,175	3,394,235	(1,129,940)
Operating Transfers Out	1,172,808	1,798,001	1,536,056	0	0	75,000	75,000
Total Requirements	1,172,374	1,798,001	1,536,056	1,674,701	4,524,175	3,469,235	(1,054,940)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	692	0	0	0	0
Fee/Rate	2,811,357	1,275,573	4,337,961	655,458	656,000	600,000	(56,000)
Other Revenue	39,567	46,533	(287,230)	34,603	34,300	20,000	(14,300)
Total Revenue	2,850,924	1,322,106	4,051,423	690,061	690,300	620,000	(70,300)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,850,924	1,322,106	4,051,423	690,061	690,300	620,000	(70,300)
				Fund Balance	3,833,875	2,849,235	(984,640)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,466,234 represent transfers to the department's Criminal Prosecution budget unit for the cost of staff assigned to the Specialized Prosecutions Unit. The budget is reduced by \$208,817 to reflect the use of unrestricted funds in 2010-11 to assist the department with offsetting certain expenses in the Criminal Prosecution budget unit.

Contingencies of \$1,928,001, which are reduced by \$921,123, represent funds not anticipated to be needed for 2011-12 and will therefore be available to support costs of the Specialized Prosecution Unit in future years.

Operating transfers out of \$75,000 supports one half-time Hazardous Materials Specialist from County Fire.

Fee/rate revenue of \$600,000 reflects the department's estimate of case settlements anticipated in 2011-12.

Other revenue of \$20,000 reflects projected interest earnings.



Vehicle Fees – Auto Theft

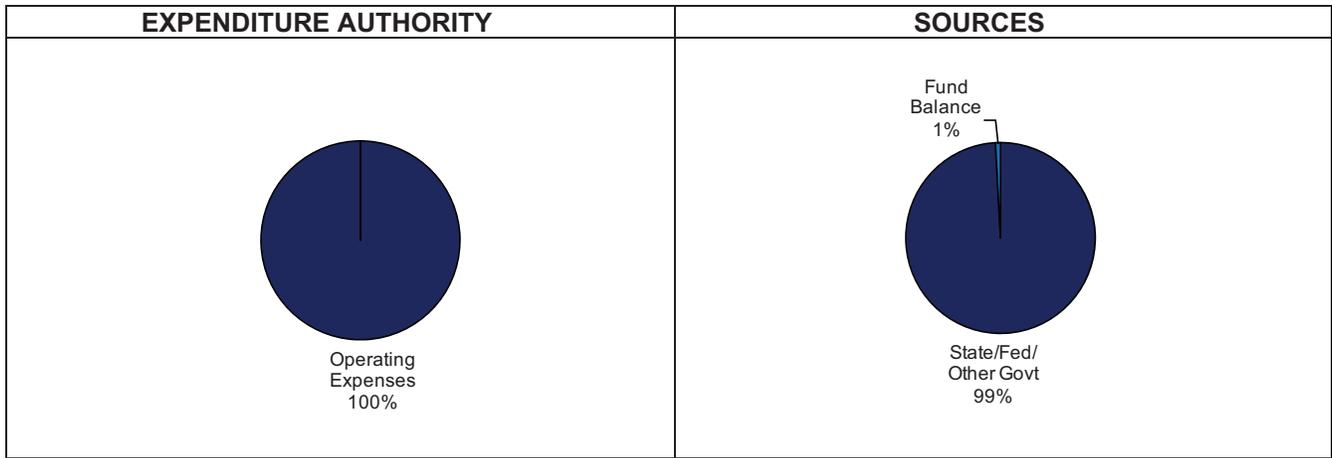
DESCRIPTION OF MAJOR SERVICES

In May of 1995, the San Bernardino County Board of Supervisors adopted a resolution, pursuant to Vehicle code 9250.14 to impose a \$1.00 fee on each San Bernardino County new and renewal vehicle registration to be 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.

Budget at a Glance	
Total Expenditure Authority	\$823,000
Total Sources	\$816,101
Fund Balance	\$6,899
Total Staff	0

There is no staffing associated with this budget unit. Revenue from this budget unit is transferred to the District Attorney’s Criminal Prosecution budget unit to offset the costs of prosecuting and investigating automobile theft crimes.

2011-12 ADOPTED BUDGET



LAW AND JUSTICE



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: District Attorney
 FUND: Vehicle Fees - Auto Theft

BUDGET UNIT: SDM DAT
 FUNCTION: Public Protection
 ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,053,676	0	0	831,945	832,676	823,000	(9,676)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	6,000	0	(6,000)
Total Exp Authority	1,053,676	0	0	831,945	838,676	823,000	(15,676)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,053,676	0	0	831,945	838,676	823,000	(15,676)
Operating Transfers Out	0	827,713	825,000	0	0	0	0
Total Requirements	1,053,676	827,713	825,000	831,945	838,676	823,000	(15,676)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	811,812	803,201	810,067	810,000	815,201	5,201
Fee/Rate	823,860	0	0	0	0	0	0
Other Revenue	14,043	2,855	1,674	1,101	1,000	900	(100)
Total Revenue	837,903	814,667	804,875	811,168	811,000	816,101	5,101
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	837,903	814,667	804,875	811,168	811,000	816,101	5,101
				Fund Balance	27,676	6,899	(20,777)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$823,000 represent transfers to the department's Criminal Prosecution budget unit for costs associated with prosecuting and investigating automobile theft crimes.

Departmental revenue of \$816,101 represents new and renewal registration assessment on vehicles registered in San Bernardino County (\$815,201) and interest earnings on this budget unit's cash balance (\$900).



State Asset Forfeitures

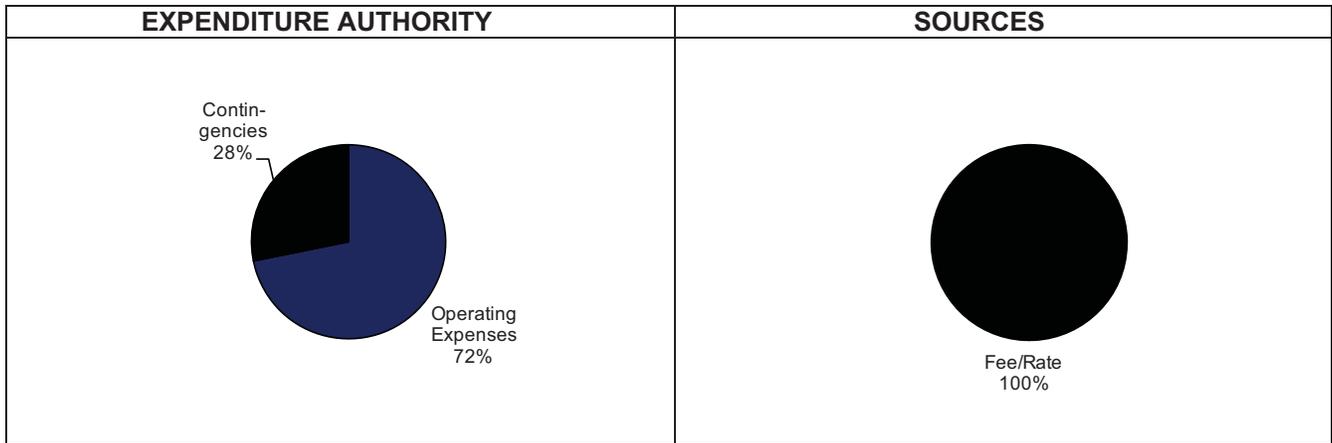
DESCRIPTION OF MAJOR SERVICES

The goal of asset forfeiture is to remove the profits from those who benefit from illegal activities. While seizures and arrests present a temporary setback for criminals, asset forfeiture is effective in permanently removing the proceeds from them while diminishing their ability to continue the illegal enterprise. The law permits law enforcement agencies to use the proceeds of forfeiture to offset public safety expenses. Thus, law enforcement is able to convert criminal profits into supplemental funding to inhibit illegal activities. This budget unit receives the District Attorney's share of state asset forfeiture funds.

Budget at a Glance	
Total Expenditure Authority	\$188,012
Total Sources	\$187,924
Fund Balance	\$88
Total Staff	0

There is no staffing associated with this budget unit. Revenue from this budget unit is transferred to the District Attorney's Criminal Prosecution budget unit to help offset the costs of processing asset forfeiture cases.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: District Attorney
 FUND: State Asset Forfeitures

BUDGET UNIT: SBH DAT
 FUNCTION: Public Protection
 ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	(163)	0	0	201,594	202,012	135,000	(67,012)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	53,012	53,012
Total Exp Authority	(163)	0	0	201,594	202,012	188,012	(14,000)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	(163)	0	0	201,594	202,012	188,012	(14,000)
Operating Transfers Out	404,403	299,027	366,086	0	0	0	0
Total Requirements	404,240	299,027	366,086	201,594	202,012	188,012	(14,000)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	314,065	383,968	255,055	223,145	223,000	187,924	(35,076)
Other Revenue	0	(24,201)	28,302	525	1,000	0	(1,000)
Total Revenue	314,065	359,767	283,357	223,670	224,000	187,924	(36,076)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	314,065	359,767	283,357	223,670	224,000	187,924	(36,076)
				Fund Balance	(21,988)	88	22,076
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$135,000 represent transfers to the department's Criminal Prosecution budget unit to help offset the costs of processing asset forfeiture cases. The \$67,012 decrease is primarily based on a projected reduction in state asset forfeiture funds.

Contingencies of \$53,012 represent monies set aside for future allocation by the department and approved by the Board of Supervisors.

Fee/rate revenue of \$187,924 reflects the anticipated proceeds from asset forfeitures.



Federal Asset Forfeitures

DESCRIPTION OF MAJOR SERVICES

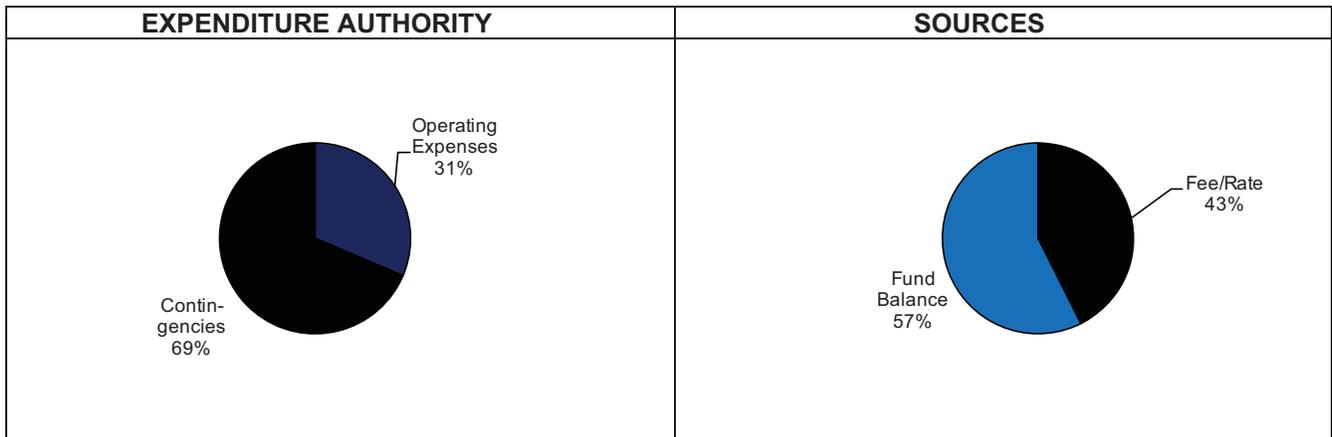
In 1984, Congress enacted the comprehensive Crime Control Act, which gave federal prosecutors new forfeiture provisions to combat crime. Also created by this legislation was the Department of Justice Assets Forfeiture Fund. The proceeds from the sale of forfeited assets such as real property, vehicles, business, financial instruments, vessels, aircraft and jewelry are deposited into this fund and are subsequently used to further law enforcement initiatives.

Budget at a Glance	
Total Expenditure Authority	\$942,215
Total Sources	\$402,800
Fund Balance	\$539,415
Total Staff	0

Under the Equitable Sharing Program, the proceeds from sales are often shared with the state and local enforcement agencies that participated in the investigation, which led to the seizure of the assets. This important program enhances law enforcement cooperation between state/local agencies and federal agencies. This budget unit accounts for the share of federal asset forfeitures processed by the District Attorney's Asset Forfeitures unit. The U.S. Department of Justice sets forth the terms by which law enforcement may use these funds.

These funds are transferred to the District Attorney's Criminal Prosecution budget unit to assist with the Asset Forfeitures unit's operating expenses and other public safety expenses according to the guidelines set forth by the U.S. Department of Justice.

2011-12 ADOPTED BUDGET



LAW AND JUSTICE



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney
FUND: Federal Asset Forfeitures

BUDGET UNIT: SDN DAT
FUNCTION: Public Protection
ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	286,339	287,515	295,793	8,278
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	539,009	646,422	107,413
Total Exp Authority	0	0	0	286,339	826,524	942,215	115,691
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	286,339	826,524	942,215	115,691
Operating Transfers Out	166,333	130,583	39,681	0	0	0	0
Total Requirements	166,333	130,583	39,681	286,339	826,524	942,215	115,691
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	89,003	142,289	217,565	550,418	551,000	400,000	(151,000)
Other Revenue	7,580	2,090	2,644	4,993	5,180	2,800	(2,380)
Total Revenue	96,583	144,379	220,209	555,411	556,180	402,800	(153,380)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	96,583	144,379	220,209	555,411	556,180	402,800	(153,380)
				Fund Balance	270,344	539,415	269,071
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$295,793 represent transfers to the department's Criminal Prosecution budget unit to assist with the Asset Forfeitures unit's operating expenses and other public safety expenses.

Contingencies of \$646,422 represent an increase of \$107,413 over prior year. The forfeiture unit has recently experienced an increase in the number of federal asset forfeiture cases, thus resulting in a surplus of funds. These funds are being set aside in contingencies for subsequent allocation to offset the department's future expenses.

Fee/rate revenue of \$400,000 represents the anticipated proceeds of federal asset forfeiture funds.

Other revenue of \$2,800 reflects anticipated interest earnings.



LAW AND JUSTICE GROUP ADMINISTRATION

James B. Hackleman

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.



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Secured 2010 Justice Assistant Grant funding of approximately \$1.0 million on behalf of the county and 17 cities.
- Secured Juvenile Accountability Block Grant funding of \$96,300 per year for continuance of the Public Defender's Early Intervention Program.
- Purchased various equipment for law and justice agencies including the Sheriff/Coroner/Public Administrator, Probation Department, District Attorney, Public Defender and Superior Court.

2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: REDUCE LENGTH OF TIME REQUIRED TO MOVE CASES THROUGH THE CRIMINAL JUSTICE SYSTEM.

Objective: Increase the number of cases that are electronically filed.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of cases filed electronically.	25%	59%	60%	90%	98%

The Law and Justice Group's e-Filing custom software program involves the electronic transmittal of court data between the Superior Court and District Attorney case management systems. During 2009-10, this project was expanded to include the integration of the collaborative imaging project known as Storage Technology Optical Records Management (STORM). STORM improved the business practices and electronic information sharing between the Sheriff/Coroner/Public Administrator, District Attorney and Superior Court.

The current phase of the STORM project includes implementation of the Presynct forms package within the Sheriff/Coroner/Public Administrator's Department that provides for the electronic transmittal of police reports and supporting documents. Presynct transforms existing paper report forms into a web-based version, allowing deputies, clerks, and supervisors to enter data in a familiar format and have it stored electronically. Presynct integrates with STORM, thus allowing the Sheriff/Coroner/Public Administrator's Department to electronically submit District Attorney filings. This saves both time and money, allowing county agencies to go green as well. The report writing phase of Presynct is expected to be completed in the Fall of 2011.

In addition, it is anticipated that in future years the Public Defender, Probation Department, and external law enforcement agencies will be brought online into STORM.

LAW AND JUSTICE



GOAL 2: PARTICIPATE WITH LAW AND JUSTICE AGENCIES TO FACILITATE ADDITIONAL GRANT FUNDING.

Objective: Identify new grant opportunities.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of time by Administrative Analyst utilized for grant funding purposes.	N/A	75%	75%	75%	75%

In 2010-11, the Board of Supervisors (Board) accepted the 2010 Justice Assistance Grant (\$1,035,415), the 2010 Correction Standards Authority Juvenile Accountability Block Grant (\$96,300), and the 2010 Bulletproof Vest Partnership Grant (\$81,431) resulting in new grant revenue of \$1,213,146. Through the efforts of the Administrative Analyst for the Law and Justice Group, the department will continue to find new grant opportunities at both the federal and state level to augment funding for the various law and justice agencies.

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Law and Justice Group Administration	183,300	183,300	0			1
Total General Fund	183,300	183,300	0			1
Special Revenue Funds						
2009 Justice Assistance Grant	76,573	0		76,573		0
2009 Recovery Act Justice Assistance Grant	471,007	5,000		466,007		0
2010 Justice Assistance Grant	118,874	0		118,874		0
Southwest Border Prosecution Initiative	5,187,236	725,000		4,462,236		0
Total Special Revenue Funds	5,853,690	730,000		5,123,690		0
Total - All Funds	6,036,990	913,300		5,123,690		1



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Law and Justice Group Administration	232,951	232,161	230,592	308,183	183,300
2009 Justice Assistance Grant	0	0	1,103,496	91,482	76,573
2009 Recovery Act Justice Assistance Grant	0	0	4,691,019	461,699	471,007
2010 Justice Assistance Grant	0	0	7,206	1,035,415	118,874
Southwest Border Prosecution Initiative	5,861,949	9,251,074	9,775,884	9,033,780	5,187,236
Total	6,094,900	9,483,235	15,808,197	10,930,559	6,036,990

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Law and Justice Group Administration	78,503	78,503	74,066	154,159	183,300
2009 Justice Assistance Grant	0	0	1,103,496	0	0
2009 Recovery Act Justice Assistance Grant	0	0	4,691,019	5,350	5,000
2010 Justice Assistance Grant	0	0	0	1,035,415	0
Southwest Border Prosecution Initiative	1,210,000	1,100,000	2,448,000	1,688,000	725,000
Total	1,288,503	1,178,503	8,316,581	2,882,924	913,300

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Law and Justice Group Administration	154,448	153,658	156,526	154,024	0
Total	154,448	153,658	156,526	154,024	0

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
2009 Justice Assistance Grant	0	0	0	91,482	76,573
2009 Recovery Act Justice Assistance Grant	0	0	0	456,349	466,007
2010 Justice Assistance Grant	0	0	7,206	0	118,874
Southwest Border Prosecution Initiative	4,651,949	8,151,074	7,327,884	7,345,780	4,462,236
Total	4,651,949	8,151,074	7,335,090	7,893,611	5,123,690



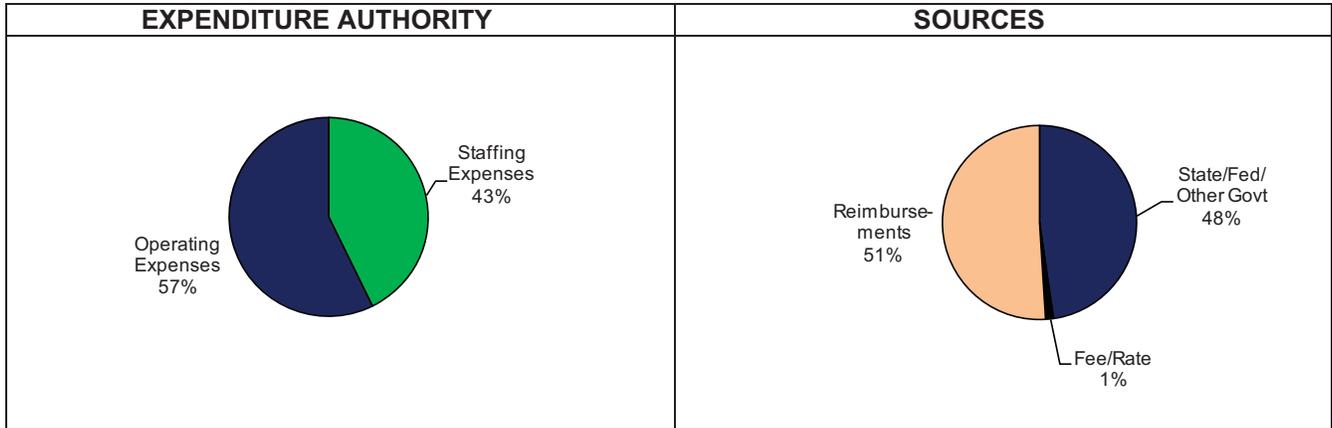
Law and Justice Group Administration

DESCRIPTION OF MAJOR SERVICES

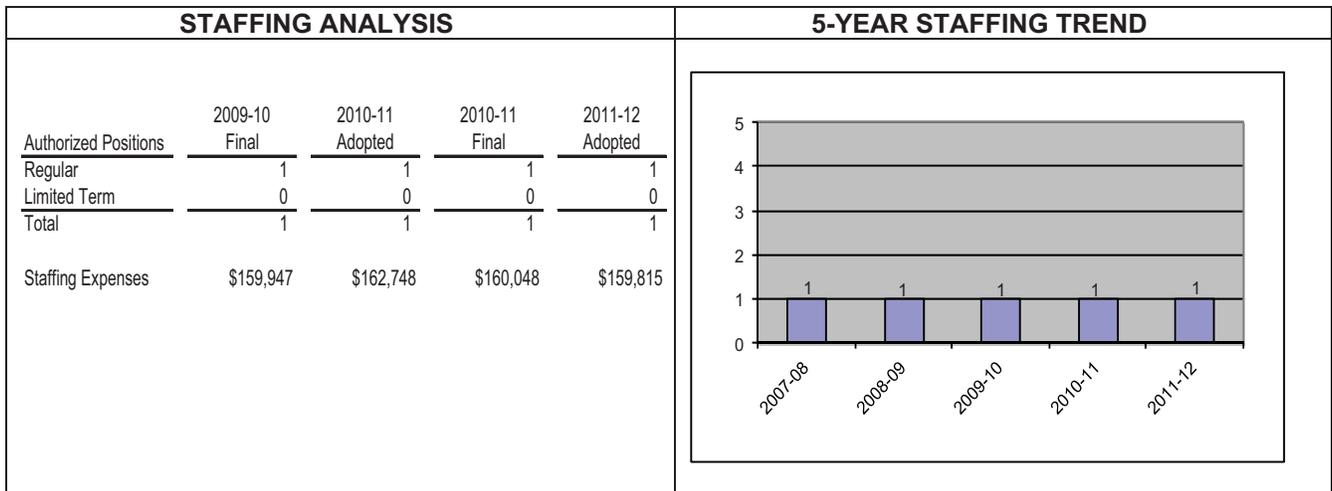
Under general direction of the Law and Justice Group Chairman, the law and justice departments collaborate on grant applications, projects and operational enhancements, with the assistance and coordination by the Administrative Analyst for the Law and Justice Group.

Budget at a Glance	
Total Expenditure Authority	\$373,947
Total Sources	\$373,947
Net County Cost	\$0
Total Staff	1
Funded by Net County Cost	0%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Law and Justice Group Administration
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	157,455	163,344	159,947	160,014	160,048	159,815	(233)
Operating Expenses	75,048	75,115	1,741	176,854	177,505	214,132	36,627
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	232,503	238,459	161,688	336,868	337,553	373,947	36,394
Reimbursements	0	(1,825)	0	(29,345)	(29,370)	(190,647)	(161,277)
Total Appropriation	232,503	236,634	161,688	307,523	308,183	183,300	(124,883)
Operating Transfers Out	0	0	68,194	0	0	0	0
Total Requirements	232,503	236,634	229,882	307,523	308,183	183,300	(124,883)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	73,503	73,669	68,194	147,818	149,159	178,300	29,141
Fee/Rate	5,000	5,000	5,000	5,000	5,000	5,000	0
Other Revenue	0	0	1,288	0	0	0	0
Total Revenue	78,503	78,669	74,482	152,818	154,159	183,300	29,141
Operating Transfers In	0	0	655	0	0	0	0
Total Sources	78,503	78,669	75,137	152,818	154,159	183,300	29,141
Net County Cost	154,000	157,965	154,745	154,705	154,024	0	(154,024)
Budgeted Staffing					1	1	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$159,815 fund 1 budgeted position (Administrative Analyst) for the Law and Justice Group.

Operating expenses of \$214,132 primarily include costs for the Law and Justice e-filing server support and maintenance agreement (\$29,500), transfers to the Public Defender for continuation of the Early Intervention Program (\$96,300), and reimbursements to the Sheriff/Coroner/Public Administrator and Probation Department for the purchase of bulletproof vests (\$82,000).

Reimbursements of \$190,647 primarily include transfers from the Southwest Border Prosecution Initiative Fund to help offset salary and benefit costs of the Law and Justice Group Administrative Analyst (\$144,399) and from the Justice Assistance Grants to assist with additional administrative expenses (\$41,948). The \$161,277 increase for 2011-12 reflects the elimination of net county cost for this budget unit and the corresponding need to offset this loss with reimbursements.

Departmental revenue of \$183,300 includes a Juvenile Accountability Block Grant from the State Department of Corrections (\$96,300), Bulletproof Vest Grant from the US Department of Justice (\$82,000), and the Superior Court's contribution toward the Law and Justice Group in accordance with an MOU between the County of San Bernardino and Superior Court (\$5,000).

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	1	0	1	1	0	0	1
Total	1	0	1	1	0	0	1

Administration
1 Administrative Analyst

LAW AND JUSTICE



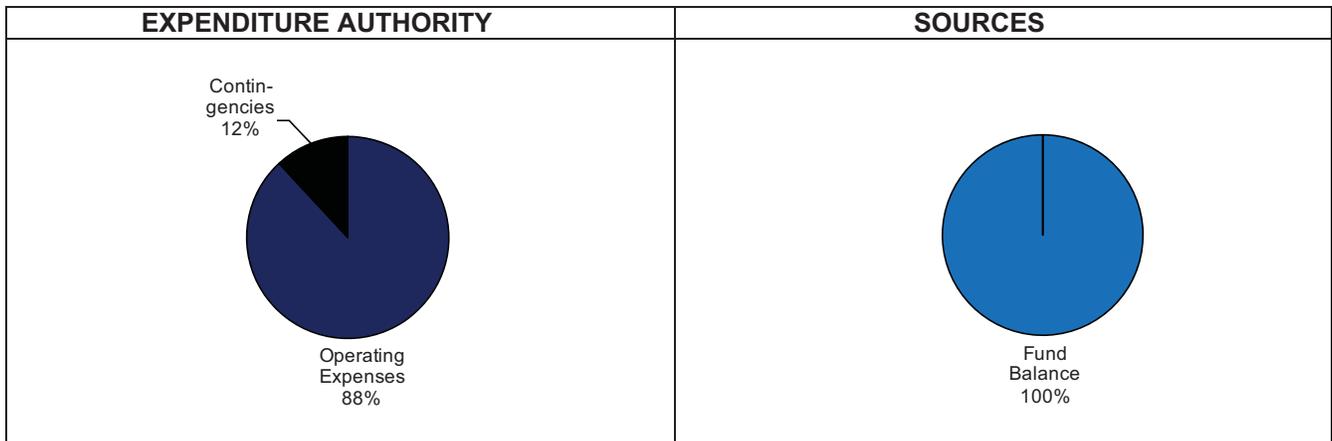
2009 Justice Assistance Grant

DESCRIPTION OF MAJOR SERVICES

In October 2009, the Board of Supervisors authorized the acceptance of a \$1,103,496 grant from the U.S. Department of Justice under the Edward Byrne Memorial Justice Assistance Grant Program. This federal grant supports 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. Within the county's law and justice departments, grant funds have been used for the Public Defender's case management system; purchase of software and training for the District Attorney's Information Technology Division; purchase of digital cameras and a photo lab processor for the Sheriff/Coroner/Public Administrator; and interface development costs for the Probation Department's case management system.

Budget at a Glance	
Total Expenditure Authority	\$76,573
Total Sources	\$0
Fund Balance	\$76,573
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Law and Justice Group Administration
 FUND: 2009 Justice Assistance Grant

BUDGET UNIT: SDT LNJ
 FUNCTION: Public Protection
 ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	923,091	14,909	14,944	67,458	52,514
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	76,538	9,115	(67,423)
Total Exp Authority	0	0	923,091	14,909	91,482	76,573	(14,909)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	923,091	14,909	91,482	76,573	(14,909)
Operating Transfers Out	0	0	88,923	0	0	0	0
Total Requirements	0	0	1,012,014	14,909	91,482	76,573	(14,909)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	1,103,496	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	1,103,496	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	1,103,496	0	0	0	0
				Fund Balance	91,482	76,573	(14,909)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACTS

Operating expenses of \$67,458 include transfers to the Information Services Department for server costs (\$29,500), to the Law and Justice Group Administration for partial salary/benefit costs of the Administrative Analyst (\$12,448), and to the Probation Department for an upgrade to their COMPAS computer system (\$25,510).

Contingencies of \$9,115 represent monies set aside for future allocation by the Law and Justice Group and approved by the Board of Supervisors.

LAW AND JUSTICE



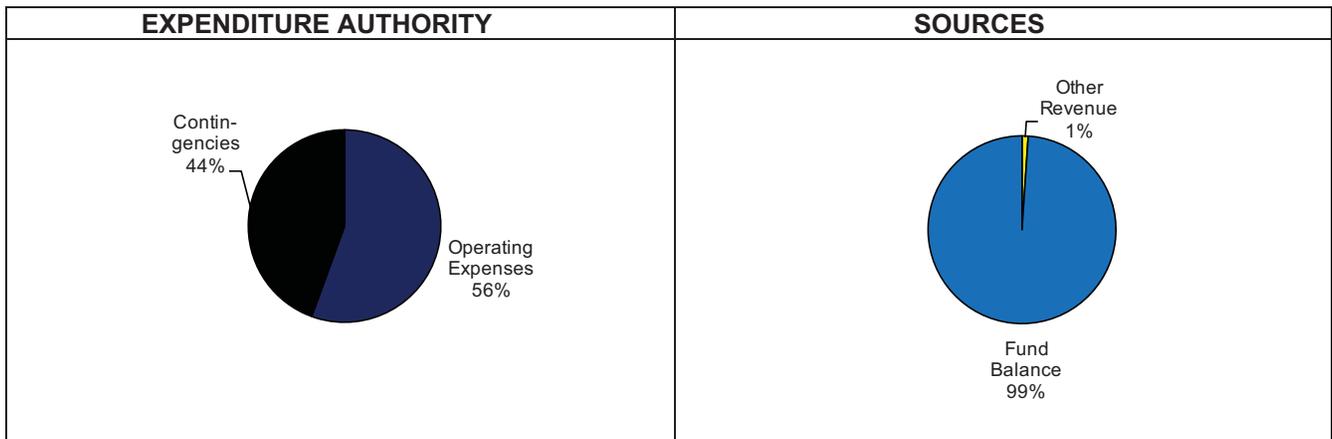
2009 Recovery Act Justice Assistance Grant

DESCRIPTION OF MAJOR SERVICES

This federal grant is funded through the American Recovery and Reinvestment Act (ARRA) 2009 Edward Byrne Memorial Justice Assistance Grant Program for the prevention or reduction of crime and violence. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Within the county's law and justice departments, resources are designated for the Victorville and San Bernardino Juvenile Drug courts; a security system at the Sheriff/Coroner/Public Administrator's Colorado River station; improvements to the Probation Department's case management system; purchase of computer equipment and training for the District Attorney; and document imaging for the Public Defender.

Budget at a Glance	
Total Expenditure Authority	\$471,007
Total Sources	\$5,000
Fund Balance	\$466,007
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Law and Justice Group Administration
 FUND: 2009 Recovery Act Justice Assistance Grant

BUDGET UNIT: SIT LNJ
 FUNCTION: Public Protection
 ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	3,968,749	17,198	17,680	261,664	243,984
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	444,019	209,343	(234,676)
Total Exp Authority	0	0	3,968,749	17,198	461,699	471,007	9,308
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	3,968,749	17,198	461,699	471,007	9,308
Operating Transfers Out	0	0	264,739	(21,535)	0	0	0
Total Requirements	0	0	4,233,488	(4,337)	461,699	471,007	9,308
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	4,677,019	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	12,819	5,321	5,350	5,000	(350)
Total Revenue	0	0	4,689,838	5,321	5,350	5,000	(350)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	4,689,838	5,321	5,350	5,000	(350)
				Fund Balance	456,349	466,007	9,658
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$261,664 includes costs associated with the San Bernardino Juvenile Drug Court (\$17,489), computer programming services for the Probation Department (\$15,000), installation of a security system at the Sheriff/Coroner/Public Administrator's Colorado River Station (\$170,000), and the Probation Department's Thinking for a Change program – Juvenile (\$13,825) and Adult (\$45,350).

Contingencies of \$209,343 represent monies set aside for future allocation by the Law and Justice Group and approved by the Board of Supervisors.

Other revenue of \$5,000 represents estimated interest earnings.



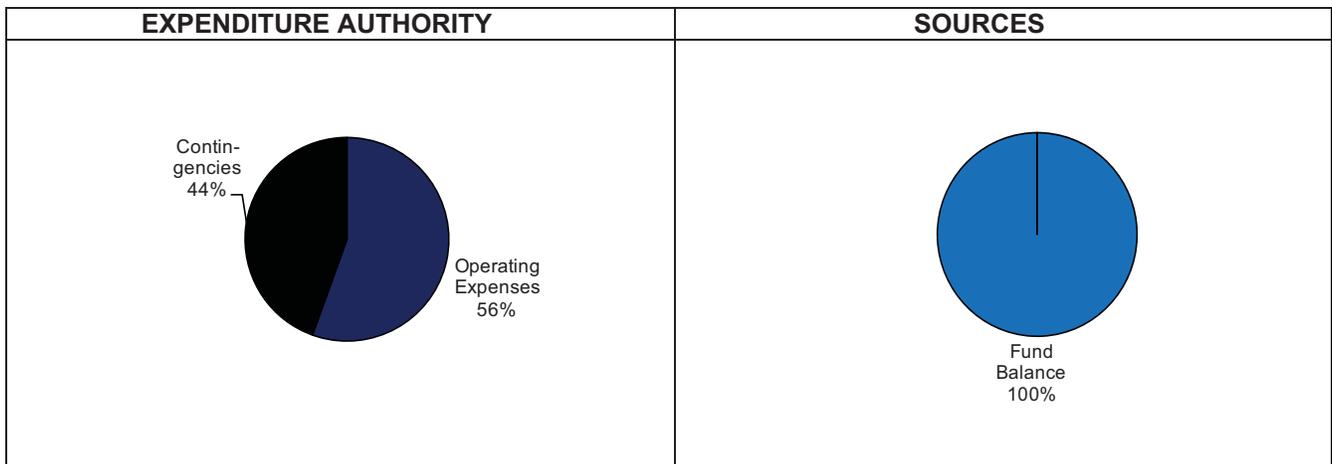
2010 Justice Assistance Grant

DESCRIPTION OF MAJOR SERVICES

In September 2010, the Board of Supervisors authorized the acceptance of a \$1,035,415 grant from the U.S. Department of Justice under the Edward Byrne Memorial Justice Assistance Grant Program. This federal grant supports 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. Within the county's law and justice departments, grant funds have been approved for the purchase of tasers for the Sheriff/Coroner/Public Administrator's Detention and Corrections Bureau; purchase of hardware and software for the District Attorney; dispatch services for the Public Defender's Bureau of Investigations; and GPS tracking for the Probation Department.

Budget at a Glance	
Total Expenditure Authority	\$118,874
Total Sources	\$0
Fund Balance	\$118,874
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Law and Justice Group Administration
 FUND: 2010 Justice Assistance Grant

BUDGET UNIT: SIQ LNJ
 FUNCTION: Public Protection
 ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	916,641	916,644	65,977	(850,667)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	118,771	52,897	(65,874)
Total Exp Authority	0	0	0	916,641	1,035,415	118,874	(916,541)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	916,641	1,035,415	118,874	(916,541)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	916,641	1,035,415	118,874	(916,541)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	1,035,415	1,035,415	0	(1,035,415)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	1,035,415	1,035,415	0	(1,035,415)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	1,035,415	1,035,415	0	(1,035,415)
				Fund Balance	0	118,874	118,874
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$65,977 include costs associated with the Public Defender’s dispatch services contract (\$30,000) and GPS tracking for the Probation Department (\$35,977). The \$850,667 decrease is due to the large majority of Justice Assistance Grant funds being expended in the previous fiscal year.

Contingencies of \$52,897 represent monies set aside for future allocation by the Law and Justice Group and approved by the Board of Supervisors.

LAW AND JUSTICE



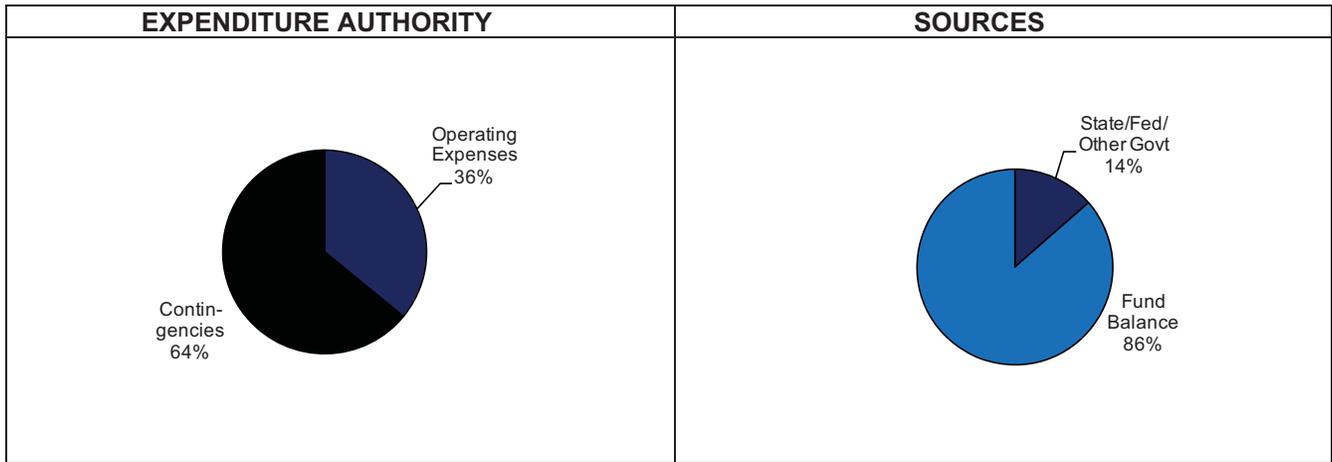
Southwest Border Prosecution Initiative

DESCRIPTION OF MAJOR SERVICES

The Law and Justice Group compiles documentation of expenditures for the Southwest Border Prosecution Initiative, a reimbursement program under which jurisdictions in the four Southwestern U.S. border states (Arizona, California, Texas, and New Mexico) are eligible to be reimbursed for a portion of prosecution and detention costs in federal cases. These funds are used for law and justice activities that support and enhance prosecutorial and detention services.

Budget at a Glance	
Total Expenditure Authority	\$5,187,236
Total Sources	\$725,000
Fund Balance	\$4,462,236
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Law and Justice Group Administration
 FUND: Southwest Border Prosecution Initiative

BUDGET UNIT: SWI LNJ
 FUNCTION: Public Protection
 ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	193,253	343,236	282,714	2,484,079	2,484,699	1,863,891	(620,808)
Capital Expenditures	52,384	617,863	16,964	0	0	0	0
Contingencies	1,988	0	0	0	4,457,142	3,323,345	(1,133,797)
Total Exp Authority	247,625	961,099	299,678	2,484,079	6,941,841	5,187,236	(1,754,605)
Reimbursements	0	0	(270,236)	0	0	0	0
Total Appropriation	247,625	961,099	29,442	2,484,079	6,941,841	5,187,236	(1,754,605)
Operating Transfers Out	1,320,384	92,219	2,394,369	2,091,939	2,091,939	0	(2,091,939)
Total Requirements	1,568,009	1,053,318	2,423,811	4,576,018	9,033,780	5,187,236	(3,846,544)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	4,819,594	0	2,295,568	1,401,334	1,401,000	700,000	(701,000)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	247,540	230,128	141,551	67,106	67,000	25,000	(42,000)
Total Revenue	5,067,134	230,128	2,437,119	1,468,440	1,468,000	725,000	(743,000)
Operating Transfers In	0	0	0	219,241	220,000	0	(220,000)
Total Sources	5,067,134	230,128	2,437,119	1,687,681	1,688,000	725,000	(963,000)
				Fund Balance	7,345,780	4,462,236	(2,883,544)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,863,891 include fund transfers to the county law and justice departments for a number of Board-approved projects. The more significant of these projects are as follows:

- Sheriff/Coroner/Public Administrator’s Desert Dispatch Remodeling Project (\$392,726).
- Remodel of locker room at the Sheriff/Coroner/Public Administrator’s Academy in Devore (\$325,000).
- Automated Citation Device Program for the Sheriff/Coroner/Public Administrator (\$291,056).
- Public Defender’s Imaging Project (\$236,878).
- Contribution to the Law and Justice Group for salary/benefit costs of Administrative Analyst (\$144,399).
- Security Enhancements for the Sheriff/Coroner/Public Administrator’s West Foothill Station (\$130,000).
- Sheriff/Coroner/Public Administrator’s Presync Electronic Forms Project (\$113,648).
- Sheriff/Coroner/Public Administrator’s Search and Rescue Project (\$68,654).
- Portable X-Ray Machine at the West Valley Detention Center (\$53,600).
- Secured enclosure for Sheriff/Coroner/Public Administrator’s Crime Lab (\$40,210).
- High-speed scanners for the Public Defender’s Office (\$39,000).

Contingencies of \$3,323,345 represent the amount available for future projects as identified by the Law and Justice Group and approved by the Board of Supervisors.

Departmental revenue of \$725,000 includes anticipated interest earnings (\$25,000) and projected reimbursement claims from the federal government (\$700,000).

LAW AND JUSTICE



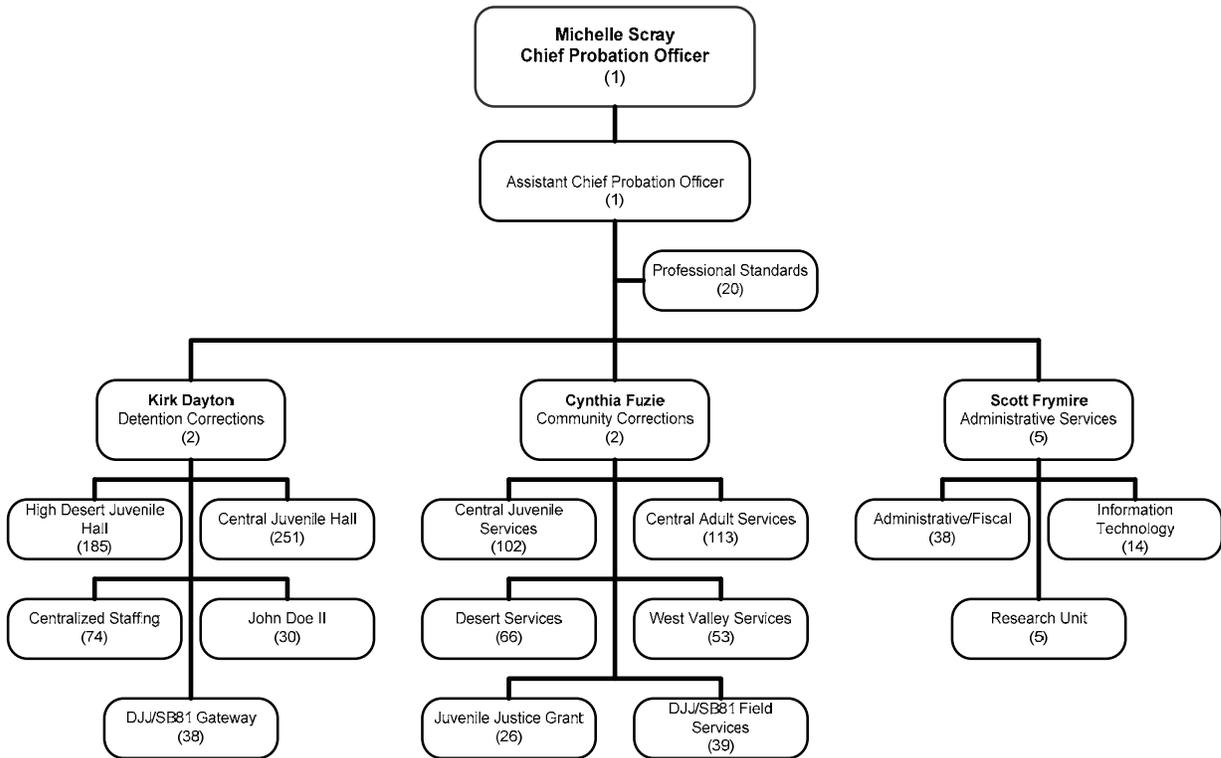
PROBATION Michelle Scray

MISSION STATEMENT

The Probation Department is dedicated to protect the community through assessment, treatment and control of adult and juvenile offenders by providing a range of effective services based on legal requirements and recognized professional standards.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Implemented Centralized Staffing following the closure of the West Valley Juvenile Detention and Assessment Center which allows for flexible use of full-time staff while controlling overtime.
- Created an in-house detention performance standards system which has resulted in savings by eliminating an outside contract cost and freeing up staff time to perform mandated duties.
- Successfully implemented SB 678 program to meet State requirements of reducing prison commitments.
- Increased the number of minors participating in “Wraparound” services, which integrates services from Probation, Behavioral Health, and the Children and Family Services departments to address individual needs and ultimately allow the minor to be released from Probation and continue receiving services from other departments.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ENSURE PUBLIC SAFETY.

Objective: Supervise probationers (adult and juvenile) at an appropriate level to reduce recidivism.

Measurements	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
1. Percent of adult probationers recidivating.	3.0%	2.8%	3.5%	2.7%	2.7%
2. Percent of juvenile probationers recidivating.	9.0%	8.9%	8.8%	9.0%	8.9%

The primary goal of San Bernardino County Probation is to protect the community through assessment, treatment and control methods designed to prevent probationers from committing new criminal acts. Reducing recidivism is the best indicator of overall success of the department's efforts. Although the Probation Department has experienced staffing reductions in recent years, it has continued to provide a level of supervision for probationers that has either improved (adult) or essentially maintained (juvenile) the rate of recidivism since 2008-09.

GOAL 2: ENSURE TREATMENT AND SUPERVISION LEVELS ARE BASED ON CRIMINOGENIC RISK FACTORS.

Objective: Assess new probationers (adult and juvenile) to determine expected risk of recidivating.

Measurements	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
1. Percent of new adult probationers assessed with risk assessment within 60 days.	76.0%	87.2%	75.0%	90.1%	87.0%
2. Percent of new juvenile probationers assessed with risk assessment within 60 days.	96.0%	93.9%	94.6%	91.2%	91.0%

A major component of ensuring public safety is to use validated assessment tools to ensure proper supervision levels are determined and utilized as a guide for providing evidence-based treatment options. The use of these tools results in resource optimization and allows the Probation Officer to more effectively address the offender's specific needs to reduce the likelihood of recidivism. However, funding limitations and the resulting decreases in staffing have adversely impacted the department's ability to assess new juvenile probationers. Probation appreciates the importance of this goal and has established a target in 2011-12 to ensure that these new probationers receive risk assessments at a level nearly commensurate with prior year.



SUMMARY OF BUDGET UNITS

2011-12					
Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund					
Administration, Corrections and Detention	109,908,433	40,379,045	69,529,388		1,039
Court-Ordered Placements	1,529,717	0	1,529,717		0
Juvenile Justice Grant Program	0	0	0		26
Total General Fund	111,438,150	40,379,045	71,059,105		1,065
Special Revenue Funds					
Juvenile Justice Grant Program Special Revenue	2,676,431	3,000	2,673,431		0
Asset Forfeiture 15%	9,881	80	9,801		0
State Seized Assets	54,356	380	53,976		0
Total Special Revenue Funds	2,740,668	3,460	2,737,208		0
Total - All Funds	114,178,818	40,382,505	71,059,105	2,737,208	1,065

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Administration, Corrections and Detention	113,707,485	114,124,910	109,131,846	107,089,367	109,908,433
Court-Ordered Placements	3,308,330	3,122,330	2,542,766	1,053,834	1,529,717
Juvenile Justice Grant Program	0	0	0	0	0
Juvenile Justice Grant Program Special Revenue	8,394,894	7,894,744	4,663,509	6,656,996	2,676,431
Asset Forfeiture 15%	13,903	14,559	14,727	12,318	9,881
State Seized Assets	57,660	59,303	58,440	54,592	54,356
Total	125,482,272	125,215,846	116,411,288	114,867,107	114,178,818

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Administration, Corrections and Detention	49,355,959	49,243,806	45,245,680	45,763,911	40,379,045
Court-Ordered Placements	0	0	0	0	0
Juvenile Justice Grant Program	0	0	0	0	0
Juvenile Justice Grant Program Special Revenue	6,783,350	6,218,472	3,688,447	6,383,859	3,000
Asset Forfeiture 15%	450	432	193	141	80
State Seized Assets	1,400	1,800	837	653	380
Total	56,141,159	55,464,510	48,935,157	52,148,564	40,382,505

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Administration, Corrections and Detention	64,351,526	64,881,104	63,886,166	61,325,456	69,529,388
Court-Ordered Placements	3,308,330	3,122,330	2,542,766	1,053,834	1,529,717
Juvenile Justice Grant Program	0	0	0	0	0
Total	67,659,856	68,003,434	66,428,932	62,379,290	71,059,105

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Juvenile Justice Grant Program Special Revenue	1,611,544	1,676,272	975,062	273,137	2,673,431
Asset Forfeiture 15%	13,453	14,127	14,534	12,177	9,801
State Seized Assets	56,260	57,503	57,603	53,939	53,976
Total	1,681,257	1,747,902	1,047,199	339,253	2,737,208



Administration, Corrections and Detention

DESCRIPTION OF MAJOR SERVICES

Probation executive management is responsible for overall leadership of the department. To ensure safe field service and detention operations, administration focuses on management integrity and guiding the development of recognized professional practices.

Budget at a Glance

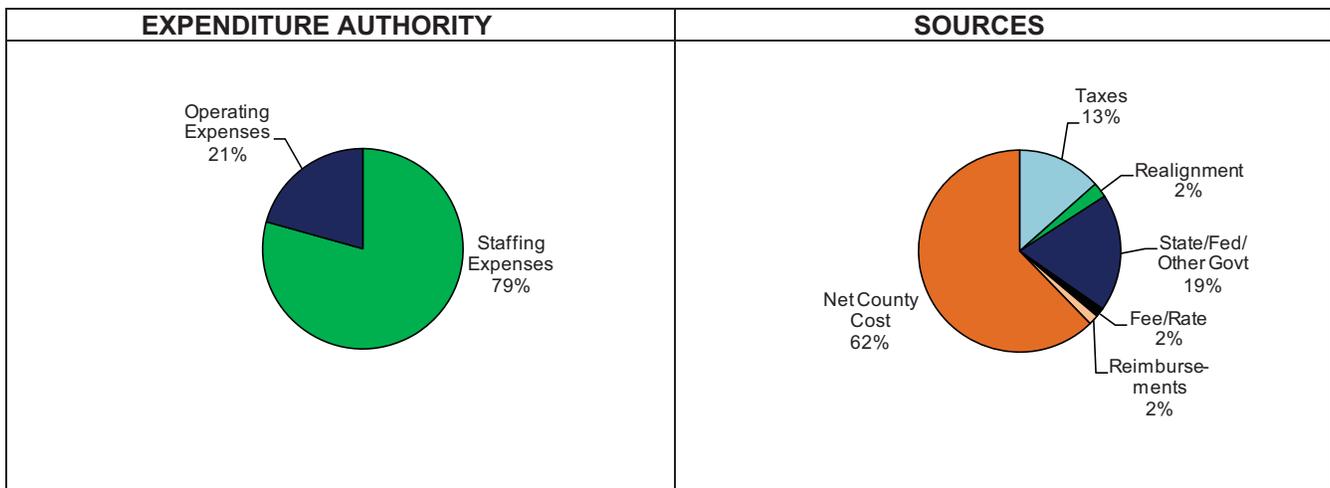
Total Expenditure Authority	\$111,685,407
Total Sources	\$42,156,019
Net County Cost	\$69,529,388
Total Staff	1,039
Funded by Net County Cost	62%

The Community Corrections Bureau (CCB) provides adult and juvenile supervision, pre-sentence investigation reports and case management services. As the primary public safety arm for Probation, CCB focuses on providing appropriate assessment, treatment, and supervision services based on each probationer's criminogenic risk factors. The CCB prioritizes supervision services based upon risk to the community and has specialized supervision services for sex offenders, domestic violence offenders, and gang members. Emphasis is placed upon reducing recidivism and successful reintegration.

The Detention Corrections Bureau (DCB) operates the county's Juvenile Detention and Assessment Centers (JDAC) and treatment centers that protect the community by providing a secure environment for legally detained youth. The centers provide assessment, medical, educational and programmatic needs of the minors. The DCB houses an average daily population of approximately 369 youth over the past two years. To efficiently meet budgetary requirements, the DCB is now managing the JDACs and units as a single system rather than individual JDACs, allowing for the overall reduction of detention units when necessary.

The Administrative Services Bureau (ASB) provides all organizational functions for the department, including fiscal, personnel/payroll, budgeting, purchasing, accounts payable, information systems, research and analytical assistance, and central support services.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND	
Authorized Positions	2009-10 Final	2010-11 Adopted	2010-11 Final	2011-12 Adopted		
Regular	1,144	1,091	1,091	1,023		
Limited Term	80	21	21	16		
Total	1,224	1,112	1,112	1,039		
Staffing Expenses	\$93,078,987	\$98,471,107	\$92,467,107	\$88,591,112		

ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Probation - Administration, Corrections and Detention
 FUND: General

BUDGET UNIT: AAA PRB
 FUNCTION: Public Protection
 ACTIVITY: Detention and Correction

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	95,901,417	96,310,325	93,078,987	92,466,715	92,467,107	88,591,112	(3,875,995)
Operating Expenses	19,901,140	17,796,797	18,436,099	16,437,811	16,446,619	23,073,295	6,626,676
Capital Expenditures	325,359	0	5,412	313,207	314,108	21,000	(293,108)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	116,127,916	114,107,122	111,520,498	109,217,733	109,227,834	111,685,407	2,457,573
Reimbursements	(3,950,174)	(3,130,823)	(2,334,244)	(2,431,302)	(2,431,667)	(1,776,974)	654,693
Total Appropriation	112,177,742	110,976,299	109,186,254	106,786,431	106,796,167	109,908,433	3,112,266
Operating Transfers Out	0	240,000	0	293,200	293,200	0	(293,200)
Total Requirements	112,177,742	111,216,299	109,186,254	107,079,631	107,089,367	109,908,433	2,819,066
Departmental Revenue							
Taxes	18,562,500	15,760,408	14,487,500	14,687,500	14,687,500	15,000,000	312,500
Realignment	2,700,630	2,700,630	2,700,630	2,700,630	2,700,630	2,700,630	0
State, Fed or Gov't Aid	24,546,054	22,187,959	25,472,911	26,837,964	26,847,626	21,023,260	(5,824,366)
Fee/Rate	1,635,386	1,593,281	1,575,050	1,516,110	1,516,155	1,633,155	117,000
Other Revenue	5,180	20,961	3,462	11,933	12,000	1,000	(11,000)
Total Revenue	47,449,750	42,263,239	44,239,553	45,754,137	45,763,911	40,358,045	(5,405,866)
Operating Transfers In	602,952	0	647,505	(54,191)	0	21,000	21,000
Total Sources	48,052,702	42,263,239	44,887,058	45,699,946	45,763,911	40,379,045	(5,384,866)
Net County Cost	64,125,040	68,953,060	64,299,196	61,379,685	61,325,456	69,529,388	8,203,932
Budgeted Staffing					1,112	1,039	(73)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$88,591,112 fund 1,039 budgeted positions. The \$3,875,995 decrease for 2011-12 is primarily the result of the following:

- Elimination of the county's pick-up of employees' share of the required contribution to the San Bernardino County Employees' Retirement Association in the amount of seven percent (7%) of earnable compensation for all exempt employees (approved) and proposed for the staff within the various probation officer classifications.
- Proposed work schedule reduction (from 80 hours to 72 hours per pay period) for certain department employees of the San Bernardino Public Employees Association.



However, the above reductions in staffing expenses are partially offset through retirement rate increases and negotiated labor agreement adjustments for some employees.

Operating expenses of \$23,073,295 include costs for juvenile detention and treatment facilities and necessary expenditures to assist community corrections staff in providing public safety services. The increase of \$6,626,676 is due to the inclusion of COWCAP charges beginning in 2011-12. However, these charges are being offset by additional net county cost allocated to this budget unit.

Capital expenditures of \$21,000 reflect the purchase of 3 emergency shelters funded from an Office of Emergency Services Homeland Security grant.

Reimbursements of \$1,776,974 represent payments from a number of departments including Human Services for the Independent Living Skills program, Transitional Assistance Department for Foster Care, Behavioral Health for mental health services, and the Juvenile Justice Grant Program for staffing costs. The \$654,693 decrease represents the removal of one-time payments received in 2010-11 from the Law and Justice Administration budget unit.

Taxes of \$15,000,000 reflect Proposition 172 (Prop 172) sales tax receipts anticipated for 2011-12. The \$312,500 increase is based on the latest economic projections.

State, federal or other government aid of \$23,723,890, which includes realignment funds, consists of funding from a variety of sources as follows: Senate Bill (SB) 933/placement reimbursements; SB 678 funding for adult case management; Penal Code 4750 and meal claims; Standards for Training and Corrections (STC) reimbursements; Juvenile Justice Realignment-Department of Juvenile Justice SB81 program funds; Title IV-E administrative claim reimbursements; federal ARRA funds; and a number of smaller grant funds anticipated for 2011-12. The \$5,824,366 decrease is principally due to the removal of VLF funds from the 2011-12 budget based on this funding's June 30, 2011 scheduled termination date.

Fee/rate revenue of \$1,633,155 is expected to be generated from adult supervision fees, adult investigation fees, institution care and services, mental health services, and various other services provided by the department. The additional \$117,000 budgeted for 2011-12 is due to a Board-approved increase to the department's adult supervision fee structure.

Operating transfers in of \$21,000 represent a grant from the Office of Emergency Services to purchase three emergency shelters.

STAFFING CHANGES AND OPERATIONAL IMPACT

Probation's 2011-12 budgeted staffing includes the deletion of 77 positions. In 2010-11, the department recognized there would be future budgetary concerns relating to the economic downturn and the potential loss of VLF funding from the state; consequently, specific positions were held vacant during the year. As a result, many of the positions being deleted are vacant.

The impacts from the reduced staffing are being distributed to all departmental operations. However, since the Detention Corrections Bureau experienced the brunt of the department's staffing reductions in 2010-11, this budget for 2011-12 has only minimal position deletions for DCB. Consequently, the Community Corrections Bureau is mostly affected by the 2011-12 staffing cuts. These cuts will impact all facets of CCB including the Sex Offender, Gang, Domestic Violence, Mental Health, and Drug Court units. Caseloads for probation officers in the Community Corrections Bureau will increase dependent on specific assignments; however, the department will be adjusting resources to continue to provide supervision services based on criminogenic risk factors and to maximize public safety with reduced staffing levels.

This budget also includes the addition of 3 new General Maintenance Mechanics. These positions will provide direct support to the 24/7 operation of the department's Juvenile Detention and Assessment Centers. Staff has determined that it would be more cost effective for the department to add these positions rather than to continue to use the services of the Facilities Management Department. In addition, the department is transferring an Accounting Technician position from the Juvenile Justice Grant Program to this budget unit for a net decrease in budgeted staffing of 73 positions for 2011-12.



Finally, Probation has proposed 3 position reclassifications that are pending review by the Human Resources Department. The 2011-12 budget includes additional appropriation for these positions (Personnel Technician, Administrative Supervisor I, Food Service Manager) in the event that the reclassifications receive approval from Human Resources.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Administrative Services Bureau	84	0	84	76	5	3	84
Comm Corrections Bureau - Admin	2	0	2	2	0	0	2
Comm Corrections Bureau - Adult	180	0	180	174	6	0	180
Comm Correction Bureau - Juvenile	193	0	193	185	8	0	193
Detention Corrections Bureau	564	16	580	537	43	0	580
Total	1,023	16	1,039	974	62	3	1,039

<u>Administrative Services Bureau</u>	<u>Community & Corrections Bureau (CCB)</u>	<u>Detention Corrections Bureau</u>
1 Chief Probation Officer	1 Deputy Chief Probation Officer	1 Deputy Chief Probation Officer
1 Asst Chief Probation Officer	1 Secretary I	1 Secretary I
1 Executive Secretary		2 Clinic Assistants
1 Deputy Chief Prob Administrator	<u>CCB - Adult Svcs</u>	8 Clinical Therapist I
1 Secretary I	2 Dom Violence Program Coordinator	1 Clinical Therapist II
1 Administrative Manager	2 Office Assistant II	2 Corr Nurse Per Diem
2 Administrative Supervisor	37 Office Assistant III	20 Corr Nurse II
2 Applications Specialist	1 Office Assistant IV	4 Custodian I
3 Accounting Tech	1 Probation Div Dir I	10 LVN II – Corrections
2 Auto Systems Analyst I	2 Probation Div Dir II	1 Mental Health Clinic Supv
7 Auto Systems Tech	101 Probation Officer II	23 Office Assistant II
1 Background Investigator	19 Probation Officer III	11 Office Assistant III
1 Business Applications Manager	1 Secretary I	1 Office Assistant IV
1 Business Sys Analyst II	1 Supv Office Assistant	10 Probation Cook I
1 Crime Analyst	13 Supv Probation Officer	4 Probation Cook II
4 Fiscal Assistant		358 Probation Corrections Officer
6 Fiscal Specialist	<u>CCB - Juvenile Svcs</u>	35 Probation Corrections Supv I
1 Mail Processor	6 Office Assistant II	19 Probation Corrections Supv II
1 Office Assistant II	27 Office Assistant III	2 Division Director I
10 Office Assistant III	2 Office Assistant IV	4 Division Director II
1 Office Assistant IV	4 Probation Corrections Officer	1 Food Svc Manager
1 Office Specialist	1 Probation Div Dir I	3 Food Services Supv
5 Payroll Specialist	2 Probation Div Dir II	18 Food Svc Worker
1 Personnel Technician (reclass)	122 Probation Officer II	1 Health Svcs Manager
2 Probation Corrections Officer	13 Probation Officer III	13 Probation Officer II
1 Probation Corrections Supv I	1 Secretary I	7 Probation Officer III
2 Probation Div Director I	1 Supv Office Assistant	3 Secretary I
1 Probation Div Director II	14 Supv Probation Officer	3 Storekeeper
2 Probation Officer II		1 Stores Specialist
7 Probation Officer III		2 Supv Office Assistant
1 Secretary I		2 Supv Corr Nurse I
2 Staff Analyst II		3 Supv Corr Nurse II
1 Stats Analyst		1 Supv Custodian
1 Storekeeper		2 Supv Probation Officer
1 Supervising Fiscal Specialist		3 General Maint Mechanic
1 Supv Office Assistant		
2 Supv Accounting Tech		
1 Supv Auto Sys Analyst II		
3 Supv Probation Officer		



Court-Ordered Placements

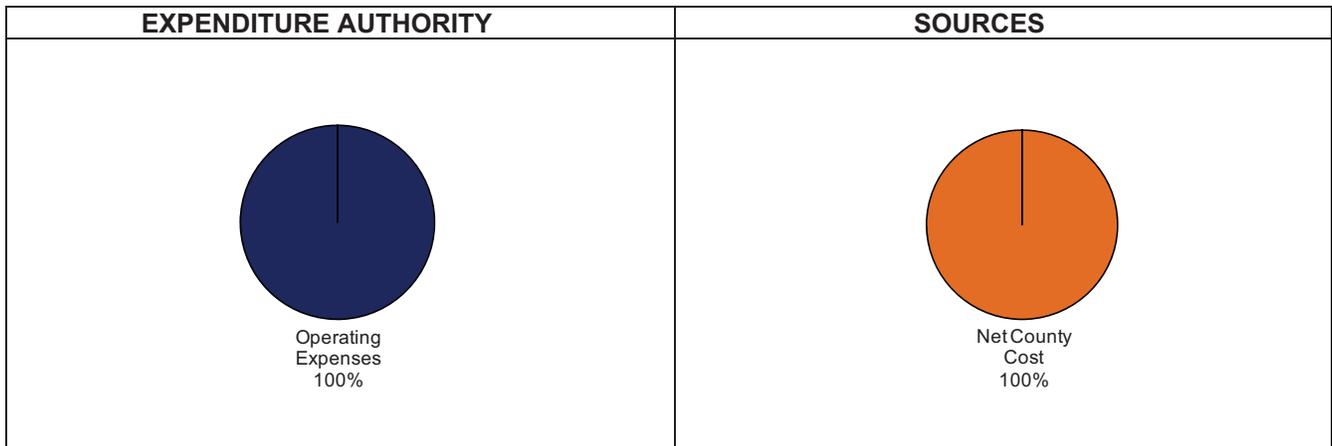
DESCRIPTION OF MAJOR SERVICES

Juveniles are committed to the California Youth Authority or group homes to facilitate their rehabilitation, in an attempt to offer intervention programs that will lead to their future safety and productivity. The county is required to pay costs of support for those minors not eligible for state or federal reimbursement programs. Appropriations are managed in this independent budget to identify expenditures and separate ongoing operational costs.

Budget at a Glance	
Total Expenditure Authority	\$1,529,717
Total Sources	\$0
Net County Cost	\$1,529,717
Total Staff	0
Funded by Net County Cost	100%

The state has approved a realignment proposal for juvenile offenders. However, implementation is contingent upon the state determining a stable and constitutionally protected funding source, which has yet to be identified. The realignment has the potential of significantly affecting this budget unit, but there is not enough information presently to determine its impacts on the department.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Probation - Court-Ordered Placements
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,050,665	1,626,324	1,347,600	1,048,604	1,053,834	1,529,717	475,883
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,050,665	1,626,324	1,347,600	1,048,604	1,053,834	1,529,717	475,883
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,050,665	1,626,324	1,347,600	1,048,604	1,053,834	1,529,717	475,883
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,050,665	1,626,324	1,347,600	1,048,604	1,053,834	1,529,717	475,883
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	2,305	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	2,305	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,305	0	0	0	0	0	0
Net County Cost	2,048,360	1,626,324	1,347,600	1,048,604	1,053,834	1,529,717	475,883
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,529,717 include \$1,363,834 for commitments of minors to the California Youth Authority and foster care placements, \$165,000 for mandated travel costs by probation officers and associates, and \$883 for COWCAP charges now included in this budget unit.



Juvenile Justice Grant Program

DESCRIPTION OF MAJOR SERVICES

The Juvenile Justice Crime Prevention Act allocates state resources annually to fund programs that address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of county and community leaders that develop and recommend the Comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County.

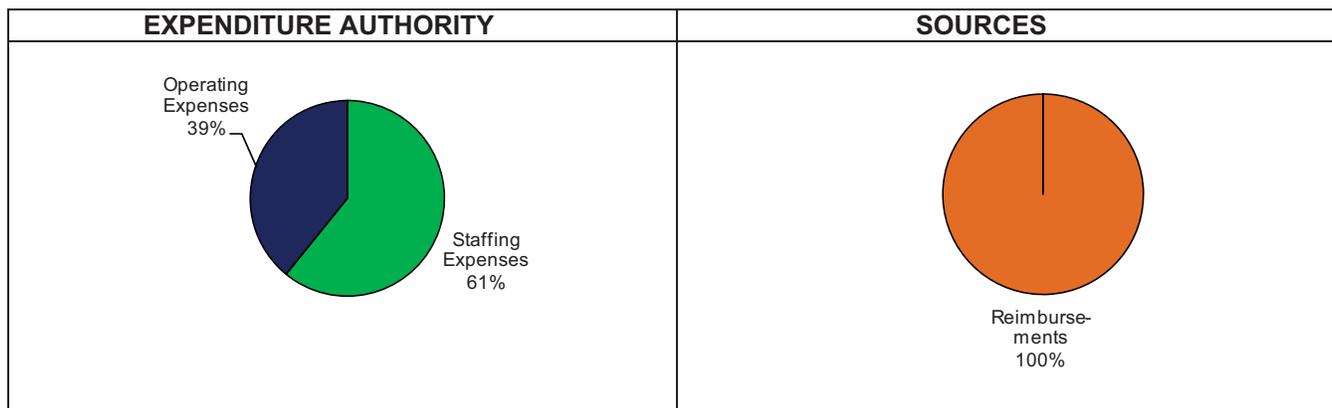
Budget at a Glance	
Total Expenditure Authority	\$1,226,278
Total Sources	\$1,226,278
Net County Cost	\$0
Total Staff	26
Funded by Net County Cost	0%

Current programs include Day Reporting Centers, School Probation Officers and a variety of others, each designed to effectively meet the diverse needs of youth.

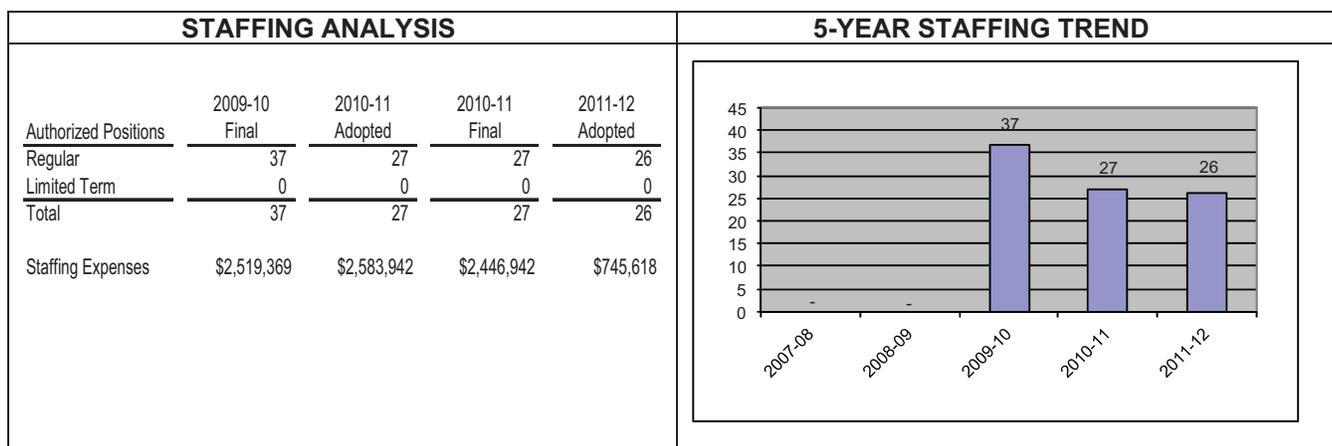
This general fund budget unit was established to receive funds from the Juvenile Justice Grant Program Special Revenue Fund in order to pay for program expenses and staffing costs when incurred, and avoid cash flow issues.

The Juvenile Justice Grant Program has historically been funded with Vehicle License Fee (VLF) revenues, but this funding source is scheduled to expire on June 30, 2011. However, there will be a sufficient balance carried-over from 2010-11 receipts to fund the program's staffing and operating expenses through the first quarter of 2011-12.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



LAW AND JUSTICE



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Probation - Juvenile Justice Grant Program
 FUND: General

BUDGET UNIT: AAA PRG
 FUNCTION: Public Protection
 ACTIVITY: Detention and Correction

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	2,519,369	2,446,446	2,446,942	745,618	(1,701,324)
Operating Expenses	0	0	1,887,962	1,535,869	1,536,917	480,660	(1,056,257)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	4,407,331	3,982,315	3,983,859	1,226,278	(2,757,581)
Reimbursements	0	0	(4,407,331)	(3,982,315)	(3,983,859)	(1,226,278)	2,757,581
Total Appropriation	0	0	0	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	0	0	0
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	0	0	0	0	0	0	0
				Budgeted Staffing	27	26	(1)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$745,618 fund 26 budgeted positions. This appropriation has a net decrease of \$1,701,324 from prior year as a result of the program's anticipated defunding effective June 30, 2011. However, residual revenues from 2010-11 will provide adequate funding to continue the program for the first quarter of 2011-12.

Operating expenses of \$480,660 include insurance costs, vehicle charges, COWCAP, central computer charges, global positioning system (GPS) charges, day reporting center costs, and counseling services. As mentioned above, the decrease of \$1,056,257 reflects that the funding source for this program is expected to expire on June 30, 2011.

Reimbursements of \$1,226,278 represent a transfer from the department's Juvenile Justice Grant Special Revenue Fund for the program's staffing and operating expenses.

STAFFING CHANGES AND OPERATIONAL IMPACT

As a cost savings measure, the Accounting Technician position previously assigned to this program has been transferred to the department's Administration, Corrections and Detention budget unit. The resulting total staffing of 26 positions has been pro-rated for one quarter of the 2011-12 fiscal year, at which time the program's remaining funding from 2010-11 will have been exhausted.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Juvenile Justice Grant	26	0	26	26	0	0	26
Total	26	0	26	26	0	0	26

Monitoring and Compliance.	Day Reporting	House Arrest	School Probation
1 Division Director	1 Supervising Probation Officer	1 Probation Officer II	1 Supervising Probation Officer
	9 Probation Correction Officers	1 Office Assistant III	10 Probation Officers II
	1 Office Assistant III		1 Office Assistant III



Juvenile Justice Grant Special Revenue Fund

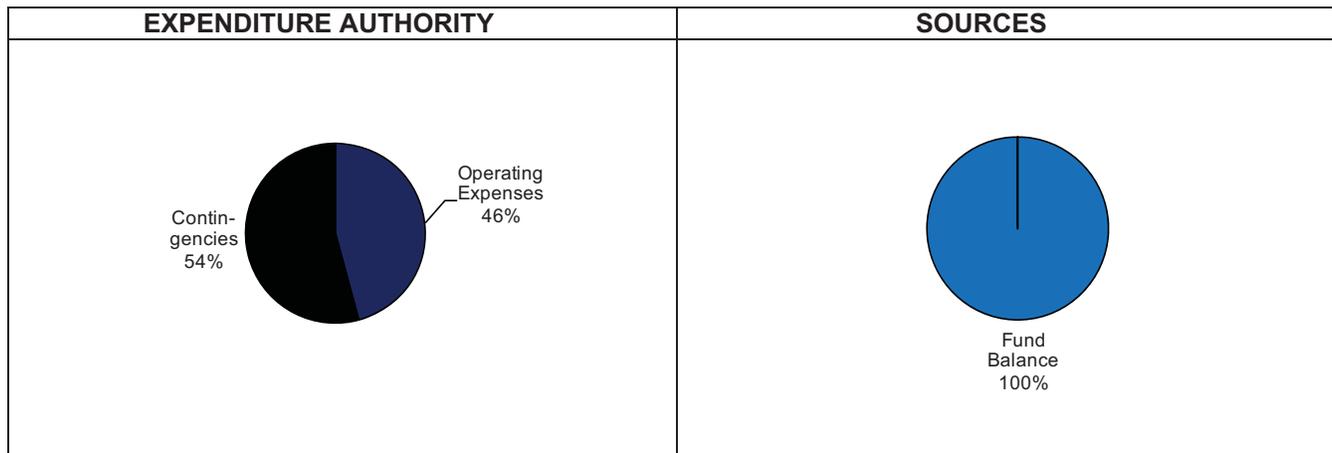
DESCRIPTION OF MAJOR SERVICES

The Juvenile Justice Crime Prevention Act allocates state resources annually to fund programs that address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of county and community leaders that develop and recommend the Comprehensive Multi-Agency Juvenile Justice Plan. This Plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County.

Budget at a Glance	
Total Expenditure Authority	\$2,676,431
Total Sources	\$3,000
Fund Balance	\$2,673,431
Total Staff	0

The Juvenile Justice Grant Special Revenue Fund has historically been funded with Vehicle License Fee (VLF) revenues, which are expected to expire on June 30, 2011. Remaining revenues from 2010-11 will be used to reimburse staffing and operating costs of the Juvenile Justice Grant Program through the first quarter of 2011-12.

2011-12 ADOPTED BUDGET



LAW AND JUSTICE



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Probation - Juvenile Justice Grant Special Revenue
 FUND: Juvenile Justice

BUDGET UNIT: SIG PRG
 FUNCTION: Public Protection
 ACTIVITY: Detention and Correction

	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	Change From
	Actual	Actual	Actual	Actual	Final	Adopted	2010-11
					Budget	Budget	Final
							Budget
Appropriation							
Staffing Expenses	4,775,369	3,297,230	0	0	0	0	0
Operating Expenses	1,995,473	1,952,595	4,407,255	3,982,315	3,982,859	1,226,278	(2,756,581)
Capital Expenditures	41,392	0	0	0	0	0	0
Contingencies	0	0	0	0	2,674,137	1,450,153	(1,223,984)
Total Exp Authority	6,812,234	5,249,825	4,407,255	3,982,315	6,656,996	2,676,431	(3,980,565)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,812,234	5,249,825	4,407,255	3,982,315	6,656,996	2,676,431	(3,980,565)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,812,234	5,249,825	4,407,255	3,982,315	6,656,996	2,676,431	(3,980,565)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	6,676,044	4,426,853	3,686,238	6,361,364	6,361,859	0	(6,361,859)
Fee/Rate	0	25	0	0	0	0	0
Other Revenue	153,702	49,330	14,482	21,244	22,000	3,000	(19,000)
Total Revenue	6,829,746	4,476,208	3,700,720	6,382,608	6,383,859	3,000	(6,380,859)
Operating Transfers In	44,116	0	0	0	0	0	0
Total Sources	6,873,862	4,476,208	3,700,720	6,382,608	6,383,859	3,000	(6,380,859)
				Fund Balance	273,137	2,673,431	2,400,294
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

As a result of the anticipated VLF "sunset" clause of June 30, 2011, the 2011-12 total appropriation amount of \$2,676,431 reflects the program's remaining balance from 2010-11 revenues. The amount in operating expenses (\$1,226,278) is only sufficient to fund program costs through the first quarter of 2011-12. The amount in contingencies (\$1,450,153) is available for future allocation as approved by the Board of Supervisors.



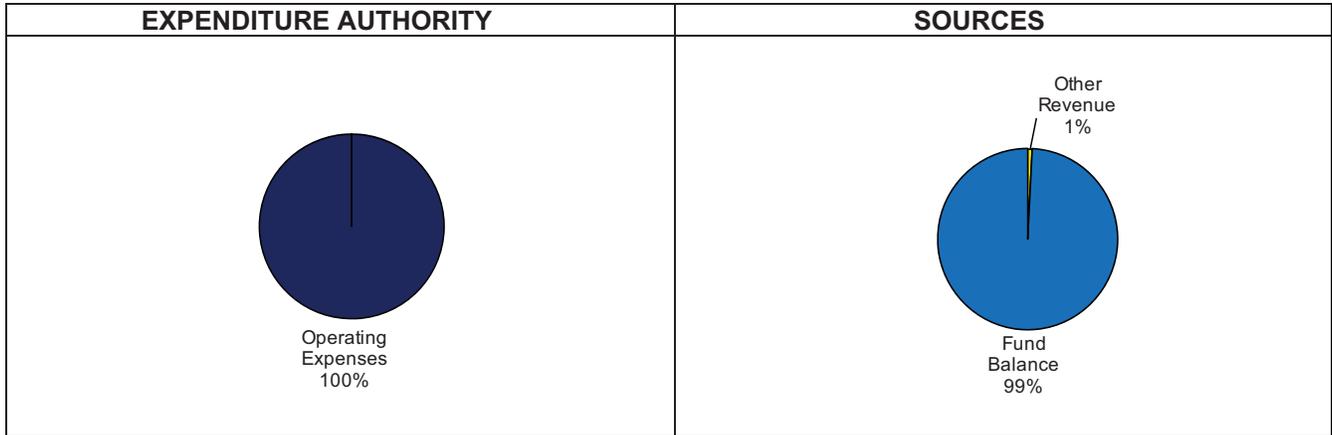
Asset Forfeiture 15%

DESCRIPTION OF MAJOR SERVICES

State of California Health and Safety Code Section 11489 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.

Budget at a Glance	
Total Expenditure Authority	\$9,881
Total Sources	\$80
Fund Balance	\$9,801
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation
FUND: Asset Forfeiture 15%

BUDGET UNIT: SYM PRB
FUNCTION: Public Protection
ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget	
Appropriation								
Staffing Expenses	0	0	0	0	0	0	0	
Operating Expenses	0	0	2,500	2,500	2,585	9,881	7,296	
Capital Expenditures	0	0	0	0	0	0	0	
Contingencies	0	0	0	0	9,733	0	(9,733)	
Total Exp Authority	0	0	2,500	2,500	12,318	9,881	(2,437)	
Reimbursements	0	0	0	0	0	0	0	
Total Appropriation	0	0	2,500	2,500	12,318	9,881	(2,437)	
Operating Transfers Out	0	0	0	0	0	0	0	
Total Requirements	0	0	2,500	2,500	12,318	9,881	(2,437)	
Departmental Revenue								
Taxes	0	0	0	0	0	0	0	
Realignment	0	0	0	0	0	0	0	
State, Fed or Gov't Aid	0	0	0	0	0	0	0	
Fee/Rate	0	0	0	0	0	0	0	
Other Revenue	674	407	143	124	141	80	(61)	
Total Revenue	674	407	143	124	141	80	(61)	
Operating Transfers In	0	0	0	0	0	0	0	
Total Sources	674	407	143	124	141	80	(61)	
					Fund Balance	12,177	9,801	(2,376)
					Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$9,881 consist of costs related to drug abuse and gang diversion programs that may include training, seminars, and related travel expenses.

Departmental revenue of \$80 represents interest earnings on this budget unit's cash balance.



State Seized Assets

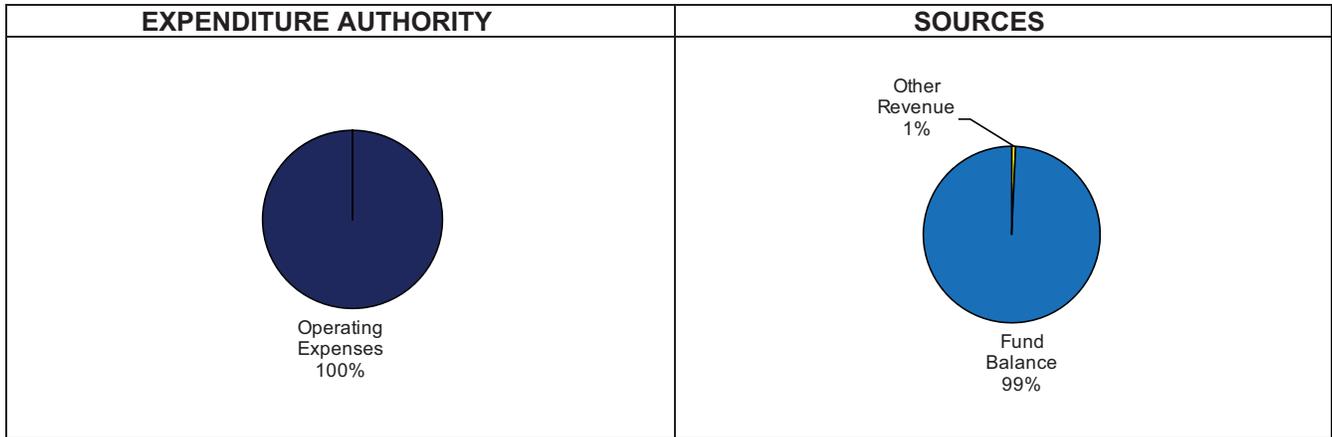
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for Probation's proportionate share of asset forfeitures seized in conjunction with other governmental agencies. Expenditures for this budget unit may include safety equipment and training expenses not reimbursed through other sources.

Budget at a Glance

Total Expenditure Authority	\$54,356
Total Sources	\$380
Fund Balance	\$53,976
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation
FUND: State Seized Assets

BUDGET UNIT: SYN PRB
FUNCTION: Public Protection
ACTIVITY: Judicial

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,559	1,554	4,470	496	892	54,356	53,464
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	53,700	0	(53,700)
Total Exp Authority	1,559	1,554	4,470	496	54,592	54,356	(236)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,559	1,554	4,470	496	54,592	54,356	(236)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,559	1,554	4,470	496	54,592	54,356	(236)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	2,802	1,654	805	535	653	380	(273)
Total Revenue	2,802	1,654	805	535	653	380	(273)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,802	1,654	805	535	653	380	(273)
				Fund Balance	53,939	53,976	37
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$54,356 include costs related to training, seminars, safety equipment, travel, and incentives for graduates of the youth Gang Resistance Education and Training (G.R.E.A.T.) program.

Departmental revenue of \$380 represents anticipated interest earnings.



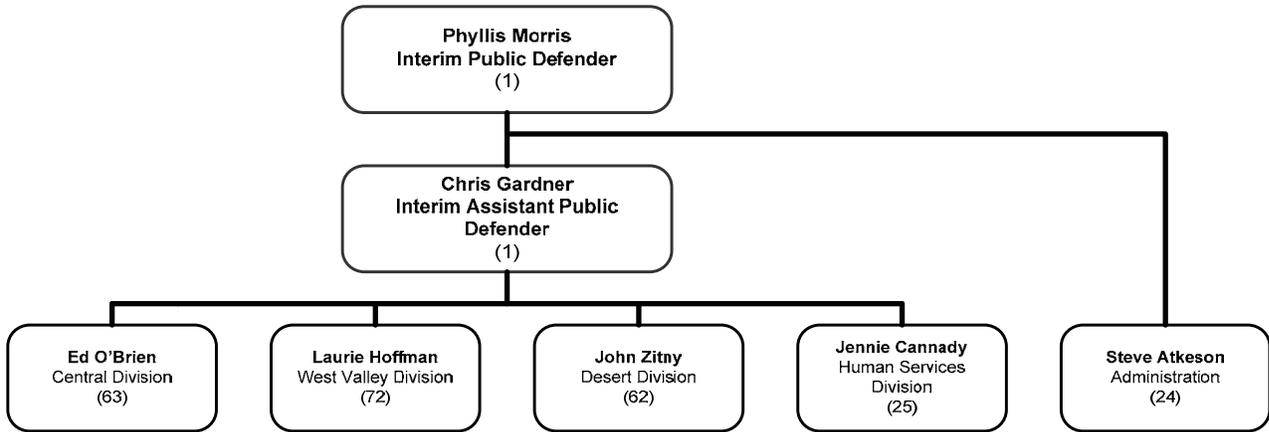
PUBLIC DEFENDER Phyllis K. Morris

MISSION STATEMENT

The Public Defender protects the constitutional rights of indigent defendants by providing skilled legal counsel and passionate advocacy at all critical phases of state level criminal and civil commitment litigation.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Awarded Program of the Year from the California Public Defenders Association for the Juvenile Division's "Alternative Approaches to Rehabilitation within the Community" program.
- Increased litigation of motions in misdemeanor cases.
- Increased community outreach through civic and school groups.
- Increased the number of Civil Commitment trials.

2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE THE NUMBER OF CASES THAT GO TO TRIAL.

Objective: Ensure a public trial as required by the Sixth and Fourteenth Amendments of the United States Constitution.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of Felony Trials.	174	179	147	171	172
Number of Misdemeanor Trials.	137	82	96	119	124

The integrity of the court system rests on the ability of Public Defenders to protect clients' rights to a jury trial under the Sixth and Fourteenth Amendment of the United States Constitution. Due to staff vigilantly pursuing trials when appropriate, the department was able to exceed its 2010-11 target amounts. Recognizing the importance of trials to its clients, the department aims to further increase the number of trials in 2011-12.



GOAL 2: MAINTAIN EARLY CASE RESOLUTION.

Objective: Maintain early resolution of cases thus minimizing custody time (and attendant costs to the client and county).

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of felony cases resolved within 180 days of arraignment.	71.7%	73.5%	New	75.2%	77.0%
Percentage of misdemeanor cases resolved within 60 days of arraignment.	71.6%	71.4%	New	78.1%	75.0%

Recognizing the importance of an early case resolution, the Public Defender's office has included a new performance measure for 2011-12. Early case resolution that includes investigations, and where appropriate, trial preparation and trials, ensures clients' rights to a speedy trial, reduces client anxiety while awaiting a resolution, and minimizes clients' custody time and the associated disruption to their lives. The goal is to maintain standards despite increasing workloads as the department will now be responsible for representing clients facing parole violations. The target percentages for 2011-12 were established by reviewing the department's statistics from previous years.

SUMMARY OF BUDGET UNITS

2011-12

	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Public Defender	32,070,114	2,070,543	29,999,571			248
Total General Fund	32,070,114	2,070,543	29,999,571			248

5-YEAR APPROPRIATION TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Public Defender	33,823,747	33,786,524	33,785,481	32,707,647	32,070,114
Total	33,823,747	33,786,524	33,785,481	32,707,647	32,070,114

5-YEAR REVENUE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Public Defender	1,400,000	1,702,204	1,366,660	1,682,697	2,070,543
Total	1,400,000	1,702,204	1,366,660	1,682,697	2,070,543

5-YEAR NET COUNTY COST TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Public Defender	32,423,747	32,084,320	32,418,821	31,024,950	29,999,571
Total	32,423,747	32,084,320	32,418,821	31,024,950	29,999,571



Public Defender

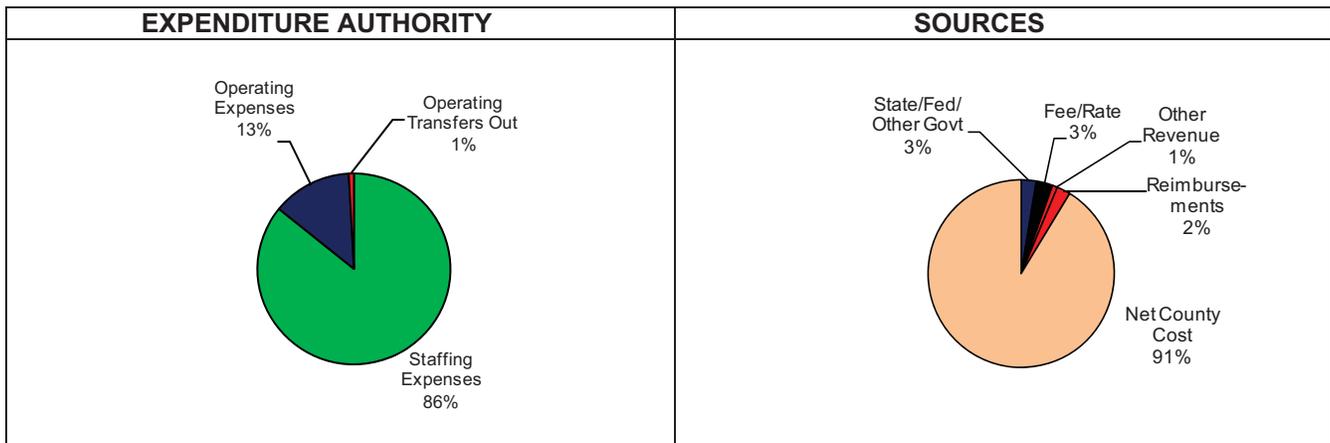
DESCRIPTION OF MAJOR SERVICES

The Public Defender's Office plays a key role in the administration of justice by providing constitutionally mandated legal services to indigent clients in misdemeanor, felony, juvenile delinquency, and mental health civil commitment cases. Services provided by the Public Defender include performing legal research, writing briefs and writs, counseling clients regarding their legal rights and applicable procedures, investigating the underlying facts and circumstances of each case, negotiating with prosecuting authorities, filing and litigating pre trial motions, and conducting bench and jury trials.

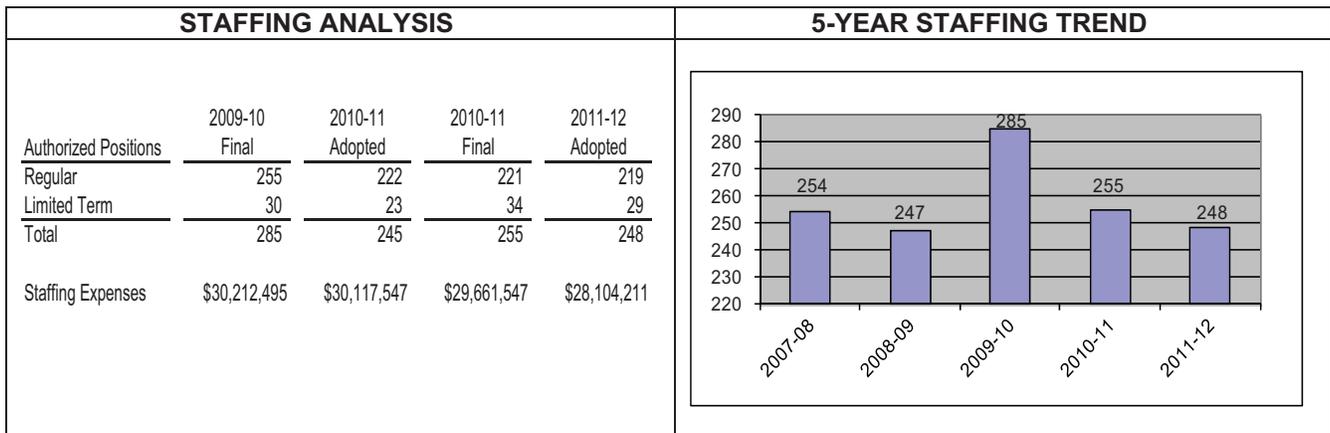
Budget at a Glance

Total Expenditure Authority	\$32,843,374
Total Sources	\$2,843,803
Net County Cost	\$29,999,571
Total Staff	248
Funded by Net County Cost	91%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Public Defender
FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	29,004,532	30,709,702	30,212,495	29,660,914	29,661,547	28,104,211	(1,557,336)
Operating Expenses	3,473,670	4,065,879	3,586,529	3,431,613	3,438,457	4,389,893	951,436
Capital Expenditures	214,974	23,245	95,001	56,022	56,023	62,000	5,977
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	32,693,176	34,798,826	33,894,025	33,148,549	33,156,027	32,556,104	(599,923)
Reimbursements	0	(198,273)	(332,639)	(448,001)	(448,380)	(773,260)	(324,880)
Total Appropriation	32,693,176	34,600,553	33,561,386	32,700,548	32,707,647	31,782,844	(924,803)
Operating Transfers Out	0	0	219,891	0	0	287,270	287,270
Total Requirements	32,693,176	34,600,553	33,781,277	32,700,548	32,707,647	32,070,114	(637,533)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	521,293	59,440	79,597	654,510	654,711	846,419	191,708
Fee/Rate	653,685	808,008	957,445	1,028,025	1,027,986	934,367	(93,619)
Other Revenue	2,730	776	5,953	0	0	2,487	2,487
Total Revenue	1,177,708	868,224	1,042,995	1,682,535	1,682,697	1,783,273	100,576
Operating Transfers In	266,384	114,730	323,340	0	0	287,270	287,270
Total Sources	1,444,092	982,954	1,366,335	1,682,535	1,682,697	2,070,543	387,846
Net County Cost	31,249,084	33,617,599	32,414,942	31,018,013	31,024,950	29,999,571	(1,025,379)
				Budgeted Staffing	255	248	(7)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$28,104,211 fund 248 budgeted positions. The significant decrease of \$1,557,336 is primarily attributed to the following:

- Elimination of the county's pick-up of employees' share of the required contribution to the San Bernardino County Employees' Retirement Association in the amount of seven percent (7%) of earnable compensation for all exempt (approved) and for attorney positions (proposed).
- Proposed work schedule reduction (from 80 hours to 72 hours per pay period) for employees represented by the San Bernardino Public Employees Association.

Operating expenses of \$4,389,893 include various professional services, vehicle charges, rents/leases, utilities, insurance, computer hardware/software, data processing charges, facilities management charges, travel costs, expert witness fees, and general office expenses. The \$951,436 increase is because COWCAP costs are now being charged to this department and the allocation of net county cost was increased accordingly.

Capital expenditures of \$62,000 include the purchase of two high-speed scanners for the department's imaging project (\$39,000), as well as the acquisition of two servers (\$11,000) and two network switches (\$12,000) for the department's information technology needs.

Reimbursements of \$773,260 represent transfers from other departments for the following costs incurred by the Public Defender's Office: expert witness/investigative services for capital cases (\$300,000), Public Services Employees utilized for the department's imaging project (\$236,878), two contract Social Service Practitioners (\$197,382), and purchase of the high-speed scanners as mentioned above (\$39,000).

Operating transfers out of \$287,270 represent payment to the Information Services Department for completion of the Public Defender's new case management system.



State, federal and other governmental aid of \$846,419 is increasing by \$191,708 primarily attributed to additional SB 90 cost reimbursements anticipated from the state.

Fee/rate revenue of \$934,367 reflects the amount projected from providing legal services to those clients determined to have the ability to pay.

Operating transfers in of \$287,270 represent the receipt of Business Process Improvement Reserve funds for costs related to the department's new case management system.

STAFFING CHANGES AND OPERATIONAL IMPACT

Through a departmental re-organization, 1 Chief Deputy Public Defender and 1 Supervising Deputy Public Defender have been deleted. Because of a restructuring of duties and responsibilities within the department, it is expected that the deletion of these positions will have a minimal impact on the level of service provided to clients. The department also eliminated 5 extra-help positions that were added mid-year in 2010-11.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	10	16	26	26	0	0	26
West Valley	67	5	72	68	4	0	72
Central	59	4	63	60	3	0	63
Desert	58	4	62	60	2	0	62
Human Services	25	0	25	25	0	0	25
Total	219	29	248	239	9	0	248

Administration	Central	West Valley	Desert
1 Public Defender	1 Chief Deputy Public Defender	1 Chief Dpty Public Defender	1 Chief Dpty Public Defender
1 Assistant Public Defender	2 Supervising DPD	3 Supervising DPD	3 Supervising DPD
1 Chief of Administration	31 Deputy Public Defenders	34 Deputy Public Defender	28 Deputy Public Defender
1 Automated Systems Analyst II	1 Supervising Investigator	1 Supervising Investigator	2 Supervising Investigator
2 Automated Systems Analyst I	12 Investigators	11 Investigator	9 Investigator
1 Automated Systems Technician	1 Spvg Office Assistant	1 Investigative Tech. II	1 Spvg Office Assistant
1 Accountant Technician	1 Secretary II	1 Supervising Office Assistant	1 Secretary II
1 Executive Secretary II	1 Office Assistant IV	1 Secretary II	12 Office Assistant III
1 Payroll Specialist	9 Office Assistant III	14 Office Assistant III	1 Office Assistant II
16 Public Service Employees	2 Law Clerk II	3 Law Clerk II	2 Law Clerk II
	2 Law Clerk I	2 Law Clerk I	2 Law Clerk I
<u>Human Services</u>			
1 Chief Deputy Public Defender			
2 Supervising DPD			
13 Deputy Public Defender			
3 Social Service Practitioner			
1 Secretary II			
5 Office Assistant III			



SHERIFF/CORONER/PUBLIC ADMINISTRATOR

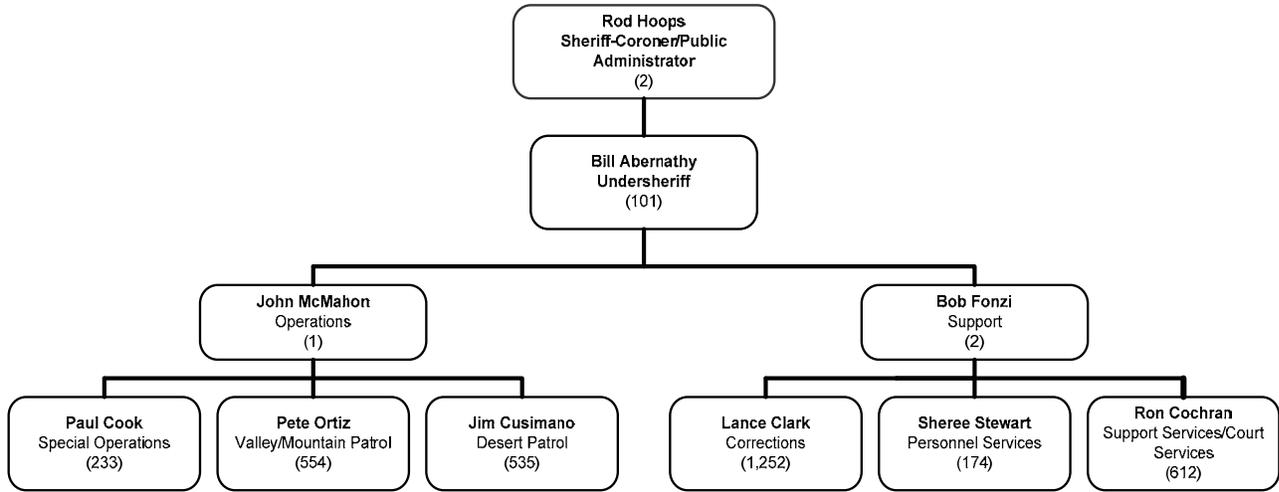
Rod Hoops

MISSION STATEMENT

The Sheriff/Coroner/Public Administrator provides professional public safety services to residents and visitors of San Bernardino so they can be safe and secure in their homes and businesses.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Established the Law Enforcement Intelligence Network Center (LEINC). This unit identifies evolving and emerging criminal activity and searches for patterns, series, and trends of all hazards in a timely manner and reports to law enforcement, fire, health and private and public sector stakeholders. The LEINC also serves as the department's Operation Center in the event of a disaster or significant event.
- The department's school safety program, Operation CleanSWEEP was awarded the 2009 National Exemplary School Safety Award by the Safe School Advocacy Council. This award is given to programs that have demonstrated outstanding success and effectiveness in promoting student and staff security on local campuses. Operation CleanSWEEP has been in effect since 1997, and currently active in approximately 100 campuses around the county.
- The department started implementing the NIXLE and Telephone Emergency Notification System (TENS) notification systems. NIXLE is a Community Information System dedicated to helping residents stay connected with their local police department. The information can be delivered over the cell phone by text message, by email and over the web. TENS is a high speed communication system that delivers emergency information or warnings to designated geographical areas. TENS utilizes a combination of telephone, computer, and Geographic Information System (GIS) technologies.
- The department broke ground on the Adelanto Detention Center expansion project, funded by the California AB 900 program. This facility is expected to add 1,368 beds to the department's current total bed capacity of 6,018.
- The department has implemented the Presyncnt Report Writing application throughout six locations. The application is a paperless automated reporting system, which transforms the existing department paper report forms into a web-based version stored electronically, thereby saving both time and money.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MAINTAIN RESPONSE CAPABILITIES TO DISASTERS AND OTHER EMERGENCIES.

Objective: To be able to provide necessary police service to citizens in the unincorporated area of the county.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of incoming calls per Dispatcher I.	23,710	22,820	23,455	22,856	22,856
Deputy to Citizen ratio.	1:1,258	1:1,279	1:1,268	1:1,251	1:1,263

In the patrol stations, the department has transitioned to 12 hour patrol shifts, thereby eliminating overlap and seeking to increase efficiency. The realignment in patrol allows the department to maintain service levels while also allowing the department to transfer 50 deputies back to corrections in an effort to reduce overtime.

GOAL 2: MAINTAIN MANDATED DETENTION AND CORRECTION SERVICES.

Objective: To provide a safe and secure environment for inmates and employees at the detention facilities.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of inmate-on-inmate assaults per 1,000 prisoners per month.	5.54	4.95	5.21	6.15	6.15

When construction of the Adelanto Detention Center is completed, the additional jail beds will enable the department to greatly increase the number of single and double occupancy cells within the county, thus providing for greater security of the county inmate population.



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Sheriff/Coroner/Public Administrator	449,288,793	272,175,278	177,113,515			3,466
Total General Fund	449,288,793	272,175,278	177,113,515			3,466
Special Revenue Funds						
Contract Training	5,810,885	3,565,000		2,245,885		0
Public Gatherings	1,657,551	1,448,998		208,553		0
Aviation	1,772,375	500,000		1,272,375		0
IRNET Federal	3,168,416	770,000		2,398,416		0
IRNET State	215,830	74,000		141,830		0
Federal Seized Assets (DOJ)	9,958,321	815,000		9,143,321		0
Federal Seized Assets (Treasury)	47,148	10,400		36,748		0
State Seized Assets	4,547,778	1,025,000		3,522,778		0
Auto Theft Task Force	905,941	824,000		81,941		0
Search and Rescue	156,591	13,000		143,591		0
CAL-ID Program	4,438,276	4,093,551		344,725		0
Capital Projects Fund	1,201,892	40,000		1,161,892		0
Court Services Auto	2,030,002	675,000		1,355,002		0
Court Services Tech	1,815,776	395,000		1,420,776		0
Local Detention Facility Revenue	3,152,320	15,000		3,137,320		0
Total Special Revenue Funds	40,879,102	14,263,949		26,615,153		0
Total - All Funds	490,167,895	286,439,227	177,113,515	26,615,153		3,466

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Sheriff/Coroner/Public Administrator	402,004,318	415,623,711	406,617,367	413,430,908	449,288,793
Contract Training	3,466,919	3,399,817	3,104,907	4,341,764	5,810,885
Public Gatherings	1,841,797	1,623,295	1,157,367	1,157,616	1,657,551
Aviation	976,475	1,541,369	1,148,701	1,350,172	1,772,375
IRNET Federal	1,493,734	1,617,732	2,101,471	2,787,967	3,168,416
IRNET State	122,485	208,607	202,936	165,855	215,830
Federal Seized Assets (DOJ)	983,863	3,138,419	6,946,834	9,905,768	9,958,321
Federal Seized Assets (Treasury)	7,727	35,431	36,385	36,786	47,148
State Seized Assets	1,249,889	2,672,497	3,449,480	4,178,260	4,547,778
Auto Theft Task Force	1,025,556	972,226	815,934	815,279	905,941
Search and Rescue	363,002	263,844	108,200	167,149	156,591
CAL-ID Program	4,373,641	3,851,164	3,590,625	3,333,449	4,438,276
Capital Projects Fund	1,622,415	2,107,527	3,399,831	3,486,706	1,201,892
Court Services Auto	1,156,504	1,172,389	1,540,522	1,715,077	2,030,002
Court Services Tech	911,137	1,124,764	1,218,321	1,496,146	1,815,776
Local Detention Facility Revenue	0	2,510,057	2,094,141	4,137,554	3,152,320
Total	421,599,462	441,862,849	437,533,022	452,506,456	490,167,895



5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Sheriff/Coroner/Public Administrator	267,018,421	271,275,863	253,236,140	260,875,623	272,175,278
Contract Training	1,955,657	2,090,000	1,443,409	2,573,637	3,565,000
Public Gatherings	1,764,638	1,500,483	1,131,865	1,057,635	1,448,998
Aviation	500,000	500,000	469,761	234,988	500,000
IRNET Federal	660,000	661,000	1,035,198	1,213,048	770,000
IRNET State	59,600	100,000	87,339	6,114	74,000
Federal Seized Assets (DOJ)	320,000	805,000	3,968,398	3,703,316	815,000
Federal Seized Assets (Treasury)	4,170	18,400	521	400	10,400
State Seized Assets	1,120,000	1,120,000	1,052,946	915,025	1,025,000
Auto Theft Task Force	864,000	919,137	812,300	815,520	824,000
Search and Rescue	107,000	107,000	6,158	83,503	13,000
CAL-ID Program	4,255,998	3,580,736	3,230,987	2,988,724	4,093,551
Capital Projects Fund	410,000	305,332	302,568	87,425	40,000
Court Services Auto	315,000	530,000	763,576	794,930	675,000
Court Services Tech	310,000	395,000	388,504	425,097	395,000
Local Detention Facility Revenue	0	2,482,000	2,055,827	2,043,412	15,000
Total	279,664,484	286,389,951	269,985,497	277,818,397	286,439,227

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Sheriff/Coroner/Public Administrator	134,985,897	144,347,848	153,381,227	152,555,285	177,113,515
Total	134,985,897	144,347,848	153,381,227	152,555,285	177,113,515

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Contract Training	1,511,262	1,309,817	1,661,498	1,768,127	2,245,885
Public Gatherings	77,159	122,812	25,502	99,981	208,553
Aviation	476,475	1,041,369	678,940	1,115,184	1,272,375
IRNET Federal	833,734	956,732	1,066,273	1,574,919	2,398,416
IRNET State	62,885	108,607	115,597	159,741	141,830
Federal Seized Assets (DOJ)	663,863	2,333,419	2,978,436	6,202,452	9,143,321
Federal Seized Assets (Treasury)	3,557	17,031	35,864	36,386	36,748
State Seized Assets	129,889	1,552,497	2,396,534	3,263,235	3,522,778
Auto Theft Task Force	161,556	53,089	3,634	(241)	81,941
Search and Rescue	256,002	156,844	102,042	83,646	143,591
CAL-ID Program	117,643	270,428	359,638	344,725	344,725
Capital Projects Fund	1,212,415	1,802,195	3,097,263	3,399,281	1,161,892
Court Services Auto	841,504	642,389	776,946	920,147	1,355,002
Court Services Tech	601,137	729,764	829,817	1,071,049	1,420,776
Local Detention Facility Revenue	0	28,057	38,314	2,094,142	3,137,320
Total	6,949,081	11,125,050	14,166,298	22,132,774	26,615,153



Sheriff/Coroner/Public Administrator

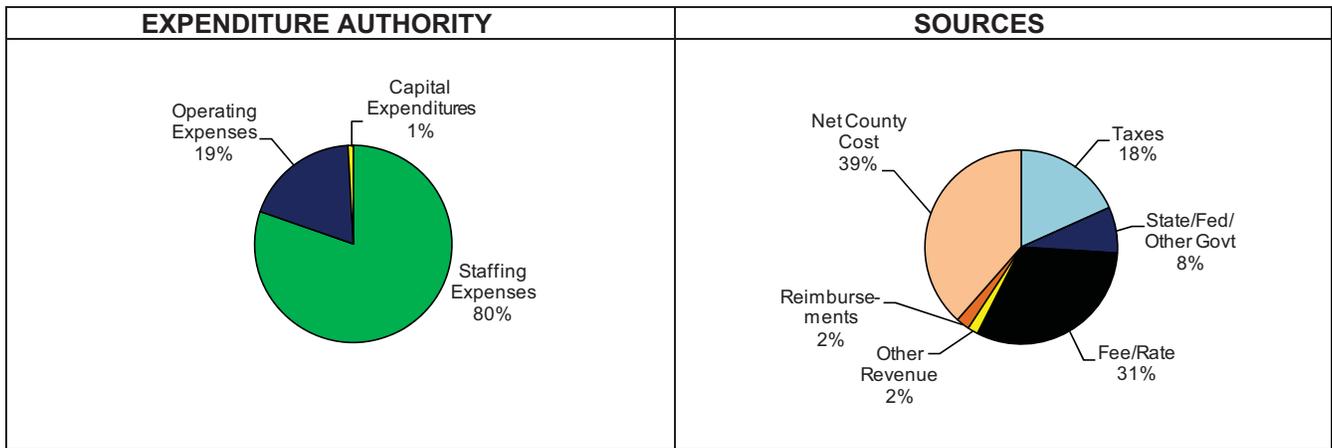
DESCRIPTION OF MAJOR SERVICES

The Sheriff/Coroner/Public Administrator acts as chief law enforcement officer, coroner and director of safety and security for the county by providing a full range of services throughout the unincorporated areas as well as to 14 cities that contract for law enforcement protection. Additionally, effective February 25, 2010 the Office of the Public Administrator was consolidated within the Sheriff/Coroner's office. The Public Administrator function serves to administer estates of persons who are deceased with whom no executor or administrator has been appointed.

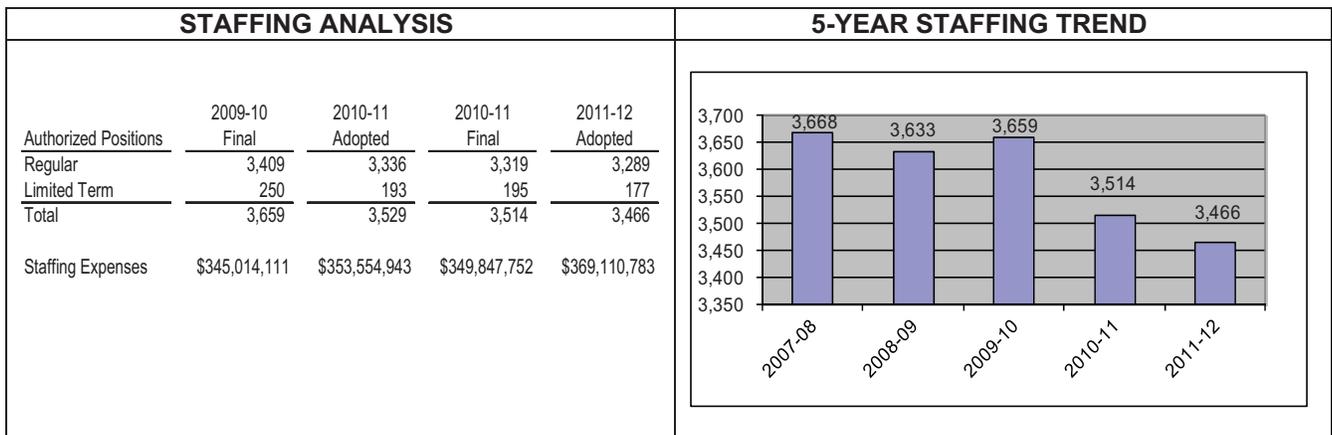
Budget at a Glance	
Total Expenditure Authority	\$459,538,091
Total Sources	\$282,424,576
Net County Cost	\$177,113,515
Total Staff	3,466
Funded by Net County Cost	39%

The 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, communications dispatch, and an aviation division for general patrol and search and rescue activities. The Sheriff/Coroner/Public Administrator also contracts with the courts to provide security in the courtrooms, operates a civil processing division and manages four major detention facilities – Central Detention Center, Glen Helen Rehabilitation Center, West Valley Detention Center and Adelanto Detention Center. The department also operates a regional law enforcement training center and emergency driver training facility.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: General

BUDGET UNIT: AAA SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	344,935,910	348,041,520	345,014,111	349,847,551	349,847,752	369,110,783	19,263,031
Operating Expenses	63,508,444	61,499,974	59,944,815	65,141,978	65,157,050	86,421,452	21,264,402
Capital Expenditures	7,049,056	8,126,424	6,316,880	8,068,482	8,069,182	4,005,856	(4,063,326)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	415,493,410	417,667,918	411,275,806	423,058,011	423,073,984	459,538,091	36,464,107
Reimbursements	(5,192,537)	(5,247,334)	(4,769,039)	(9,649,530)	(9,649,530)	(10,249,298)	(599,768)
Total Appropriation	410,300,873	412,420,584	406,506,767	413,408,481	413,424,454	449,288,793	35,864,339
Operating Transfers Out	137,309	101,999	116,131	6,254	6,454	0	(6,454)
Total Requirements	410,438,182	412,522,583	406,622,898	413,414,735	413,430,908	449,288,793	35,857,885
Departmental Revenue							
Taxes	103,950,000	88,258,302	81,130,000	82,250,000	82,250,000	84,000,000	1,750,000
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	26,636,097	21,627,100	35,369,242	37,741,619	37,741,820	35,498,621	(2,243,199)
Fee/Rate	123,425,504	130,545,751	126,876,856	133,915,470	133,916,070	144,641,374	10,725,304
Other Revenue	6,064,565	6,525,892	6,245,426	5,937,520	5,943,377	6,643,507	700,130
Total Revenue	260,076,166	246,957,045	249,621,524	259,844,609	259,851,267	270,783,502	10,932,235
Operating Transfers In	5,474,733	5,182,958	3,614,801	1,029,365	1,024,356	1,391,776	367,420
Total Sources	265,550,899	252,140,003	253,236,325	260,873,974	260,875,623	272,175,278	11,299,655
Net County Cost	144,887,283	160,382,580	153,386,573	152,540,761	152,555,285	177,113,515	24,558,230
				Budgeted Staffing	3,514	3,466	(48)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$369,110,783 fund 3,466 budgeted positions and are increasing by \$19,263,031 from 2010-11. Increases are primarily due to costs associated with ensuring adequate funding levels for potential earned leave cash-outs of approximately \$5.7 million, Safety and General Unit salary raises of \$10.7 million, and retirement cost increases of \$8.8 million. These increases are partially offset by decreases related to various employee salary and benefit reductions, including a one-time cost reduction of \$1.2 million as a result of members of the San Bernardino Public Employees' Association (SBPEA) agreeing to a leave time bank in 2011-12, and the department assuming \$4.9 million in salary savings resulting from a proposed work schedule reduction plan for SBPEA members.

Operating expenses of \$86,421,452 are comprised of the department's operational costs, which primarily include various food and clothing for inmates at detention facilities, department communication charges, as well as Risk Management liability costs, Facilities Management costs, and information technology costs. The increased costs of \$21,264,402 are primarily related to increases in Law Enforcement liability costs of \$1.5 million and a new charge to the department resulting from a change in accounting for countywide administrative costs, whereby the department will be charged \$19.5 million in administrative costs, which are offset by a corresponding increase in net county cost.

Capital expenditures of \$4,005,856 represent costs for structures and improvements to structures, equipment purchases, vehicle purchases, and costs for capitalized software. The decrease of \$4,063,326 is primarily the result of a decrease in one-time grant funded equipment as well as a one-time reduction in costs for vehicles. In 2010-11, the department used additional U.S. Marshal revenue to purchase an additional 100 Ford Crown Victorias due to Ford Motor Corporation's decision to discontinue production of the law enforcement line of Crown Victorias. By purchasing additional units in 2010-11, the department will be able to forego the purchase of replacement vehicles on a one-time basis in 2011-12, resulting in significant savings.



Reimbursements of \$10,249,298 primarily include transfers from various Sheriff/Coroner/Public Administrator special revenue funds for staffing costs.

Departmental revenue of \$272,175,278 represents an \$11,299,655 increase primarily resulting from an anticipated increase in Proposition 172 half-cent sales tax revenues of \$1,750,000 and additional revenues from departmental law enforcement contract services totaling approximately \$10.7 million due to salary increases. These increases were partially offset by a \$2.2 million decrease in state/federal aid primarily resulting from the assumed loss of one-time grant funding. Notable departmental revenue includes \$84,000,000 in Proposition 172 sales tax for law enforcement, \$6,625,091 in state revenues, of which \$349,591 are grant related, \$19,995,000 in funding related to providing jail services to federal U.S. Marshal inmates, \$5,450,897 in federal grants, \$139,197,393 in contract law enforcement service revenue, and \$5,434,481 for various fees.

STAFFING CHANGES AND OPERATIONAL IMPACT

The department is reducing the budgeted amount of Sheriff's Trainee staff by 44 positions as well as deleting 19 vacant positions that are designated as part-time extra help. The 44 deleted Trainee positions do not result in additional savings to the department as the department has increased the budgeted amount per Trainee position compared to prior years. Additionally, the department reduced services and supplies to fund 3 Deputy Sheriffs, 2 Detectives and 4 Sergeant positions in anticipation of losing the State Vehicle License Fee allocation that funds these positions. The department also added 6 positions (1 Sergeant, 4 Detectives and 1 Deputy Sheriff) for the California Multi-jurisdictional Methamphetamine Enforcement Team (Cal –MMET) in accordance with Board action dated June 7, 2011.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Sheriff/Coroner/Public Administrator	2	0	2	2	0	0	2
Undersheriff	98	3	101	88	13	0	101
Assistant Sheriff - Operations	1	0	1	1	0	0	1
Special Operations	222	11	233	216	17	0	233
Valley Patrol	547	7	554	528	26	0	554
Desert Patrol	522	13	535	512	23	0	535
Assistant Sheriff - Support	2	0	2	2	0	0	2
Personnel Services	115	59	174	138	36	0	174
Corrections	1,197	55	1,252	1,155	97	0	1,252
Support Services	583	29	612	565	47	0	612
Total	3,289	177	3,466	3,207	259	0	3,466



<p><u>Sheriff/Coroner/Public Administrator</u> 1 Sheriff/Coroner/Public Administrator 1 Director of County Safety and Security</p>	<p><u>Operations</u> 1 Assistant Sheriff</p>	<p><u>Valley Patrol</u> 1 Sheriff's Deputy Chief 8 Sheriff's Captain 64 Deputy Sheriff</p>
<p><u>Undersheriff</u> 1 Undersheriff 1 Sheriff's Captain 4 Accountant II 2 Accountant III 1 Accounting Technician 18 Automated Systems Analyst I 9 Automated Systems Technician 2 Communications Installer 2 Communications Tech I 1 Criminalist I 2 Executive Secretary I 1 Executive Secretary III-Unclassified 6 Fiscal Assistant 1 Mechanics Assistant 1 Motor Pool Services Assistant 3 Office Assistant II 1 Office Assistant III 1 Office Specialist 2 Programmer Analyst III 2 Public Service Employee 1 Safety Unit Extra Help 3 Secretary I 1 Sheriff Deputy Dir Admin Services 1 Sheriff's Administrative Manager 2 Sheriff's Automated Systems Sup 1 Sheriff's Custody Assistant 1 Sheriff's Custody Specialist 1 Sheriff's Facilities Coordinator 1 Sheriff's Financial Manager 1 Sheriff's Fleet Supervisor 2 Sheriff's Lieutenant 2 Sheriff's Maintenance Mechanic 1 Sheriff's Research Analyst 2 Sheriff's Special Assistant 4 Staff Analyst I 2 Staff Analyst II 1 Supervising Accountant II 1 Supervising Fiscal Specialist 1 Supervising Accounting Technician 3 Systems Development Team Leader 8 Systems Support Analyst III</p>	<p><u>Special Operations</u> 1 Sheriff's Deputy Chief 4 Sheriff's Captain 1 Automated Systems Analyst I 8 Crime Analyst 33 Deputy Sheriff 1 Fiscal Assistant 1 Fiscal Specialist 1 Lead Sheriff's Aviation Mechanic 3 Office Assistant II 5 Office Assistant III 8 Office Assistant IV 2 Polygraph Examiner 10 Safety Unit Extra Help 3 Secretary I 2 Secretary II 6 Sheriff's Aviation Mechanic 1 Sheriff's Aviation Mechanic Sup. 97 Sheriff's Detective/Corporal 1 Sheriff's Emergency Svcs Cdnt 1 Sheriff's Facilities Coordntr 8 Sheriff's Lieutenant 1 Sheriff's Pilot 28 Sheriff's Sergeant 2 Sheriff's Service Specialist 1 Sheriff's Spcl. Program Coordinator 1 Sheriff's Training Specialist I 1 Supervising Crime Analyst 1 Supervising Polygraph Examiner 1 Systems Support Analyst II</p>	<p>243 Deputy Sheriff 12 Hour Shift 1 Deputy Sheriff Resident 8 Motor Pool Services Assistant 6 Office Assistant II 51 Office Specialist 3 Public Service Employee 8 Secretary I 1 Secretary II 3 Sheriff's Custody Special 12 hr 47 Sheriff's Detective/Corporal 10 Sheriff's Lieutenant 1 Sheriff's Records Clerk 57 Sheriff's Sergeant 37 Sheriff's Service Specialist 4 Sheriff's Station Officer 1 Supervising Office Specialist</p>



<p><u>Desert Patrol</u></p> <ul style="list-style-type: none"> 1 Sheriff's Deputy Chief 7 Sheriffs Captain 1 Crime Scene Specialist I 59 Deputy Sheriff 231 Deputy Sheriff 12 Hour Shift 1 Deputy Sheriff III Resident 10 Deputy Sheriff Resident 2 Motor Pool Services Assistant 5 Office Assistant II 1 Office Assistant III 46 Office Specialist 1 Public Service Employee 4 Safety Unit Extra Help 7 Secretary I 1 Sheriff's Custody Assistant 15 Sheriff's Custody Special 12 hr 39 Sheriff's Detective/Corporal 8 Sheriff's Lieutenant 51 Sheriff's Sergeant 35 Sheriff's Service Specialist 8 Sheriff's Station Officer 2 Supervising Office Specialist 	<p><u>Support</u></p> <ul style="list-style-type: none"> 1 Assistant Sheriff 1 Lieutenant <p><u>Personnel Services</u></p> <ul style="list-style-type: none"> 1 Sheriff's Deputy Chief 3 Sheriff's Captain 16 Cont Motorcycle Instructor 1 Cont Motorcycle Program Direct 1 Cont Range Safety Officer 1 Cont Sheriff Training Program 1 Cont Sheriff's Armorer 1 Crime Prevention Prgm Coordinator 27 Deputy Sheriff 1 Fiscal Assistant 1 Fiscal Specialist 1 Motor Pool Services Assistant 1 Multimedia Coordinator 7 Office Assistant II 7 Office Assistant III 6 Payroll Specialist 2 Personnel Technician 5 Public Service Employee 9 Safety Unit Extra Help 2 Secretary I 3 Secretary II 1 Sheriff's Civil Investigator 1 Sheriff's Commnty Relations Officer 1 Sheriff's Custody Specialist 13 Sheriff's Detective/Corporal 1 Sheriff's Facilities Coordinator 6 Sheriff's Lieutenant 2 Sheriff's Public Info Offcr I 1 Sheriff's Public Info Offcr II 11 Sheriff's Sergeant 1 Sheriff's Service Specialist 32 Sheriff's Training Specialist I 3 Sheriff's Training Specialist II 2 Sheriff's Training Supervisor 1 Sheriff's Motor/Fabric Mechanic 1 Supervising Fiscal Specialist <p><u>Support Services</u></p> <ul style="list-style-type: none"> 2 Sheriff's Deputy Chief 4 Sheriff's Captain 1 Accountant III 1 Accounting Technician 1 Automated Systems Analyst I 8 Autopsy Assistant 1 Cont Chief Forensic Pathologist 4 Contract Deputy Medical Examiner 1 Crime Lab Director 10 Crime Scene Specialist I 2 Crime Scene Specialist II 16 Criminalist I 19 Criminalist II 2 Criminalist III 1 Departmental IS Administrator 22 Deputy Coroner Investigator 	<p><u>Support Services Cont'd</u></p> <ul style="list-style-type: none"> 1 Deputy Director-Sheriff Coroner 3 Deputy Public Administrator 155 Deputy Sheriff 1 Executive Secretary III -Class 7 Fingerprint Examiner I 15 Fingerprint Examiner II 1 Fiscal Assistant 1 Fiscal Specialist 2 Forensic Specialist I (DC) 1 Forensic Specialist II (DC) 1 Indigent Burial Specialist 1 Laboratory Aid 29 Office Assistant II 21 Office Assistant III 6 Office Specialist 11 Public Service Employee 5 Safety Unit Extra Help 2 Secretary I 2 Secretary II 10 Sheriff's Civil Technician 47 Sheriffs Comm Dispatcher I 85 Sheriffs Comm Dispatcher II 12 Sheriff's Comm Dispatcher III 2 Sheriff's Communications Mgr 3 Sheriff's Custody Specialist 3 Sheriff's Detective/Corporal 8 Sheriff's Lieutenant 28 Sheriff's Records Clerk 1 Sheriffs Records Manager 11 Sheriff's Sergeant 6 Sheriff's Service Specialist 17 Sheriff's Supv Comm Dispatcher 3 Supervising Criminalist 6 Supervising Office Assistant 1 Supvg. Deputy Public Administrator 5 Supvg. Dpty Coroner Investgr I 1 Supvg. Dpty Coroner Investgr II 2 Supvg. Fingerprint Examiner 1 Systems Support Analyst II
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<u>Corrections</u>	<u>Corrections Cont'd</u>
1 Sheriff's Deputy Chief	6 Sheriff's Detective/Corporal
4 Sheriff's Captain	1 Sheriff's Facilities Coordntr
1 Accounting Technician	1 Sheriffs Food Service Manager
4 Alcohol & Drug Counselor	9 Sheriffs Food Service Supervisor
1 Cont Bakery Occupational Instr	1 Sheriff's Food Svcs. Director
1 Cont Culinary Instructor	1 Sheriff's Health Services Mgr
1 Cont Dentist	7 Sheriff's Lieutenant
1 Cont Radiologic Tech II	4 Sheriff's Lieutenant 12hrShift
1 Cont Sheriff Chaplain H Rng	1 Sheriff's Maintenance Manager
4 Cont Sheriff Dentist	32 Sheriff's Maintenance Mechanic
1 Cont Sheriff Inst Landscape Sp	3 Sheriff's Medical Stores Specialist
1 Cont Sheriff Psychiatrist	4 Sheriff's Nurse Supervisor I
1 Cont Sheriff Psychologist	5 Sheriff's Nurse Supervisor II
1 Cont Sheriff's Regst. Dietitian	1 Sheriff's Research Analyst
20 Correctional Nurse - Per Diem	14 Sheriff's Sergeant
43 Correctional Nurse II	22 Sheriff's Sergeant 12 Hour Shift
2 Correctional Nurse III	6 Sheriff's Training Specialist I
3 Contract Sheriff Chaplain	2 Sheriff's Training Specialist II
2 Dental Assistant-Corrections	3 Sheriff's Sergeant 12 Hour Shift
66 Deputy Sheriff	3 Social Worker II
414 Deputy Sheriff 12 Hour Shift	4 Stores Specialist
6 Detention Review Officer I	3 Sup. Sheriff's Custody Specialist
1 Detention Review Officer II	1 Supervising Accountant II
2 Electrician	1 Supervising Fiscal Specialist
19 Fiscal Assistant	1 Supervising Office Specialist
1 Fiscal Specialist	
15 Health Services Assistant I	
1 Inmate Programs Coordinator	
10 Lic. Vocational Nurse-Per Diem	
37 Lic. Vocational Nurse II-Correctns	
5 Maintenance Supervisor	
1 Motor Pool Services Assistant	
1 Office Assistant II	
4 Office Assistant III	
1 Office Specialist	
1 Painter I	
5 Public Service Employee	
2 Safety Unit Extra Help	
5 Secretary I	
1 Secretary II	
60 Sheriff's Cook II	
100 Sheriff's Custody Assistant	
136 Sheriff's Custody Specialist	
129 Sheriff's Custody Special 12 hr	



Contract Training

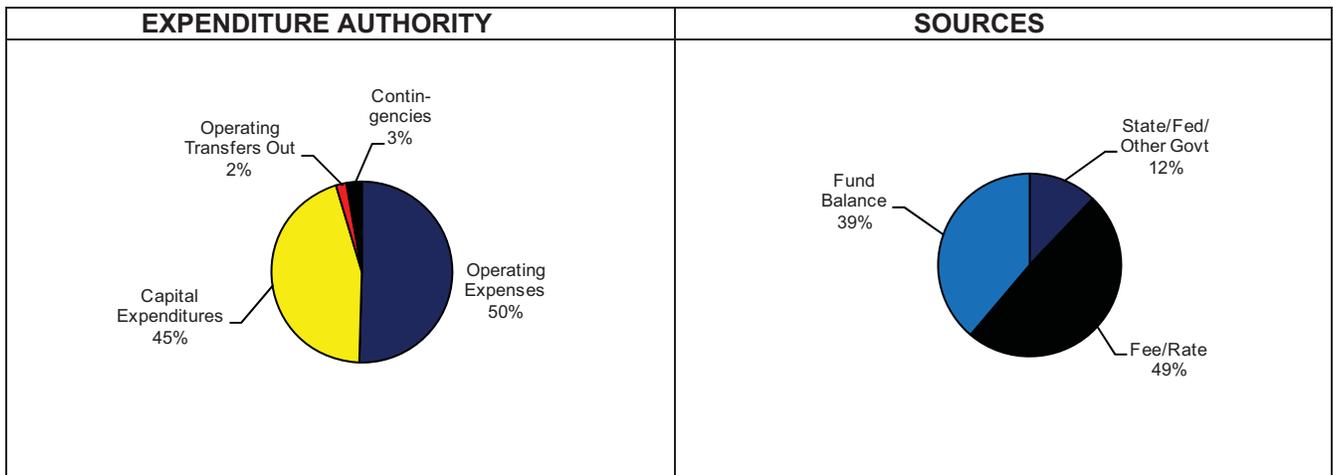
DESCRIPTION OF MAJOR SERVICES

Contract Training represents a special law enforcement training function provided to the Sheriff/Coroner/Public Administrator Department and other law enforcement agencies that prepare candidates for law enforcement positions and update skills of those already in the field. Fees for service provide the funding for contract law enforcement training activities. A large contract for driver training with San Bernardino Valley College provides substantial funding for this program. In addition, the contract with U.S. Dept of Homeland Security, Immigration and Customs Enforcement (ICE), Customs and Border Protection (CBP) continues in this budget fiscal year.

Budget at a Glance	
Total Expenditure Authority	\$5,810,885
Total Sources	\$3,565,000
Fund Balance	\$2,245,885
Total Staff	0

There is no staffing associated with this budget unit. Services at both the Emergency Vehicle Operations Center (EVOC) and the Training Academy are provided by staff budgeted in the Sheriff/Coroner/Public Administrator's general fund budget unit and are reimbursed by this budget unit.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: Contract Training

BUDGET UNIT: SCB SHR
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,059,128	1,487,094	1,239,589	1,818,201	1,836,138	2,932,141	1,096,003
Capital Expenditures	44,604	323,457	156,377	333,795	334,440	2,610,000	2,275,560
Contingencies	0	0	0	0	2,225,611	158,744	(2,066,867)
Total Exp Authority	2,103,732	1,810,551	1,395,966	2,151,996	4,396,189	5,700,885	1,304,696
Reimbursements	(38,551)	(66,774)	(56,504)	(54,426)	(54,425)	0	54,425
Total Appropriation	2,065,181	1,743,777	1,339,462	2,097,570	4,341,764	5,700,885	1,359,121
Operating Transfers Out	0	0	0	0	0	110,000	110,000
Total Requirements	2,065,181	1,743,777	1,339,462	2,097,570	4,341,764	5,810,885	1,469,121
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	308,322	915,284	389,244	470,108	470,108	700,000	229,892
Fee/Rate	1,477,727	1,139,841	1,014,669	2,085,972	2,085,973	2,840,000	754,027
Other Revenue	77,686	40,333	39,498	17,556	17,556	25,000	7,444
Total Revenue	1,863,735	2,095,458	1,443,411	2,573,636	2,573,637	3,565,000	991,363
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	1,863,735	2,095,458	1,443,411	2,573,636	2,573,637	3,565,000	991,363
				Fund Balance	1,768,127	2,245,885	477,758
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,932,141 include structural and vehicle repairs and maintenance, materials and supplies for the Training Academy and EVOC as well as transfers for anticipated salaries and benefits costs to the Sheriff/Coroner/Public Administrator’s general fund budget unit for services rendered at both EVOC and the Training Academy. The significant increase of \$1,096,003 is primarily because of the department’s training contract with ICE.

Capital expenditures of \$2,610,000 consist of the following: \$1,500,000 for replacement of asphalt at the EVOC driver training track, which was built in 1991; \$800,000 for continuation of the new modular classrooms project at the Training Academy; \$160,000 for the addition of modular restrooms at the Sheriff’s Shooting Range; and \$150,000 for the purchase of vehicles to replace the Academy’s worn-out unmarked patrol practice units used for training purposes.

Contingencies of \$158,744 represent that portion of fund balance not planned to be spent in 2011-12 and is decreasing significantly in order to primarily assist in funding for asphalt replacement at the EVOC driver training track.

Operating transfers out of \$110,000 represents additional costs associated with renovating existing modular classrooms at the Sheriff’s Training Academy.

Departmental revenue of \$3,565,000 includes reimbursement of \$700,000 for Police Officer Standards Training (POST), fees totaling \$2,840,000 from various outside agencies, and interest earnings of \$25,000. The overall revenue increase of \$991,363 is primarily due to additional services provided under the training contract with ICE.



Public Gatherings

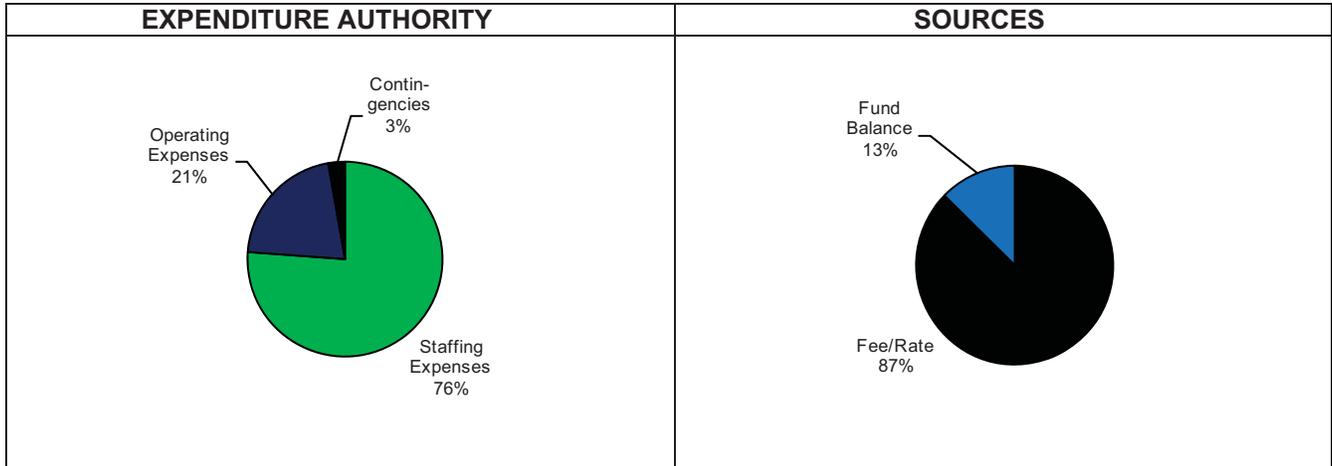
DESCRIPTION OF MAJOR SERVICES

Public Gatherings represents protective services provided by the Sheriff/Coroner/Public Administrator’s Department, for a fee, for various public functions and events throughout the county. The services provided are fully funded by fees charged to the sponsoring organizations.

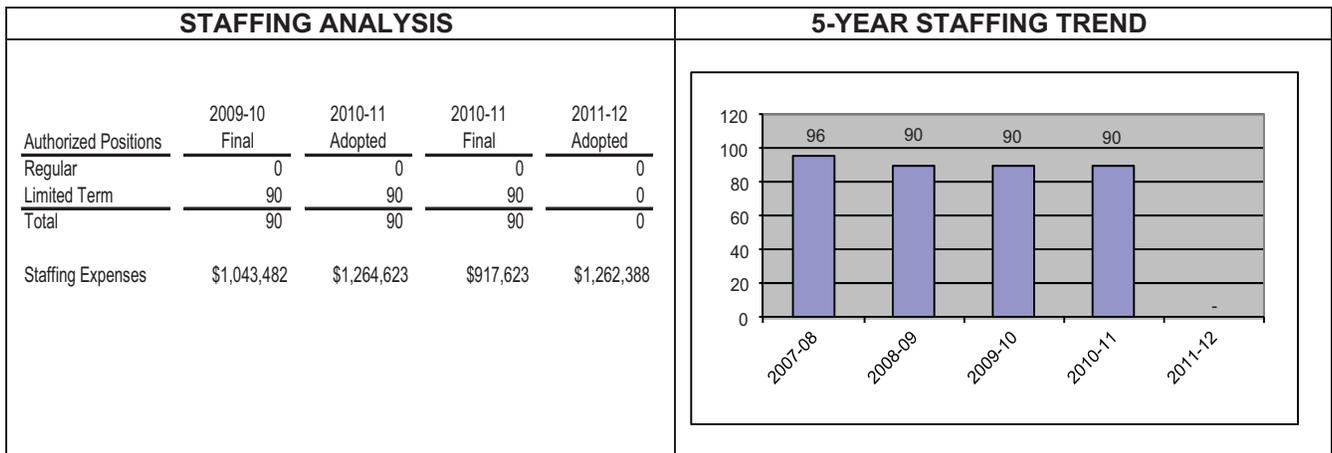
Budget at a Glance

Total Expenditure Authority	\$1,657,551
Total Sources	\$1,448,998
Fund Balance	\$208,553
Total Staff	0

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



For 2011-12, Public Gatherings staffing has been reclassified within the county’s payroll system as “non-county” employees. All staffing associated with this budget unit provide protective services directly for outside entities for public functions and events, and are therefore not considered county employees.



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: Public Gatherings

BUDGET UNIT: SCC SHR
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	1,254,143	1,242,564	1,043,482	917,453	917,623	1,262,388	344,765
Operating Expenses	6,482	9,920	13,904	31,609	32,008	349,492	317,484
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	207,985	45,671	(162,314)
Total Exp Authority	1,260,625	1,252,484	1,057,386	949,062	1,157,616	1,657,551	499,935
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,260,625	1,252,484	1,057,386	949,062	1,157,616	1,657,551	499,935
Operating Transfers Out	100,000	0	0	0	0	0	0
Total Requirements	1,360,625	1,252,484	1,057,386	949,062	1,157,616	1,657,551	499,935
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	(12,316)	0	31,799	0	0	0	0
Fee/Rate	1,418,594	1,155,173	1,100,066	1,057,634	1,057,635	1,448,998	391,363
Other Revenue	0	0	0	0	0	0	0
Total Revenue	1,406,278	1,155,173	1,131,865	1,057,634	1,057,635	1,448,998	391,363
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	1,406,278	1,155,173	1,131,865	1,057,634	1,057,635	1,448,998	391,363
				Fund Balance	99,981	208,553	108,572
				Budgeted Staffing	90	0	(90)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,262,388 fund staff that provide protective services to outside entities for a fee.

Operating expenses of \$349,492 are related to insurance costs as well as other supplies that are utilized to assist in providing security services at public functions and events. These costs are increasing by \$317,484 primarily due to Countywide Cost Allocation Plan (COWCAP) charges being expensed to this budget unit starting in 2011-12.

Departmental revenue of \$1,448,998 is anticipated from fees for providing services. The additional \$391,363 is due to increased contract rates for Public Gatherings.

LAW AND JUSTICE



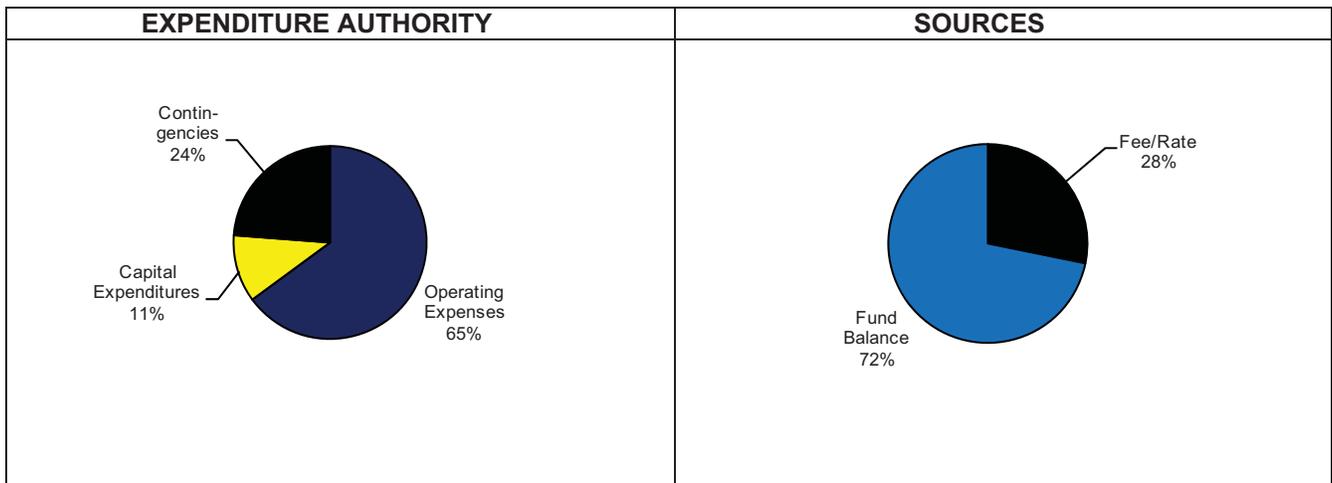
Aviation

DESCRIPTION OF MAJOR SERVICES

The Aviation Division of the Sheriff/Coroner/Public Administrator Department provides law enforcement, search and rescue, fire suppression and transportation services for the county and other fire and law enforcement agencies. This budget unit is established for the maintenance and acquisition of helicopters, aircraft, and equipment for search and rescue, fire fighting and flight operations, with contract revenue and proceeds from the sale of surplus aircraft and equipment.

Budget at a Glance	
Total Expenditure Authority	\$1,772,375
Total Sources	\$500,000
Fund Balance	\$1,272,375
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: Aviation

BUDGET UNIT: SCE SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	16,416	747,513	33,517	77,796	77,993	1,150,657	1,072,664
Capital Expenditures	79,296	0	0	0	45,447	200,000	154,553
Contingencies	0	0	0	0	1,226,732	421,718	(805,014)
Total Exp Authority	95,712	747,513	33,517	77,796	1,350,172	1,772,375	422,203
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	95,712	747,513	33,517	77,796	1,350,172	1,772,375	422,203
Operating Transfers Out	302,475	0	0	0	0	0	0
Total Requirements	398,187	747,513	33,517	77,796	1,350,172	1,772,375	422,203
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	543,350	376,583	469,761	234,988	234,988	500,000	265,012
Other Revenue	417,531	8,238	0	0	0	0	0
Total Revenue	960,881	384,821	469,761	234,988	234,988	500,000	265,012
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	960,881	384,821	469,761	234,988	234,988	500,000	265,012
				Fund Balance	1,115,184	1,272,375	157,191
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,150,657 include repairs and fuel consumption used for fire service missions.

Capital expenditures of \$200,000 are for aircraft equipment replacement and upgrades.

Contingencies of \$421,718 represent that portion of the fund balance not planned to be spent in 2011-12.

Departmental revenue of \$500,000 represents anticipated fees for service for firefighting and air patrol.



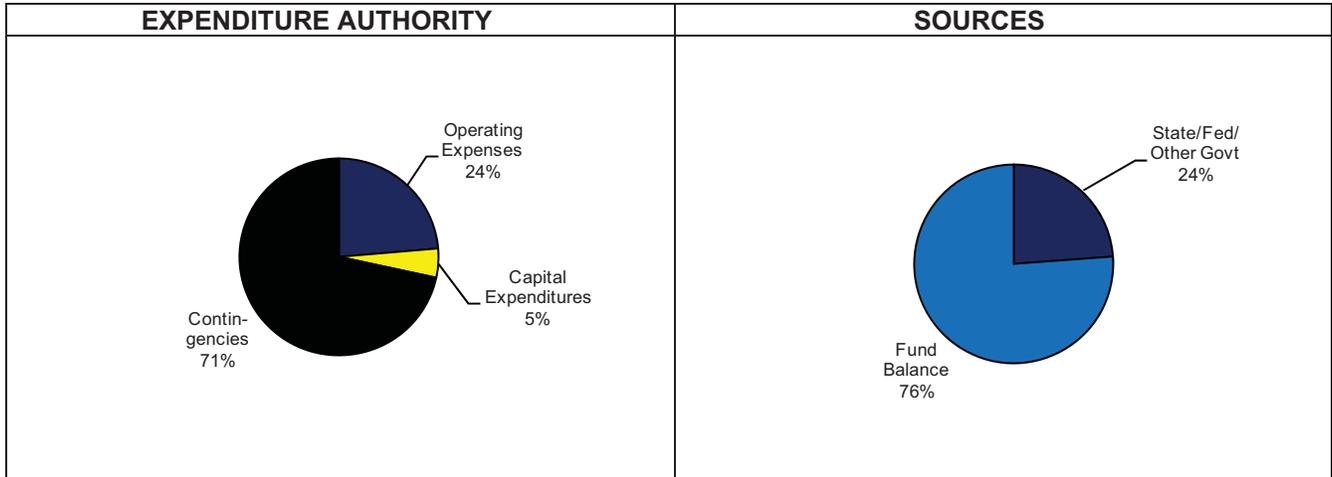
IRNET Federal

DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for the Inland Regional Narcotics Enforcement Team's (IRNET) share of federal asset forfeitures. 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. The budget unit is maintained according to federal audit requirements.

Budget at a Glance	
Total Expenditure Authority	\$3,168,416
Total Sources	\$770,000
Fund Balance	\$2,398,416
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: IRNET Federal

BUDGET UNIT: SCF SHR
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget	
Appropriation								
Staffing Expenses	0	0	0	0	0	0	0	
Operating Expenses	650,724	348,141	516,753	413,117	413,656	748,961	335,305	
Capital Expenditures	198,126	0	9,799	0	33,000	150,000	117,000	
Contingencies	0	0	0	0	2,341,311	2,269,455	(71,856)	
Total Exp Authority	848,850	348,141	526,552	413,117	2,787,967	3,168,416	380,449	
Reimbursements	0	(12,648)	0	0	0	0	0	
Total Appropriation	848,850	335,493	526,552	413,117	2,787,967	3,168,416	380,449	
Operating Transfers Out	0	0	0	0	0	0	0	
Total Requirements	848,850	335,493	526,552	413,117	2,787,967	3,168,416	380,449	
Departmental Revenue								
Taxes	0	0	0	0	0	0	0	
Realignment	0	0	0	0	0	0	0	
State, Fed or Gov't Aid	934,367	419,971	1,015,375	1,193,512	1,193,512	750,000	(443,512)	
Fee/Rate	0	0	0	0	0	0	0	
Other Revenue	37,381	24,435	19,823	19,537	19,536	20,000	464	
Total Revenue	971,748	444,406	1,035,198	1,213,049	1,213,048	770,000	(443,048)	
Operating Transfers In	0	0	0	0	0	0	0	
Total Sources	971,748	444,406	1,035,198	1,213,049	1,213,048	770,000	(443,048)	
					Fund Balance	1,574,919	2,398,416	823,497
					Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$748,961 include low value equipment, utilities for leased office space, communication charges, vehicle maintenance and repairs, travel and training costs, and transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit primarily related to reimbursing the cost for information technology personnel working on system enhancements. The additional \$335,305 is primarily related to increases in communications charges.

Capital expenditures of \$150,000 are for the purchase of technical investigative equipment.

Contingencies of \$2,269,455 represent that portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$770,000 includes asset forfeiture funds of \$750,000 and anticipated interest earnings of \$20,000.



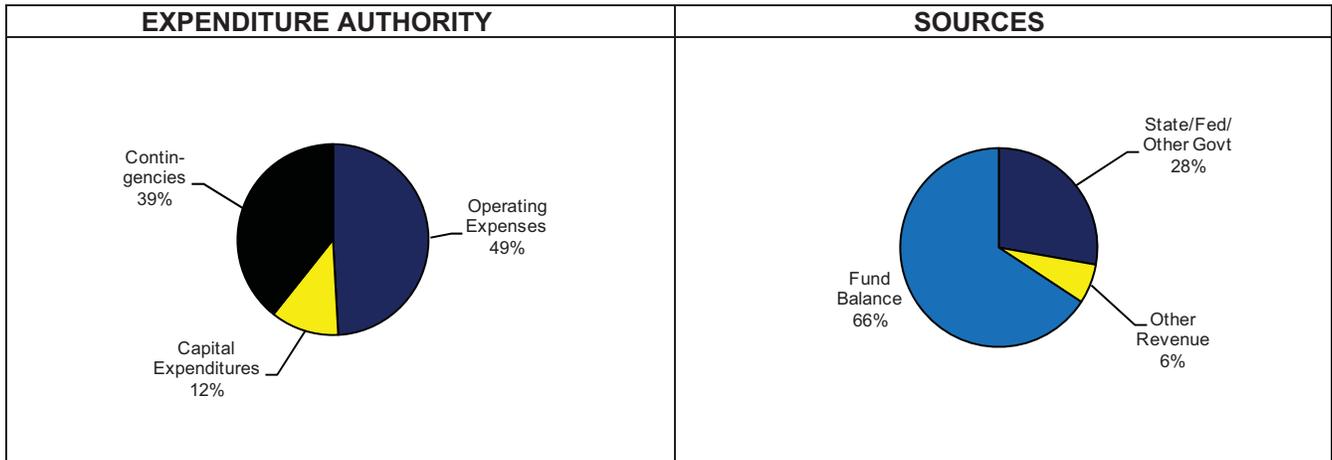
IRNET State

DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for the Inland Regional Narcotics Enforcement Team (IRNET) 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. 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. Expenditures in this budget unit include task force operating expenses not reimbursed by the High Intensity Drug Trafficking Area (HIDTA) grant and electronic surveillance used to efficiently investigate sophisticated criminal organizations.

Budget at a Glance	
Total Expenditure Authority	\$215,830
Total Sources	\$74,000
Fund Balance	\$141,830
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: IRNET State

BUDGET UNIT: SCX SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	55,272	55,024	43,194	24,305	24,400	106,014	81,614
Capital Expenditures	0	0	0	0	0	25,000	25,000
Contingencies	0	0	0	0	141,455	84,816	(56,639)
Total Exp Authority	55,272	55,024	43,194	24,305	165,855	215,830	49,975
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	55,272	55,024	43,194	24,305	165,855	215,830	49,975
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	55,272	55,024	43,194	24,305	165,855	215,830	49,975
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	96,224	58,419	85,435	4,859	4,859	60,000	55,141
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	4,770	3,594	1,903	1,535	1,255	14,000	12,745
Total Revenue	100,994	62,013	87,338	6,394	6,114	74,000	67,886
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	100,994	62,013	87,338	6,394	6,114	74,000	67,886
				Fund Balance	159,741	141,830	(17,911)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$106,014 include general office expenses, professional service costs, travel costs, and transfers to the Purchasing Department for Office Depot charges.

Capital expenditures of \$25,000 represent purchases of computer hardware and technical investigative equipment.

Contingencies of \$84,816 represent that portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$74,000 includes asset forfeiture funds (\$60,000) and interest earnings (\$14,000). The revenue is based on the projected number of asset forfeiture cases.

LAW AND JUSTICE



Federal Seized Assets (DOJ)

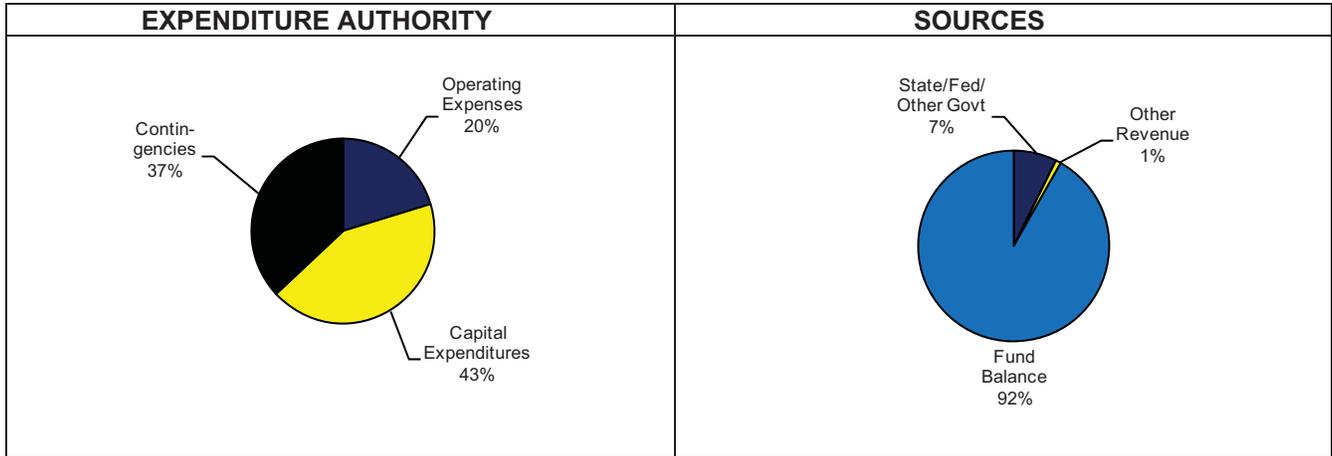
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for asset forfeitures from federal cases filed with the U.S. Department of Justice (DOJ) through its asset forfeiture program. DOJ requires that all receipts from the program be maintained in a separate fund and must not replace any existing funds that would be made available to the Sheriff/Coroner/Public Administrator Department in the absence of forfeiture funds.

Budget at a Glance

Total Expenditure Authority	\$9,958,321
Total Sources	\$815,000
Fund Balance	\$9,143,321
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: Federal Seized Assets (DOJ)

BUDGET UNIT: SCK SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	100,237	580,277	744,312	218,114	233,895	2,016,867	1,782,972
Capital Expenditures	134,339	479,649	70	529,823	615,524	4,255,000	3,639,476
Contingencies	0	0	0	0	9,056,349	3,686,454	(5,369,895)
Total Exp Authority	234,576	1,059,926	744,382	747,937	9,905,768	9,958,321	52,553
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	234,576	1,059,926	744,382	747,937	9,905,768	9,958,321	52,553
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	234,576	1,059,926	744,382	747,937	9,905,768	9,958,321	52,553
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	1,852,120	1,602,830	3,594,777	3,477,266	3,477,266	725,000	(2,752,266)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	52,012	102,111	373,622	226,051	226,050	90,000	(136,050)
Total Revenue	1,904,132	1,704,941	3,968,399	3,703,317	3,703,316	815,000	(2,888,316)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	1,904,132	1,704,941	3,968,399	3,703,317	3,703,316	815,000	(2,888,316)
				Fund Balance	6,202,452	9,143,321	2,940,869
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,016,867 include low value law enforcement equipment purchases as well as costs for general maintenance.

Capital expenditures of \$4,255,000 consist of the following: \$1,200,000 for anticipated costs associated with the department's move to a new Aviation hangar; \$1,655,000 to purchase items such as tracking devices and other investigative and specialized equipment for new vehicles; \$900,000 to replace existing unmarked vehicles; and \$500,000 to purchase a proprietary law enforcement application related to the department's conversion to a paperless ticketing system. The increase in capital expenditures is primarily related to the costs associated with the move by the department to the new Aviation hangar.

Contingencies of \$3,686,454 represent that portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$815,000 primarily represents anticipated DOJ cases to be settled during 2011-12.

LAW AND JUSTICE



Federal Seized Assets (Treasury)

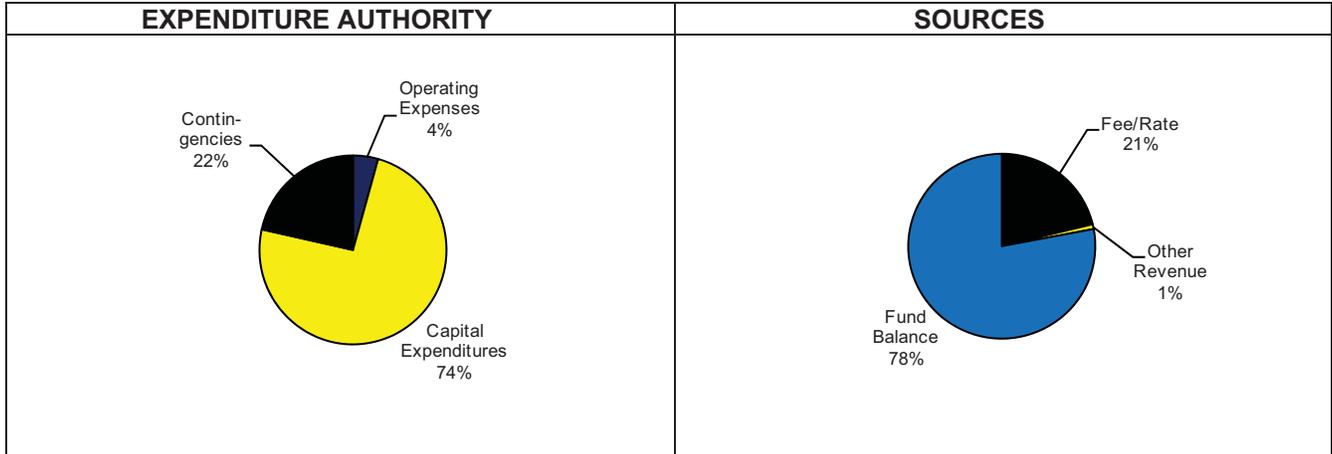
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for asset forfeitures from cases filed with the U.S. Department of Treasury. Receipts from this program are required to be maintained in a separate fund and must not replace existing funds that would be made available to the Sheriff/Coroner/Public Administrator Department in the absence of forfeiture funds.

Budget at a Glance

Total Expenditure Authority	\$47,148
Total Sources	\$10,400
Fund Balance	\$36,748
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: Federal Seized Assets (Treasury)

BUDGET UNIT: SCO SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget	
Appropriation								
Staffing Expenses	0	0	0	0	0	0	0	
Operating Expenses	0	0	0	0	0	2,029	2,029	
Capital Expenditures	0	0	0	0	0	35,000	35,000	
Contingencies	0	0	0	0	36,786	10,119	(26,667)	
Total Exp Authority	0	0	0	0	36,786	47,148	10,362	
Reimbursements	0	0	0	0	0	0	0	
Total Appropriation	0	0	0	0	36,786	47,148	10,362	
Operating Transfers Out	0	0	0	0	0	0	0	
Total Requirements	0	0	0	0	36,786	47,148	10,362	
Departmental Revenue								
Taxes	0	0	0	0	0	0	0	
Realignment	0	0	0	0	0	0	0	
State, Fed or Gov't Aid	12,900	0	0	0	0	0	0	
Fee/Rate	0	18,241	0	0	0	10,000	10,000	
Other Revenue	575	591	522	363	400	400	0	
Total Revenue	13,475	18,832	522	363	400	10,400	10,000	
Operating Transfers In	0	0	0	0	0	0	0	
Total Sources	13,475	18,832	522	363	400	10,400	10,000	
					Fund Balance	36,386	36,748	362
					Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,029 represent special departmental expenses to cover program related activities.

Capital expenditures of \$35,000 represent purchases of computer servers and other related equipment.

Contingencies of \$10,119 represent that portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$10,400 includes projected asset seizures and interest earnings.



State Seized Assets

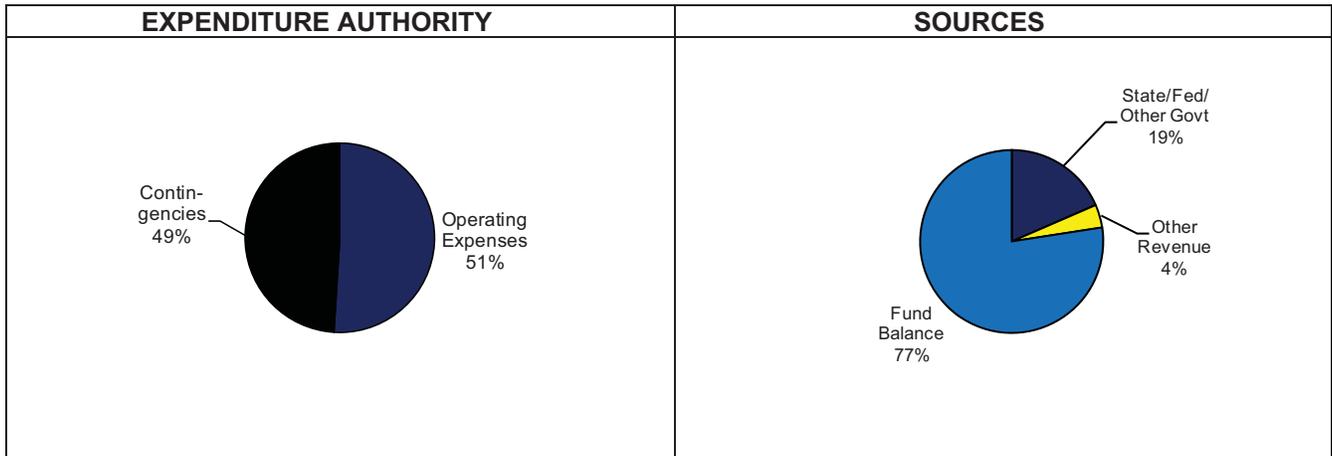
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for asset forfeiture proceeds from cases filed and adjudicated under state asset seizure statutes. The California Health Safety Code requires these funds be maintained and accounted for in a special fund and that 15% of all forfeitures received after January 1994 are set aside for drug education and gang intervention programs. The proceeds are used to offset a portion of the labor costs for staff assigned to the Inland Regional Narcotics Enforcement Team (IRNET) and High Density Drug Trafficking Area (HIDTA) task forces. The 15% allocated to drug education programs is used to fund the Sheriff/Coroner/Public Administrator's Drug Use is Life Abuse (DUILA) program, Crime-Free Multi-Housing, Law Enforcement Internship and Operation Clean Sweep Programs. Funds are also used for maintenance of seized properties.

Budget at a Glance	
Total Expenditure Authority	\$4,547,778
Total Sources	\$1,025,000
Fund Balance	\$3,522,778
Total Staff	0

There is no staffing associated with this budget unit. Services for the drug education program are provided by staff budgeted in the Sheriff/Coroner/Public Administrator's general fund budget unit and are reimbursed by this budget unit.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: State Seized Assets

BUDGET UNIT: SCT SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	(209,455)	301,674	186,245	438,340	439,100	2,318,580	1,879,480
Capital Expenditures	0	0	0	15,844	17,108	0	(17,108)
Contingencies	0	0	0	0	3,521,552	2,229,198	(1,292,354)
Total Exp Authority	(209,455)	301,674	186,245	454,184	3,977,760	4,547,778	570,018
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	(209,455)	301,674	186,245	454,184	3,977,760	4,547,778	570,018
Operating Transfers Out	750,000	0	0	200,000	200,500	0	(200,500)
Total Requirements	540,545	301,674	186,245	654,184	4,178,260	4,547,778	369,518
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	1,531,404	902,944	802,314	723,561	723,561	840,000	116,439
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	431,748	242,767	250,632	191,464	191,464	185,000	(6,464)
Total Revenue	1,963,152	1,145,711	1,052,946	915,025	915,025	1,025,000	109,975
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	1,963,152	1,145,711	1,052,946	915,025	915,025	1,025,000	109,975
				Fund Balance	3,263,235	3,522,778	259,543
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,318,580 include the costs of drug education programs, vehicle maintenance, fuel, repairs, furniture and fixtures, and other general expenses for the resolution of asset forfeitures. Additionally, the department anticipates travel expenses and transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit for salaries of personnel assigned to the drug education program. The increase of \$1,879,480 is primarily due to the cost of various improvement projects throughout the department expected to start this fiscal year.

Contingencies of \$2,229,198 represent that portion of the fund balance not planned to be spent in 2011-12.

Departmental revenue of \$1,025,000 includes state asset seizures, reimbursement for the care of property, and anticipated interest earnings in this budget unit.



Auto Theft Task Force

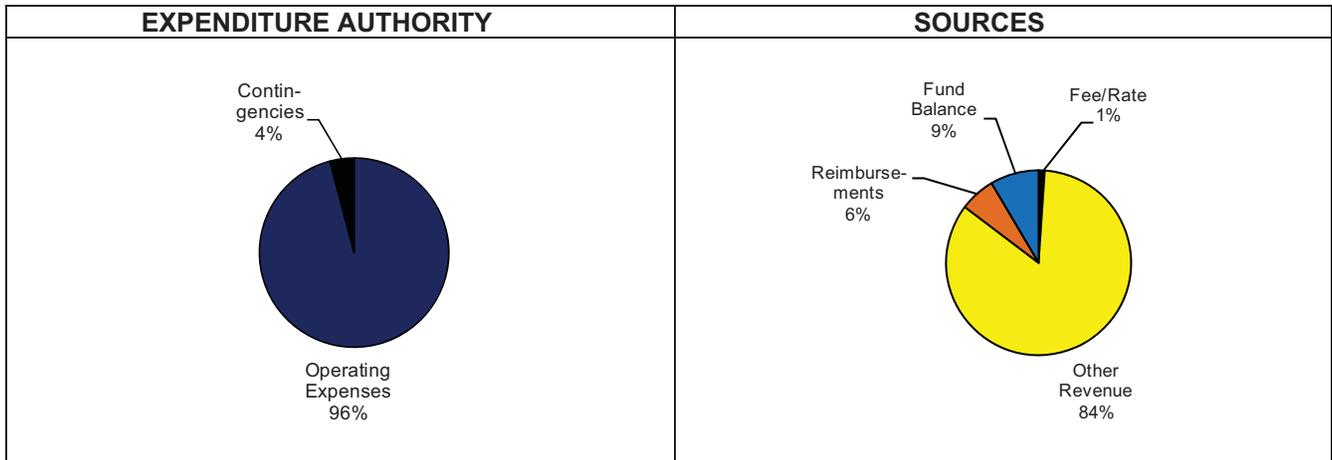
DESCRIPTION OF MAJOR SERVICES

San Bernardino County Auto Theft Task Force (SANCATT), established by the Board of Supervisors in 1995, deters, investigates and prosecutes vehicle theft organizations and provides statistical and financial reports to the State Controller, State Legislature and California Highway Patrol as required by AB183. In January, 2010, AB183 was extended to January 1, 2018 by AB286 (Chapter 230; 2009). This budget unit accounts for vehicle registration assessments, per Vehicle Code 9250.14, allocated to the Task Force. Revenue from these fees offsets operating expenses for qualified expenditures by participating agencies.

Budget at a Glance	
Total Expenditure Authority	\$965,941
Total Sources	\$884,000
Fund Balance	\$81,941
Total Staff	0

There is no staffing associated with this budget unit; however, salaries and benefits costs are reimbursed to the Sheriff/Coroner/Public Administrator’s general fund budget unit for those positions assigned to SANCATT.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: Auto Theft Task Force

BUDGET UNIT: SCL SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget	
Appropriation								
Staffing Expenses	0	0	0	0	0	0	0	
Operating Expenses	985,428	915,129	841,668	801,764	802,001	926,111	124,110	
Capital Expenditures	0	0	0	0	0	0	0	
Contingencies	0	0	0	0	81,258	39,830	(41,428)	
Total Exp Authority	985,428	915,129	841,668	801,764	883,259	965,941	82,682	
Reimbursements	(39,058)	(48,030)	(26,403)	(67,980)	(67,980)	(60,000)	7,980	
Total Appropriation	946,370	867,099	815,265	733,784	815,279	905,941	90,662	
Operating Transfers Out	0	0	0	0	0	0	0	
Total Requirements	946,370	867,099	815,265	733,784	815,279	905,941	90,662	
Departmental Revenue								
Taxes	0	0	0	0	0	0	0	
Realignment	0	0	0	0	0	0	0	
State, Fed or Gov't Aid	0	0	0	0	0	0	0	
Fee/Rate	0	0	0	0	0	10,300	10,300	
Other Revenue	837,903	817,643	811,393	815,965	815,520	813,700	(1,820)	
Total Revenue	837,903	817,643	811,393	815,965	815,520	824,000	8,480	
Operating Transfers In	0	0	0	0	0	0	0	
Total Sources	837,903	817,643	811,393	815,965	815,520	824,000	8,480	
					Fund Balance	(241)	81,941	82,182
					Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$926,111 include costs related to salary reimbursements to participating agencies and other task force operating costs. Additionally, costs include transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit for salaries and benefits of personnel assigned to the task force. Operating expenses are increasing by \$124,110 primarily due to reinstatement of the reimbursement of fuel and vehicle maintenance costs to participating agencies.

Reimbursements of \$60,000 are from the District Attorney's Office for the cost of a Sheriff/Coroner/Public Administrator clerical position.

Departmental revenue of \$824,000 includes vehicle registration fees, along with anticipated interest earnings in this budget unit. The increase of \$8,480 is related to anticipated funding from the Department of Insurance for covert operations and expected higher Department of Motor Vehicles receipts in 2011-12.



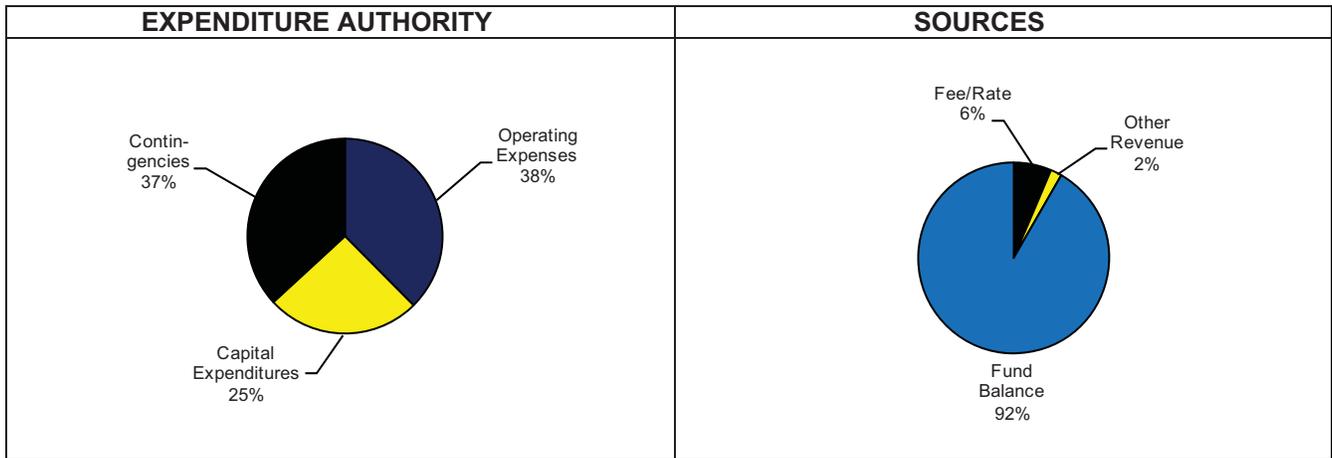
Search and Rescue

DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for the principal and interest from a restricted donation for search and rescue, along with reimbursements for search and rescue operations.

Budget at a Glance	
Total Expenditure Authority	\$156,591
Total Sources	\$13,000
Fund Balance	\$143,591
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: Search and Rescue

BUDGET UNIT: SCW SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	44,028	66,553	24,555	23,850	24,046	58,874	34,828
Capital Expenditures	71,952	0	0	0	0	40,000	40,000
Contingencies	0	0	0	0	143,103	57,717	(85,386)
Total Exp Authority	115,980	66,553	24,555	23,850	167,149	156,591	(10,558)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	115,980	66,553	24,555	23,850	167,149	156,591	(10,558)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	115,980	66,553	24,555	23,850	167,149	156,591	(10,558)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	6,711	0	82,635	82,634	10,000	(72,634)
Other Revenue	16,882	5,040	6,158	1,161	869	3,000	2,131
Total Revenue	16,882	11,751	6,158	83,796	83,503	13,000	(70,503)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	16,882	11,751	6,158	83,796	83,503	13,000	(70,503)
				Fund Balance	83,646	143,591	59,945
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$58,874 include low value equipment and professional services such as instructors for specialized training. Additionally, it includes anticipated travel costs such as private mileage, air travel, hotel, car rental and conference fees.

Capital expenditures of \$40,000 include computer equipment, specialized search and rescue gear, and vehicles appropriate for desert and mountain terrains.

Contingencies of \$57,717 represent the portion of the fund balance not planned to be spent in 2011-12.

Departmental revenue of \$13,000 includes anticipated reimbursements received from search and rescue missions plus anticipated interest earnings.



CAL-ID Program

DESCRIPTION OF MAJOR SERVICES

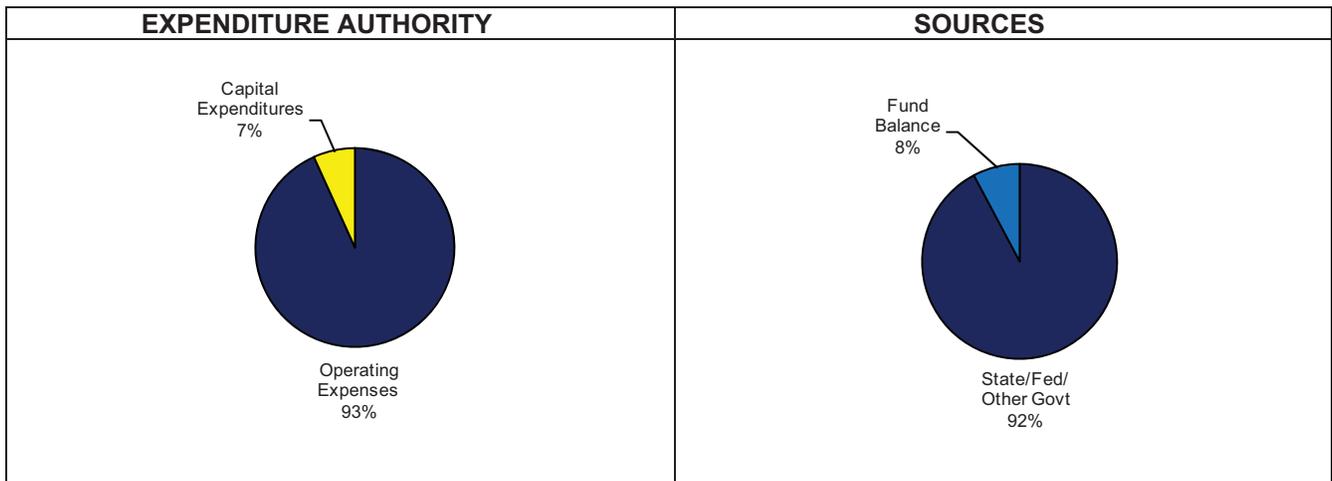
CAL-ID funding is used for the operating expenses of the Local Automated Fingerprint Identification System (AFIS), and reimburses general fund expenditures for salaries and benefits. The budget unit is funded from joint trust contributions by all local contracting municipal agencies.

Budget at a Glance

Total Expenditure Authority	\$4,438,276
Total Sources	\$4,093,551
Fund Balance	\$344,725
Total Staff	0

There is no staffing associated with this budget unit; however, salaries and benefits costs are reimbursed to the Sheriff/Coroner/Public Administrator's general fund budget unit for those positions assigned to the CAL-ID program.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: CAL-ID Program

BUDGET UNIT: SDA SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,797,260	3,050,711	2,911,002	2,971,911	2,972,587	4,138,276	1,165,689
Capital Expenditures	61,020	(29,009)	334,826	16,813	17,000	300,000	283,000
Contingencies	0	0	0	0	343,862	0	(343,862)
Total Exp Authority	2,858,280	3,021,702	3,245,828	2,988,724	3,333,449	4,438,276	1,104,827
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,858,280	3,021,702	3,245,828	2,988,724	3,333,449	4,438,276	1,104,827
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,858,280	3,021,702	3,245,828	2,988,724	3,333,449	4,438,276	1,104,827
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	3,008,994	3,110,250	3,230,915	2,988,604	2,988,724	4,093,551	1,104,827
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	700	0	0	120	0	0	0
Total Revenue	3,009,694	3,110,250	3,230,915	2,988,724	2,988,724	4,093,551	1,104,827
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	3,009,694	3,110,250	3,230,915	2,988,724	2,988,724	4,093,551	1,104,827
				Fund Balance	344,725	344,725	0
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$4,138,276 include monitoring and maintenance cost for equipment, as well as cost of fuel, computer hardware and software items. Additionally, it includes anticipated travel costs and transfers primarily to the Sheriff/Coroner/Public Administrator’s general fund budget unit for salaries and benefits of personnel assigned to the program.

Capital expenditures of \$300,000 include the purchase of replacement fingerprinting stations and upgrades to serviceable stations.

Departmental revenue of \$4,093,551 is from the CAL-ID Program trust fund and directly offsets all claimable costs in this budget unit.

LAW AND JUSTICE



Capital Projects Fund

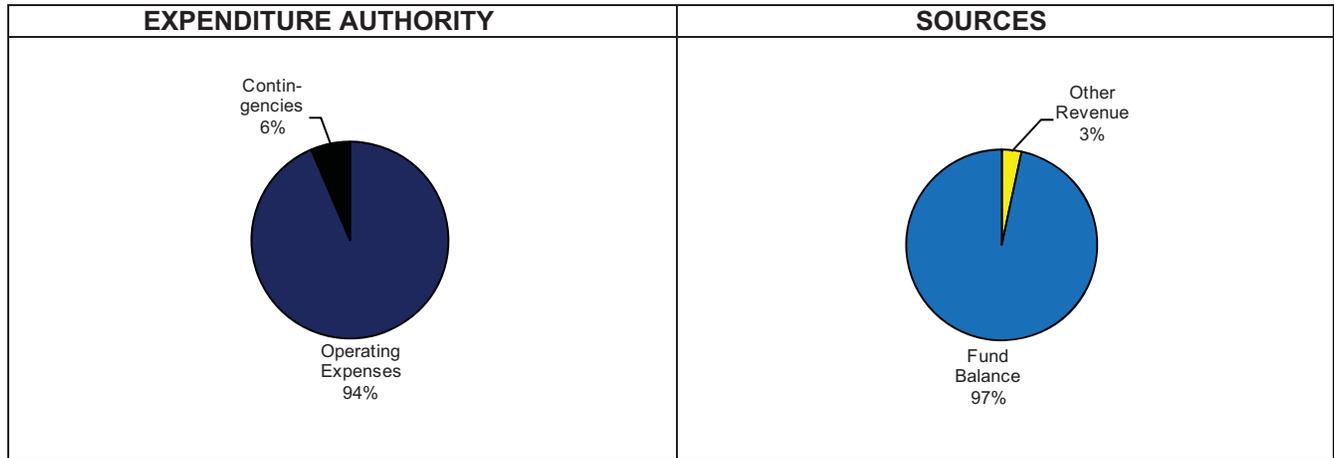
DESCRIPTION OF MAJOR SERVICES

This budget unit represents revenue received in prior years for one-time law enforcement or detention projects.

Budget at a Glance

Total Expenditure Authority	\$1,201,892
Total Sources	\$40,000
Fund Balance	\$1,161,892
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: Capital Projects Fund

BUDGET UNIT: SQA SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	367,004	0	2,324,814	2,324,881	1,124,567	(1,200,314)
Capital Expenditures	0	80,172	594	0	0	0	0
Contingencies	0	0	0	0	1,161,825	77,325	(1,084,500)
Total Exp Authority	0	447,176	594	2,324,814	3,486,706	1,201,892	(2,284,814)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	447,176	594	2,324,814	3,486,706	1,201,892	(2,284,814)
Operating Transfers Out	752,229	670,537	0	0	0	0	0
Total Requirements	752,229	1,117,713	594	2,324,814	3,486,706	1,201,892	(2,284,814)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	1,342,010	2,412,781	55,794	60,425	60,425	40,000	(20,425)
Total Revenue	1,342,010	2,412,781	55,794	60,425	60,425	40,000	(20,425)
Operating Transfers In	0	0	246,818	27,000	27,000	0	(27,000)
Total Sources	1,342,010	2,412,781	302,612	87,425	87,425	40,000	(47,425)
				Fund Balance	3,399,281	1,161,892	(2,237,389)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Total appropriation of \$1,201,892, which includes contingencies of \$77,325, is available to fund projects and other costs as identified by the Sheriff/Coroner/Public Administrator. The \$2,284,814 decrease represents the transfer of previously-received State Criminal Alien and Assistance Program (SCAAP) revenues to the Sheriff/Coroner/Public Administrator's general fund budget unit in 2011-12 in accordance with federal guidelines. SCAPP funds are now recognized within the department's general fund budget unit.

Departmental revenue of \$40,000 reflects the anticipated interest earned in this budget unit.



Court Services Auto

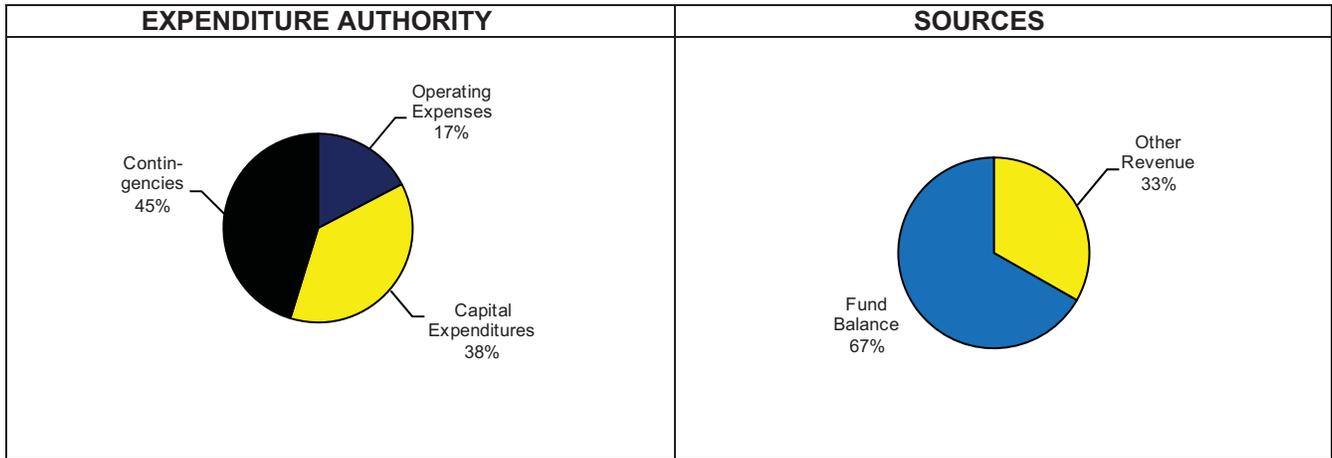
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for processing fees collected under AB1109 and is used for purchases and maintenance of automotive equipment necessary to operate court services.

Budget at a Glance

Total Expenditure Authority	\$2,030,002
Total Sources	\$675,000
Fund Balance	\$1,355,002
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: Court Services Auto

BUDGET UNIT: SQR SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	14,671	29,624	15,930	4,608	4,900	351,619	346,719
Capital Expenditures	600,000	589,778	604,445	355,466	355,700	760,000	404,300
Contingencies	0	0	0	0	1,354,477	918,383	(436,094)
Total Exp Authority	614,671	619,402	620,375	360,074	1,715,077	2,030,002	314,925
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	614,671	619,402	620,375	360,074	1,715,077	2,030,002	314,925
Operating Transfers Out	268,278	0	0	0	0	0	0
Total Requirements	882,949	619,402	620,375	360,074	1,715,077	2,030,002	314,925
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	683,834	753,960	763,575	794,929	794,930	675,000	(119,930)
Total Revenue	683,834	753,960	763,575	794,929	794,930	675,000	(119,930)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	683,834	753,960	763,575	794,929	794,930	675,000	(119,930)
				Fund Balance	920,147	1,355,002	434,855
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$351,619 include automotive maintenance and repair charges for the Court's Civil Division vehicles and miscellaneous services and supplies.

Capital expenditures of \$760,000 reflect needed replacement vehicles for the Court's Civil Operations.

Contingencies of \$918,383 represent that portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$675,000 reflects anticipated court fines of \$650,000 and interest earnings of \$25,000.

LAW AND JUSTICE



Court Services Tech

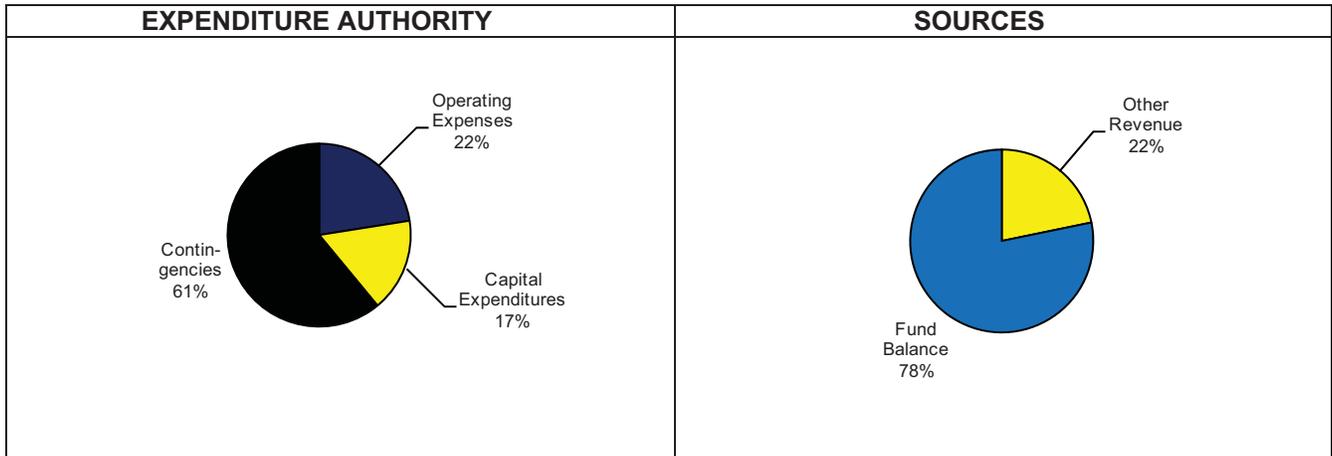
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for processing fees collected under AB709 and is used for automated equipment and furnishings necessary to operate court services.

Budget at a Glance

Total Expenditure Authority	\$1,815,776
Total Sources	\$395,000
Fund Balance	\$1,420,776
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: Court Services Tech

BUDGET UNIT: SQT SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	92,747	358,072	75,399	57,020	57,900	408,402	350,502
Capital Expenditures	34,081	0	71,872	26,280	26,500	300,000	273,500
Contingencies	0	0	0	0	1,411,746	1,107,374	(304,372)
Total Exp Authority	126,828	358,072	147,271	83,300	1,496,146	1,815,776	319,630
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	126,828	358,072	147,271	83,300	1,496,146	1,815,776	319,630
Operating Transfers Out	171,362	0	0	0	0	0	0
Total Requirements	298,190	358,072	147,271	83,300	1,496,146	1,815,776	319,630
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	426,817	458,058	388,504	425,087	425,097	395,000	(30,097)
Total Revenue	426,817	458,058	388,504	425,087	425,097	395,000	(30,097)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	426,817	458,058	388,504	425,087	425,097	395,000	(30,097)
				Fund Balance	1,071,049	1,420,776	349,727
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$408,402 include equipment repairs and maintenance charges for the Court's Civil Division as well as anticipated travel cost in the areas of conferences and training fees.

Capital expenditures of \$300,000 are to purchase computer equipment for the Court's Civil Division as well as to continue a software upgrade at the Court Services Bureau.

Contingencies of \$1,107,374 represent that portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$395,000 reflects anticipated court fines and anticipated interest earned in this budget unit.

LAW AND JUSTICE



Local Detention Facility Revenue

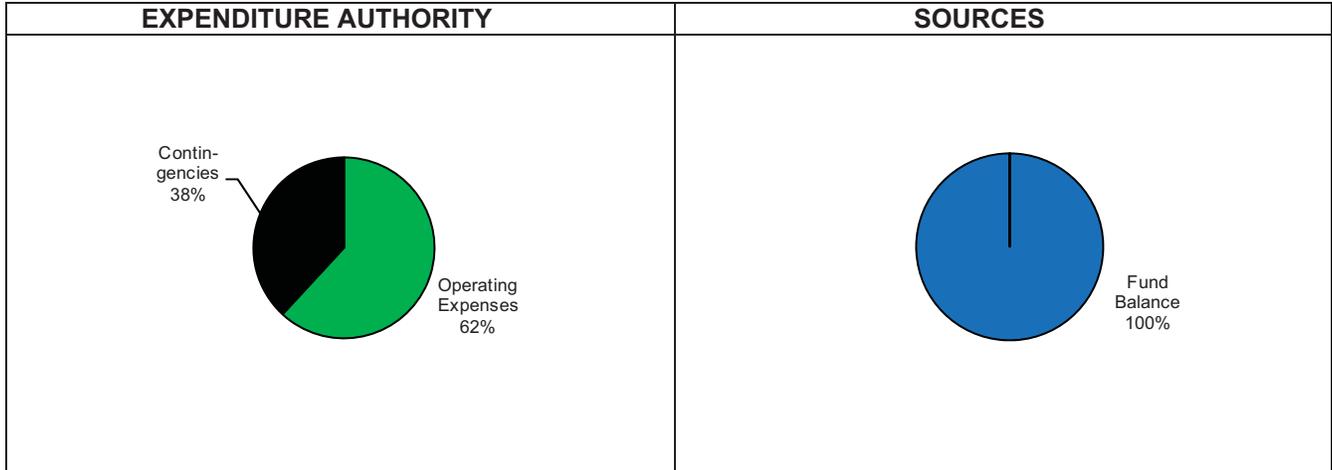
DESCRIPTION OF MAJOR SERVICES

In accordance with State legislation (AB1805) effective July 1, 2007, this budget unit 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.

Budget at a Glance

Total Expenditure Authority	\$3,152,320
Total Sources	\$15,000
Fund Balance	\$3,137,320
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Law and Justice
 DEPARTMENT: Sheriff/Coroner/Public Administrator
 FUND: Local Detention Facility Revenue

BUDGET UNIT: SRL SHR
 FUNCTION: Public Protection
 ACTIVITY: Police Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	1,000,000	1,000,119	1,950,556	950,437
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	3,137,435	1,201,764	(1,935,671)
Total Exp Authority	0	0	0	1,000,000	4,137,554	3,152,320	(985,234)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	1,000,000	4,137,554	3,152,320	(985,234)
Operating Transfers Out	2,783,792	2,510,057	0	0	0	0	0
Total Requirements	2,783,792	2,510,057	0	1,000,000	4,137,554	3,152,320	(985,234)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	2,758,057	2,482,251	2,045,020	2,017,143	2,017,377	0	(2,017,377)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	53,793	38,063	10,808	26,035	26,035	15,000	(11,035)
Total Revenue	2,811,850	2,520,314	2,055,828	2,043,178	2,043,412	15,000	(2,028,412)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,811,850	2,520,314	2,055,828	2,043,178	2,043,412	15,000	(2,028,412)
				Fund Balance	2,094,142	3,137,320	1,043,178
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,950,556 reflect reimbursements to the Sheriff/Coroner/Public Administrator's general fund budget unit for expenditures related to the operation, renovation, remodeling, or construction of local detention facilities.

Contingencies of \$1,201,764 represent that portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$15,000 represents anticipated interest earnings for 2011-12.

State aid is decreasing by \$2,017,377 as a result of the possible discontinuation of the vehicle license fee that funds this program, which was set to expire on June 30, 2011.



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YOUR COUNTY... YOUR FUTURE

OPERATIONS AND COMMUNITY SERVICES

2011-12
ADOPTED BUDGET

- County of San Bernardino -

**OPERATIONS AND COMMUNITY SERVICES
SUMMARY**

GENERAL FUND	Page #	Appropriation	Revenue	Net County Cost	Staffing
AGRICULTURE/WEIGHTS AND MEASURES DEPARTMENT	497				
AGRICULTURE/WEIGHTS AND MEASURES	500	6,383,146	5,331,670	1,051,476	67
AIRPORTS DEPARTMENT	505				
AIRPORTS	508	2,946,349	2,946,349	0	26
ARCHITECTURE AND ENGINEERING	517	0	0	0	16
COUNTY MUSEUM	527				
COUNTY MUSEUM	529	3,533,743	1,673,195	1,860,548	32
FACILITIES MANAGEMENT DEPARTMENT	534				
FACILITIES MANAGEMENT	537	12,270,181	12,270,181	0	117
UTILITIES	540	19,741,736	1,912,093	17,829,643	1
LAND USE SERVICES DEPARTMENT	542				
ADMINISTRATION	545	0	0	0	24
PLANNING	548	6,080,765	2,642,008	3,438,757	20
BUILDING AND SAFETY	551	3,465,788	2,952,731	513,057	19
CODE ENFORCEMENT	554	4,744,996	568,950	4,176,046	31
FIRE HAZARD ABATEMENT	557	1,899,146	1,679,965	219,181	10
PUBLIC WORKS DEPARTMENT	560				
SURVEYOR	565	4,236,618	3,976,715	259,903	35
REAL ESTATE SERVICES DEPARTMENT	597				
REAL ESTATE SERVICES	600	1,110,781	1,110,781	0	23
RENTS AND LEASES	603	1,279,005	1,279,005	0	0
COURTS PROPERTY MANAGEMENT	605	2,336,364	2,336,364	0	0
REGIONAL PARKS DEPARTMENT	609				
REGIONAL PARKS	612	11,216,005	7,651,925	3,564,080	279
REGISTRAR OF VOTERS	634	9,351,048	2,513,500	6,837,548	28
TOTAL GENERAL FUND		<u>90,595,671</u>	<u>50,845,432</u>	<u>39,750,239</u>	<u>728</u>
SPECIAL REVENUE FUNDS	Page #	Appropriation	Revenue	Fund Balance	Staffing
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	503	147,837	800	147,037	0
AIRPORTS:					
CHINO AIRPORT COMMERCIAL HANGARS	511	1,509,987	854,248	655,739	0
CHINO AIRPORT INCENTIVE FUND	513	172,415	0	172,415	0
AIRPORTS CAPITAL IMPROVEMENT PROGRAM	515	8,286,535	4,325,375	3,961,160	0
COUNTY LIBRARY	522	14,103,172	13,553,182	549,990	280



**OPERATIONS AND COMMUNITY SERVICES
SUMMARY**

<u>SPECIAL REVENUE FUNDS continued</u>	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Fund Balance</u>	<u>Staffing</u>
PUBLIC WORKS DEPARTMENT:					
<u>SURVEYOR</u>					
SURVEY MONUMENT PRESERVATION	568	192,270	55,113	137,157	0
<u>TRANSPORTATION</u>					
ROAD OPERATIONS	570	152,328,534	116,709,169	35,619,365	370
MEASURE I PROGRAM	575	21,846,056	5,992,167	15,853,889	0
FACILITIES DEVELOPMENT PLANS	578	5,039,615	141,691	4,897,924	0
REGIONAL DEVELOPMENT MITIGATION PLAN	580	4,497,534	2,139,160	2,358,374	0
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	607	10,166,643	804,371	9,362,272	0
REGIONAL PARKS:					
COUNTY TRAILS SYSTEM	615	2,279,119	1,817,545	461,574	0
PROPOSITION 40 PROJECTS	617	552,590	0	552,590	0
SAN MANUEL AMPHITHEATER	619	2,609,057	1,461,000	1,148,057	0
AMPHITHEATER IMPROVEMENTS AT GLEN HELEN	621	513,031	30,000	483,031	0
PARK MAINTENANCE AND DEVELOPMENT	623	1,746,345	311,000	1,435,345	0
CALICO GHOST TOWN MARKETING SERVICES	625	636,537	389,600	246,937	2
OFF-HIGHWAY VEHICLE LICENSE FEE	627	1,985,403	311,000	1,674,403	0
SPECIAL DISTRICTS:					
FISH AND GAME COMMISSION	639	13,476	7,000	6,476	0
TOTAL SPECIAL REVENUE FUNDS		<u>228,626,156</u>	<u>148,902,421</u>	<u>79,723,735</u>	<u>652</u>
<u>ENTERPRISE FUNDS</u>					
	<u>Page #</u>	<u>Operating Expense</u>	<u>Revenue</u>	<u>Revenue Over (Under) Exp</u>	<u>Staffing</u>
COUNTY MUSEUM:					
MUSEUM STORE	532	91,355	90,000	(1,355)	1
PUBLIC WORKS DEPARTMENT:					
<u>SOLID WASTE MANAGEMENT</u>					
OPERATIONS	582	82,332,956	52,597,345	(29,735,611)	87
SITE CLOSURE AND MAINTENANCE	586	29,396,871	1,149,335	(28,247,536)	0
SITE ENHANCEMENT, EXPANSION & ACQUISITION	588	20,635,334	1,099,374	(19,535,960)	0
ENVIRONMENTAL FUND	590	10,039,151	14,123,446	4,084,295	0
ENVIRONMENTAL MITIGATION FUND	593	4,752,943	3,183,789	(1,569,154)	0
CLOSURE AND POST-CLOSURE MAINTENANCE	595	63,325,078	0	(63,325,078)	0
REGIONAL PARKS:					
SNACK BARS	629	82,413	40,000	(42,413)	1
ACTIVE OUTDOORS	631	58,892	45,000	(13,892)	5
TOTAL ENTERPRISE FUNDS		<u>210,714,993</u>	<u>72,328,289</u>	<u>(138,386,704)</u>	<u>94</u>



AGRICULTURE/WEIGHTS AND MEASURES

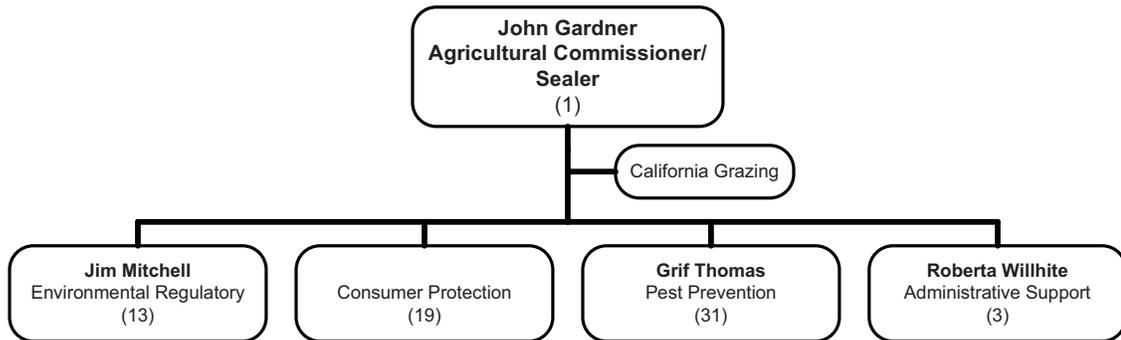
John Gardner

MISSION STATEMENT

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



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Made 2,338 site visits to shipping terminals, inspected over 64,250 plant shipments, rejected 471 shipments for various violations and intercepted 49 foreign pests.
- Visited 9,191 businesses requiring a Weights & Measures inspection, inspected 36,229 weighing and measuring devices and issued 2,859 Notice of Violations.
- Checked the accuracy of prices on 39,665 items in an effort to achieve an overall price overcharge error rate of less than 2%. The measured rate achieved 1.3%.
- Averaged 6,780 trap placements per month in an effort to detect unwanted foreign pests.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROTECT THE PUBLIC'S HEALTH AND THE ENVIRONMENT BY PREVENTING FOREIGN PEST INFESTATIONS AND THE MISUSE OF PESTICIDES IN LIGHT OF INCREASES IN COUNTY POPULATION.

Objective A: Maintain and service insect detection traps throughout the areas specified by the California Department of Food and Agriculture.
Objective B: Increase inspection activity for general agricultural pesticide applications to improve the level of compliance with state law.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
The average number of trap placements per month.	6,392	7,496	6,500	7,099	7,700

GOAL 2: PROTECT COUNTY RESIDENTS FROM BEING OVERCHARGED ON PURCHASED GOODS BY ENSURING ACCURACY IN THE WEIGHT AND MEASUREMENT OF COMMODITIES SOLD, AND PRICES CHARGED BY RETAIL BUSINESSES THAT UTILIZE ELECTRONIC PRICE LOOKUP SYSTEMS.

Objective: Inspect all registered businesses using commercial weighing and measuring devices, electronic pricing systems and packing commodities to ensure accurate measurement and pricing of goods.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of all registered businesses inspected that require a weights and measures inspection (# of businesses inspected).	100% (4,492)	92% (3,549)	75% (3,617)	97% (4,395)	80% (4,050)



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Agriculture Weights and Measures	6,383,146	5,331,670	1,051,476			67
Total General Fund	6,383,146	5,331,670	1,051,476			67
Special Revenue Fund						
California Grazing	147,837	800		147,037		0
Total Special Revenue Fund	147,837	800		147,037		0
Total - All Funds	6,530,983	5,332,470	1,051,476	147,037		67

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Agriculture/Weights and Measures	6,517,685	6,548,707	6,062,955	5,980,537	6,383,146
California Grazing	137,685	137,779	142,918	147,036	147,837
Total	6,655,370	6,686,486	6,205,873	6,127,573	6,530,983

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Agriculture/Weights and Measures	3,921,170	4,075,133	4,814,820	5,385,445	5,331,670
California Grazing	3,900	2,000	6,313	4,117	800
Total	3,925,070	4,077,133	4,821,133	5,389,562	5,332,470

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Agriculture/Weights and Measures	2,596,515	2,473,574	1,248,135	595,092	1,051,476
Total	2,596,515	2,473,574	1,248,135	595,092	1,051,476

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
California Grazing	133,785	135,779	136,605	142,919	147,037
Total	133,785	135,779	136,605	142,919	147,037



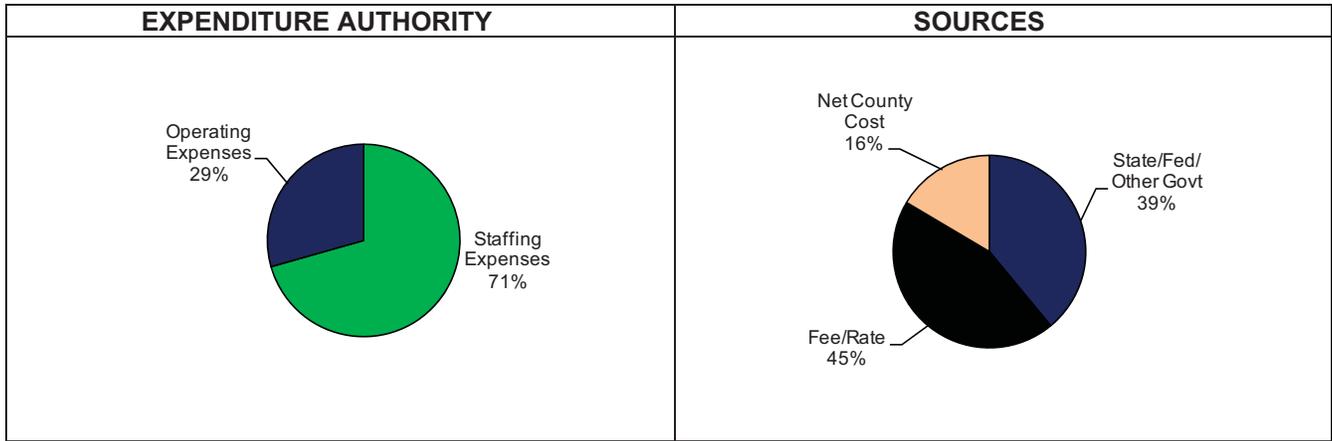
Agriculture/Weights and Measures

DESCRIPTION OF MAJOR SERVICES

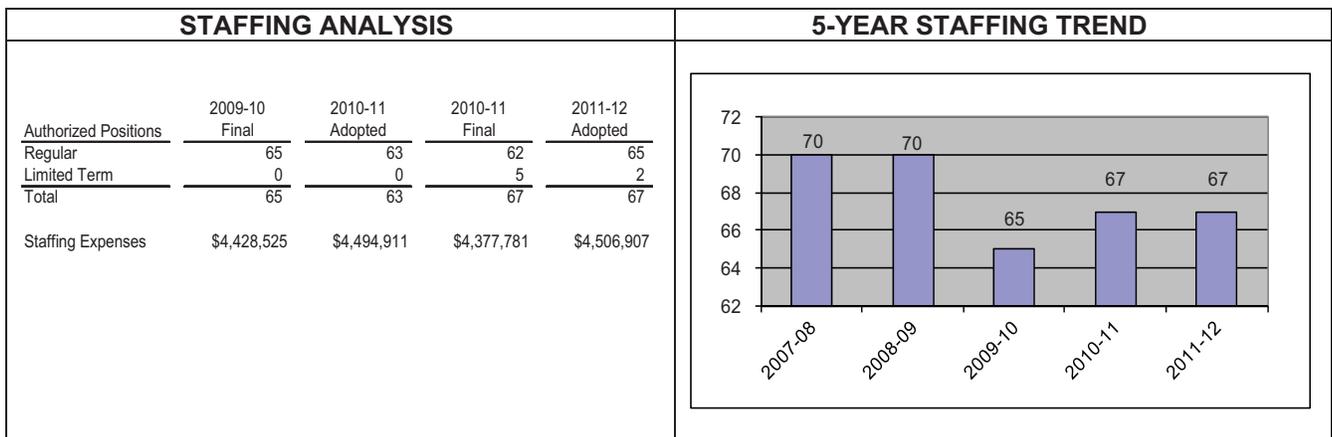
The Department of Agriculture/Weights and Measures protects the environment, public health, worker safety and the welfare of the public by enforcing state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates unwanted foreign pests, regulates pesticide use, verifies pricing accuracy of goods, and regulates all business transactions based on units of measures such as weight or volume. Additional duties include inspecting eggs, produce and nursery stock, certifying plant shipments for export, controlling vegetation along state and county right-of-ways and flood control channels, and other miscellaneous services provided to businesses and the general public. The department has two canine inspection teams that are utilized with great success to detect plant materials from within unmarked agricultural parcels found at industrial shipping terminals. If pests or disease symptoms are observed, samples/specimens are submitted to the State for identification.

Budget at a Glance	
Total Expenditure Authority	\$6,383,146
Total Sources	\$5,331,670
Net County Cost	\$1,051,476
Total Staff	67
Funded by Net County Cost	16%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	4,650,245	4,800,656	4,428,525	4,377,781	4,377,781	4,506,907	129,126
Operating Expenses	1,408,539	1,415,045	1,437,735	1,602,738	1,602,756	1,876,239	273,483
Capital Expenditures	101	44,700	60,790	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	6,058,885	6,260,401	5,927,050	5,980,519	5,980,537	6,383,146	402,609
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,058,885	6,260,401	5,927,050	5,980,519	5,980,537	6,383,146	402,609
Operating Transfers Out	0	0	135,871	0	0	0	0
Total Requirements	6,058,885	6,260,401	6,062,921	5,980,519	5,980,537	6,383,146	402,609
Departmental Revenue							
State, Fed or Gov't Aid	2,736,567	2,274,690	2,431,522	3,141,599	3,141,599	2,489,570	(652,029)
Fee/Rate	1,681,230	1,851,432	2,346,512	2,236,684	2,236,757	2,838,500	601,743
Other Revenue	36,351	69,778	41,156	7,163	7,089	3,600	(3,489)
Total Revenue	4,454,148	4,195,900	4,819,190	5,385,446	5,385,445	5,331,670	(53,775)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	4,454,148	4,195,900	4,819,190	5,385,446	5,385,445	5,331,670	(53,775)
Net County Cost	1,604,737	2,064,501	1,243,731	595,073	595,092	1,051,476	456,384
				Budgeted Staffing	67	67	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$4,506,907 fund 67 budgeted positions and includes a provision for a proposed work schedule reduction for SB EA represented employees and benefit reductions pursuant to the Exempt Compensation Plan that became effective on June 18, 2011.

Operating expenses of \$1,876,239 include services and supplies of \$1,547,651 for herbicide purchases, vehicle maintenance charges, routine small equipment purchases, communications, COCA with a corresponding amount of net county cost financing, and other general operating expenses such as central services, travel and transfers. A notable increase of \$115,000 in herbicide purchases accommodates a new agreement with the San Bernardino County Department of Public Works to provide roadside weed maintenance work. Central services provide for computer charges and costs for Facilities Management basic custodial, grounds, and maintenance services. Travel includes anticipated costs for mandated out of area meetings, staff training, and mileage meals lodging primarily for field staff performing inspection services. Transfers include reimbursement to the Human Resources Department for services provided, reimbursement to the Real Estate Services Department for rent paid on behalf of the department for one office location, and costs related to the procurement of office supplies through the Purchasing Department.

Departmental revenue of \$5,331,670 is derived from a variety of services, permits, contracts and mandates. Major sources of revenue are device registration permit fees, scanner registration permit fees, packer registration, state funded pest detection services, unclaimed gas tax, pesticide mill fee, Pest Surveillance Canine Inspection Agreement, High Risk Pest Exclusion contract, miscellaneous state contracts, weed control services, weights measures and pesticide violations, and other departmental revenues. Unclaimed gas tax is from fuel sold for off highway use which is not claimed as a tax refund by the fuel purchaser. The county receives a portion of this money to reimburse costs to perform agricultural code programs.



STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing changes for 2011-12 result in an overall net difference of zero positions from that of the 2010-11 final budget. The 2010-11 modified budget reflects 67 positions as of the Second Quarter Budget Report, which was subsequently adjusted to reflect the addition of 3 Agriculture Field Aide I positions through the Third Quarter Budget Report. As part of the 2011-12 adopted budget, 3 Public Service Employee positions are deleted. Staffing changes also include the conversion of 2 Public Service Employee positions to contract positions to comply with the new terms in the Pest Surveillance Canine Inspection Teams Agreement. These two contract positions will assist the Canine Handlers and are fully funded through this agreement.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Management	1	0	1	1	0	0	1
Administrative Support	3	0	3	3	0	0	3
Pest Prevention	29	2	31	30	1	0	31
Environmental Regulatory	13	0	13	12	1	0	13
Consumer Protection	19	0	19	16	3	0	19
Total	65	2	67	62	5	0	67

<u>Management</u>	<u>Administrative Support</u>	<u>Environmental Regulatory</u>	<u>Consumer Protection</u>
1 Ag Commissioner/Sealer	1 Asst. Ag Commissioner/Sealer	1 Deputy Ag Comm Sealer	1 Deputy Ag Comm Sealer
	1 Executive Secretary II	1 Sup Ag/Stand Officer	2 Sup Ag/Stand Officer
	1 Fiscal Assistant	7 ASO I - IV	15 ASO I - IV
		3 Ag/Stand Technician	1 Office Assistant III
		1 Office Assistant III	
	<u>Pest Prevention</u>		
	1 Deputy Ag Comm Sealer		
	1 Sup Ag/Stand Officer		
	6 ASO I - IV		
	2 Agricultural Field Aide II		
	18 Agricultural Field Aide I		
	1 Office Assistant II		
	2 Contract Canine Asst.		



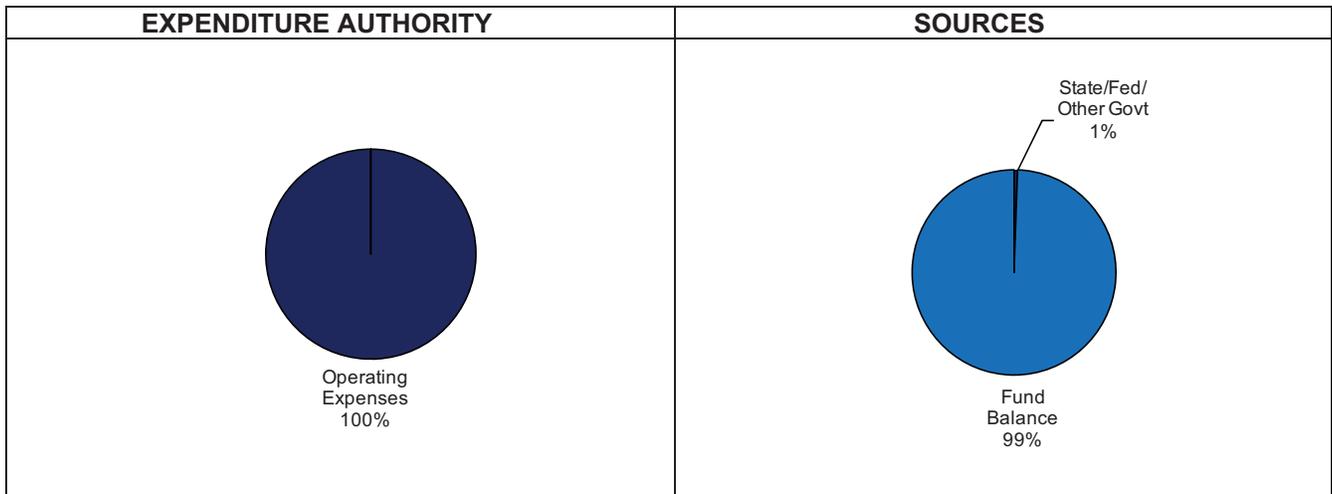
California Grazing

DESCRIPTION OF MAJOR SERVICES

The California Grazing budget unit funds a variety of range improvement projects such as cattle guards, fencing, pipelines, tanks and other water dispensing facilities recommended by the county's Range Improvement Advisory Committee (RIAC). RIAC is comprised of five Bureaus of Land Management (BLM) lessees and one wildlife representative, and are appointed by the Board of Supervisors. RIAC recommends to the Board of Supervisors various grazing improvement projects for funding. The 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 finance improvements on federal lands. The county acts in a trustee capacity for these funds.

Budget at a Glance	
Total Expenditure Authority	\$147,837
Total Sources	\$800
Fund Balance	\$147,037
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

BUDGET UNIT: SCD ARE
 FUNCTION: Public Protection
 ACTIVITY: Protective Inspection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	147,837	147,837
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	147,036	0	(147,036)
Total Exp Authority	0	0	0	0	147,036	147,837	801
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	147,036	147,837	801
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	147,036	147,837	801
Departmental Revenue							
State, Fed or Gov't Aid	1,994	826	6,314	4,118	4,117	800	(3,317)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	1,994	826	6,314	4,118	4,117	800	(3,317)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	1,994	826	6,314	4,118	4,117	800	(3,317)
				Fund Balance	142,919	147,037	4,118
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$147,837 provide for a variety of range improvement projects on federal lands, such as cattle guards, fencing, pipelines, water tanks, and other water dispensing facilities.

Departmental revenue of \$800 is from fees paid by the federal government for grazing rights by ranchers.



AIRPORTS

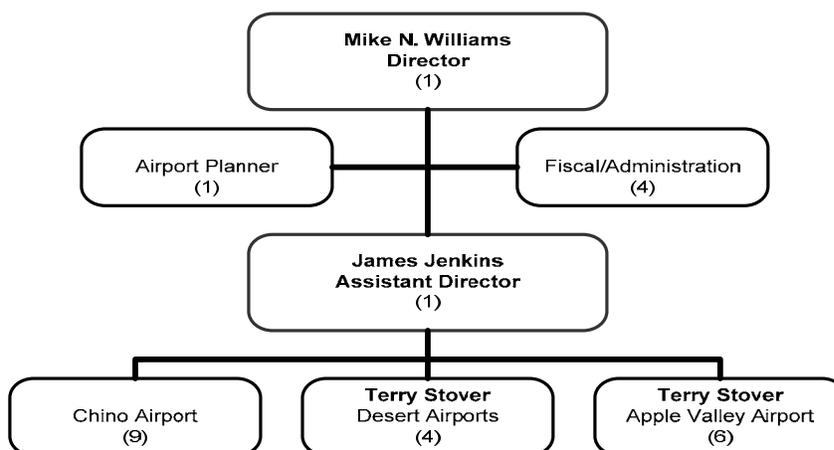
Mike N. Williams

MISSION STATEMENT

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



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Received \$4,358,762 in grant funding for a Taxiway B extension and airfield upgrades at the Barstow-Daggett Airport.
- Signed 20 year lease agreement with Southern California Edison (SCE) yielding total rental revenue of \$2,417,580 to which SCE will build a 46,000 square foot helicopter maintenance facility.
- Commissioned Master Plans for Chino Airport and Apple Valley Airport.

2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE AIRPORT INFRASTRUCTURE.

Objective: Formulate a plan to address deficiencies in Airport infrastructure

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of pavement rehabilitation completed (total square footage of pavement is 15.7 million).	4%	62%	77%	4%	15%

The Department of Airports conducted a survey of its existing tenants to measure the quality of customer service. The survey revealed that many airport users have concerns related to infrastructure improvements, including new pavement and restroom facilities. Based on this survey, the department established a goal to improve airport infrastructure, specifically the rehabilitation of existing pavement. The departmental target is to rehabilitate 15% of the 15,700,000 square feet of pavement among the 6 airports. The cost of these projects will be funded through the department's Capital Improvement Program (CIP) budget. Due to funding limitations, approximately 580,000 square feet of pavement rehabilitation was completed at the Barstow/Daggett airport during 2010-11.



GOAL 2: IMPROVE AIRPORT LEASING ACTIVITY.

Objective: Increase percentage of revenue producing land as related to usable land at Chino and Apple Valley Airports

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of revenue producing land compared to land available for revenue production:					
Chino Airport	39%	39%	50%	0%	50%
Apple Valley Airport	36%	38%	48%	0%	48%

To generate additional income for the airport system, the department has established the objective of increasing the amount of revenue producing land at its two largest airports (Chino and Apple Valley). In recent years, the department has been successful in increasing the percent of revenue producing land at Chino Airport due to the addition of new ground leases. This included a 30-year lease to develop a new self-serve fuel island and wash rack with San Bernardino County Aviation Development Group, a 20 year lease with Southern California Edison to develop a 5 acre helicopter maintenance facility at the Chino Airport, and construction of 12 new T-hangars and 6 new Box Hangars at Apple Valley Airport. Although there was a 0% increase in revenue producing land during 2010-11, plans and negotiations have been underway with potential developers to increase the revenue generating potential at these two airports.

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Airports	2,946,349	2,946,349	0			26
Total General Fund	2,946,349	2,946,349	0			26
Special Revenue Funds						
Chino Airport Commercial Hangars	1,509,987	854,248		655,739		0
Chino Airport Incentive Fund	172,415	0		172,415		0
Airports Capital Improvement Program	8,286,535	4,325,375		3,961,160		0
Total Special Revenue Funds	9,968,937	5,179,623		4,789,314		0
Enterprise Funds						
* Apple Valley Airport - Operations (CSA 60)	3,699,443	2,119,307			(1,580,136)	0
* Apple Valley Airport - Cap. Imprmnt. (CSA 60)	5,485,584	500,000			(4,985,584)	0
Total Enterprise Funds	9,185,027	2,619,307			(6,565,720)	0
Total - All Funds	22,100,313	10,745,279	0	4,789,314	(6,565,720)	26

* These budgets are located in the Special Districts budget book under General Districts (CSA 60)



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Airports	2,798,296	2,767,147	2,678,516	3,088,478	2,946,349
Chino Airport Commercial Hangars	1,177,245	1,706,720	1,810,347	1,863,863	1,509,987
Chino Airport Incentive Fund	0	1,204,458	996,159	142,142	172,415
Airports Capital Improvement Program	41,170,342	41,226,919	5,844,131	8,063,335	8,286,535
Apple Valley Airport - Operations (CSA 60)	2,710,296	3,937,345	3,302,954	3,347,296	3,699,443
Apple Valley Airport - Cap. Imprmnt (CSA 60)	2,540,513	5,922,425	8,380,254	7,270,462	5,485,584
Total	50,396,692	56,765,014	23,012,361	23,775,576	22,100,313

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Airports	2,798,296	2,767,147	2,678,516	3,088,478	2,946,349
Chino Airport Commercial Hangars Fund	821,347	857,791	887,312	837,630	854,248
Chino Airport Incentive Fund	0	500,000	227,143	58,662	0
Airports Capital Improvement Program	39,383,083	36,214,687	1,157,519	4,806,196	4,325,375
Apple Valley Airport - Operations (CSA 60)	2,166,755	2,689,552	2,594,459	2,652,261	2,119,307
Apple Valley Airport - Cap. Imprmnt (CSA 60)	2,540,513	2,540,513	2,797,488	46,038	500,000
Total	47,709,994	45,569,690	10,342,437	11,489,265	10,745,279

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Airports	0	0	0	0	0
Total	0	0	0	0	0

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Chino Airport Commercial Hangars Fund	355,898	848,929	923,035	1,026,233	655,739
Chino Airport Incentive Fund	0	704,458	769,016	83,480	172,415
Airports Capital Improvement Program	1,787,259	5,012,232	4,686,612	3,257,139	3,961,160
Total	2,143,157	6,565,619	6,378,663	4,366,852	4,789,314

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Apple Valley Airport - Operations (CSA 60)	(543,541)	(1,247,793)	(708,495)	(695,035)	(1,580,136)
Apple Valley Airport - Cap. Imprmnt (CSA 60)	0	(3,607,266)	(5,582,766)	(7,224,424)	(4,985,584)
Total	(543,541)	(4,855,059)	(6,291,261)	(7,919,459)	(6,565,720)



Airports

DESCRIPTION OF MAJOR SERVICES

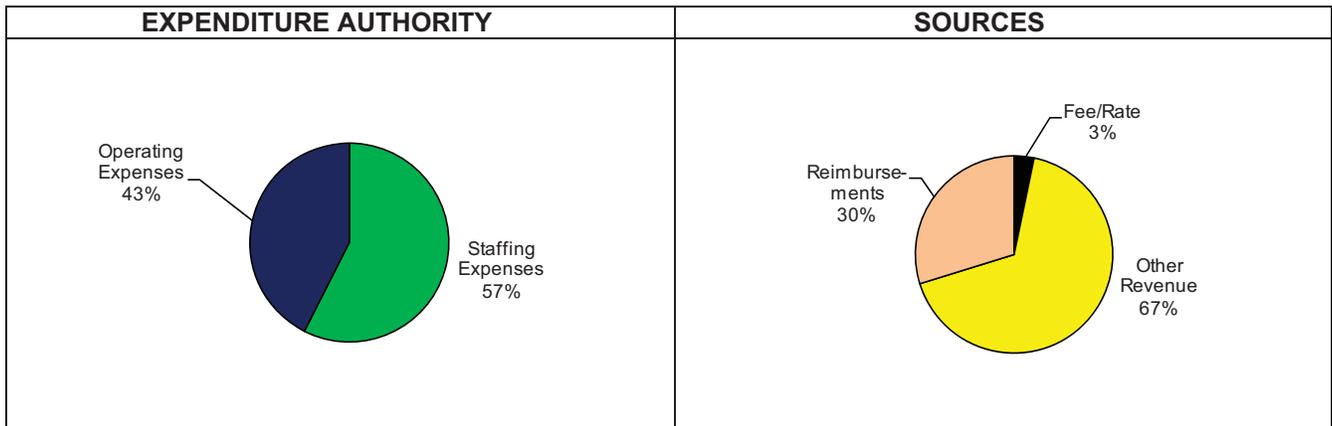
The Department of Airports provides for the management, development, maintenance and operation of six airports. The department assures that county airports are maintained and operated in compliance with state and federal regulations. The department works cooperatively with other airports located within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

Budget at a Glance	
Total Expenditure Authority	\$4,196,639
Total Sources	\$4,196,639
Net County Cost	\$0
Total Staff	26
Funded by Net County Cost	0%

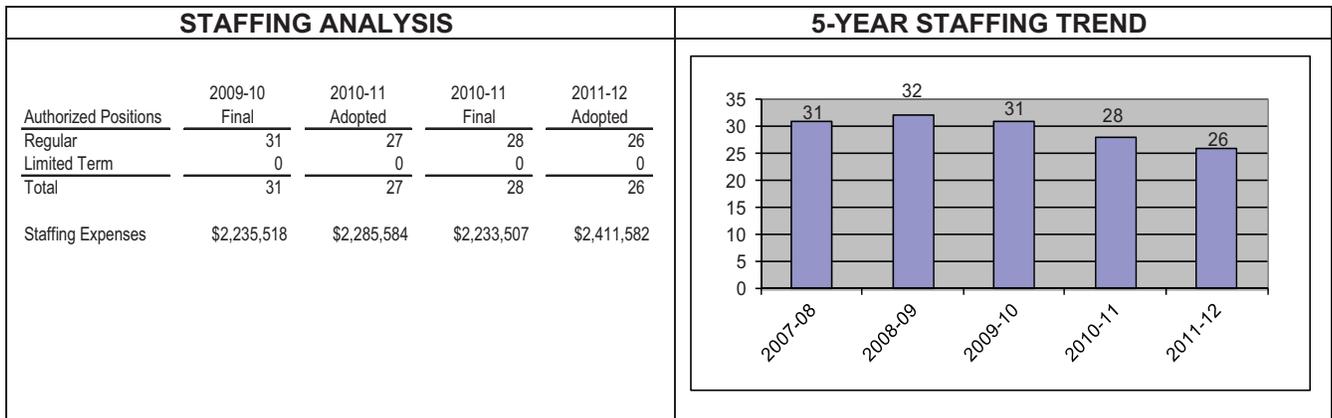
The county's six airports include 1) Apple Valley Airport, a County Service Area (CSA-60) with a significant sport aviation base; 2) Baker Airport, located adjacent to the Town of Baker and supports I-40 between Barstow and Las Vegas; 3) Barstow-Daggett Airport, which features significant military activity and the Fort Irwin Helicopter Maintenance Base, both of which support the Fort Irwin National Training Center; 4) Chino Airport, a Federal Aviation Administration (FAA) designated reliever to John Wayne Airport and one of the largest general aviation airports in the country with approximately 800 based aircraft; 5) Needles Airport, a critical transportation link along the Colorado River; and 6) Twentynine Palms Airport, a center for soaring activity serving the surrounding community, including the United States Marine Corps Air-Ground Combat Center.

The county's airports are self-supporting with funds to operate and maintain the airports generated from facility rents, 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 of funds to reconstruct and upgrade airport infrastructure.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	Change From
	Actual	Actual	Actual	Actual	Final Budget	Adopted Budget	2010-11 Final Budget
Appropriation							
Staffing Expenses	2,318,036	2,378,505	2,235,518	2,233,507	2,233,507	2,411,582	178,075
Operating Expenses	1,143,737	1,187,268	1,165,200	1,325,493	1,379,693	1,785,057	405,364
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	3,461,773	3,565,773	3,400,718	3,559,000	3,613,200	4,196,639	583,439
Reimbursements	(701,366)	(923,359)	(807,558)	(859,932)	(859,932)	(1,250,290)	(390,358)
Total Appropriation	2,760,407	2,642,414	2,593,160	2,699,068	2,753,268	2,946,349	193,081
Operating Transfers Out	27,679	206,500	85,356	335,210	335,210	0	(335,210)
Total Requirements	2,788,086	2,848,914	2,678,516	3,034,278	3,088,478	2,946,349	(142,129)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	40,000	40,000	0	80,000	80,000	0	(80,000)
Fee/Rate	174,718	182,191	176,245	160,214	160,214	137,225	(22,989)
Other Revenue	2,523,337	2,628,936	2,422,677	2,849,265	2,848,264	2,809,124	(39,140)
Total Revenue	2,738,055	2,851,127	2,598,922	3,089,479	3,088,478	2,946,349	(142,129)
Operating Transfers In	50,000	1,000	81,563	0	0	0	0
Total Sources	2,788,055	2,852,127	2,680,485	3,089,479	3,088,478	2,946,349	(142,129)
Net County Cost	31	(3,213)	(1,969)	(55,201)	0	0	0
				Budgeted Staffing	28	26	(2)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,411,582 fund 26 budgeted positions, and reflects two vacant budgeted position deletions.

Operating expenses of \$1,785,057 include maintenance, supplies, insurance, and COWCAP Charges.

Reimbursements of \$1,250,290 include anticipated amount of salary and benefit costs associated with the Apple Valley Airport (CSA 60) and the Chino Airport Commercial Hangars, maintenance mitigation costs, and other reimbursements.

Departmental revenue includes fee/rate revenues of \$137,225 that represent fuel flowage fees, commissions, use permit fees and transient fees. A reduction reflects lower fuel flowage and use permit fees anticipated for fiscal year 2011-12. Other revenues of \$2,809,124 represent revenue from leasing activities of airport facilities and reimbursements for services rendered, most notably from the U. S Army for its portion in operation of the Waste Water Treatment Plant at the Barstow/Daggett Airport facility.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no significant programmatic impact foreseen in the short-term as a result of the deletion of a vacant Airport Maintenance Worker position and Operations Supervisor position.



2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Administration	6	0	6	6	0	0	6
Chino Airport	9	0	9	8	1	0	9
Apple Valley Airport	7	0	7	7	0	0	7
Barstow-Daggett Airport	4	0	4	4	0	0	4
Total	26	0	26	25	1	0	26

<u>Administration</u>	<u>Chino Airport</u>	<u>Apple Valley Airport</u>	<u>Barstow-Daggett Airport</u>
1 Director of Airports	1 Airport Manager	1 Airport Manager	1 Airport Maintenance Supervisor
1 Assistant Director of Airports	1 Secretary I	1 Secretary I	2 Airport Maintenance Worker I
1 Executive Secretary II	1 Airport Maintenance Supervisor	1 Airport Maintenance Supervisor	1 Airport Maintenance Worker II
1 Staff Analyst II	1 Fiscal Assistant	1 Planner III	
1 Fiscal Assistant	5 Airport Maintenance Worker I	2 Airport Maintenance Worker I	
1 Office Assistant II		1 Airport Maintenance Worker II	



Chino Airport Commercial Hangars

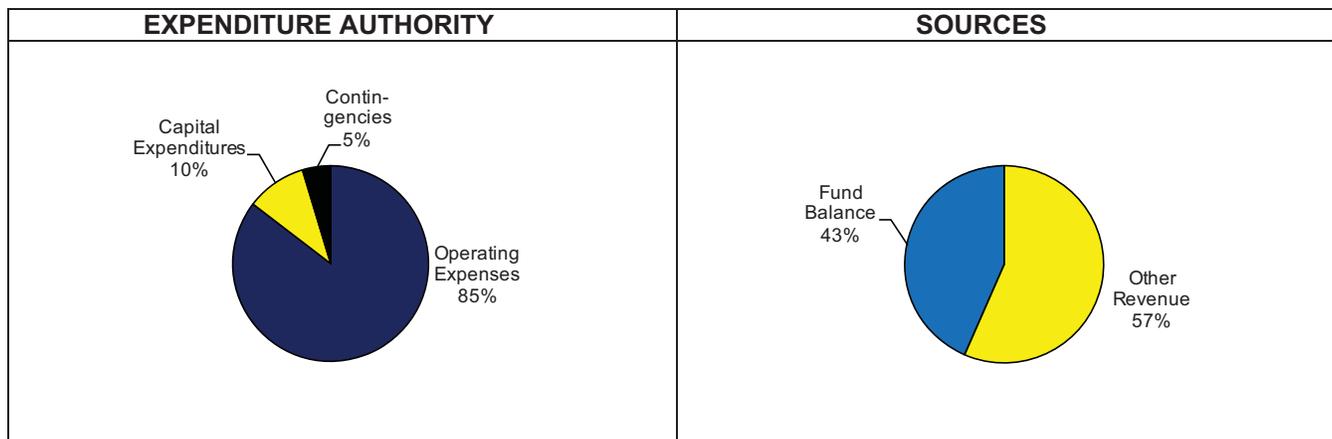
DESCRIPTION OF MAJOR SERVICES

The Department of Airports manages, maintains, and operates the Chino Airport Commercial Hangar complex. The Commercial Hangars were constructed in 1987 with proceeds from a 30-year bond issue. In addition to maintenance expenses, appropriation is budgeted annually for insurance costs and bond repayment. Appropriations for this budget unit are funded from rental revenues and available fund balance.

Budget at a Glance	
Total Expenditure Authority	\$1,509,987
Total Sources	\$854,248
Fund Balance	\$655,739
Total Staff	0

There is no staffing associated with this budget unit. However, this budget unit funds some staffing in the Airport's general fund budget unit.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: Chino Airport Commercial Hangars

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	269,482	429,696	382,147	1,202,442	1,202,443	1,289,546	87,103
Capital Expenditures	134,294	181,139	29,547	8,503	8,503	150,000	141,497
Contingencies	0	0	0	0	652,917	70,441	(582,476)
Total Exp Authority	403,776	610,835	411,694	1,210,945	1,863,863	1,509,987	(353,876)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	403,776	610,835	411,694	1,210,945	1,863,863	1,509,987	(353,876)
Operating Transfers Out	0	0	330,000	0	0	0	0
Total Requirements	403,776	610,835	741,694	1,210,945	1,863,863	1,509,987	(353,876)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	37,188	1,008	0	4,536	4,536	0	(4,536)
Other Revenue	859,619	656,535	844,891	835,914	833,094	854,248	21,154
Total Revenue	896,807	657,543	844,891	840,450	837,630	854,248	16,618
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	896,807	657,543	844,891	840,450	837,630	854,248	16,618
				Fund Balance	1,026,233	655,739	(370,494)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,289,546 include services and supplies of \$255,416 that are increasing due to increased costs for maintenance and insurance for the Chino Airport Commercial Hangar facility. Also includes transfers of \$1,034,130 for a bond payment of \$856,253, COWCAP charges of \$117,000, and staff costs of \$60,877. This budget unit has assumed the Commercial Hangar bond payment for the balance of the term.

Capital expenditures represent land and improvements of \$150,000 that consist of a phased roof repair project the department has identified as needing a major renovation due to age and erosion.

Contingencies of \$70,441 include a decrease of \$582,476 primarily due to a lower than anticipated fund balance and anticipated increase in expenditures for 2011-12.

Departmental revenue of \$854,248 consists of revenue received from Commercial Hangars 1, 3, and 4 rented at full capacity.



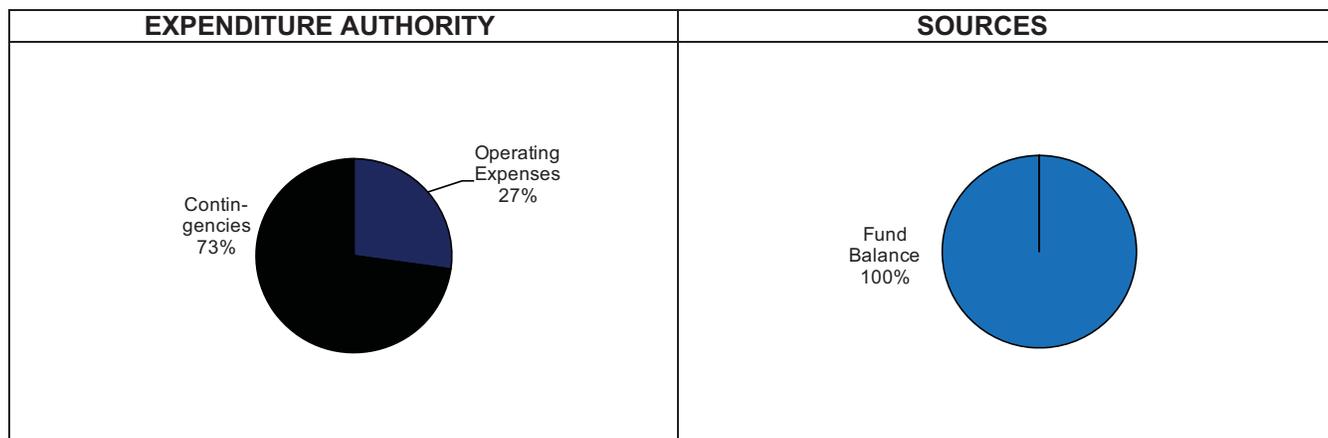
Chino Airport Incentive Fund

DESCRIPTION OF MAJOR SERVICES

The Chino Airport Incentive Fund was established mid-year in 2007-08 to provide separate accountability for all costs and revenues related to the goal of attracting and retaining businesses at Chino Airport.

Budget at a Glance	
Total Expenditure Authority	\$172,415
Total Sources	\$0
Fund Balance	\$172,415
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: Chino Airport Incentive Fund

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	309,176	466,255	941,434	70,022	87,079	46,858	(40,221)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	55,063	125,557	70,494
Total Exp Authority	309,176	466,255	941,434	70,022	142,142	172,415	30,273
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	309,176	466,255	941,434	70,022	142,142	172,415	30,273
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	309,176	466,255	941,434	70,022	142,142	172,415	30,273
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	13,634	30,689	28,799	59,161	58,662	0	(58,662)
Total Revenue	13,634	30,689	28,799	59,161	58,662	0	(58,662)
Operating Transfers In	1,000,000	500,000	200,000	0	0	0	0
Total Sources	1,013,634	530,689	228,799	59,161	58,662	0	(58,662)
				Fund Balance	83,480	172,415	88,935
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses include services and supplies of \$46,858 for various marketing costs to facilitate economic development at the Chino Airport. The decrease is due to a lower departmental revenue in 2011-12.

Other revenue is reduced to zero primarily due to fewer funds received from profit sharing with Chino Airshow Partners.



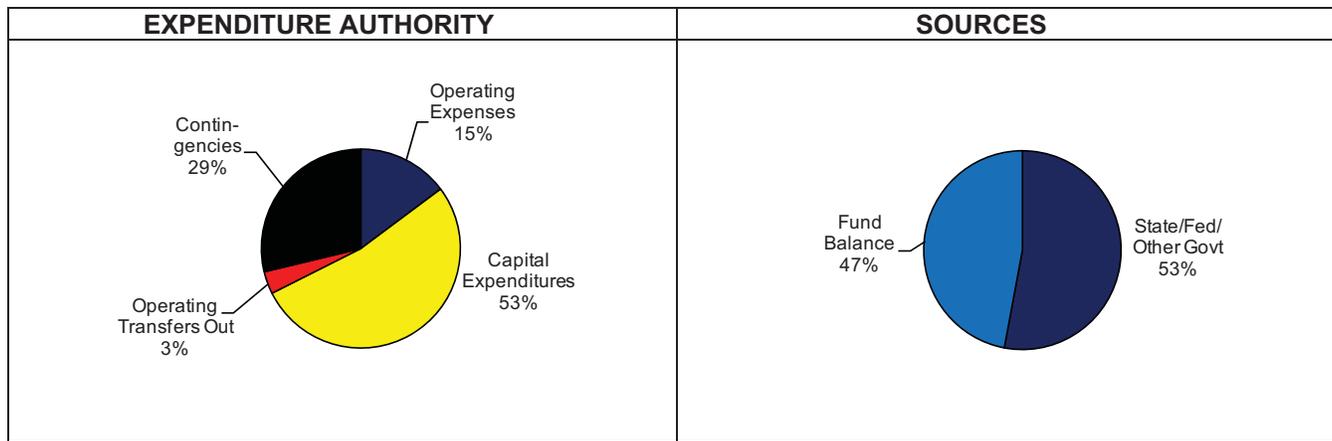
Airports Capital Improvement Program

DESCRIPTION OF MAJOR SERVICES

The Department of Airports manages a Capital Improvement Program (CIP) for Baker Airport, Barstow-Daggett Airport, Chino Airport, Needles Airport, and Twentynine Palms Airport. Projects funded in this budget unit include utility, storm water, and fire suppression plans, Airport Master Plans, Airport Layout Plans, construction and rehabilitation for numerous runways, taxiways, water systems, airport facilities, annual pavement maintenance, infrastructure and rehabilitation of reverted buildings. The capital projects for Apple Valley Airport (County Service Area 60) are budgeted in a separate budget unit within the Special Districts budget book. The County Airport Capital Improvement Projects for all six airports are administered by Architecture & Engineering and are reported in the Capital Improvement Program section of this budget book.

Budget at a Glance	
Total Expenditure Authority	\$8,286,535
Total Sources	\$4,325,375
Fund Balance	\$3,961,160
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Public and Support Services
DEPARTMENT: Airports
FUND: Airports Capital Improvement Program

BUDGET UNIT: RAA, RAW, RCD
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation Terminals

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	18,985	3,801	7,692	428,196	428,198	1,225,261	797,063
Capital Expenditures	2,284,297	1,784,581	2,625,238	3,527,840	3,527,846	4,375,000	847,154
Contingencies	0	0	0	0	3,873,291	2,382,007	(1,491,284)
Total Exp Authority	2,303,282	1,788,382	2,632,930	3,956,036	7,829,335	7,982,268	152,933
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,303,282	1,788,382	2,632,930	3,956,036	7,829,335	7,982,268	152,933
Operating Transfers Out	50,000	1,000	75,000	234,000	234,000	304,267	70,267
Total Requirements	2,353,282	1,789,382	2,707,930	4,190,036	8,063,335	8,286,535	223,200
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	5,012,424	119,526	947,950	4,201,216	4,201,216	4,315,375	114,159
Fee/Rate	523,445	960,525	0	0	0	0	0
Other Revenue	261,767	171,977	122,593	42,659	35,770	10,000	(25,770)
Total Revenue	5,797,636	1,252,028	1,070,543	4,243,875	4,236,986	4,325,375	88,389
Operating Transfers In	0	206,500	85,356	569,210	569,210	0	(569,210)
Total Sources	5,797,636	1,458,528	1,155,899	4,813,085	4,806,196	4,325,375	(480,821)
				Fund Balance	3,257,139	3,961,160	704,021
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,225,261 include amounts budgeted for professional services for the utility, fire suppression, and storm water drainage master plans for Chino, Barstow-Daggett, Needles, and Twentynine Palms Airport and Airport Layout Plans for Needles and Twentynine Palms Airports. Some projects may be deferred until the Chino Master Plan is completed. Operating expenses also include legal reimbursements for trichloroethylene/Perchloroethylene (TCE/PCE) at the Chino Airport. The increase is due to increased project costs.

Capital expenditures of \$4,375,000 include improvements to land of \$2,700,000 (\$2.5 million for phase II of the Taxiway B extension and electrical upgrades at the Barstow-Daggett Airport) and improvements to structures of \$1,675,000 (\$1.6 million for the removal of fire suppression ponds at Chino Airport).

Contingencies of \$2,382,007 are set-aside for future projects.

Departmental revenue of \$4,325,375 primarily includes state and federal funding of \$4,315,375 that represents grant funding to fund the \$2.3 million phase II Taxiway B extension and electrical upgrades at the Barstow Daggett Airport, \$1.6 million for the Removal of the Fire Suppression Ponds at the Chino Airport, and \$361,000 for the Airport Layout Plan updated for Twentynine Palms and Needles Airport.



ARCHITECTURE AND ENGINEERING

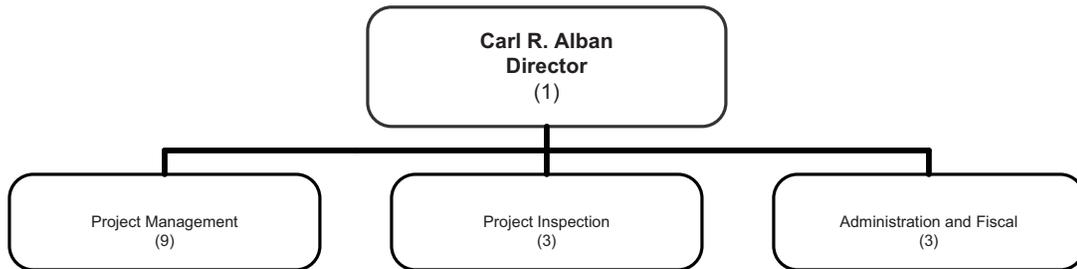
Carl R. Alban

MISSION STATEMENT

The Architecture and Engineering Department is committed to the timely and cost effective design and construction of projects included in the County's annual Capital Improvement Program, providing quality improvements to ensure accessible and safe environments for County departments and the public they serve.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

Architecture and Engineering completed the following construction projects in 2009-10 and 2010-11:

- Arrowhead Regional Medical Center (ARMC) 6th Floor Medical/Surgical Remodel
- Arrowhead Regional Medical Center Linear Accelerator
- Fontana Courthouse Expansion and Remodel
- Joshua Tree Courthouse Expansion
- Emergency Operations Center Expansion
- Devore Animal Shelter Improvements
- ARMC Medical Office Building
- High Desert Government Center
- Fontana Courthouse Expansion/Remodel
- Crestline Library
- New Central Juvenile Hall

OPERATIONS AND COMMUNITY SERVICES



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE THE COST-EFFECTIVENESS OF PROJECT ADMINISTRATION SERVICES.

Objective: Continued reduction of administrative costs through staffing efficiencies, utilization of Job Order Contracting, and technology improvements.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of projects with budgets of \$25,000 to \$500,000 with administrative costs of 10% or less of the total budget.	88%	100%	90%	100%	90%

GOAL 2: IMPROVE THE TIMELY COMPLETION OF CONSTRUCTION PROJECTS.

Objective: Increase the number of projects completed within two years of approval.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of projects completed within two years of project approval.	81%	100%	90%	100%	90%

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Architecture and Engineering	0	0	0			16
Total General Fund	0	0	0			16

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Architecture and Engineering	585,320	585,320	62,972	(65,000)	0
Total	585,320	585,320	62,972	(65,000)	0

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Architecture and Engineering	0	0	(3,618)	0	0
Total	0	0	(3,618)	0	0

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Architecture and Engineering	585,320	585,320	66,590	(65,000)	0
Total	585,320	585,320	66,590	(65,000)	0

In 2011-12, Architecture and Engineering's total expenditure authority is offset 100% by reimbursements.



Architecture and Engineering

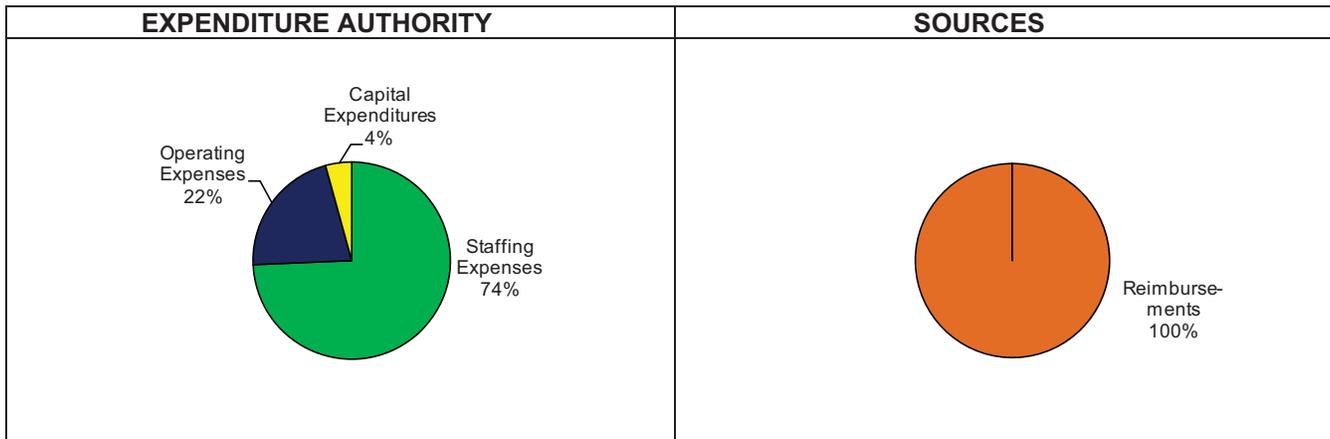
DESCRIPTION OF MAJOR SERVICES

The Architecture and Engineering Department (A&E) is responsible for planning and implementing the design and construction of projects for Airports, Regional Parks, Community Development and Housing and other county departments. These projects are approved as part of the annual Capital Improvement Program (CIP), or added during the year as organizational needs and priorities change. A&E collaborates with County departments and the Finance and Administration section of the County Administrative Office to develop the scope, schedule and budget for these projects. Following approval of the project elements, A&E administers the projects from conceptual design through construction to completion and close-out.

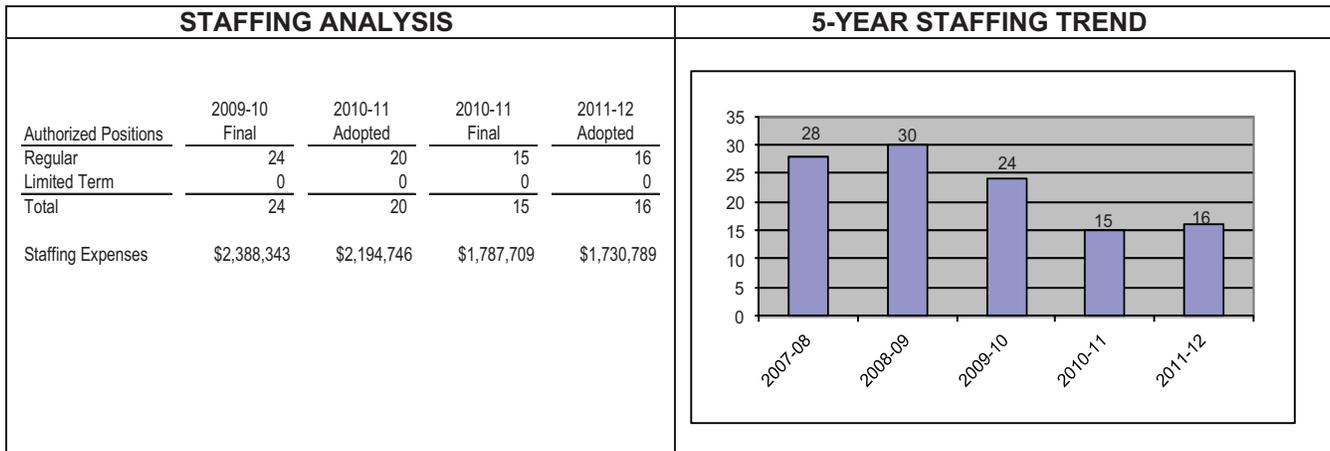
Budget at a Glance	
Total Expenditure Authority	\$2,328,850
Total Sources	\$2,328,850
Net County Cost	\$0
Total Staff	16
Funded by Net County Cost	0%

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

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



OPERATIONS AND COMMUNITY SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Architecture and Engineering
FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	2,834,336	3,168,416	2,388,343	1,787,709	1,787,709	1,730,789	(56,920)
Operating Expenses	557,203	571,178	357,008	353,986	362,082	498,061	135,979
Capital Expenditures	44,914	5,562	0	98,819	98,819	100,000	1,181
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	3,436,453	3,745,156	2,745,351	2,240,514	2,248,610	2,328,850	80,240
Reimbursements	(2,929,296)	(3,161,495)	(2,682,380)	(2,313,595)	(2,313,610)	(2,328,850)	(15,240)
Total Appropriation	507,157	583,661	62,971	(73,081)	(65,000)	0	65,000
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	507,157	583,661	62,971	(73,081)	(65,000)	0	65,000
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	4,206	(3,618)	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	4,206	(3,618)	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	4,206	(3,618)	0	0	0	0
Net County Cost	507,157	579,455	66,589	(73,081)	(65,000)	0	65,000
				Budgeted Staffing	15	16	1

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,730,789 fund 16 budgeted positions, and is decreasing by \$56,920 due to the proposed work schedule reduction for SBPEA represented employees, and offset by the cost of 1 additional position.

Operating expenses of \$498,061 include an increase in operating expenses of \$135,979 primarily for additional consulting services and system development costs for improvements in procedures, processes and system automation.

Capital expenditures of \$100,000 include an increase of \$1,181 for increased software development costs.

Reimbursements of \$2,328,850 include an increase of \$15,240. The total departmental expenditure authority is fully reimbursed from services provided to the Capital Improvement Program.

STAFFING CHANGES AND OPERATIONAL IMPACT

For 2010-11, A&E budgeted staffing was reduced by 9 positions (from 24 in 2009-10 to 15 in 2010-11). The staff reductions were due to efficiencies in technology and reductions in available funding. With the reorganization of the Real Estate Services, Facilities Management and Architecture and Engineering departments in 2010-11, responsibility for requisition work and capital projects from \$5,000 to \$30,000, previously administered by Facilities Management (FM), were transferred to A&E so that FM staff could concentrate on maintenance and repair work in County facilities. In addition, the Board of Supervisors approved the Job Order Contract System (JOCS) contracts, providing A&E with unit pricing for general contract and mechanical work, and carpet and paint projects. The use of the JOCS contract has also streamlined and expedited many capital projects. In 2011-12, to assist in administering these projects, a Facilities Management Project Manager position was transferred from FM to A&E for an increase in staffing of one from 15 to 16.



2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Administration and Fiscal	4	0	4	4	0	0	4
Project Management	9	0	9	8	0	1	9
Project Inspection	3	0	3	3	0	0	3
Total	16	0	16	15	0	1	16

<u>Administration and Fiscal</u>	<u>Project Management</u>	<u>Project Inspection</u>
1 Director of A&E	1 Supervising A&E Project Manager	3 Building Construction Inspector
1 Office Assistant III	3 A&E Project Manager III	
1 Accountant III	3 A&E Project Manager II	
1 Accounting Technician	1 A&E Project Development Analyst	
	1 Facilities Project Manager	



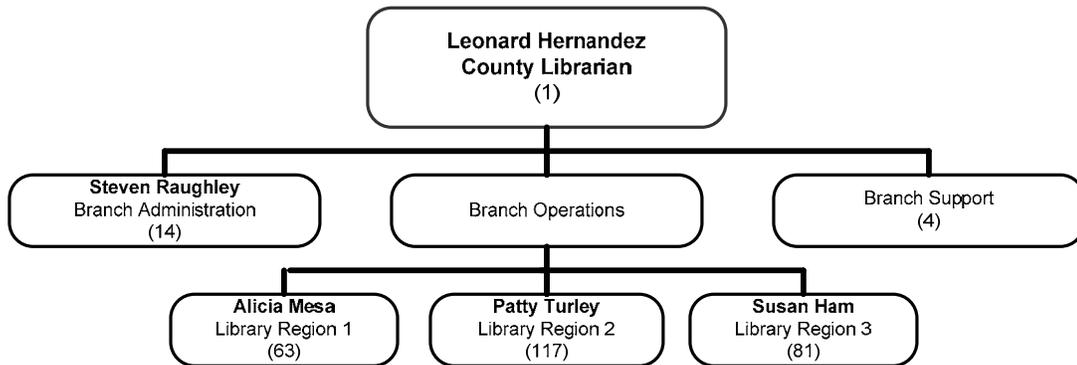
COUNTY LIBRARY Leonard X. Hernandez

MISSION STATEMENT

The San Bernardino County Library is to be the community's resource for access to information, programs, and services that promote knowledge, education, learning experiences, recreation and cultural enrichment for the people of San Bernardino County.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Opened the Cal Aero Preserve Academy which is a K-8 joint usage school/public library.
- Opened the Phelan Memorial Library which now serves the Phelan community.
- Volunteers gave more than 143,600 hours to the library system.
- 1,194,197 computer sessions; 3,128,339 books checked out; 4,650,444 visits to the library.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: BROADBAND NETWORK INCREASE.

Objective: Increase number of computer hours utilized by library patrons.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of computer hours	N/A	N/A	New	1,047,734	1,200,000

In 2011-12, the library anticipates the receipt of e-rate funding, a federal subsidy that will allow the upgrade of T1 circuits across the library system to a high-speed connection in each branch. This increase of bandwidth will greatly increase the patron's internet usage experience.

GOAL 2: INCREASE COMMUNITY PARTICIPATION IN LIBRARY SERVICES AND PROGRAMS.

Objective: Develop system-wide practices that recruit, train, and promote the successful involvement of volunteers.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of annual volunteer support hours	109,500	143,600	127,720	105,281	145,000

Volunteers are a core part of the San Bernardino County Library System and have continually donated over 100,000 hours per year over the past three years. The library will continue the utilization of volunteers to augment services and programs as well as working on a training and best practice model that will be used to increase participation. The library will also be conducting a system wide recruitment and campaign for new volunteer opportunities.

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Special Revenue Fund						
County Library	14,103,172	13,553,182		549,990		280
Total Special Revenue Fund	14,103,172	13,553,182		549,990		280

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Library	18,676,180	19,524,100	16,913,569	15,981,597	14,103,172
Total	18,676,180	19,524,100	16,913,569	15,981,597	14,103,172

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Library	17,755,359	18,761,019	16,909,820	15,828,469	13,553,182
Total	17,755,359	18,761,019	16,909,820	15,828,469	13,553,182

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Library	920,821	763,081	3,749	153,128	549,990
Total	920,821	763,081	3,749	153,128	549,990

OPERATIONS AND COMMUNITY SERVICES



County Library

DESCRIPTION OF MAJOR SERVICES

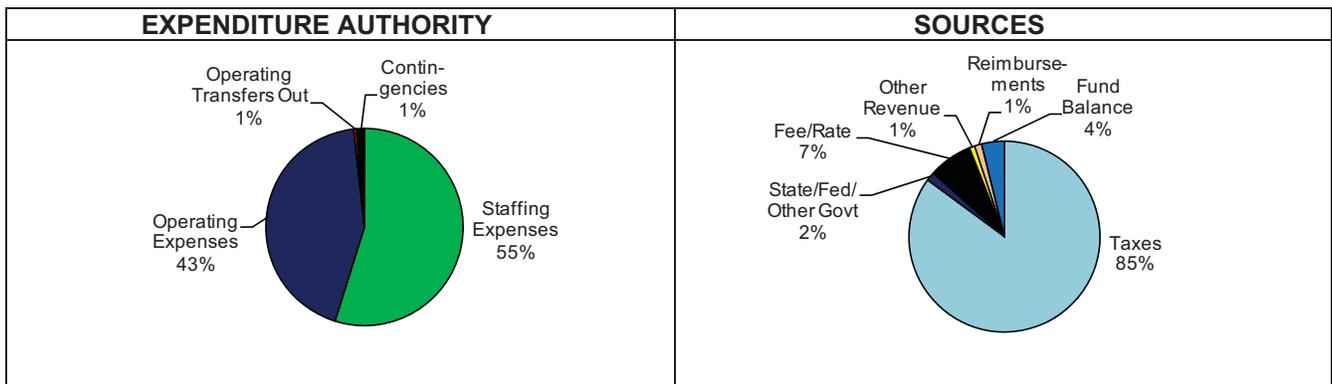
The San Bernardino County Library provides public library services through a network of thirty one (31) branches in the unincorporated areas and seventeen cities within the county. Fiscal year 2009-10 witnessed the opening of a new library in Crestline which has more than doubled the capacity of the old facility. In addition, an expansion of the Rialto Library will be completed to add a meeting room and a computer lab, as well as the remodel of the Yucaipa Library, which will add a computer lab and offer upgraded facilities for library patrons as well as e-readers. Finally, fall of 2011 should see the groundbreaking of the Baker Family Learning Center; a combination preschool and library that will serve the Muscoy community.

The County Library continues to provide access to information through its materials collection and now offers more than 1,000 internet accessible public computers. These public computers also provide access to a number of online databases and other electronic resources. Electronic access to the County Library's collection of materials is available through the internet, and daily delivery services provide for materials to be shared among the various branches. The Library's on-line catalog, a joint project with the County of Riverside, provides access to over 2.5 million items. The system allows for patrons in either system to directly request materials held by the other and to have those items delivered to their local branch for pick up.

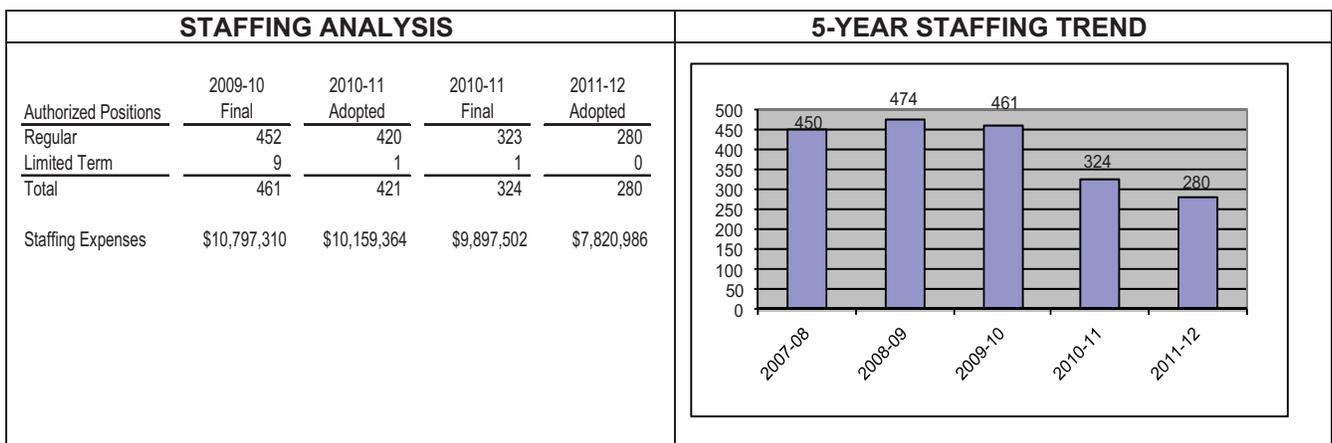
The County Library is preparing for a major improvement to its computer communications infrastructure for the coming year by greatly increasing its bandwidth at the majority of its branch locations. This will not only allow faster internet access, it will also allow the County Library to add wireless service to most of its branch locations. The annual costs for the upgrade will actually be less than the County Library is currently paying for those services – primarily due to significant federal and state discounts.

Budget at a Glance	
Total Expenditure Authority	\$14,103,172
Total Sources	\$13,553,182
Fund Balance	\$549,990
Total Staff	280

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



OPERATIONS AND COMMUNITY SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

BUDGET UNIT: SAP CLB
 FUNCTION: Education
 ACTIVITY: Library

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	11,006,512	11,594,182	10,797,310	9,897,502	9,897,502	7,820,986	(2,076,516)
Operating Expenses	8,080,680	6,697,448	6,026,553	5,700,577	5,700,580	6,195,393	494,813
Capital Expenditures	404,741	221,879	10,168	48,093	55,674	10,000	(45,674)
Contingencies	0	0	0	0	533,049	187,776	(345,273)
Total Exp Authority	19,491,933	18,513,509	16,834,031	15,646,172	16,186,805	14,214,155	(1,972,650)
Reimbursements	(310,298)	(389,388)	(321,683)	(266,999)	(266,999)	(172,774)	94,225
Total Appropriation	19,181,635	18,124,121	16,512,348	15,379,173	15,919,806	14,041,381	(1,878,425)
Operating Transfers Out	204,447	216,625	80,268	61,791	61,791	61,791	0
Total Requirements	19,386,082	18,340,746	16,592,616	15,440,964	15,981,597	14,103,172	(1,878,425)
Departmental Revenue							
Taxes	13,857,388	13,905,034	12,896,106	12,248,522	12,261,991	12,150,795	(111,196)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	1,215,130	907,180	997,830	1,290,484	1,290,484	212,000	(1,078,484)
Fee/Rate	1,100,206	1,239,604	1,202,497	1,074,742	1,074,742	1,059,100	(15,642)
Other Revenue	1,805,520	517,082	677,336	453,898	439,402	131,287	(308,115)
Total Revenue	17,978,244	16,568,900	15,773,769	15,067,646	15,066,619	13,553,182	(1,513,437)
Operating Transfers In	1,200,025	961,850	961,850	761,850	761,850	0	(761,850)
Total Sources	19,178,269	17,530,750	16,735,619	15,829,496	15,828,469	13,553,182	(2,275,287)
				Fund Balance	153,128	549,990	396,862
				Budgeted Staffing	324	280	(44)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$7,820,986 fund 280 budgeted positions. This appropriation has a net decrease from the 2010-11 final budget due to staffing reductions of 44 budgeted positions in 2011-12, resulting in realigned and reduced branch hours.

Operating expenses of \$6,195,393 includes utility, custodial, rent, grounds and building maintenance charges for the 31 library branches. The increase is due to internet infrastructure charges and an increase in COWCAP charges.

Capital expenditures of \$10,000 are for the replacement of an air conditioning unit at one library location.

Reimbursements of \$172,774 represent rent paid by Human Services to utilize storage in the basement of the Library Administration building, rent paid by the Information Services Department for space use, and Community Development Block Grant (CDBG) literacy program reimbursements. The decrease is due to a decrease in CDBG literacy program funding available to the library.

Contingencies of \$187,776 are established as a reserve for unanticipated expenses.

Operating transfers out of \$61,791 represents the annual payment made to the county general fund for the purchase of the Wrightwood Library Branch. The annual payment began in November 2006 and will end November 2015.

Departmental revenue of \$13,553,182 represents property tax collections, state and federal aid, fines and fees collected, as well as rent and utility reimbursement for rental of a portion of the Big Bear Library and IT services for the Victorville Library. The decrease consists of a decrease in property tax revenues, a decrease in state and federal funding, a decrease in the collection of fines and fees, a decrease in miscellaneous funding sources, and a decrease in county general fund support. This decrease in overall revenue will be mitigated by staffing reductions at both library administration and library branches, which will be augmented with realigned and reduced branch hours.



STAFFING CHANGES AND OPERATONAL IMPACT

In response to projected 2011-12 budgetary constraints, the department proposed a reduction of 113 vacant and 28 filled positions; for a total reduction of 141 positions (of which 97 vacant positions were deleted in 2010-11 Third Quarter Budget Report and an additional 44 positions (16 vacant and 28 filled) were deleted in 2011-12). These reductions are necessary to balance the County Library’s budget due to the decreased revenue anticipated to be received and obligatory cost increases. With the elimination of these positions, library hours will be realigned and reduced to continue to serve the public.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Library Administration	19	0	19	19	0	0	19
Library Region 1	63	0	63	63	0	0	63
Library Region 2	117	0	117	117	0	0	117
Library Region 3	81	0	81	81	0	0	81
Total	280	0	280	280	0	0	280

<u>Library Administration (19)</u>	<u>Library Region 1 (63)</u>	<u>Library Region 2 (117)</u>	<u>Library Region 3 (81)</u>
1 County Librarian	1 Regional Manager	1 Regional Manager	1 Regional Manager
1 Library Services Manager	1 Librarian II	5 Librarian II	1 Librarian II
1 Fiscal Specialist	5 Librarian I	6 Librarian I	8 Librarian I
1 Payroll Specialist	30 Library Assistant	66 Library Assistant	37 Library Assistant
1 Automated Systems Analyst I	26 Library Page	39 Library Page	34 Library Page
6 Automated System Technician			
1 Graphic Designer I			
1 Office Assistant II			
1 Office Assistant I			
1 Library Assistant II			
3 Library Assistant I			
1 Library Page			



COUNTY MUSEUM

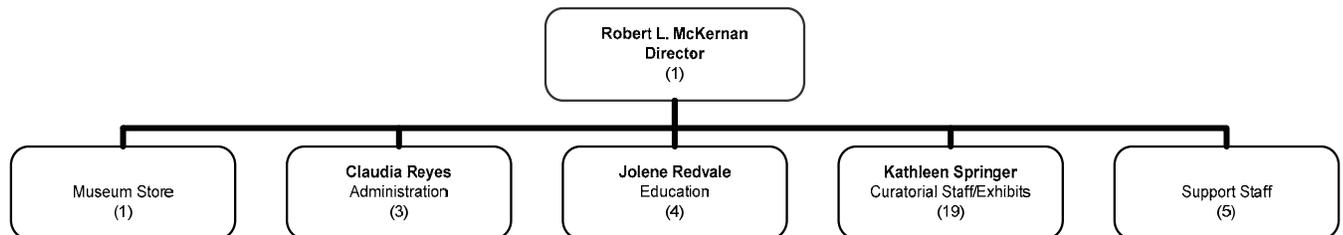
Robert L. McKernan

MISSION STATEMENT

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



ORGANIZATIONAL CHART



2009-10 and 2010-11 ACCOMPLISHMENTS

- Secured the California Cultural Heritage Endowment grant with Board of Supervisors (Board) approval for \$1,935,000 to install four major exhibitions in the Hall of Geological Wonders.
- Complete Hall of History Phase I refurbishments.
- Secure the Institute of Museum and Library Services grant of \$333,000 with Board approval for Phase I refurbishments to Bird Hall and development of two exhibitions in Hall of Geological Wonders.
- Through Board approval action acquired the Victor Valley Museum.

2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ENHANCE PUBLIC AWARENESS OF MUSEUM SERVICES/PROGRAMS AND INCREASE ACCESSIBILITY TO MUSEUM COLLECTIONS.

Objective: Increase public visitation and use of the County Museum and branch sites.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage increase in Museum visitors	21%	2%	10%	3%	5%

GOAL 2: EXPANSION/REFURBISHMENT OF THE MUSEUM'S MAIN FACILITY IN REDLANDS.

Objective: Secure contributions to assist with interior exhibits for the new Hall of Geological Wonders and the Museum's Public Space Exhibit Galleries.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Total secured contributions to assist with interior exhibits for the new Hall of Geological Wonders and the Museum's Public Space Exhibit Galleries.	500,000	290,000	1,250,000	1,550,000	1,000,000



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
County Museum	3,533,743	1,673,195	1,860,548			32
Total General Fund	3,533,743	1,673,195	1,860,548			32
Enterprise Fund						
Museum Store	91,355	90,000			(1,355)	1
Total Enterprise Fund	91,355	90,000			(1,355)	1
Total - All Funds	3,625,098	1,763,195	1,860,548		(1,355)	33

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Museum	3,911,145	4,144,827	3,114,911	3,117,899	3,533,743
Museum Store	97,207	93,546	103,849	71,214	91,355
Total	4,008,352	4,238,373	3,218,760	3,189,113	3,625,098

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Museum	1,753,400	1,520,579	1,539,021	1,615,981	1,673,195
Museum Store	100,000	100,000	100,000	70,366	90,000
Total	1,853,400	1,620,579	1,639,021	1,686,347	1,763,195

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Museum	2,157,745	2,624,248	1,575,890	1,501,918	1,860,548
Total	2,157,745	2,624,248	1,575,890	1,501,918	1,860,548

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Museum Store	2,793	6,454	(3,849)	(848)	(1,355)
Total	2,793	6,454	(3,849)	(848)	(1,355)



County Museum

DESCRIPTION OF MAJOR SERVICES

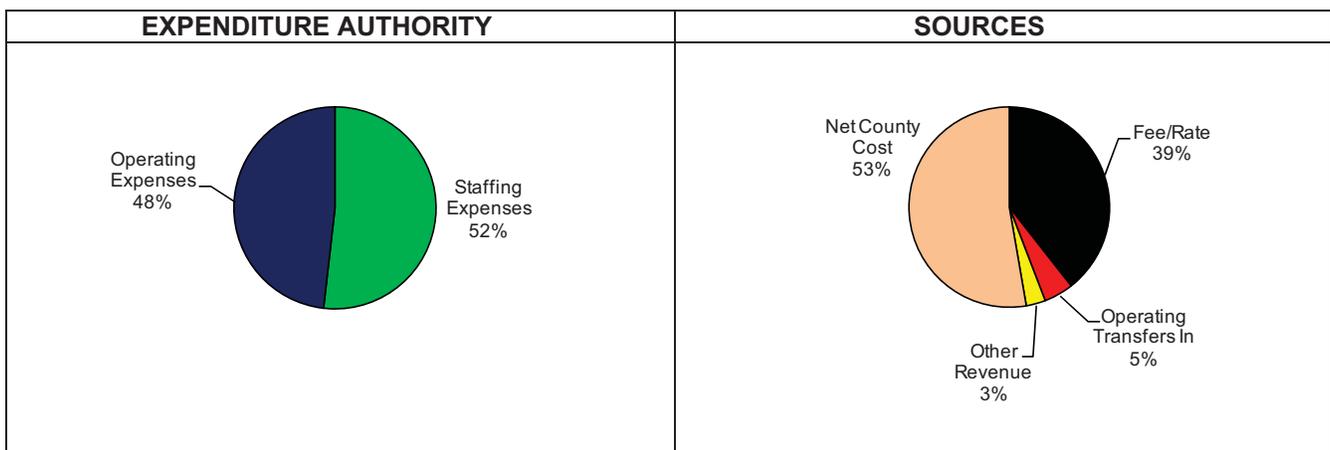
The County Museum ranks among the top regional museums in California. It contains an encyclopedic collection of cultural and natural heritage in public trust from the greater Southwest region. The Museum is comprised of the following divisions: Education, Exhibitions, Anthropology, History/Archives, Biological Science, and Geological Science. All divisions provide educational services for families, general public, school groups, educators, and scholars at the main Museum facility and historic sites. The County Museum provides cultural and natural science educational programs and activities for the public at its facility in Redlands, as well as the following seven regional sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (John Rains House) in Rancho Cucamonga, Daggett Stone Hotel in Barstow, Asistencia Outpost of the Mission San Gabriel in Redlands, Yorba-Slaughter Families Adobe in Chino, Yucaipa Adobe in Yucaipa, and the Victor Valley Museum in Apple Valley. These programs and activities involve the preservation of cultural and natural heritage collections, display of permanent and special exhibitions, and care and preservation of historical sites depicting the history and culture of San Bernardino County and the greater Southwest region.

Budget at a Glance	
Total Expenditure Authority	\$3,533,743
Total Sources	\$1,673,195
Net County Cost	\$1,860,548
Total Staff	32
Funded by Net County Cost	53%

Museum programs (including school programs, research symposiums, museum internships, special events, and guest lecture series) promote learning and awareness through community outreach, partnerships with educational institutions, and research that enhances both the collections and educational services. Approximately 2.0 million permanent and loaned collections are preserved for the benefit of the public and the scientific community. The County Museum has been accredited from the American Association of Museums since February 23, 1973. In 2002, the Museum received its reaccreditation that will continue through 2015.

Furthermore, all Divisions have active discipline related research programs that contribute directly to public benefit by enhancing museum exhibit content through primary information acquired through research activities. In addition, Anthropology/Archeological Information Center (AIC) provides archeological land use information for public and private sector based on the County Museum fee schedule. The Biological Science and Geological Science divisions conduct scientific field research and studies for public and private agencies which is a revenue source for the Museum. This field research results in the accession of valuable collections into the museum collections that are curated and exhibited for public education at the main facility and historic sites.

2011-12 ADOPTED BUDGET



OPERATIONS AND COMMUNITY SERVICES



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND																
Authorized Positions	2009-10 Final	2010-11 Adopted	2010-11 Final	2011-12 Adopted	<table border="1"> <caption>5-Year Staffing Trend Data</caption> <thead> <tr> <th>Year</th> <th>Staffing Count</th> </tr> </thead> <tbody> <tr> <td>2007-08</td> <td>66</td> </tr> <tr> <td>2008-09</td> <td>60</td> </tr> <tr> <td>2009-10</td> <td>55</td> </tr> <tr> <td>2010-11</td> <td>44</td> </tr> <tr> <td>2011-12</td> <td>32</td> </tr> </tbody> </table>					Year	Staffing Count	2007-08	66	2008-09	60	2009-10	55	2010-11	44	2011-12	32
Year	Staffing Count																				
2007-08	66																				
2008-09	60																				
2009-10	55																				
2010-11	44																				
2011-12	32																				
Regular	33	31	31	24																	
Limited Term	22	13	13	8																	
Total	55	44	44	32																	
Staffing Expenses	\$2,502,258	\$2,389,389	\$2,312,848	\$1,830,837																	

ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	2,859,700	2,751,774	2,502,258	2,312,848	2,312,848	1,830,837	(482,011)
Operating Expenses	995,942	991,795	616,253	955,311	955,312	1,702,906	747,594
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	3,855,642	3,743,569	3,118,511	3,268,159	3,268,160	3,533,743	265,583
Reimbursements	(132,000)	(93,622)	(3,600)	(150,261)	(150,261)	0	150,261
Total Appropriation	3,723,642	3,649,947	3,114,911	3,117,898	3,117,899	3,533,743	415,844
Operating Transfers Out	0	450,000	0	0	0	0	0
Total Requirements	3,723,642	4,099,947	3,114,911	3,117,898	3,117,899	3,533,743	415,844
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	2,874	62,167	402,613	822,589	822,614	4,250	(818,364)
Fee/Rate	1,061,734	1,027,774	800,622	413,179	413,179	1,390,945	977,766
Other Revenue	320,699	109,735	230,178	380,188	380,188	110,000	(270,188)
Total Revenue	1,385,307	1,199,676	1,433,413	1,615,956	1,615,981	1,505,195	(110,786)
Operating Transfers In	182,186	387,936	105,606	0	0	168,000	168,000
Total Sources	1,567,493	1,587,612	1,539,019	1,615,956	1,615,981	1,673,195	57,214
Net County Cost	2,156,149	2,512,335	1,575,892	1,501,942	1,501,918	1,860,548	358,630
Budgeted Staffing					44	32	(12)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,830,837 fund 32 budgeted positions, and are decreasing due to the deletion of 12 positions (3 vacant positions and 9 filled positions), a proposed work schedule reduction for SBPEA represented employees, and benefit reductions effective June 18, 2011 pursuant to the Exempt Compensation Plan.

Operating expenses of \$1,702,906 include expenses required for educational programming, exhibits, advertising of Museum activities/programs, Facilities Management charges, Museum's off-site storage costs, and COWCAP charges of \$808,202 that are included in this budget unit starting in 2011-12 funded by an increase in net county cost.

OPERATIONS AND COMMUNITY SERVICES



Total revenue of \$1,505,195 includes revenue agreements with the United States Department of Agriculture Forest Service and the Bureau of Land Management (reclassified from federal grant revenue source in the prior year budget to other services revenue source for 2011-12), rental revenues from weddings and storage fees, museum admission charges, Association Memberships, educational services, AIC, and for various anthropological services. Revenues are reduced primarily because of the elimination of one-time support for the opening of the Victor Valley Museum.

Operating transfers in of \$168,000 include funding for disability-access projects to accommodate disabled patrons.

STAFFING CHANGES AND OPERATIONAL IMPACT

In response to projected 2011-12 budgetary constraints, staffing changes reflect a reduction of 12 budgeted positions (3 vacant and 9 filled). As a result of these reductions, the County Museum programmatic impact is manageable because the department will be restructuring staffing resources; thus averting major service impacts to the public.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	4	0	4	4	0	0	4
Curatorial Staff/Exhibits	11	8	19	19	0	0	19
Education	4	0	4	4	0	0	4
Support Staff	5	0	5	5	0	0	5
Total	24	8	32	32	0	0	32

<u>Administration</u>	<u>Curatorial Staff</u>	<u>Education</u>	<u>Support Staff</u>
1 Director	1 Senior Curator	1 Museum Educator	1 Security Supervisor
1 Administrative Supervisor	5 Museum Curator	1 Museum Education Specialist	1 Media Specialist
1 Accounting Technician	1 Museum Associate Curator	1 Museum Senior Tech	1 Registrar
1 Fiscal Assistant	3 Museum Excavation Tech	1 Educ. Program Presenter	1 General Maintenance Worker
	3 Historic Site Mgr		1 Secretary
	3 Resident Caretaker		
	1 Exhibit Specialist		
	1 Museum Preparator		
	1 Graphic Assistant		



Museum Store

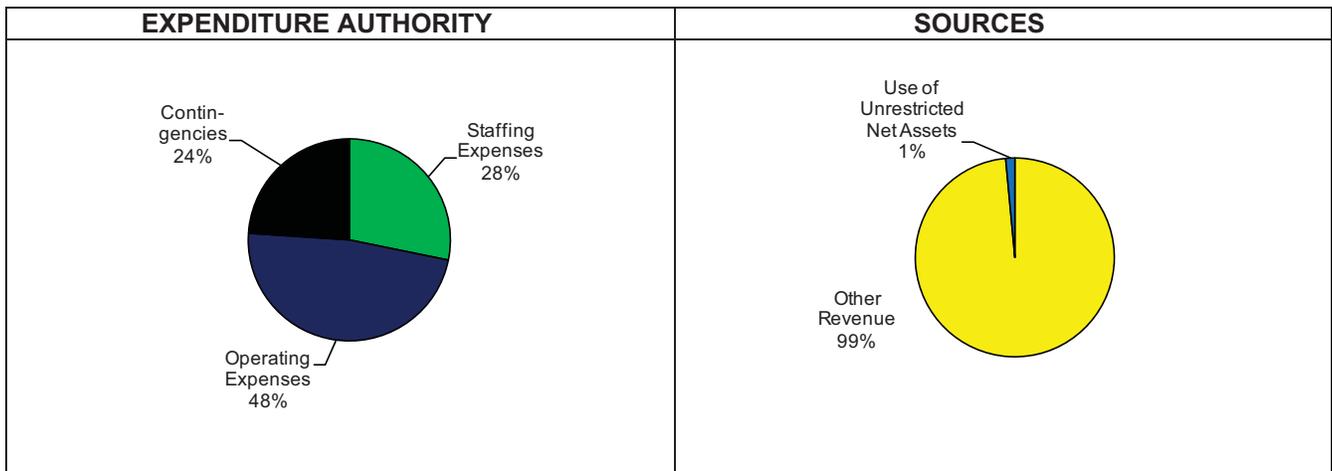
DESCRIPTION OF MAJOR SERVICES

The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The Museum Store is considered a vital part of the visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items for exhibitions, jewelry, minerals, and souvenirs. The Garden Café offers snack products, pastries, bottled beverages, and food items on major events to enhance the visitor experience.

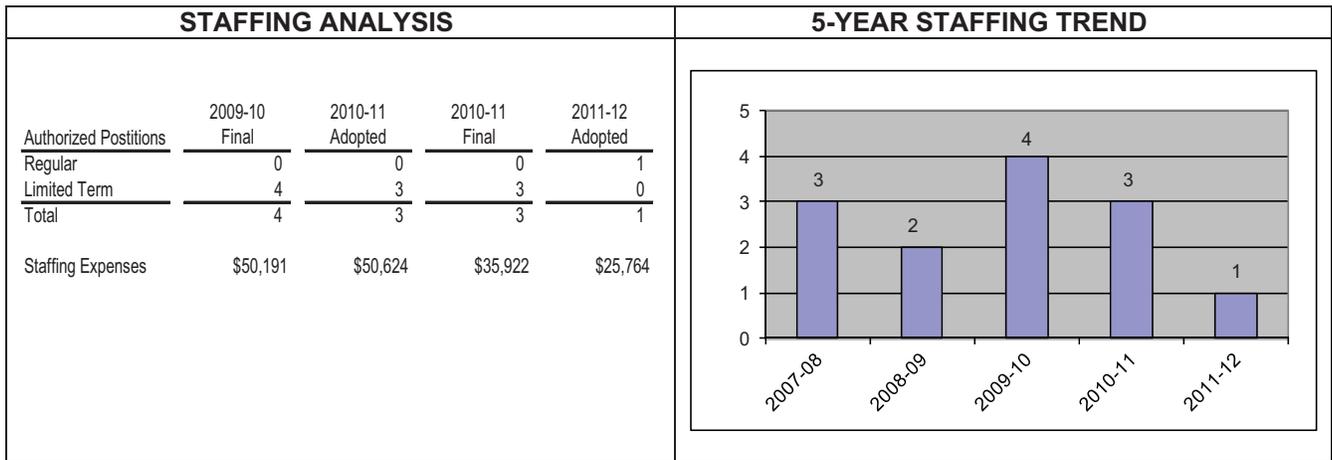
Budget at a Glance

Total Expenditure Authority	\$91,355
Total Sources	\$90,000
Rev Over/(Under) Exp	(\$1,355)
Total Staff	1
Use of Unrestricted Net Assets	\$1,355

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

BUDGET UNIT: EMM CCR
FUNCTION: Recreation and Cultural Services
ACTIVITY: Culture

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	35,855	47,288	50,191	35,923	35,922	25,764	(10,158)
Operating Expenses	1,866	50,311	26,806	21,788	21,788	43,705	21,917
Contingencies	0	0	0	0	13,504	21,886	8,382
Total Exp Authority	37,721	97,599	76,997	57,711	71,214	91,355	20,141
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	37,721	97,599	76,997	57,711	71,214	91,355	20,141
Depreciation	0	0	0	0	0	0	0
Operating Transfers Out	15,000	10,000	0	0	0	0	0
Total Requirements	52,721	107,599	76,997	57,711	71,214	91,355	20,141
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	85,995	93,196	72,041	70,366	70,366	90,000	19,634
Total Revenue	85,995	93,196	72,041	70,366	70,366	90,000	19,634
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	85,995	93,196	72,041	70,366	70,366	90,000	19,634
Rev Over/(Under) Exp	33,274	(14,403)	(4,956)	12,655	(848)	(1,355)	(507)
				Budgeted Staffing	3	1	(2)
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	0
Total Fixed Assets	0	0	0	0	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$25,764 will fund 1 budgeted position. The reduction is due to the elimination of 2 part-time positions.

Operating expenses of \$43,705 are specific to purchases for resale (inventory).

Departmental revenue of \$90,000 represents the store's projected sales revenue. Revenue in 2011-12 is estimated to be higher than 2010-11 actual due to a change in type of inventory purchased for sale.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing changes for 2011-12 are based on a reduction of 2 part-time budgeted extra-help positions. The programmatic impact of the overall staffing reduction will be managed through an adjustment of store hours. The adjustment will have little to no impact to public service.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Museum Store	1	0	1	1	0	0	1
Total	1	0	1	1	0	0	1

<u>Museum Store</u>
1 General Service Worker II

OPERATIONS AND COMMUNITY SERVICES



FACILITIES MANAGEMENT

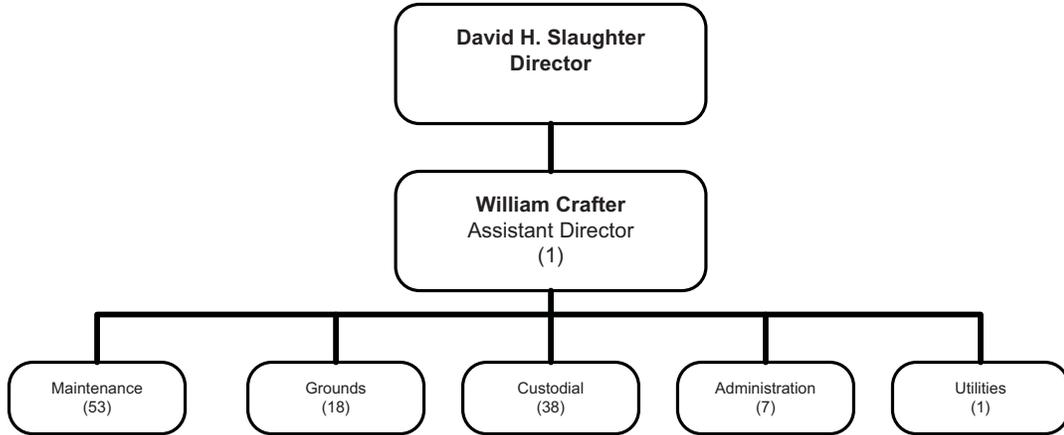
David H. Slaughter

MISSION STATEMENT

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



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Awarded the National Association of Counties (NACO) Award for Rain Sensor Program.
- Saved an additional 3.28 million gallons of water in 2009-10 (4.25 million saved in 2008-09) through the continuous modification of County sites landscape and irrigation systems.
- Implemented the Facilities Management On-line Service Request which allows County departments to submit and track service requests via Countyline.
- Completed 22,412 work requests for maintenance, custodial and grounds services.
- Implemented the Direct Billing Program, which consists of Facilities Management quarterly billing County departments for basic maintenance, custodial and grounds services.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: REDUCE UTILITY CONSUMPTION/IMPLEMENT SUSTAINABILITY PROJECTS.

Objective A: Implement water conservation projects.

Objective B: Leverage partnership with Southern California Edison to reduce electricity consumption.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of sites where annual electricity has been reduced. In 2009-10, 7 sites were completed. In 2010-11, 15 sites were completed. For 2011-12, 5 sites are estimated to be completed.	N/A	7	13	15	5

GOAL 2: SAFEGUARD COUNTY FACILITY ASSETS.

Objective: Complete building equipment inventories of county-owned facilities.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of equipment systems inventoried (650 total).	N/A	26%	35%	36%	50%



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Facilities Management	12,270,181	12,270,181	0			117
Utilities	19,741,736	1,912,093	17,829,643			1
Total General Fund	32,011,917	14,182,274	17,829,643			118

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Facilities Management	14,465,324	14,479,851	11,209,835	14,679,893	12,270,181
Utilities	17,238,336	17,879,196	15,806,215	18,915,207	19,741,736
Total	31,703,660	32,359,047	27,016,050	33,595,100	32,011,917

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Facilities Management	4,827,546	5,174,237	3,399,736	14,641,479	12,270,181
Utilities	258,043	371,082	223,844	2,849,818	1,912,093
Total	5,085,589	5,545,319	3,623,580	17,491,297	14,182,274

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Facilities Management	9,637,778	9,305,614	7,810,099	38,414	0
Utilities	16,980,293	17,508,114	15,582,371	16,065,389	17,829,643
Total	26,618,071	26,813,728	23,392,470	16,103,803	17,829,643



Facilities Management

DESCRIPTION OF MAJOR SERVICES

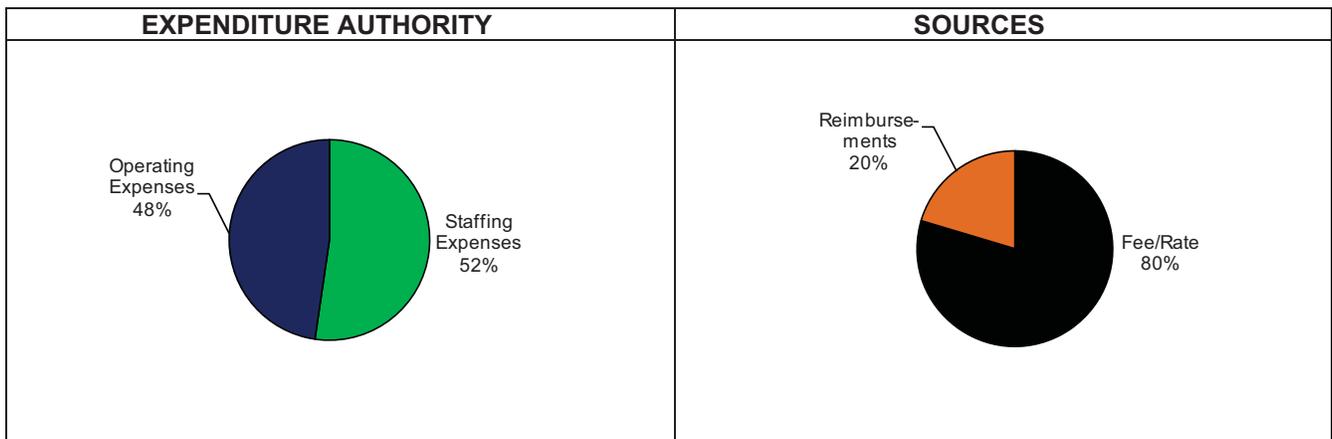
The Facilities Management Department provides routine maintenance, grounds and custodial services to ensure County facilities are well maintained, including 24 hours per day 7 days per week emergency building maintenance. Services also comprise of repairing building structures, equipment, and fixtures.

Budget at a Glance

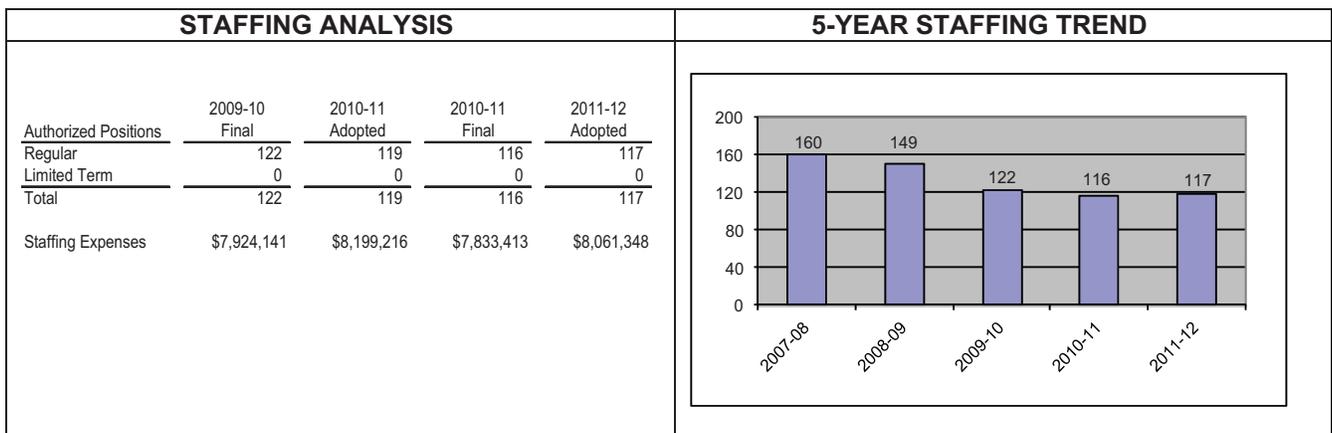
Total Expenditure Authority	\$15,412,030
Total Sources	\$15,412,030
Net County Cost	\$0
Total Staff	117
Funded by Net County Cost	0%

The Facilities Management Department'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.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Facilities Management
FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	9,478,651	9,371,862	7,924,141	7,833,413	7,833,413	8,061,348	227,935
Operating Expenses	8,038,874	8,443,598	6,852,257	9,993,926	9,996,096	7,350,682	(2,645,414)
Capital Expenditures	53,700	0	35,618	20,562	20,562	0	(20,562)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	17,571,225	17,815,460	14,812,016	17,847,901	17,850,071	15,412,030	(2,438,041)
Reimbursements	(4,019,451)	(4,291,521)	(3,621,389)	(3,170,178)	(3,170,178)	(3,141,849)	28,329
Total Appropriation	13,551,774	13,523,939	11,190,627	14,677,723	14,679,893	12,270,181	(2,409,712)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	13,551,774	13,523,939	11,190,627	14,677,723	14,679,893	12,270,181	(2,409,712)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	31,268	10,174	0	22,564	22,564	0	(22,564)
Fee/Rate	4,291,453	4,599,851	3,369,583	14,599,529	14,603,027	12,270,181	(2,332,846)
Other Revenue	2,470	2,987	20	6,517	5,417	0	(5,417)
Total Revenue	4,325,191	4,613,012	3,369,603	14,628,610	14,631,008	12,270,181	(2,360,827)
Operating Transfers In	0	134,927	0	10,471	10,471	0	(10,471)
Total Sources	4,325,191	4,747,939	3,369,603	14,639,081	14,641,479	12,270,181	(2,371,298)
Net County Cost	9,226,583	8,776,000	7,821,024	38,642	38,414	0	(38,414)
				Budgeted Staffing	116	117	1

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8,061,348 fund 117 budgeted positions and include an increase of \$227,935 over 2010-11 final budget as a result of vacant positions in 2010-11 and a departmental reorganization. There is a net increase of 1 position due to the deletion of 1 Facilities Project Manager and 1 Payroll Specialist, as well as the addition of 1 Business Services Superintendent, 1 Office Assistant II and 1 General Maintenance Worker.

Operating expenses of \$7,350,682 include a reduction of \$2,645,414 due primarily to a decrease in the Capital Improvement Program (CIP) projects in the Maintenance Division. The management of CIP projects greater than \$5,000 was transferred from Facilities Management (FM) to the Architecture and Engineering Department (A&E).

The decrease of \$20,562 in equipment is due to the purchase of the required equipment in 2010-11.

Reimbursements of \$3,141,849 include a decrease of \$28,329 primarily as a result of less CIP projects.

Departmental revenue of \$12,270,181 includes a decrease of \$2,371,298 primarily due to the transfer of CIP projects to A&E.



STAFFING CHANGES AND OPERATIONAL IMPACT

For 2010-11, a departmental reorganization and reductions in available funding resulted in the deletion of 1 Director, 2 Deputy Directors, 1 Maintenance Supervisor, 1 Executive Secretary II, 2 Fiscal Assistants and 3 Custodian I positions, as well as the addition of 1 Assistant Director, 1 Secretary II, 1 Fiscal Specialist and 1 General Maintenance Mechanic positions for a net decrease of 6 positions from 122 to 116.

For 2011-12, as a result of the reorganization of Real Estate Services (RES), A&E and FM, 2 positions are being transferred from FM: 1 Facilities Management Project Manager to A&E; and 1 Payroll Specialist to RES. Three positions are being added at FM: 1 Office Assistant II, 1 General Maintenance Worker, and 1 Building Services Superintendent. This results in a net increase of staffing by 1 from 116 to 117 for 2011-12.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Administration	8	0	8	7	0	1	8
Maintenance	53	0	53	50	1	2	53
Custodial	38	0	38	38	0	0	38
Grounds	18	0	18	18	0	0	18
Total	117	0	117	113	1	3	117

<u>Maintenance</u>	<u>Grounds</u>	<u>Custodial</u>	<u>Administration</u>
1 Building Services Superintendent	10 Grounds Caretaker I	1 Custodial Services Chief	1 Assistant Director
7 Air Conditioning Mechanic	4 Grounds Caretaker II	31 Custodian I	2 Staff Analyst II
8 Building Plant Operator	1 Grounds Services Superintendent	1 General Services Worker II	1 Secretary II
5 Electrician	1 Sprinkler System Worker	5 Supervising Custodian	2 Fiscal Specialist
1 Facilities Mgmt Project Scheduler	2 Supervising Grounds Caretaker		1 Parts Specialist
1 Facilities Mgmt Dispatcher			1 Office Assistant II
3 General Maintenance Worker			
16 General Maintenance Mechanic			
2 General Services Worker II			
1 Locksmith			
5 Maintenance Supervisor			
3 Plumber			



Utilities

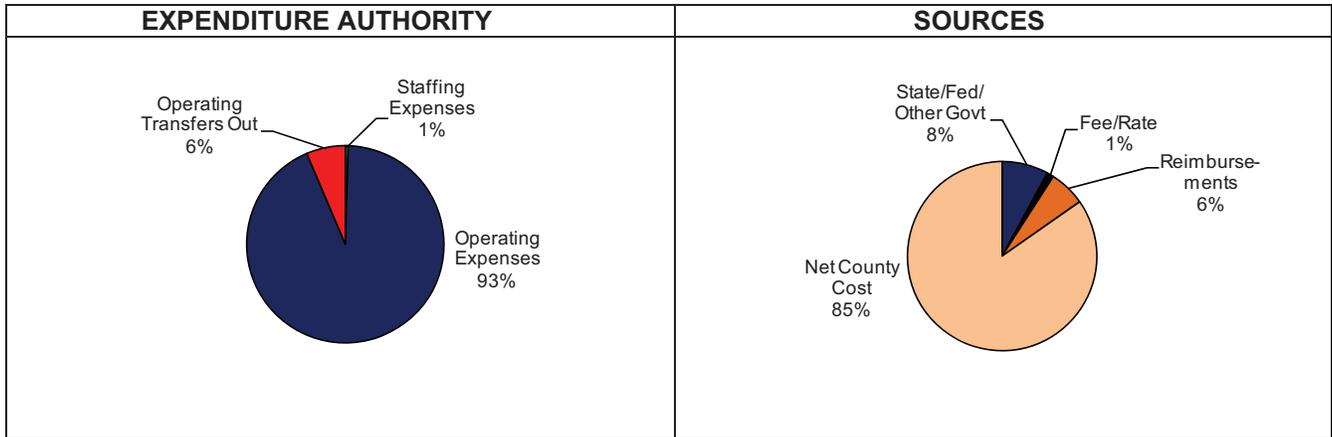
DESCRIPTION OF MAJOR SERVICES

The county's utility budget unit funds the cost of electricity, natural and propane gas, water, sewage, refuse disposal and other related costs for county-owned and various leased facilities.

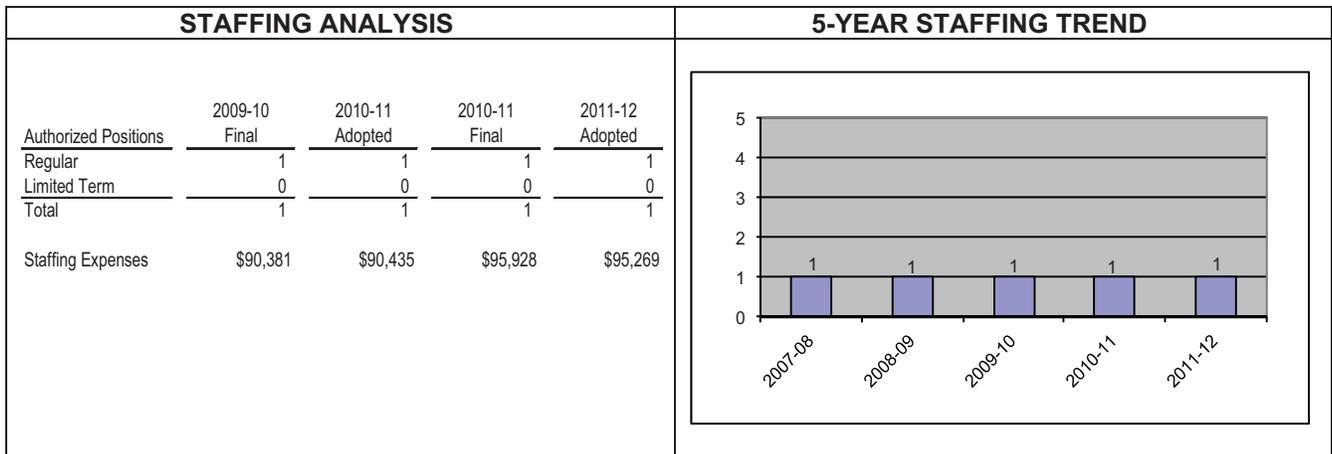
Budget at a Glance

Total Expenditure Authority	\$21,042,540
Total Sources	\$3,212,897
Net County Cost	\$17,829,643
Total Staff	1
Funded by Net County Cost	85%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Facilities Management - Utilities
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	86,851	84,201	90,381	95,928	95,928	95,269	(659)
Operating Expenses	16,981,491	18,044,219	16,839,356	17,379,187	17,379,187	19,600,141	2,220,954
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	17,068,342	18,128,420	16,929,737	17,475,115	17,475,115	19,695,410	2,220,295
Reimbursements	(422,459)	(463,386)	(1,233,697)	(953,696)	(953,696)	(1,300,804)	(347,108)
Total Appropriation	16,645,883	17,665,034	15,696,040	16,521,419	16,521,419	18,394,606	1,873,187
Operating Transfers Out	0	0	0	0	2,393,788	1,347,130	(1,046,658)
Total Requirements	16,645,883	17,665,034	15,696,040	18,915,207	18,915,207	19,741,736	826,529
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	12,000	2,622,147	2,622,148	1,668,834	(953,314)
Fee/Rate	178,350	177,010	148,717	234,774	227,670	243,259	15,589
Other Revenue	13,180	4,914	63,127	0	0	0	0
Total Revenue	191,530	181,924	223,844	2,856,921	2,849,818	1,912,093	(937,725)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	191,530	181,924	223,844	2,856,921	2,849,818	1,912,093	(937,725)
Net County Cost	16,454,353	17,483,110	15,472,196	16,058,286	16,065,389	17,829,643	1,764,254
				Budgeted Staffing	1	1	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$95,269 fund one budgeted position and is decreasing by \$659 due to the proposed work schedule reduction for SBPEA represented employees.

Operating expenses of \$19,600,141 fund utility costs. In 2010-11, the county experienced mild winter and summer weather and utility costs were lower as a result. The increase of \$2,220,954 over 2010-11 final budget is due to anticipated rate increases in electricity, water, disposal, gas and sewer costs of approximately \$1.3 million, and an allowance of \$.9 million to cover increased utility costs that may occur with a colder winter and/or hotter summer.

Reimbursements of \$1,300,804 include an increase of \$347,108 as a result of anticipated increases in utility costs due from the Superintendent of Schools and the state for courthouses.

Operating transfers out of \$1,347,130 is due to an energy efficiency grant from the federal government which will be passed to the Architecture and Engineering capital budget for energy efficiency projects. The decrease of \$1,046,658 is due to the completion of the solar project at the High Desert Government Center and work completed for activities for the other projects funded under the grant.

Departmental revenue of \$1,912,093 consists of the grant received from the federal government for energy efficiency projects and current services for utility costs passed on to customers and third parties that occupy county-owned space. The decrease of \$937,725 is due to the completion of projects funded through the grant.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Utilities	1	0	1	1	0	0	1
Total	1	0	1	1	0	0	1

<u>Utilities</u>
1 Staff Analyst II



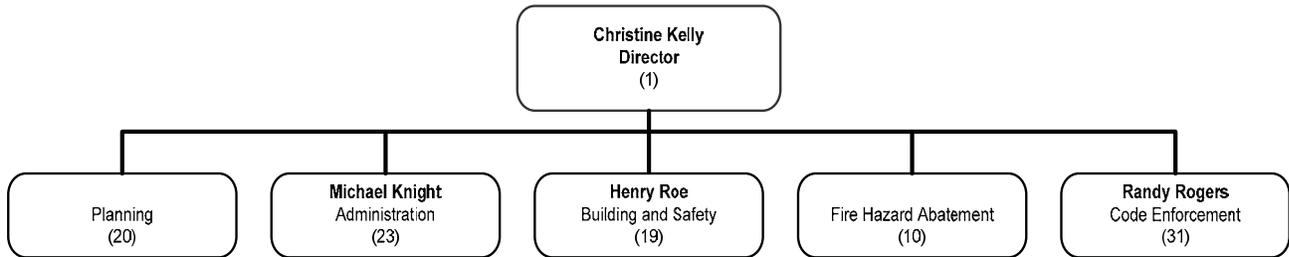
LAND USE SERVICES Christine Kelly

MISSION STATEMENT

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



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Implemented the Customer Service Unit at the San Bernardino and High Desert Government Centers to better facilitate customer service delivery to customers of both Environmental Health and Land Use Services.
- Performed 29 community clean ups, collected 1800 tons of trash, and diverted 432 tons from the landfills (24%).
- 5,500 fire hazard abatements were performed on properties throughout the county.
- 19,000 building permit inspections were completed and 1,400 plan reviews were filed with Building and Safety.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PLANNING – IMPROVE THE PROCESSING TIME OF PROJECT DEVELOPMENT APPLICATIONS AND THE ENVIRONMENTAL REVIEWS TO BE CONSISTENT WITH THE PERMITS STREAMLINING ACT AND THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (CEQA).

Objective: Improve the processing time of project development applications and the environmental review to be consistent with the Permits Streamlining Act and CEQA.

Measurement	2008-09	2009-10	2010-11	2010-11	2011-12
	Actual	Actual	Target	Actual	Target
Percentage of applications completed.	N/A	N/A	N/A	N/A	95%

In accordance with the Permit Streamlining Act, it requires that a jurisdiction make a determination that an application for a project development is complete and ready for processing within 30 calendar days of submission. Incomplete applications must be returned to the applicant with information specifying the deficiencies and corrective actions required for subsequent resubmission.

In addition, the CEQA requires an Initial Study be prepared for most discretionary projects submitted to the department in order to determine the potential adverse environmental impacts. This will be accomplished by streamlining business processes between Advance and Current Planning functions.

GOAL 2: IMPROVE PERFORMANCE TARGET MEASURES FOR BUILDING AND SAFETY PLAN REVIEW COMPLETION TIMES.

Objective: Perform plan reviews in the following time frames:
Residential - 10 working days
Subdivisions and multi-residential - 20 working days
Grading and non-residential - 30 working days

Measurement	2008-09	2009-10	2010-11	2010-11	2011-12
	Actual	Actual	Target	Actual	Target
Percentage of plan reviews completed within proposed time frames.	97%	96%	95%	95%	95%

The economic downturn has continued to impact the building industry at large and while improvement in the 2010-11 Building and Safety plan submittals is recognized; staffing levels remain the same and contract services for specialized plan reviews have been facilitated to improve performance. With the addition of limited term staff, performance will increase addressing workload peaks during seasonal, therefore the 2011-12 target of 95% of plans submitted is achievable within the specified time frames.

GOAL 3: PERFORM A COMPREHENSIVE EVALUATION OF BUSINESS OPERATION IN CODE ENFORCEMENT AND FIRE HAZARD ABATEMENT.

Objective: To improve efficiencies and performance with current levels of staffing and services provided and to perform an analysis of existing city contract's and other similar services provided, such as graffiti abatement, to determine if additional efficiencies can be implemented.

Measurement	2008-09	2009-10	2010-11	2010-11	2011-12
	Actual	Actual	Target	Actual	Target
Perform cost/benefit analysis on cost-recovery of services provided.	N/A	N/A	N/A	N/A	TBD

Code Enforcement and Fire Hazard Abatement perform services within the county boundaries that are related enforcement activities. A comprehensive review of business processes and seasonal activities will be analyzed to determine if new efficiencies can be implemented to increase overall response and performance. This will include evaluations of existing city contract's for fire hazard abatement services currently provided and an analysis performed on similar services performed such as graffiti abatement. This will allow for a cost/benefit analysis to be performed on cost recovery of services provided.



2011-12

	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Land Use Services - Administration	0	0	0			24
Land Use Services - Planning	6,080,765	2,642,008	3,438,757			20
Land Use Services - Building and Safety	3,465,788	2,952,731	513,057			19
Land Use Services - Code Enforcement	4,744,996	568,950	4,176,046			31
Land Use Services - Fire Hazard Abatement	1,899,146	1,679,965	219,181			10
Total General Fund	16,190,695	7,843,654	8,347,041			104

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Administration	0	440,000	332,178	310,000	0
Planning	7,470,266	8,430,722	5,776,657	4,573,733	6,080,765
Building and Safety	10,218,677	10,244,406	4,453,544	3,230,783	3,465,788
Code Enforcement	5,165,959	4,993,795	4,041,900	3,817,881	4,744,996
Fire Hazard Abatement	2,867,674	2,851,163	2,092,551	1,797,208	1,899,146
Total	25,722,576	26,960,086	16,696,830	13,729,605	16,190,695

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Administration	0	440,000	0	0	0
Planning	5,734,865	5,725,938	(197,352)	2,133,427	2,642,008
Building and Safety	10,218,677	10,244,406	743,573	3,061,417	2,952,731
Code Enforcement	560,300	560,300	371,295	701,773	568,950
Fire Hazard Abatement	2,867,674	2,851,163	1,255,609	2,024,251	1,679,965
Total	19,381,516	19,821,807	2,173,125	7,920,868	7,843,654

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Administration	0	0	332,178	310,000	0
Planning	1,735,401	2,704,784	5,974,009	2,440,306	3,438,757
Building and Safety	0	0	3,709,971	169,366	513,057
Code Enforcement	4,605,659	4,433,495	3,670,605	3,116,108	4,176,046
Fire Hazard Abatement	0	0	836,942	(227,043)	219,181
Total	6,341,060	7,138,279	14,523,705	5,808,737	8,347,041



Administration

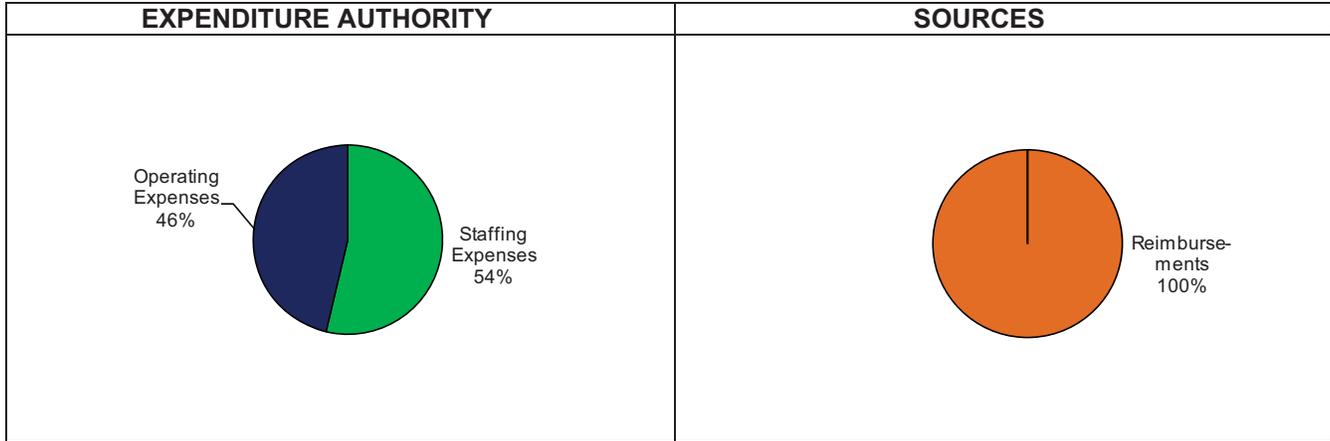
DESCRIPTION OF MAJOR SERVICES

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

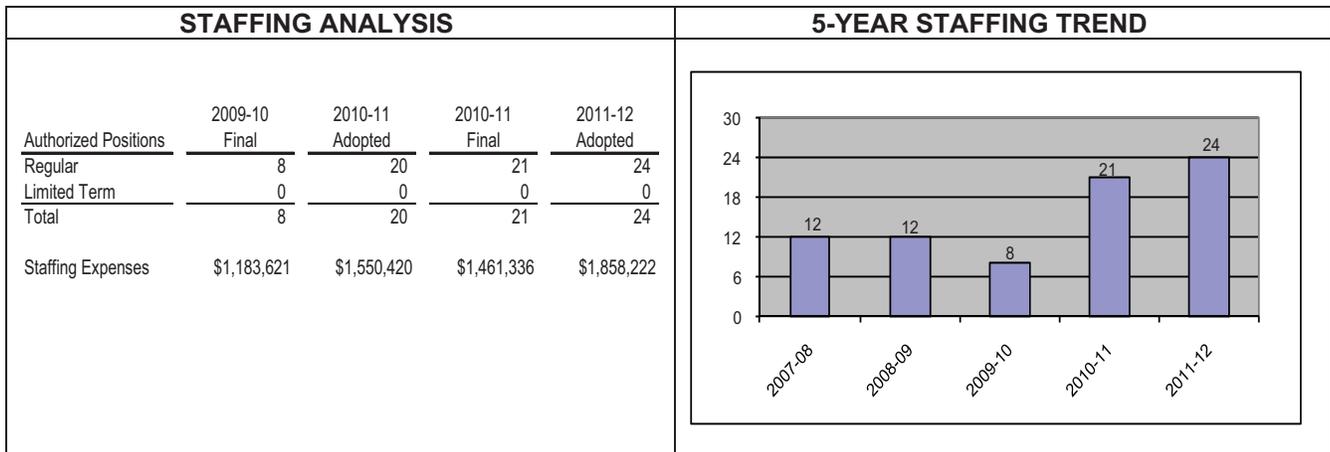
Budget at a Glance

Total Expenditure Authority	\$3,460,458
Total Sources	\$3,460,458
Net County Cost	\$0
Total Staff	24
Funded by Net County Cost	0%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	925,873	990,729	1,183,621	1,461,337	1,461,336	1,858,222	396,886
Operating Expenses	1,172,894	1,630,160	1,683,671	1,960,480	1,960,481	1,602,236	(358,245)
Capital Expenditures	0	86,816	12,000	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,098,767	2,707,705	2,879,292	3,421,817	3,421,817	3,460,458	38,641
Reimbursements	(2,098,064)	(2,267,043)	(2,547,116)	(3,111,817)	(3,111,817)	(3,460,458)	(348,641)
Total Appropriation	703	440,662	332,176	310,000	310,000	0	(310,000)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	703	440,662	332,176	310,000	310,000	0	(310,000)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	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 Sources	0	0	0	0	0	0	0
Net County Cost	703	440,662	332,176	310,000	310,000	0	(310,000)
				Budgeted Staffing	21	24	3

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,858,222 fund 24 budgeted positions. This appropriation has a net increase of \$396,886 and adds 3 new positions. Staffing expenses include increases in retirement costs, step increases, earned leave requirements, and overall increases in employee benefits. These cost increases were partially offset by savings related to a proposed work schedule reduction for SBPEA represented employees.

Operating expenses of \$1,602,236 reflect a net decrease of \$358,245 primarily due to a reduction in special department expenses related to the remodel of the Customer Service Unit location in the San Bernardino office, one-time systems development charges of \$250,000, and other general reductions. Major operating expenses include COWCAP charges of \$707,963, computer hardware and software costs of \$267,638, central services and facilities maintenance expenses of \$98,083, travel and related costs of \$3,500, general operating expenses of \$213,722, and transfers out of \$311,330 of which \$274,454 is for Information Technology (IT) support.

Reimbursements of \$3,460,458 represent payments from the divisions of Land Use Services for administrative and customer service support. In addition, reimbursements from other county departments of \$36,816 are reflected for enterprise agreement costs. Finally, this allocation had a net increase in reimbursements of \$45,743 primarily due to increased costs related to the customer service unit.

A reduction in net county cost of \$310,000 is due to prior year allocation associated with the acquisition of computer hardware and software for improved customer service and operational efficiency.



STAFFING CHANGES AND OPERATIONAL IMPACT

In 2010-11, Land Use Services implemented the Customer Service Unit, a pool of clerical and technical support to all divisions of Land Use Services. This was in response to a reduction in staffing that impacted all divisions and to better facilitate customer service delivery. This was achieved through a customer service delivery partnership with Environmental Health Services to create a one-stop counter service to customers of both departments in San Bernardino, Rancho Cucamonga, and the High Desert Government Centers. Board of Supervisors approved adjustments in 2010-11 increased staffing to 21 with the addition of 1 Administrative Analyst III. The 2011-12 adopted budget includes the increase of 1 Staff Analyst I for Administration, 1 Land Use Technician II, and 1 Office Assistant II from Code Enforcement to work in the Customer Service Unit.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Administration	24	0	24	19	2	3	24
Total	24	0	24	19	2	3	24

<u>Administration</u>
1 Director of Land Use Services
1 Administrative Analyst III
1 Administrative Supervisor I
1 Executive Secretary II
2 Staff Analyst I
1 Fiscal Specialist
1 Payroll Specialist
1 Fiscal Assistant
1 Supervising Program Specialist
8 Land Use Technician II
1 Land Use Technician I
5 Office Assistant III



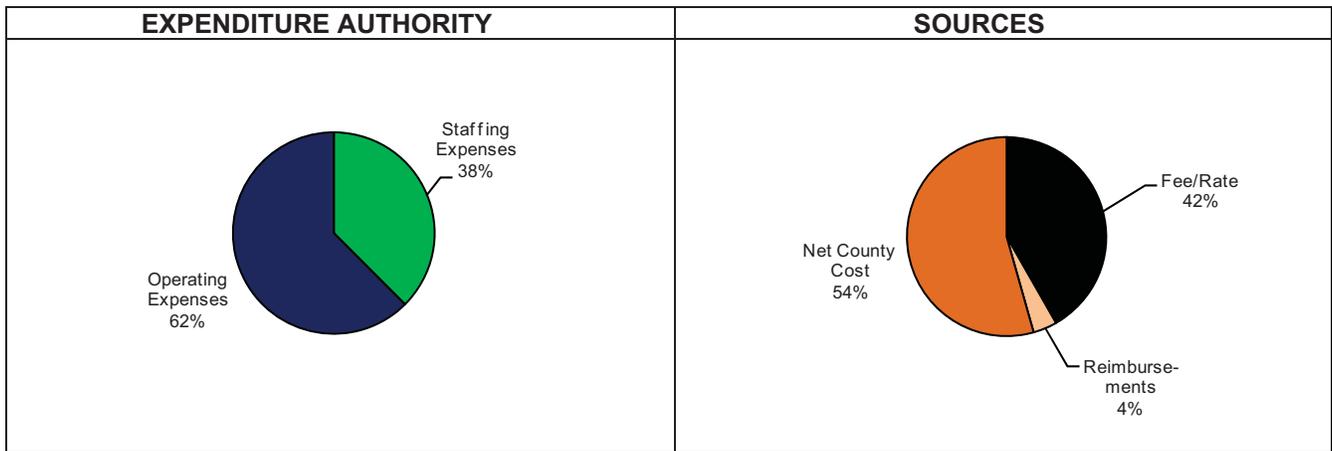
Planning

DESCRIPTION OF MAJOR SERVICES

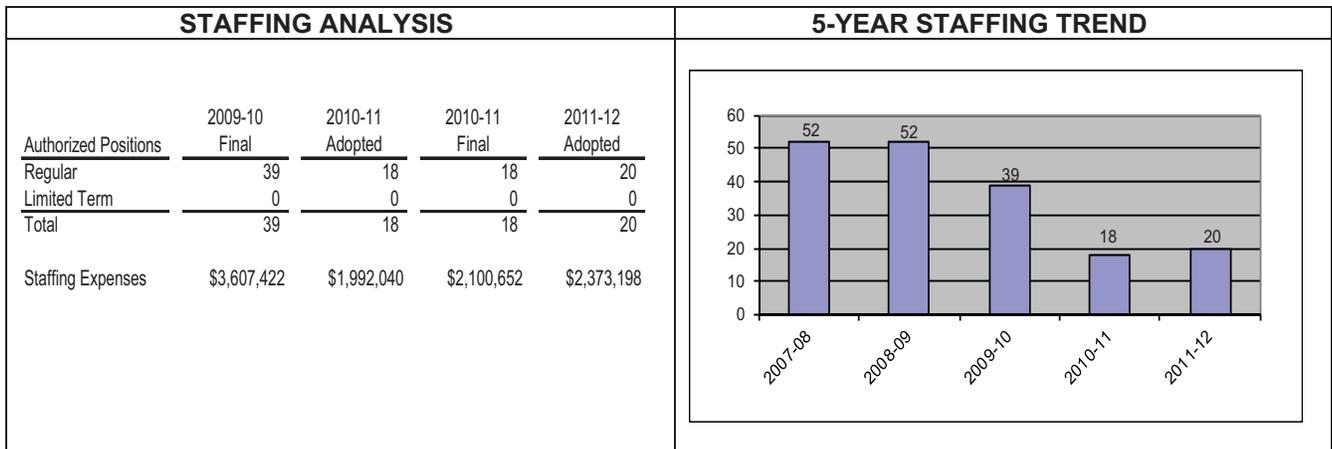
The Planning division oversees land use, housing, and community design. Planning facilitates the review, processing and approval of applications for land use and land divisions within the county unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law;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

Budget at a Glance	
Total Expenditure Authority	\$6,326,429
Total Sources	\$2,887,672
Net County Cost	\$3,438,757
Total Staff	20
Funded by Net County Cost	54%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	3,767,391	3,834,602	3,607,422	2,100,652	2,100,652	2,373,198	272,546
Operating Expenses	2,250,787	2,923,445	2,366,456	2,756,716	2,756,715	3,953,231	1,196,516
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	6,018,178	6,758,047	5,973,878	4,857,368	4,857,367	6,326,429	1,469,062
Reimbursements	(46,574)	(46,574)	(197,219)	(283,634)	(283,634)	(245,664)	37,970
Total Appropriation	5,971,604	6,711,473	5,776,659	4,573,734	4,573,733	6,080,765	1,507,032
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,971,604	6,711,473	5,776,659	4,573,734	4,573,733	6,080,765	1,507,032
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	257,069	(101,950)	0	0	0	0	0
Fee/Rate	3,689,413	3,991,930	(201,768)	2,045,932	2,045,932	2,641,008	595,076
Other Revenue	60,200	21,057	4,419	87,495	87,495	1,000	(86,495)
Total Revenue	4,006,682	3,911,037	(197,349)	2,133,427	2,133,427	2,642,008	508,581
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	4,006,682	3,911,037	(197,349)	2,133,427	2,133,427	2,642,008	508,581
Net County Cost	1,964,922	2,800,436	5,974,008	2,440,307	2,440,306	3,438,757	998,451
				Budgeted Staffing	18	20	2

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,373,198 fund 20 budgeted positions, 13 in Advance Planning and 7 in Current Planning. A net increase of \$272,546 is primarily due to the addition of 1 Planning Manager and 1 Supervising Planner, retirement costs, step increases, earned leave requirements and employee benefit costs. These cost increases were partially offset by savings related to a proposed work schedule reduction for SBPEA represented employees.

Operating expenses of \$3,953,231 reflect a net increase over the prior year final budget of \$1,196,516, primarily due to professional services that result from development projects such as Green House Gas. Additional costs include legal notices, publications, consulting costs for the Planning Commission, outside legal counsel costs for the Cadiz project, COWCAP charges, central service and facilities maintenance costs, and other general operating expenses. In addition, operating expenses include \$1,702,537 for administrative and customer service support reimbursed to the Administration division.

Reimbursements of \$245,664 reflect a net decrease of \$37,970 due to the cancellation of database charges to Public Works. Reimbursements include the Green House Gas project reimbursement for operational expenditures of \$200,000 and staffing expenditures of \$20,000.

Departmental revenue of \$2,642,008 has a net increase of \$508,581 for current development related project revenue.

Net county cost is increasing by \$998,451 primarily to provide program support to meet the demands of current services, legal expenses related to development projects, and additional staffing requirements.



STAFFING CHANGES AND OPERATIONAL IMPACT

Advance and Current Planning both sustained staffing reductions due to the economic climate from a reduction in new development projects and current services requested. In 2008-09, staffing for both divisions was 52 budgeted positions; declined to 39 budgeted positions in 2009-10; and reduced to 18 budgeted positions in 2010-11. Currently, 20 positions have been budgeted, which include the addition of 1 Planning Manager to facilitate project management and management assistance to the Chief of Planning, and 1 Supervising Planner to oversee planning activities in the High Desert location. The addition of the two positions will improve business operations and customer service delivery.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Current Planning	7	0	7	7	0	0	7
Advance Planning	13	0	13	10	1	2	13
Total	20	0	20	17	1	2	20

<u>Advance Planning</u>	<u>Current Planning</u>
1 Chief of Planning	2 Supervising Planners
1 Planning Manager	5 Planner III
1 Supervising Planner	
7 Planner III	
1 Planner I	
1 Engineering Geologist	
1 Secretary II	



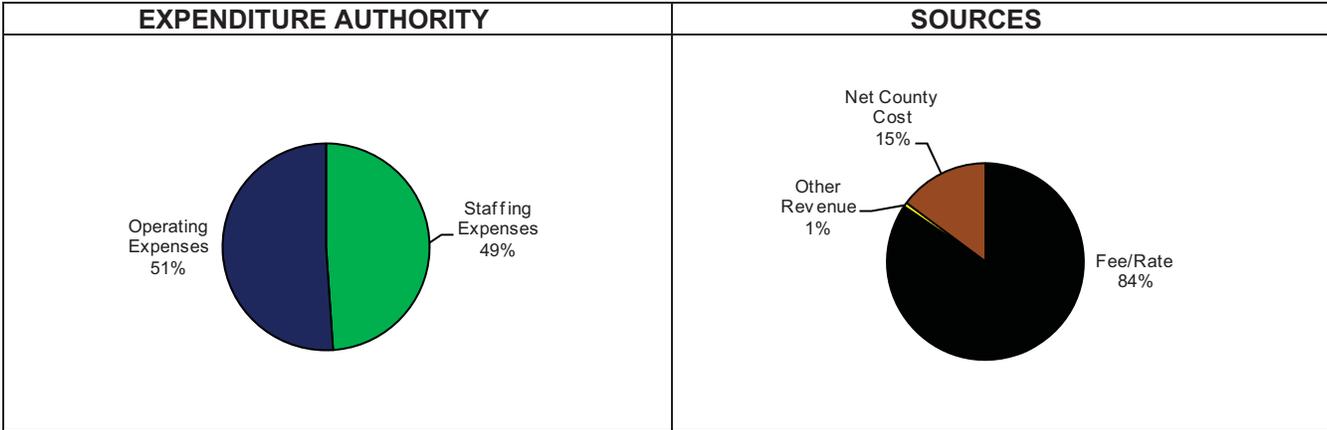
Building and Safety

DESCRIPTION OF MAJOR SERVICES

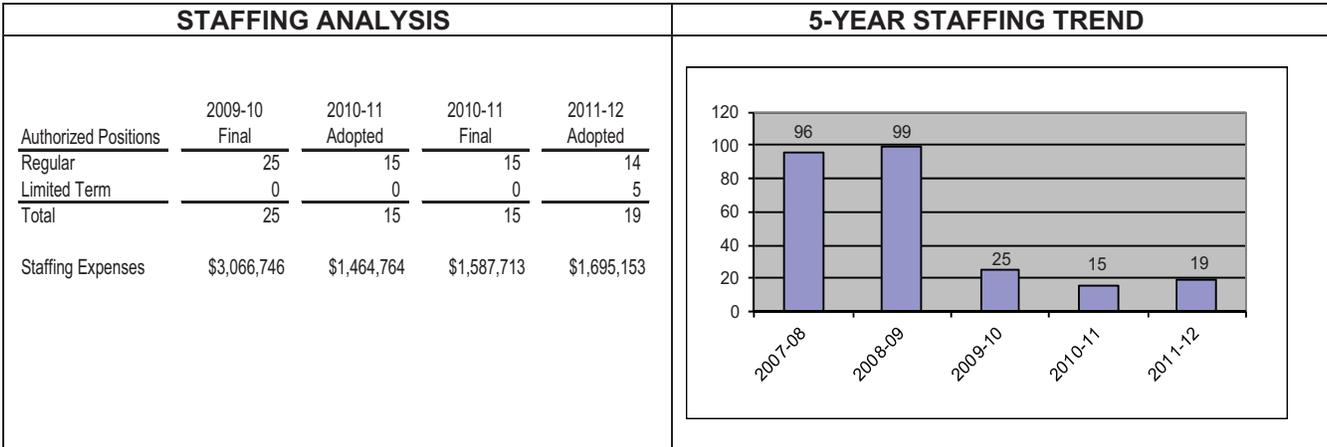
The Building and Safety division administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the county. This division applies state law and county ordinances and inspects the construction, alteration, relocation, demolition, repair, occupancy,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

Budget at a Glance	
Total Expenditure Authority	\$3,465,788
Total Sources	\$2,952,731
Net County Cost	\$513,057
Total Staff	19
Funded by Net County Cost	15%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED 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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	5,965,335	5,260,363	3,066,746	1,587,713	1,587,713	1,695,153	107,440
Operating Expenses	2,660,372	2,511,251	1,424,482	1,712,560	1,712,562	1,770,635	58,073
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	8,625,707	7,771,614	4,491,228	3,300,273	3,300,275	3,465,788	165,513
Reimbursements	(60,000)	0	(37,685)	(69,492)	(69,492)	0	69,492
Total Appropriation	8,565,707	7,771,614	4,453,543	3,230,781	3,230,783	3,465,788	235,005
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	8,565,707	7,771,614	4,453,543	3,230,781	3,230,783	3,465,788	235,005
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	689	0	0	0	0	0	0
Fee/Rate	8,244,794	7,319,357	695,508	2,903,488	3,039,729	2,927,731	(111,998)
Other Revenue	65,760	49,541	48,064	21,688	21,688	25,000	3,312
Total Revenue	8,311,243	7,368,898	743,572	2,925,176	3,061,417	2,952,731	(108,686)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	8,311,243	7,368,898	743,572	2,925,176	3,061,417	2,952,731	(108,686)
Net County Cost	254,464	402,716	3,709,971	305,605	169,366	513,057	343,691
				Budgeted Staffing	15	19	4

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,695,153 fund 19 budgeted positions, of which 5 positions are limited term (1 Contract Geologist and 4 Contract Building Inspector IIIs). This appropriation has a net increase of \$107,440 which represents additional staffing expenses for plan review of the Molycorp expansion project, increases in retirement and negotiated labor agreement costs. These cost increases were partially offset by savings related to the deferral of 1.5 hours of compensation each pay period into a separate time bank.

Operating expenses of \$1,770,635 reflect a net increase of \$58,073. These expenses include vehicle expenses, professional services required for specialized plan review, transfers out for administrative and customer service unit support, computer hardware and software costs, lease costs for the Yucca Valley office, central computer charges and facilities management charges, and COWCAP charges.

Departmental revenue of \$2,952,731 primarily represents permit and plan review fees collected for construction permits. The sustained downturn in the real estate market continues to have an impact on the demand for building-related services. As a result, there continues to be a reduction in division revenue, which will only decrease by \$108,686 due to the Molycorp project. The Mountain Pass mine is a world-class rare earth mine operated by Molycorp Minerals, LLC. Current activities include, site modifications to relocate the plant facilities, add a Combined Heat and Power Plant, improve the efficiency of its recovery systems and install Salt Recovery and Recycling Facilities.



STAFFING CHANGES AND OPERATIONAL IMPACT

Budgeted staffing for 2009-10 was 25 positions, in 2010-11 it was 15 positions, and to maintain service levels with the existing workload demand, 2 extra help building inspectors II's and 2 additional contract employee positions are being added to meet plan review completion performance targets bringing the staffing total to 19 in 2011-12.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Building and Safety	14	5	19	15	0	4	19
Total	14	5	19	15	0	4	19

- | |
|---|
| <p><u>Building and Safety</u></p> <ul style="list-style-type: none"> 1 Building Official 1 Regional Building Inspector Supervisor 2 Building Inspector III 2 Contract Building Inspector III 10 Building Inspector II 2 Contract Building Inspector 1 Contract Engineering Geologist |
|---|



Code Enforcement

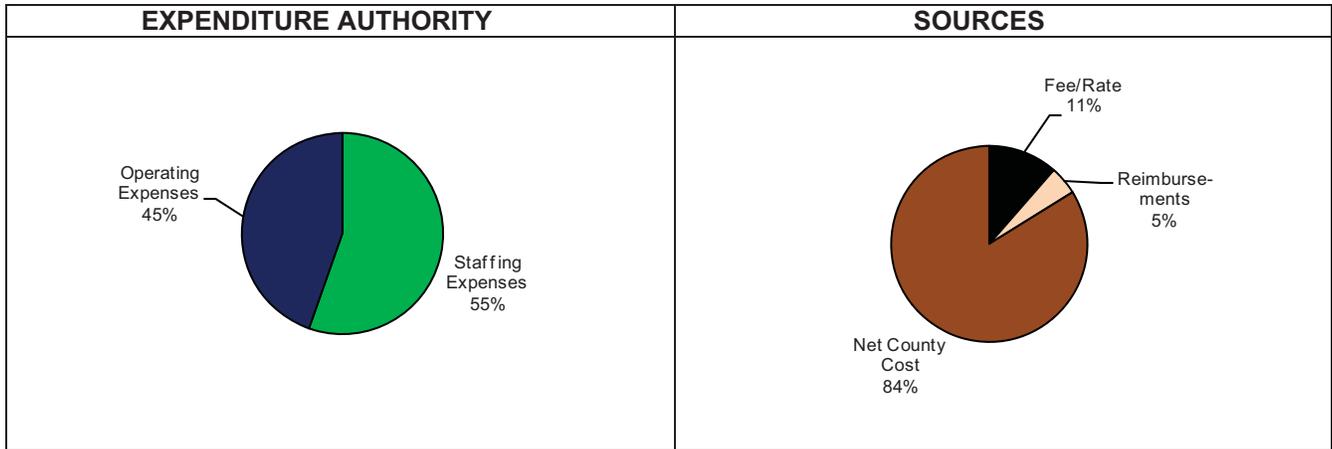
DESCRIPTION OF MAJOR SERVICES

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

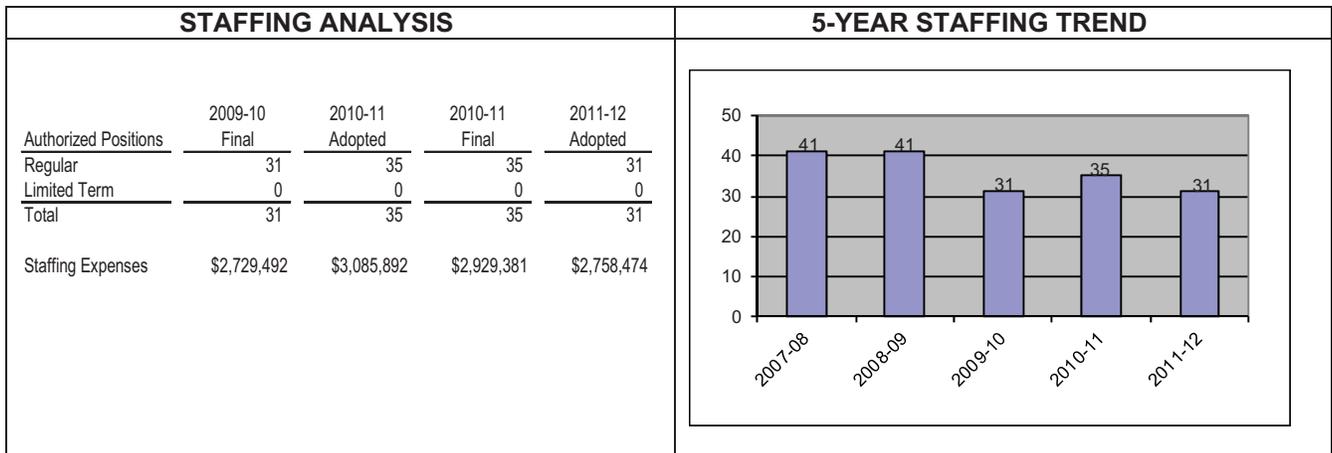
Budget at a Glance

Total Expenditure Authority	\$4,979,994
Total Sources	\$803,948
Net County Cost	\$4,176,046
Total Staff	31
Funded by Net County Cost	84%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	3,315,114	3,242,297	2,729,492	2,929,381	2,929,381	2,758,474	(170,907)
Operating Expenses	1,745,058	1,671,506	2,126,090	1,534,049	1,565,497	2,221,520	656,023
Capital Expenditures	22,855	0	28,643	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	5,083,027	4,913,803	4,884,225	4,463,430	4,494,878	4,979,994	485,116
Reimbursements	(382,166)	(189,229)	(847,871)	(676,997)	(676,997)	(234,998)	441,999
Total Appropriation	4,700,861	4,724,574	4,036,354	3,786,433	3,817,881	4,744,996	927,115
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,700,861	4,724,574	4,036,354	3,786,433	3,817,881	4,744,996	927,115
Departmental Revenue							
Taxes	56,216	30,996	376	25,356	25,356	0	(25,356)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	30,158	0	0	0	0
Fee/Rate	153,510	235,211	296,853	668,949	668,948	568,950	(99,998)
Other Revenue	(28,602)	66,977	38,344	7,468	7,469	0	(7,469)
Total Revenue	181,124	333,184	365,731	701,773	701,773	568,950	(132,823)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	181,124	333,184	365,731	701,773	701,773	568,950	(132,823)
Net County Cost	4,519,737	4,391,390	3,670,623	3,084,660	3,116,108	4,176,046	1,059,938
				Budgeted Staffing	35	31	(4)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,758,474 fund 31 budgeted positions. This appropriation has a net decrease of \$170,907 from the prior year final budget due to the elimination of 4 positions and a proposed work schedule reduction for SBPEA represented employees. These decreases are offset by increases in retirement and negotiated labor agreement costs.

Operating expenses of \$2,221,520 reflect a net increase of \$656,023, which is primarily due to Medical Marijuana litigation costs. Major expenditures include vehicle expenses, graffiti and blight abatement services, central mail processing for administrative citations, central computer, facilities maintenance, COWCAP charges, and other general operating expenses. Operating expenses also include administrative and customer service unit support reimbursed to the Administration division, additional County Counsel costs, and lease costs for the Yucca Valley office.

Reimbursements of \$234,998 reflect a net decrease of \$441,999 from the prior year final budget primarily due to a reduction in funding from CDBG for demolition and blight abatement services. In addition, the discontinuation of funding from Solid Waste of \$200,000, and Pro-Active Code Enforcement (PACE) of \$34,580 are also reflected. The Redevelopment Agency (RDA) continues to fund 1 Code Enforcement Officer and related operating expenditures of \$110,000 and \$38,000 for related graffiti abatement services in the RDA area of the county. Finally, a reimbursement from the Fire Hazard Abatement division of \$86,998 for program support is included.

Departmental revenue of \$568,950 reflects a decrease of \$132,823 from the prior year final budget due to a decrease in administrative citation revenue of \$99,998, a decrease in other revenue of \$7,469, and a reduction in special assessments revenue of \$25,356.

OPERATIONS AND COMMUNITY SERVICES



STAFFING CHANGES AND OPERATIONAL IMPACT

In 2011-12, 3 Contract Code Enforcement Officer positions will be deleted due to the loss of other funding sources. Additionally, 1 Land Use Technician I and 1 Office Assistant II has been transferred from Code Enforcement to the Customer Service Unit in the Land Use Services Administration budget unit; 2 Code Enforcement Officer II positions are being added and 2 positions are being deleted to fund these additional 2 positions; and 1 Code Enforcement Chief position has also been added.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Code Enforcement	31	0	31	28	0	3	31
Total	31	0	31	28	0	3	31

<u>Code Enforcement</u> 1 Code Enforcement Chief 1 Program Manager 4 Code Enforcement Supervisor 7 Code Enforcement Officer III 11 Code Enforcement Officer II 2 Land Use Technician II 1 Land Use Technician I 1 Secretary I 3 Office Assistant III



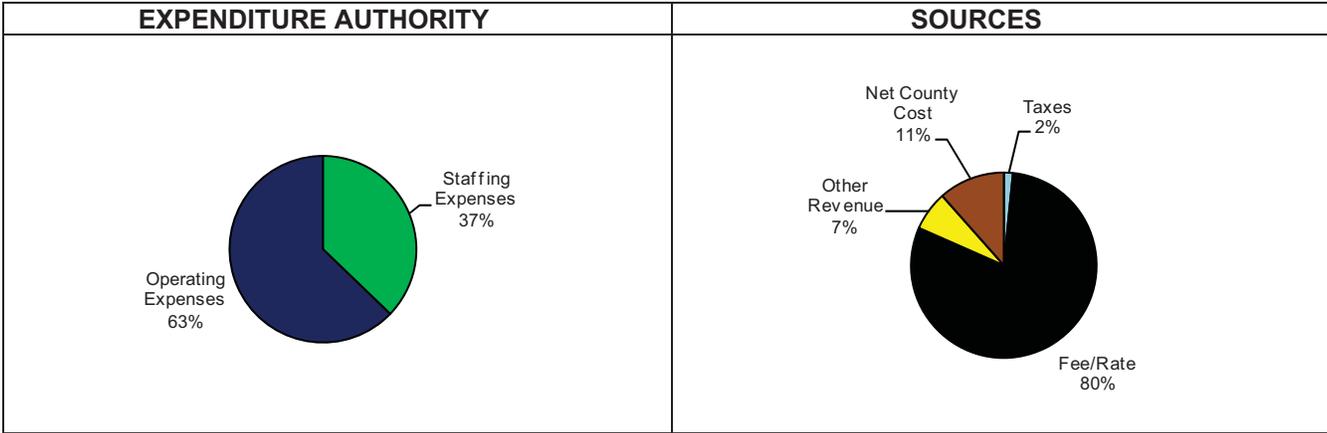
Fire Hazard Abatement

DESCRIPTION OF MAJOR SERVICES

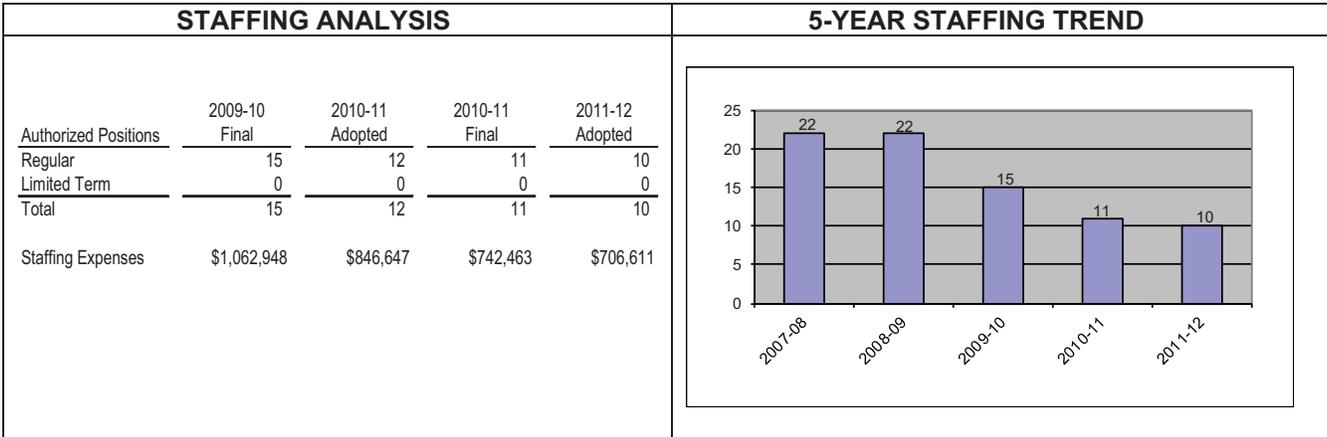
The Fire Hazard Abatement Division enforces the Fire and Hazardous Trees Ordinance in the unincorporated portions of the county and provides contract services to specified cities and fire districts within the county.

Budget at a Glance	
Total Expenditure Authority	\$1,899,146
Total Sources	\$1,679,965
Net County Cost	\$219,181
Total Staff	10
Funded by Net County Cost	11%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	1,489,796	1,455,322	1,062,948	742,463	742,463	706,611	(35,852)
Operating Expenses	1,255,783	1,170,137	1,029,601	1,081,553	1,081,553	1,192,535	110,982
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,745,579	2,625,459	2,092,549	1,824,016	1,824,016	1,899,146	75,130
Reimbursements	0	0	0	(26,808)	(26,808)	0	26,808
Total Appropriation	2,745,579	2,625,459	2,092,549	1,797,208	1,797,208	1,899,146	101,938
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,745,579	2,625,459	2,092,549	1,797,208	1,797,208	1,899,146	101,938
Departmental Revenue							
Taxes	40,373	30,932	46,040	47,160	30,000	30,000	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	2,705,549	(978,722)	1,196,701	1,800,975	1,818,134	1,519,648	(298,486)
Other Revenue	(343)	(2,364)	6,165	176,117	176,117	130,317	(45,800)
Total Revenue	2,745,579	(950,154)	1,248,906	2,024,252	2,024,251	1,679,965	(344,286)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,745,579	(950,154)	1,248,906	2,024,252	2,024,251	1,679,965	(344,286)
Net County Cost	0	3,575,613	843,643	(227,044)	(227,043)	219,181	446,224
				Budgeted Staffing	11	10	(1)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$706,611 fund 10 budgeted positions. This appropriation has a net decrease of \$35,852 from the prior year final budget. Staffing expenses include increases for retirement and negotiated labor agreement costs and are offset by savings related to the deferral of 1.5 hours of compensation each pay period into a separate time bank.

Operating expenses of \$1,192,535 reflect a net increase of \$110,982. This increase is primarily due to an increase in central mail expenses for the processing of administrative citations. These expenditures include general operating expenditures, vehicle services charges, fire hazard abatement services, central computer and facilities maintenance costs, and transfers out for administrative and customer service support.

Reimbursements decreased by \$26,808 due to the removal of a reimbursement to the Code Enforcement division for 1 Field Assistant staffing expenses.

Departmental revenue of \$1,679,965 reflects a net decrease of \$344,286, which is due to a reduction in Red Cross grant revenue. Revenue sources include city contracts for \$331,881, tax revenue of \$30,000, special assessments revenue of \$462,767, abatement services revenue of \$550,000, Red Cross grant revenue of \$130,317, and administrative citation revenue of \$175,000.

Supplemental funding sources were identified in 2010-11 and the Administrative Citation program was implemented. In addition, the Red Cross Fuel Reduction and Signage grant was received and the Red Cross Low Income Assistance grant will both continue through 2011-12. The Federal Emergency Management Agency (FEMA) Wood grant is being explored as an additional funding source. Finally, net county cost funding has been allocated to fund upgrades for computer hardware and software.



STAFFING CHANGES AND OPERATIONAL IMPACT

In 2010-11, staffing decreased to 11 from 15 in 2009-10. There are 10 budgeted positions currently funded in 2011-12 which reflects the deletion of 1 vacant Field Assistant position.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Fire Hazard Abatement	10	0	10	10	0	0	10
Total	10	0	10	10	0	0	10

<u>Fire Hazard Abatement</u>
1 Code Enforcement Supervisor
2 Code Enforcement Officer II
1 Code Enforcement Officer III
1 Fiscal Specialist
5 Field Assistant



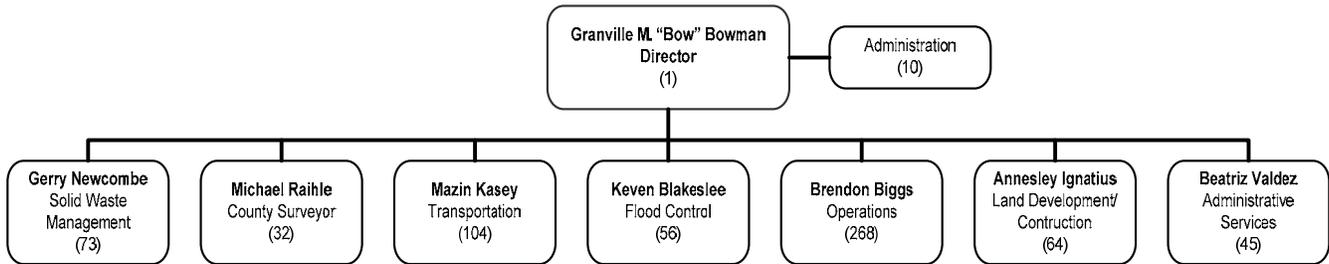
PUBLIC WORKS Granville M. Bowman

MISSION STATEMENT

The Public Works Department provides a broad range of services and infrastructure to help ensure safe and desirable communities for the people of San Bernardino County. Areas of responsibilities include roads, traffic, flood control, storm water quality, water conservation, solid waste services, and County Surveyor functions.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Surveyor – In 2009-10, the division reduced the processing time for parcel maps by 33% and final maps by 14%. In 2010-11, the division reduced the processing time for parcel maps by 50% and maintained the processing time for final maps.
- Transportation – In 2009-10, the division completed over 9.7 miles of road rehabilitation projects, 111 miles of roadway resurfacing projects, 9 drainage projects, 2 traffic signal installations, 4 sidewalk projects, and 2 mountain retaining wall repair projects. In 2010-11, the division completed paving of 6.5 miles of new roadway, 10.2 miles of road rehabilitation projects, over 84 miles of roadway resurfacing projects, 4 drainage projects, 4 traffic signal installations, 5 sidewalk or sidewalk access improvement projects, 5 intersection improvement projects, 1 mountain retaining wall repair project and constructed 2 new bus stops. In addition, during the December 2010 storms, 282 road locations received damage and 69 roads were closed. All but the 2 roads with bridge damage were repaired enough to be reopened within a few days. In addition, during the December 2010 storms, over 33 locations received significant damage meeting minimum disaster eligibility requirements. Federal Emergency Management Agency (FEMA) has approved reimbursement for 15 sites totaling approximately \$630,000. Claims for the remaining 18 sites, totaling approximately \$8,800,000, have been submitted to Federal Highway Administration (FHWA), but these claims have not yet been approved.
- Solid Waste Management – In 2009-10, the division implemented countywide Disposal Site Diversion Program's acceptance of electronic waste at landfills and large transfer operations, installed new landfill gas monitoring probes at Landers, Victorville, and Mid-Valley Landfills, constructed approximately 8,450 linear feet of horizontal and vertical landfill gas collectors at Victorville and Mid-Valley Landfills, completed the installation of a Volatile Organic Compound Treatment System at Rialto Well No. 3. In 2010-11, the division completed the closure construction project at the Big Bear Sanitary Landfill.
- Flood Control – In 2009-10, the District completed the Sultana Cypress Storm Drain Phase IA and the Cucamonga Basin No. 6 Phase 1. In 2010-11, the District completed Sultana Cypress Storm Drain Phase IIB and Phase IIC. In addition, during the December 2010 storms, over 64 District locations received damage including 5 basins filled to capacity. Four basins have been fully excavated and repairs are being completed at a few remaining sites. Approximately \$2.9 million in damages has been determined to be eligible for disaster reimbursement.

OPERATIONS AND COMMUNITY SERVICES



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**GOAL 1: SURVEYOR – PROVIDE TIMELY MAP AND PLAN CHECK SERVICES FOR CUSTOMERS.**

Objective: Continue to reduce the processing times for map and plan check reviews.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of parcel maps completed within 60 working days (2008-09), 40 working days (2009-10), 20 working days (2010-11), and 20 working days (2011-12).	100%	100%	100%	100%	100%
Percentage of final maps completed within 35 working days (2008-09), 30 working days (2009-10), 20 working days (2010-11), and 20 working days (2011-12).	100%	100%	100%	100%	100%

GOAL 2: TRANSPORTATION – MAINTAIN THE LEVEL OF SAFETY AND MAINTENANCE FOR COUNTY MAINTAINED ROADS.

Objective: Maintain the average Pavement Condition Index (PCI) for County maintained roads at a “good” or higher PCI category.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Average Pavement Condition Index of county maintained roads.	78	77	77	76	76

Roads with PCI between 70 and 85 are considered “very good”.

GOAL 3: SOLID WASTE MANAGEMENT – MAINTAIN COMPLIANCE WITH THE INTEGRATED WASTE MANAGEMENT ACT.

Objective: Implement programs and education promoting waste reduction and diversion.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Per Capita Disposal Rate (lbs/pers on/day).	5.1	4.5	4.6	4.6	4.7

This is a new performance measure for the division. State mandates require California cities and counties reduce the amount of waste disposed in landfills by 50% through programs and education promoting waste reduction, recycling and reuse. Compliance is measured by the jurisdiction’s per capita waste disposal rate. San Bernardino County’s base per capita disposal rate is 12.4 lbs/person/day. In 2009, the actual per capita disposal rate was 4.5 lbs/person/day or 63.7% diversion. The economic downturn has likely resulted in a higher diversion rate than what would have been experienced in a more stable economy and SWMD expects that as the economy rebounds there will be an increase in the amount of waste that will be generated. Our goal is to maintain a diversion rate of at least 62% or 4.7 lbs/person/day disposal rate through ongoing programs and education targeting commercial, multifamily and construction waste.

GOAL 4: FLOOD CONTROL DISTRICT – IMPROVE FLOOD PROTECTION AND INCREASE WATER RECHARGE AT FLOOD CONTROL FACILITIES.

Objective A: Continue to increase the annual volume of water recharge at District facilities.

Objective B: Continue to reduce risk of flooding by evaluating and improving District levees.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
4A. Acre-feet of water recharged at Flood Control District basins.	27,300	39,300	60,000	81,500	60,000
4B. Number of District Levee or Flood Control facilities studied to meet FEMA standards.	66	75	75	78	87

Projections for the coming year show an increase because the local water agencies are anticipating a further increase in their allocation of state project water. The significant increase from 2010-11 target to actual is attributable to the near record levels of rainfall which occurred statewide during the 2010-11 storm season. Because of these record levels, local water agencies saw an increase in storm water capture and the availability of state project water for recharge purposes.



SUMMARY OF BUDGET UNITS

2011-12						
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Surveyor	4,236,618	3,976,715	259,903			35
Total General Fund	4,236,618	3,976,715	259,903			35
Special Revenue Funds						
Survey Monument Preservation	192,270	55,113		137,157		0
Transportation - Road Operations	152,328,534	116,709,169		35,619,365		370
Transportation - Measure I Program	21,846,056	5,992,167		15,853,889		0
Transportation - Facilities Development Plans	5,039,615	141,691		4,897,924		0
Transportation - Development Mitigation Plan	4,497,534	2,139,160		2,358,374		0
Total Special Revenue Funds	183,904,009	125,037,300		58,866,709		370
Enterprise Funds						
Solid Waste - Operations	82,332,956	52,597,345			(29,735,611)	87
Site Closure and Maintenance	29,396,871	1,149,335			(28,247,536)	0
Site Enhancement, Expansion and Acquisition	20,635,334	1,099,374			(19,535,960)	0
Environmental Fund	10,039,151	14,123,446			4,084,295	0
Environmental Mitigation Fund	4,752,943	3,183,789			(1,569,154)	0
Closure and Post-Closure Maintenance	63,325,078	0			(63,325,078)	0
Total Enterprise Funds	210,482,333	72,153,289			(138,329,044)	87
Other Agencies						
Flood Control - Consolidated Funds	130,387,886	75,064,549		55,323,337		161
Flood Control - Equipment Fund	7,983,130	3,245,000			(4,738,130)	0
Total Other Agencies	138,371,016	78,309,549		55,323,337	(4,738,130)	161
Total - All Funds	536,993,976	279,476,853	259,903	114,190,046	(143,067,174)	653

NOTE: Other Agencies is reported in a separate budget document.

Below is a reconciliation of staffing per budget unit and the department organizational chart on the previous page:

	Surveyor	Transportation - Road Operations	Solid Waste Management - Operations	Flood Control District	Total
Granville "Bow" Bowman	0	11	0	0	11
Gerry Newcombe	0	0	73	0	73
Michael Raihle	32	0	0	0	32
Mazin Kasey	0	104	0	0	104
Kevin Blakeslee	0	0	0	56	56
Brendon Biggs	0	199	0	69	268
Annesley Ignatius	0	38	0	26	64
Beatriz Valdez	3	18	14	10	45
Total Budgeted Staffing	35	370	87	161	653



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Surveyor	5,400,409	5,203,207	3,569,567	3,552,346	4,236,618
Survey Monument Preservation	513,854	262,883	222,254	179,844	192,270
Transportation - Road Operations	101,102,388	109,290,804	95,405,159	114,326,741	152,328,534
Transportation - Measure I Program	24,686,328	24,273,239	27,425,218	23,198,739	21,846,056
Transportation - Facilities Development Plans	11,858,260	10,193,941	8,592,808	8,154,486	5,039,615
Transportation - Development Mitigation Plan	8,325,517	2,824,578	2,874,209	2,554,111	4,497,534
Solid Waste - Operations	75,617,539	77,591,716	86,169,544	77,212,419	82,332,956
Solid Waste - Site Closure and Maintenance	1,300,203	11,534,351	8,714,809	37,074,478	29,396,871
Solid Waste - Site Enhancement, Expansion, & Acquisition	10,872,664	8,824,963	8,910,156	24,793,820	20,635,334
Solid Waste - Environmental Fund	13,261,133	11,971,970	14,712,332	9,926,822	10,039,151
Solid Waste - Environmental Mitigation Fund	3,668,815	3,590,586	3,196,725	3,210,550	4,752,943
Solid Waste - Closure and Post-Closure Maintenance	15,077,983	11,415,183	2,967,946	64,908,206	63,325,078
Flood Control Consolidated	177,897,928	154,613,883	133,349,386	129,491,826	130,387,886
Flood Control Equipment	1,551,100	1,587,000	2,374,001	5,944,468	7,983,130
Total	451,134,121	433,178,304	398,484,114	504,528,856	536,993,976

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Surveyor	5,132,271	4,935,069	3,355,472	3,304,229	3,976,715
Survey Monument Preservation	91,509	40,000	59,660	56,124	55,113
Transportation - Road Operations	69,576,157	90,316,706	83,106,354	70,497,585	116,709,169
Transportation - Measure I Program	9,365,850	9,157,124	6,707,006	5,398,064	5,992,167
Transportation - Facilities Development Plans	3,137,604	1,116,072	242,063	176,532	141,691
Transportation - Development Mitigation Plan	8,180,230	1,395,285	323,158	466,181	2,139,160
Solid Waste - Operations	79,877,603	78,299,840	62,966,267	53,937,731	52,597,345
Solid Waste - Site Closure and Maintenance	15,520,380	11,637,276	4,924,198	5,615,805	1,149,335
Solid Waste - Site Enhancement, Expansion, & Acquisition	12,629,794	6,047,054	2,927,487	1,019,903	1,099,374
Solid Waste - Environmental Fund	1,630,905	8,523,438	18,557,592	11,046,157	14,123,446
Solid Waste - Environmental Mitigation Fund	3,756,449	3,126,288	2,520,315	2,118,524	3,183,789
Solid Waste - Closure and Post-Closure Maintenance	1,890,000	3,500,000	1,500,000	0	0
Flood Control - Consolidated Funds	116,841,651	102,305,628	89,216,082	76,194,625	75,064,549
Flood Control Equipment	2,785,000	2,520,000	2,935,000	3,052,541	3,245,000
Total	330,415,403	322,919,780	279,340,654	232,884,001	279,476,853

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Surveyor	268,138	268,138	214,095	248,117	259,903
Total	268,138	268,138	214,095	248,117	259,903



5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Survey Monument Preservation	422,345	222,883	162,594	123,720	137,157
Transportation - Road Operations	31,526,231	18,974,098	12,298,805	43,829,156	35,619,365
Transportation - Measure I Program	15,320,478	15,116,115	20,718,212	17,800,675	15,853,889
Transportation - Facilities Development Plans	8,720,656	9,077,869	8,350,745	7,977,954	4,897,924
Transportation - Development Mitigation Plan	145,287	1,429,293	2,551,051	2,087,930	2,358,374
Flood Control Consolidated	61,056,277	52,308,255	44,133,304	53,297,201	55,323,337
Total	117,191,274	97,128,513	88,214,711	125,116,636	114,190,046

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Solid Waste - Operations	4,260,064	708,124	(23,203,277)	(23,274,688)	(29,735,611)
Solid Waste - Site Closure and Maintenance	14,220,177	102,925	(3,790,611)	(31,458,673)	(28,247,536)
Solid Waste - Site Enhancement, Expansion, & Acquisition	1,757,130	(2,777,909)	(5,982,669)	(23,773,917)	(19,535,960)
Solid Waste - Environmental Fund	(11,630,228)	(3,448,532)	3,845,260	1,119,335	4,084,295
Solid Waste - Environmental Mitigation Fund	87,634	(464,298)	(676,410)	(1,092,026)	(1,569,154)
Solid Waste - Closure and Post-Closure Maintenance	(13,187,983)	(7,915,183)	(1,467,946)	(64,908,206)	(63,325,078)
Flood Control Equipment	1,233,900	933,000	560,999	(2,891,927)	(4,738,130)
Total	(3,259,306)	(12,861,873)	(30,714,654)	(146,280,102)	(143,067,174)



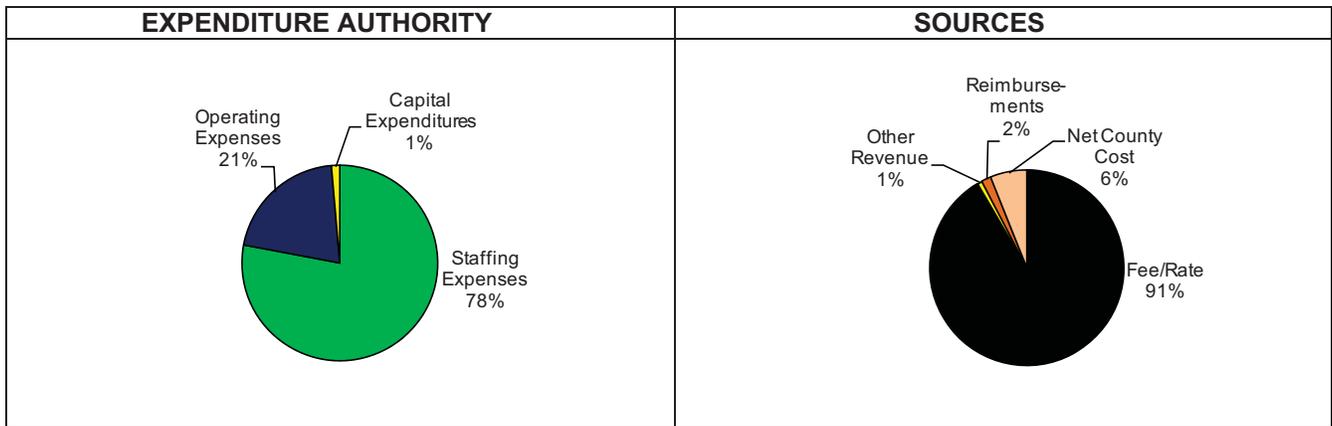
Surveyor

DESCRIPTION OF MAJOR SERVICES

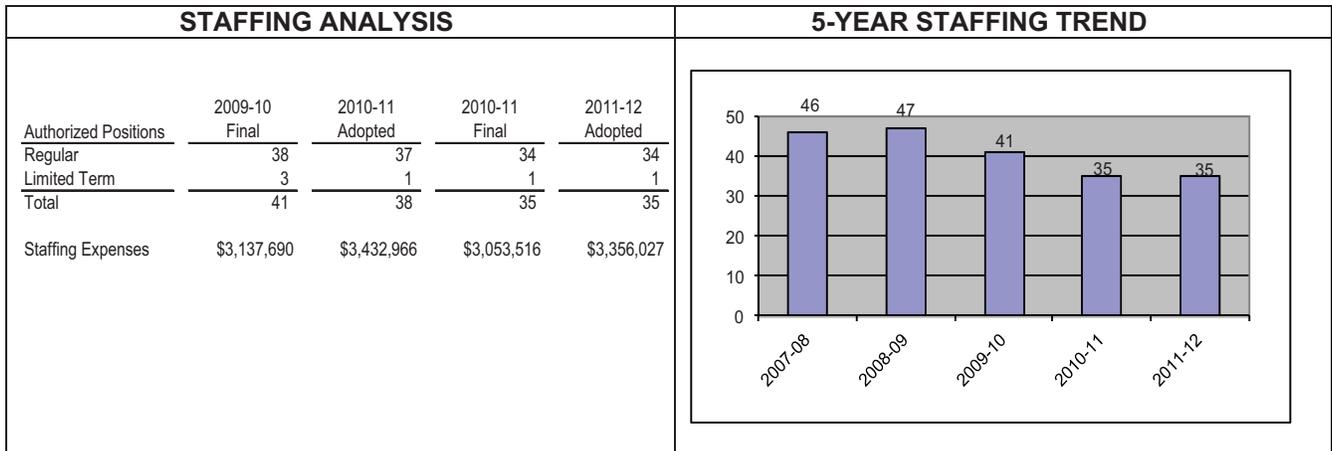
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions, maps, design and construction surveys for the various county departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used in the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

Budget at a Glance	
Total Expenditure Authority	\$4,305,218
Total Sources	\$4,045,315
Net County Cost	\$259,903
Total Staff	35
Funded by Net County Cost	6%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



OPERATIONS AND COMMUNITY SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	3,285,659	3,151,469	3,137,690	3,053,515	3,053,516	3,356,027	302,511
Operating Expenses	587,321	742,592	492,489	567,041	567,042	889,191	322,149
Capital Expenditures	41,495	0	9,249	0	0	60,000	60,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	3,914,475	3,894,061	3,639,428	3,620,556	3,620,558	4,305,218	684,660
Reimbursements	(122,390)	(75,848)	(71,638)	(68,212)	(68,212)	(68,600)	(388)
Total Appropriation	3,792,085	3,818,213	3,567,790	3,552,344	3,552,346	4,236,618	684,272
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,792,085	3,818,213	3,567,790	3,552,344	3,552,346	4,236,618	684,272
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	3,468,425	3,514,245	3,326,474	3,271,455	3,270,772	3,941,715	670,943
Other Revenue	68,775	40,153	28,996	33,456	33,457	35,000	1,543
Total Revenue	3,537,200	3,554,398	3,355,470	3,304,911	3,304,229	3,976,715	672,486
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	3,537,200	3,554,398	3,355,470	3,304,911	3,304,229	3,976,715	672,486
Net County Cost	254,885	263,815	212,320	247,433	248,117	259,903	11,786
				Budgeted Staffing	35	35	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3,356,027 fund 35 budgeted positions. This appropriation has a net increase of \$302,511 which includes \$172,841 that is due to the potential for filling three positions that were held vacant during 2010-11 due to the economic downturn. The remaining cost increase is primarily due to retirement and negotiated labor agreement cost increases.

Operating expenses of \$889,191 include the cost of using private land surveying firms in the event of unanticipated workload increases, survey tools for the field survey crews, field survey crew assigned vehicle charges, computer software and upgrades to keep up with current technologies, systems development charges, central services, travel expenditures, and transfers for the County Surveyor's share of Public Work's human resources, payroll, computer services and director's office, as well as for The Center for Employee Health and Wellness and Employee Benefits and Services. The net increase of \$322,149 includes the services of private land surveying firms to accommodate potential workload increases (\$100,000), costs associated with the reorganization of the Administrative Services Section (\$56,500), ISD systems development, mapping, and help desk services charges (\$51,133), and an accounting change that moved vehicle services mileage abatements to revenue (\$39,292). The remaining increase of \$215,931 is needed in order to maintain the normal operation of the Surveyor Division. These costs were partially offset by reduced COWCAP charges of \$140,707.

Capital expenditures of \$60,000 are for a Total Station survey instrument to perform field surveys and provide the safety and capability of measuring data on private property and in roadways without actually accessing the ground on the property. This would add significant productivity capabilities and help with both cost and safety issues. The instrument is needed to replace aging equipment that is no longer repairable or manufactured.

Reimbursements of \$68,600 are payments from Transportation's Road Operations budget unit and from Airports for utilizing the County Surveyor's services.



Fee/rate revenue of \$3,941,715 includes fees charged to customers for the review of subdivision maps, preparation of legal descriptions and maps, and for field surveys. The \$670,943 increase includes \$100,000 from anticipated revenue for the use of private land surveying firms. The remaining increase is primarily due to increased requests for GIS mapping services and field surveys from the Public Work's Transportation and Flood Control divisions.

Other revenue of \$35,000 reflects the taxable sales of microfiche prints, plotter prints, electronic map images and photocopies.

Net county cost of \$259,903 includes an increase of \$11,786 to pay for the costs associated with processing corner records, a mandated service.

STAFFING CHANGES AND OPERATIONAL IMPACT

During 2010-11, the department deleted 3 vacant positions as they were no longer needed because of workload downturns due to the economy. The department does not anticipate any staffing changes in 2011-12.

2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Surveyor Administration	1	0	1	1	0	0	1
Field Section	17	0	17	16	1	0	17
Office Section	13	1	14	12	2	0	14
Administrative Services	3	0	3	3	0	0	3
Total	34	1	35	32	3	0	35

<u>Surveyor Administration</u>	<u>Field Section</u>	<u>Office Section</u>	<u>Administrative Services</u>
1 County Surveyor	1 Survey Division Chief 1 Supv. Land Surveyor 5 Survey Party Chief 1 Engineering Tech V 2 Engineering Tech IV 5 Engineering Tech III 2 Engineering Tech II	1 Survey Division Chief 2 Supv. Land Surveyor 1 Land Surveyor 2 Engineering Tech V 5 Engineering Tech IV 1 Engineering Tech III 1 Secretary 1 1 Office Assistant II	1 Staff Analyst II 1 Accounting Tech 1 Fiscal Assistant



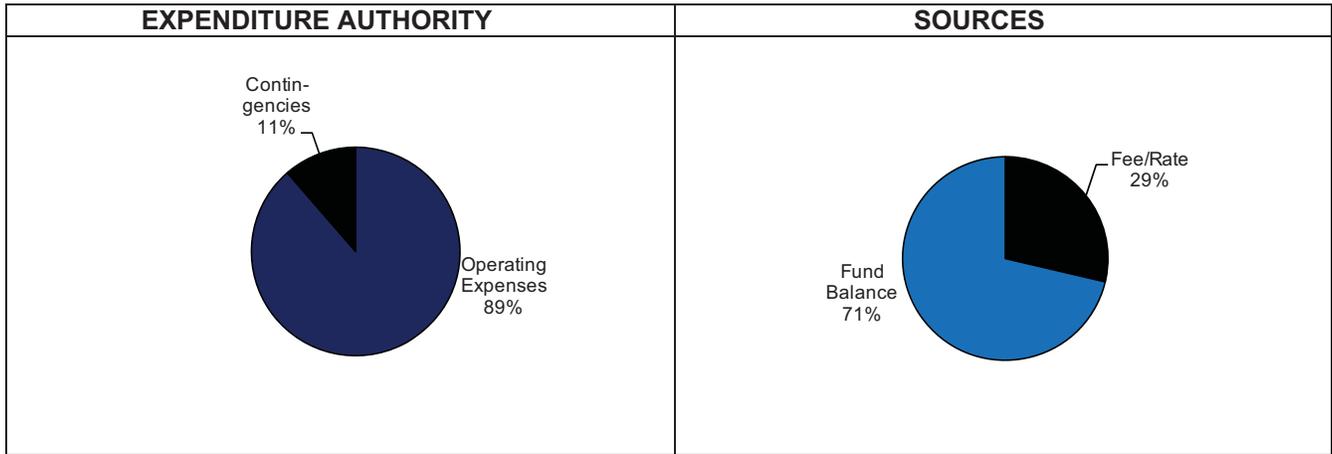
Survey Monument Preservation

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Expenditure Authority	\$192,270
Total Sources	\$55,113
Fund Balance	\$137,157
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	264,393	126,219	98,534	42,685	42,686	170,375	127,689
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	137,158	21,895	(115,263)
Total Exp Authority	264,393	126,219	98,534	42,685	179,844	192,270	12,426
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	264,393	126,219	98,534	42,685	179,844	192,270	12,426
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	264,393	126,219	98,534	42,685	179,844	192,270	12,426
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	64,930	65,930	59,660	56,123	56,124	55,113	(1,011)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	64,930	65,930	59,660	56,123	56,124	55,113	(1,011)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	64,930	65,930	59,660	56,123	56,124	55,113	(1,011)
				Fund Balance	123,720	137,157	13,437
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$170,375 are for services specifically related to retracement or re-monument surveys. The \$127,689 increase is based upon the County Surveyor's anticipated workload.

Contingencies of \$21,895 represent the remaining available funding to perform retracement or re-monument surveys.

Fee/rate revenue of \$55,113 is from fees charged to the public for filing or recording specific types of grant deeds conveying real property. The \$1,011 decrease is based upon anticipated activity related to the conveyance of real property expected in 2011-12.



Transportation – Road Operations

DESCRIPTION OF MAJOR SERVICES

The Transportation Division is responsible for the operation, maintenance, and improvement of the county's road system that currently includes approximately 2,766 miles of roadways. Additional activities include administration, planning, design, construction, land development, and traffic operations.

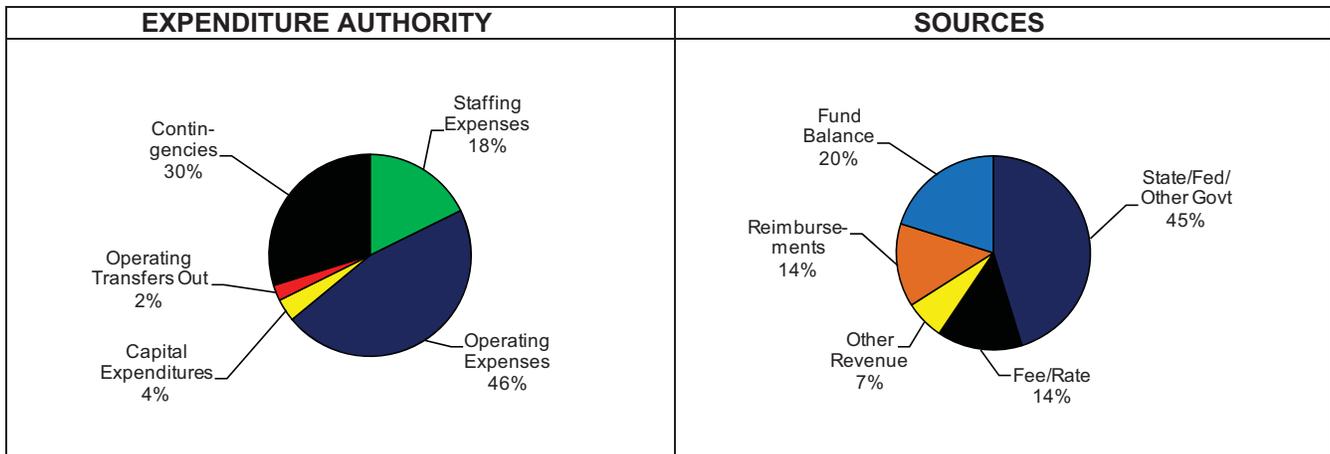
Budget at a Glance	
Total Expenditure Authority	\$176,898,013
Total Sources	\$141,278,648
Fund Balance	\$35,619,365
Total Staff	370

The division's routine maintenance activities include patching and crack filling on approximately 7,500 lane-miles of asphalt pavement, grading of 533 miles of unpaved roads, shoulder maintenance, snowplowing of over 300 miles of mountain roads, traffic signal maintenance at 56 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance throughout the system, storm repairs and cleanup, maintenance of 380 bridges and thousands of concrete box and metal pipe culverts, as well as maintenance of drainage facilities such as inlets, ditches, dikes, and gutters. Maintenance functions are provided through 13 yard districts with regional facilities located to best serve the 20,000 square-mile area of the county.

Road activities are funded almost entirely from highway-users sources. These sources consist primarily of state and federal fuel taxes (Highway Users' Tax or Gas Tax), voter-approved state transportation infrastructure bond (Proposition 1B), local transportation funds generated by sales tax revenues (Measure I), and development fees. The department has established nine local and one regional transportation fee plan areas throughout the county to collect funds for the purpose of mitigating the impacts of new development. Construction of major improvements (such as new roads, bridges, or adding of lanes) is limited to a few projects per year based on available funding.

Currently, the county's maintained roads are on average at a Pavement Condition Index (PCI) of 76 ("very good") with some roads below a PCI of 55 ("fair"). Over the years, the Gas Tax and Measure I funding have declined while costs have increased. As a result, it is anticipated that additional ongoing funding of \$8.0 million is necessary to maintain the current road condition. Furthermore, in order to improve those roads that are below a "fair" status, an additional \$12.0 million ongoing is needed. For 2011-12, the Transportation budget reflects the influx of \$8.0 million in discretionary general funding (net county cost) to maintain the existing road condition.

2011-12 ADOPTED BUDGET



OPERATIONS AND COMMUNITY SERVICES



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND	
Authorized Positions	2009-10 Final	2010-11 Adopted	2010-11 Final	2011-12 Adopted		
Regular	361	338	325	320		
Limited Term	83	82	57	50		
Total	444	420	382	370		
Staffing Expenses	\$26,783,427	\$31,844,700	\$28,064,072	\$31,330,269		

ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Transportation
FUND: Road Operations

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	27,468,858	27,799,167	26,783,427	28,064,072	28,064,072	31,330,269	3,266,197
Operating Expenses	42,196,259	30,457,787	23,585,360	63,200,195	64,284,339	81,948,798	17,664,459
Capital Expenditures	5,085,715	4,826,583	2,570,520	6,556,694	6,556,698	6,401,900	(154,798)
Contingencies	0	0	0	0	29,785,697	52,764,457	22,978,760
Total Exp Authority	74,750,832	63,083,537	52,939,307	97,820,961	128,690,806	172,445,424	43,754,618
Reimbursements	(3,033,203)	(3,318,880)	(6,101,911)	(14,366,822)	(14,551,231)	(24,569,479)	(10,018,248)
Total Appropriation	71,717,629	59,764,657	46,837,396	83,454,139	114,139,575	147,875,945	33,736,370
Operating Transfers Out	600,000	1,460,000	6,700,000	187,166	187,166	4,452,589	4,265,423
Total Requirements	72,317,629	61,224,657	53,537,396	83,641,305	114,326,741	152,328,534	38,001,793
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	59,302,851	49,570,348	70,369,735	55,526,910	55,660,673	80,047,058	24,386,385
Fee/Rate	3,275,987	1,867,861	1,022,364	4,587,556	4,605,944	25,088,854	20,482,910
Other Revenue	2,184,257	974,147	595,461	679,505	593,921	3,190,257	2,596,336
Total Revenue	64,763,095	52,412,356	71,987,560	60,793,971	60,860,538	108,326,169	47,465,631
Operating Transfers In	547,500	374,935	11,885,711	9,637,047	9,637,047	8,383,000	(1,254,047)
Total Sources	65,310,595	52,787,291	83,873,271	70,431,018	70,497,585	116,709,169	46,211,584
Fund Balance					43,829,156	35,619,365	(8,209,791)
Budgeted Staffing					382	370	(12)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$31,330,269 fund 370 budgeted positions and are increasing by a net \$3,266,197. This cost increase is due to retirement and negotiated labor agreement cost increases and anticipating filling 27 positions that were vacant during 2010-11.

Operating expenses of \$81,948,798 include professional service contracts for external road construction projects and road materials related to in-house road maintenance and construction projects. This category also includes costs for computer hardware/software, insurance charges, general maintenance, travel, office supplies, debt service payments, temporary right-of-way easements, and transfers. The net increase of \$17,664,459 includes the following:



- \$18,150,000 in new professional service road construction projects which consist of: \$8,000,000 for General Fund supported pavement improvement projects, \$6,700,000 for rehabilitation projects, \$1,000,000 for realignment design of Needles Highway, \$1,200,000 for culvert and road repair on Escondido Road, and \$1,250,000 to pave Caughlin Road;
- \$1,000,000 increase in road design liability;
- \$87,000 increase in custodial services;
- \$35,000 increase in travel expenses for road maintenance crews;
- \$1,500,000 increase in debt service which is the net increase due to completion of \$1,000,000 loan payment in Fiscal Year 2010-11 and allocation of \$2,500,000 for funds advanced from the General Fund for purchase of right of way for the Pepper Avenue at Valley Boulevard intersection improvement project;
- \$236,000 increase in anticipated right of way needs for road construction projects;
- \$215,000 increase for shared building costs.

Additionally, there are offsetting decreases totaling \$3,559,000 which consist of \$180,000 decrease in COWCAP, \$360,000 decrease in anticipated Real Estate Services, \$200,000 decrease in anticipated County Counsel services, \$512,000 decrease in contributions to other agencies primarily due to the completion of the City of Colton sidewalk project, \$756,000 decrease in interest payments due to repayment of a General Fund loan and reimbursement of negative interest absorbed by the General Fund, \$1,515,000 decrease in internal cost allocations primarily due to anticipated vehicle maintenance and usage, and a decrease of \$36,000 in miscellaneous supplies.

Capital expenditures of \$6,401,900 include land easements, improvements to structures, equipment and vehicle purchases, and lease purchased equipment. The net decrease of \$154,798 is primarily due to an approximately \$2,500,000 reduction in land purchases and right of way easements due to completion of Cherry Avenue Interchange right-of-way purchases, which is partially offset by the following increases: 1) \$416,000 in structures and improvements to structures with Wrightwood cinder building and Running Springs equipment and office building budgeted for 2011-12, 2) \$400,000 for relocation and consolidation of the administrative services division, 3) \$310,000 for various fixed assets including two generators for back up and emergency services, various traffic control devices, pavement assessment equipment and a plotter, and 4) \$1,220,000 in vehicle and equipment purchases which include: 4 snow blades, 1 air compressor trailer, 1 crack fill router, 2 slip-in sanders, 5 pickup blades, 1 portable rock screen, 1 crack fill trailer with air compressor, 2 water trucks, 3 wheel loaders, 1 back hoe skip loader, 3 motor graders, 2 flat bed crew cab trucks, and 1 hydro vac.

Contingencies of \$52,764,457 are increasing by \$22,978,760 due to setting aside funding for several projects that will be constructed in future years, including approximately \$898,760 for Institution Road, \$5,700,000 for Glen Helen Parkway and \$8,000,000 for Cherry Avenue grade separation projects, \$700,000 for Valley Boulevard median, \$5,000,000 for Needles Highway realignment, \$1,680,000 for Pine View Drive, and \$1,000,000 for drainage improvements on Lone Pine Canyon Road.

Reimbursements of \$24,569,479 consist of the following:

- \$1,170,000 from Community Development and Housing Department,
- \$23,400,000 from inter-department transfers, of which \$12,300,000 is from Measure I, Facilities Development Plans, and Development Mitigation Plan for contributions to maintenance and joint participation projects, \$6,000,000 is for equipment/materials usage, \$4,500,000 for labor reimbursements from other Public Works budget units, and \$600,000 for shared facilities costs.

Reimbursements are increasing by \$10,018,248 from 2010-11 primarily due to an increase of \$8,500,000 in Measure I reimbursements for share of several road construction and maintenance projects, \$2,333,000 from Development Impact Fees for share of projects, \$700,000 from Community Development and Housing for sidewalk projects, \$100,000 from Flood Control for relocating utilities for the Beaumont Bridge project, \$600,000 from Facilities Development Plan for the Oak Hill Road realignment. These increases were partially offset by a decrease of \$2,035,000 for Redevelopment Agency (RDA) reimbursements which are now reported as revenue and a decrease of \$180,000 for internal labor and facilities allocations.

Operating transfers out of \$4,452,589 are increasing by \$4,265,423 and represents a transfer to the County General Fund for the Pepper Avenue at Valley Boulevard intersection improvement project from funds reimbursed by San Bernardino Associated Governments (SANBAG) from Measure I public share.



State, federal, and other governmental aid of \$80,047,058 is increasing by \$24,386,385 due to an increase of \$950,000 in State Highway Users tax, \$3,300,000 increase in contribution from SANBAG for several rehabilitation projects funded with local stimulus funds, \$1,670,000 increase for Federal aid for disaster reimbursement, and \$24,500,000 in Federal grants for various road projects. These increases are partially offset by a decrease of \$4,100,000 for reduced reimbursement from the state for joint share of projects; decrease of \$1,235,000 for American Reinvestment and Recovery Act funds received in fiscal year 2010-11, and a decrease of \$699,000 for state aid for disasters.

Fee/rate revenue of \$25,088,854 is increasing by \$20,482,910 due to \$22,000,000 increase from County Redevelopment Agency projects which were previously budgeted as reimbursements, \$1,780,000 increase in revenue from various cities for joint participation projects, \$1,806,000 decrease for completion of reimbursement from SANBAG for the design phase of the Glen Helen Parkway grade separation project, \$1,568,000 decrease due to City of Fontana decision to end participation in the Cherry Avenue widening project, and \$76,910 increase in anticipated fee revenue.

Other revenue of \$3,190,257 is increasing by \$2,596,336 due to the following increases: \$2,494,000 for the anticipated sale of surplus property for the Pepper Avenue at Valley Boulevard intersection project; \$57,500 based on anticipated interest earnings on available fund balance; \$20,500 for estimated revenue from miscellaneous sources such as sales of plans; and \$24,336 for estimated sale of vehicles anticipated to be sold at auction.

Operating transfers in of \$8,383,000 are decreasing \$1,254,047 due to the increase of \$8,283,000 from the County General Fund to maintain the pavement condition of the county's maintained roads (\$8.0 million) and to support Land Development activities (\$283,000) and decreases of \$9,003,000 from San Bernardino Redevelopment Agency for right of way for the Cherry Interchange project, \$184,830 from Transportation Infrastructure Fund for projects completed in the Road Operations Fund, and \$349,217 for reimbursement from County Fire for bark beetle related charges which occurred in 2010-11.

STAFFING CHANGES AND OPERATIONAL IMPACT

During 2010-11, the department had a net reduction of 38 vacant positions. For 2011-12, the department is eliminating 17 vacant positions, which consist of 8 limited term positions and 9 regular positions (1 Public Works Engineer IV, 1 Public Works Engineer III, 1 Public Works Engineer II, 1 Maintenance and Construction Supervisor, 1 Maintenance and Construction Worker II, 1 Maintenance and Construction Worker I, 2 Engineering Technician IV's, and 1 Equipment Operator II) that are no longer necessary due to a reduction in workload as funding has declined over the last few years. The department is adding 4 new positions, which consist of: 1 Transportation Analyst II to meet workload requirements, 1 Engineering Technician V to support land development activities, 1 extra-help Traffic Engineer, and 1 contract Project Senior Inspector to meet temporary peak workload requirements. Additionally, the department is correcting the filled position count to appropriately reflect 1 Secretary I position as a job share. Finally, the department is requesting two reclassifications: 1) Principal Administrative Analyst to DPW Chief of Administrative Services and 2) Staff Analyst II to Transportation Analyst II in order to more accurately align job responsibilities with the proper classification.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	11	2	13	12	1	0	13
Transportation Design	29	0	29	29	0	0	29
Transportation Planning	19	1	20	18	1	1	20
Transportation Traffic	27	1	28	25	2	0	27
Transportation Traffic Oper. Svcs	26	1	27	25	2	0	27
Permits	8	0	8	7	1	0	8
Operations	148	42	190	171	20	0	191
Transportation Contracts	24	2	26	26	0	0	26
Transportation Land Development	10	1	11	10	0	1	11
Administrative Services	8	0	8	7	1	0	8
Budget/Revenue Claiming	5	0	5	5	0	0	5
Information Technology Services	5	0	5	4	1	0	5
Total	320	50	370	339	29	2	370



<u>Administration</u>	<u>Transportation Design</u>	<u>Transportation Planning</u>	<u>Transportation Traffic</u>
1 Director of Public Works 3 Chief Public Works Engineer 1 DPW Chief of Admin Services 1 Staff Analyst II 1 Executive Secretary II 1 Secretary I 1 Office Assistant III 2 Payroll Specialist 2 Public Service Employee	1 Public Works Engineer IV 3 Public Works Engineer III 6 Public Works Engineer II 1 Supervising Land Surveyor 5 Engineering Technician V 6 Engineering Technician IV 4 Engineering Technician III 1 Engineering Technician I 1 Secretary I 1 Office Assistant III	1 Public Works Engineer IV 3 Public Works Engineer III 3 Public Works Engineer II 1 Engineering Technician V 2 Engineering Technician IV 1 Engineering Technician III 1 Supervising Trans Analyst 4 Transportation Analyst II 1 Accounting Technician 1 Secretary I 1 Cont PSG Trans Planner 1 Geo Info Sys Tech III	2 Public Works Engineer IV 3 Public Works Engineer III 2 Public Works Engineer II 2 Engineering Technician V 6 Engineering Technician IV 5 Engineering Technician III 3 Engineering Technician II 1 Secretary I 1 Office Assistant IV 1 Office Assistant II 1 Incident Recons Specialist
<u>Transportation Traffic Oper. Svcs</u>	<u>Operations</u>	<u>Permits</u>	<u>Transportation Contracts/Inspections</u>
1 Public Works Operations Supervisor 2 Maintenance & Const Supervisor 14 Maintenance & Const Worker II 4 Maintenance & Const Worker I 1 Equipment Operator III 1 Equipment Operator II 1 Equipment Operator I 1 Tree Crew Supervisor 2 Tree Trimmer	2 PW Operations Superintendant 1 PW Equip Superintendant 10 PW Operations Supervisor 14 Maint & Const Supervisor II 2 Maint & Const Supervisor I 16 Maint & Const Worker II 13 Maint & Const Worker I 23 Equipment Operator III 69 Equipment Operator II 35 Equipment Operator I 2 Secretary I 3 Office Assist III 1 Cont Ops Safety Trm Cons	1 Public Works Engineer III 1 Public Works Engineer II 1 Engineering Technician V 4 Engineering Technician IV 1 Office Assistant III	1 Public Works Engineer IV 3 Public Works Engineer III 4 Public Works Engineer II 4 Engineering Technician V 5 Engineering Technician III 4 Engineering Technician III 1 Engineering Technician II 1 Secretary I 1 Office Assistant III 2 Cont Project Senior Inspector
<u>Transportation Land Development</u>	<u>Administrative Services</u>	<u>Budget/Revenue Claiming</u>	<u>Information Technology Services</u>
1 Public Works Engineer IV 1 Public Works Engineer III 2 Public Works Engineer II 2 Engineering Technician V 3 Engineering Technician IV 1 Secretary I 1 Office Assistant III	1 Administrative Supervisor II 1 Supervising Accountant II 1 Accountant II 1 Staff Analyst I 2 Fiscal Assistant 1 Supervising Accounting Tech 1 Repro Equipment Operator	1 Budget Officer 3 Staff Analyst II 1 Fiscal Assistant	1 Business Systems Analyst II 1 Business Systems Analyst I 1 Automated Systems Analyst I 2 Automated Systems Tech



Transportation - Measure I Program

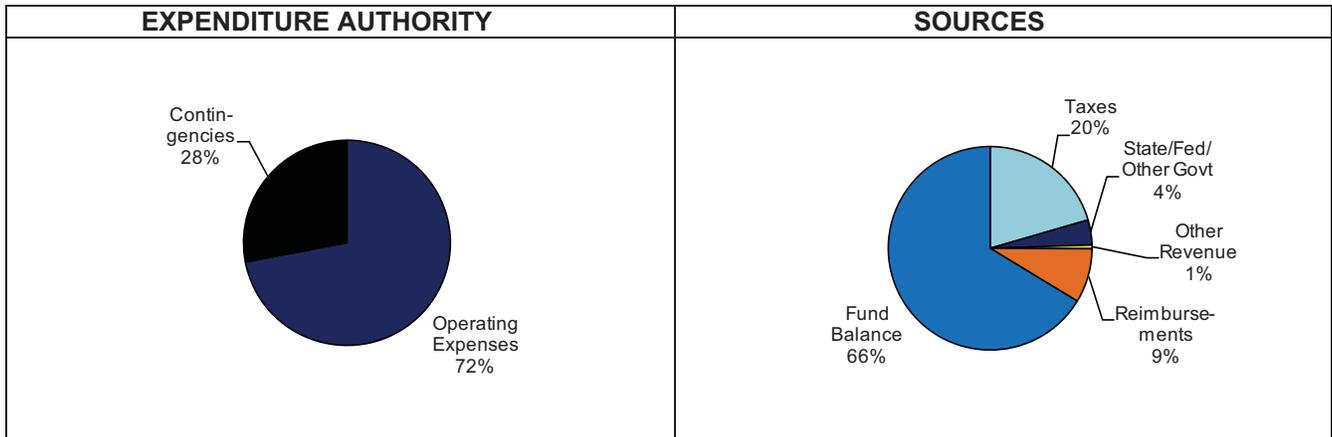
DESCRIPTION OF MAJOR SERVICES

Measure I is a twenty-year program that provides funding for roadway resurfacing, rehabilitation, and widening projects, as well as providing funds for elderly and disabled transit services. The source of funding is a countywide one-half cent sales tax that was passed by the voters of San Bernardino County in November 1989 (1989 Measure). The county is divided into six sub-areas, and the Measure I funds received must be spent within the sub-area in which they were collected. The sub-areas are as follows: North Desert, Morongo Basin, San Bernardino Mountains, Colorado River, Victor Valley, and San Bernardino Valley.

Budget at a Glance	
Total Expenditure Authority	\$23,905,390
Total Sources	\$8,051,501
Fund Balance	\$15,853,889
Total Staff	0

In November 2004, the voters approved an extension of this program for thirty years which began in April 2010, and extending until year 2040 (2004 Measure).

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Transportation
FUND: Measure I Program

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	9,135,378	4,120,110	5,761,447	8,365,724	8,366,005	17,196,697	8,830,692
Capital Expenditures	0	0	0	0	0	30,000	30,000
Contingencies	0	0	0	0	15,192,285	6,678,693	(8,513,592)
Total Exp Authority	9,135,378	4,120,110	5,761,447	8,365,724	23,558,290	23,905,390	347,100
Reimbursements	0	0	0	(359,551)	(359,551)	(2,059,334)	(1,699,783)
Total Appropriation	9,135,378	4,120,110	5,761,447	8,006,173	23,198,739	21,846,056	(1,352,683)
Operating Transfers Out	0	0	3,863,830	0	0	0	0
Total Requirements	9,135,378	4,120,110	9,625,277	8,006,173	23,198,739	21,846,056	(1,352,683)
Departmental Revenue							
Taxes	7,220,836	6,452,865	5,757,788	4,658,635	4,658,635	4,904,257	245,622
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	112,386	491,239	491,240	945,000	453,760
Fee/Rate	311,645	211,288	543,492	68,483	68,482	0	(68,482)
Other Revenue	847,072	634,529	293,319	191,036	179,707	142,910	(36,797)
Total Revenue	8,379,553	7,298,682	6,706,985	5,409,393	5,398,064	5,992,167	594,103
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	8,379,553	7,298,682	6,706,985	5,409,393	5,398,064	5,992,167	594,103
				Fund Balance	17,800,675	15,853,889	(1,946,786)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$17,196,697 include professional service contracts for external road construction projects, road materials and vehicle usage related to in-house road maintenance and construction projects, transfers within the department for labor, and real estate services. The increase of \$8,830,692 is primarily due to a \$12.2 million increase of contributions to Transportation's Road Operations budget unit for expenses associated with force labor and the following projects: roadway routine maintenance projects (countywide), right-of-way expenses for the grade separation project on Glen Helen Parkway (Devore), roadway widening project on Yates Road (Silver Lakes), new roadway construction project on Coyote Trail (Hesperia), drainage improvement and roadway widening project on Ranchero Road (Oak Hills), and a pavement overlay project on National Trails Highway (Ludlow). However, this increase is partially offset by an approximately \$3.4 million decrease due to the completion of design work for the Yucca Mesa Road intersection improvement project (Joshua Tree), pavement rehabilitation project on "H" Street (Barstow), drainage improvement project on Cedar Avenue (Bloomington), roadway snow removal projects (countywide), and the design work for the grade separation project on Shadow Mountain Road (Helendale).

Capital expenditures of \$30,000 are anticipated for the acquisition of privately owned property for the drainage improvement project on Phelan Road (Phelan).

Contingencies of \$6,678,693 are decreasing by \$8,513,592 primarily due to the various projects scheduled for construction and/or maintenance repair in 2011-12.

Reimbursements of \$2,059,334 are increasing by \$1,699,783 due to anticipated internal contributions (\$1,759,334) within Measure I funds for the following projects: Ranchero Road Widening and Drainage Improvement (Oak Hills), Phelan Road Drainage Improvements (Phelan), and National Trails Highway Pavement Overlay (Ludlow). In addition, the Transportation's Road Operation budget unit reimbursement of \$300,000 is anticipated for the design costs associated with the roadway widening project on San Bernardino Avenue (Fontana). These increases are partially offset as a result of receiving a \$359,551 internal reimbursement in 2010-11 for the grade separation project on Lenwood Road (Barstow).



Taxes of \$4,904,257 are increasing by \$245,622 based on the one-half of one percent sales tax revenue projections for 2011-12.

State, federal or governmental aid of \$945,000 is comprised of a contribution (\$545,000) from San Bernardino Associated Governments for the Bloomington Avenue traffic signal, National Trails Highway pavement overlay, and the major local highways projects (countywide) as well as a federal contribution (\$400,000) for the Starlite Mesa Road apron installation project.

Fee/rate revenue is not anticipated in 2011-12.

Other revenue of \$142,910 is decreasing by \$36,797 primarily due to a decrease in available cash as a result of the completion of various projects. Projects completed in 2010-11 are as follows: Yucca Mesa Road (\$149,000), "H" Street (\$108,000), Shadow Mountain Road (\$2.2 million) and Snow Removal (\$1.0 million).



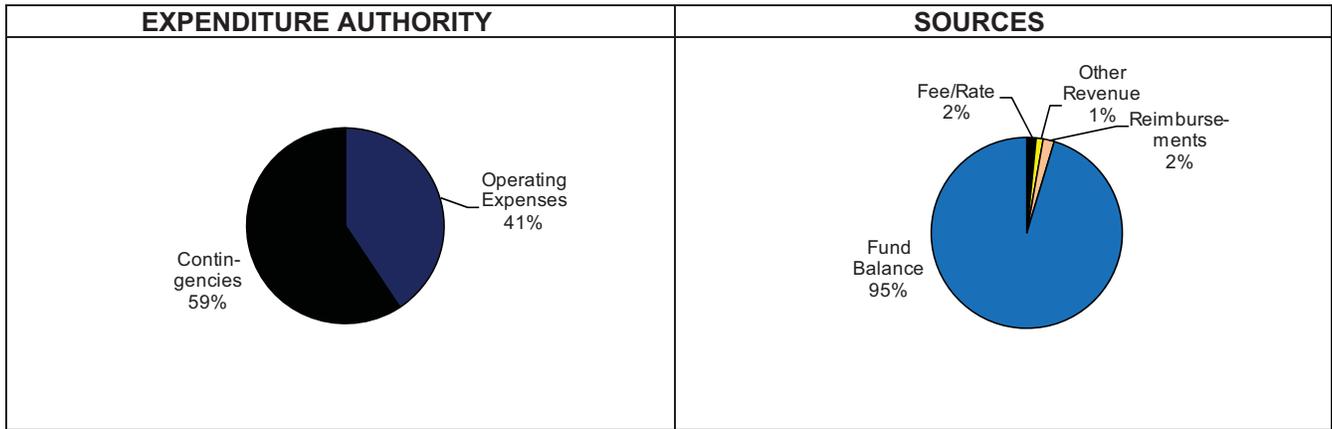
Transportation – Facilities Development Plans

DESCRIPTION OF MAJOR SERVICES

Transportation’s Facilities Development Plans are established by county ordinance to collect fees on new construction. These plans provide funds for construction of roads within the boundaries of the established fee area. As fees are collected, these monies are deposited into restricted accounts until sufficient funds have been accumulated to complete projects identified in the Plan Priority Project List. Fee ordinances have been approved in the areas of Helendale/Oro Grande, High Desert (Phelan and Pinon Hills), Lucerne Valley, Oak Glen, Oak Hills, Snowdrop Road, South and East Apple Valley, and Summit Valley. Interim fee plans in the areas of Big Bear and Joshua Tree have been approved to collect fees pending final community approval.

Budget at a Glance	
Total Expenditure Authority	\$5,136,615
Total Sources	\$238,691
Fund Balance	\$4,897,924
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Public Works - Transportation
 FUND: Facilities Development Plans

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	721,110	1,277,025	711,370	5,391,156	5,532,794	2,086,930	(3,445,864)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	4,854,760	3,049,685	(1,805,075)
Total Exp Authority	721,110	1,277,025	711,370	5,391,156	10,387,554	5,136,615	(5,250,939)
Reimbursements	0	0	0	(2,260,000)	(2,260,000)	(97,000)	2,163,000
Total Appropriation	721,110	1,277,025	711,370	3,131,156	8,127,554	5,039,615	(3,087,939)
Operating Transfers Out	0	0	0	26,932	26,932	0	(26,932)
Total Requirements	721,110	1,277,025	711,370	3,158,088	8,154,486	5,039,615	(3,114,871)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	639,295	284,645	111,850	101,451	101,451	80,000	(21,451)
Other Revenue	445,336	265,255	126,730	75,055	75,081	61,691	(13,390)
Total Revenue	1,084,631	549,900	238,580	176,506	176,532	141,691	(34,841)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	1,084,631	549,900	238,580	176,506	176,532	141,691	(34,841)
				Fund Balance	7,977,954	4,897,924	(3,080,030)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,086,930 include professional service contracts and anticipated labor charges to support design and construction of road improvement projects. The decrease of \$3,445,864 from fiscal year 2010-11 is primarily due to the completion of the paving projects on Duncan Road and Wilson Ranch Road and design expenses related to two projects: 1) road, bridge, and grade separation on Shadow Mountain Road in the Helendale area; and 2) replacement bridge over the Mojave River at Rock Springs Road in the South/East Apple Valley area. These two projects will continue with their design phase in 2011-12 with a total allocation of \$1,250,000. In addition, \$600,000 will be transferred to Road Operations fund for reimbursement for construction of the Oak Hill Road realignment project, as well as approximately \$237,000 allocated to cover miscellaneous labor and professional services charges incurred in support of the various projects.

Contingencies of \$3,049,685 are decreasing by \$1,805,075 primarily due to funds being allocated to design projects on Rock Springs Road and Shadow Mountain Road, and \$600,000 being transferred to Road Operations fund for Oak Hill road realignment project.

Reimbursements of \$97,000 are decreasing by \$2,163,000 as the department only anticipates a \$97,000 reimbursement from the Transportation's Measure I budget unit for its share of costs for paving Oak Hill Road in the Oak Hills area. The \$2,260,000 reimbursement in 2010-11 was Transportation's Measure I budget unit contribution for its share of costs for the Shadow Mountain Road project in the Helendale area.

Operating transfers out are not anticipated in 2011-12.

Fee/rate revenue of \$80,000 is decreasing by \$21,451 due to decreased development activity in all the facilities development plan areas.

Other revenue of \$61,691 is decreasing by \$13,390 based on the estimated interest earnings on the available fund balance.



Transportation – Regional Development Mitigation Plan

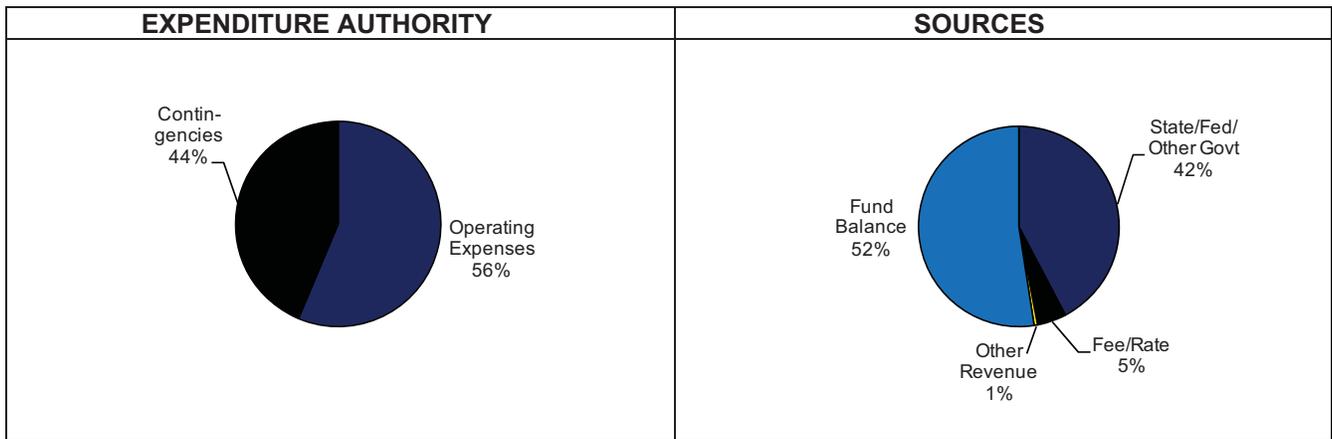
DESCRIPTION OF MAJOR SERVICES

Pursuant to Measure I 2010-2040 and the November 2005 Congestion Management Program (CMP) update [as approved by San Bernardino Associated Governments (SANBAG)], local jurisdictions were required to adopt a development mitigation program by November 2006 to generate fair-share development contributions to regional transportation needs, including freeway interchanges, regional arterials, and railroad grade separation projects. The County of San Bernardino’s development contribution target shares were calculated for each of the unincorporated city spheres of influence in the San Bernardino Valley and Victor Valley as part of SANBAG’s Development Mitigation Nexus Study. The county’s Regional Transportation Development Mitigation Plan was adopted by the Board of Supervisors in November 2006.

Budget at a Glance	
Total Expenditure Authority	\$4,497,534
Total Sources	\$2,139,160
Fund Balance	\$2,358,374
Total Staff	0

Development impact fees, based upon the Nexus Study development contribution amounts, area growth projections, and regional transportation projects, are collected at the time of issuance of a building permit for all residential, commercial, and industrial development. When sufficient fees are collected to cover the development contribution fair-share amount of projects, applications are submitted to SANBAG for the Measure I and/or federal and state funds necessary to construct the regional arterial roads, freeway interchanges, and railroad grade separation projects listed in the Regional Development Mitigation Plan.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Public Works - Transportation
 FUND: Regional Development Mitigation Plan

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	194,456	194,456	2,533,000	2,338,544
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	2,359,655	1,964,534	(395,121)
Total Exp Authority	0	0	0	194,456	2,554,111	4,497,534	1,943,423
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	194,456	2,554,111	4,497,534	1,943,423
Operating Transfers Out	0	0	754,975	0	0	0	0
Total Requirements	0	0	754,975	194,456	2,554,111	4,497,534	1,943,423
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	194,456	194,456	1,903,000	1,708,544
Fee/Rate	1,251,189	1,071,918	264,046	248,855	248,855	211,147	(37,708)
Other Revenue	26,300	49,842	27,804	21,593	22,870	25,013	2,143
Total Revenue	1,277,489	1,121,760	291,850	464,904	466,181	2,139,160	1,672,979
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	1,277,489	1,121,760	291,850	464,904	466,181	2,139,160	1,672,979
				Fund Balance	2,087,930	2,358,374	270,444
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,533,000 are increasing by \$2,338,544 and include share of costs for professional services related to three projects: \$200,000 allocation for the design of the Rock Springs Road bridge at Mojave River; \$2,116,000 for the construction phase of the Cherry Avenue Grade Separation Project (\$1.9 million from SANBAG and \$216,000 from Development Impact Fees) and \$217,000 for the design phase of the Cherry Avenue Interchange Improvement Project.

Contingencies of \$1,964,534 represent the portion of the unassigned fund balance set aside for future projects.

State, federal or governmental aid of \$1,903,000 is SANBAG's public share for Cherry Avenue grade separation project.

Fee/rate revenue of \$211,147 is decreasing by \$37,708 due to decreased development in the regional development mitigation plan areas.

Other revenue of \$25,013 is increasing by \$2,143 based on the estimated interest earnings on the available fund balance.



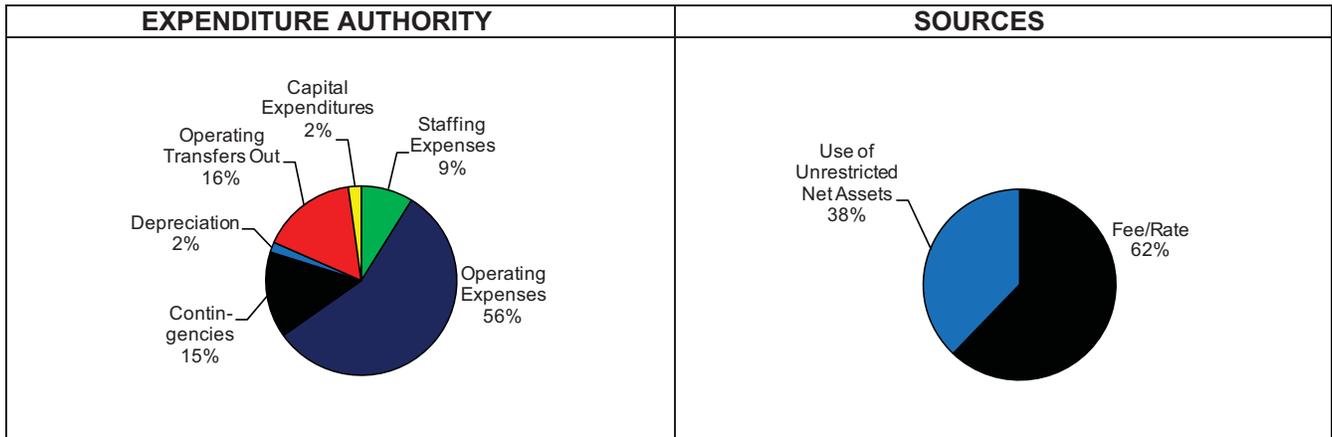
Solid Waste Management - Operations

DESCRIPTION OF MAJOR SERVICES

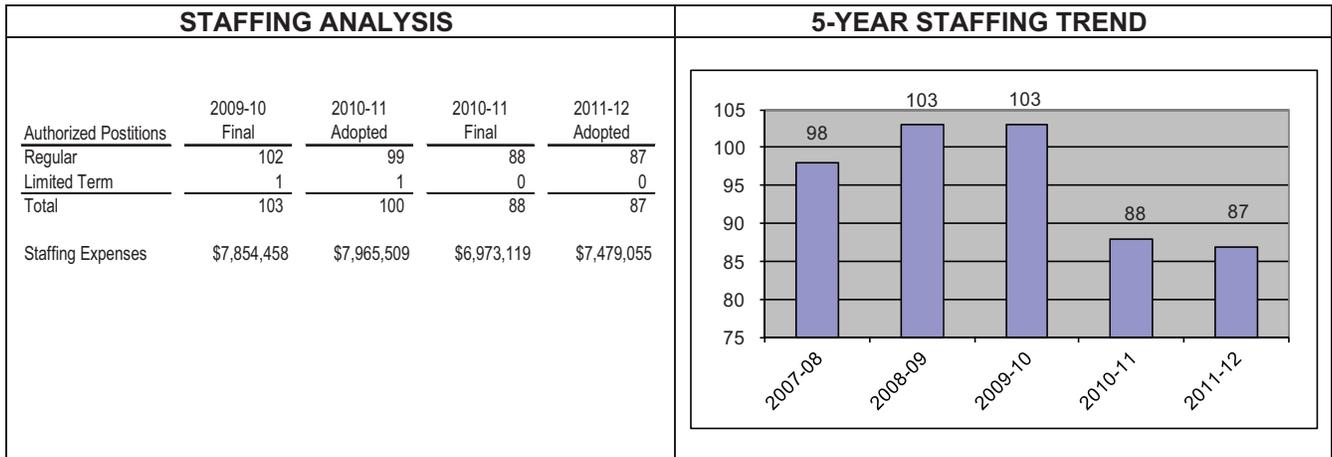
The Solid Waste Management Division (SWMD) is responsible for the operation and management of the county's solid waste disposal system, which consists of six regional landfills, nine transfer stations, two low volume transfer operations/community collection centers and thirty-three closed landfills or disposal sites. The 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 Expenditure Authority	\$82,332,956
Total Sources	\$52,597,345
Rev Over/(Under) Exp	(\$29,735,611)
Total Staff	87
Use of Unrestricted Net Assets	\$31,589,405

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

BUDGET UNIT: EAA SWM, EWC SWM, and EWE SWM
FUNCTION: Health and Sanitation
ACTIVITY: Sanitation

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	7,258,879	7,213,239	7,339,483	6,973,106	6,973,119	7,479,055	505,936
Operating Expenses	60,843,399	45,333,026	40,553,234	36,704,234	36,727,058	47,442,237	10,715,179
Contingencies	0	0	0	0	21,379,380	12,316,187	(9,063,193)
Total Exp Authority	68,102,278	52,546,265	47,892,717	43,677,340	65,079,557	67,237,479	2,157,922
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	68,102,278	52,546,265	47,892,717	43,677,340	65,079,557	67,237,479	2,157,922
Depreciation	545,245	295,751	265,295	1,532,534	1,532,534	1,446,254	(86,280)
Operating Transfers Out	3,448,006	2,552,248	11,671,087	10,600,328	10,600,328	13,649,223	3,048,895
Total Requirements	72,095,529	55,394,264	59,829,099	55,810,202	77,212,419	82,332,956	5,120,537
Departmental Revenue							
Taxes	142,663	174,415	171,921	171,276	171,276	124,815	(46,461)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	7,786,842	2,767,525	36,988	32,530	32,530	75,361	42,831
Fee/Rate	59,746,730	55,687,237	53,466,887	53,577,180	53,327,602	51,988,229	(1,339,373)
Other Revenue	3,267,558	1,296,866	605,568	406,325	406,323	408,940	2,617
Total Revenue	70,943,793	59,926,043	54,281,364	54,187,311	53,937,731	52,597,345	(1,340,386)
Operating Transfers In	3,423,082	3,025,993	0	0	0	0	0
Total Financing Sources	74,366,875	62,952,036	54,281,364	54,187,311	53,937,731	52,597,345	(1,340,386)
Rev Over/(Under) Exp	2,271,346	7,557,772	(5,547,735)	(1,622,891)	(23,274,688)	(29,735,611)	(6,460,923)
				Budgeted Staffing	88	87	(1)
Fixed Assets							
Capital Expenditures	348,114	1,122,147	229,576	345,381	345,383	1,853,794	1,508,411
Total Fixed Assets	348,114	1,122,147	229,576	345,381	345,383	1,853,794	1,508,411

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$7,479,055 fund 87 budgeted positions and are increasing by a net \$505,936. This cost increase is primarily due to retirement and negotiated labor agreement cost increases. These increases were partially offset by the deletion of one vacant position.

Operating expenses of \$47,442,237 include payments for landfilling operations and maintenance of the county's disposal sites, insurance, COWCAP charges, legal fees, consultant contracts, professional and technical services, central computer charges, Facilities Management's basic custodial, grounds, maintenance services, travel-related costs, contractual payments to cities, payments to the Board of Equalization per ton of landfilled waste, potential legal settlements, payments to other departments for such costs as Public Works administration, Human Resources program and payroll changes and legislative services. The \$10,715,179 increase is primarily due to the following: \$5,179,534 increase in judgments for pending litigation; \$2,200,729 increase in Operations Contractor payments due to annual COLA increase and increase tonnage from the City of Claremont; \$945,021 increase in professional services for permitting and engineering services; \$909,037 increase for perchlorate-related litigation and other legal services; and a net increase in miscellaneous expenditures of \$149,193 due to increases in utilities, general maintenance, and administrative costs, and a reduction in COWCAP. Also increasing are lease payments to the Inland Empire Public Facilities Corporation for repayment of the Operations Fund bond financing instrument. There is an increase of \$555,000 in bond principal and an increase of \$776,665 in bond interest lease payments. Amounts budgeted in 2011-12 for the lease payments are as follows:

	2011-12 Budget
Principal	\$7,470,000
Interest	\$908,916
Total	\$8,378,916

Contingencies of \$12,316,187 represent all net assets available which are being set aside for future use.



Depreciation of \$1,446,254 is decreasing by \$86,280 based on existing depreciation schedules. This decrease does not impact the financial resources of SWMD, since depreciation expense is a non-cash transaction that is adjusted annually for accounting purposes.

Operating transfers out to the Environmental budget unit of \$13,649,223 are increasing by \$3,048,895 for construction of new capital projects and annual maintenance and monitoring of existing landfill gas, air, and groundwater systems.

Taxes of \$124,815 are decreasing by \$46,461 due to the anticipated slowdown of delinquent special assessment property taxes.

State, federal or governmental aid of \$75,361 is increasing by \$42,831 based on the anticipated revenue for the Department of Conservation Recycling Grant.

Fee/rate revenue of \$51,988,229 consists of Solid Waste Franchise Hauler Fees, land use assessments, and fees charged at the county's solid waste disposal facilities. The \$1,339,373 decrease is due to a combination of the following: 1) Solid Waste Franchise Hauler Fees are decreasing by \$667,346 due to the overall economic downturn, reduced collection of franchise service fees, and two community service districts (Helendale and Pinion Hills) exercising their solid waste franchise powers; and 2) a net decrease of \$706,509 due to reduced tonnage from cities under a waste disposal agreement, self-haul customers, and materials recycling facilities as a result of the economic downturn and the impact of increased recycling efforts, with offsetting increases due to new tonnage from the City of Claremont and various new land leases for solar projects.

Other revenue of \$408,940 is increasing by \$2,617 due primarily to an anticipated increase in interest earned.

Operating transfers in are not anticipated in 2011-12.

Capital expenditures of \$1,853,794 consist of improvements to land, improvements to structures, equipment, and vehicles as follows:

Improvements to land totaling \$1,396,500 consist of the following:

- \$109,000 to resurface 29 Palms Sanitary Landfill entry road
- \$997,500 for Victorville Landfill access road construction
- \$290,000 Victorville Landfill – Purchase and installation of 2 new permanent scales

Improvements to structures totaling \$400,000 consist of the following:

- \$300,000 for Victorville Landfill's permanent scalehouse construction
- \$100,000 for Mid-Valley's replacement of old and relocation of new office trailers

Equipment totaling \$17,294 consists of the following:

- \$5,670 - Victorville Automated Lanes RFID (RF emitter eGo Reader)
- \$5,670 - Heaps Peak Automated Lanes RFID (RF emitter eGo Reader)
- \$5,954 - Mid-Valley Automated Lanes RFID (RF emitter eGo Reader)

Vehicles of \$40,000 are necessary to purchase a 1 Ton pickup truck for monitoring the landfill gas extraction systems.



STAFFING CHANGES AND OPERATIONAL IMPACT

During 2010-11, the department eliminated 12 vacant positions. For 2011-12, overall staffing is decreasing by 1 Staff Analyst II due to sharing staffing with another division.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	6	0	6	6	0	0	6
Special Projects	8	0	8	8	0	0	8
Operations and Scales	38	0	38	38	0	0	38
Engineering	21	0	21	20	1	0	21
Administrative Services	12	0	12	12	0	0	12
Information Technology Services	2	0	2	2	0	0	2
Total	87	0	87	86	1	0	87

<u>Solid Waste Administration</u>	<u>Solid Waste Special Projects</u>	<u>Solid Waste Operations and Scales</u>	<u>Solid Waste Engineering</u>
1 Deputy Executive Officer	1 Solid Waste Prog. Admin	1 Public Works Operations Supt	1 Public Works Engineer IV
1 Solid Waste Analyst	1 Staff Analyst II	1 Public Works Operations Spvrs	3 Public Works Engineer III
1 Staff Aide	1 Recycling Specialist II	1 Maintenance & Const Spvrs I	6 Public Works Engineer II
1 Secretary II	2 Recycling Specialist I	4 Landfill Operations Inspector	1 Engineering Tech V
1 Office Assistant III	1 Media Specialist I	1 Engineering Tech III	4 Engineering Tech IV
1 Office Assistant II	1 Secretary I	1 Scale Operations Spvrs II	3 Engineering Tech III
	1 Fiscal Assistant	2 Scale Operations Spvrs I	1 Engineering Tech II
		26 Scale Operator	1 Staff Analyst I
		1 Fiscal Assistant	1 Secretary I
	<u>Solid Waste Administrative Services</u>	<u>Solid Waste Info. Technology Svcs.</u>	
	1 Administrative Supervisor II	1 Automated Systems Analyst I	
	1 Accountant III	1 Automated Systems Tech	
	2 Accountant II		
	1 Staff Analyst I		
	1 Supervising Accounting Tech.		
	1 Staff Aide		
	4 Fiscal Assistant		
	1 Office Assistant III		



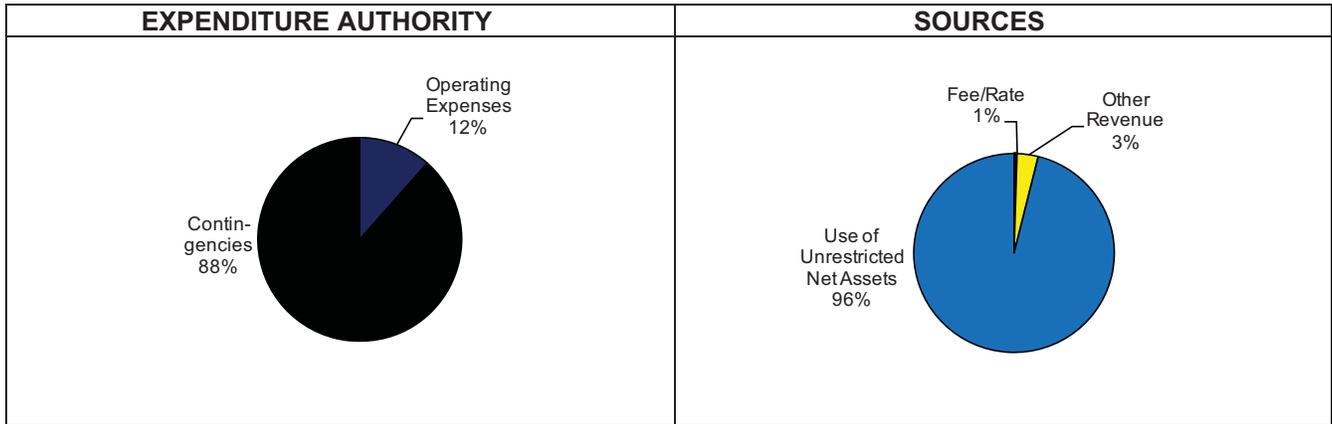
Solid Waste Management - Site Closure and Maintenance

DESCRIPTION OF MAJOR SERVICES

The Site Closure and Maintenance budget unit provides for the closure of landfills and for post-closure maintenance (e.g. fencing, storm damage, soil erosion, but excluding landfill gas and groundwater monitoring) required by Titles 14 and 25 of the California Code of Regulations. This budget unit accounts for the expenses and revenues related to the planning, design, permitting and construction activities required for closure and post-closure maintenance of county landfills.

Budget at a Glance	
Total Expenditure Authority	\$29,396,871
Total Sources	\$1,149,335
Rev Over/(Under) Exp	(\$28,247,536)
Total Staff	0
Use of Unrestricted Net Assets	\$28,247,536

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Public Works - Solid Waste Management
 FUND: Site Closure and Maintenance

BUDGET UNIT: EAB SWM
 FUNCTION: Health and Sanitation
 ACTIVITY: Sanitation

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	343,136	334,523	1,018,194	5,847,943	5,847,943	3,383,000	(2,464,943)
Contingencies	0	0	0	0	26,582,317	25,978,653	(603,664)
Total Exp Authority	343,136	334,523	1,018,194	5,847,943	32,430,260	29,361,653	(3,068,607)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	343,136	334,523	1,018,194	5,847,943	32,430,260	29,361,653	(3,068,607)
Depreciation	158,800	43,890	35,218	35,218	43,890	35,218	(8,672)
Operating Transfers Out	2,575,018	3,000,000	0	4,600,328	4,600,328	0	(4,600,328)
Total Requirements	3,076,954	3,378,413	1,053,412	10,483,489	37,074,478	29,396,871	(7,677,607)
Departmental Revenue							
Taxes	10,099	10,163	10,125	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	150,704	146,526	115,501	133,094	133,094	143,758	10,664
Other Revenue	218,977	1,324,671	1,379,175	882,382	882,383	1,005,577	123,194
Total Revenue	379,780	1,481,360	1,504,801	1,015,476	1,015,477	1,149,335	133,858
Operating Transfers In	10,062,791	19,041,607	3,447,503	4,600,328	4,600,328	0	(4,600,328)
Total Financing Sources	10,442,571	20,522,967	4,952,304	5,615,804	5,615,805	1,149,335	(4,466,470)
Rev Over/(Under) Exp	7,365,617	17,144,554	3,898,892	(4,867,685)	(31,458,673)	(28,247,536)	3,211,137
				Budgeted Staffing	0	0	0
Fixed Assets							
Capital Expenditures	(519,430)	135,569	0	0	0	0	0
Total Fixed Assets	(519,430)	135,569	0	0	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$3,383,000 are decreasing by \$2,464,943 as the Big Bear Sanitary Landfill closure (with installation of the landfill gas collection/control system) is completed. Only the partial closure of the Mid-Valley Sanitary Landfill (for the Unit 1 south and west slopes) is anticipated to take place in 2011-12.

Contingencies of \$25,978,653 are decreasing by \$603,664 and represent all net assets available which are being set aside for future projects.

Depreciation of \$35,218 is decreasing by \$8,672 based on existing depreciation schedules. This decrease does not impact the financial resources of Solid Waste Management Division, since depreciation expense is a non-cash transaction that is adjusted annually for accounting purposes.

Operating transfers out are not anticipated in 2011-12.

Fee/rate revenue of \$143,758 is increasing by \$10,664 due to an increase in the amount of newly imported waste from the City of Claremont that generates revenue for this budget unit.

Other revenue of \$1,005,577 is increasing by \$123,194 based on the estimated interest earnings on the cash balance.

Operating transfers in are not anticipated in 2011-12.



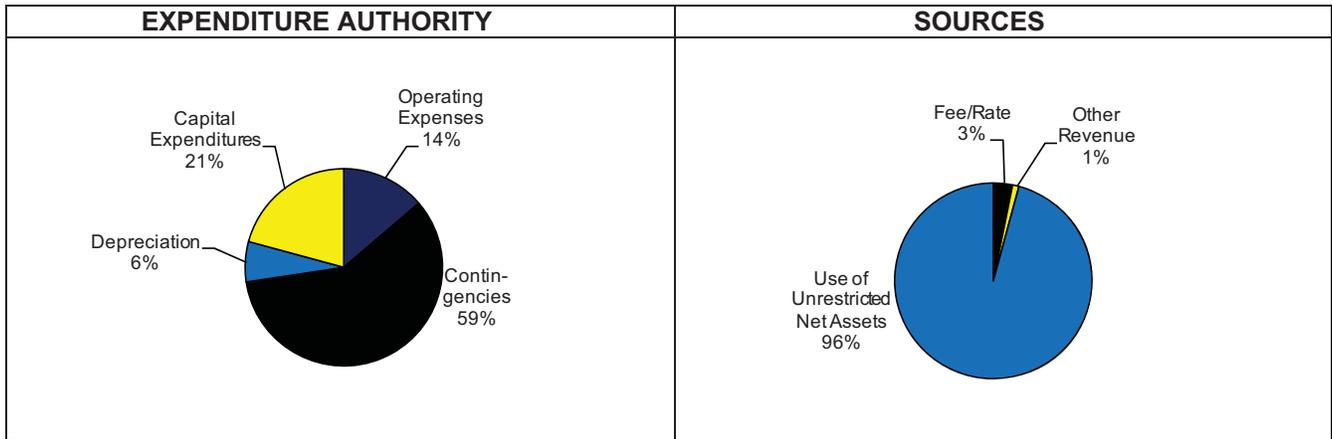
Solid Waste Management – Site Enhancement, Expansion, and Acquisition

DESCRIPTION OF MAJOR SERVICES

The Site Enhancement, Expansion and Acquisition budget unit provides for the expansion construction of landfills and transfer stations, the purchase of land, the construction of new facilities, and site enhancements, all of which are directly related to the increase of waste capacity. This budget unit accounts for the expenses and revenues related to the planning, permitting, construction, and design activities required for the expansion and/or enhancement of county landfill and transfer station operations.

Budget at a Glance	
Total Expenditure Authority	\$20,635,334
Total Sources	\$1,099,374
Rev Over/(Under) Exp	(\$19,535,960)
Total Staff	0
Use of Unrestricted Net Assets	\$24,948,555

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Public Works - Solid Waste Management
 FUND: Site Enhancement, Expansion, and Acquisition

BUDGET UNIT: EAC SWM
 FUNCTION: Health and Sanitation
 ACTIVITY: Sanitation

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,224,021	1,412,237	1,146,018	925,985	925,985	3,579,164	2,653,178
Contingencies	0	0	0	0	22,670,282	15,340,579	(7,329,703)
Total Exp Authority	1,224,021	1,412,237	1,146,018	925,985	23,596,268	18,919,743	(4,676,525)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,224,021	1,412,237	1,146,018	925,985	23,596,268	18,919,743	(4,676,525)
Depreciation	5,821,260	1,197,552	1,715,591	1,715,591	1,197,552	1,715,591	518,039
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	7,045,281	2,609,789	2,861,609	2,641,576	24,793,820	20,635,334	(4,158,486)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	958,048	896,101	723,196	769,139	769,139	821,349	52,210
Other Revenue	1,492,923	688,562	324,479	345,432	250,764	278,025	27,261
Total Revenue	2,450,971	1,584,663	1,047,675	1,114,571	1,019,903	1,099,374	79,471
Operating Transfers In	66,815	2,416,809	2,671,087	0	0	0	0
Total Financing Sources	2,517,786	4,001,472	3,718,762	1,114,571	1,019,903	1,099,374	79,471
Rev Over/(Under) Exp	(4,527,495)	1,391,683	857,153	(1,527,005)	(23,773,917)	(19,535,960)	4,237,957
				Budgeted Staffing	0	0	0
Fixed Assets							
Capital Expenditures	7,981,754	1,908,033	1,465,348	101,075	101,075	5,412,595	5,311,520
Total Fixed Assets	7,981,754	1,908,033	1,465,348	101,075	101,075	5,412,595	5,311,520

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation including operating expenses and fixed assets are budgeted in 2011-12 for a number of projects including the following:

- Barstow Borrow Area Phase I Excavation Plans Liner Design
- Barstow Landfill Gas Extraction System Construction
- Landers Expansion
- Mid-Valley Road Improvements of Alder Ave and Casmalia Street
- San Timoteo Unit 2 Expansion
- Victorville Phase 1B Stage 2 Liner Construction

Operating expenses of \$3,579,164 are increasing by \$2,653,178 due to new improvement projects resulting from a re-prioritization of planned expansion activities and planned road improvements.

Contingencies of \$15,340,579 are decreasing by \$7,329,703 and represent all net assets available which are being set aside for future projects.

Depreciation of \$1,715,591 is increasing by \$518,039 based on existing depreciation schedules. This decrease does not impact the financial resources of Solid Waste Management Division, since depreciation expense is a non-cash transaction that is adjusted annually for accounting purposes.

Fee/rate revenue of \$821,349 is increasing by \$52,210 due to an increase in the amount of newly imported waste from the City of Claremont that generates revenue for this budget unit.

Other revenue of \$278,025 is increasing by \$27,261 based on the estimated interest earnings on the cash balance.

Capital expenditures of \$5,412,595 are increasing by \$5,311,520 due to new planned expansion activities and planned road improvements.



Solid Waste Management - Environmental Fund

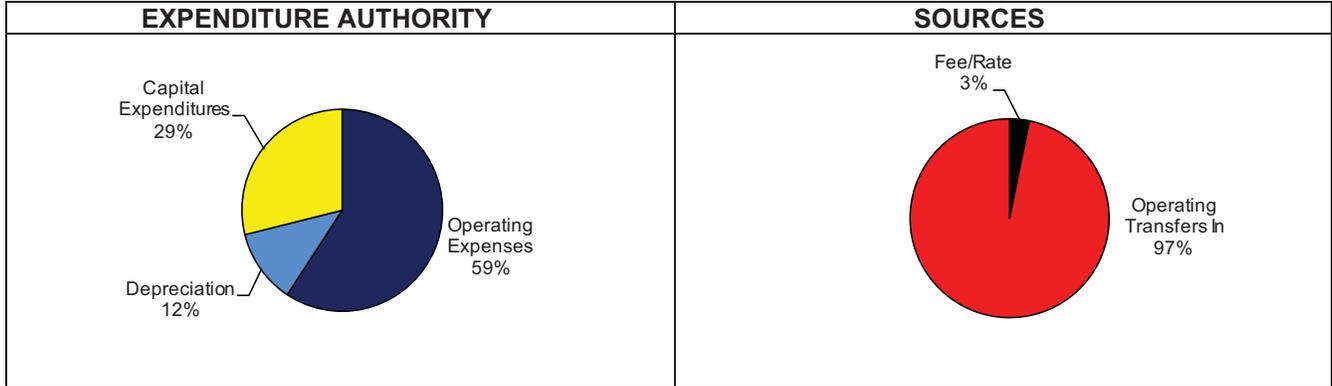
DESCRIPTION OF MAJOR SERVICES

The Environmental Fund provides environmental mitigation activities (e.g., landfill gas extraction and groundwater remediation created by the landfill) at active, closed and inactive landfill sites for the health and safety of the public. This budget unit accounts for the expenses and revenues related to these environmental mitigation activities.

Budget at a Glance

Total Expenditure Authority	\$10,039,151
Total Sources	\$14,123,446
Rev Over/(Under) Exp	\$4,084,295
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Solid Waste Management
FUND: Environmental Fund

BUDGET UNIT: EAL SWM
FUNCTION: Health and Sanitation
ACTIVITY: Sanitation

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	5,766,656	6,728,956	9,529,676	8,265,688	8,297,114	8,357,750	60,636
Contingencies	0	0	0	0	375,467	0	(375,467)
Total Exp Authority	5,766,656	6,728,956	9,529,676	8,265,688	8,672,581	8,357,750	(314,831)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	5,766,656	6,728,956	9,529,676	8,265,688	8,672,581	8,357,750	(314,831)
Depreciation	132,665	326,840	1,681,401	1,681,401	1,254,241	1,681,401	427,160
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,899,321	7,055,796	11,211,077	9,947,089	9,926,822	10,039,151	112,329
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	1,120,651	490,633	422,308	426,587	426,586	453,376	26,790
Other Revenue	836,742	270,753	47,182	19,243	19,243	20,847	1,604
Total Revenue	1,957,393	761,386	469,490	445,830	445,829	474,223	28,394
Operating Transfers In	0	0	9,000,000	10,600,328	10,600,328	13,649,223	3,048,895
Total Financing Sources	1,957,393	761,386	9,469,490	11,046,158	11,046,157	14,123,446	3,077,289
Rev Over/(Under) Exp	(3,941,928)	(6,294,410)	(1,741,587)	1,099,069	1,119,335	4,084,295	2,964,960
				Budgeted Staffing	0	0	0
Fixed Assets							
Capital Expenditures	2,826,811	1,548,134	3,270,518	1,119,334	1,119,335	4,084,295	2,964,960
Total Fixed Assets	2,826,811	1,548,134	3,270,518	1,119,334	1,119,335	4,084,295	2,964,960

BUDGET CHANGES AND OPERATIONAL IMPACT

Appropriation including operating expenses and fixed assets are budgeted in 2011-12 for a number of projects including the following:

- Active Sites Water and Landfill Gas Operations, Maintenance and Monitoring (OM&M) and Responses
- Inactive Sites Water and Landfill Gas OM&M and Responses
- Landfill Gas Extraction & Treatment Systems - Apple Valley, Barstow, Landers, and Mid-Valley
- Leachate Treatment System - Heaps Peak
- Groundwater Monitoring Wells CAP - Lenwood Hinkley
- Groundwater Treatment System - Yucaipa
- Perchlorate Investigation and Mitigation - Mid-Valley
- Broco Investigation and Mitigation - Mid-Valley
- Easement for Groundwater Well Access – Milliken

Operating expenses of \$8,357,750 are increasing by \$60,636 due to increasing costs for professional services for the operations, maintenance and monitoring of various environmental mitigation systems. In addition, in an effort to get expenses more in line with revenue, some environmental system monitoring activities are now being done by existing staff.

Depreciation of \$1,681,401 is increasing by \$427,160 based on existing depreciation schedules. This decrease does not impact the financial resources of Solid Waste Management Division, since depreciation expense is a non-cash transaction that is adjusted annually for accounting purposes.



Fee/rate revenue of \$453,376 is increasing by \$26,790 due to an increase in the amount of newly imported waste from the City of Claremont that generates revenue for this budget unit.

Other revenue of \$20,847 is increasing by \$1,604 based on the estimated interest earnings on the cash balance.

Operating transfers in of \$13,649,223 are increasing by \$3,048,895 to cover anticipated operational and capital expenditures.

Capital expenditures of \$4,084,295 are increasing by \$2,964,960 due to the planned improvements to land for new environmental monitoring systems.



Solid Waste Management - Environmental Mitigation Fund

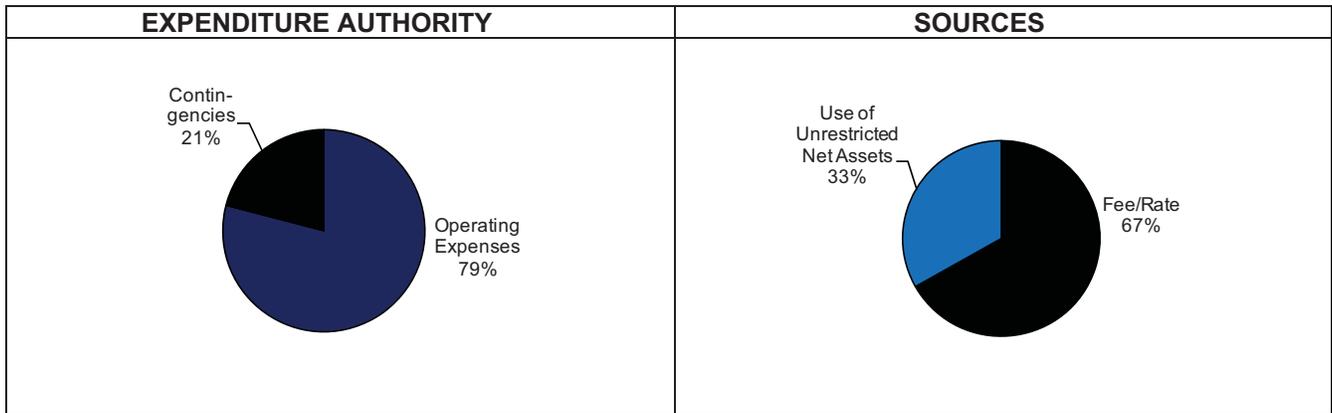
DESCRIPTION OF MAJOR SERVICES

The Environmental Mitigation Fund (EMF) was established to provide separate accountability of that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities. The Board of Supervisors (Board) approved an Environmental Mitigation Fund Use Policy on July 10, 2001. In accordance with this policy, projects or programs must reduce, avoid, or otherwise mitigate impacts arising from the operations and management of a county owned landfill or transfer station to be eligible for use of EMF monies. Current programs funded through EMF monies are the Household Hazardous Waste (HHW) Program in unincorporated county communities, ongoing since 1993; and the Community Collection Program. Revenues collected in this fund are also used to make contractual payments to the six host cities with a county landfill or transfer station within its boundary or sphere of influence. On March 30, 2004, the Board approved an amended EMF Use Policy that revised the eligibility criteria to include the county's portion of costs associated with debris cleanup in the aftermath of a locally declared disaster. Also, for 2008-09 and forward, all uncovered load fees will be transferred into this fund and used to finance the Solid Waste Management Division (SWMD) Community Service Program.

Budget at a Glance	
Total Expenditure Authority	\$4,752,943
Total Sources	\$3,183,789
Rev Over/(Under) Exp	(\$1,569,154)
Total Staff	0
Use of Unrestricted Net Assets	\$1,569,154

Furthermore, as of mid-November 2011, the number of host cities will be increasing from six to seven due to the City of Rialto resuming participation in this program. The City of Rialto was originally part of the Host Community Cities, but was removed from regular receipt of program funds when they received a prepayment of \$14,000,000 in 1998. This prepayment amount will be fully amortized in November 2011 and at that time the city will start receiving regular program payments.

2011-12 ADOPTED BUDGET



OPERATIONS AND COMMUNITY SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Public Works - Solid Waste Management
 FUND: Environmental Mitigation Fund

BUDGET UNIT: EWD SWM
 FUNCTION: Health and Sanitation
 ACTIVITY: Sanitation

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	3,182,602	2,899,460	2,695,585	2,744,783	2,744,783	3,757,246	1,012,463
Contingencies	0	0	0	0	465,435	995,610	530,175
Total Exp Authority	3,182,602	2,899,460	2,695,585	2,744,783	3,210,218	4,752,856	1,542,638
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	3,182,602	2,899,460	2,695,585	2,744,783	3,210,218	4,752,856	1,542,638
Depreciation	3,835	332	87	87	332	87	(245)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,186,437	2,899,792	2,695,672	2,744,870	3,210,550	4,752,943	1,542,393
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	2,852,048	2,369,058	2,104,531	2,105,261	2,105,261	3,167,583	1,062,322
Other Revenue	128,206	62,273	26,929	13,514	13,263	16,206	2,943
Total Revenue	2,980,254	2,431,331	2,131,460	2,118,775	2,118,524	3,183,789	1,065,265
Operating Transfers In	0	70,174	0	0	0	0	0
Total Financing Sources	2,980,254	2,501,505	2,131,460	2,118,775	2,118,524	3,183,789	1,065,265
Rev Over/(Under) Exp	(206,183)	(398,287)	(564,212)	(626,095)	(1,092,026)	(1,569,154)	(477,128)
				Budgeted Staffing	0	0	0
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	0
Total Fixed Assets	0	0	0	0	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$3,757,246 are increasing by \$1,012,463 due to the increase of \$1,094,990 in the Host Cities program for payments to the City of Rialto after their prepayment is fully amortized in November 2011, and offset by decreases totaling \$82,527 primarily due to the elimination of the Community Cleanup Program and its need for code enforcement officer services, office supplies, leased equipment and vehicle rentals.

Contingencies of \$995,610 are increasing by \$530,175 and represent all net assets available which are being set aside for future program expenses.

Depreciation of \$87 is decreasing by \$245 based on existing depreciation schedules. This decrease does not impact the financial resources of SWMD, since depreciation expense is a non-cash transaction that is adjusted annually for accounting purposes.

Fee/rate revenue of \$3,167,583 is increasing by \$1,062,322 as a result of anticipated increases in shared gate fees resulting from an increase in the Mid-Valley host city deposit including the City of Rialto due to the host city COLA rate increase, and the new waste stream from the City of Claremont.

Other revenue of \$16,206 is increasing by \$2,943 based on the estimated interest earnings on the cash balance.



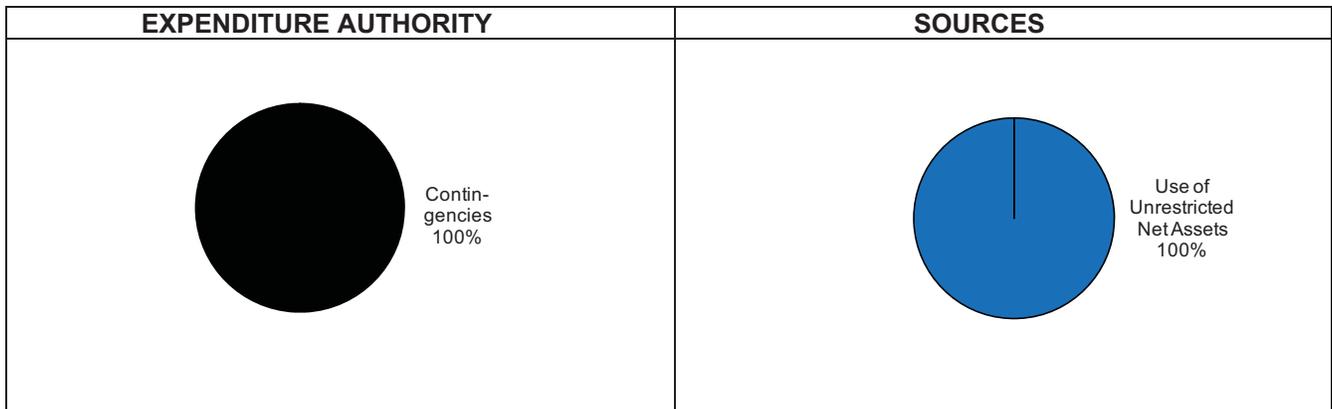
Solid Waste Management - Closure and Post-Closure Maintenance

DESCRIPTION OF MAJOR SERVICES

The Closure and Post-Closure Maintenance budget unit provides for the funding of landfill closures for those facilities that fall within the regulatory requirements of landfill facilities that were still actively receiving waste as of 1989. Deposits are made to this budget unit from the Solid Waste Operations budget unit, as needed to provide proper funding, based upon the amount of waste deposited into the landfills each year. No expenditures are booked to this budget unit, only operating transfers out to the Site Closure and Maintenance budget unit and contingencies to reflect total net assets available at year end. The operating transfers to the Site Closure and Maintenance budget unit can only be done when Solid Waste Management receives written approval from CalRecycle (renamed and re-organized effective January 1, 2010 - previously referred to as CIWMB - California Integrated Waste Management Board) for the release of funds.

Budget at a Glance	
Total Expenditure Authority	\$63,325,078
Total Sources	\$0
Rev Over/(Under) Exp	(\$63,325,078)
Total Staff	0
Use of Unrestricted Net Assets	\$63,325,078

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Public Works - Solid Waste Management
 FUND: Closure and Postclosure Maint

BUDGET UNIT: EAN SWM
 FUNCTION: Health and Sanitation
 ACTIVITY: Sanitation

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Contingencies	0	0	0	0	64,908,206	63,325,078	(1,583,128)
Total Exp Authority	0	0	0	0	64,908,206	63,325,078	(1,583,128)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	64,908,206	63,325,078	(1,583,128)
Depreciation	0	0	0	0	0	0	0
Operating Transfers Out	7,062,791	19,041,607	3,033,240	0	0	0	0
Total Requirements	7,062,791	19,041,607	3,033,240	0	64,908,206	63,325,078	(1,583,128)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	4,158,915	1,383,897	0	0	0	0	0
Total Revenue	4,158,915	1,383,897	0	0	0	0	0
Operating Transfers In	2,498,470	0	0	(63,325,077)	0	0	0
Total Financing Sources	6,657,385	1,383,897	0	(63,325,077)	0	0	0
Rev Over/(Under) Exp	(405,406)	(17,657,710)	(3,033,240)	(63,325,077)	(64,908,206)	(63,325,078)	1,583,128
				Budgeted Staffing	0	0	0
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	0
Total Fixed Assets	0	0	0	0	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

There is no planned 2011-12 activity for the Closure and Post-Closure Maintenance budget unit. On September 13, 2010, CalRecycle approved the county's request for abeyance of future deposits into this budget unit because the county has sufficiently met its regulatory requirements for Closure Financial Assurance deposits based upon the amount of waste in place. No deposits (operating transfers in) will be required based upon the estimated waste to be deposited during the period of April 2011 through March 2012.



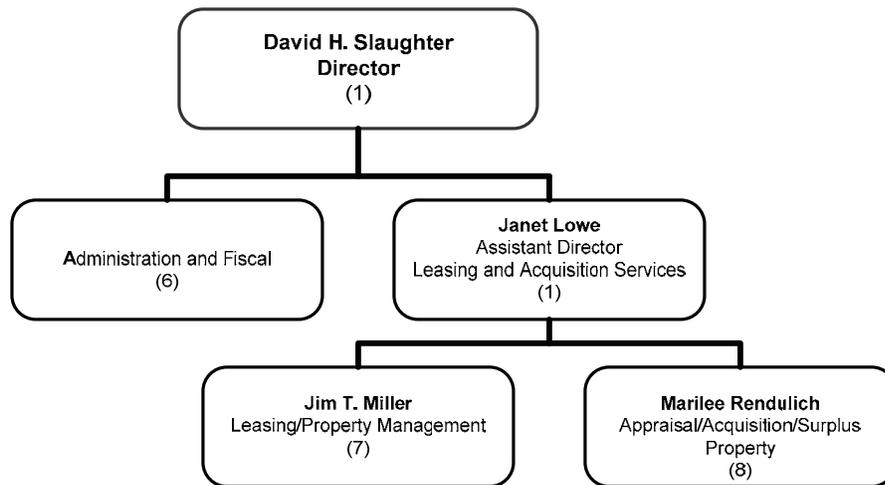
REAL ESTATE SERVICES David H. Slaughter

MISSION STATEMENT

The Real Estate Services Department provides County departments and other public agencies innovative, cost-effective, and timely lease negotiations, documentation and management; appraisal services; land, building and right-of-way acquisitions; and surplus property sales, and maintains an inventory of owned and leased buildings and land.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Acquired a 10.46 acre site in the City of Big Bear Lake for the future relocation and expansion of the Moonridge Animal Park.
- Secured a lease for the first build-to-suit facility in Victorville required by County policy to achieve a Leadership in Energy and Environmental Design (LEED) silver rating, consisting of 41,600 square feet of office space for the Human Services – Transitional Assistance Department.
- Acquired all the necessary right-of-way, including eighteen permanent easements, six temporary easements and eleven fee acquisitions, all from commercially developed and occupied properties, to move and widen the on and off ramps on the north side of the Interstate 10 and Cherry Avenue intersection, and widen the Cherry Avenue overpass from five to eight lanes; an unusually challenging project because of the number and complexity of acquisitions, multi-agency participation and funding by the County, City of Fontana, and San Bernardino Associated Governments (SANBAG), and oversight by the California Department of Transportation (CALTRANS).
- Secured a lease for 37,500 square feet of office space for Human Services - Transitional Assistance Department (TAD) and Children and Family Services (CFS) in the approximately 100,000 square foot Barstow Mall resulting in significant interior remodeling and major exterior improvements; achieved efficiencies for TAD and CFS whose client base is often the same, by co-locating at this facility; and provided convenient access for clients from the adjacent Interstate 15 and from established public transportation stops at this location.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE THE QUALITY AND PROFESSIONALISM OF SERVICES PROVIDED TO DEPARTMENTS.

Objective: Effective use of project management tools.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of project schedules developed that contain milestones, timelines, and critical completion dates used for leases for more than 10,000 square feet of space and acquisitions that include five or more parcels.	50%	65%	75%	75%	80%

GOAL 2: IMPROVE CUSTOMER SERVICE WITH DEPARTMENTS THAT LEASE NON-COUNTY OWNED SPACE AND/OR LEASE COUNTY OWNED SPACE TO OTHERS.

Objective: Increase the number of lease adjustments, such as annual rental increases, in a timely and accurate manner and in accordance with the contract terms.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Percentage of lease adjustments made timely and accurately in accordance with contract terms.	90%	97%	98%	98%	99%



SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Real Estate Services	1,110,781	1,110,781	0			23
Rents and Leases	1,279,005	1,279,005	0			0
Courts Property Management	2,336,364	2,336,364	0			0
Total General Fund	4,726,150	4,726,150	0			23
Special Revenue Fund						
Chino Agricultural Preserve	10,166,643	804,371		9,362,272		0
Total Special Revenue Fund	10,166,643	804,371		9,362,272		0
Total - All Funds	14,892,793	5,530,521		9,362,272		23

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Real Estate Services	2,647,980	2,544,054	1,815,957	1,355,175	1,110,781
Rents and Leases	101,179	419,311	393,112	474,198	1,279,005
Courts Property Management	437,165	382,430	2,063,555	2,151,623	2,336,364
Chino Agricultural Preserve	7,105,752	8,431,786	9,031,705	9,639,822	10,166,643
Total	10,292,076	11,777,581	13,304,329	13,620,818	14,892,793

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Real Estate Services	1,542,667	1,538,500	1,324,370	1,505,595	1,110,781
Rents and Leases	101,179	419,311	434,247	480,854	1,279,005
Courts Property Management	392,165	337,430	2,029,779	2,167,395	2,336,364
Chino Agricultural Preserve	1,160,648	1,333,411	884,929	767,596	804,371
Total	3,196,659	3,628,652	4,673,325	4,921,440	5,530,521

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Real Estate Services	1,105,313	1,005,554	491,587	(150,420)	0
Rents and Leases	0	0	(41,135)	(6,656)	0
Courts Property Management	45,000	45,000	33,776	(15,772)	0
Total	1,150,313	1,050,554	484,228	(172,848)	0

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Chino Agricultural Preserve	5,945,104	7,098,375	8,146,776	8,872,226	9,362,272
Total	5,945,104	7,098,375	8,146,776	8,872,226	9,362,272

OPERATIONS AND COMMUNITY SERVICES



Real Estate Services

DESCRIPTION OF MAJOR SERVICES

The Real Estate Services Department (RES) consists of the Leasing/Property Management Division, the Appraisal/Acquisition/Surplus Property Division and the Administration and Fiscal section.

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

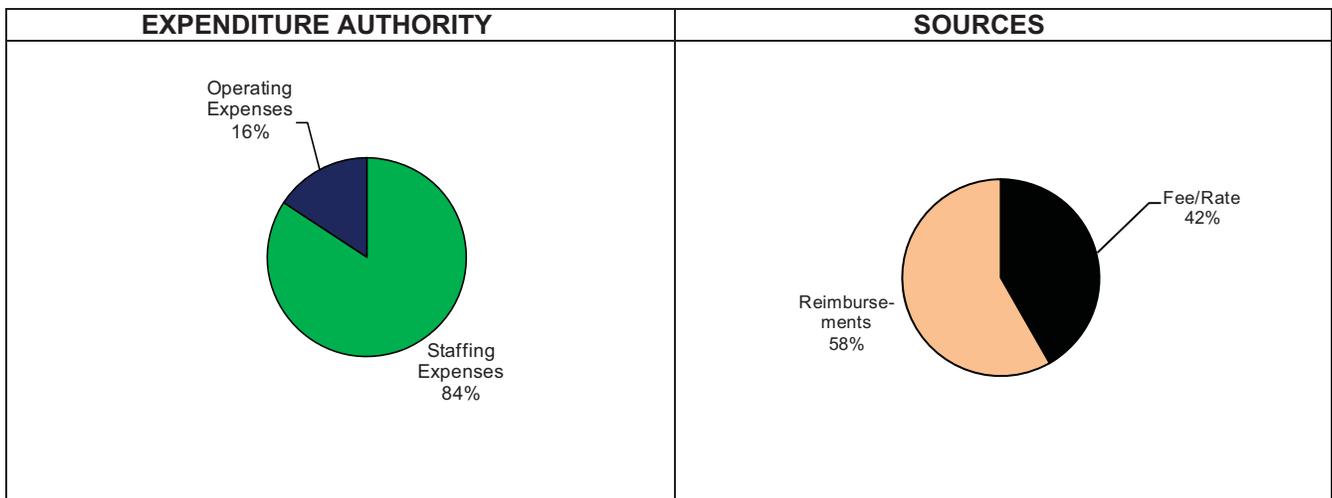
The Appraisal/Acquisition/Surplus Property Division provides appraisal, acquisition and relocation assistance for county departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. The department establishes values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

The activities of both the Leasing/Property Management Division and the Appraisal/Acquisition/Surplus Property Division are conducted in accordance with, and in support of, the county goals to operate in a fiscally-responsible and business-like manner, to maintain public safety, to provide for the health and social service needs of county residents, and to pursue county goals and objectives by working with other governmental agencies.

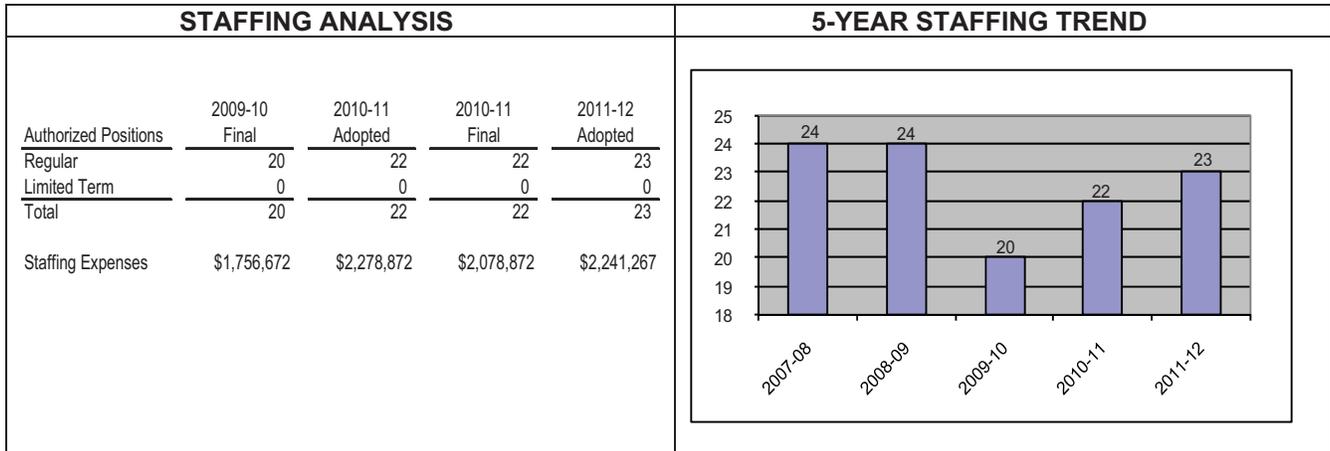
The Administration and Fiscal section is responsible for maintaining an inventory of all county land and buildings, including leased facilities, and provides all support functions including budgeting, personnel administration and automation services.

Budget at a Glance	
Total Expenditure Authority	\$2,660,494
Total Sources	\$2,660,494
Net County Cost	\$0
Total Staff	23
Funded by Net County Cost	0%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	2,193,524	1,999,949	1,756,672	2,070,831	2,078,872	2,241,267	162,395
Operating Expenses	554,922	221,359	249,894	229,159	236,080	419,227	183,147
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,748,446	2,221,308	2,006,566	2,299,990	2,314,952	2,660,494	345,542
Reimbursements	(5,904)	(6,749)	(190,612)	(959,396)	(959,777)	(1,549,713)	(589,936)
Total Appropriation	2,742,542	2,214,559	1,815,954	1,340,594	1,355,175	1,110,781	(244,394)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,742,542	2,214,559	1,815,954	1,340,594	1,355,175	1,110,781	(244,394)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	1,348,416	1,193,489	1,246,205	1,478,374	1,478,829	1,110,781	(368,048)
Other Revenue	383,354	29,095	28,164	26,655	26,766	0	(26,766)
Total Revenue	1,731,770	1,222,584	1,274,369	1,505,029	1,505,595	1,110,781	(394,814)
Operating Transfers In	0	0	50,000	0	0	0	0
Total Sources	1,731,770	1,222,584	1,324,369	1,505,029	1,505,595	1,110,781	(394,814)
Net County Cost	1,010,772	991,975	491,585	(164,435)	(150,420)	0	150,420
Budgeted Staffing					22	23	1

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,241,267 fund 23 budgeted positions. This appropriation has a net increase of \$162,395 from the 2010-11 final budget reflecting the increased cost of 1 additional staff member, retirement and negotiated labor agreement cost increases, offset by a proposed work schedule reduction for SBPEA represented employees.

Operating expenses of \$419,227 include services and supplies, central service costs, and travel expenses. The increase of \$183,147 is due primarily to consultant service costs for improvements in procedures, processes and system automation.



Reimbursements of \$1,549,713 include an increase of \$589,936. Real Estate Services charges County departments an administrative fee associated with lease agreements greater than \$36,000. In 2011-12, that fee will increase from 2% to 3% of the annual lease cost. The total lease cost subject to this fee has also increased from \$38.5 million in 2010-11 to \$39.9 million in 2011-12. Additional reimbursements relate to administrative support provided to Facilities Management and Architecture and Engineering. Reimbursements also include \$140,000 in lieu of rent from the Department of Public Health – Environmental Health Services.

Departmental revenue of \$1,110,781 primarily represents property management, acquisition and appraisal services rendered, and includes a decrease of \$368,048 which is reflective of an approved 2011-12 rate decrease in hourly charges from \$89 to \$82.

The decrease in other revenue of \$24,766 is due to the transfer of vending machine rent to the rents and leases budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2010-11, 2 positions were added that were transferred from the County Administrative Office for an increase from 20 to 22. With the reorganization of the Real Estate Services, Facilities Management (FM), and Architecture and Engineering (A&E) departments, the 2011-12 adopted budget includes the transfer of 1 Payroll Specialist from FM, adds 1 Administrative Supervisor II to oversee all fiscal staff in the three departments, and eliminates 1 vacant Real Property Agent II position for a net increase of 1 position from 22 to 23.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration and Fiscal	7	0	7	6	0	1	7
Leasing and Acquisition Services	1	0	1	1	0	0	1
Leasing/Property Management	7	0	7	7	0	0	7
Appraisal/Acquisition/Surplus Property	8	0	8	7	1	0	8
Total	23	0	23	21	1	1	23

<u>Administration and Fiscal</u>	<u>Leasing and Acquisition Services</u>
1 Director of RES	1 Assistant Director
1 Executive Secretary II	
1 Asset Management Analyst	<u>Leasing/ Property Management</u>
1 Administrative Supervisor II	1 Real Property Manager
1 Staff Analyst II	2 Real Property Agent III
1 Fiscal Specialist	3 Real Property Agent II
1 Payroll Specialist	1 Secretary II
	<u>Appraisal/Acquisition/Surplus Property</u>
	1 Real Property Manager
	6 Real Property Agent II
	1 Secretary II



Rents and Leases

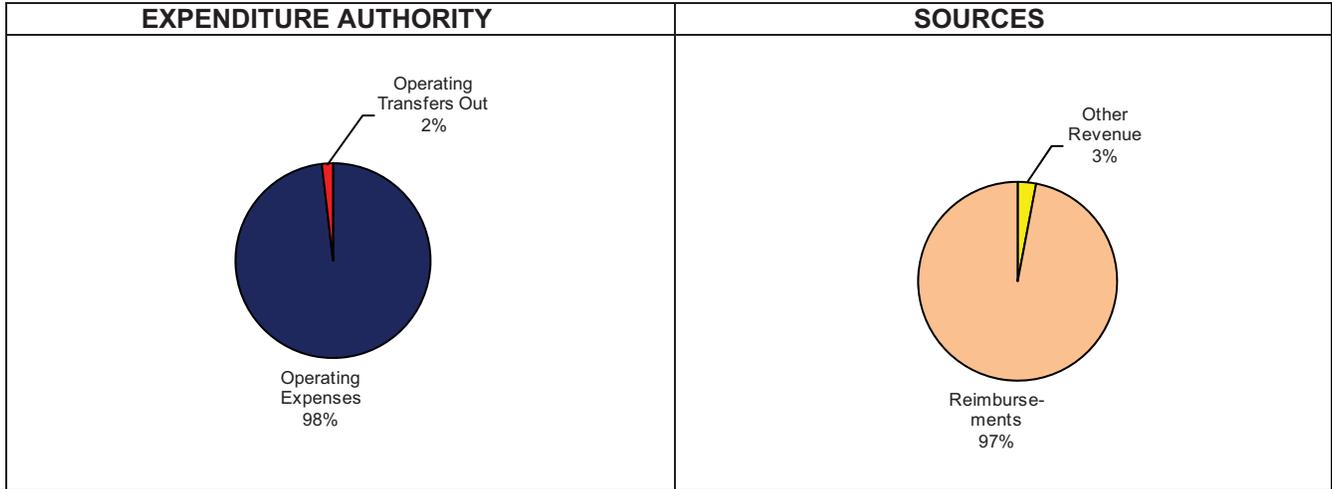
DESCRIPTION OF MAJOR SERVICES

This budget unit is used to fund the rental of leased space utilized by county departments except long-term facility agreements for joint use power authorities. Lease payments are reimbursed from various user departments.

Budget at a Glance

Total Expenditure Authority	\$42,686,580
Total Sources	\$42,686,580
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	36,887,441	38,995,668	38,297,971	40,089,418	40,089,421	41,901,239	1,811,818
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	36,887,441	38,995,668	38,297,971	40,089,418	40,089,421	41,901,239	1,811,818
Reimbursements	(36,766,960)	(38,642,594)	(37,904,860)	(39,618,474)	(39,618,473)	(41,407,575)	(1,789,102)
Total Appropriation	120,481	353,074	393,111	470,944	470,948	493,664	22,716
Operating Transfers Out	0	0	0	3,250	3,250	785,341	782,091
Total Requirements	120,481	353,074	393,111	474,194	474,198	1,279,005	804,807
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	100,557	435,477	434,247	480,864	480,854	1,279,005	798,151
Total Revenue	100,557	435,477	434,247	480,864	480,854	1,279,005	798,151
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	100,557	435,477	434,247	480,864	480,854	1,279,005	798,151
Net County Cost	19,924	(82,403)	(41,136)	(6,670)	(6,656)	0	6,656
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$41,901,239 represent rent and lease payments this budget unit will incur on behalf of county departments. The increase of \$1,811,818 reflects an increase for rental payments due to the addition of rental properties and increases in rent for a number of current rental sites.

Reimbursements of \$41,407,575 include an increase of \$1,789,102 from county departments occupying leased space for lease costs and lease administration fees.

Operating transfers out of \$785,341 represent revenue from leases of county-owned space to be returned to the county general fund.

Departmental revenue of \$1,279,005 includes an increase of \$798,161 for revenue from the Administrative Office of the Courts for leases of county-owned space in the 303 Building.



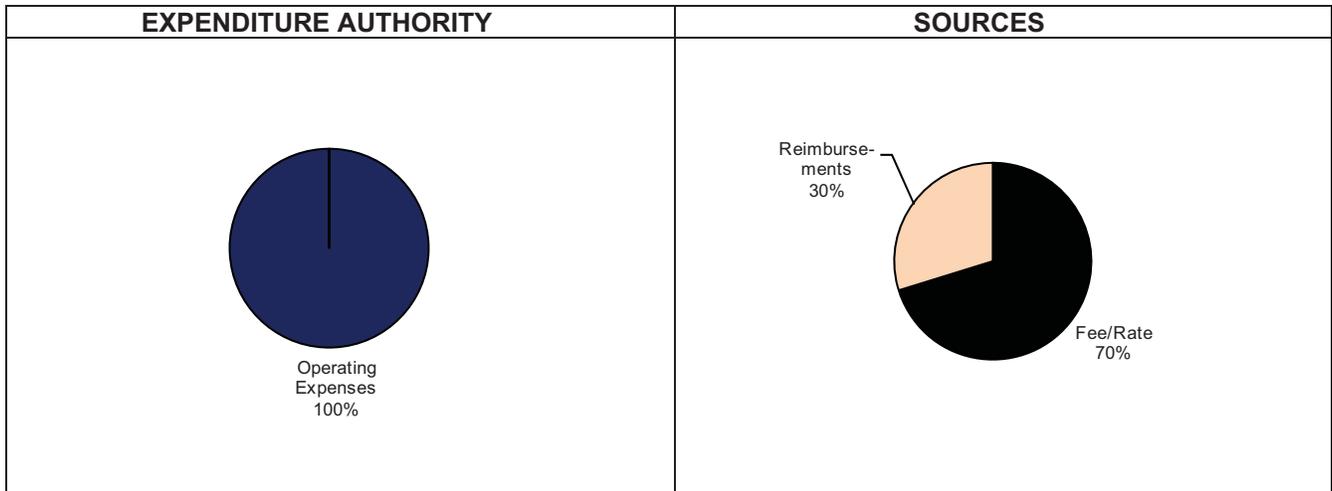
Courts Property Management

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Expenditure Authority	\$3,327,872
Total Sources	\$3,327,872
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,273,434	1,674,832	3,307,098	2,894,813	2,894,821	3,327,872	433,051
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,273,434	1,674,832	3,307,098	2,894,813	2,894,821	3,327,872	433,051
Reimbursements	(979,919)	(766,019)	(1,243,545)	(743,199)	(743,198)	(991,508)	(248,310)
Total Appropriation	293,515	908,813	2,063,553	2,151,614	2,151,623	2,336,364	184,741
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	293,515	908,813	2,063,553	2,151,614	2,151,623	2,336,364	184,741
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	226,144	1,077,550	2,029,779	2,167,395	2,167,395	2,336,364	168,969
Other Revenue	0	0	0	0	0	0	0
Total Revenue	226,144	1,077,550	2,029,779	2,167,395	2,167,395	2,336,364	168,969
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	226,144	1,077,550	2,029,779	2,167,395	2,167,395	2,336,364	168,969
Net County Cost	67,371	(168,737)	33,774	(15,781)	(15,772)	0	15,772
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$3,327,872 include an increase of \$433,051 over the 2010-11 final budget due primarily to an increase in transfers out to the Facilities Management Department for the operations and maintenance of County-managed courthouse buildings. This appropriation also includes costs in services and supplies paid to the AOC for the County's share of space occupied in AOC-managed facilities.

Reimbursements of \$991,508 include an increase of \$248,310 due to increased costs related to the County's portion of expenses in AOC-managed court facilities for operation and maintenance costs, and utility costs.

Departmental revenue of \$2,336,364 includes an increase of \$168,989. This revenue reflects payments made by the AOC for operation and maintenance costs and utility costs for court facilities managed by the County. The overall increase is due to higher operations and maintenance costs.



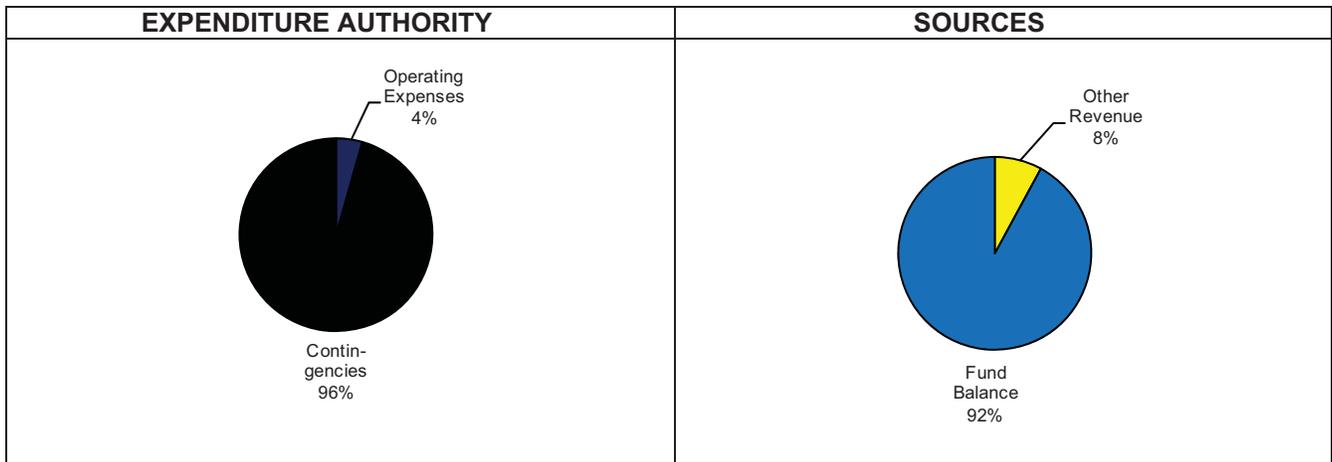
Chino Agricultural Preserve

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Expenditure Authority	\$10,166,643
Total Sources	\$804,371
Fund Balance	\$9,362,272
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget	
Appropriation								
Staffing Expenses	0	0	0	0	0	0	0	
Operating Expenses	209,745	134,350	160,175	296,528	317,279	447,824	130,545	
Capital Expenditures	0	0	0	0	0	0	0	
Contingencies	0	0	0	0	9,322,543	9,718,819	396,276	
Total Exp Authority	209,745	134,350	160,175	296,528	9,639,822	10,166,643	526,821	
Reimbursements	0	0	0	0	0	0	0	
Total Appropriation	209,745	134,350	160,175	296,528	9,639,822	10,166,643	526,821	
Operating Transfers Out	0	0	0	0	0	0	0	
Total Requirements	209,745	134,350	160,175	296,528	9,639,822	10,166,643	526,821	
Departmental Revenue								
Taxes	0	0	0	0	0	0	0	
Realignment	0	0	0	0	0	0	0	
State, Fed or Gov't Aid	0	0	0	0	0	0	0	
Fee/Rate	0	0	0	0	0	0	0	
Other Revenue	1,363,017	1,182,635	884,928	786,574	767,596	804,371	36,775	
Total Revenue	1,363,017	1,182,635	884,928	786,574	767,596	804,371	36,775	
Operating Transfers In	0	0	0	0	0	0	0	
Total Sources	1,363,017	1,182,635	884,928	786,574	767,596	804,371	36,775	
					Fund Balance	8,872,226	9,362,272	490,046
					Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$447,824 maintain the dairies, including utility costs associated with vacant properties, property management service charges, County Counsel fees, COWCAP charges, and maintenance charges for the properties which may be significant due to vandalism of vacant dairies. The increase of \$130,545 ensures adequate funding for repairs and maintenance of the dairies that will need to be completed throughout the year.

Contingencies of \$9,718,819 represent the available fund balance not projected to be spent in the budget year. The increase in contingencies of \$396,276 is primarily from interest earnings and revenues exceeding operating expenses in 2010-11.

Departmental revenue of \$804,371 includes revenue anticipated from the leasing of dairy properties and interest revenue. The increase in revenue of \$36,775 is due to interest and increases in rental income.



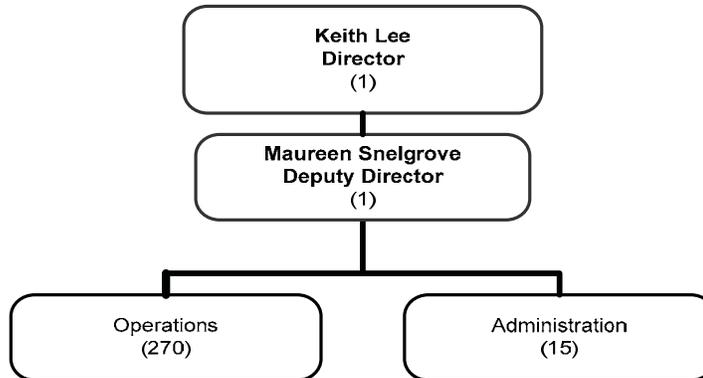
REGIONAL PARKS Keith Lee

MISSION STATEMENT

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



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Opened an 18 hole disk golf course at Prado Regional Park.
- In partnership with Air Quality Management District (AQMD) and the Career Institute we planted 200 trees at Glen Helen Regional Park.
- Opened a 1/3 acre dog park at Lake Gregory Regional Park.
- Installed a nature trail at Pirate Cove Marina at Moabi Regional Park.

2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: UPGRADE/MODERNIZE UTILITY AND STRUCTURAL ASSETS.

Objective: Improve aging infrastructure.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of utility and/or structural upgrades completed.	N/A	N/A	N/A	N/A	3

This is a new goal and objective for 2011-12. Three projects have been identified for 2011-12: Lake Gregory Regional Park Dam, Moabi Regional Park Sewer Lift Station, and Mojave Narrows Regional Park Levee Repair.

GOAL 2: PROVIDE OPPORTUNITIES THAT PROMOTE A HEALTHY OUTDOOR LIFESTYLE.

Objective: Continue to develop youth programs.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
Number of youth attending programs.	N/A	8,247	8,300	7,768	7,200



SUMMARY OF BUDGET UNITS

	2011-12					Staffing
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	
General Fund						
Regional Parks	11,216,005	7,651,925	3,564,080			279
Total General Fund	11,216,005	7,651,925	3,564,080			279
Special Revenue Funds						
County Trails System	2,279,119	1,817,545		461,574		0
Proposition 40 Projects	552,590	0		552,590		0
San Manuel Amphitheater	2,609,057	1,461,000		1,148,057		0
Amphitheater Improvements at Glen Helen	513,031	30,000		483,031		0
Park Maintenance and Development	1,746,345	311,000		1,435,345		0
Calico Ghost Town Marketing Services	636,537	389,600		246,937		2
Off-Highway Vehicle License Fee	1,985,403	311,000		1,674,403		0
Total Special Revenue Funds	10,322,082	4,320,145		6,001,937		2
Enterprise Funds						
Regional Parks Snack Bars	82,413	40,000			(42,413)	1
Active Outdoors	58,892	45,000			(13,892)	5
Total Enterprise Funds	141,305	85,000			(56,305)	6
Total - All Funds	21,679,392	12,057,070	3,564,080	6,001,937	(56,305)	287



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Regional Parks	10,088,762	10,026,441	9,245,313	8,318,434	11,216,005
County Trails System	6,053,583	6,335,047	209,671	828,150	2,279,119
Proposition 40 Projects	2,781,037	1,986,395	235,593	1,741,254	552,590
San Manuel Amphitheater	1,929,877	1,978,351	2,029,391	2,223,840	2,609,057
Amphitheater Improvements at Glen Helen	255,448	348,861	404,069	458,759	513,031
Park Maintenance/Development	637,418	695,593	1,403,642	2,317,353	1,746,345
Calico Ghost Town Marketing Services	451,979	574,077	543,707	664,302	636,537
Off-Highway Vehicle License Fee	763,731	1,144,171	1,354,831	1,693,021	1,985,403
Regional Parks Snack Bars	77,609	93,392	92,306	36,358	82,413
Active Outdoors	253,860	89,012	170,862	119,922	58,892
Total	23,293,304	23,271,340	15,689,385	18,401,393	21,679,392

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Regional Parks	6,729,800	7,236,617	7,653,190	7,082,004	7,651,925
County Trails System	6,017,266	6,745,911	377,493	628,461	1,817,545
Proposition 40 Projects	2,320,368	2,147,034	290,805	1,659,952	0
San Manuel Amphitheater	1,355,000	1,285,000	1,737,763	1,500,838	1,461,000
Amphitheater Improvements at Glen Helen	29,024	34,000	29,564	28,511	30,000
Park Maintenance/Development	243,100	204,687	648,508	763,635	311,000
Calico Ghost Town Marketing Services	412,200	508,500	482,126	482,941	389,600
Off-Highway Vehicle License Fee	321,000	340,000	357,331	336,932	311,000
Regional Parks Snack Bars	82,000	104,000	103,000	37,229	40,000
Active Outdoors	205,200	89,012	171,470	98,462	45,000
Total	17,714,958	18,694,761	11,851,250	12,618,965	12,057,070

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Regional Parks	3,358,962	2,789,824	1,592,123	1,236,430	3,564,080
Total	3,358,962	2,789,824	1,592,123	1,236,430	3,564,080

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
County Trails System	36,317	(410,864)	(167,822)	199,689	461,574
Proposition 40 Projects	460,669	(160,639)	(55,212)	81,302	552,590
San Manuel Amphitheater	574,877	693,351	291,628	723,002	1,148,057
Amphitheater Improvements at Glen Helen	226,424	314,861	374,505	430,248	483,031
Park Maintenance/Development	394,318	490,906	755,134	1,553,718	1,435,345
Calico Ghost Town Marketing Services	39,779	65,577	61,581	181,361	246,937
Off-Highway Vehicle License Fee	442,731	804,171	997,500	1,356,089	1,674,403
Total	2,175,115	1,797,363	2,257,314	4,525,409	6,001,937

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Regional Parks Snack Bars	4,391	10,608	10,694	871	(42,413)
Active Outdoors	(48,660)	0	608	(21,460)	(13,892)
Total	(44,269)	10,608	11,302	(20,589)	(56,305)



Regional Parks

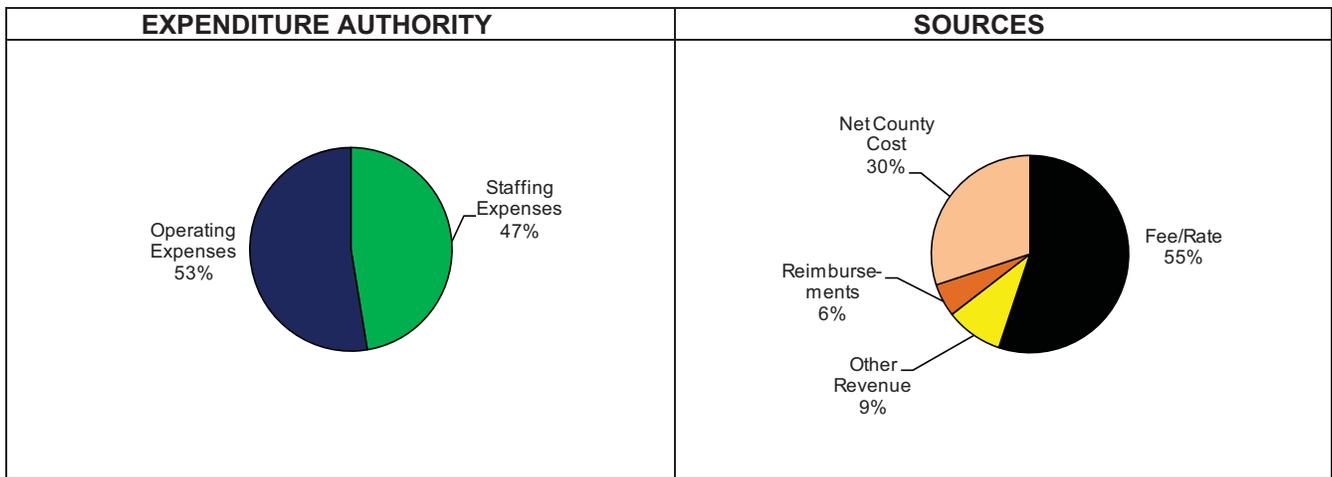
DESCRIPTION OF MAJOR SERVICES

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

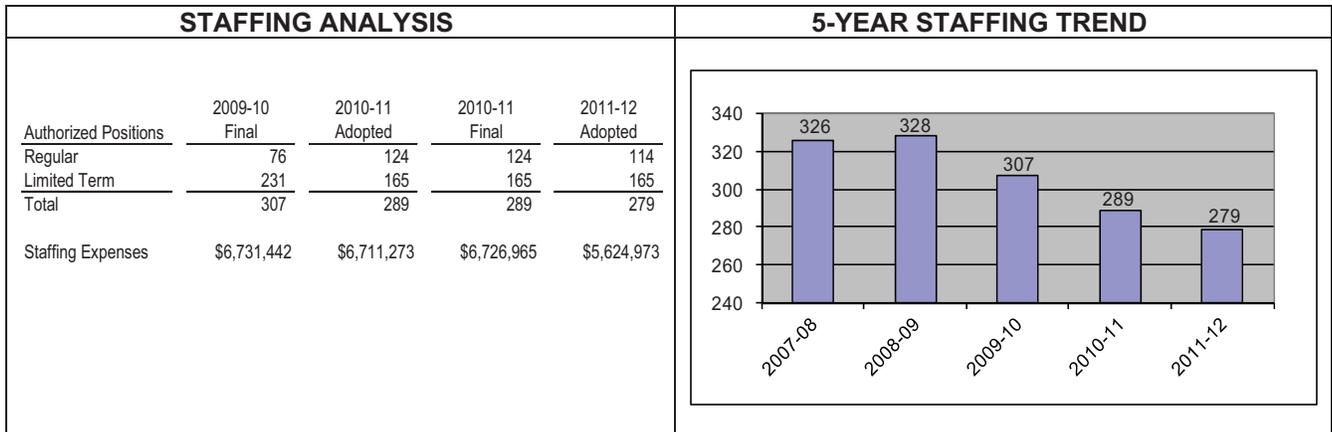
Budget at a Glance	
Total Expenditure Authority	\$11,858,252
Total Sources	\$8,294,172
Net County Cost	\$3,564,080
Total Staff	279
Funded by Net County Cost	30%

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

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	Change From
	Actual	Actual	Actual	Actual	Final Budget	Adopted Budget	2010-11 Final Budget
Appropriation							
Staffing Expenses	7,400,069	7,342,025	6,731,442	6,726,964	6,726,965	5,624,973	(1,101,992)
Operating Expenses	3,022,978	2,863,164	2,555,962	2,031,511	2,031,514	6,233,279	4,201,765
Capital Expenditures	213,920	16,191	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	10,636,967	10,221,380	9,287,404	8,758,475	8,758,479	11,858,252	3,099,773
Reimbursements	(383,210)	(198,181)	(42,090)	(440,045)	(440,045)	(642,247)	(202,202)
Total Appropriation	10,253,757	10,023,199	9,245,314	8,318,430	8,318,434	11,216,005	2,897,571
Operating Transfers Out	200,000	0	0	0	0	0	0
Total Requirements	10,453,757	10,023,199	9,245,314	8,318,430	8,318,434	11,216,005	2,897,571
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	5,822,648	6,039,894	6,370,910	6,016,066	6,012,067	6,536,425	524,358
Other Revenue	1,233,060	1,186,885	1,282,280	1,065,939	1,069,937	1,115,500	45,563
Total Revenue	7,055,708	7,226,779	7,653,190	7,082,005	7,082,004	7,651,925	569,921
Operating Transfers In	38,613	44,703	0	0	0	0	0
Total Sources	7,094,321	7,271,482	7,653,190	7,082,005	7,082,004	7,651,925	569,921
Net County Cost	3,359,436	2,751,717	1,592,124	1,236,425	1,236,430	3,564,080	2,327,650
				Budgeted Staffing	289	279	(10)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$5,624,973 fund 279 budgeted positions (58 full-time, 56 part-time, and 165 seasonal/extra-help employees) to oversee administration, operations and maintenance for the nine regional parks, the county trails system, and various special events/programs. A decrease is primarily the result of a reduction of 20 full-time positions, the addition of 10 new positions, and the proposed reclassification of an existing position; thus resulting in an overall decrease of 10 budgeted positions. Due to projected budgetary constraints for 2011-12, the department has been substantially reorganized to address program priorities and the provision of park services with a lower level of staffing resources and by a reconfiguration of position classifications (skill sets).

Operating expenses of \$6,233,279 include fish stockings, mowing contract (Prado, Cucamonga-Guasti, Yucaipa and Glen Helen Regional Parks), supplies for maintenance and special projects, aquatic facility supplies, office supplies, computer hardware and software replacement/upgrades, credit card use fee charges, advertising park events/amenities, restroom supplies, insurance liability, and COWCAP. The overall increase is primarily attributed to COWCAP charges of \$3,509,665 that are included in this budget unit starting in 2011-12 (with a corresponding net county cost allocation).

Departmental revenue of \$7,651,925 represents anticipated fees from camping, fishing, park entrance, swimming, facility use, and special events. The budgeted revenue, which is an increase from the prior fiscal year, reflects a reasonable level of collections for 2011-12 and has been adjusted for economic and other factors.



STAFFING CHANGES AND OPERATIONAL IMPACT

In response to projected budgetary constraints for 2011-12, the department has been substantially reorganized for more effective/efficient service delivery to manage the nine parks of the county regional park system. The reorganization plan reflects staffing changes that include a reduction of 20 budgeted positions (4 vacant and 16 filled), a proposed reclassification of an existing position, and the addition of 10 new positions (4 full-time and 6 part-time); for an overall net decrease of 10 budgeted positions. Under the plan, 20 budgeted positions will be eliminated and some of the related duties/responsibilities will be streamlined and spread amongst existing staff, and other responsibilities will be addressed through the addition of 10 new positions (General Service Worker II positions). The programmatic impact of this overall staffing reduction is manageable; however, initially service delivery may be affected through the reorganization process. As the department hires and trains the new General Service Worker II positions, and renews service contracts, operational levels should stabilize.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	17	0	17	17	0	0	17
Operations(Park Facilities)	97	165	262	252	0	10	262
Total	114	165	279	269	0	10	279

Administration	Operations
1 Deputy Executive Officer (Director)	2 Park Superintendent
1 Deputy Director	5 Assistant Park Superintendent
1 Administrative Analyst III	3 Park Ranger III
1 Executive Secretary II	16 Park Ranger II
1 Administrative Supervisor I	2 Fiscal Assistant
4 Staff Analyst II	2 Office Assistant III
1 Automated Systems Technician I	1 Office Assistant II
1 Payroll Specialist	66 General Service Worker II
1 Fiscal Specialist	165 Public Service Employee
1 Fiscal Assistant	
2 Park Planner III	
1 Youth Services Coordinator	
1 Office Assistant III	



County Trails System

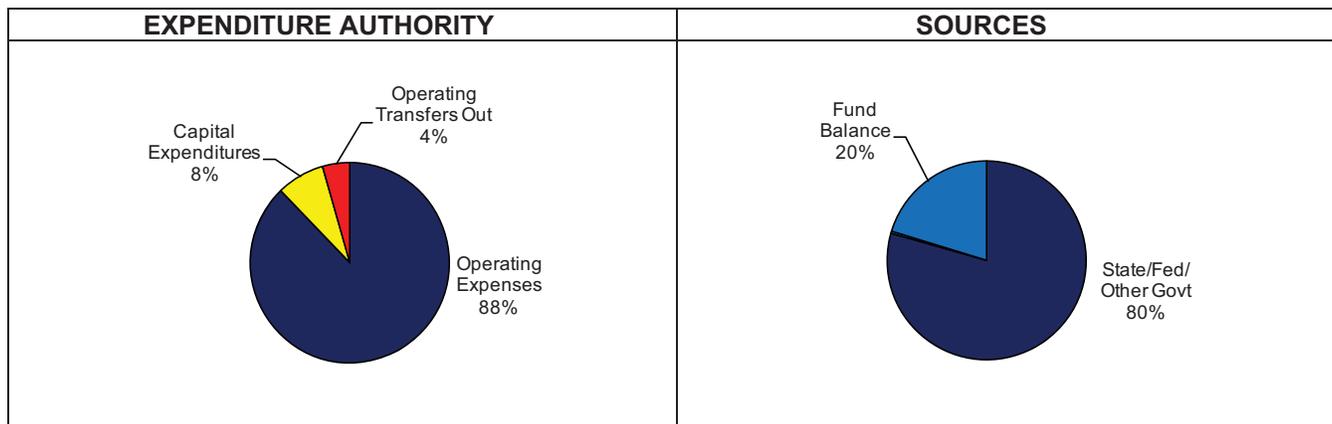
DESCRIPTION OF MAJOR SERVICES

Regional Parks Department is the steward of the county's Regional Trail Program charged with the development, operation and maintenance of regional and diversified trails throughout the county. This continuous trail system will be enjoyed by the region's burgeoning population for cycling, hiking and equestrian use, linking open space with parks and non-motorized transportation corridors. In the spring of 2007, construction was completed on the 3.3-mile segment of trail along the Santa Ana River. This stretch was the connection from San Bernardino County to the Riverside County Line, offering cyclists over 22 miles of contiguous trail along the Santa Ana River within the two counties. Design and environmental work are underway for both Phase III, from Waterman Avenue to California Street, and Phase IV, from California street to Garnett Street in Mentone, the upper Santa Ana River trail, linking the trail to the San Bernardino Mountains starting at California Street.

Budget at a Glance

Total Expenditure Authority	\$2,279,119
Total Sources	\$1,817,545
Fund Balance	\$461,574
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Regional Parks
 FUND: County Trails System

BUDGET UNIT: RTS CCP
 FUNCTION: Recreation and Cultural Services
 ACTIVITY: Recreation Facilities

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	746,053	25,916	12,152	407,516	407,517	2,002,265	1,594,748
Capital Expenditures	0	0	250	0	0	176,727	176,727
Contingencies	0	0	0	0	169,246	0	(169,246)
Total Exp Authority	746,053	25,916	12,402	407,516	576,763	2,178,992	1,602,229
Reimbursements	(10,000)	0	0	0	0	0	0
Total Appropriation	736,053	25,916	12,402	407,516	576,763	2,178,992	1,602,229
Operating Transfers Out	0	0	0	251,387	251,387	100,127	(151,260)
Total Requirements	736,053	25,916	12,402	658,903	828,150	2,279,119	1,450,969
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	172,052	79,402	368,448	621,939	621,940	1,809,545	1,187,605
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	104,238	98,231	11,465	7,701	6,521	8,000	1,479
Total Revenue	276,290	177,633	379,913	629,640	628,461	1,817,545	1,189,084
Operating Transfers In	12,582	0	0	0	0	0	0
Total Sources	288,872	177,633	379,913	629,640	628,461	1,817,545	1,189,084
				Fund Balance	199,689	461,574	261,885
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,002,265 include anticipated costs to finish design, environmental and construction of Phase III, and design and environmental work on Phase IV of the Santa Ana River Trail.

Capital expenditures include improvements to structures budgeted at \$176,727. Construction of a pocket park is anticipated along the Santa Ana River Trail; this is a federal funded grant project.

Operating transfers out of \$100,127 include transfers to the Architecture and Engineering Department for project management work on the Santa Ana River Trail Phase III.

Departmental revenue is based on state revenue of \$797,667 that includes an allocation of Prop 84 which will fund the completion of construction plans for Phases III and IV of the Santa Ana River Trail. Federal revenue of \$1,011,878 reflects expected reimbursements of \$809,612 for design, environmental consultation, and construction drawings on Phase III of the Santa Ana River Trail, \$103,266 for finalizing design and environmental on Phase IV of the Santa Ana River Trail, and \$99,000 from Housing and Urban Development, for the Santa Ana River Trail pocket park.

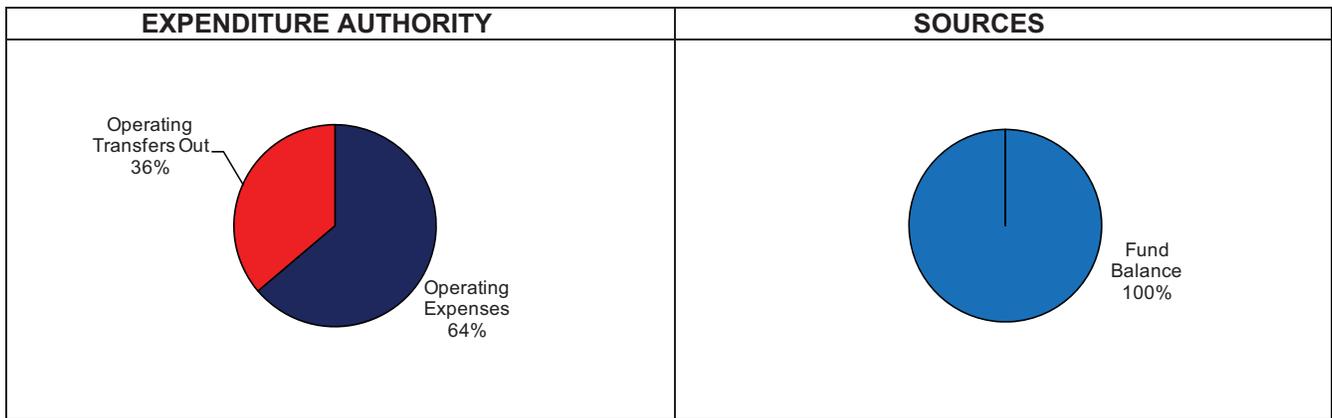


Proposition 40 Projects

DESCRIPTION OF MAJOR SERVICES

Proposition 40 is the Safe Neighborhood Parks, Clean Water, Clean Air, and Coastal Protection Bond Act of 2002, responding to the recreational and open-space needs of a growing population and expanding urban communities. The program is intended to revive state stewardship of natural resources by investing in neighborhood and state parks to meet the urgent need for safe, open and accessible local park and recreational facilities. Regional Parks' total allocation of Proposition 40 per capita funds is \$4,858,000. On December 16, 2003, the Board of Supervisors approved a list of per capita projects to be funded by this financing source. The final projects under this bond were substantially completed by the April 2011 reimbursement cutoff date. However, residual fund balance at July 1, 2011, which was derived from funding remaining at the end of 2010-11 for portions of uncompleted projects, has been re-programmed for 2011-12 to fully complete all projects. Therefore, this budget unit is expected to be closed out during 2011-12.

Budget at a Glance	
Total Expenditure Authority	\$552,590
Total Sources	\$0
Fund Balance	\$552,590
Total Staff	0



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: Proposition 40 Projects

BUDGET UNIT: RKM RGP
FUNCTION: Recreation and Cultural Services
ACTIVITY: Recreation Facilities

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	41,286	427,307	436,802	352,590	(84,212)
Capital Expenditures	784,043	432,195	51,645	220,804	220,805	0	(220,805)
Contingencies	0	0	0	0	541,639	0	(541,639)
Total Exp Authority	784,043	432,195	92,931	648,111	1,199,246	352,590	(846,656)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	784,043	432,195	92,931	648,111	1,199,246	352,590	(846,656)
Operating Transfers Out	12,582	41,972	92,356	542,006	542,008	200,000	(342,008)
Total Requirements	796,625	474,167	185,287	1,190,117	1,741,254	552,590	(1,188,664)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	52,361	578,083	290,805	1,659,094	1,659,094	0	(1,659,094)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	112,847	1,512	0	2,312	858	0	(858)
Total Revenue	165,208	579,595	290,805	1,661,406	1,659,952	0	(1,659,952)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	165,208	579,595	290,805	1,661,406	1,659,952	0	(1,659,952)
				Fund Balance	81,302	552,590	471,288
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

The life of the Proposition 40 Grant has come to an end in 2010-11; however, residual fund balance has been reprogrammed for 2011-12 to complete the projects.

During the life of the grant, 13 improvement projects have been funded.

Calico Ghost Town Regional Park

- Renovated the Historic Restaurant in the center of town.
- Upper town restrooms were renovated.

Moabi Regional Park

- Improvements to the boat launch area and parking area were made.
- There were enhancements made to the front entry of the park.

Glen Helen Regional Park

- A playground was installed.
- There were park improvements, which included a nature trail.

Mojave Narrows Regional Park

- Installed a new gate house and front entry gate
- New restrooms were installed which included electrical improvements.

Prado Regional Park

- A playground was installed
- There were renovations to their domestic water system,
- New group area shelters were built.

Yucaipa Regional Park

- The swim area and pool wells were renovated.

All nine regional parks had new picnic tables, fire rings, trashcans and holders, and drinking fountains purchased under the Park Amenities projects.



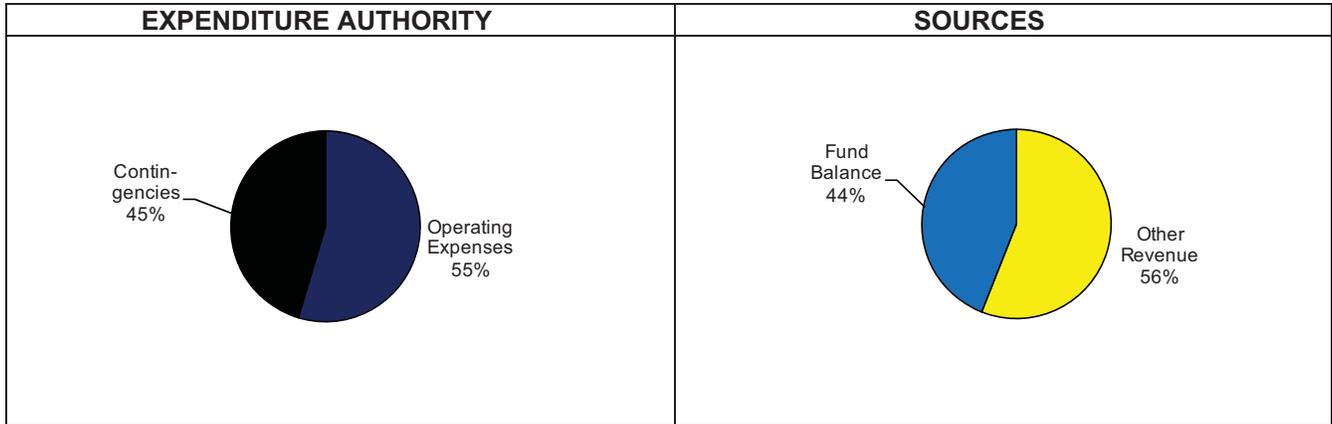
San Manuel Amphitheater

DESCRIPTION OF MAJOR SERVICES

This budget unit was established to account for lease payments received annually from the operators of the San Manuel Amphitheater at Glen Helen Regional Park. Each year, the bulk of this revenue is transferred to the county general fund to fund the cost of the amphitheater's debt service payment.

Budget at a Glance	
Total Expenditure Authority	\$2,609,057
Total Sources	\$1,461,000
Fund Balance	\$1,148,057
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Public and Support Services
DEPARTMENT: Regional Parks
FUND: San Manual Amphitheater

BUDGET UNIT: SGH CAO
FUNCTION: Recreation and Cultural Services
ACTIVITY: Recreation Facilities

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,348,972	1,669,753	1,308,522	1,080,042	1,080,042	1,424,431	344,389
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	1,143,798	1,184,626	40,828
Total Exp Authority	1,348,972	1,669,753	1,308,522	1,080,042	2,223,840	2,609,057	385,217
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,348,972	1,669,753	1,308,522	1,080,042	2,223,840	2,609,057	385,217
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,348,972	1,669,753	1,308,522	1,080,042	2,223,840	2,609,057	385,217
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	1,467,446	1,268,030	1,739,895	1,505,097	1,500,838	1,461,000	(39,838)
Total Revenue	1,467,446	1,268,030	1,739,895	1,505,097	1,500,838	1,461,000	(39,838)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	1,467,446	1,268,030	1,739,895	1,505,097	1,500,838	1,461,000	(39,838)
				Fund Balance	723,002	1,148,057	425,055
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,424,431 are for the payments to the county general fund for the cost of the amphitheater's annual debt service payment (\$1,005,042) and for Regional Parks' upkeep and management of the amphitheater (\$419,389). The decrease is due to setting aside some funding in contingencies for unforeseen circumstances.

Contingencies of \$1,184,626 are budgeted as a precaution for unforeseen necessities involving the amphitheater.

Other revenue of \$1,461,000 includes use of money/property as rent from the operators of the amphitheater and interest earnings on the budget unit's cash balance (\$1,297,000), and other revenues expected in 2011-12 from the amphitheater operators for the naming rights of the facility (\$164,000).



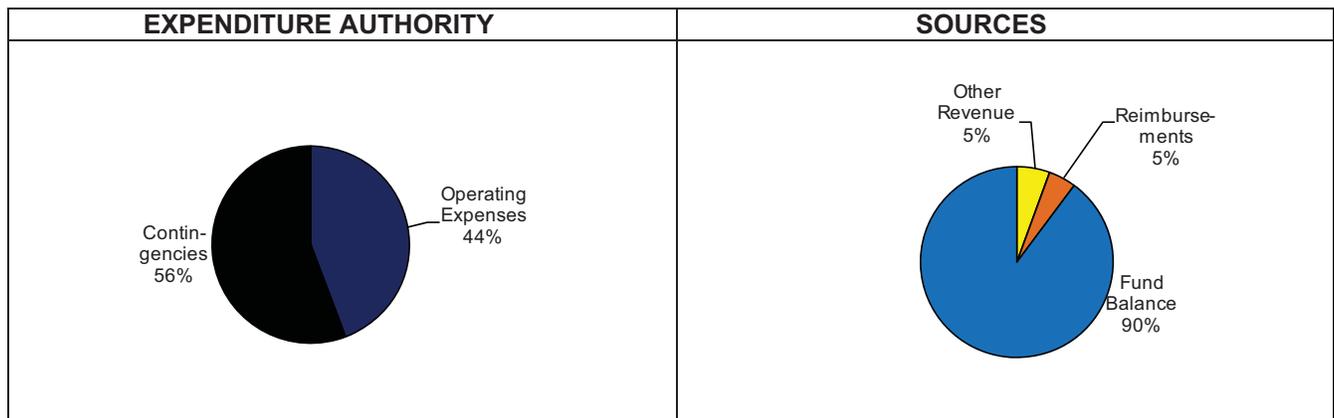
Amphitheater Improvements at Glen Helen

DESCRIPTION OF MAJOR SERVICES

This budget unit 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.

Budget at a Glance	
Total Expenditure Authority	\$513,031
Total Sources	\$30,000
Fund Balance	\$483,031
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Regional Parks
 FUND: Amphitheater Improvements at Glen Helen

BUDGET UNIT: SGR RGP
 FUNCTION: Recreation and Cultural Services
 ACTIVITY: Recreation Facilities

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	1,663	1,663	238,031	236,368
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	482,096	300,000	(182,096)
Total Exp Authority	0	0	0	1,663	483,759	538,031	54,272
Reimbursements	0	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	0
Total Appropriation	0	(25,000)	(25,000)	(23,337)	458,759	513,031	54,272
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	(25,000)	(25,000)	(23,337)	458,759	513,031	54,272
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	88,437	34,644	30,744	29,446	28,511	30,000	1,489
Total Revenue	88,437	34,644	30,744	29,446	28,511	30,000	1,489
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	88,437	34,644	30,744	29,446	28,511	30,000	1,489
				Fund Balance	430,248	483,031	52,783
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$238,031 will be used to maintain the amphitheater to preserve the quality entertainment experiences for its visitors.

Contingencies of \$300,000 will be used as needed for unanticipated expenses.

Reimbursements of \$25,000 represent the county's contribution towards improvements at the amphitheater per provisions of the lease.

Departmental revenue of \$30,000 includes \$5,000 in anticipated interest earnings plus a \$25,000 contribution from the operators of the amphitheater per the lease agreement.



Park Maintenance and Development

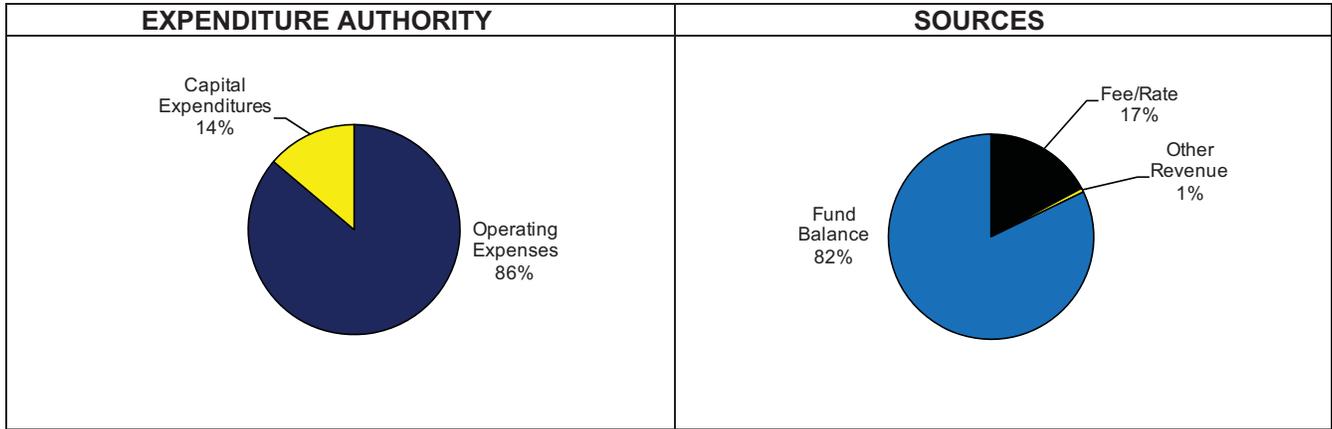
DESCRIPTION OF MAJOR SERVICES

This budget unit was established to provide for the maintenance, development and emergency repair at all regional parks. The costs associated with this budget unit are funded through an allocation of park admission fees.

Budget at a Glance

Total Expenditure Authority	\$1,746,345
Total Sources	\$311,000
Fund Balance	\$1,435,345
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: Park Maintenance and Development

BUDGET UNIT: SPR CCR
FUNCTION: Recreation and Cultural Services
ACTIVITY: Recreation Facilities

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	360,522	104,109	297,223	613,565	613,566	1,504,845	891,279
Capital Expenditures	125,686	33,444	24,235	131,010	131,011	241,500	110,489
Contingencies	0	0	0	0	1,572,776	0	(1,572,776)
Total Exp Authority	486,208	137,553	321,458	744,575	2,317,353	1,746,345	(571,008)
Reimbursements	(102,000)	(3,914)	(275,000)	0	0	0	0
Total Appropriation	384,208	133,639	46,458	744,575	2,317,353	1,746,345	(571,008)
Operating Transfers Out	0	19,285	(19,285)	0	0	0	0
Total Requirements	384,208	152,924	27,173	744,575	2,317,353	1,746,345	(571,008)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	(5,491)	243	(4,012)	6,583	188,954	0	(188,954)
Fee/Rate	395,456	364,930	636,257	533,426	533,426	300,000	(233,426)
Other Revenue	(38,628)	47,163	19,860	43,740	41,255	11,000	(30,255)
Total Revenue	351,337	412,336	652,105	583,749	763,635	311,000	(452,635)
Operating Transfers In	128,689	0	0	0	0	0	0
Total Sources	480,026	412,336	652,105	583,749	763,635	311,000	(452,635)
				Fund Balance	1,553,718	1,435,345	(118,373)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,504,845 will be used, in part, on the department's phasing in of a Point of Sale System (POS) in the parks' front entry gate houses. The department is purchasing a POS to use in all nine of the regional parks. Payments to West Coast WaterSports for their portion of Aquacycle rentals to park patrons are expected to match the revenue collected at the parks for the rentals. Remaining appropriation will be spent on other repairs and emergencies as necessary.

Capital expenditures for equipment and vehicles are budgeted at \$241,500 for a dump truck at Park Moabi and a backhoe for Cucamonga-Guasti. The department is planning annually to rotate out all vehicles that are not repairable or out dated vehicles with high repair costs. Replacement of timeworn water craft at Lake Gregory are also being budgeted this year.

Departmental revenue includes \$300,000 in charges for current services that represents a portion of gate entrance from the nine parks and camping and picnic reservation fees taken in at the parks; 50% of aquacycle rental fees are collected as revenue and then are paid out to West Coast WaterSports per the concession contract with West Coast WaterSports; and \$11,000 in estimated interest based on the fund balance available.



Calico Ghost Town Marketing Services

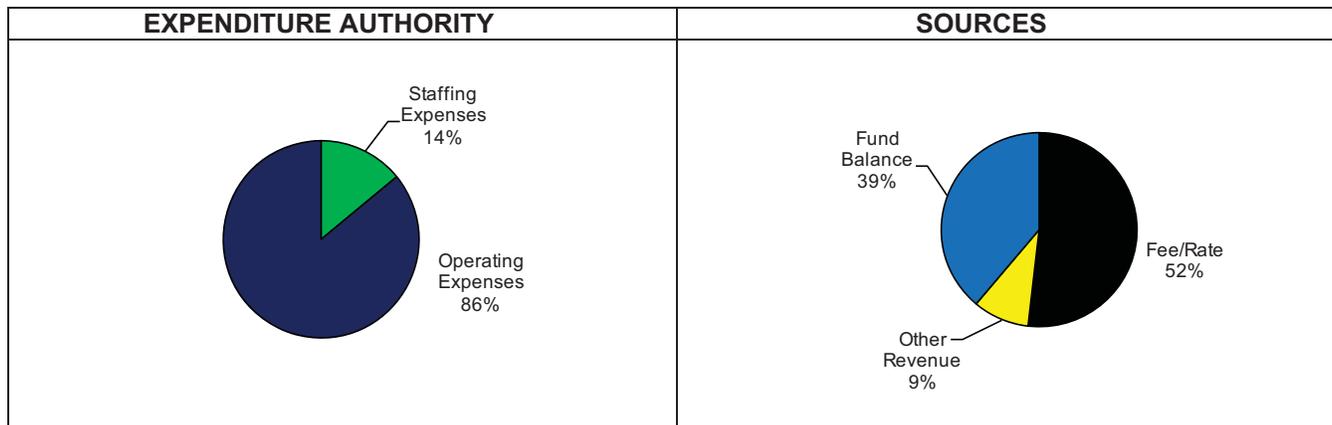
DESCRIPTION OF MAJOR SERVICES

This budget unit 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.

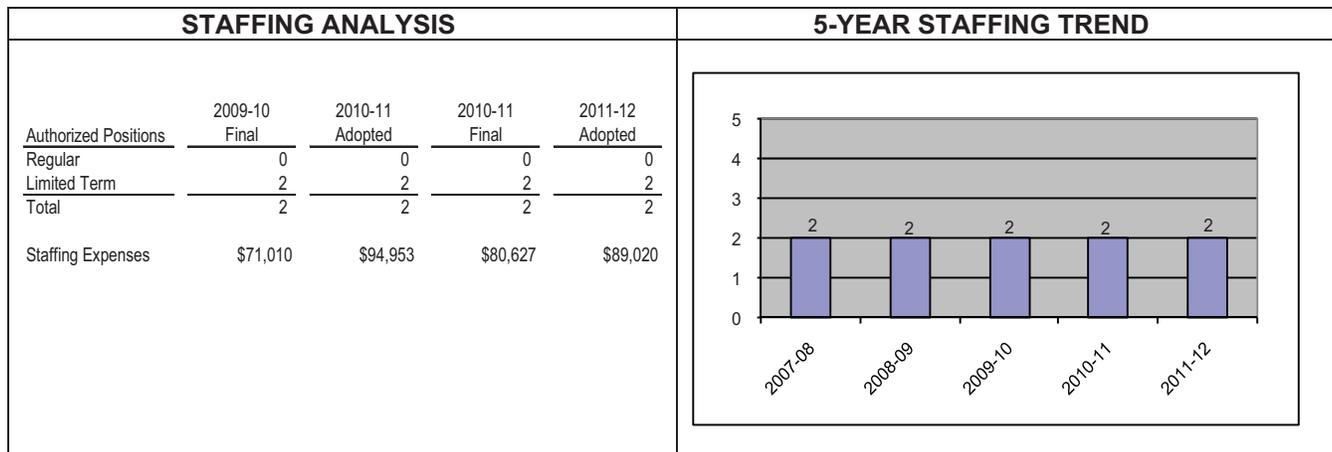
Budget at a Glance

Total Expenditure Authority	\$636,537
Total Sources	\$389,600
Fund Balance	\$246,937
Total Staff	2

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Regional Parks
 FUND: Calico Ghost Town Marketing Services

BUDGET UNIT: SPS CCR
 FUNCTION: Recreation and Cultural Services
 ACTIVITY: Recreation Facilities

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	78,420	79,965	71,010	80,626	80,627	89,020	8,393
Operating Expenses	438,984	376,088	291,846	337,210	340,212	547,517	207,305
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	243,463	0	(243,463)
Total Exp Authority	517,404	456,053	362,856	417,836	664,302	636,537	(27,765)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	517,404	456,053	362,856	417,836	664,302	636,537	(27,765)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	517,404	456,053	362,856	417,836	664,302	636,537	(27,765)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	162,201	127,499	140,910	410,894	410,893	330,000	(80,893)
Other Revenue	381,002	324,557	341,728	72,518	72,048	59,600	(12,448)
Total Revenue	543,203	452,056	482,638	483,412	482,941	389,600	(93,341)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	543,203	452,056	482,638	483,412	482,941	389,600	(93,341)
				Fund Balance	181,361	246,937	65,576
				Budgeted Staffing	2	2	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$89,020 fund 1 full-time Contract Event Coordinator and 1 part-time Public Service Employee position.

Operating expenses of \$547,517 include the costs of producing special events at the park and the advertising of Calico Ghost Town. Travel of \$3,420 is for participation in the annual POW-WOW International Trade Show, which is crucial to the promotion of Calico Ghost Town and its specialized events. Approximately 60% of the attendance at Calico Ghost Town is a result of the tours booked at this trade show. Transfers of \$25,165 to the Regional Parks general fund budget unit represent costs of park staff time outside of their regular duties to produce and assist with the set up for the special events.

Departmental revenue is based on fee/rate revenue of \$330,000 that includes revenue from special events held at the park as well as a portion of gate entrance fees throughout the year. Fee/rate revenues are expected to be slightly less this year due to the economy. Use of money and property revenue of \$59,600 includes funds from rents of the concessions and interest earned on the fund balance.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Calico Marketing	0	2	2	2	0	0	2
Total	0	2	2	2	0	0	2

Calico Marketing
1 Contract Events Coordinator
1 Public Service Employee



Off-Highway Vehicle License Fee

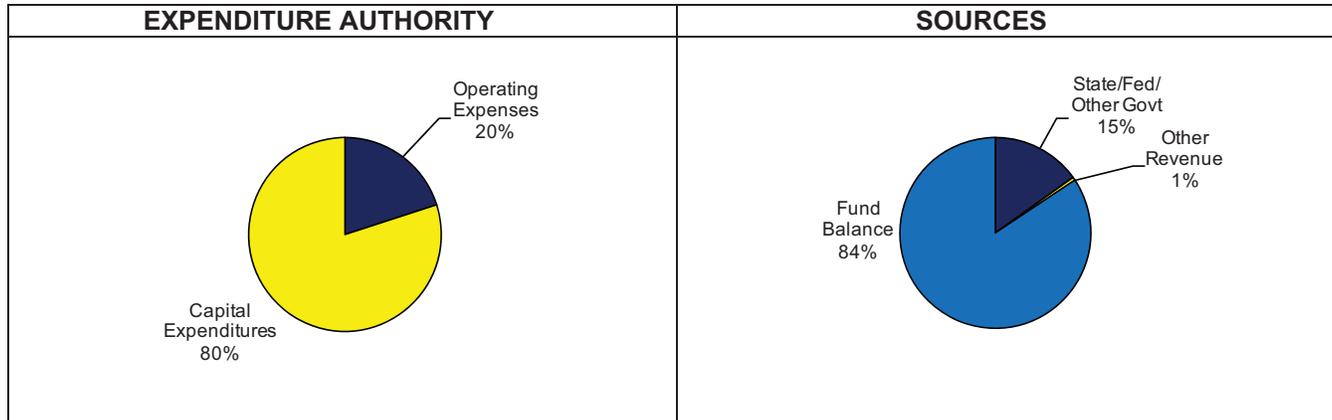
DESCRIPTION OF MAJOR SERVICES

Off-Highway vehicle (OHV) funds are provided pursuant to state law, and derived from fines for violation of off-highway vehicle operations and licensing. These funds are used for the development of off-highway trails and recreation areas in compliance with state requirements.

Budget at a Glance

Total Expenditure Authority	\$1,985,403
Total Sources	\$311,000
Fund Balance	\$1,674,403
Total Staff	0

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: Off-Highway Vehicle License Fee

BUDGET UNIT: SBY AMS
FUNCTION: Recreation and Cultural Services
ACTIVITY: Recreation Facilities

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget	
Appropriation								
Staffing Expenses	0	0	0	0	0	0	0	
Operating Expenses	41,947	175,648	2,691	22,053	60,465	397,471	337,006	
Capital Expenditures	0	11,702	0	0	0	1,587,932	1,587,932	
Contingencies	0	0	0	0	1,632,556	0	(1,632,556)	
Total Exp Authority	41,947	187,350	2,691	22,053	1,693,021	1,985,403	292,382	
Reimbursements	0	0	0	0	0	0	0	
Total Appropriation	41,947	187,350	2,691	22,053	1,693,021	1,985,403	292,382	
Operating Transfers Out	323,113	0	0	0	0	0	0	
Total Requirements	365,060	187,350	2,691	22,053	1,693,021	1,985,403	292,382	
Departmental Revenue								
Taxes	0	0	0	0	0	0	0	
Realignment	0	0	0	0	0	0	0	
State, Fed or Gov't Aid	375,889	352,264	343,281	324,611	324,610	300,000	(24,610)	
Fee/Rate	0	0	0	0	0	0	0	
Other Revenue	27,499	28,415	18,000	15,756	12,322	11,000	(1,322)	
Total Revenue	403,388	380,679	361,281	340,367	336,932	311,000	(25,932)	
Operating Transfers In	0	0	0	0	0	0	0	
Total Sources	403,388	380,679	361,281	340,367	336,932	311,000	(25,932)	
					Fund Balance	1,356,089	1,674,403	318,314
					Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses are expected to be \$397,471 to maintain the Off-Highway Vehicle (OHV) areas at Moabi and Calico Ghost Town.

Capital expenditures of \$1,587,932 include improvements to the OHV staging area at Moabi Regional Park and the OHV campground adjacent to Calico Ghost Town (but within the Regional Park).

Departmental revenue is expected to be \$300,000 derived from fines for violations of off-highway vehicle operations and licensing. This amount represents a decrease of revenue from 2010-11 due to the declining economy and decline in green sticker fees received by the State of California. Interest revenue is budgeted at \$11,000.



Regional Parks Snack Bars

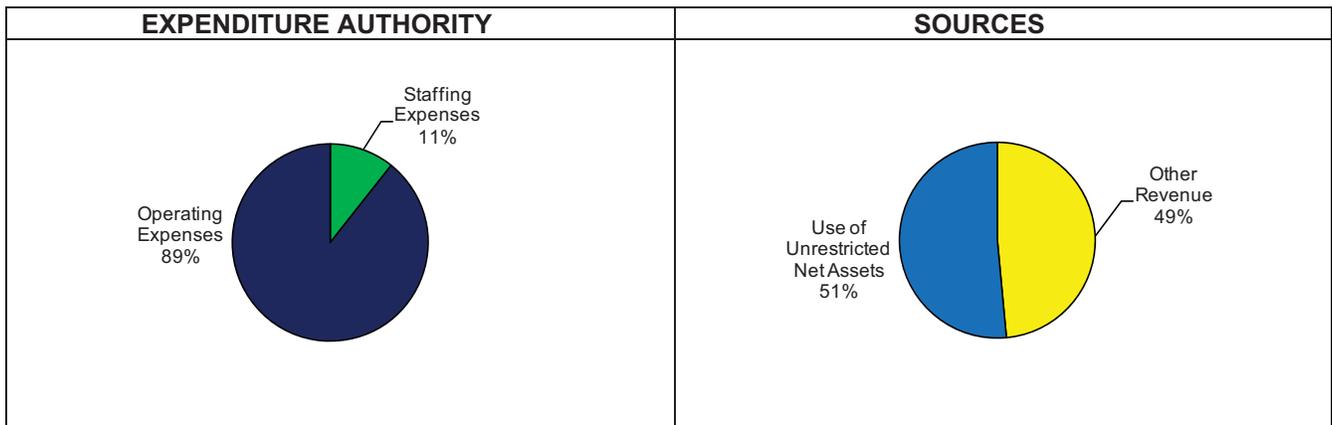
DESCRIPTION OF MAJOR SERVICES

The Regional Parks Department provides staff to operate the snack bar located at Lake Gregory Regional Park. An enterprise fund was established to provide management with sound accountability and timely reports in connection with business operations. Excess revenue resulting from operations is used to enhance the snack bar or park operations. Existing snack bars at other regional parks (Cucamonga-Guasti, Glen Helen, Yucaipa and Prado) are operated and managed by Board-approved private contractors.

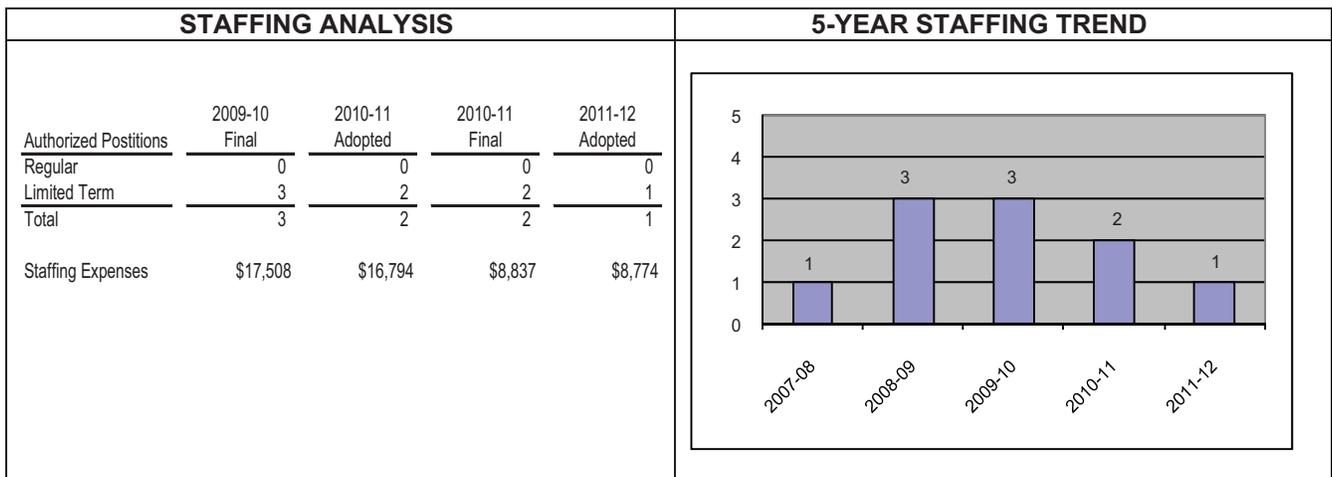
Budget at a Glance

Total Expenditure Authority	\$82,413
Total Sources	\$40,000
Rev Over/(Under) Exp	(\$42,413)
Total Staff	1
Use of Unrestricted Net Assets	\$42,413

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Regional Parks
 FUND: Snack Bars

BUDGET UNIT: EMO, EMP, EMT
 FUNCTION: Recreation and Cultural Services
 ACTIVITY: Recreation Facilities

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	15,600	26,092	17,508	8,837	8,837	8,774	(63)
Operating Expenses	77,394	74,736	48,463	27,140	27,510	73,639	46,129
Contingencies	0	0	0	0	11	0	(11)
Total Exp Authority	92,994	100,828	65,971	35,977	36,358	82,413	46,055
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	92,994	100,828	65,971	35,977	36,358	82,413	46,055
Depreciation	0	0	0	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	92,994	100,828	65,971	35,977	36,358	82,413	46,055
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	108,788	91,347	77,744	35,829	37,229	40,000	2,771
Total Revenue	108,788	91,347	77,744	35,829	37,229	40,000	2,771
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	108,788	91,347	77,744	35,829	37,229	40,000	2,771
Rev Over/(Under) Exp	15,794	(9,481)	11,773	(148)	871	(42,413)	(43,284)
				Budgeted Staffing	2	1	(1)
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	0
Total Fixed Assets	0	0	0	0	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8,774 fund 1 budgeted position required for the staffing of the snack bar at Lake Gregory Regional Park. The funding for one vacant seasonal Public Service Employee (PSE) position is deleted because of discontinued snack bar operations at Mojave Narrows Regional Park.

Operating expenses of \$73,639 includes \$37,602 budgeted for the purchase of food/snack items to be sold at the snack bar. The total operating expense also includes \$36,037 for the transfer of the remaining balance of the snack bar funds at Mojave Narrows and Glen Helen Regional Parks to the Regional Parks Maintenance/Development budget unit. Both of these funds will be closed out in 2011-12 and will be run by contract approved concessionaires. This will result in one remaining snack bar operation at Lake Gregory Regional Park.

Departmental revenue of \$40,000 is anticipated through the resale of snack bar items to the public at Lake Gregory Regional Park.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no programmatic impact foreseen as the result of the deletion of 1 vacant seasonal Public Service Employee position that was previously assigned to the Mojave Narrows Park snack bar operation that will be discontinued in 2011-12.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Snack Bar	0	1	1	1	0	0	1
Total	0	1	1	1	0	0	1

<u>Operations</u>
1 Public Service Employee

OPERATIONS AND COMMUNITY SERVICES



Active Outdoors

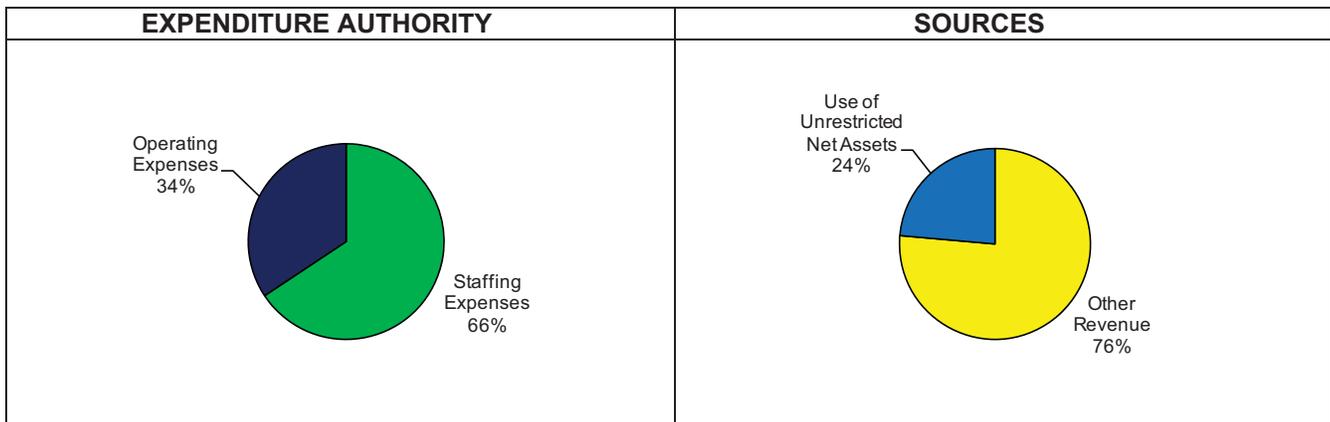
DESCRIPTION OF MAJOR SERVICES

The Active Outdoors program was created to provide programs that promote a healthy outdoors lifestyle. All programs under “Active Outdoors” are grant funded or created through partnerships with local and/or state agencies. The Environmental Science Day Camp (ESDC) is a part of the program and is offered at Yucaipa and Mojave Narrows Regional Parks. ESDC takes place during the traditional school year, Monday through Friday, and follows the California State 4th & 5th grade science curriculum for wildlife, botany and geology. Each student attends the program with their class for a full day of learning, exploration, and hiking.

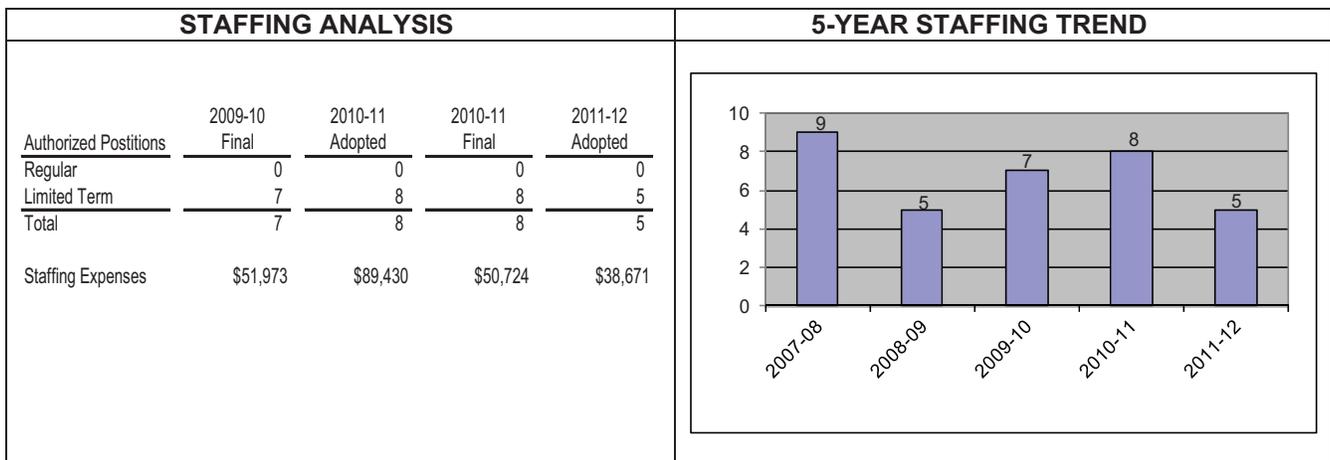
Budget at a Glance	
Total Expenditure Authority	\$58,892
Total Sources	\$45,000
Rev Over/(Under) Exp	(\$13,892)
Total Staff	5
Use of Unrestricted Net Assets	\$13,892

Other programs in addition to the Environmental Science Day Camp include the Junior Fishing Workshop, Active Outdoors Expo, and Regional Park Unleashed.

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



OPERATIONS AND COMMUNITY SERVICES



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	43,548	43,695	51,973	50,724	50,724	38,671	(12,053)
Operating Expenses	36,962	48,690	142,168	47,541	47,540	20,221	(27,319)
Contingencies	0	0	0	0	21,848	0	(21,848)
Total Exp Authority	80,510	92,385	194,141	98,265	120,112	58,892	(61,220)
Reimbursements	0	0	0	(190)	(190)	0	190
Total Appropriation	80,510	92,385	194,141	98,075	119,922	58,892	(61,030)
Depreciation	0	0	0	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	80,510	92,385	194,141	98,075	119,922	58,892	(61,030)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	4,560	0	0	0	0	0	0
Other Revenue	31,524	197,540	98,544	98,462	98,462	45,000	(53,462)
Total Revenue	36,084	197,540	98,544	98,462	98,462	45,000	(53,462)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	36,084	197,540	98,544	98,462	98,462	45,000	(53,462)
Rev Over/(Under) Exp	(44,426)	105,155	(95,597)	387	(21,460)	(13,892)	7,568
				Budgeted Staffing	8	5	(3)
Fixed Assets							
Capital Expenditures	0	0	0	0	0	0	0
Total Fixed Assets	0	0	0	0	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$38,671 fund 5 budgeted positions within the Active Outdoors budget unit. These positions include 4 Recreational Aide Specialists (contracted positions) and 1 part-time Public Service Employee (PSE) who will operate the Environmental Science Day Camp and other programs such as Junior Fishing Workshop, Active Outdoors Expo and Regional Parks Unleashed. A reduction in budgeted staff and staffing expenses is due in large part to the cancellation of program funding from the Wildlands Conservancy.

Operating expenses of \$20,221 will primarily fund services and supplies for use in the Environmental Science Day Camp program, as well as fishing poles, equipment and supplies for the Junior Fishing Workshop. Expenses also include costs of supplies, awards, and printing materials for all programs within Active Outdoors. A reduction in operating expenses of Active Outdoors is primarily due to loss of program funding from the Wildlands Conservancy.

Departmental revenue of \$45,000 is anticipated through grant funding of \$40,000 from the Inland Empire United Way, as well as vendor fees and other participation costs collected for program events associated with the Junior Fishing Workshop and Active Outdoors Expo. The large reduction in anticipated revenue is due to the loss of program funding from the Wildlands Conservancy.



STAFFING CHANGES AND OPERATIONAL IMPACT

There is no significant programmatic impact foreseen in the short-term as a result of the deletion of 3 Public Service Employee positions.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Active Outdoors	0	5	5	5	0	0	5
Total	0	5	5	5	0	0	5

<u>Operations</u> 4 Contract Recreational Specialist 1 Public Service Employee
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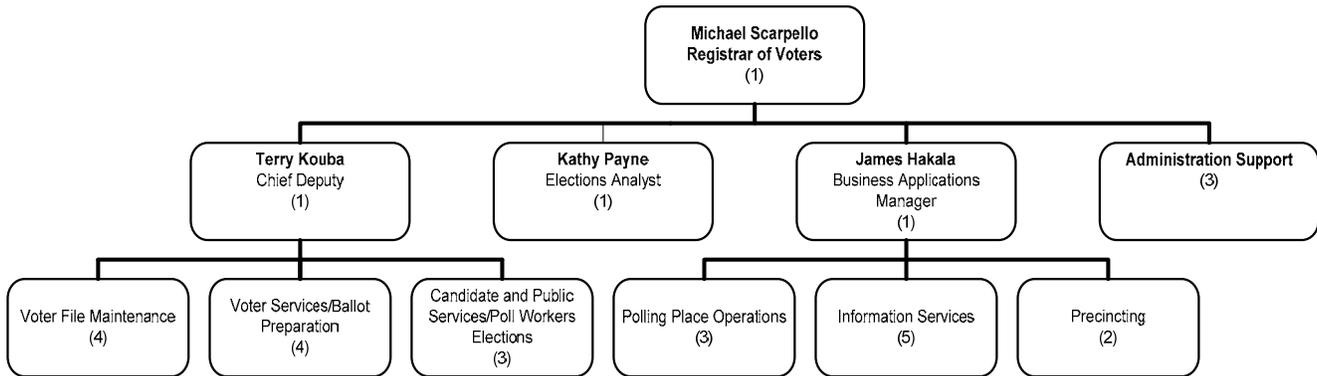
REGISTRAR OF VOTERS Michael Scarpello

MISSION STATEMENT

The Registrar of Voters office upholds the integrity of the electoral process by consistently conducting fair and open elections that are accessible to all and that accurately reflects the intent of the electorate, promotes public confidence, increased voter participation, and strengthens democracy while providing the highest quality of customer service.



ORGANIZATIONAL CHART



2009-10 AND 2010-11 ACCOMPLISHMENTS

- Vote by Mail registration continues to grow and is currently at 39% of all voter registrations. Organization and community events allow the Registrar of Voters (ROV) to distribute voter information on a large and diversified scale.
- Recruited/trained county employees as poll workers. The record number of county employees recruited, trained and employed on Election Days are the backbone of our poll worker program during the busy election cycles. County employees provide professional and reliable leadership at polling places.
- "Partners for Democracy" has expanded since its inception last year. The program encourages service organizations to adopt a polling place and provide staffing for the location. It now includes more than 50 organizations and is very successful.
- Recruited and trained bilingual poll workers that will serve as Spanish speaking clerks or inspectors for all polling places in an election. In the November 2010 General Election there were 861 bilingual poll workers for the 501 polling places utilized.



2011-12 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE VOTER PARTICIPATION IN THE ELECTORAL PROCESS.

Objective A: Continue to survey existing and potential polling places, and correct any problems that make the polling place inaccessible to persons with any of the full range of disabilities, and ensure that the new polling places provide such accessibility.

Objective B: Continue to promote Vote by Mail and voter education via outreach and marketing activities.

Measurements	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
1A. Percentage of completion of existing and potential polling places for compliance with accessibility requirements.	25%	15%	30%	22%	25%

GOAL 2: MAINTAIN AND EXPAND A DIRECTORY OF EXPERIENCED AND DEPENDABLE POLL WORKERS.

Objective A: Maintain and expand the County Poll Worker Program, whereby county employees have the opportunity to work as Election Officers on Election Day without sacrificing their county wages.

Objective B: Continue to develop and expand the poll worker recruiting and training program.

Objective C: Continue to increase number of Bilingual Poll Workers.

Measurements	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Actual	2011-12 Target
2A. County employees (total) serving as poll workers and ROvers for all major elections	789 (2 major elections)	552 (2 major elections)	400 (1 major election)	400 (1 major election)	900 (3 major elections)

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Registrar of Voters	9,351,048	2,513,500	6,837,548			28
Total General Fund	9,351,048	2,513,500	6,837,548			28

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Registrar of Voters	11,694,748	8,418,890	5,875,261	6,911,479	9,351,048
Total	11,694,748	8,418,890	5,875,261	6,911,479	9,351,048

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Registrar of Voters	8,077,133	3,480,870	3,480,505	3,544,044	2,513,500
Total	8,077,133	3,480,870	3,480,505	3,544,044	2,513,500

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Registrar of Voters	3,617,615	4,938,020	2,394,756	3,367,435	6,837,548
Total	3,617,615	4,938,020	2,394,756	3,367,435	6,837,548



Registrar of Voters

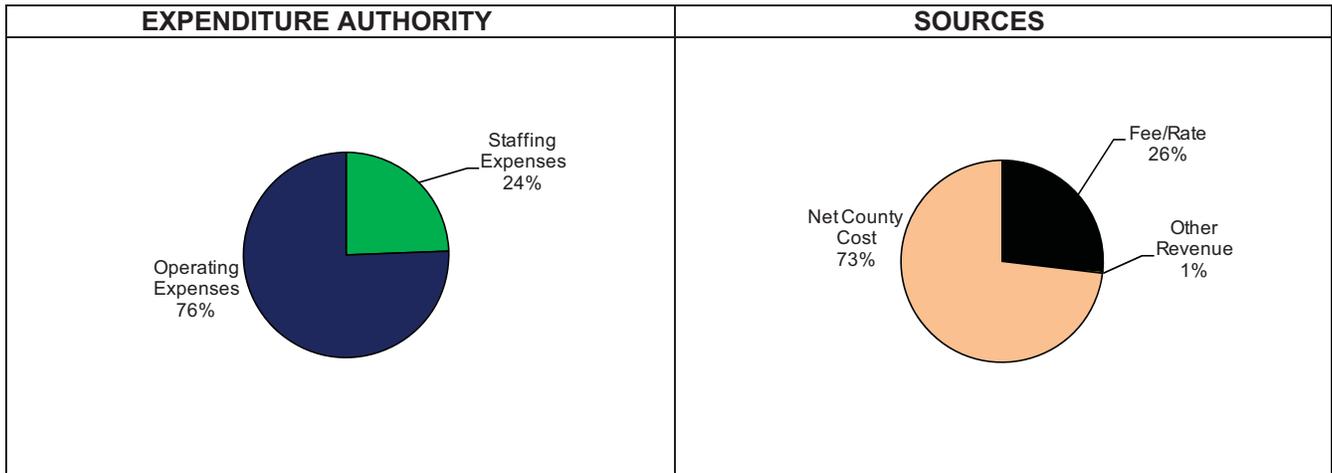
DESCRIPTION OF MAJOR SERVICES

The Registrar of Voters (ROV) office is responsible for conducting efficient and impartial elections, and to provide the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and the Federal and California Elections Codes. To support this function, the department is organized into seven sections: Administrative Services, Information Service Operations, Precinct Planning, Candidate and Public Services/Poll Workers, Polling Place Operations, Voter Services/Ballot Preparation and Voter File Maintenance.

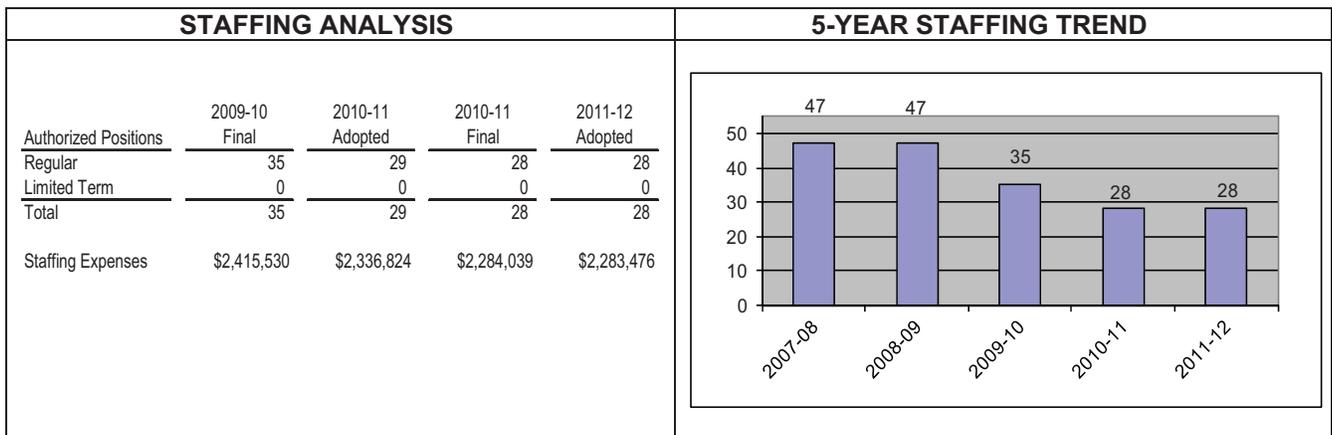
Budget at a Glance

Total Expenditure Authority	\$9,351,048
Total Sources	\$2,513,500
Net County Cost	\$6,837,548
Total Staff	28
Funded by Net County Cost	73%

2011-12 ADOPTED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 ADOPTED BUDGET

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

BUDGET UNIT: AAA ROV
 FUNCTION: General
 ACTIVITY: Elections

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	2,564,263	2,694,474	2,415,530	2,284,039	2,284,039	2,283,476	(563)
Operating Expenses	7,530,565	6,897,607	3,459,731	4,230,512	4,230,925	7,067,572	2,836,647
Capital Expenditures	185,600	0	0	396,515	396,515	0	(396,515)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	10,280,428	9,592,081	5,875,261	6,911,066	6,911,479	9,351,048	2,439,569
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	10,280,428	9,592,081	5,875,261	6,911,066	6,911,479	9,351,048	2,439,569
Operating Transfers Out	367,033	(11,660)	0	0	0	0	0
Total Requirements	10,647,461	9,580,421	5,875,261	6,911,066	6,911,479	9,351,048	2,439,569
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	4,640,969	3,257,873	671,798	1,453,232	1,453,231	25,000	(1,428,231)
Fee/Rate	3,029,359	2,895,752	2,616,266	1,928,535	1,928,535	2,458,000	529,465
Other Revenue	36,978	18,819	22,248	162,278	162,278	30,500	(131,778)
Total Revenue	7,707,306	6,172,444	3,310,312	3,544,045	3,544,044	2,513,500	(1,030,544)
Operating Transfers In	0	0	275,000	0	0	0	0
Total Sources	7,707,306	6,172,444	3,585,312	3,544,045	3,544,044	2,513,500	(1,030,544)
Net County Cost	2,940,155	3,407,977	2,289,949	3,367,021	3,367,435	6,837,548	3,470,113
				Budgeted Staffing	28	28	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,283,476 fund 28 budgeted positions and include a proposed work schedule reduction for SBPEA represented employees and benefit reductions for positions pursuant to the Exempt Compensation Plan that become effective June 18, 2011.

Operating expenses of \$7,067,572 include services and supplies of \$6,808,535 for routine operations, in addition to election-related expenses (such as postage, printing, temporary help, ballots and other services); and does not include any HAVA grant residual funds since all outstanding HAVA grant funds were expended in prior year 2010-11. The overall services and supplies increase is attributed to an increase in cost associated with the 2011-12 election cycle of three major elections and one small election, and County services (COWCAP) allocation of \$388,474 with a corresponding increase in net county cost. Operating expenses also include central services, computer charges, Facilities Management services, and travel cost, including poll worker mileage.

Departmental revenue of \$2,513,500 is derived from a variety of sources. These sources include: the State for the reimbursement of postage (\$25,000); from the sale of ROV services/products (\$30,500); and from election services (\$2,458,000) for participating jurisdictions that share the cost of the elections.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing that is included in the 2011-12 adopted budget is adequate to conduct the major elections scheduled during this fiscal year.

In 2010-11, one Office Assistant II was deleted in the 2010-11 Third Quarter Budget Report.

OPERATIONS AND COMMUNITY SERVICES



2011-12 POSITION SUMMARY

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Registrar of Voters	28	0	28	26	2	0	28
Total	28	0	28	26	2	0	28

<u>Registrar of Voters</u>
1 Registrar of Voters
1 Chief Deputy Registrar of Voters
1 Business Applications Manager
1 Executive Secretary II
1 Staff Analyst II
1 Elections Analyst
1 Payroll Specialist
1 Geographic Info Sys Tech II
1 Geographic Info Sys Tech I
1 Business Sys Analyst III
1 Applications Specialist
2 Automated Systems Technicians
1 Programmer Analyst II
4 Elections Technicians
2 Elections Services Assistants
2 Office Assistants VI
5 Office Assistants III
1 Office Assistant II



Fish and Game Commission

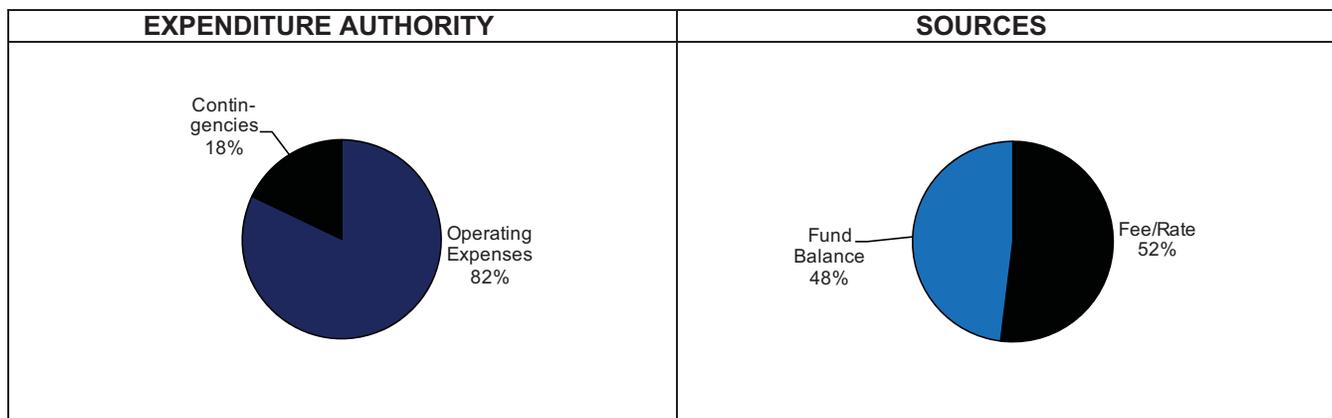
DESCRIPTION OF MAJOR SERVICES

The Fish and Game Commission is administered by the Special Districts Department, and its primary function is to act as the liaison between the State Department of Fish and Game, the County Board of Supervisors, and the public. The Commission makes recommendations to the Board of Supervisors on matters pertaining to wildlife in San Bernardino County.

Budget at a Glance	
Total Expenditure Authority	\$13,476
Total Sources	\$7,000
Fund Balance	\$6,476
Total Staff	0

The Fish and Game Commission budget unit receives funding from fines imposed on hunting, fishing, and environmental infractions. 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.

2011-12 ADOPTED BUDGET



ANALYSIS OF 2011-12 ADOPTED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Special Districts
 FUND: Fish and Game Commission

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2010-11 Final Budget	2011-12 Adopted Budget	Change From 2010-11 Final Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	8,200	9,646	28,233	10,444	11,937	11,067	(870)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	2,409	2,409
Total Exp Authority	8,200	9,646	28,233	10,444	11,937	13,476	1,539
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	8,200	9,646	28,233	10,444	11,937	13,476	1,539
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	8,200	9,646	28,233	10,444	11,937	13,476	1,539
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	11,726	8,530	6,852	11,118	6,500	7,000	500
Other Revenue	0	0	0	365	0	0	0
Total Revenue	11,726	8,530	6,852	11,483	6,500	7,000	500
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	11,726	8,530	6,852	11,483	6,500	7,000	500
				Fund Balance	5,437	6,476	1,039
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$11,067 include costs for various projects as approved by the Commission and are decreasing by \$870.

Departmental contingencies of \$2,409 have increased by \$2,409 based on available fund balance and increase in departmental revenue.

Departmental revenue of \$7,000 primarily represents fines imposed on hunting, fishing, and environmental infractions.





YOUR COUNTY... YOUR FUTURE

CAPITAL IMPROVEMENT

2011-12 ADOPTED BUDGET

- County of San Bernardino -

**CAPITAL IMPROVEMENT PROGRAM
SUMMARY**

NEW PROJECTS	Page #	Discretionary General Funding	Other Discre- tionary Funding	Restricted Funding	Total
ARCHITECTURE AND ENGINEERING (A&E)					
A&E	652	61,621,931	29,810,269	396,981	91,829,181
ARMC	657	0	0	3,568,655	3,568,655
AIRPORTS	658	0	3,600,000	0	3,600,000
AIRPORTS (CSA 60-APPLE VALLEY AIRPORT)	659	0	0	250,000	250,000
TOTAL NEW PROJECTS - A&E		61,621,931	33,410,269	4,215,636	99,247,836
DEPT. OF PUBLIC WORKS (DPW) PROJECTS:					
TRANSPORTATION	660	8,000,000	0	12,960,000	20,960,000
SOLID WASTE MANAGEMENT	663	0	0	3,175,021	3,175,021
TOTAL NEW PROJECTS - DPW		8,000,000	0	16,135,021	24,135,021
TOTAL NEW PROJECTS		69,621,931	33,410,269	20,350,657	123,382,857
CARRYOVER PROJECTS					
A&E	664	47,164,178	9,984,381	93,558,023	150,706,582
ARMC	675	0	0	4,537,572	4,537,572
AIRPORTS	676	0	933,125	2,766,875	3,700,000
AIRPORTS (CSA 60-APPLE VALLEY AIRPORT)	677	0	0	1,780,000	1,780,000
INFORMATION SERVICES	678	0	2,500,000	0	2,500,000
REGIONAL PARKS	679	0	0	2,175,549	2,175,549
TRANSPORTATION	680	0	3,855,000	87,753,200	91,608,200
SOLID WASTE MANAGEMENT	684	0	0	8,118,369	8,118,369
TOTAL CARRYOVER PROJECTS		47,164,178	17,272,506	200,689,588	265,126,272
TOTAL 2011-12 CIP BUDGET		116,786,109	50,682,775	221,040,245	388,509,129
SUPPLEMENTAL INFORMATION					
NEW PROJECTS BY GEOGRAPHIC LOCATION		A&E CIP Funds	Other Departments	DPW CIP Funds	Total New Projects
COUNTYWIDE - ALL DISTRICTS		31,279,981	0	2,142,412	33,422,393
FIRST DISTRICT		13,151,500	3,250,000	5,019,000	21,420,500
SECOND DISTRICT		9,249,000	0	5,510,191	14,759,191
THIRD DISTRICT		200,000	0	6,272,300	6,472,300
FOURTH DISTRICT		52,000	600,000	300,000	952,000
FIFTH DISTRICT		37,896,700	3,568,655	4,891,118	46,356,473
TOTAL NEW PROJECTS		91,829,181	7,418,655	24,135,021	123,382,857



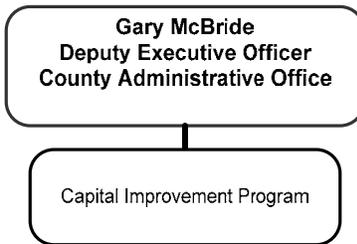
CAPITAL IMPROVEMENT PROGRAM Gary McBride

MISSION STATEMENT

The Capital Improvement Program receives and evaluates capital expenditure requests, recommends priorities for the acquisition or improvement of land, facilities and infrastructure, oversees and monitors major capital projects, and guides growth and change of county facilities and infrastructure by anticipating future needs.



ORGANIZATIONAL CHART



SUMMARY OF BUDGET UNITS

Funding for capital projects is included in the Architecture and Engineering Department (A&E) Capital Improvement Program (CIP) funds, and specific Arrowhead Regional Medical Center (ARMC), Airports, Regional Parks, Transportation, and Solid Waste Management CIP funds.



DESCRIPTION OF MAJOR SERVICES

The 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 Architecture and Engineering (A&E), Real Estate Services, Airports, Regional Parks and Public Works departments
- Provides direct oversight for major capital projects
- Develops and implements facility standards and maintains land and building inventories
- Performs long-range planning to:
 - Link department capital and operational budget plans to countywide strategic plans
 - Conduct physical condition assessments through periodic surveys of facilities to identify major, large-scale projects to repair and rehabilitate county assets
 - Identify opportunities for energy efficiencies, life-cycle increases, and maintenance operating cost reductions
 - Identify future space and infrastructure needs of the county
 - Develop formal estimates of costs and seek adequate project funding, and
 - Identify opportunities for public-private partnerships for the development of county facilities.

BUDGET HISTORY

The CIP is funded by a number of sources, including the county general fund and various discretionary and restricted funding sources:

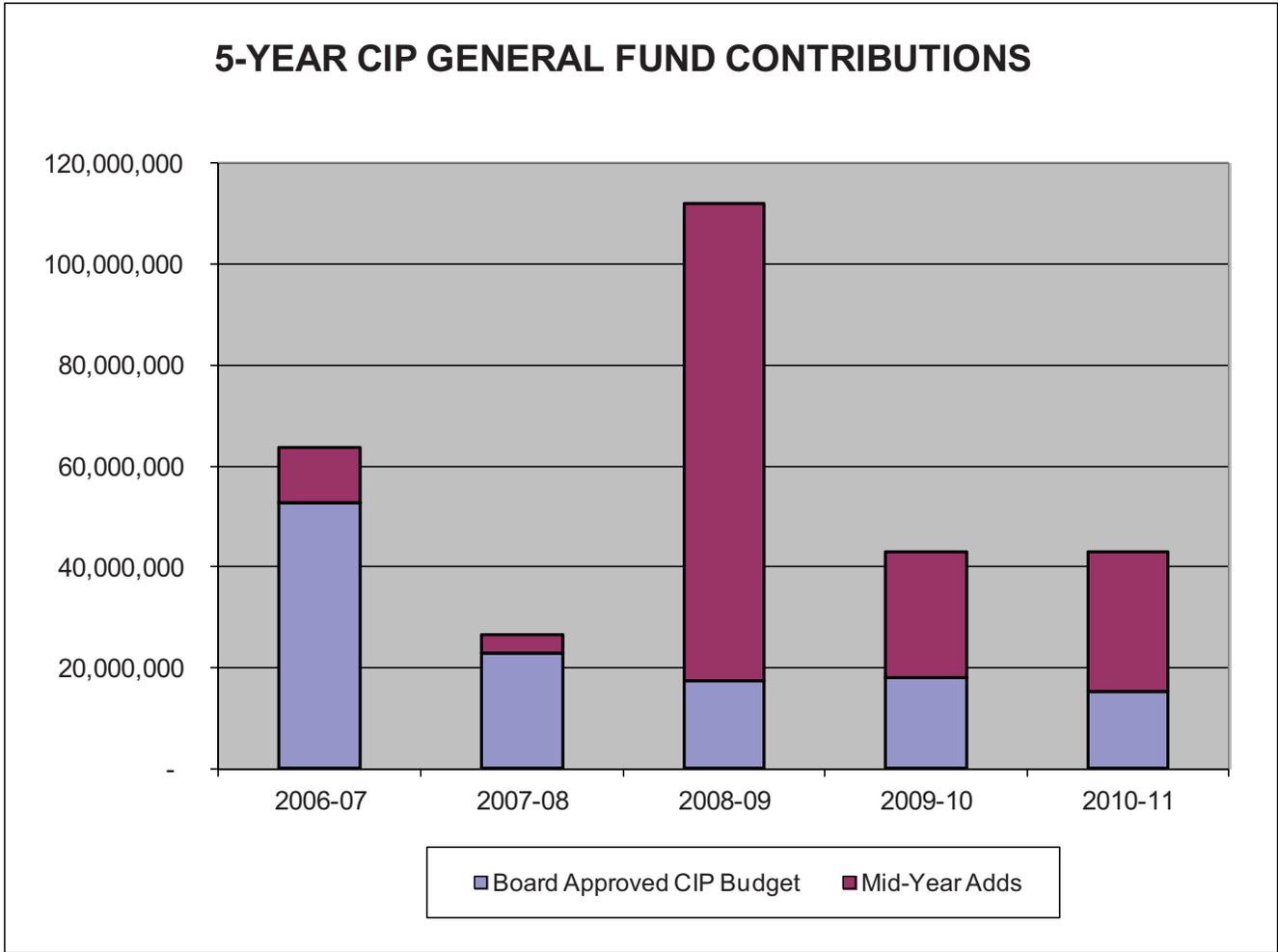
- Discretionary General Funding: Funded from county general fund local dollars provided to CIP for general fund projects.
- Other Discretionary Funding: The underlying funding source is from a general fund department or from a funding source over which the Board has discretion. Costs are reimbursed to the CIP by the department. This category includes realignment, Fines and Forfeitures, special revenue, or internal service funds (such as Risk Management and Fleet Management).
- Restricted Funding: Any funding source other than the general fund, special revenue, or internal service funds, and the funding is from a dedicated source for a specified purpose. Examples are grants, Inmate Welfare Fund, enterprise funds, Courts, Library, fees, dedicated gas and sales tax, and state and federal aid.

The county's CIP includes construction, rehabilitation, and repair projects for numerous facilities and structures. Solid Waste Management and Transportation Division (road) projects are administered by the Department of Public Works (DPW). A&E administers projects for all others, including 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, and 4030-Structures and Improvements to Structures. The CIP budget also includes funding for non-owned facilities: 3305-Contributions to Other Agencies (for various city or community sponsored deferred maintenance/infrastructure capital projects that provide benefits to county residents), and 3310-Contributions to Non-Owned Projects (generally Community Development and Block Grant funded projects also administered by A&E).



The amount of discretionary general funding for CIP varies annually based on available ongoing or 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 **\$288.7 million**. Contributions have averaged approximately \$57.7 million per year.



ANALYSIS OF 2011-12 ADOPTED BUDGET

On December 22, 2010, county departments were requested to submit CIP requests for discretionary general funding for 2011-12. The CAO received 96 requests from 15 departments with an estimated total project cost of \$41.5 million. Departments submitting more than one CIP request prioritized their requests. CIP requests were also submitted by A&E, Facilities Management and Regional Parks for general projects.

The general fund budget allocation for the ongoing capital maintenance portion of the CIP for 2010-11 was \$15.3 million. For 2011-12, in order to address several large, multi-year funded deferred maintenance projects, the CAO recommended that the general fund budget allocation for CIP continue at \$15.3 million. This recommended funding level allows the county to continue to maintain county building assets.

In addition, a number of new one-time projects were recommended and approved, based on available funding, in the 2011-12 adopted CIP budget: 800 MHz radio system replacement, High Desert Emergency Operations Center, Downtown Building Project, and Lake Mojave Narrows Dam Improvements.



2011-12 ADOPTED BUDGET

32 new projects will be using the base budget allocation of **\$15.3 million**.

- **Roofing** **\$3.7 million**

 - Various repairs/replacements of roofing in the total amount of \$3,710,000 are included in 2011-12: General Services Building in San Bernardino (\$950,000); West Valley Detention Center in Rancho Cucamonga (\$850,000); Sheriff's Headquarters in San Bernardino (\$800,000); Adelanto Detention Center in Adelanto (\$500,000); Civic Center Building in San Bernardino (\$160,000); and the Glen Helen Sheriff's Facilities in Devore (\$450,000).
- **Site infrastructure and Paving** **\$2.3 million**

 - Six projects in the total amount of \$2,322,019 are included for 2011-12: On-going maintenance/repair program for Regional Parks countywide (\$1,500,000); clearing the drainage basin (\$85,000) and repairs to the drainage channel (\$160,000) at the West Valley Detention Center in Rancho Cucamonga; replacing sidewalks and trees at the Foothill Law and Justice Center (County's share of \$125,019); Cucamonga-Guasti Regional Park Reclaimed Water Project loan repayment (\$52,000); and pavement management program to rehabilitate county parking lots (\$400,000).
- **Building System Improvements** **\$2.3 million**

 - Generator Replacements – Seven projects in the total amount of \$780,000 are included to replace emergency generators at the Central Detention Center, Sheriff's Headquarters, and the County Government Center in San Bernardino; the Sheriff's Sub-Station in Trona; and the Emergency Operations Center, Sheriff's Dispatch, and 800 MHz System in Rialto.
 - Elevator Modernization Projects – Two projects in the total amount of \$780,000 will modernize elevators at the Hall of Records (\$400,000) and 303 Building (\$380,000) in San Bernardino.
 - Energy Efficiency Program – The County continues to partner with Southern California Edison and Southern California Gas to identify and fund energy efficiency projects. Funding in the amount of \$200,000 is included for 2011-12.
 - Boiler Replacements – Boilers are planned to be replaced at various facilities to meet South Coast Air Quality Management District (SCAQMD) requirements in the total amount of \$500,000.
- **Building Assessments and Deferred Maintenance Projects** **\$1.9 million**

 - Minor CIP funding to address minor deferred or unscheduled maintenance projects in the amount of \$1,399,981 for county facilities and the county's share of similar costs in court buildings in the amount of \$200,000 is included for 2011-12.
 - Two projects in the total amount of \$300,000 will seal windows at the Hall of Records in San Bernardino in the amount of (\$100,000), and rehabilitate the exterior of the Twin Peaks County Office Building (\$200,000).
- **Heating, Ventilation and Air Conditioning (HVAC)** **\$1.7 million**

 - Four HVAC projects in the total amount of \$1,703,000 are included for 2011-12: Phase III Duct Cleaning at the West Valley Detention Center in Rancho Cucamonga (\$300,000); Phase III HVAC improvements at the General Services Building in San Bernardino (\$570,000); additional funding to complete the Sheriff's Headquarters Heating Hot Water Piping Replacement in San Bernardino (\$98,000); and the replacement of the HVAC in the inmate housing units at the Adelanto Detention Center in Adelanto (\$735,000).
- **Planning** **\$1.4 million**

 - A&E and Facilities Management Department will continue the assessment of county buildings in the amount of \$400,000 to identify current building conditions and prioritize projects for the coming years.
 - A water and sewer study for Regional Parks in the amount of \$1,000,000 will evaluate systems at the various Regional Parks countywide.



- **Health/Safety/Security/Americans with Disabilities Act (ADA) \$1.2 million**
 - Fire Alarm Upgrades – Three projects in the total amount of \$805,000 will upgrade fire alarm systems at the County Government Center (\$445,000) and the Hall of Records (\$280,000) in San Bernardino, and the County Office Building in Fontana (\$80,000).
 - ADA – Additional funding of \$400,000 will improve access to county facilities by individuals with disabilities.
- **Construction \$0.8 million**
 - Demolish Various Central Juvenile Hall Buildings – In March 2009, the Board approved the design-build construction contract for the new Central Juvenile Hall facility on Gilbert Street in San Bernardino. Following completion of the new facility, this project in the total amount of \$800,000, in combination with remaining funding for the new Central Juvenile Hall facility, will demolish various 1950's and 1970's buildings on the south portion of the campus that will no longer be necessary.

In addition to the projects identified above in the amount of **\$15.3 million**, the Board of Supervisors as part of the final adopted budget approved an additional **\$46,321,931** for a total of **\$61.6 million** in discretionary general funding and the reallocation of funding in the CIP for other one-time projects:

- **Public Safety Communications and Emergency Operation Needs \$24.0 million**
 - 800 MHz Radio System Replacement - To begin addressing the aging 800 MHz system for public safety, the Chief Executive Officer recommended and the Board approved redirecting the annual allocation of \$24.0 million for future space needs to fund an 800 MHz digital radio system replacement. The estimated cost of this project is \$175.0 million, with an estimated project duration of 5 to 7 years. It is anticipated that some of the costs will be funded through grants.
 - High Desert Emergency Operations Center – This project will augment the existing operations center in the valley with a high desert location. The Jerry Lewis High Desert Government Center (HDGC) completed in 2010, was constructed with infrastructure to include the latest seismic, solar and communication technologies. The total estimated project cost is \$11.5 million. The Board approved an initial budget of \$9.0 million in 2011-12 funded from savings from the HDGC building and solar projects. The project will relocate departments within the building, remodel space on the second floor to construct an Emergency Operations Center including Sheriff's Dispatch relocated from the Victorville Courthouse, an alternate Dispatch Center for County Fire, and Emergency Center for the high desert area. It is anticipated additional funds required will be funded in part through federal grants. The projected completion date is June 2013.
- **Replacement of Buildings Beyond Their Useful Life/Space Needs \$20.2 million**
 - Downtown Building Project – In past years, the County had planned to construct a new government center building to provide additional space and to replace buildings that are beyond their useful life. As an alternative to new construction, the County is looking to purchase newer existing buildings at prices lower than replacement cost; seismically retrofit and modernize certain existing buildings; and demolish older facilities in which additional investment is not recommended. An appropriation increase of \$20,221,931 in one-time discretionary general funding, and the transfer of funding in the amount of \$9,778,069 from existing capital projects with anticipated savings based on low construction bids or cancelled projects, fund the total project budget of \$30.0 million. The implementation of this project is expected to be multi-phased spanning several years. The project is expected to add approximately 100,000 square feet of additional space. Estimated operating costs are \$540,000 annually and will be paid by department occupant budgets.
- **Lake Mojave Narrows Dam Improvements \$2.1 million**
 - In the winter storms event of January 2010, excessive storm runoff into Horseshoe Lake (a man-made lake privately built in 1958) caused its earthen levee to be overtopped by water. The overtopping and erosion damage caused a breach in the levee and the lake drained. The Board approved \$2.1 million in one-time discretionary general funding for improvements to the dam and Horseshoe Lake in Victorville.



In addition to the projects identified above in the amount of **\$15.3 million** and **\$46.3 million** for a total of **\$61.6 million** in discretionary general funding, departments have identified other discretionary funding sources for twenty two new projects in the amount of **\$29.8 million** and restricted funding sources in the amount of **\$0.4 million** (e.g. State Court's share of capital project costs at courthouses). A&E will also administer seven new projects at the Arrowhead Regional Medical Center in the amount of **\$3.6 million** and five new projects at the Airports in the amount of **\$3.9 million**. 56 new projects using **\$8.0 million** of discretionary general funding and **\$16.1 million** of restricted funding sources were also approved for 2011-12 Public Works Transportation and Solid Waste Management. In 2011-12, the total budget for new CIP projects is **\$123.4 million**.

The following chart demonstrates the allocation of funding sources for all new projects approved in CIP for 2011-12:

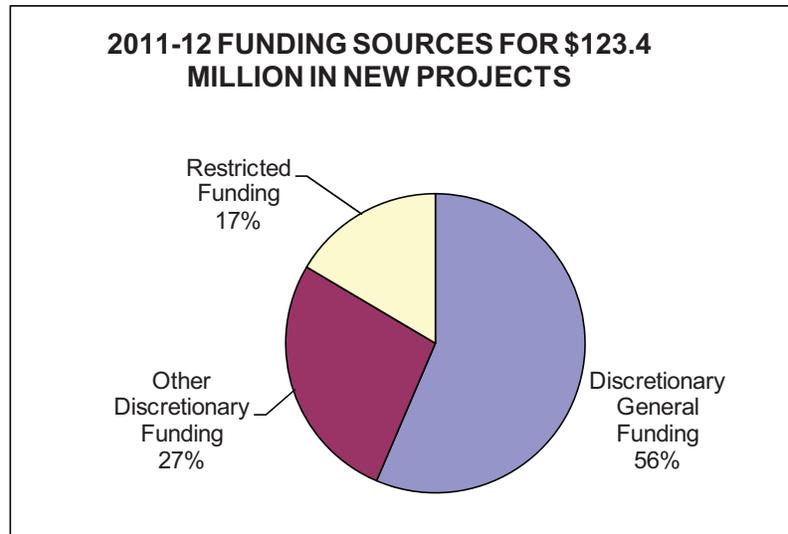


Table 1 provides a summary of all new CIP projects for 2011-12.

Table 1

SUMMARY OF 2011-12 NEW CIP PROJECTS					
	# of Proj.	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total New Projects
NEW PROJECTS ADMINISTERED BY A&E:					
Fund CJP	56	61,621,931	29,810,269	396,981	91,829,181
Arrowhead Regional Medical Center	7	-	-	3,568,655	3,568,655
Airports (Airports Funds)	4	-	3,600,000	-	3,600,000
Airports (Apple Valley Airport - CSA 60)	1	-	-	250,000	250,000
Total New Projects Administered by A&E	68	61,621,931	33,410,269	4,215,636	99,247,836
NEW PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:					
Dept. of Public Works (DPW) New Projects:					
Transportation New Projects (Various Funds)	47	8,000,000	-	12,960,000	20,960,000
Solid Waste Management New Projects (Various Funds)	9	-	-	3,175,021	3,175,021
Total New Projects Administered by DPW	56	8,000,000	-	16,135,021	24,135,021
TOTAL NEW CIP PROJECTS	124	69,621,931	33,410,269	20,350,657	123,382,857



Details of all approved new CIP projects are included in:

- Exhibit A – 2011-12 Capital Improvement Program New Projects Administered by Architecture and Engineering – By District by Location (Funds CJP and CJV)
- Exhibit B – 2011-12 Capital Improvement Program New Projects Administered by Architecture and Engineering (Arrowhead Regional Medical Center)
- Exhibit C – 2011-12 Airports New Projects Administered by Architecture and Engineering (Airports Funds)
- Exhibit D – 2011-12 Airports New Projects Administered by Architecture and Engineering (Apple Valley Airport – County Service Area 60)
- Exhibit E – 2011-12 Capital Improvement Program New Projects Administered by Department of Public Works – Transportation
- Exhibit F – 2011-12 Capital Improvement Program New Projects Administered by Department of Public Works – Solid Waste Management (Various Funds)

REVIEW OF CARRYOVER PROJECTS

Large capital projects often span more than one fiscal year and project balances are carried over annually until project completion.

There are currently 157 active carryover projects administered by A&E with projected carryover balances of approximately \$160.7 million. There are two carryover projects administered by Information Services Department with carryover balances of \$2.5 million, six carryover projects administered by Regional Parks with carryover balances of \$2.2 million, and 57 carryover projects administered by the Department of Public Works with carryover balances of \$99.7 million for a total of 222 carryover projects with total carryover balances of \$265.1 million.

Table 2 below provides a summary of all Carryover Projects.

Table 2

SUMMARY OF 2011-12 CARRYOVER BALANCES					
	# Proj.	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance
CARRYOVER PROJECTS ADMINISTERED BY A&E:					
A&E Capital Funds (Various Funds)	123	47,164,178	9,984,381	93,558,023	150,706,582
ARMC Capital Funds (Funds CJZ, CJE & CJM)	8	-	-	4,537,572	4,537,572
Airports Carryover Projects (Various Funds)	14	-	933,125	2,766,875	3,700,000
Apple Valley Airport (CSA60)	12	-	-	1,780,000	1,780,000
Total A&E Carryover Projects	157	47,164,178	10,917,506	102,642,470	160,724,154
CARRYOVER PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:					
Information Services Carryover Projects	2	-	2,500,000	-	2,500,000
Regional Parks Carryover Projects	6	-	-	2,175,549	2,175,549
Dept. of Public Works (DPW) Carryover Projects:					
Transportation Carryover Projects (Various Funds)	48	-	3,855,000	87,753,200	91,608,200
Solid Waste Mgmt Carryover Projects (Various Funds)	9	-	-	8,118,369	8,118,369
Total Carryover Projects - DPW	57	-	3,855,000	95,871,569	99,726,569
TOTAL CARRYOVER PROJECTS	222	47,164,178	17,272,506	200,689,588	265,126,272



Following is a status of the large carryover construction projects administered by A&E:

	<u>Total Project Budget</u>	<u>Carryover Balance</u>
<ul style="list-style-type: none"> <p>Adelanto Detention Center Expansion In December 2010, the Board approved the revised project budget of \$120.0 million and awarded a construction contract for the 1,368 bed expansion of the Adelanto Detention Center located in Adelanto. The project is funded with an \$82.3 million grant from the State of California under the Public Safety and Offender Rehabilitation Services Act of 2007 (AB900) and the remainder of \$37.7 million is cash funded by the county from the Future Space Needs Reserve. In addition, the Sheriff's Department anticipates transition planning costs of \$1.5 million which will be funded 75% by AB900. Construction commenced in January 2011 and is estimated to complete late 2013. Estimated annual staffing and operating costs is \$34.2 million.</p> 	\$120.0 million	\$79.0 million
<ul style="list-style-type: none"> <p>Sheriff/Coroner/Public Administrator's Crime Lab In June 2006, the Board authorized the allocation of \$25.0 million for construction of a new crime lab. An initial budget of \$250,000 was established for design. The resulting program for new construction exceeded the funding available so the county has over time pursued various other options. As part of the adoption of the 2011-12 CIP budget, the Board redirected \$4.5 million of the \$25.0 million in funding to the Upgrade Institution Road in Devore project. The project will upgrade the road to all-weather and is the primary access to the Sheriff's Glen Helen Rehabilitation Center and Training Center/Academy facilities. No decisions have been made to move forward with the Crime Lab project at this time.</p> 	\$20.5 million	\$20.2 million
<ul style="list-style-type: none"> <p>Joshua Tree Government Center Office Building This project is constructing a 29,811 square foot two-story office building located adjacent to the Morongo Law and Justice Center in Joshua Tree. Construction is underway with an estimated December 2011 completion date. The combined project budget for the building construction (\$8.7 million) and solar project (\$1.5 million) is \$10.2 million and was cash funded with reserve balances, Southwest Border Prosecution Initiative (SWBPI) funding and American Recovery and Reinvestment Act (ARRA) funding. Annual estimated operating expenses of \$120,000/year for maintenance, grounds and custodial will be funded from department occupant budgets, offset in some cases by lease cost savings. There are no additional staffing costs associated with this project.</p> 	\$10.2 million	\$4.9 million
<ul style="list-style-type: none"> <p>Transitional Age Youth (TAY) Center This project will remodel an existing 26,378 square foot building for the Department of Behavioral Health located at 780 E. Gilbert Street in San Bernardino. The new TAY Center will serve youth with mental illness between 16 and 25 years of age and include a 14-bed Crisis Residential Program. In May 2011, the Board approved a construction contract. The estimated completion date is March 2012. There are no additional staffing costs related to this project. The project cost and estimated annual operating costs in the amount of \$77,800 are funded by the Mental Health Services Act (MHSA).</p> 	\$8.0 million	\$6.4 million



	<u>Total Project Budget</u>	<u>Carryover Balance</u>
<ul style="list-style-type: none"> Baker Family Learning Center The new Baker Family Learning Center is a joint venture between the San Bernardino County Preschool Services Department and the County Library System. This multi-use facility, estimated at approximately 11,700 square feet, will be located at the northwest corner of Darby and Macy Streets in the unincorporated community of Muscoy. The project is currently in the final design stages. The project is funded from Community Development Block Grant (CDBG). Annual maintenance and custodial expenses are estimated at \$47,000 and utility costs are estimated at \$35,000 and will be funded approximately 54% County Library and 46% Preschool Services. 	\$4.4 million	\$3.6 million

A summary of the status of previously approved CIP projects still in progress administered by A&E is provided in:

- Exhibit G – 2011-12 Carryover Projects (Various Funds)
- Exhibit H – 2011-12 Arrowhead Regional Medical Center Carryover Projects (Funds CJZ, CJE and CJM)
- Exhibit I – 2011-12 Airports Carryover Projects (Various Funds)
- Exhibit J – 2011-12 Airports Carryover Projects (Apple Valley Airport – County Service Area 60)

A summary of the status of previously approved CIP projects still in progress administered by other departments is provided in:

- Exhibit K – 2011-12 Information Services Carryover Projects (Various Funds)
- Exhibit L – 2011-12 Regional Parks Carryover Projects (Various Funds)
- Exhibit M – 2011-12 Transportation Carryover Projects (Various Funds)
- Exhibit N – 2011-12 Solid Waste Management Carryover Projects (Various Funds)

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN

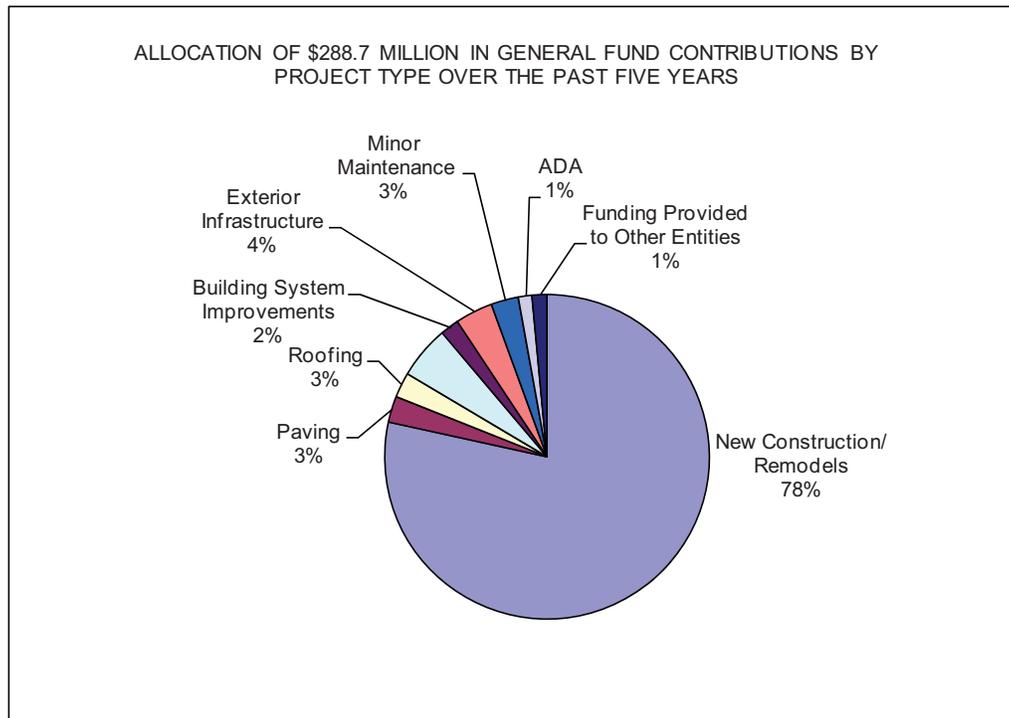
The Five-Year CIP is reviewed annually and revised based on current circumstances and opportunities and considers historic requirements and expenditures for capital projects. While the Five-Year CIP does not appropriate funds, it does serve as a budgeting tool to set priorities, identify needed capital projects, estimate capital requirements, and coordinate financing and timing. It identifies projects for annual funding, and focuses resources in program areas. 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 projects.

The current base budget annual allocation for CIP projects is \$15.3 million. That funding has been programmed over the next five years and is summarized on Exhibit O – 2011-12 through 2015-16 Five-Year Capital Maintenance Plan and includes capital expenditures of \$76.5 million.



THE LAST FIVE YEARS

Over the past five years, the Board of Supervisors has allocated \$288.7 million in general fund contributions for the CIP. The following chart indicates how those resources have been allocated by project type:



CIP NEEDS ADDRESSED IN THIS PLAN

The Five-Year CIP addresses the following needs:

- **Departmental Requirements**
 - Interior renovations such as restroom upgrades, carpet replacement, and painting
 - Exterior renovations such as weatherization, door and window replacement, and painting
 - Minor remodels
 - ADA improvements
 - Shared County/AOC projects within Countywide Courthouses
- **Building Systems**
 - Deferred maintenance
 - Replacement of HVAC equipment, roofing, boilers and generators that have exceeded their expected life cycle
 - Upgrade of fire alarm systems and elevator modernization
 - Countywide Building Assessments and the remediation of identified deficiencies
 - Implementation of energy saving measures
 - Increased emphasis on Preventative Maintenance
- **Site Infrastructure**
 - Replacement of aging utility infrastructure, landscaping, irrigation and lighting
 - Implementation of a pavement management plan

EXHIBIT A

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**2011-12 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING**

By District by Location
(Funds CJP and CJV)

#	CIP Proj. Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary			Total	Funding Source	
									General Funding	Other Discretionary Funding	Restricted Funding			
Countywide														
1	12-051	CJP 4030	MCIP	Architecture and Engineering/ Facilities Management (A&E/FM)	Countywide	Various	Minor Capital Improvement Program (CIP) Projects	DM	1,399,981			1,399,981	General Fund	
2	12-053	CJP 4010	PAVE	A&E/FM	Countywide	Various	Pavement Management (County Government Center North, Victorville Courthouse, Big Bear Courthouse	P	400,000			400,000	General Fund	
3	12-054	CJP 4030	BOIL	A&E/FM	Countywide	Various	Boiler Replacements	BS	500,000			500,000	General Fund	
4	12-055	CJP 4030	GENR	A&E/FM	Countywide	Various	Generator Replacements (Central Detention Center, Sheriff Headquarters, County Government Center, Trona Sheriff, Rialto EOC/Sheriff/800 MHZ)	BS	780,000			780,000	General Fund	
5	12-056	CJP 4030	ADA	A&E/FM	Countywide	Various	Americans with Disabilities (ADA) Improvements	HS	400,000			400,000	General Fund	
6	12-057	CJP 4030	ENGX	A&E/FM	Countywide	Various	Energy Efficiency Program	BS	200,000			200,000	General Fund	
7	12-078	CJP 5010/5 012	BLDA	A&E/FM	Countywide	Various	Building Assessments (Phase II)	PL	400,000			400,000	General Fund	
8	12-083	CJP 4030	CRTB	A&E/FM	Countywide	Various	Capital Projects for Court Buildings	DM	200,000			200,000	General Fund	
9	12-077	CJP 4030	CDH	Economic Development Agency (EDA)	Countywide	Various	Community Improvement Fund	C		500,000		500,000	General Fund	
10	12-094	CJP 4030	2R05	Regional Parks	Countywide	Various	Regional Parks Annual Maintenance	DM	1,500,000			1,500,000	General Fund	
11	12-095	CJP 4030	2R10	Regional Parks	Countywide	Various	Regional Park Water and Sewer Study	PL	1,000,000			1,000,000	General Fund	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



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2011-12 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING

By District by Location
(Funds CJP and CJV)

#	CJP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary Funding			Total	Funding Source
									General	Other Discretionary	Restricted		
12	12-104	CJP 4030	2V03	Information Services Department (ISD)	Countywide	Various	800 MHz Replacement Project	I	24,000,000			24,000,000	General Fund - Future Space Needs Contingency
Total Countywide													
13	12-067	CJP 4030	2X00	A&E/FM	Adelanto	9428 Commerce Way	Adelanto Detention Center Roofing Replacement	R	500,000			500,000	General Fund
14	12-093	CJP 4030	2X60	A&E/FM	Adelanto	9428 Commerce Way	Adelanto Detention Center HVAC Replacement	H	735,000			735,000	General Fund
15	12-100	CJP 4030	2P01	Probation	Apple Valley	21101 Dale Evans Pkwy	High Desert Juvenile Detention and Assessment Center (HDJAC) Security Camera System Enhancement	HS		36,000		36,000	Probation Department budget
16	12-099	CJP 4030	2X62	A&E/FM	Hesperia	15900 Smoketree	High Desert Government Center (HDGC) Public Safety Operations Center (PSOC)	RE		9,000,000		9,000,000	Savings from HDGC building and solar projects
17	12-101	CJP 4010	2R15	Regional Parks	Victorville	18000 Yates Rd.	Mojave Narrows Regional Park Dam Project	I	2,100,000			2,100,000	General Fund
18	12-038	CJP 4030	2R00	Regional Parks	Yermo	36600 Ghost Town Rd.	Calico Ghost Town Campground "O" Restroom replacement	C		780,500		780,500	Regional Parks Off Highway Vehicle (OHV) Fund
Total First District													
									3,335,000	9,816,500	-	13,151,500	
Second District													
19	12-009	CJP 4030	2500	Sheriff/Coroner	Devore	18000 Institution Rd.	Training Center Expansion.	RE		1,785,000		1,785,000	State Asset Forfeiture and Law and Justice Funds
20	12-011	CJP 4010	2503	Sheriff/Coroner	Devore	18000 Institution Rd.	Training Center Parking	P		485,000		485,000	State Asset Forfeiture Funds
21	12-091	CJP 4030	2X63	A&E/FM	Devore	18000 Institution Rd.	Glen Helen Sheriff's Roofing Rehabilitation	R	450,000			450,000	General Fund
22	12-096	CJP 4030	7150	A&E/FM	Devore	Institution Road	Additional funding to upgrade Institution Road to All-Weather.	P		4,500,000		4,500,000	Redirect funding from Sheriff's Crime Lab Project

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



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**2011-12 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING**

By District by Location
(Funds CJP and CJV)

#	CIP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary			Total	Funding Source	
									General Funding	Other Discretionary Funding	Restricted Funding			
Second District (Cont'd)														
23	12-002	CJP 4030	2F00	Fleet Management	Rancho Cucamonga	12672 4th Street	West Valley Service Center Maintenance and Repair	DM		100,000			100,000	Department Budget
24	12-066	CJP 4010	2X06	A&E/FM	Rancho Cucamonga	8303 N. Haven Ave.	Foothill Law & Justice Center (FLJC) Sidewalk Replacement	I	125,019		396,981		522,000	23.95% General Fund; 76.05% Administrative Office of the Courts (AOC)
25	12-089	CJP 4030	IV40	Information Services Department (ISD)	Rancho Cucamonga	8303 N. Haven Ave.	ISD FLJC Conduit Project	I		12,000			12,000	ISD Telecommunication budget
26	12-065	CJP 4030	2X09	A&E/FM	Rancho Cucamonga	9500 Etiwanda Ave.	West Valley Detention Center (WVDC) Roofing Replacement	R	850,000				850,000	General Fund
27	12-072	CJP 4010	2X12	A&E/FM/ Sheriff/ Fleet	Rancho Cucamonga	9500 Etiwanda Ave.	WVDC Drainage Channel Repairs	I	160,000				160,000	General Fund
28	12-081	CJP 4010	2X15	A&E/FM	Rancho Cucamonga	9500 Etiwanda Ave.	WVDC Drainage Basin Clearing	I	85,000				85,000	General Fund
29	12-082	CJV 4030	0X30	A&E/FM	Rancho Cucamonga	9500 Etiwanda Ave.	WVDC Duct Cleaning	H	300,000				300,000	General Fund
Total Second District									1,970,019	6,882,000	396,981		9,249,000	
Third District														
30	12-092	CJP 4030	2X24	A&E/FM	Twin Peaks	26010 Highway 189	County Office Building Exterior Rehabilitation	DM	200,000				200,000	General Fund
Total Third District									200,000	-	-		200,000	
Fourth District														
31	12-052	CJP 4010	2X18	Regional Parks	Ontario	800 N. Archibald Ave.	Cucamonga-Guasti Regional Park Reclaimed Water Project	I	52,000				52,000	General Fund
Total Fourth District									52,000	-	-		52,000	
Fifth District														
32	12-030	CJP 4030	2U00	Public Health	Devore	19777 Shelter Way	Various improvements to the animal housing and Heating, Ventilation and Air Conditioning (HVAC) systems.	RE		300,000			300,000	Funding from existing High Desert Animal Control Facility project
33	12-075	CJP 4030	2X21	A&E	Fontana	17630 Arrow Blvd.	Fontana Office Building Fire Alarm	HS	80,000				80,000	General Fund

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT A

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2011-12 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING

By District by Location
(Funds CJP and CJV)

#	CIP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary			Total	Funding Source
									General Funding	Other Discretionary Funding	Restricted Funding		
Fifth District (Cont'd)													
34	11-224, 11-225, 12-098, 12-106	CJP 5012	1N06	Behavioral Health (BH), Arrowhead Regional Medical Center (ARMC), Public Health (PH)	Rialto	850 E. Foothill Blvd.	Rialto Behavioral Health Resource Center Tenant Improvement Oversight Project	PL		15,000		15,000	BH, ARMC and PH budgets
35	12-069	CJP 4030	2X27	A&E/FM	San Bernardino	175 W. 5th St.	Civic Center Building (CCB) Foam Roofing	R	160,000			160,000	General Fund
36	12-003	CJP 4030	2F03	Fleet Management	San Bernardino	210 N. Lena Rd.	Fleet Building 4 Restroom Remodel and Upgrade	RE		100,000		100,000	Department Budget
37	12-058	CJP 4030	2X30	A&E/FM	San Bernardino	222 W. Hospitality Ln.	Elevator Modernization and Cab Upgrade	BS	400,000			400,000	General Fund
38	12-059	CJP 4030	2X33	A&E/FM	San Bernardino	222 W. Hospitality Ln.	Exterior Window Seal	DM	100,000			100,000	General Fund
39	12-060	CJP 4030	2X36	A&E/FM	San Bernardino	222 W. Hospitality Ln.	Fire Alarm Replacement	HS	280,000			280,000	General Fund
40	12-073	CJP 4030	2X39	A&E/FM	San Bernardino	303 W. 3rd St.	303 Building Elevator Modernization	BS	380,000			380,000	General Fund
41	12-071	CJP 4030	2X42	A&E/FM	San Bernardino	385 N. Arrowhead Ave.	County Government Center (CGC) Fire Alarm Upgrade	HS	445,000			445,000	General Fund
42	10-123 Revised	CJP 4030	2X57	Land Use Services (LUS)	San Bernardino	385 N. Arrowhead Ave.	Remodel 1st floor space.	RE		50,000		50,000	Redirected funding from LUS Partition Wall Project
43	12-012	CJP 4030	2S06	Sheriff/Coroner	San Bernardino	655 E. 3rd St.	Internal Affairs Remodel	RE		150,000		150,000	State Asset Forfeiture Funds
44	12-013	CJP 4030	2S09	Sheriff/Coroner	San Bernardino	655 E. 3rd St.	Public Affairs Remodel	RE		162,500		162,500	State Asset Forfeiture Funds
45	12-014	CJP 4030	2S12	Sheriff/Coroner	San Bernardino	655 E. 3rd St.	Polygraph Unit Office Remodel	RE		52,200		52,200	State Asset Forfeiture Funds
46	12-015	CJP 4030	2S15	Sheriff/Coroner	San Bernardino	655 E. 3rd St.	Informational Services Commander's Office Upgrade	RE		12,000		12,000	State Asset Forfeiture Funds

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT A

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**2011-12 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING**

By District by Location
(Funds CJP and CJV)

#	CIP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary			Total	Funding Source
									General Funding	Discretionary Funding	Restricted Funding		
Fifth District (Cont'd)													
47	12-074	CJP 4030	2X45	A&E/FM	San Bernardino	655 E. 3rd St.	Sheriff Headquarters Roofing Replacement and Exterior Weatherproofing	R	800,000			800,000	General Fund
48	12-085	CJP 4030	1Y40	Sheriff/Coroner	San Bernardino	655 E. 3rd St.	Sheriff's Headquarters Heating Hot Water (HHW) Replacement Additional Funding	H	98,000			98,000	General Fund
49	12-086	CJP 4030	1V20	Information Services Department (ISD)	San Bernardino	670 E. Gilbert St.	Add power and redundancy for Uninterrupted Power Source (UPS) system - Year 2 funding.	BS		1,720,000		1,720,000	Retained earnings and Internal Service Fund rates
50	12-090	CJP 4030	2V01	ISD	San Bernardino	670 E. Gilbert St.	ISD Reroof Project	R		150,000		150,000	ISD Retained Earnings
51	12-097	CJP 4030	2V02	ISD	San Bernardino	670 E. Gilbert St.	ISD Duct Cleaning Project	DM		95,000		95,000	ISD Computer Operations budget
52	12-004	CJP 4030	1K10	Purchasing	San Bernardino	777 E. Rialto Ave.	Phase II of Purchasing security project. Project adds additional surveillance camera, adds card key access to exterior and interior doors.	HS		27,000		27,000	Printing Services budget
53	12-061	CJP 4030	2X48	A&E/FM	San Bernardino	777 E. Rialto Ave.	General Services Building (GSB) Phase III HVAC Improvements	H	570,000			570,000	General Fund
54	12-062	CJP 4030	2X51	A&E/FM	San Bernardino	777 E. Rialto Ave.	GSB Roofing Replacement	R	950,000			950,000	General Fund
55	12-079	CJP 4030	2X54	A&E/FM	San Bernardino	900 E. Gilbert St.	Demolish various Central Juvenile Hall buildings.	C	800,000			800,000	General Fund
56	12-102	CJP 4030	2X64	A&E/FM	San Bernardino	TBD	Downtown County Building Project	AC/RE	20,221,931	9,778,069		30,000,000	General Fund; Cancellation of CJP Projects
Total Fifth District									25,284,931	12,611,769	-	37,896,700	
56 TOTAL NEW PROJECTS ADMINISTERED BY A&E (FUND CJP AND CJV)									61,621,931	29,810,269	396,981	91,829,181	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT B

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2011-12 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING (Arrowhead Regional Medical Center)

#	CIP Log #	Fund/ Object Code	A&E Proj. #	Location	Address	Description	Proj. Type	Discretionary			Total	Funding Source	
								General Funding	Other Discretionary Funding	Restricted Funding			
Countywide													
First District													
Second District													
Third District													
Fourth District													
Fifth District													
1	12-045	CJE 4030	2G00	Colton	400 N. Pepper Ave.	Centralized electronic surveillance for Behavioral Health	HS			493,333	493,333	Arrowhead Regional Medical Center (ARMC) Capital Equipment Budget	
2	12-046	CJE 4030	2G03	Colton	400 N. Pepper Ave.	Medical Imaging Fluoro Room 2 - GE CT Unit	I			1,941,625	1,941,625	ARMC Capital Equipment Budget	
3	12-047	CJE 4030	2G06	Colton	400 N. Pepper Ave.	Rehab Services Gym Expansion	RE			37,950	37,950	ARMC Capital Funds	
4	12-048	CJE 4030	2G09	Colton	400 N. Pepper Ave.	Rehab Services Gym Floor	RE			43,125	43,125	ARMC Capital Funds	
5	12-080	CJE 4030	2G12	Colton	400 N. Pepper Ave.	Medical Imaging Fluoro Room 2 - GE Fluoro Room 2 unit	RE			407,622	407,622	ARMC Operational Budget	
6	12-087	CJE 4010	1G35	Colton	400 N. Pepper Ave.	ARMC Parking Expansion Project	P			610,000	610,000	ARMC Operational Budget	
7	12-098	CJE 4030	2G05	Colton	400 N. Pepper Ave.	ARMC Data Center Cooling Project	I			35,000	35,000	ARMC Operational Budget	
Total Fifth District											3,568,655	3,568,655	
7 TOTAL NEW PROJECTS ADMINISTERED BY A&E (ARMC FUNDS)											3,568,655	3,568,655	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT C

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**2011-12 AIRPORTS NEW PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Airports Funds)**

#	CIP Proj. Log #	Location	Address	Description	Proj. Type	Discretionary			Total	Funding Source
						General Funding	Other Discretionary Funding	Restricted Funding		
Countywide										
First District										
1	12-043	Daggett	39500 National Trails Hwy	Airport Electrical Upgrades - Phase II Construction	C	-	2,500,000	-	2,500,000	Airport CIP fund
2	12-044	Needles	711 Airport Rd.	Airport Electrical Upgrades - Phase I Design and Environmental	PL	-	250,000	-	250,000	Airport CIP fund
3	12-042	Twentynine Palms	78569 Twentynine Palms Hwy 62	Airport Electrical Upgrades - Phase I Design and Environmental	PL	-	250,000	-	250,000	Airport CIP fund
Total First District						-	3,000,000	-	3,000,000	
Second District										
Third District										
Fourth District										
4	12-041	Chino	7000 Merrill Ave.	Runway Safety Area Improvements - Phase I	I	-	600,000	-	600,000	Airport CIP fund
Total Fourth District						-	600,000	-	600,000	
Fifth District										
4	TOTAL NEW PROJECTS ADMINISTERED BY A&E (AIRPORTS FUNDS)									
						-	3,600,000	-	3,600,000	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT D

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2011-12 AIRPORTS NEW PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING (Apple Valley Airport - County Service Area 60)

#	CIP Log #	Location	Address	Description	Proj. Type	Discretionary			Total	Funding Source	
						General Funding	Other Discretionary Funding	Restricted Funding			
Countywide											
1	12-040	Apple Valley	21600 Corwin Rd.	Apron Expansion - Phase I Design and Environmental Study	PL			250,000	250,000	Airport CIP fund	
Total First District						-	-	250,000	250,000		
Second District											
Third District											
Fourth District											
Fifth District											
1	TOTAL NEW PROJECTS ADMINISTERED BY A&E (APPLE VALLEY AIRPORT - COUNTY SERVICE AREA 60)									250,000	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



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2011-12 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS - TRANSPORTATION

#	Proj.	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary			Total	Funding Source
								General Funding	Other Discretionary Funding	Restricted Funding		
Countywide												
First District												
1		Apple Valley	Central Road	Poppy to Bear Valley Rd	Rehabilitation	P	700,000	700,000			700,000	General Fund
2		Apple Valley	Deep Creek Rd.	Beg. Oil NLY0600M	Overlay	P	871,000	871,000			871,000	General Fund
3		Big River	El Paseo Street	Deerpath Rd. ELY/Rio Mesa Dr.	Overlay	P	106,600	106,600			106,600	General Fund
4		Big River	Deerpath Road	.05M N of Modoc N to Alamo Rd.	Overlay	P	295,800	295,800			295,800	General Fund
5		Big River	Modoc Trail	Bannock Tr to Modoc Ln.	Overlay	P	150,600	150,600			150,600	General Fund
6		Ludlow	National Trails Hwy	2M W, Amboy Rd / 9M E, Arnboy Road	Rehabilitation	P	350,000		350,000		350,000	Measure I
7		Various	Various	Various	Chip Seal Program	P	1,045,000		1,045,000		1,045,000	Measure I
8		Various	Various	Various	Chip Seal Program	P	1,100,000	1,100,000			1,100,000	General Fund
			Total First District				4,619,000	3,224,000	-	1,395,000	4,619,000	
Second District												
9		Crestline	Lake Drive	Lake Gregory to Dart Canyon	Overlay	P	148,500	148,500			148,500	General Fund
10		Crestline	Thousand Pines Road	Zurich Drive NLY to End	Overlay	P	52,800	52,800			52,800	General Fund
11		Fontana	Almeria Avenue	850 S. of Foothill, N. to Foothill	Drainage Improvements	I	80,000			80,000	80,000	City Lead, Gas Tax Contribution to Project
12		Fontana	Banana and Santa Ana	Various locations	Drainage Improvements	I	800,000			800,000	800,000	General Fund
13		Fontana	Calabash Avenue	Whittram Ave. to Foothill Blvd.	Rehabilitation	P	835,000			835,000	835,000	Local Stimulus
14		Fontana	Hemlock Ave	Whittram Ave. to Foothill Blvd.	Rehabilitation	P	412,273	412,273			412,273	General Fund
15		Fontana	Live Oak Drive	Valley to Randall	Rehabilitation	P	620,009	620,009			620,009	General Fund
16		Fontana	Valley Boulevard	Banana Ave. to Catawba	Rehabilitation / Signal Installation	I	2,300,000		2,300,000		2,300,000	RDA, City Participation
17		Various	Various	Various	Surface Seals	I	254,000	254,000			254,000	RDA, City Participation
			Total Second District				5,502,582	1,487,582	-	4,015,000	5,502,582	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions





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**2011-12 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS - TRANSPORTATION**

#	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary			Total	Funding Source
							General Funding	Other Discretionary Funding	Restricted Funding		
Third District											
18	Colton	Reche Canyon Rd	1.2 M S. Barton N .78M	Overlay	P	190,000	190,000			190,000	General Fund
19	Del Rosa	Eureka Street	Golondrina Dr to Sterling Ave	Sidewalk Construction	I	125,000			125,000	125,000	CDBG
20	Lake Arrowhead	Arrowhead Villa Rd.	SH18 to Kuffel Canyon Rd.	Overlay	P	84,300	84,300			84,300	General Fund
21	Lake Arrowhead	Birchwood Drive	Cottonwood Ln. to Pioneer Rd.	Overlay	P	65,300	65,300			65,300	General Fund
22	Lake Arrowhead	Cedarwood Drive	North Bay Rd. to Oakwood Dr.	Overlay	P	55,200	55,200			55,200	General Fund
23	Lake Arrowhead	Cottonwood Lane	Birchwood Dr. to North Bay Rd.	Overlay	P	25,100	25,100			25,100	General Fund
24	Lake Arrowhead	Elmwood Drive	Little Bear Rd. to Pinewood Dr.	Overlay	P	33,100	33,100			33,100	General Fund
25	Lake Arrowhead	Grass Valley Road	SH 189 to Brentwood	Rehabilitation	P	2,650,000			2,650,000	2,650,000	Proposition 1B
26	Lake Arrowhead	Little Bear Road	Elmwood Dr. to North Bay Rd.	Overlay	P	16,300	16,300			16,300	General Fund
27	Lake Arrowhead	Maplewood Drive	End NE to Pinewood Dr.	Overlay	P	18,000	18,000			18,000	General Fund
28	Lake Arrowhead	Oakwood Drive	Birchwood Dr. to Cedarwood Dr.	Overlay	P	37,200	37,200			37,200	General Fund
29	Lake Arrowhead	Pinewood Drive	Elmwood Dr. to Birchwood Dr.	Overlay	P	57,800	57,800			57,800	General Fund
30	Lake Arrowhead	Pioneer Road	Old Toll Road to .03M E of Birchwood Dr	Overlay	P	18,300	18,300			18,300	General Fund
31	Lake Arrowhead	Willow Road	End NW to SH18	Overlay	P	14,700	14,700			14,700	General Fund
32	Running Springs	Live Oak Drive	SH 330 to Hilltop Blvd. SH 18	Rehabilitation	P	1,053,000	628,000		425,000	1,053,000	Measure I
33	San Bernardino	Old Waterman Canyon	1.9 M north of Arrowhead Springs Rd	Culvert Construction	I	1,000,000			1,000,000	1,000,000	Proposition 1B
34	Various	Various	Various locations	Surface Seals	I	129,000	129,000			129,000	STP, Measure I - design phase budgeted
35	Yucca Valley	Starlite Mesa & Others	Various locations	Apron installation	I	2,485,000			600,000	600,000	STP, Measure I - design phase budgeted
Total Third District							8,057,300	1,372,300	-	4,800,000	6,172,300

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

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2011-12 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS - TRANSPORTATION

#	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary			Funding Source	
							General Funding	Other Discretionary Funding	Restricted Funding		
Fourth District											
36	Chino	Monte Vista	Francis to Phillips	Rehabilitation	P	100,000	100,000			General Fund	
37	Various	Various	Various	Surface Seals	P	200,000	200,000			General Fund	
Total Fourth District							300,000	300,000	-	300,000	
Fifth District											
38	Bloomington	Cedar Avenue	El Rivino to Slover Ave.	Install Medians	I	1,800,000		1,800,000		Proposition 1B, HSIP	
39	Bloomington	Locust Ave. (City Lead)	7th - 11th	Rehabilitation	P	68,000	68,000			General Fund	
40	Bloomington	Maple Ave	Eight to Eleven St.	Overlay	P	38,161	38,161			General Fund	
41	Bloomington	Tenth St.	Locust Ave. to Pepper St.	Overlay	P	274,867	274,867			General Fund	
42	Bloomington	Thirteen St.	Linden Ave. to Pepper St.	Rehabilitation	P	245,090	245,090			General Fund	
43	Fontana	Randall Ave. (City Lead)	Alder to Maple	Rehabilitation	P	213,000	213,000			General Fund	
44	Fontana	Valley Boulevard	Alder to Spruce	Install Medians	I	950,000		950,000		Gas Tax, HSIP	
45	Muscoy	Ogden St.	Gray St. to Macy St.	Overlay	P	372,000	372,000			General Fund	
46	San Bernardino	Garden Drive	Baseline to Pacific	Rehabilitation	P	255,000	255,000			General Fund	
47	Various	Various	Various	Surface Seals	P	150,000	150,000			General Fund	
Total Fifth District							4,366,118	1,616,118	-	2,750,000	4,366,118
TOTAL TRANSPORTATION NEW PROJECTS							22,845,000	8,000,000	-	12,960,000	20,960,000

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions





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**2011-12 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS
ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS - SOLID WASTE MANAGEMENT
(Various Funds)**

#	Location	Address	Description	Proj. Type	Discretionary			Total	Funding Source
					General Funding	Other Discretionary Funding	Restricted Funding		
Countywide									
		Active/Closed Sites	LFGES OM&M - Group B	I			540,000	540,000	EAL - Environmental Fund
1		Active/Closed Sites	LFGES OM&M - Group A	I			773,578	773,578	EAL - Environmental Fund
2		Active/Closed Sites	Water Quality Monitoring and Response Program - Group B	I			510,000	510,000	EAL - Environmental Fund
3		Active/Closed Sites	Water Quality Monitoring and Response Program - Group A	I			318,834	318,834	EAL - Environmental Fund
4		Active/Closed Sites	Water Quality Monitoring and Response Program - Group A	I			318,834	318,834	EAL - Environmental Fund
Total Countywide									
							2,142,412	2,142,412	
First District									
5	Barstow	32553 Barstow Rd.	Barstow - LFGES Construction	I			400,000	400,000	EAC - Acquisition and Expansion Fund
Total First District									
							400,000	400,000	
Second District									
6	Ontario		Milliken - Edison License Agreements (Easements)	I			7,609	7,609	EAL - Environmental Fund
Total Second District									
							7,609	7,609	
Third District									
7	Running Springs	2900 Heaps Peak Rd.	New 40' Truck Scale	I			100,000	100,000	EAL - Environmental Fund
Total Third District									
							100,000	100,000	
Fourth District									
Fifth District									
8	Rialto	2340 Alder Ave.	Mid-Valley - Dept. of Toxic and Substance Control - Brocco Area Review	I			425,000	425,000	EAL - Environmental Fund
9	Rialto	2340 Alder Ave.	Mid-Valley - New Office Trailer	I			100,000	100,000	EAA - Operations Fund
Total Fifth District									
							525,000	525,000	
9 TOTAL SOLID WASTE MANAGEMENT NEW PROJECTS									
							3,175,021	3,175,021	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint. H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

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**2011-12 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds)**

#	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Proj. Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
1	Various	CJP 4010	PAVE	Architecture and Engineering/Facilities Management (A&E/FM)	Countywide	Various	Pavement Management	P	125,000	125,000			125,000	General Fund
2	10-214	CJP 4030	1V60	Information Services Department (ISD)	Countywide	Various	Grounding at remote microwave sites	I	834,600		834,600		834,600	ISD tele com services retained earnings
3	Various	CJP 4030	ADA	A&E/FM	Countywide	Various	Americans with Disabilities Act (ADA) Funding	HS	1,675,925	1,552,192			1,552,192	General Fund
4	Various	CJP 4030	ADAM	A&E/FM	Countywide	Various	Miscellaneous ADA program expenses	HS	23,300		23,300		23,300	ADA Program budget
5	Various	CJP 4030	BOIL	A&E/FM	Countywide	Various	Countywide Boiler Replacement Program	BS	243,557	243,557			243,557	General Fund
6	Various	CJP 4030	CJPR	A&E/FM	Countywide	Various	Capital Improvement Program (CIP) Residual Funding	RE	263,816	340,936			340,936	General Fund
7	Various	CJP 4030	ENGR	A&E/FM	Countywide	Various	Energy Efficiency Projects (Rebates)	I	480,177		470,623		470,623	Southern California Edison (SCE) Rebates
8	07-285	CJP 4030	ENGX	A&E/FM	Countywide	Various	Energy Efficiency Program (General Fund)	BS	496,495	496,495			496,495	General Fund
9	Various	CJP 4030	MCIP	A&E/FM	Countywide	Various	Minor Capital Improvement Program	RE	1,732,489	330,745			330,745	General Fund
10	11-171	CJP 5010 CJP 5012	BLDA	A&E/FM	Countywide	Various	Countywide Building Assessment	PL	200,000	181,451			181,451	General Fund
11		CJP 5010	2K04	A&E/FM	Countywide	Various	Energy Efficiency Power strips	I	10,000		10,000		10,000	CIP Energy Program
12	07-286	CJV 4030	7680	Regional Parks	Countywide	Various	Security System Installations	HS	300,000	30,344			30,344	General Fund
Total Countywide									6,385,359	3,300,720	1,338,523	-	4,639,243	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions





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**2011-12 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING**
(Various Funds)

#	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Proj. Budget	Discretionary			Carryover Balance	Funding Source
										General Funding	Other Discretionary Funding	Restricted Funding		
First District														
13	07-305	CJV 4030	7700	Sheriff/ Coroner	Adelanto	9438 Commerce Way	Adelanto Detention Center (ADC) Expansion	PL	120,000,000	3,788,066		75,243,370	79,031,436	General Fund/ AB900
14		CJP 4010	7705	Sheriff/ Coroner	Apple Valley	21101 Dale Evans Pkwy	High Desert Juvenile Detention and Assessment Center (HDJDAC) Secondary Water Source	I	1,400,000	1,063,560		336,440	1,400,000	General Fund / State of California, Department of Corrections and Rehabilitation (CDCR)
15		CJP 4030	2J00	Airports	Apple Valley	21600 Corwin Rd.	Access control System for Hangar Doors	I	100,000			100,000	100,000	County Service Area 60 (CSA 60)
16		CJP 4030	2J02	Airports	Apple Valley	21600 Corwin Rd.	Hangar Painting	DM	65,000			65,000	65,000	CSA 60
17	11-185	CJP 4030	1P04	Probation	Apple Valley	21101 Dale Evans Pkwy	High Desert Juvenile Detention and Assessment Center (HDJDAC) Card Access System Installation	HS	208,000			206,375	206,375	Probation
18		CJV 4030	1740	Probation	Apple Valley	21101 Dale Evans Pkwy	High Desert Juvenile Detention and Assessment Center (HDJDAC) Sewer reimbursement	C	77,252	77,252			77,252	General Fund
19	11-101	CJP 4030	1Z10	Sheriff/ Coroner	Baker	56776 Park Rd.	Baker Sheriff's Residences	C	240,000	226,541			226,541	General Fund
20	11-201	CJP 4030	1W03	A&E/FM	Barstow	303 E. Mtn. View Ave.	County Office Building HVAC	H	33,000		33,000		33,000	Minor CIP
21	11-212	CJP 4030	1W05	Sheriff- Coroner	Barstow	225 E. Mtn. View	Barstow Sheriff Sub-Station - Air Handler Unit (AHU) Replacement	H	150,000		148,133		148,133	Minor CIP
22	08-147	CJV 4030	8X09	Sheriff/ Coroner	Barstow	225 E. Mtn. View	Barstow Sheriff Sub-Station Remodel	C	3,396,000	18,971			18,971	General Fund

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

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**2011-12 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds)**

#	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Proj. Budget	Discretionary		Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
										General Funding	Funding				
First District (Cont'd)															
23	08-328	CJV 4030	8Y10	A&E/FM	Hesperia	15900 Smoke Tree St.	High Desert Government Center (HDGC)	C	28,065,000	20,671				20,671	General Fund
24	10-109	CJP 4030	0X80	Public Health	High Desert	To Be Determined (TBD)	High Desert Animal Shelter	C	1,485,000	1,485,000				1,485,000	General Fund
25	11-202	CJP 4030	1F05	Fleet Management	Lake Havasu	1 Tidwell Lane	Install 3000 gallon dual compartment above ground storage fuel tank.		115,000		115,000			115,000	Fleet Garage internal service fund budget
26	09-175	CJP 4030	9Y35	Board of Supervisors (BOS) - First District	Ludlow / Amboy	TBD	Ludlow/Amboy Fire Station	C	3,000,000	2,700,000				2,700,000	General Fund
27	11-131	CJP 4030	1S10	Sheriff/Coroner	Needles	1111 Bailey Ave.	Surveillance Camera Installation	HS	170,000				163,737	163,737	Sheriff-Coroner
28	07-174	CJV 3310	AR06	Community Development	Newberry Springs	33383 Newberry Springs	Senior Center Activity sign	RE	21,289				20,569	20,569	Community Development Block Grant (CDBG)
29	06-001	CJV 4030	6060	Sheriff/Coroner	Parker	Parker Dam Rd.	Sheriff's Parker Dam Facility	C	1,040,381	265,850			540,000	805,850	General Fund / Southwest Border Prosecution Initiative (SMBPI)
30		CJP 4030	2L01	Library	Trona	82805 Mt. View	HVAC Replacement	H	15,000			15,000		15,000	Library budget
31	11-088	CJP 4030	1Y60	A&E/FM	Victorville	14455 Civic Dr.	Victorville Courthouse Reroof (Court-64.25%/ County-35.75%)	R	1,000,000	341,554			645,237	986,791	General Fund / Administrative Office of the Courts (AOC)
32	11-189	CJP 4030	1Z69	Public Works	Wrightwood	1450 State Highway #2	Wrightwood Cinder Block Building	C	75,000				74,760	74,760	Transportation Gas Tax
33	09-047	CJV 4030	9X20	Regional Parks	Yermo	36600 Ghost Town Rd.	Calico Ghost Town Well and Water Improvements	I	800,000	611,394				611,394	General Fund
34		CJP 3310	1C12	Community Development	Yucca Valley	3133 Balsa Ave.	Yucca Mesa Community Center Emergency Generator	BS	40,000				38,980	38,980	CDBG

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions





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**2011-12 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds)**

#	Proj. Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Proj. Budget	Discretionary			Carryover Balance	Funding Source
										General Funding	Discretionary Funding	Restricted Funding		
First District (Cont'd)														
35		CJP 3310	1C06	Community Development	Yucca Valley	3133 Balsa Ave.	Yucca Mesa Community Center HVAC	H				24,500	24,500	CDBG
Total First District														
Second District														
36		CJV 4010	1470	Regional Parks	Crestline	24171 Lake Dr.	Lake Gregory Regional Park (LGRP) Dam Outlet Valve	I	603,000	348,781			348,781	General Fund
37	06-169	CJV 4010	6585	Regional Parks	Crestline	24171 Lake Dr.	LGRP Pavement	P	75,000	11,792			11,792	General Fund
38	05-103	CJV 4030	5748	BOS - Second District	Crestline	24171 Lake Dr.	LGRP San Moritz Lodge	C	586,000	44,317			44,317	General Fund
39		CJP 4030	1K70	County Fire	Devore	11511 Devore Rd.	Fire Station #2 Heating, Ventilation and Air Conditioning (HVAC)	H			6,741		6,741	County Fire
40	07-229	CJP 4010	7150	A&E/FM	Devore	Institution Rd.	Upgrade Institution Road to All-Weather	P	1,500,000	1,500,000			1,500,000	General Fund
41	10-119	CJP 4010	0X40	Regional Parks	Devore	2555 Glen Helen Parkway	Glen Helen Regional Park (GHRP) Irrigation Controls	I	355,000	355,000			355,000	General Fund
42		CJP 4010	2K01	Public Works	Fontana	Cherry Avenue at Washington	Demolition as part of the Transportation Cherry Avenue at I-10 interchange improvements project.	I	500,000			500,000		Transportation
43	11-200	CJP 4010	1W01	A&E/FM	Fontana	Cherry and Randall Avenues	Demolish and Clear Improvements on Redevelopment Land	C	280,000			274,242	274,242	Special Revenue RDA
44		CJP 4030	2K05	County Fire	Lake Arrowhead	981 N. State Highway 173	Fire Station #91 Water Damage Repair	DM	14,000		14,000		14,000	County Fire
45	11-180	CJP 4030	1W02	Public Works	Rancho Cucamonga	12158 Baseline Rd.	Siding/Roof Repair - Rancho Flood Control Operations Field Yard	DM	30,000			30,000		Flood Control District

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

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**2011-12 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds)**

#	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Proj. Budget	Discretionary		Restricted Funding	Carryover Balance	Funding Source
										General Funding	Other Discretionary Funding			
Second District (Cont'd)														
46	10-097	CJV 4030	0K35	A&E/FM	Rancho Cucamonga	8303 Haven Ave.	Rancho Courthouse Cooling Tower replacement.	BS	39,894			28,815	28,815	General Fund 23.95% Minor CIP / AOC 76.05%
47	07-180	CJP 4030	7200	A&E/FM	Rancho Cucamonga	8303 Haven Ave.	Foothill Law and Justice Center (FLJC) Base Isolation Testing	DM	80,000	80,000			80,000	General Fund
48	11-043	CJP 4030	1X40	A&E/FM	Rancho Cucamonga	8303 Haven Ave.	FLJC Reroof (Court Share-76.05%/County Share-23.95%)	R	550,000	96,553		392,009	488,562	General Fund / AOC
49	07-179	CJV 4030	7190	A&E/FM	Rancho Cucamonga	8303 Haven Ave.	FLJC Exterior Panels and Window Caulking	DM	655,700	57,316		498,660	555,976	General Fund / AOC
50	09-118	CJV 4030	9X25	A&E/FM	Rancho Cucamonga	8303 Haven Ave.	FLJC Fire Alarm Upgrade	BS	707,500	(171,822)		441,462	269,640	General Fund / AOC
51	11-216	CJP 4030	1Z63	Probation	Rancho Cucamonga	9500 Etiwanda Ave.	West Valley Detention Center (WVDC) Inmate Intake Processing Center Remodel	RE	100,000		100,000		100,000	Sheriff-Coroner medical budget
52	10-100	CJV 4030	0X30	A&E/FM	Rancho Cucamonga	9500 Etiwanda Ave.	WVDC Duct Cleaning	H	705,000	183,765			183,765	General Fund
53	08-185	CJV 4030	8X33	A&E/FM	Rancho Cucamonga	9500 Etiwanda Ave.	WVDC Re-Roof	R	2,807,000	185,333			185,333	General Fund
Total Second District									9,588,094	2,691,035	120,741	2,165,188	4,976,964	
Third District														
54	09-007	CJP 4030	9Y15	County Fire	Angeles Oaks	5768 Frontage Rd.	Angeles Oaks Fire Station Replacement	C	3,000,000	3,000,000			3,000,000	General Fund
55	09-251	CJV 4010	0K10	Public Works	Blue Jay	26830 Highway 189	Blue Jay Surface Clarifier	I	50,000		38,564		38,564	Public Works
56	09-172	CJV 4030	9Y20	A&E/FM	Joshua Tree	63665 Twentynine Palms Hwy	Joshua Tree Government Center (JTGC) construction	C	8,678,439	1,709,107	1,278,439	1,600,000	4,587,546	SWBPI/CDBG

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



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**2011-12 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds)**

#	Proj. Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Proj. Budget	Discretionary			Carryover Balance	Funding Source
										General Funding	Other Discretionary Funding	Restricted Funding		
Third District (Cont'd)														
57	10-181	CJV 4030	ARA6 4030	A&E/FM	Joshua Tree	63665 Twentynine Palms Hwy	JTGC Solar project	BS	1,492,552			289,065	289,065	General Fund / Energy Efficiency and Conservation Block Grant (EECBG)
58		CJP 4030	7575	District Attorney (DA)/Public Defender (PD) Remodel	Joshua Tree	6527 Whitefeather Rd.	Remodel Sheriff Court Services and Probation space for DA/PD.	RE	250,000	221,330			221,330	General Fund
59		CJP 3310	1C03	Community Development	Morongo Valley	49584 Mojave Dr.	Rehab Women's Club of Morongo Valley	I	25,600			24,580	24,580	ODBG
60	10-212	CJP 4030	1Z20	Museum	Redlands	2024 Orange Tree Ln.	Museum Lobby Information Kiosk ADA Upgrade	HS	187,000	187,000			187,000	General Fund
61	11-206	CJP 4030	1Z75	Museum	Redlands	2024 Orange Tree Ln.	Hall of History Flooring Replacement	DM	50,000		50,000		50,000	General Fund- Minor Paint and Carpet Program
62	11-207	CJP 4030	1Z78	Museum	Redlands	2024 Orange Tree Ln.	Entry Lobby Ceiling Replacement	DM	25,000		25,000		25,000	General Fund- Minor Paint and Carpet Program
63	07-270	CJV 4030	7578	Museum	Redlands	2024 Orange Tree Ln.	Museum Humidification	BS	1,400,000	(360)			(360)	General Fund
64	07-089	CJV 4030	7665	Museum	Redlands	2024 Orange Tree Ln.	Museum Admissions and Lobby Refurbishment	RE	65,000	65,000			65,000	General Fund
65	08-206	CJV 4030	8X78	Museum	Redlands	2024 Orange Tree Ln.	Museum Exhibit Fabrication - Hall of Geological Wonders	RE	3,150,730			8,500	8,500	State and Federal Grants
66	08-205	CJV 4030	8X81	Museum	Redlands	2024 Orange Tree Ln.	Museum Hall of History Refurbishment	RE	500,000	71,301			71,301	General IFund
67	11-205	CJP 3310	1Z66	Museum	Redlands	26930 Barton Rd	Redlands Museum Assistancia Parling Lot	P	3,750			3,750	3,750	Museum
68	11-197	CJP 4030	1Z72	Public Works	Running Springs	1896 Wilderness Rd.	Equipment Building and Office	C	400,000			400,000	400,000	Transportation Gas Tax

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



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**2011-12 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds)**

#	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Proj. Budget	Discretionary			Carryover Balance	Funding Source
										General Funding	Other Discretionary Funding	Restricted Funding		
Third District (Cont'd)														
69	08-180	CJV 4030	8X38	A&E/FM	Twin Peaks	26010 Hwy 189	Twin Peaks Courthouse Re-Roof	R	904,000	78,783			78,783	General Fund
Total Third District									20,182,071	5,332,161	1,392,003	2,325,895	9,050,059	
Fourth District														
70	10-160	CJV 4010	0J05	Airports	Chino	7000 Merrill Ave.	Chino Airport Groundwater Assessment	I	380,000	119,024			119,024	General Fund
71	09-170	CJV 4010	9X40	Airports	Chino	7000 Merrill Ave.	Chino Airport-Detention and Storm Water Assessment	I	630,000	92,570			92,570	General Fund/Airports
72	11-044	CJP 4030	1X20	A&E/FM	Chino	13260 Central Ave.	Chino Courthouse Reroof (Court-51.17%/County-48.83%)	R	300,000	131,485		146,136	277,621	General Fund / AOC
73	06-135	CJP 3305	6410	BOS - Fourth District	Montclair	5201 Benito St.	Alma Hofman Park Improvements	I	227,500	227,500			227,500	General Fund
74	06-138	CJP 3305	6440	BOS - Fourth District	Montclair	4351 Kingsley	Sunset Park Improvements	I	175,000	175,000			175,000	General Fund
75	10-141	CJV 4030	0K20	Preschool Services	Ontario	555 W. Maple	Restroom Installation	RE	110,000		108,740		108,740	Preschool Services
76	09-236	CJP 4010	2X18	Regional Parks	Ontario	800 N. Archibald Ave.	Cucamonga Guastl Regional Park (CGRP) Reclaimed Water System Retrofit	I	134,000	37,384			37,384	General Fund
Total Fourth District									1,956,500	782,963	108,740	146,136	1,037,839	
Fifth District														
77	11-133	CJP 4030	1S20	Sheriff/Coroner	Devore	18000 Institution Rd.	Sheriff Emergency Vehicle Operation Center (EVOCC) Modular Classroom	C	273,500			13,590	13,590	Sheriff
78	11-169	CJP 4030	1S65	Sheriff/Coroner	Devore	18000 Institution Rd.	Glen Helen Rehabilitation Center (SHRC) Air conditioning replacements	H	27,000		27,000		27,000	Justice Facilities Reserve
79	11-147	CJP 4030	1S30	Sheriff/Coroner	Devore	18000 Institution Rd.	Renovate Range Training Classroom	C	110,000			110,000	110,000	Sheriff-Coroner

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions





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**2011-12 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds)**

#	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Proj. Budget	Discretionary			Carryover Balance	Funding Source
										General Funding	Other Discretionary Funding	Restricted Funding		
Fifth District (Cont'd)														
80	11-168	CJP 4030	1S40	Sheriff/Coroner	Devore	18000 Institution Rd.	GHRC Female Housing Fire Alarm Upgrade	BS	55,800			55,320	55,320	Sheriff-Coroner (Justice Facility Reserve)
81	11-161	CJP 4030	1S50	Sheriff/Coroner	Devore	18000 Institution Rd.	Sheriff Regional Training Center Modular Building Relocation	C	285,000			285,000	285,000	Justice Facility Reserve
82	08-207	CJV 4030	8X84	Sheriff/Coroner	Devore	18000 Institution Rd.	Sheriff's Regional Training Center Design	PL	500,000	426,976			426,976	General Fund
83		CJV 4030	0X95	Regional Parks	Devore	2555 Glen Helen Parkway	Glen Helen Regional Park (GHRP) Site Remediation	I	199,012	37,120			37,120	General Fund
84		CJP 3305	CFNR	County Administrative Office (CAO)	Fontana	Various	City of Fontana	PL	1,284,005		1,284,005		1,284,005	General Fund
85		CJP 3305	CFON	CAO	Fontana	Various	City of Fontana	PL	3,882,641		3,882,641		3,882,641	General Fund
86	11-170	CJP 4030	1Y70	A&E/FM	Fontana	17830 Arrow Blvd.	1st Floor ADA Restroom Remodel	HS	287,900	182,292			182,292	General Fund-ADA Program
87	11-202	CJP 4030	1Z54	Sheriff/Coroner	Fontana	17780 Arrow Blvd.	Fontana Sheriff Sub-station Roof Replacement	R	160,000		154,444		154,444	Minor CIP
88	07-230 07-281	CJV 4030	7170	A&E/FM	Fontana	17780 Arrow Blvd.	Fontana Courthouse Expansion and Remodel	C	7,565,000	(614,011)		733,269	119,258	Courts \$3,565,719 and General Fund \$3,999,281
89		CJV 3310	0C39	Community Development	Fontana	8565 Nuevo Ave.	Oldtimers Foundation Center ADA Restroom	HS	85,000			65,108	65,108	CDBG
90	06-180 07-274 07-281	CJV 4030	8Y35	BOS - Fifth District	Muscoy	Darby and Macy St.	Baker Family Learning Center	C	4,396,421			3,569,730	3,569,730	CDBG
91	11-007	CJP 4030	1V10	ISD	Rialto	1743 Mirol Way	Upgrade fire protection system in communication equipment rooms.	HS	60,000		54,818		54,818	ISD (IAM retained earnings)

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

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2011-12 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds)

#	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Project Budget	Discretionary			Carryover Balance	Funding Source
										General Funding	Other Discretionary Funding	Restricted Funding		
Fifth District (Cont'd)														
92		CJP 4030	2W01	Sheriff	San Bernardino	150 S Lena Rd.	Crime Lab Compressor Repair	BS	34,500		34,500		34,500	Minor CIP
93	11-195	CJP 4030	1Z57	Public Health	San Bernardino	172 W. 3rd St., 6th Floor	Carpet Replacement	DM	80,000		19,104		19,104	Realignment funds
94	11-204	CJP 4030	1Z48	Sheriff-Coroner	San Bernardino	175 S. Lena Rd.	Coroner air filtration	BS	24,250		24,250		24,250	Minor CIP
95	11-086	CJP 4030	1X60	A&E/FM	San Bernardino	210 N. Lena Rd.	Revise Fleet power supply	BS	220,000		210,782		210,782	Fleet Mgmt.
96	10-052	CJV 4010	0X20	Fleet Mgmt.	San Bernardino	210 N. Lena Rd.	Fleet Mgmt Motor Pool Paving	P	190,000		165,481		165,481	Fleet Mgmt.
97		CJV 4030	0X90	Assessor/Recorder	San Bernardino	222 W. Hospitality Ln.	Hall of Records Remodel Title Room	RE	766,000		29,829		29,829	Recorder
98	11-174	CJP 4030	1Z81	A&E/FM	San Bernardino	222 W. Hospitality Ln.	Santa Ana River Trail ADA Improvements		63,733	57,613			57,613	General Fund-ADA program
99	10-107	CJV 4030	0X50	A&E/FM	San Bernardino	222 W. Hospitality Ln.	Hall of Record Second Floor HVAC Replacement	H	675,000	344,322			344,322	General Fund
100	10-176	CJV 4030	0Y15	Courts	San Bernardino	351 N. Arrowhead Ave.	Central Courthouse Elevator Upgrades	BS	23,000	23,000			23,000	General Fund
101		CJY 3310	1830	A&E/FM	San Bernardino	351 N. Arrowhead Ave.	Contributions of \$8.8 million to the State of California for new Courthouse. \$900,000 due 12/2011.	C	8,800,000	900,000			900,000	General Fund
102	11-052	CJP 4030	1Y30	A&E/FM	San Bernardino	385 N. Arrowhead Ave.	County Government Center Clerk of the Board elevator upgrade	BS	160,000	121,882			121,882	General Fund
103	11-134	CJP 4030	1Z25	A&E/FM	San Bernardino	385 N. Arrowhead Ave.	CGC 3rd Floor Remodel	RE	433,500	(207,943)		221,875	13,932	County Counsel; Economic Development Agency; General Fund

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



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2011-12 CARRYOVER PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING (Various Funds)

#	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Proj. Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
104	10-122	CJV 4030	9Z55	A&E/FM	San Bernardino	385 N. Arrowhead Ave.	County Government Center (CGC) - 5th Floor Glass Partition	RE	61,000	20,788			20,788	General Fund
105	10-123	CJV 4030	9Z60	A&E/FM	San Bernardino	385 N. Arrowhead Ave.	CGC - Land Use Partition Wall	RE	28,600	25,198			25,198	General Fund
106	11-038	CJP 4030	1Y50	A&E/FM	San Bernardino	401 N. Arrowhead Ave.	Probation Bldg. Compressor, cooling tower and air handler replacement	H	400,000	389,214			389,214	General Fund
107	Minor CIP	CJP 4030	1W06	Sheriff-Coroner	San Bernardino	655 E. 3rd St.	Replace AHU	H	25,000		25,000		25,000	Minor CIP
108	11-051	CJP 4030	1X80	A&E/FM	San Bernardino	655 E. 3rd St.	Sheriff's Headquarters Elevator Upgrade (2)	BS	320,000	278,831			278,831	General Fund
109	00-036	CJP 4030	1Y40	A&E/FM	San Bernardino	655 E. 3rd St.	Sheriff's Headquarters Heating, hot water piping replacement	H	450,000	443,674			443,674	General Fund
110	11-148	CJP 4030	1V20	ISD	San Bernardino	670 E. Gilbert St.	Upgrade UPS System - ISD Building	BS	509,705		501,477		501,477	ISD
111	11-192	CJP 4030	1Z60	Behavioral Health	San Bernardino	700 E. Gilbert St.	Demolish Building #6	C	50,000		49,760		49,760	Minor CIP / Insurance proceeds
112	11-184	CJP 4030	1P01	Probation	San Bernardino	740 E. Gilbert St.	Regional Youth Educational Facility (RYEF) Carpet Replacement	DM	49,200		49,200		49,200	Probation
113	11-063	CJP 4030	1K10	Purchasing	San Bernardino	777 E. Rialto Ave.	General Services Building security improvements.	HS	67,000		33,605		33,605	Cent Mail/ Surplus Ppty
114	11-172	CJP 4030	1Z15	A&E/FM	San Bernardino	777 E. Rialto Ave.	GSG Bldg ADA Restroom Upgrade	HS	150,000	127,065			127,065	General fund
115	07-159 08-179 09-135	CJV 4030	7390	A&E/FM	San Bernardino	777 E. Rialto Ave.	General Services Building (GSB) HVAC Replacement	H	3,104,200	120,523			120,523	General Fund
116	10-156	CJP 4030	1V50	ISD	San Bernardino	777 E. Rialto Ave.	GSB fiber optics	I	132,000		132,000		132,000	ISD

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



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**2011-12 CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds)**

#	CIP Log #	Fund/ Object Code	AE Proj. #	Dept.	Location	Address	Proj. Name	Proj. Type	Proj. Budget	Discretionary			Carryover Balance	Funding Source
										General Funding	Other Discretionary Funding	Restricted Funding		
Fifth District (Cont'd)														
117	08-020	CJV 4030	8N00	Behavioral Health	San Bernardino	780 E. Gilbert St.	Transitional Age Youth Center Remodel	RE	8,021,754			6,407,944	6,407,944	Mental Health Services Act (MHSA) Facilities Fund
118	11-084	CJP 4030	1X90	A&E/FM	San Bernardino	825 E. 3rd St.	Public Works Building Reroof	R	402,500	120,280			120,280	General Fund
119	09-140	CJV 4030	9Y00	A&E/FM	San Bernardino	825 E. 3rd St.	Public Works Building 1 Hour Corridors	HS	1,292,535	1,107,851			1,107,851	General Fund
120	11-214	CJP 4030	1Z45	District Attorney	San Bernardino	900 E. Gilbert St.	Demolish DA Modulators	C	40,000		35,345		35,345	Minor CIP
121	08-153	CMV 4030	8X69	Probation	San Bernardino	900 E. Gilbert St.	New Central Juvenile Hall	C	63,600,000	272,171			272,171	General Fund
122		CJP 4030	1Y95	A&E/FM	San Bernardino	Gilbert St.	Gilbert Street Well	I	100,000	100,000			100,000	General Fund
123	07-293	CJV 4030	7600	Sheriff/Coroner	San Bernardino	TBD	Sheriff's Crime Lab Design	C	20,500,000	20,181,594			20,181,594	General Fund
Total Fifth District									129,944,756	24,458,440	6,713,241	11,461,836	42,633,517	
123 TOTAL CARRYOVER PROJECTS A&E CAPITAL FUNDS									329,552,702	47,164,178	9,984,381	93,558,023	150,706,582	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



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2011-12 ARROWHEAD REGIONAL MEDICAL CENTER CARRYOVER PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING (Funds CJZ, CJE and CJM)

#	CIP Log #	Fund/ Object Code	AE Proj. #	Location	Location-Address	Project Name	Proj. Type	Project Budget	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Countywide													
Carryover Projects (Fund CJZ)													
1	06-196 06-219	CJZ 4030	6740	Colton	400 N. Pepper Ave.	Med-Surg Remodel	RE	22,575,000			1,963,317	1,963,317	ARMC Operating budget
2	07-361	CJZ 4030	7730	Colton	400 N. Pepper Ave.	ARMC Medical Office Building	C	25,000,000			1,189,317	1,189,317	ARMC Operating budget
Total Carryover Projects (Fund CJZ)											3,152,634	3,152,634	
Carryover Projects (Fund CJE)													
3	11-157	CJE 4030	1G10	Colton	400 N. Pepper Ave.	Convert Positive Pressure Rms to Negative Pressure	BS	30,000			30,000	30,000	ARMC Facility Capital Funds
4	11-182	CJE 4030	1G15	Colton	400 N. Pepper Ave.	Air Handler Coil Sterile Processing Department	BS	69,700			69,700	69,700	ARMC Facility Capital Funds
5	11-181	CJE 4030	1G20	Colton	400 N. Pepper Ave.	Medical Imaging Angio/Cath Lab Suite Replacement	RE	444,114			443,594	443,594	ARMC Operating Budget
6	11-211	CJE 4030	1G30	Colton	400 N. Pepper Ave.	Recovery Room Air Handler Coil	BS	69,700			69,700	69,700	ARMC Facility Capital Funds
Total Carryover Projects (Fund CJE)											612,994	612,994	
Carryover Projects (Fund CJM)													
7		CJM 4030	2650	Colton	400 N. Pepper Ave.	ARMC Shower Replacement	RE	800,000			771,944	771,944	Lawsuit Settlement Funds
Total Carryover Projects (Fund CJM)											771,944	771,944	
TOTAL ARMC CARRYOVER PROJECTS (VARIOUS FUNDS)											4,537,572	4,537,572	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



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**2011-12 AIRPORTS CARRYOVER PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING
(Various Funds)**

#	CIP Log #	Location	Address	Description	Proj. Type	Discretionary			Carryover Balance	Funding Source
						General Funding	Discretionary Funding	Other Funding		
Countywide										
First District										
1	06-069	Daggett	39500 National Trails	Waste Water Treatment Plant	C		50,000		50,000	RAA
2	07-254	Daggett	39500 National Trails Hwy	Taxiway A & C electrical upgrades and Taxiway B Extension	C		65,625	2,434,375	2,500,000	RAA
3	10-064	Daggett	39500 National Trails Hwy	Fire Suppression Master Plan	P		50,000		50,000	RAA
4	10-063	Daggett	39500 National Trails Hwy	Storm Drainage Master Plan	P		50,000		50,000	RAA
5	10-054	Needles	711 Airport Rd.	Master Drainage Plan	P		50,000		50,000	RAA
6	10-056	Needles	711 Airport Rd.	ALP Update	P		8,750	166,250	175,000	RAA
7	10-057	Twentynine Palms	78569 29 Palms Hwy	Fire Suppression Master Plan	P		50,000		50,000	RAA
8	10-058	Twentynine Palms	78569 29 Palms	Utility Master Plan	P		50,000		50,000	RAA
9	10-060	Twentynine Palms	78569 29 Palms	ALP Update	P		8,750	166,250	175,000	RAA
Total First District							383,125	2,766,875	3,150,000	
Second District										
Third District										
Fourth District										
10		Chino	7000 Merrill Ave.	Test/Monitor Ground Water for PCE's & TCE's	I		275,000		275,000	RAA
11		Chino	7000 Merrill Ave.	Update CLUP	P		50,000		50,000	RAA
12	10-067	Chino	7000 Merrill Ave.	Fire Suppression Master Plan	P		100,000		100,000	RAA
13	10-066	Chino	7000 Merrill Ave.	Utility Master Plan	P		100,000		100,000	RAA
14		Chino	7000 Merrill Ave.	B-270 Retrofit	I		25,000		25,000	RAA
Total Fourth District							550,000		550,000	
Fifth District										
14	TOTAL AIRPORT CARRYOVER PROJECTS (VARIOUS FUNDS)									
							933,125	2,766,875	3,700,000	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT J

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2011-12 AIRPORTS CARRYOVER PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING Apple Valley Airport - County Service Area 60 (CSA 60)

#	CIP Log #	Location	Address	Description	Proj. Type	Discretionary			Carryover Balance	Funding Source
						General Funding	Other Discretionary Funding	Restricted Funding		
Countywide										
First District										
1		Apple Valley	21600 Corwin Rd.	Runway 8/26 Drainage Improvements	I			200,000	200,000	RAI
2		Apple Valley	21600 Corwin Rd.	Maintenance Storage Feasibility Study	P			150,000	150,000	RAI
3		Apple Valley	21600 Corwin Rd.	Pavement Repairs	C			50,000	50,000	RAI
4		Apple Valley	21600 Corwin Rd.	Land Acquisition for RPZ -RW18	AC			500,000	500,000	RAI
5	10-074	Apple Valley	21600 Corwin Rd.	Airport Master Drainage Plan	P			50,000	50,000	RAI
6	07-073	Apple Valley	21600 Corwin Rd.	Fire Suppression Master Plan	P			50,000	50,000	RAI
7	10-072	Apple Valley	21600 Corwin Rd.	Utility Master Plan	P			50,000	50,000	RAI
8	10-126	Apple Valley	21600 Corwin Rd.	Environmental Inventory/Compliance - CEQA/NEPA	P			200,000	200,000	RAI
9		Apple Valley	21600 Corwin Rd.	Exterior Painting of Hangar	I			65,000	65,000	RAI
10		Apple Valley	21600 Corwin Rd.	Gate Access Control System	I			100,000	100,000	RAI
11		Apple Valley	21600 Corwin Rd.	T-Hangar Improvement - Locking System	I			250,000	250,000	RAI
12		Apple Valley	21600 Corwin Rd.	APV Meter Electrical Split	I			115,000	115,000	RAI
Total First District								1,780,000	1,780,000	
Second District										
Third District										
Fourth District										
Fifth District										
12 TOTAL APPLE VALLEY AIRPORT - CSA 60 - CARRYOVER PROJECTS								1,780,000	1,780,000	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT K
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2011-12 INFORMATION SERVICES CARRYOVER PROJECTS
ADMINISTERED BY OTHER DEPARTMENTS
 (Various Funds)

#	Proj. CIP #	Department	Location	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Countywide										
First District										
1	11-005	Information Services Department (ISD)	Hesperia - South Hesperia location	Install new 800 MHz radio communication system.	I		1,250,000		1,250,000	ISD (IAM retained earnings)
2	11-004	ISD	Wrightwood - TBD	Install new 800 MHz radio communication system.	I		1,250,000		1,250,000	ISD (IAM retained earnings)
		Total First District				-	2,500,000	-	2,500,000	
		Second District				-	-	-	-	
		Third District				-	-	-	-	
		Fourth District				-	-	-	-	
		Fifth District				-	-	-	-	
2		TOTAL NEW PROJECTS ADMINISTERED BY OTHER DEPARTMENTS				-	2,500,000	-	2,500,000	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT L

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2011-12 REGIONAL PARKS CARRYOVER PROJECTS (Various Funds)

#	Location	Address	Description	Proj. Type	Discretionary			Restricted Funding	Projected Carryover Balance	Funding Source
					General	Other	Discretionary			
Countywide										
1	Redlands	Santa Ana River Trail	Construct hiking/biking/equestrian trail - Phase 4	I			328,327	328,327		Federal/State Grants
2	S.B./Redlands	Santa Ana River Trail	Construct hiking/biking/equestrian trail - Phase 3	I			950,555	950,555		Federal/State Grants
3	S.B./Redlands	Santa Ana River Trail	Construct hiking/biking/equestrian trail - Phase 3	I			419,940	419,940		Federal/State Grants
4	S.B./Redlands	Santa Ana River Trail	Construct hiking/biking/equestrian trail - Phase 3	I			300,000	300,000		Prop 84
Total Countywide							1,998,822	1,998,822		
First District										
Second District										
Third District										
Fourth District										
Fifth District										
5	San Bernardino	Along Santa Ana River	Santa Ana River Park	I			99,000	99,000		Federal Grant
6	San Bernardino	Along Santa Ana River	Santa Ana River Park	I			77,727	77,727		State Grant
Total Fifth District							176,727	176,727		
6 TOTAL REGIONAL PARKS CARRYOVER PROJECTS							2,175,549	2,175,549		



EXHIBIT M

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2011-12 TRANSPORTATION CARRYOVER PROJECTS
(Various Funds)

#	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary			Projected Budget	Funding Source
							General Funding	Other Discretionary Funding	Restricted Funding		
Countywide											
First District											
1	Apple Valley	Rock Springs Road	Bridge 54-C670, @ Mojave River	Bridge replacement design	I	30,000,000			1,870,000	1,870,000	Fee Plan, design and environmental clearance (construction not funded)
2	Baker	Baker Blvd.	Bridge 54-C127, 0.25M W, SH127	Bridge replacement	I	2,900,000			2,900,000	2,900,000	HBP 88.53%, Gas Tax, PE and Construction
3	Hemdale	Shadow Mountain Road	Helendale Road to National Trails Highway	Grade Separation	I	50,000,000			3,320,000	3,320,000	Measure I, Facilities Development Plan-PE phase only (construction not funded)
4	Hesperia	Escondido Ave	At El Centro	Drainage Improvements	I	1,500,000			1,300,000	1,300,000	Proposition 42 and Gas Tax
5	Hesperia	Summit Valley Rd.	Sh138 north to City Limits Hesperia	Widen and realign road	PL	21,300,000			500,000	500,000	Public Land Highway (PLH) (construction not funded)
6	Lenwood	Lenwood Rd.	N/Main St.	Grade Separation	I	32,000,000			2,500,000	2,500,000	Measure I, SANBAG and City
7	Lucerne	Highland Road	at SH18	Right Turn Construction	P	900,000			750,000	750,000	Fee Plan, Proposition 1B - construction phase
8	Lucerne	Meridian Rd.	0289M S, SH18 N/SH18	Rehabilitation	P	1,900,000			1,900,000	1,900,000	Proposition 1B
9	Ludlow	Dola Ditch Bridge	Nth, Br No 54C 285, 2.08M E, Kelbaker	Bridge replacement	I	900,000			750,000	750,000	Federal Highway Bridge Replacement & Rehabilitation (HBRR)
10	Ludlow	Lanzit Ditch Bridge	Nth, Br No 54C 286, 2.77 E, Kelbaker	Bridge replacement	I	1,076,000			1,000,000	1,000,000	HBRR
11	Needles	Needles Highway	N Street N&E/State Line	Passing Lanes	P	88,000,000			3,800,000	3,800,000	STP, PLH (not fully funded)
12	Oak Hills	Oak Hills Road	Caliente Rd N/ Jenny	Realignment	P	600,000			600,000	600,000	Fee Plan
13	Oak Hills	Ranchero Road	.30M E, Mariposa E/1.00M E, Escondido Ave	Widen / install signal	I	15,700,000			1,100,000	1,100,000	Measure I, Local Stimulus (SANBAG and City participation for larger project - not fully funded)

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT M

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2011-12 TRANSPORTATION CARRYOVER PROJECTS (Various Funds)

#	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary			Restricted Funding	Projected Budget	Funding Source
							General Funding	Other Discretionary Funding	Funding			
First District (Cont'd)												
14	Oro Grande	National Trails Hwy	Northbound .85 miles north of BNSF to 2.5 miles north of BNSF	Widen/Install passing lanes	I	1,100,000				1,100,000	1,100,000	Proposition 1B
15	Phelan	Caughlin Rd.	Phelan Road N 1M	Pave dirt road	P	1,925,000				1,200,000	1,200,000	Proposition 1B - Construction
16	Phelan	Phelan Rd.	At Lilac	Realign intersection	I	350,000				300,000	300,000	Proposition 1B
17	Phelan	Phelan Road	Pionero Rd / Burbank Rd	Box Culvert	P	530,000				530,000	530,000	Proposition 42 and Gas Tax
18	Phelan	Phelan Rd.	Beekley Rd E/Los Banos Ave	Drainage improvements	I	1,400,000				825,000	825,000	Measure I
19	Pinon Hills	Phelan Rd.	At Sheep Creek Wash	Drainage improvements	I	500,000		450,000			450,000	General Fund
20	Spring Valley Lake	Ridge Crest Road & Other	Pahute to Pebble Beach.	Sidewalk Construction	I	287,200				287,200	287,200	Gas Tax, SR2S
21	Spring Valley Lake	Yates Rd.	.24M N, Chiquapin Dr E & S/.02S, Fortuna	Rehabilitation and Soundwall Construction	P	5,690,000				5,690,000	5,690,000	Proposition 1B
22	Victorville	San Martin Rd.	Dos Palmas Rd. N/L/Palmdale Rd.	Pave dirt road.	P	1,000,000		280,000			280,000	General Fund
23	Yermo	Yermo Road	at Manix Wash	Bridge Replacement	I	1,800,000				1,800,000	1,800,000	88.53% HBP funding, Gas Tax
Total First District						261,358,200	-	730,000	34,022,200	34,752,200		
Second District												
24	Fontana	Almond Avenue	Upas Ct to .12M S of Foothill Blvd	Sidewalk Construction	I	296,000				296,000	296,000	Gas Tax, SR2S
25	Fontana	Arrow Route	Beech Ave. to Almeria Ave.	Rehabilitation / sidewalk installation	P	550,000				550,000	550,000	Proposition 1B, Local Stimulus, CDBG
26	Fontana	Cherry Ave.	I-10	Improve interchange	PL	76,000,000				13,700,000	13,700,000	Redevelopment Agency (RDA) Construction Phase
27	Fontana	Cherry Ave.	Whittan Ave. N/Foothill Blvd.	Widen Roadway	I	9,580,000				4,000,000	4,000,000	RDA
28	Fontana	Cherry Ave.	.13M N, Merrill Ave at RR Xing	Grade Separation	I	9,000,000				9,000,000	9,000,000	RDA, Measure I, Developer Fees
29	Lytle Creek	Glen Helen Parkway Bridge	Over Cajon Wash	Bridge Replacement	I	20,400,000						HBP 88.53%, Future Gas Tax, amount is for PE phase only

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., HH-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT M

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2011-12 TRANSPORTATION CARRYOVER PROJECTS
(Various Funds)

#	Location	Road Name	Limits	Description	Proj. Type	Proj. Total	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Projected Budget	Funding Source	
Second District (Cont'd)												
30	Lytile Creek	Glen Helen Parkway Grade Separation	at UPRR-BNSF Crossing	Grade Separation	I	24,700,000		650,000	5,700,000	6,350,000	General Fund, SANBAG, and Measure I for PE, RW and Utilities only	
31	Lytile Creek	South Fork Rd.	.0003M SW, Melody Ln. NEL/Lytile Creek Rd.	Drainage improvements	I	1,000,000			1,000,000	1,000,000	Proposition 42, Proposition 1B	
32	Verdemont SD 5	Institution Rd.	.20M W, Verdemont Rch Rd E .40M	Rehabilitation	P	1,000,000		950,000		950,000	General Fund (additional drainage needs unfunded)	
Total Second District							142,526,000	-	1,600,000	34,246,000	35,846,000	
Third District												
33	Big Bear City	Pine View Dr.	Big Bear Blvd. (SH38) N/Aeroplane	Storm Drain	I				2,000,000	2,000,000	Proposition 1B	
34	Colton	Reche Canyon Rd	1.20M S, Barton Rd (CLN CL) N .78M	Widen	I	600,000			600,000	600,000	Proposition 1B	
35	Lake Arrowhead	Grandview Road	Sawmill Rd to Walnut Hills Dr	Sidewalk Construction	I	105,000			105,000	105,000	Gas Tax, SR2S	
36	Mentone	Fifth Ave.	At Walnut	Improve Sight Distance	PL	1,350,000			970,000	970,000	Proposition 1B	
37	Moonridge	Hatchery Drive	SH38 N to Slate Lane	Pave dirt road	P	1,100,000			1,100,000	1,100,000	Proposition 1B	
38	Moonridge	Maple Ln	Barton Lane N/SH38	Slope Protection	PL	2,400,000			800,000	800,000	Prop. 1B (not fully funded)	
39	Oak Glen	Oak Glen Road south	.25M N, Acorn Way N/ Pine Bench Rd.	Rehabilitation	P	1,500,000			1,500,000	1,500,000	Local Stimulus	
40	Redlands	Garnet St. Bridge	Mill Creek, Br No. 54C 420	Bridge replacement	I	3,700,000			3,500,000	3,500,000	HBP 80%, Gas Tax	
41	Yucaipa	Bryant Street	Juniper Ave. to SH38	Rehabilitation	P	250,000			250,000	250,000	Local Stimulus	
Total Third District							11,005,000	-	10,825,000	10,825,000		
Fourth District												
42	Chino	Pipe Line Avenue	Chino Ave to Biscayne St	Sidewalk Construction	I	600,000		425,000		425,000	General Fund	
43	Chino	Roswell Avenue	Philadelphia to Francis Ave	Sidewalk Construction	I	500,000		275,000		275,000	General Fund	
44	Montclair	Howard Street	610' west of Benson to 190' west of Benson	Sidewalk Construction	I	500,000		65,000		65,000	General Fund	
Total Fourth District							1,600,000	-	765,000	-	765,000	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT M

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2011-12 TRANSPORTATION CARRYOVER PROJECTS (Various Funds)

#	Proj. Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary			Projected Budget	Funding Source	
							General Funding	Other Discretionary Funding	Restricted Funding			
Fifth District												
45	Bloomington	Cedar Avenue	At I-10	Interchange PSR/PR	PL	53,000,000			10,000	10,000	Gas Tax (construction not funded)	
46	Colton	Pepper Avenue	At I-10	Reconstruct interchange	PL	54,000,000			6,000,000	6,000,000	DEMO 80% (not fully funded)	
47	Fontana	Alder & Santa Ana Ave	Santa Ana E .38 M & Alder to Laurel	Sidewalk Construction	I	1,030,000		760,000		760,000	General Fund	
48	Fontana	Slover Ave.	Laurel Ave E/Locust Ave	Signal installation, Widening	I	4,400,000			2,650,000	2,650,000	Proposition 1B, Measure I (for phase I)	
Total Fifth District							112,430,000	-	760,000	8,660,000	9,420,000	
TOTAL TRANSPORTATION CARRYOVER PROJECTS							528,919,200	-	3,855,000	87,753,200	91,608,200	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., HHVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT N

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2011-12 SOLID WASTE MANAGEMENT CARRYOVER PROJECTS
(Various Funds)

#	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Countywide									
First District									
2	Twentynine Palms	7501 Pinto Mtn. Rd.	Resurface Entry Road	P			109,000	109,000	EAA - Operations Fund
3	Victorville	18600 Stoddard Wells Rd.	Victorville - Access Road Construction	P			897,500	897,500	EAA - Operations Fund
4	Victorville	18600 Stoddard Wells Rd.	Victorville - Permanent Scale House Construction	C			300,000	300,000	EAA - Operations Fund
5	Victorville	18600 Stoddard Wells Rd.	Victorville - Purchase/install 2 new permanent scales	I			290,000	290,000	EAA - Operations Fund
6	Victorville	18600 Stoddard Wells Rd.	Victorville Phase 1B Stage 2 Liner Construction	I			4,911,795	4,911,795	EAC - Acquisition and Expansion Fund
Total First District							6,508,295	6,508,295	
Second District									
Third District									
7	Running Springs	29800 Heaps Peak Rd.	Construction of Ground Water Extraction Treatment System (GWTES) - Corrective Action Plan (CAP)	I			450,000	450,000	EAL - Environmental Fund
Total Third District							450,000	450,000	
Fourth District									
Fifth District									
8	Rialto	2340 Alder Ave.	Clay Purchase	I			100,800	100,800	EAC - Acquisition and Expansion Fund
9	Rialto	2340 Alder Ave.	Mid-Valley - Broco Investigation	I			1,059,274	1,059,274	EAL - Environmental Fund
Total Fifth District							1,160,074	1,160,074	
9 TOTAL SOLID WASTE CARRYOVER PROJECTS							8,118,369	8,118,369	

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



EXHIBIT O

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**2011-12 THROUGH 2015-16
FIVE-YEAR CAPITAL MAINTENANCE PLAN
By Project Type**

Description	Year 1 (2011-12)	Proposed Year 2 (2012-13)	Proposed Year 3 (2013-14)	Proposed Year 4 (2014-15)	Proposed Year 5 (2015-16)	Total One-Time Capital Cost
ADA improvements	400,000	400,000	500,000	500,000	500,000	2,300,000
Capital Projects for Court Bldgs.	200,000	200,000	200,000	200,000	200,000	1,000,000
Building Assessment/Remediation	400,000	1,950,000	1,950,000	2,350,000	2,350,000	9,000,000
HVAC:						
WVDC-Duct Cleaning	300,000	280,000	-	-	-	580,000
General Services Building	570,000	-	-	-	-	570,000
Sheriff's Headquarters HHW	98,000	-	-	-	-	98,000
Adelanto Detention Center	735,000	400,000	-	-	-	1,135,000
Other	-	3,000,000	3,300,000	3,300,000	3,300,000	12,900,000
Building Systems/Improvements:						
Boiler Replacements	500,000	500,000	500,000	500,000	500,000	2,500,000
Emergency Generators	780,000	580,000	400,000	400,000	400,000	2,560,000
Elevator Modernization	780,000	580,000	480,000	480,000	480,000	2,800,000
Fire Alarm Upgrades	805,000	400,000	400,000	400,000	400,000	2,405,000
Roof Repairs/Replacements:						
Adelanto Detention Center	500,000	500,000	-	-	-	1,000,000
West Valley Detention Center	850,000	-	-	-	-	850,000
Sheriff's Headquarters	800,000	-	-	-	-	800,000
Civic Center Building	160,000	-	-	-	-	160,000
General Services Building	950,000	-	-	-	-	950,000
Sheriff's Glen Helen Facilities	450,000	400,000	400,000	-	-	1,250,000
Other	-	400,000	700,000	700,000	700,000	2,500,000
Pavement Management	400,000	800,000	800,000	800,000	800,000	3,600,000
Minor CIP	1,399,981	1,500,000	1,500,000	1,500,000	1,500,000	7,399,981
Energy Efficiency Projects	200,000	800,000	1,000,000	1,000,000	1,000,000	4,000,000
Demolition:						
Old Central Juvenile Hall	800,000	-	-	-	-	800,000
Exterior Renovation:						
Twin Peaks County Office Bldg.	200,000	-	-	-	-	200,000
Hall of Records Windows	100,000	-	-	-	-	100,000
Other	-	210,000	570,000	570,000	570,000	1,920,000
Interior Renovation:						
Site Infrastructure	422,019	450,000	650,000	650,000	650,000	2,400,000
Parks Annual Maintenance	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Parks Water and Sewer Study	1,000,000	-	-	-	-	-
Total Budget	15,300,000	15,300,000	15,300,000	15,300,000	15,300,000	76,500,000



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YOUR COUNTY... YOUR FUTURE

APPENDICES

2011-12 ADOPTED BUDGET

- County of San Bernardino -

ADMINISTRATION

	Restated* Fiscal Year 2009-10 Final Budget	Restated* Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Appropriation				
Staffing Expenses	94,346,459	96,845,478	92,003,822	88,681,600
Operating Expenses	146,090,184	162,720,373	141,918,738	164,643,407
Capital Expenditures	17,236,446	11,271,718	8,211,871	14,142,452
Reimbursements	(39,347,820)	(42,803,001)	(38,605,646)	(40,808,157)
Contingencies	12,183,793	1,752,457	1,908,278	1,681,737
Subtotal	230,509,062	229,787,025	205,437,063	228,341,039
Operating Transfers Out	12,105,401	10,666,394	9,678,973	11,400,402
Total	242,614,463	240,453,419	215,116,036	239,741,441
Revenue				
Taxes	0	0	52,910	42,000
Realignment	0	0	0	0
State and Federal Aid	4,829,659	1,044,781	301,132	291,380
Fee/Rate	157,710,648	155,169,391	154,891,617	155,488,218
Other Revenue	15,303,063	12,070,601	7,131,344	8,543,962
Operating Transfers In	8,743,385	8,340,399	8,484,031	8,409,146
Fund Balance/Net Assets	59,397	12,785,180	3,588,581	18,725,930
General Fund Allocation/Net County Cost	55,968,311	51,043,067	40,666,421	48,240,805
Total	242,614,463	240,453,419	215,116,036	239,741,441
Budgeted Staffing	930	878	872	841

*Restatement represents the transfer of Priority Policy Needs budget unit to Administration from Other Funding.

Note: For Proprietary Fund types included above, appropriation includes fixed assets in lieu of depreciation expense.



CAPITAL FACILITIES LEASES

	Fiscal Year 2009-10 Final Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Appropriation				
Staffing Expenses	0	0	0	0
Operating Expenses	22,749,445	56,678,154	56,678,154	18,202,053
Capital Expenditures	0	0	0	0
Reimbursements	(1,816,051)	(2,037,795)	(2,037,795)	(1,943,662)
Contingencies	0	0	0	0
Subtotal	20,933,394	54,640,359	54,640,359	16,258,391
Operating Transfers Out	0	0	0	0
Total	20,933,394	54,640,359	54,640,359	16,258,391
Revenue				
Taxes	0	0	0	0
Realignment	0	0	0	0
State and Federal Aid	0	0	0	0
Fee/Rate	0	0	0	0
Other Revenue	0	0	0	0
Operating Transfers In	0	38,000,000	38,000,000	0
Fund Balance/Net Assets	0	0	0	0
General Fund Allocation/Net County Cost	20,933,394	16,640,359	16,640,359	16,258,391
Total	20,933,394	54,640,359	54,640,359	16,258,391



ECONOMIC DEVELOPMENT AGENCY

	Restated* Fiscal Year 2009-10 Final Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Appropriation				
Staffing Expenses	12,112,411	14,431,977	12,072,568	11,733,326
Operating Expenses	50,117,121	100,881,125	41,725,699	84,915,982
Capital Expenditures	65,852	172,000	0	0
Reimbursements	(6,950,440)	(15,374,368)	(10,636,771)	(3,965,555)
Contingencies	15,436,604	2,476,264	22,375,770	1,336,025
Subtotal	<u>70,781,548</u>	<u>102,586,998</u>	<u>65,537,266</u>	<u>94,019,778</u>
Operating Transfers Out	667,762	1,740,573	3,269,328	4,813,400
Total	<u>71,449,310</u>	<u>104,327,571</u>	<u>68,806,594</u>	<u>98,833,178</u>
Revenue				
Taxes	5,000	0	571	0
Realignment	0	0	0	0
State and Federal Aid	43,578,781	79,256,522	43,041,754	72,028,678
Fee/Rate	158,485	128,150	147,023	127,150
Other Revenue	5,269,240	4,087,323	5,722,411	4,003,781
Operating Transfers In	300,000	575,000	12,308	0
Fund Balance/Net Assets	18,881,590	17,018,938	17,018,938	19,731,418
General Fund Allocation/Net County Cost	3,256,214	3,261,638	2,863,589	2,942,151
Total	<u>71,449,310</u>	<u>104,327,571</u>	<u>68,806,594</u>	<u>98,833,178</u>
Budgeted Staffing	203	196	179	146

*Restatement represents the reclassification of Special Assessment Revenues as these are now considered to be a Fee/Rate.



FISCAL

	Restated* Fiscal Year 2009-10 Final Budget	Restated* Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Appropriation				
Staffing Expenses	40,761,109	42,055,539	39,281,574	39,168,412
Operating Expenses	23,179,311	21,846,003	18,895,517	25,981,727
Capital Expenditures	509,832	1,191,750	185,913	6,338,750
Reimbursements	(1,430,338)	(3,689,185)	(1,660,396)	(4,074,962)
Contingencies	7,289,231	6,984,113	10,535,201	2,676,638
Subtotal	<u>70,309,145</u>	<u>68,388,220</u>	<u>67,237,809</u>	<u>70,090,565</u>
Operating Transfers Out	800,000	0	600,919	4,000,000
Total	<u>71,109,145</u>	<u>68,388,220</u>	<u>67,838,728</u>	<u>74,090,565</u>
Revenue				
Taxes	472,760	775,000	331,935	980,000
Realignment	0	0	0	0
State and Federal Aid	777,424	180,200	104,318	54,500
Fee/Rate	23,521,652	26,190,997	25,306,124	27,440,340
Other Revenue	3,677,886	4,923,172	5,714,812	4,780,479
Operating Transfers In	20,115	0	0	0
Fund Balance/Net Assets	12,899,851	11,462,206	11,462,206	10,549,141
General Fund Allocation/Net County Cost	29,739,457	24,856,645	24,919,333	30,286,105
Total	<u>71,109,145</u>	<u>68,388,220</u>	<u>67,838,728</u>	<u>74,090,565</u>
Budgeted Staffing	607	572	572	524

*Restatement represents the reclassification of Special Assessment Revenues as these are now considered to be a Fee/Rate.



ARROWHEAD REGIONAL MEDICAL CENTER

	Fiscal Year 2009-10 Final Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Appropriation				
Staffing Expenses	202,163,889	199,229,447	201,506,225	213,537,902
Operating Expenses	159,737,527	154,580,324	168,747,198	218,350,481
Capital Expenditures	34,073,025	11,326,455	11,011,810	18,459,525
Reimbursements	0	0	(12,500)	0
Contingencies	0	2,550	12,678,757	172,045
Subtotal	395,974,441	365,138,776	393,931,490	450,519,953
Operating Transfers Out	8,450,000	9,623,064	9,812,306	8,896,317
Total	404,424,441	374,761,840	403,743,796	459,416,270
Revenue				
Taxes	0	0	0	0
Realignment	0	0	0	0
State and Federal Aid	222,840,815	241,037,571	297,135,798	293,405,249
Fee/Rate	104,445,185	88,369,551	89,696,625	86,684,872
Other Revenue	6,210,291	5,462,948	14,664,624	5,395,762
Operating Transfers In	41,452,299	41,168,731	3,523,710	64,118,180
Fund Balance/Net Assets	29,475,851	(1,276,961)	(1,276,961)	9,812,207
General Fund Allocation/Net County Cost	0	0	0	0
Total	404,424,441	374,761,840	403,743,796	459,416,270
Budgeted Staffing	3,255	3,108	3,116	3,225

Note: Includes appropriation and revenue for ARMC's Capital Improvement Funds.

Note: For Proprietary Fund types included above, appropriation includes fixed assets in lieu of depreciation expense.



HUMAN SERVICES

	Restated* Fiscal Year 2009-10 Final Budget	Restated* Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Appropriation				
Staffing Expenses	431,272,620	479,217,674	448,168,397	504,060,623
Operating Expenses	884,352,704	1,050,495,235	943,391,296	942,431,142
Capital Expenditures	3,471,569	12,058,255	7,001,873	10,591,179
Reimbursements	(19,735,036)	(48,607,261)	(44,809,884)	(47,130,689)
Contingencies	70,778,684	53,852,679	103,114,679	64,725,403
Subtotal	1,370,140,541	1,547,016,582	1,456,866,361	1,474,677,658
Operating Transfers Out	124,292,901	41,160,453	38,801,283	44,614,453
Total	1,494,433,442	1,588,177,035	1,495,667,644	1,519,292,111
Revenue				
Taxes	40,590	42,939	34,783	36,396
Realignment	111,261,371	153,822,704	146,553,181	156,034,910
State and Federal Aid	1,057,695,762	1,168,804,358	1,105,023,109	1,093,541,725
Fee/Rate	78,042,474	72,165,628	50,475,942	69,454,690
Other Revenue	23,838,169	27,541,510	31,096,520	30,316,792
Operating Transfers In	101,780,078	26,296,282	24,058,888	5,111,242
Fund Balance/Net Assets	50,907,347	71,337,180	71,337,180	98,622,582
General Fund Allocation/Net County Cost	70,867,651	68,166,434	67,088,041	66,173,774
Total	1,494,433,442	1,588,177,035	1,495,667,644	1,519,292,111
Budgeted Staffing	7,015	7,367	7,473	7,182

*Restatement represents the reclassification of Special Assessment Revenues as these are now considered to be a Fee/Rate.



LAW AND JUSTICE

	Fiscal Year 2009-10 Final Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Appropriation				
Staffing Expenses	537,100,065	549,868,319	539,553,428	545,887,182
Operating Expenses	150,878,779	176,966,662	160,656,578	194,196,430
Capital Expenditures	7,653,427	11,832,408	9,951,032	12,792,482
Reimbursements	(15,337,745)	(29,950,459)	(26,140,868)	(22,425,914)
Contingencies	35,335,210	20,176,003	38,582,274	20,861,398
Subtotal	<u>715,629,736</u>	<u>728,892,933</u>	<u>722,602,444</u>	<u>751,311,578</u>
Operating Transfers Out	13,608,826	3,499,080	5,360,342	3,348,417
Total	<u>729,238,562</u>	<u>732,392,013</u>	<u>727,962,786</u>	<u>754,659,995</u>
Revenue				
Taxes	115,900,000	117,500,000	117,500,000	120,000,000
Realignment	2,700,630	2,700,630	2,700,630	2,700,630
State and Federal Aid	92,147,721	82,035,818	92,616,916	72,828,358
Fee/Rate	159,179,685	173,640,540	164,241,091	175,624,495
Other Revenue	9,517,260	9,056,620	9,674,078	9,437,777
Operating Transfers In	17,279,025	854,032	1,310,356	1,775,046
Fund Balance/Net Assets	25,935,996	35,598,842	35,598,842	38,837,396
General Fund Allocation/Net County Cost	306,578,245	311,005,531	304,320,873	333,456,293
Total	<u>729,238,562</u>	<u>732,392,013</u>	<u>727,962,786</u>	<u>754,659,995</u>
Budgeted Staffing	5,822	5,496	5,491	5,239



OPERATIONS AND COMMUNITY SERVICES

	Restated* Fiscal Year 2009-10 Final Budget	Restated* Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Appropriation				
Staffing Expenses	92,748,663	93,575,353	86,716,926	88,326,672
Operating Expenses	216,241,097	334,224,057	235,177,319	289,815,321
Capital Expenditures	25,731,642	46,425,835	12,582,226	24,483,743
Reimbursements	(58,235,230)	(80,365,272)	(70,909,102)	(83,546,143)
Contingencies	82,187,137	114,203,178	209,115,478	196,428,892
Subtotal	<u>358,673,309</u>	<u>508,063,151</u>	<u>472,682,847</u>	<u>515,508,485</u>
Operating Transfers Out	36,876,452	19,160,179	19,236,188	20,900,468
Total	<u>395,549,761</u>	<u>527,223,330</u>	<u>491,919,035</u>	<u>536,408,953</u>
Revenue				
Taxes	19,266,959	16,427,885	17,147,258	17,209,867
Realignment	0	0	0	0
State and Federal Aid	76,914,940	105,795,115	72,811,470	93,795,793
Fee/Rate	95,276,460	104,484,853	104,390,323	124,626,241
Other Revenue	13,677,142	16,515,286	11,755,508	14,244,018
Operating Transfers In	37,256,411	18,688,914	26,179,759	22,200,223
Fund Balance/Net Assets	107,665,857	231,011,033	231,011,033	224,582,572
General Fund Allocation/Net County Cost	45,491,992	34,300,244	28,623,684	39,750,239
Total	<u>395,549,761</u>	<u>527,223,330</u>	<u>491,919,035</u>	<u>536,408,953</u>
Budgeted Staffing	1,843	1,708	1,557	1,474

*Restatement represents the reclassification of Special Assessment Revenues as these are now considered to be a Fee/Rate.

Note: For Proprietary Fund types included above, appropriation includes fixed assets in lieu of depreciation expense.



CAPITAL IMPROVEMENT PROGRAM

	Fiscal Year 2009-10 Final Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Appropriation				
Staffing Expenses	0	0	0	0
Operating Expenses	10,709,167	10,455,442	15,105,713	7,238,084
Capital Expenditures	166,321,089	112,490,219	226,968,268	235,297,679
Reimbursements	82	0	0	0
Contingencies	0	0	0	0
Subtotal	177,030,338	122,945,661	242,073,981	242,535,763
Operating Transfers Out	12,224,281	3,583,956	27,608,480	4,200,893
Total	189,254,619	126,529,617	269,682,461	246,736,656
Revenue				
Taxes	0	0	0	0
Realignment	0	0	0	0
State and Federal Aid	6,410,229	2,445,295	86,160,619	78,863,903
Fee/Rate	0	0	73,000	0
Other Revenue	575,000	0	167,277	42,773
Operating Transfers In	47,908,551	53,013,694	112,210,937	82,754,880
Fund Balance/Net Assets	134,360,839	71,070,628	71,070,628	85,075,100
General Fund Allocation/Net County Cost	0	0	0	0
Total	189,254,619	126,529,617	269,682,461	246,736,656



OTHER FUNDING

	Restated* Fiscal Year 2009-10 Final Budget	Restated* Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Final Budget	Fiscal Year 2011-12 Adopted Budget
Appropriation				
Staffing Expenses	0	0	0	0
Operating Expenses	14,035,472	9,713,391	9,713,391	9,764,921
Capital Expenditures	79,863	0	0	0
Reimbursements	(11,600)	0	0	0
Contingencies	80,969,455	109,233,377	124,577,283	129,003,044
Subtotal	95,073,190	118,946,768	134,290,674	138,767,965
Operating Transfers Out	78,465,179	129,022,630	160,266,942	133,407,248
Total	173,538,369	247,969,398	294,557,616	272,175,213
Revenue				
Taxes	453,707,706	434,398,362	436,731,319	437,051,422
Realignment	1,799,000	1,799,000	1,799,000	1,799,000
State and Federal Aid	3,241,274	3,036,304	3,198,456	3,161,223
Fee/Rate	61,125,933	53,035,257	53,459,305	84,457,225
Other Revenue	48,765,526	37,316,890	45,110,766	32,526,865
Operating Transfers In	26,691,703	28,647,228	32,466,483	75,345,324
Fund Balance/Net Assets	88,246,650	85,081,440	85,081,440	126,666,159
General Fund Unreserved Fund Balance	46,190,296	51,474,803	51,474,803	69,913,117
Use of Reserves	2,205,545	63,454,032	71,358,344	4,864,427
General Fund Allocation/Net County Cost	(532,835,264)	(509,273,918)	(485,122,300)	(537,107,758)
Contributions to Reserves	(25,600,000)	(1,000,000)	(1,000,000)	(26,501,791)
Total	173,538,369	247,969,398	294,557,616	272,175,213

*Restatement represents the transfer of Priority Policy Needs budget unit to Administration from Other Funding.



PROJECTED CHANGES IN BUDGETARY FUND BALANCE – GOVERNMENTAL FUNDS

	General Fund	Restricted General Fund	Special Revenue Funds	Capital Project Funds
2011-12 Beginning Budgetary Fund Balance	69,913,117	206,965,537	250,697,660	85,075,100
Add:				
Revenues	2,211,679,313	169,857,914	403,866,213	78,906,676
Other Financing Sources	69,185,892	6,159,432	8,478,000	82,754,880
Use of Reserves	4,864,427			
Total Available Financing	2,355,642,749	382,982,883	663,041,873	246,736,656
Less:				
Expenditures	2,198,607,960	160,534,540	455,127,726	242,535,763
Other Financing Uses	90,436,832	42,870,000	38,182,047	4,200,893
Increase in Reserves	26,501,791			
Total Requirements	2,315,546,583	203,404,540	493,309,773	246,736,656
2011-12 Projected Ending Budgetary Fund Balance	40,096,166	179,578,343	169,732,100	-

General Fund

For the General Fund, budgetary fund balance is expected to decrease by \$29.8 million. This is due to the current economic condition and its downward impact on revenue streams as expenditures continue to rise. While measures have been put in place to lessen this impact, overall fund balance reductions are anticipated. In addition, the general fund adopted budget provides funding for several major one-time projects including \$20.2 million for a county building program, \$6.0 million for a new accounting system, and an \$8.0 million general fund contribution for road maintenance. The budget also includes the use of the \$24 million ongoing set-aside for Future Space Needs as initial funding for a new 800 MHz system for public safety, which is expected to cost \$175.0 million over 5 to 7 years.

Restricted General Fund

For the Restricted General Fund, fund balance is expected to decrease by \$27.4 million.

Fund balance is estimated to decrease in the Prop 172 restricted fund due primarily to the use of up to \$5.5 million of one-time excess stabilization balance as a bridge to maintain affected staff in Law and Justice and Work Schedule Reduction departments until completion of labor negotiations, mediation, or arbitration and/or to mitigate impacts of AB109 Realignment.

For the Realignment Funds, departmental usage exceeds revenue projections. Such expenditure levels, budgeted based on previous requirements with adjustments for recent program changes, continue to be monitored closely, with specific measures being developed to reduce overall departmental usage until such time as revenue growth is realized and fund balance is restored.



Special Revenue Funds

In accordance with Section 29009 of the California Government Code, the entire unreserved fund balance in special revenue funds must be appropriated each year. Budgeted contingencies are appropriated for future or unplanned expenditures that are not anticipated for the current budget year. The projected 2011-12 ending fund balance of \$169.7 million is the contingency appropriation. Therefore, overall fund balances in the special revenue funds are anticipated to decrease by \$81.0 million from a beginning budgetary fund balance of \$250.7 million to the projected ending budgetary fund balance listed in the previous schedule. Fund balance at the end of this fiscal year will be carried over to the 2012-13 budget.

Significant details regarding projected reductions in fund balances for Special Revenue Funds:

- **Behavioral Health – Mental Health Services Act (MHSA)** budget unit projects a \$23.1 million decrease in fund balance to fund operating expenses and capital expenditures due to the reduction of MHSA state funding.
- **Community Development and Housing** reflects a \$19.1 million reduction in fund balance as a result of the appropriation of all unreserved fund balance as operating expenses, including expenses for projects that require more than one year to complete.
- **Public Works Transportation - Measure I Program** anticipates a \$9.2 million reduction in fund balance due to planned project expenditures.
- **Human Services – Wraparound Reinvestment Fund** projects an \$8.8 million fund balance decrease to provide enhanced services to children and families served by Children and Family Services.
- **Assessor/Recorder/County Clerk – Systems Development** budget unit reflects a \$6.3 million reduction in fund balance to complete an index/imaging project, and to help fund a new property tax system which will include automated recording functionality.
- **Sheriff/Coroner/Public Administrator – Federal Seized Assets (DOJ)** budget unit anticipates a \$5.5 million reduction in fund balance to fund planned capital expenditures primarily related to costs associated with the move to a new Aviation hangar.

Significant details regarding projected increases in fund balances for Special Revenue Funds:

- **Public Works Transportation – Road Operations** projects a \$17.1 million fund balance increase due to setting aside funding for several projects that will be constructed in future years.

Capital Project Funds

The entire fund balance for capital projects is appropriated each year by project; therefore, the projected ending fund balance will be zero. Historically, the amount budgeted each year is greater than the amount actually expended because large capital projects often span many fiscal years and project balances are carried over annually until project completion. Hence, the actual ending fund balance is typically much greater than budgeted.



General Fund

Aging and Adult Services - Aging Programs	AAF OOA
Aging and Adult Services - Public Guardian-Conservator	AAA PGD
Agriculture/Weights and Measures	AAA AWM
Airports	AAA APT
Architecture and Engineering	AAA ANE
Assessor/Recorder/County Clerk	AAA ASR
Auditor-Controller/Treasurer/Tax Collector	AAA ATX
Behavioral Health	AAA MLH
Board of Supervisors	AAA BDF
Board of Supervisors - Priority Policy Needs	AAA CNA
Child Support Services	AAA DCS
Clerk of the Board	AAA CBD
County Administrative Office	AAA CAO
County Counsel	AAA CCL
County Museum	AAA CCM
County Schools	AAA SCL
County Trial Courts - Court Facilities Payments	AAA CFP
County Trial Courts - Court Facilities/Judicial Benefits	AAA CTN
County Trial Courts - Drug Court Programs	AAA FLP
County Trial Courts - Grand Jury	AAA GJY
County Trial Courts - Indigent Defense Program	AAA IDC
County Trial Courts - Trial Court Funding - Maintenance of Effort	AAA TRC
District Attorney - Criminal Prosecution	AAA DAT
Economic Development	AAA EDF
Facilities Management	AAA FMD
Facilities Management - Utilities	AAA UTL
Finance and Administration	AAA FAB
Finance and Administration - Capital Facilities Leases	AAA JPL
Health Administration	AAA HCC
Human Resources	AAA HRD
Human Resources - The Center for Employee Health and Wellness	AAA OCH
Human Resources - Unemployment Insurance	AAA UNI
Human Services - Administrative Claim	AAA DPA
Human Services - AFDC - Foster Care	AAB BHI
Human Services - Aid to Adoptive Children	AAB ATC
Human Services - Aid to Indigents (General Relief)	AAA ATI
Human Services - CalWORKs - 2 Parent Families	AAB UPP
Human Services - CalWORKs - All Other Families	AAB FGR
Human Services - Cash Assistance for Immigrants	AAB CAS
Human Services - Domestic Violence / Child Abuse Services	AAA DVC
Human Services - Entitlement Payments (Child Care)	AAA ETP
Human Services - Kinship Guardianship Assistance Program	AAB KIN
Human Services - Out-of-Home Child Care	AAA OCC
Human Services - Refugee Cash Assistance	AAB CAP
Human Services - Seriously Emotionally Disturbed	AAB SED



General Fund

Information Services - Application Development	AAA SDD
Land Use Services - Administration	AAA LUS
Land Use Services - Planning	AAA PLN
Land Use Services - Building and Safety	AAA BNS
Land Use Services - Code Enforcement	AAA CEN
Land Use Services - Fire Hazard Abatement	AAA WAB
County Administrative Office - Litigation	AAA LIT
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 - Rents and Leases	AAA RNT
Regional Parks	AAA CCP
Registrar of Voters	AAA ROV
Sheriff/Coroner/Public Administrator	AAA SHR
Veterans Affairs	AAA VAF

Restricted General Funds

Automated Systems Development	AAP CAO
Prop 172 - District Attorney	AAG DAT
Prop 172 - Probation	AAG PRB
Prop 172 - Sheriff	AAG SHR
Realignment - Behavioral Health	AAC HCC
Realignment - Health Services	AAE HCC
Realignment - Social Services	AAD HCC



Special Revenue Funds

Agriculture/Weights and Measures - California Grazing	SCD ARE
Airports - Capital Improvement Program	RAA APT
Airports - Capital Improvement Program	RAW APT
Airports - 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 Maintenance	SDQ TTX
Behavioral Health - Block Grant Carryover Program	SDH MLH
Behavioral Health - Court Alcohol and Drug Program	SDI MLH
Behavioral Health - Driving Under the Influence Programs	SDC MLH
Behavioral Health - Mental Health Services Act	RCT MLH
Community Development and Housing	SAR ECD
Community Development and Housing	SAS ECD
Community Development and Housing	SAT ECD
Community Development and Housing	SAU ECD
Community Development and Housing	SAV ECD
Community Development and Housing	SBA ECD
Community Development and Housing	SBC ECD
Community Development and Housing	SBD ECD
Community Development and Housing	SBE ECD
Community Development and Housing	SBQ ECD
Community Development and Housing	SBR ECD
Community Development and Housing	SBW ECD
Community Development and Housing	SBZ ECD
Community Development and Housing	SCS ECD
Community Development and Housing	SDJ ECD
Community Development and Housing	SDK ECD
Community Development and Housing	SIH ECD
Community Development and Housing	SIL ECD
Community Development and Housing	SIO ECD
Community Development and Housing	SIR ECD
County Library	SAP CLB
County Trial Courts - Alternate Dispute Resolution	SEF CAO
County Trial Courts - Courthouse Seismic Surcharge	RSE CAO
County Trial Courts - Registration Fees	RMX IDC
District Attorney - Auto Insurance Fraud Prosecution	RIP DAT
District Attorney - Federal Asset Forfeitures	SDN DAT
District Attorney - Real Estate Fraud Prosecution	REB DAT
District Attorney - Specialized Prosecutions	SBI DAT
District Attorney - State Asset Forfeitures	SBH DAT
District Attorney - Vehicle Fees - Auto Theft	SDM DAT
District Attorney - Workers' Compensation Insurance Fraud Prosecution	ROB DAT
Economic Development - San Bernardino Valley Enterprise Zone	SYZ EDF



Special Revenue Funds

Finance and Administration - Disaster Recovery Fund	SFH CAO
Health Care Administration - Master Settlement Agreement	RSM MSA
Human Resources - Commuter Services	SDF HRD
Human Resources - Employee Benefits and Services	SDG HRD
Human Services - Wraparound Reinvestment Fund	SIN BHI
Law and Justice Group - 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 - Juvenile Justice Grant Program	SIG PRG
Probation - State Seized Assets	SYN PRB
Public Health - Bio-Terrorism Preparedness	RPL PHL
Public Health - H1N1 Preparedness	RPM PHL
Public Health - Tobacco Use Reduction Now	RSP PHL
Public Health - Vector Control Assessments	SNR PHL
Public Health - Vital Statistics State Fees	SCI PHL
Public Works - Surveyor - Survey Monument Preservation	SBS SVR
Public Works - Transportation - Facilities Development Plans	SWB TRA
Public Works - Transportation - Facilities Development Plans	SWD TRA
Public Works - Transportation - Facilities Development Plans	SWG TRA
Public Works - Transportation - Facilities Development Plans	SWJ TRA
Public Works - Transportation - Facilities Development Plans	SWN TRA
Public Works - Transportation - Facilities Development Plans	SWO TRA
Public Works - Transportation - Facilities Development Plans	SWQ TRA
Public Works - Transportation - Facilities Development Plans	SWX TRA
Public Works - Transportation - Facilities Development Plans	SXP TRA
Public Works - Transportation - Facilities Development Plans	SXQ TRA
Public Works - Transportation - Measure I Program	RRR TRA
Public Works - Transportation - Measure I Program	RRS TRA
Public Works - Transportation - Measure I Program	RRT TRA
Public Works - Transportation - Measure I Program	RRU TRA
Public Works - Transportation - Measure I Program	RRV TRA
Public Works - Transportation - Measure I Program	RWR TRA
Public Works - Transportation - Measure I Program	RWS TRA
Public Works - Transportation - Measure I Program	RWT TRA
Public Works - Transportation - Measure I Program	RWU TRA
Public Works - Transportation - Measure I Program	RWV TRA
Public Works - Transportation - Measure I Program	SWR TRA
Public Works - Transportation - Measure I Program	SWS TRA
Public Works - Transportation - Measure I Program	SWT TRA
Public Works - Transportation - Measure I Program	SWU TRA
Public Works - Transportation - Measure I Program	SWV TRA
Public Works - Transportation - Measure I Program	SWW TRA
Public Works - Transportation - Measure I Program	SXA TRA
Public Works - Transportation - Measure I Program	SXB TRA
Public Works - Transportation - Measure I Program	SXC TRA
Public Works - Transportation - Measure I Program	SXD TRA
Public Works - Transportation - Measure I Program	SXE TRA
Public Works - Transportation - Measure I Program	SXF TRA



Special Revenue Funds

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



Special Revenue Funds

Public Works - Transportation - Regional Development Mitigation Plan	SHU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHX TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHY TRA
Public Works - Transportation - Regional Development Mitigation Plan	SIA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SID TRA
Public Works - Transportation - Road Operations	SAA TRA
Public Works - Transportation - Road Operations	SVF TRA
Public Works - Transportation - Road Operations	SVJ TRA
Public Works - Transportation - Road Operations	SVK TRA
Public Works - Transportation - Road Operations	SVL TRA
Public Works - Transportation - Road Operations	SVM TRA
Public Works - Transportation - Road Operations	SXI TRA
Real Estate Services - Chino Agricultural Preserve	SIF INQ
Regional Parks - Calico Ghost Town Marketing Services	SPS CCR
Regional Parks - County Trail System	RTS CCP
Regional Parks - San Manuel Amphitheater	SGH CAO
Regional Parks - Off-Highway Vehicle License Fee	SBY AMS
Regional Parks - Park Maintenance and Development	SPR CCR
Regional Parks - Amphitheater Improvements at Glen Helen	SGR RGP
Regional Parks - Proposition 40 Projects	RKM RGP
Sheriff/Coroner/Public Administrator- Aviation	SCE SHR
Sheriff/Coroner/Public Administrator - CAL-ID Program	SDA SHR
Sheriff/Coroner/Public Administrator - Capital Project Fund	SQA SHR
Sheriff/Coroner/Public Administrator - Contract Training	SCB SHR
Sheriff/Coroner/Public Administrator- Court Services Auto	SQR SHR
Sheriff/Coroner/Public Administrator - Court Services Tech	SQT SHR
Sheriff/Coroner/Public Administrator - Federal Seized Assets (DOJ)	SCK SHR
Sheriff/Coroner/Public Administrator - Federal Seized Assets (Treasury)	SCO SHR
Sheriff/Coroner/Public Administrator - IRNET Federal	SCF SHR
Sheriff/Coroner/Public Administrator - IRNET State	SCX SHR
Sheriff/Coroner/Public Administrator - Local Detention Facility Revenue	SRL SHR
Sheriff/Coroner/Public Administrator - Public Gatherings	SCC SHR
Sheriff/Coroner/Public Administrator - Search and Rescue	SCW SHR
Sheriff/Coroner/Public Administrator - State Seized Assets	SCT SHR
Sheriff/Coroner/Public Administrator - Auto Theft Task Force	SCL SHR
Special Districts - Fish and Game Commission	SBV CAO
Workforce Development	SAC JOB



Capital Improvement Funds

Architecture and Engineering - Capital Improvements and Maintenance	CJP CIP
Architecture and Engineering - Capital Improvements and Maintenance	CJV CIP
Architecture and Engineering - Courthouse CIP	CJY CIP
Architecture and Engineering - Capital Improvements and Maintenance	CMV CIP
Arrowhead Regional Medical Center - Capital Improvements	CJE CIP
Arrowhead Regional Medical Center - Capital Improvements	CJZ CIP

Enterprise Funds

Arrowhead Regional Medical Center (ARMC)	EAD MCR
Arrowhead Regional Medical Center - Medical Center Lease Payments	EMD JPL
County Museum - Museum Store	EMM CCR
Public Works - Solid Waste Management - Environmental Fund	EAL SWM
Public Works - Solid Waste Management - Environmental Mitigation Fund	EWD SWM
Public Works - Solid Waste Management - Operations	EAA SWM
Public Works - Solid Waste Management - Operations	EWC SWM
Public Works - Solid Waste Management - Operations	EWE SWM
Public Works - Solid Waste Management - Site Closure and Maintenance	EAB SWM
Public Works - Solid Waste Management - Site Enhancement, Expansion, and Acquisition	EAC SWM
Public Works - Solid Waste Management - Closure and Post Closure Maintenance	EAN SWM
Regional Parks - Active Outdoors	EME CCP
Regional Parks - Snack Bars	EMO CCR
Regional Parks - Snack Bars	EMP CCR
Regional Parks - Snack Bars	EMT CCR

Internal Service Funds

Fleet Management - Garage	ICB VHS
Fleet Management - Motor Pool	IBA VHS
Information Services - 800 Megahertz-Rebanding Project	IBT MHZ
Information Services - Computer Operations	IAJ COD
Information Services - Computer Operations	IAJ CSB
Information Services - Computer Operations	IAJ DEK
Information Services - Computer Operations	IAJ FIS
Information Services - Computer Operations	IAJ GMS
Information Services - Computer Operations	IAJ PRT
Information Services - Computer Operations	IAJ SSD
Information Services - Computer Operations	IAJ TPS
Information Services - Telecommunication Services	IAM DTS
Information Services - Telecommunication Services	IAM FSC
Information Services - Telecommunication Services	IAM MHZ
Information Services - Telecommunication Services	IAM NMC
Information Services - Telecommunication Services	IAM TOP
Information Services - Telecommunication Services	IAM WAN



Internal Service Funds

Purchasing - Mail/Courier Services	IAY PUR
Purchasing - Printing Services	IAG PUR
Purchasing - Surplus Property and Storage Operations	IAV PUR
Risk Management - Insurance Programs	IAA RMG
Risk Management - Insurance Programs	IAB RMG
Risk Management - Insurance Programs	IAD RMG
Risk Management - Insurance Programs	IAE RMG
Risk Management - Insurance Programs	IAF RMG
Risk Management - Insurance Programs	IAH RMG
Risk Management - Insurance Programs	IAI RMG
Risk Management - Insurance Programs	IAL RMG
Risk Management - Insurance Programs	IAN RMG
Risk Management - Insurance Programs	IAO RMG
Risk Management - Insurance Programs	IAQ RMG
Risk Management - Insurance Programs	IAR RMG
Risk Management - Insurance Programs	IAT RMG
Risk Management - Insurance Programs	IAU RMG
Risk Management - Insurance Programs	IAW RMG
Risk Management - Insurance Programs	IAX RMG
Risk Management - Insurance Programs	IBB RMG
Risk Management - Insurance Programs	IBC RMG
Risk Management - Insurance Programs	IBD RMG
Risk Management - Insurance Programs	IBF RMG
Risk Management - Insurance Programs	IBG RMG
Risk Management - Insurance Programs	IBH RMG
Risk Management - Insurance Programs	IBI RMG
Risk Management - Insurance Programs	IBK RMG
Risk Management - Insurance Programs	IBL RMG
Risk Management - Insurance Programs	IBM RMG
Risk Management - Insurance Programs	IBR RMG
Risk Management - Insurance Programs	IBS RMG
Risk Management - Insurance Programs	IMM RMG
Risk Management - Insurance Programs	ISB RMG
Risk Management - Operations	IBP RMG



Accrual: An accrual is an accounting entry that recognizes revenue when earned and expenses when incurred. An accrual is made at the end of the fiscal year to ensure revenue and expenses are recorded in the appropriate fiscal year.

Activity: A component within a fund; usually a specific line of work performed to accomplish a function for which a governmental unit is responsible.

Adopted Budget: The original spending plan and financing given at the beginning of the fiscal year, typically adopted by the Board of Supervisors in June for the upcoming fiscal year. It may vary from the Recommended Budget.

Amortization: The process of gradually extinguishing an asset on the books.

Appropriation: An appropriation is an authority to spend. It represents the authorization for the county to make expenditures/incur obligations for a specified purpose and period of time. An appropriation represents the authorized expenditure limit for a budget unit for the current fiscal year.

ARRA: ARRA is an acronym used for American Recovery and Reinvestment Act of 2009, also known as Economic Stimulus Funds. The three immediate goals of ARRA are to create new jobs and save existing ones, spur economic activity and invest in long-term growth, and foster unprecedented levels of accountability and transparency in government spending.

Balanced Budget: The annual operating budget will be structurally balanced upon adoption of the Board of Supervisors. Total revenues, including carry-over fund balances, will equal the total appropriation and reserves.

Budgeted Staffing: The number of positions (headcount) funded in a budget unit.

Budget Unit: An organizational component which is represented by the combination of a fund and department into one unit for purposes of budgeting.

Capital Project Funds: Capital Project Funds are used to account for financial resources designated for the acquisition or construction of major capital facilities other than those financed by Enterprise and Internal Service Funds.

Central Services: The Central Services expense category, replaces Central Computer and was set up beginning fiscal year 2010-11 to allocate both the Information Services and Facilities Management Departments' associated charges.

- Information Services Department computer charges are countywide costs for computer infrastructure such as email, wide area network, payroll processing, and software/hardware staff support. Each department's Central Computer budget amount is estimated at the beginning of the fiscal year by the Information Services Department and is billed based on that estimate. Next year's budget (2011-12) will be adjusted based upon the actual usage in 2010-11.
- Facilities Management Department charges are for basic services provided to departments including grounds, custodial, and maintenance. Each department's budget amount for grounds, custodial, and maintenance is based on an annual average cost per square foot.

Contingencies: An amount set aside within a budget for unforeseen expenditure requirements. Board action must be taken to spend contingency funds and a 4/5 vote is required for approval.

COWCAP: COWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect support costs for services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller/Recorder/Treasurer/Tax Collector in accordance with the Office of Management and Budget, Budget Circular A-87, which is the guideline for state and federal reimbursements for indirect costs.



Department: An organizational unit used by county management to group programs of a like nature. In terms of financial structure, departments may have multiple funding sources, i.e. general fund, special revenue fund, etc. that are based on specified uses. The combinations of the various funds are consolidated at the department level.

Depreciation: The recording of expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

Deficit: Insufficient revenues or other available funds to fully fund expenditures and other disbursements during a fiscal year.

Discretionary General Funding: Describes the overall process of administering 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.

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 actual expenditure or a liability but merely a reserve of budgetary appropriation in a given fiscal year.

Enterprise Funds: Enterprise Funds are established to account for operations that are funded and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be funded or recovered primarily through operational revenues.

Expenditure: Decreases in net financial resources. An expenditure includes current operating expenses that require the present or future use of resources.

FASTER: The County's fleet management information system which tracks vehicles and related expenses.

Final Budget: A budget unit's adopted spending plan and financing, including all mid-year adjustments through the fourth quarter.

Fiscal Year: The County's twelve-month accounting period (July 1 through the following June 30), which varies from the calendar year and the federal fiscal year.

Fixed Asset: An asset of a long-term character such as land, buildings, furniture, and other equipment costing \$5,000 or more and having a useful life of one year or more. Additionally, computer software is capitalized if the value is \$100,000 or greater.

Function: A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. This designation is specified by the State Controller. For example: "Public Protection" is the function of the Sheriff-Coroner/Public Administrator Department.

Fund: A legal unit that provides for the segregation of moneys or other resources in the county treasury for specific activities or obligations in accordance with specific restrictions or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and fund balance, as well as its income and expenditures. The assets of a fund may also be placed into separate accounts to provide for limitations on specific fund income or expenditures.



Fund Balance: An amount comprised of accumulated excess or deficiency of revenues less expenditures of a fund, including the cancellation of prior year encumbrances. This is measured at the end of each fiscal year. Fund balance may be used in the budget unit for the upcoming year as a funding source for one-time projects or services.

Fund Balance Classifications: Beginning in 2010-11, GASB 54 requires that financial statements for governmental funds classify fund balance in one of the following five components:

- Nonspendable fund balance – assets that will never convert to cash, or will not convert soon enough to affect the current period, or resources that must be maintained intact pursuant to legal or contractual requirements;
- Restricted fund balance – resources that are subject to externally enforceable limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, constitutional provision, or enabling legislation;
- Committed fund balance – resources that are constrained by self-imposed limitations set in place prior to the end of the period by the highest level of decision making, and remain binding unless removed in the same manner;
- Assigned fund balance – resources that are limited resulting from an intended use established by either the highest level of decision making, or the official or body designated for that purpose;
- Unassigned fund balance – residual net resources that cannot be classified in one of the other four categories.

GASB 34: Governmental Accounting Standards Board (GASB), Statement 34 establishes requirements for the annual financial reports of state and local governments. The goal is to make annual reports easier to understand and more useful to people who use governmental financial information to make decisions. There are many components of GASB 34, but as it relates to the budget, it is primarily composed of how services provided between county budget units are accounted for. GASB 34 specifies how payments for services should be accounted for (either as reimbursements or as departmental revenues). All transactions between departments within the same fund (i.e. general fund) are budgeted as reimbursements. While the net impact is zero, reclassifications between these two categories cause inconsistencies when comparing year-to-year budgets by specific expense or revenue categories.

GASB 51: Governmental Accounting Standards Board (GASB), Statement 51 establishes requirements for the annual financial reports of state and local governments. The objective of this statement is to enhance the comparability of the accounting and financial reporting of intangible assets among state and local governments, and requires that all intangible assets not specifically excluded by its scope provisions be classified as capital assets.

GASB 54: Governmental Accounting Standards Board (GASB), Statement 54 establishes requirements for the annual financial reports of state and local governments to be implemented for periods beginning after June 15, 2010. The objective of this statement is to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. The main components of GASB 54 and how they relate to budget primarily consists of replacing existing fund balance classifications (reserved and unreserved) with new classifications (nonspendable, restricted, committed, assigned, and unassigned) that observe the constraints imposed upon the use of the resources reported in governmental funds. In addition, special revenue fund type was clarified and affects the activities required to be reported in that fund type.

General Fund: The General Fund is the predominate fund for funding county programs.

Geographic Information System (GIS): A geographic information system integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.

Governmental Funds: Governmental funds consist of the general fund, special revenue funds, capital projects funds and debt service funds.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.



Headcount: Actual number of individuals carried in a budget unit's payroll, as opposed to the equivalent number computed from wages budgeted.

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

Mandate: A program that meets constitutional, statutory or court-ordered requirements from either federal or state entities.

Memorandum of Understanding (MOU): For budget purposes, the MOU refers to a negotiated and approved labor agreement between the county and an employee labor organization or group that details the salary, benefits, and other conditions of employment.

Mid-year Adjustments: Board approved changes to a department's budget after the adoption of the final budget.

Mission: A clear, concise statement of purpose for the entire department. The mission focuses on the broad, yet distinct, results the department will achieve for its customers.

Modified Budget: A budget unit's adopted spending plan and financing, including any mid-year adjustments through the second quarter.

Net County Cost: Net county cost (or discretionary general funding) is the amount contributed to county general fund departments from its discretionary revenue sources to fund the activities of a department.

Operating Transfers In/Out: A method of providing financing from one budget unit to another for the implementation of a project or program.

Other Charges: A category of accounts established for expenditures other than salaries and benefits, services and supplies, and fixed assets. Example: Interest expense, public assistance costs, etc.

Performance Measure: An ongoing, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate to objectives and allow for measurement of the same thing over time.

Position: A specific employment, whether occupied or vacant, involving duties requiring the services of one person. A position whether full or part-time is reflected as 1 in budgeted staffing amounts.

Proposition 172 (Prop 172): A permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety.

Proprietary Funds: Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Service Employee (PSE): PSEs are employees assigned to entry-level positions in a variety of fields and occupations for a limited duration. They are not full-time, regular county employees. PSEs are subject to an expedited recruiting process to accommodate additional workload or to manage one-time special projects. They do not receive the full range of benefits or have the civil service status of regular county employees.

Realignment Funding (Health & Welfare): In 1991-92 the state approved the Health & Welfare Realignment Program that involves a shift of program responsibilities from the state to the counties. This shift is funded through a corresponding shift of dedicated Sales Tax and Vehicle License Fee revenue.

Recommended Budget: A recommended budget is the working document of the fiscal year under discussion. Approval of this document does not allow expenditures for fixed assets or for new permanent employee positions unless specifically approved by the Board of Supervisors.



Reimbursements: Amount received as payment of the cost of work, or service performed, or of other expenditures made, for or on behalf of another governmental unit or department. Reimbursements represent the recovery of expenditure and are considered a financing source.

Restricted Funds: Restricted funds consist of two restricted funding sources – Prop 172 and Realignment. Prop 172 revenue assists in funding the Sheriff-Coroner/Public Administrator, District Attorney, and Probation departments. Realignment assists in funding mental health, social services, and health programs within the county.

Revenue: The addition of cash or other current assets to governmental funds (receipts) which do not increase any liability or reserve and do not represent the recovery of an expenditure, i.e., reimbursements. Generally, revenue is derived from taxes, licenses and fees, or investment earnings. Revenues are deposited in a budget unit for future appropriation.

Revenue Over (Under) Expense: Represents the total change in a proprietary fund's net assets.

SB 90 State-Mandated Local Program: State reimbursements to local governments for the cost of activities required by State legislative and executive acts.

Services and Supplies: A category of expenditures within a budget unit for all standard costs of daily operations, including such items as office supplies, training, contractual services, and travel.

Set-Aside Reserve: A reserve made up from available balances materializing throughout one or more fiscal years which are not required to support disbursements of a legal or emergency nature and are held (set aside) for future funding requirements.

Special Revenue Funds: Special Revenue Funds are used to account for the proceeds of specific sources of revenue whereby the use of such revenue is restricted by law for particular functions or activities of government. State Government Code Section 29009 requires that the entire unreserved fund balance must be appropriated each year. The amount not expended is carried over to the subsequent year's budget.

Step Increases: An employee, based upon the completion of the required service hours in their classification, satisfactory work performance, and appointing authority recommendation, may receive step advancements. Step advancements within the base salary range shall be based on one (1) or two (2) step increments depending on hire date and bargaining unit. Each increment is 2.5%.

Strategic Goal: A strategic goal translates resources into significant results to be achieved, providing the basis for evaluating the department as a whole.

Time Bank: For 2011-12, per the SBPEA contract, represented employees will defer 1.5 hours of compensation each pay period for 26 pay periods, to be used in the same manner as vacation leave, and to be used prior to the expiration of the contract.

Transfers: The movement of resources from one budget unit to another usually for payment of services received.

Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same.

Unrestricted Net Assets: That portion of net assets that is neither restricted nor invested in capital assets (net of related debt).

Work Schedule Reduction: A proposed reduction of eight hours per pay period for SBPEA represented employees to help mitigate costs associated with previously negotiated across-the-board salary increases.



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A&E: Architecture and Engineering Department	CBO: Community Based Organization
AAA: Area Agency of Aging	CBP: Customs and Border Protection
AAB: Assessment Appeals Board	CCB: Community Corrections Bureau
AB: Assembly Bill	CCH: Cardiac Care Hospital
ACC: Animal Care and Control	CCS: California Children’s Services
ACF: Administration of Children and Families	CDA: California Department of Aging
ADA: Americans with Disabilities Act	CDBG: Community Development Block Grant
ADC: Adelanto Detention Center	CDBG–R: Community Development Block Grant, Economic Stimulus Funds
ADP: State Department of Alcohol and Drug Programs	CDC: Centers for Disease Control
ADS: Alcohol and Drug Services	CDH: Community Development and Housing
AFDC: Aid to Families with Dependent Children	Cedar Glen: Cedar Glen Disaster Recovery Project Area
AFIS: Automated Fingerprint Identification System	CEHW: Center for Employee Health and Wellness
AIC: Anthropology/Archeological Information Center	CEO: Chief Executive Officer
AOC: Administrative Office of the Courts	CEQA: California Environmental Quality Act
AOPA: Aircraft Owners and Pilots Association	CERTNA: California e-Recording Transaction Network Authority
APS: Adult Protective Services	CFS: Children and Family Services
AQMD: Air Quality Management District	CGC: County Government Center
ARC: Assessor/Recorder/County Clerk	CGRP: Cucamonga Guasti Regional Park
ARMC: Arrowhead Regional Medical Center	CIP: Capital Improvement Program
ARRA: American Recovery and Reinvestment Act	CMAC: California Medical Assistance Commission
ASB: Administrative Services Bureau	CMP: Congestion Management Program
ATC: Aid to Adoptive Children	CMS: Federal Centers for Medicare and Medicaid Services
ATC: Auditor-Controller/Treasurer/Tax Collector	CNET: Children’s Network
BCCs: Boards, Commissions, and Committees	COB: Clerk of the Board
BH: Behavioral Health	CoIDA: San Bernardino County Industrial Development Authority
BLM: Bureau of Land Management	COLA: Cost of Living and Adjustment
BMI: Body Mass Index	COPS: Community Oriented Policing Services
BOS: Board of Supervisors	CoRDA: County of San Bernardino Redevelopment Agency
CAEZ: California Enterprise Zone Association	COWCAP: Countywide Cost Allocation Plan
CaIEMA: California Emergency Management Agency	CRI: Cities Readiness Initiative
CAL-ID: California Identification System	CSA: County Service Area
CAL-MMET: California Multi-Jurisdictional Methamphetamine Enforcement Team	CWS: Child Welfare Services
CALTRANS: California Department of Transportation	DA: District Attorney
CaIWORKs: California Work Opportunities and Responsibilities to Kids	DAAS: Department of Aging and Adult Services
CAD: Computer Aided Design	DBH: Department of Behavioral Health
CAFR: Comprehensive Annual Financial Report	DCB: Detention Corrections Bureau
CAO: County Administrative Office	DCSS: Department of Child Support Services
CAS: Cash Assistance for Immigrants	



DEJ: Deferred for Entry of Judgment	FEMA: Federal Emergency Management Agency
DEO: Deputy Executive Officer	FGR: Cash Aid for All other Families
DHCS: State Department of Health Care Services	FHWA: Federal Highway Administration
DJJ: Department of Juvenile Justice	FLJC: Foothill Law and Justice Center
DMH: State Department of Mental Health	FM: Facilities Management Department
DMV: Department of Motor Vehicles	FMAP: Federal Medical Assistance Percentage
DNA: Deoxyribonucleic Acid	FNS: Food and Nutrition Services
DOJ: Department of Justice	FPACT: Family Planning, Access, Care, and Treatment
DOL: Department of Labor	FRA: Frequency Reconfiguration Agreement
DPH: Department of Public Health	FSP: Food Stamp Participation
DPW: Department of Public Works	GASB: Governmental Accounting Standards Board
DRDP-R: Desired Results Developmental Profile-Revised	GED: General Equivalency Diploma
DRM: Department of Risk Management	GFOA: Government Finance Officers Association
DSH: Disproportionate Share Hospital	GHRC: Glen Helen Regional Center
DSRIP: Delivery System Reform Incentive Plan	GHRP: Glen Helen Regional Park
DUI: Driving Under the Influence	GIS: Geographic Information System
DUILA: Drug Use is Life Abuse	GPS: Global Positioning System
DVD: Digital Video Discs	GR: General Relief
EAP: Employee Assistance Program	GREAT: Gang Resistance Education and Training
ED: Department of Economic Development	GSB: General Services Building
EDA: Economic Development Agency	HAVA: Help America Vote Act of 2002
EDD: California Employment Development Department	HDGC: High Desert Government Center
EHaP: Employee Health and Productivity Program	HDJDAC: High Desert Juvenile Detention and Assessment Center
EH: Environmental Health	HHW: Household Hazardous Waste
EMACS: Employee Management and Compensation System	HICAP: Health Insurance Counseling and Advocacy Program
EMF: Environmental Mitigation Fund	HIDTA: High Intensity Drug Trafficking Area
EMS: Emergency Medical Services	HPRP: Housing Preservation and Rapid Re-housing Program
EMSA: Emergency Medical Services Appropriation	HRP: Home Rehabilitation Program
EOC: Emergency Operations Center	HS: Human Services
EPSDT: Early and Periodic Screening, Diagnosis and Treatment	HUD: U.S. Department of Housing and Urban Development
ERAF: Educational Revenue Augmentation Fund	HVAC: Heating, Ventilation, and Air Conditioning
ERC: Employment Resource Center	ICE: Immigration and Customs Enforcement
ESDC: Environmental Science Day Camp	ICEMA: Inland Counties Emergency Medical Agency
ESG: Emergency Shelter Grant	IEP: Individualized Education Program
EVOC: Emergency Vehicle Operations Center	IEUW: Inland Empire United Way
F2F: Family-to-Family	IGT: Intergovernmental Transfer
FAA: Federal Aviation Administration	IHSS: In-Home Supportive Services
FAS: Financial Accounting System	
FCC: Federal Communications Commission	
FCSP: Family Caregiver Support Program	



IHSSPA: In Home Supportive Services Public Authority
ILSP: Independent Living Skills Program
IMLS: Institute of Museum and Library Services
IP: Internet Protocol
IRNET: Inland Regional Narcotics Enforcement Team
ISD: Information Services Department
ISF: Internal Service Fund
IT: Information Technology
IVDA: Inland Valley Development Agency
JAG-OPT: Justice Assistance Grant – Substance Abuse Offenders Treatment Program
JDAC: Juvenile Detention and Assessment Center
JJCPA: Juvenile Justice Crime Prevention Act
JOCS: Job Order Contract System
JPA: Joint Powers Authority
JPF: Juvenile Probation Funding
JTGC: Joshua Tree Government Center
K-8: Kindergarten Through 8th Grade
Kin-Gap: Kinship Guardianship Assistance Program
LAFCO: Local Agency Formation Commission
LEED: Leadership in Energy and Environmental Design
LEINC: Law Enforcement Intelligence Network Center
LGRP: Lake Gregory Regional Park
LIFT: Low Income First Time
LIHP: Low Income Health Plan
LLUMC: Loma Linda University Medical Center
MAA: Medi-Cal Administrative Activities
MDAQMD: Mojave Desert Air Quality Management District
MDCs: Mobile Data Computers
MHSA: Mental Health Services Act
MHz: Megahertz
MOE: Maintenance of Effort
MOU: Memorandum of Understanding
MRI: Magnetic Resonance Imaging
MSA: Master Settlement Agreement
MSSP: Multipurpose Senior Services Program
N/A: Not Applicable
NACO: National Association of Counties
NACCHO: National Association of County and City Health Officials

NBAA: National Business Aviation Association
NEPA: National Environmental Policy Act
NHoR: New Hall of Records
NI: Neighborhood Initiative
NPDES: National Pollution Discharge Elimination System
NSP: Neighborhood Stabilization Program
OAA: Older Americans Act
OCE: Office of Compliance and Ethics
OHV: Off-Highway Vehicle
OMB: Ombudsman
OPF: Official Personnel File
OSHA: Occupational Safety and Health Administration
PA: Public Authority
PACE: Pro-Active Code Enforcement Program
PATH: Project for Assistance in Transition from Homelessness
PBX: Private Branch Exchange
PC: Penal Code
PCE: Perchloroethylene
PCI: Pavement Condition Index
PCO: Probation Corrections Officer
PCR: Polymerase Chain Reaction
PD: Public Defender
PERC: Performance, Education and Resource Center
PFA: Planning Funding Agreement
PH: Public Health
PHER: Public Health Emergency Response
PID: Program Integrity Division
PIMS: Property Information Management System
PIN: Personal Identification Number
PLF: State Public Library Fund
PLH: Public Lands Highway
PM: Programmed Maintenance
PO: Probation Officer
POS: Point of Sale System
POST: Police Officer Standards Training
PROP: Proposition
PSART: Perinatal Screening, Assessment, Referral and Treatment
PSD: Preschool Services Department
PSE: Public Service Employee



PSIC: Public Safety Interoperable Communications
PSSF: Promoting Safe and Stable Families
QI: Quality Improvement
RIAC: Range Improvement Advisory Committee
RDA: Redevelopment Agency
RES: Real Estate Services Department
RFI: Request for Information
RFP: Request for Proposal
RIP: Retirement Incentive Program
ROV: Registrar of Voters
SAMHSA: Substance Abuse and Mental Health Services Administration
SANBAG: San Bernardino Associated Governments
SANCATT: San Bernardino County Auto Theft Task Force
SAPT: Substance Abuse Prevention and Treatment
SB: Senate Bill
SBCM: San Bernardino County Museum
SBPEA: San Bernardino Public Employees' Association
SBVEZ: San Bernardino Valley Enterprise Zone
SCAAP: State Criminal Alien and Assistance Program
SCAG: Southern California Association of Governments
SCAQMD: South Coast Air Quality Management District
SCE: Southern California Edison
SCSEP: Senior Community Service Employment Program
SED: Seriously Emotionally Disturbed
SHPO: State Historic Preservation Office
SIA: Senior Information and Assistance
SMARA: Surface Mining and Reclamation Act
SSI/SSP: Supplemental Security Income/State Supplementary Payment
SSN: Social Security Number
STC: Standards for Training and Corrections
STEP: Subsidized Training and Employment Program
STOP: Support and Therapeutic Options Program
STORM: Storage Technology Optical Records Management
STP: Surface Transportation Program
SWAT: Special Weapons and Tactics

SWBPI: Southwest Border Prosecution Initiative
SWMD: Solid Waste Management Division
TA: Transition Authority
TAD: Transitional Assistance Department
TAY: Transitional Age Youth
TBD: To Be Determined
TCE: Trichloroethylene
TDM: Team Decision Making
TENS: Telephone Emergency Notification Section
TFS: Team Foundation Services
THPP: Transitional Housing Program-Plus
TOP: Training Online Program
TOT: Transient Occupancy Tax
US: United States
U.S. Postal: United States Postal
UDEL: Uniform District Election Law
ULEV: Ultra Low Emission Vehicle
UPP: Cash Aid for 2 Parent Families
UPS: Uninterruptible Power Supply
USDA: US Department of Agriculture
VA: Veterans Affairs
VAX: Virtual Address Extension
VEAP: Veteran Employment Assistance Program
VITA: Volunteer Income Tax Assistance
VLF: Vehicle License Fee
VOIP: Voice Over Internet Protocol
VSS: Visual Source Safe
VVEDA: Victor Valley Economic Development Authority
WAN: Wide Area Network
WDD: Workforce Development Department
WECA: West End Communications Authority
WEX: Work Experience
WIA: Workforce Investment Act
WIB: Workforce Investment Board
WIC: Women, Infant, and Children Program
WPR: Work Participation Rate
WRIB: Western Region Item Bank
WVDC: West Valley Detention Center
WVJDAC: West Valley Juvenile Detention and Assessment Center



Fund Name 1		TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
		Fund Balance Unreserved/Undesignated June 30, 2011 2	Decreases to Reserves/ Designations 3	Additional Financing Sources 4	Total Financing Sources 5	Financing Uses 6	Increases to Reserves/ Designations 7	Total Financing Uses 8
Governmental Funds								
General Fund		276,878,654	4,864,427	2,205,616,546	2,487,359,627	2,460,857,836	26,501,791	2,487,359,627
Special Revenue Funds		250,697,660	0	412,344,213	663,041,873	663,041,873	0	663,041,873
Capital Project Funds		85,075,100	0	161,661,556	246,736,656	246,736,656	0	246,736,656
Total All Funds		612,651,414	4,864,427	2,779,622,315	3,397,138,156	3,370,635,365	26,501,791	3,397,138,156

Schedule 1
State Controller Schedules
County Budget Act

County of San Bernardino
All Funds Summary
Fiscal Year 2012



State Controller Schedules County Budget Act		County of San Bernardino Governmental Funds Summary Fiscal Year 2012						Schedule 2
Fund Name	Fund Balance Unreserved/Undesignated June 30, 2011	TOTAL FINANCING SOURCES			TOTAL FINANCING USES			
		Decreases to Reserves/ Designations	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Reserves/ Designations	Total Financing Uses	
General Fund								
General Fund	69,913,117	4,864,427	2,280,805,205	2,355,582,749	2,329,090,958	26,501,791	2,355,582,749	
Restricted General Fund	206,965,537		(75,188,659)	131,776,878	131,776,878		131,776,878	
Total General Fund	276,878,654	4,864,427	2,205,616,546	2,487,359,627	2,460,867,836	26,501,791	2,487,359,627	
Special Revenue Funds								
AB 75 Tobacco Tax Program	0		5,000	5,000	5,000		5,000	
County Trial Courts - Alternate Dispute Resolution Program	259,936		603,000	862,936	862,936		862,936	
Public Health - Tobacco Program	530,306		2,668,439	3,198,745	3,198,745		3,198,745	
Public Health - Tobacco Program - Progressiveness	7,615,431		11,044,705	18,657,136	18,657,136		18,657,136	
Behavioral Health - Block Grant Carriover Program	246,937		389,600	636,537	636,537		636,537	
Regional Parks - Calico Global Town Marketing Services	147,037		800	147,837	147,837		147,837	
Agricultural, Weights & Measures - California Grazing Fees	4,751		0	4,751	4,751		4,751	
Census 2010	9,362,272		804,371	10,166,643	10,166,643		10,166,643	
Real Estate Services - Chino Agricultural Preserve	818,185		631,702	1,449,887	1,449,887		1,449,887	
Human Resources - Commuter Services	6,476		7,000	13,476	13,476		13,476	
Special Districts - Fish and Game Commission	549,990		13,553,182	14,103,172	14,103,172		14,103,172	
County Library	1,817,545		481,574	2,279,119	2,279,119		2,279,119	
Behavioral Health - Court Alcohol and Drug Program	963,737		423,000	1,386,737	1,386,737		1,386,737	
County Trial Courts - Courthouse Seismic Surcharge	147		2,801,000	2,801,147	2,801,147		2,801,147	
District Attorney Special Projects	3,954,122		5,784,584	9,738,716	9,738,716		9,738,716	
Finance and Administration - Disaster Recovery Fund	179,310		30,000	209,310	209,310		209,310	
Human Services - Domestic Violence/Child Abuse Surcharges	1,172,776		896,000	1,868,776	1,868,776		1,868,776	
Behavioral Health - Driving Under the Influence Programs	366,786		254,772	621,570	621,570		621,570	
Community Development and Housing	19,822,186		56,349,135	75,271,321	75,271,321		75,271,321	
Human Resources - Employee Benefits and Services	3,349,756		4,271,182	7,620,938	7,620,938		7,620,938	
Public Health - H1N1 Program	143,169		65,419	208,588	208,588		208,588	
Workforce Development	443,425		18,971,116	19,414,541	19,414,541		19,414,541	
Probation - Juvenile Justice Grant Program	2,673,431		3,000	2,676,431	2,676,431		2,676,431	
Local Law Enforcement Block Grant	5,123,878		730,000	5,853,878	5,853,878		5,853,878	
Human Services - Marriage Licenses Fees Surcharge	135,770		350,624	486,394	486,394		486,394	
Behavioral Health - Mental Services Health Act	71,607,694		70,042,159	141,649,852	141,649,852		141,649,852	
Assessor - Recording Fees	10,366,994		3,733,536	14,100,530	14,100,530		14,100,530	
Regional Parks - Off-Highway Vehicle License Fees	1,874,403		311,000	2,185,403	2,185,403		2,185,403	
Regional Parks - Park Maintenance and Development	1,435,345		311,000	1,746,345	1,746,345		1,746,345	
Preschool Services	16,354		44,405,257	44,421,611	44,421,611		44,421,611	
Probation Asset Forfeiture 15%	63,777		460	64,237	64,237		64,237	
Regional Parks - Proposition 40 Projects	552,590		0	552,590	552,590		552,590	
Auditor/Controller/Treasurer/Tax Collector - Redemption Maint.	182,147		86,500	268,647	268,647		268,647	
Registration Fees	147,140		12,000	159,140	159,140		159,140	
Economic Development - San Bernardino Valley Enterprise Zone	1,144,654		104,850	1,249,504	1,249,504		1,249,504	
Regional Parks - San Manuel Amphitheater	1,483,031		30,000	1,513,031	1,513,031		1,513,031	
Sheriff's Special Projects	26,615,153		14,263,949	40,879,102	40,879,102		40,879,102	
Airports - Special Aviation	4,789,314		5,179,623	9,968,937	9,968,937		9,968,937	
Public Works - Special Transportation	23,110,222		8,273,018	31,383,205	31,383,205		31,383,205	
Human Services - Substance Abuse and Crime Prevention	137,157		55,113	192,270	192,270		192,270	
Public Works - Surveyor - Survey Monument Preservation	5,852,027		16,525,144	22,377,171	22,377,171		22,377,171	
Master Settlement Agreement	69,291		337,969	407,260	407,260		407,260	
Public Health - Tobacco Use Reduction New	35,619,365		116,709,169	152,328,534	152,328,534		152,328,534	
Public Works - Transportation - Road Operations	1,973,621		1,695,656	3,669,277	3,669,277		3,669,277	
Public Health - Vector Control Assessments	676,037		135,133	811,170	811,170		811,170	
Public Health - Vital Statistics State Fees	6,808,123		6,745,000	13,553,123	13,553,123		13,553,123	
Human Services - Wraparound Reinvestment Fund	250,697,660		412,344,213	663,041,873	663,041,873	0	663,041,873	
Total Special Revenue Funds	612,661,414	4,864,427	2,779,622,315	3,397,138,156	3,370,636,365	26,501,791	3,397,138,156	
Capital Project Funds								
Capital Improvements Fund	85,075,100		161,661,556	246,736,656	246,736,656		246,736,656	
Total Capital Project Funds	85,075,100	0	161,661,556	246,736,656	246,736,656	0	246,736,656	
Total Governmental Funds	612,661,414	4,864,427	2,779,622,315	3,397,138,156	3,370,636,365	26,501,791	3,397,138,156	



County of San Bernardino Fund Balance - Governmental Funds Fiscal Year 2012									
Fund Name 1	Total Fund Balance June 30, 2011 2	Less: Fund Balances - Reserved/Designated			Fund Balances Unreserved Undesignated (GAAP Basis) June 30, 2011 6	Minus GASB 31 Adjustment 7	Fund Balances Unreserved Undesignated (Budgetary Basis) June 30, 2011 8		
		Encumbrances 3	General & Other Reserves 4	Designations 5					
General Fund	253,643,915	(4,500,210)	(29,112,998)	(148,947,461)	71,083,246	(1,170,129)	69,913,117		
General Fund	209,008,232	0	(656,084)	(1,343,916)	207,008,232	(42,695)	206,965,537		
Restricted General Fund	462,552,147	(4,500,210)	(29,769,082)	(150,291,377)	278,091,478	(1,212,824)	276,878,654		
Total General Fund									
Special Revenue Funds	5				5	(5)	0		
AB 75 Tobacco Tax Program	260,369	0	0	0	260,369	(433)	259,936		
County Trial Courts - Alternate Dispute Resolution Program	6	0	0	0	0	0	6		
Archstone Foundation Grant	531,687	0	0	0	531,687	(1,387)	530,300		
Public Health - Bio-Terrorism Preparedness	7,627,094	0	0	0	7,627,094	(11,663)	7,615,431		
Behavioral Health - Block Grant Carryover Program	247,357	0	0	0	247,357	(420)	246,937		
Regional Parks - Calico Ghost Town Marketing Services	147,037	0	0	0	147,037	0	147,037		
Agricultural, Weights & Measures - California Grazing Fees	4,760	0	0	0	4,760	(9)	4,751		
Census 2010	9,400,779	(17,250)	0	0	9,383,529	(21,257)	9,362,272		
Real Estate Services - Chino Agricultural Preserve	819,441	0	0	0	819,441	(1,256)	818,185		
Human Resources - Commuter Services	6,476	0	0	0	6,476	0	6,476		
Special Districts - Fish and Game Commission	556,669	0	(6,675)	0	549,994	(4)	549,990		
County Library	463,105	0	0	0	463,105	(1,531)	461,574		
Regional Parks - County Trail System	965,625	0	0	0	965,625	(1,888)	963,737		
Behavioral Health - Court Alcohol and Drug Program	277	0	0	0	277	(130)	147		
County Trial Courts - Courthouse Seismic Surcharge	3,961,721	0	0	0	3,961,721	(7,599)	3,954,122		
District Attorney Special Projects	183,158	0	0	0	183,158	(3,848)	179,310		
Finance and Administration - Disaster Recovery Fund	1,175,264	0	0	0	1,175,264	(2,488)	1,172,776		
Domestic Violence/Child Abuse Surcharges	367,504	0	0	0	367,504	(706)	366,798		
Behavioral Health - Driving Under the Influence Programs	19,556,762	(372,875)	(750)	0	19,183,137	(39,198)	19,143,939		
Community Development and Housing	924,695	0	0	0	924,695	(2,515)	922,180		
Human Resources - Employee Benefits and Services	146,204	0	0	0	146,204	(3,035)	143,169		
Public Health - H1N1 Preparedness	451,146	(1,971)	(2,500)	0	446,675	(3,250)	443,425		
Workforce Development	2,678,272	0	0	0	2,678,272	(4,841)	2,673,431		
Probation - Juvenile Justice Grant Program	5,138,474	0	0	0	5,138,474	(14,596)	5,123,878		
Local Law Enforcement Block Grant	135,770	0	0	0	135,770	0	135,770		
Human Services - Marriage License Fees Surcharge	95,213,260	(1,266,310)	0	(22,152,363)	71,794,587	(186,893)	71,607,694		
Behavioral Health - Mental Services Health Act	10,408,703	(34,641)	0	0	10,374,062	(7,068)	10,366,994		
Assessor - Recording Fees	1,677,294	0	0	0	1,677,294	(2,891)	1,674,403		
Regional Parks - Off-Highway Vehicle License Fees	1,457,352	(18,867)	0	0	1,438,485	(3,140)	1,435,345		
Regional Parks - Park Maintenance and Development	41,730	(13,691)	(9,500)	0	18,539	(2,185)	16,354		
Preschool Services	63,923	0	0	0	63,923	(146)	63,777		
Probation Asset Forfeiture 15%	553,133	0	0	0	553,133	(543)	552,590		
Regional Parks - Proposition 40 Projects	182,570	0	0	0	182,570	(423)	182,147		
Auditor/Controller/Treasurer/Tax Collector Redemption Maint.	147,465	0	0	0	147,465	(325)	147,140		
County Trial Courts - Registration Fee Projects	144,561	(124)	0	0	144,437	(383)	144,054		
Economic Development - San Bernardino Valley Enterprise Zone	1,150,883	0	0	0	1,150,883	(2,826)	1,148,057		
Regional Parks - San Manuel Amphitheater	484,075	0	0	0	484,075	(1,044)	483,031		
Regional Parks - Amphitheater Improvements at Glen Helen	26,706,425	(39,972)	(8,500)	0	26,657,953	(42,800)	26,615,153		
Sheriff's Special Projects	5,096,247	(296,206)	0	0	4,800,041	(10,727)	4,789,314		
Airports - Special Aviation	26,550,622	(3,373,615)	0	0	23,177,007	(66,820)	23,110,187		
Public Works - Special Transportation	259	0	0	0	259	(37)	222		
Human Services - Substance Abuse and Crime Prevention	137,157	0	0	0	137,157	0	137,157		
Public Works - Surveyor - Survey Monument Preservation	0	0	0	0	0	0	0		



State Controller Schedules County Budget Act		County of San Bernardino Fund Balance - Governmental Funds Fiscal Year 2012							Schedule 3
Fund Name 1	Total Fund Balance June 30, 2011 2	Less: Fund Balances - Reserved/Designated			Designations 5	Fund Balances Unreserved (GAAP Basis) June 30, 2011 6	Minus GASB 31 Adjustment 7	Fund Balances Unreserved Undesignated (Budgetary Basis) June 30, 2011 8	
		Encumbrances 3	General & Other Reserves 4						
Master Settlement Agreement	5,861,381	0	0	0	0	5,861,381	(9,354)	5,852,027	
Public Health - Tobacco Use Reduction Now	69,412	0	0	0	0	69,412	(121)	69,291	
Public Works - Transportation - Road Operations	45,874,493	(10,060,915)	(90,352)	0	0	35,723,226	(103,861)	35,619,365	
Public Health - Vector Control Assessments	1,977,340	0	0	0	0	1,977,340	(3,719)	1,973,621	
Public Health - Vital Statistics State Fees	677,249	0	0	0	0	677,249	(1,212)	676,037	
Human Services - Wraparound Reinvestment Fund	8,867,999	(51,288)	0	0	0	8,816,711	(8,588)	8,808,123	
Total Special Revenue Funds	288,095,190	(15,548,725)	(118,277)	(22,152,363)		251,274,825	(577,166)	250,697,660	
Capital Project Funds									
Capital Improvements Fund	105,835,977	(20,734,596)	0	0	0	85,101,381	(26,281)	85,075,100	
Total Capital Project Funds	105,835,977	(20,734,596)	0	0	0	85,101,381	(26,281)	85,075,100	
Total Governmental Funds	857,583,314	(40,784,531)	(29,887,359)	(172,443,740)		614,467,684	(1,816,270)	612,651,414	



State Controller Schedules County Budget Act							Schedule 4
County of San Bernardino Reserves/Designations - By Governmental Funds Fiscal Year 2012							
1 Description	2 Reserves/Designations June 30, 2011	3 Decreases or Cancellations		Increases or New		7 Total Reserves/Designations for the Budget Year	
		3 Recommended	4 Adopted by the Board of Supervisors	5 Recommended	6 Adopted by the Board of Supervisors		
General Fund							
General Fund							
Reserved for Inventory	227,771					227,771	
Reserved for Imprest Cash	110,240					110,240	
Reserved for Revolving Funds	395,000					395,000	
Reserved for Change Funds	39,620					39,620	
Reserved for Prepaid Items	940,750					940,750	
Reserved for Loans Receivable	13,686,261					13,686,261	
Reserved for Advances	2,000,000					2,000,000	
Reserved for Teeter	11,713,356					11,713,356	
Designated - Medical Center Debt Service	32,074,905					32,074,905	
Designated - Future Retirement Rate	8,500,000					8,500,000	
Designated - Teeter	12,996,569					12,996,569	
Designated - General Purpose	59,733,617			5,501,791	5,501,791	65,235,408	
Designated - Restitution	1,545,025					1,545,025	
Designated - Insurance	3,000,000					3,000,000	
Designated - Capital Projects	4,000,000	4,000,000	4,000,000			0	
Designated - Business Process Improvements	1,218,640	864,427	864,427			354,213	
Designated - Future Space Needs	22,878,705					22,878,705	
Designated - Property Tax System	0					0	
Designated - High Desert Fire Station	3,000,000					3,000,000	
Reserved for CSA Revolving Loan	656,084					656,084	
Designated for CSA Revolving Loan	1,343,916					1,343,916	
Total General Fund	180,060,459	4,864,427	4,864,427	26,501,791	26,501,791	201,697,823	
Restricted General Fund							
Reserved for CSA Revolving Loan	656,084					656,084	
Designated for CSA Revolving Loan	1,343,916					1,343,916	
Total General Fund	180,060,459	4,864,427	4,864,427	26,501,791	26,501,791	201,697,823	



State Controller Schedules County Budget Act		County of San Bernardino Reserves/Designations - By Governmental Funds Fiscal Year 2012							Schedule 4	
		1 Description	2 Reserves/Designations June 30, 2011	3 Decreases or Cancellations		4 Increases or New		5 Recommended		6 Adopted by the Board of Supervisors
Special Revenue Funds										
	County Library		2,500							2,500
	Reserved for Imprest Cash		4,175							4,175
	Reserved for Change Funds									
	Community Development and Housing		750							750
	Reserved for Imprest Cash									
	Preschool Services		9,500							9,500
	Reserved for Imprest Cash									
	Workforce Development									
	Reserved for:									
	Reserved for Imprest Cash		2,500							2,500
	Behavioral Health - Mental Services Health Act									
	Designated - General Purpose		22,152,363							22,152,363
	Sheriff's Special Projects									
	Reserved for Imprest Cash		3,500							3,500
	Reserved for Revolving Funds		5,000							5,000
	Public Works - Transportation - Road Operations									
	Reserved for Inventory		87,852							87,852
	Reserved for Imprest Cash		2,500							2,500
	Total Special Revenue Funds		22,270,640	0	0	0	0	0	0	22,270,640
	Total Governmental Funds		202,331,099	4,864,427	4,864,427	26,501,791	26,501,791	26,501,791	26,501,791	223,968,463



State Controller Schedules County Budget Act					Schedule 5
County of San Bernardino Summary of Additional Financing Sources by Source and Fund Governmental Funds Fiscal Year 2012					
Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5	
Summarization by Source					
Taxes	585,822,563	572,620,300	572,779,798	572,779,798	
Licenses, Permits and Franchises	16,594,954	18,915,056	19,209,346	19,209,346	
Fines, Forfeitures and Penalties	16,597,221	12,012,489	11,192,644	11,230,568	
Revenue from Use of Money and Property	48,456,666	43,306,609	43,004,838	42,944,841	
Intergovernmental Revenues	1,409,447,301	1,484,458,280	1,524,563,677	1,495,783,720	
Charges for Current Services	319,297,541	328,194,099	413,389,237	413,326,098	
Other Revenues	52,174,959	53,253,888	49,967,852	49,915,044	
Other Financing Sources	148,367,256	164,058,262	89,316,332	174,432,900	
Total Summarization by Source	2,596,758,460	2,676,818,983	2,723,423,724	2,779,622,315	

Summarization by Fund				
General Fund	2,143,783,068	2,148,457,631	2,241,701,290	2,280,805,205
Restricted General Fund	23,236,060	33,785,169	(52,592,215)	(75,188,659)
AB 75 Tobacco Tax Program	6,352	(2,833)	5,000	5,000
County Trial Courts - Alternate Dispute Resolution Program	559,706	715,642	603,000	603,000
Archstone Foundation Grant	6	0	0	0
Public Health - Bio-Terrorism Preparedness	2,602,804	2,550,021	2,668,439	2,668,439
Behavioral Health - Block Grant Carryover Program	10,890,373	11,097,502	11,041,705	11,041,705
Regional Parks - Calico Ghost Town Marketing Services	482,637	483,412	389,600	389,600
Agricultural, Weights & Measures - California Grazing Fees	6,314	4,118	800	800
Census 2010	59,705	6,659	0	0
Real Estate Services - Chino Agricultural Preserve	884,928	786,574	804,371	804,371
Human Resources - Commuter Services	582,009	677,724	631,702	631,702
Special Districts - Fish and Game Commission	6,852	11,483	7,000	7,000
County Library	16,732,820	15,829,496	13,553,182	13,553,182
Regional Parks - County Trail System	379,913	629,640	1,817,545	1,817,545
Behavioral Health - Court Alcohol and Drug Program	569,524	483,069	423,000	423,000
County Trial Courts - Courthouse Facilities - Excess 25%	(139,357)	0	0	0
County Trial Courts - Courthouse Seismic Surcharge	2,813,737	2,633,033	2,801,000	2,801,000
District Attorney Special Projects	9,391,942	5,877,549	5,684,608	5,784,594
Finance and Administration - Disaster Recovery Fund	19,161	20,548	30,000	30,000



County of San Bernardino Summary of Additional Financing Sources by Source and Fund Governmental Funds Fiscal Year 2012					
State Controller Schedules County Budget Act	Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5
	Domestic Violence/Child Abuse Surcharges	535,893	499,640	696,000	696,000
	Behavioral Health - Driving Under the Influence Programs	284,767	261,733	254,772	254,772
	Community Development & Housing	24,051,331	24,364,606	55,603,444	56,058,843
	Human Resources - Employee Benefits and Services	3,095,301	2,704,050	3,349,135	3,349,135
	Land Use Services - General Plan Update	(89,472)	0	0	0
	Public Health - H1N1 Preparedness	3,328,268	15,054	(302,566)	(47,750)
	Workforce Development	25,372,549	23,470,387	19,971,116	19,971,116
	Probation - Juvenile Justice Grant Program	3,700,719	6,382,608	3,000	3,000
	Local Law Enforcement Block Grant	8,485,666	2,728,588	730,000	730,000
	Human Services - Marriage Licenses Fees Surcharge	399,520	366,791	350,624	350,624
	Behavioral Health - Mental Health Services Act	80,580,439	92,342,938	70,042,158	70,042,158
	Assessor - Recording Fees	3,768,106	3,858,127	3,733,536	3,733,536
	Museum Special Projects	566	0	0	0
	Regional Parks - Off-Highway Vehicle License Fees	361,281	340,367	311,000	311,000
	Regional Parks - Park Maintenance and Development	652,105	583,748	311,000	311,000
	Preschool Services	47,907,365	50,930,986	44,405,257	44,405,257
	Probation Asset Forfeiture 15%	948	659	460	460
	Regional Parks - Proposition 40 Projects	290,805	1,661,406	0	0
	Auditor-Controller/Treasurer/Tax Collector - Redemption Maint.	2,587	1,797	86,500	86,500
	County Trial Courts - Registration Fees	33,775	12,808	12,000	12,000
	Economic Development - San Bernardino Valley Enterprise Zone	99,816	104,175	104,650	104,650
	Regional Parks - San Manuel Amphitheater	1,739,895	1,505,097	1,461,000	1,461,000
	Regional Parks - Amphitheater Improvements at Glen Helen	30,744	29,446	30,000	30,000
	Sheriff's Special Projects	16,748,424	16,943,512	14,263,949	14,263,949
	Airports - Special Aviation	2,178,651	5,712,353	5,179,623	5,179,623
	Public Works - Special Transportation	8,314,644	5,998,929	8,323,017	8,273,018
	Human Services - Substance Abuse and Crime Prevention	3,707	156	0	0
	Public Works - Surveyor - Survey Monument Preservation	59,660	56,123	55,113	55,113
	Master Settlement Agreement	17,409,066	17,812,891	16,525,144	16,525,144
	Public Health - Tobacco Use Reduction Now	374,538	415,424	337,969	337,969
	Public Works - Transportation - Road Operations	83,872,590	70,431,018	116,709,167	116,709,169
	Public Health - Vector Control Assessments	1,743,807	1,716,522	1,695,856	1,695,856
	Public Health - Vital Statistics State Fees	150,732	145,619	135,133	135,133
	Human Services - Wraparound Reinvestment Fund	4,150,374	6,550,990	6,745,000	6,745,000



State Controller Schedules County Budget Act		County of San Bernardino Summary of Additional Financing Sources by Source and Fund Governmental Funds Fiscal Year 2012					Schedule 5		
Description	1	FY 2010 Actual	2	FY 2011 Actual	3	FY 2012 Recommended	4	FY 2012 Adopted by the Board of Supervisors	5
Capital Improvements Fund			44,250,741	114,823,995	122,730,640				161,661,556
Total Summarization by Fund			2,596,758,460	2,676,818,983	2,723,423,724				2,779,622,315



State Controller Schedules County Budget Act							Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
General Fund							
General Fund							
Taxes							
	Property Taxes - Current Secured 1%		187,628,935	177,582,354	178,958,595	178,958,595	
	Property Taxes - Current Unsecured		8,658,147	8,235,781	8,159,000	8,159,000	
	Property Taxes - Current Utility Unitary		12,458,253	12,494,776	12,400,000	12,400,000	
	Property Taxes - Prior Secured		967,908	715,215	1,335,000	1,335,000	
	Property Taxes - Prior Unsecured		325,020	287,725	400,000	400,000	
	Property Taxes - Prior Unitary		0	261	0	0	
	Property Tax In Lieu of VILF		212,183,476	202,508,021	202,506,520	202,506,520	
	Penalties, Interest and Costs		5,742,860	5,665,650	5,750,000	5,750,000	
	Other Taxes - Aircraft Tax		809,660	625,753	790,000	790,000	
	Other Taxes - Delinquent Mobile Home		495	200	0	0	
	Other Taxes - Racehorse		1,259	905	0	0	
	Other Taxes - Supplemental Rolls		3,796,331	3,297,845	4,000,000	4,000,000	
	Other Taxes - Property Transfer		5,692,883	5,844,456	5,400,000	5,400,000	
	Other Taxes - Hotel/Motel		1,169,393	1,433,790	1,200,000	1,200,000	
	In Lieu Local Sales & Use Tax		3,057,762	4,322,164	4,356,763	4,356,763	
	Sales and Use Taxes		9,469,997	10,202,936	10,437,472	10,437,472	
	12% Sales Tax - Public Safety		115,899,996	122,232,541	120,000,000	120,000,000	
	Total Taxes		567,862,406	555,676,355	555,693,350	555,693,350	
Licenses, Permits and Franchises							
	Animal Licenses		701,644	660,867	787,000	787,000	
	Business Licenses		104,379	90,495	82,000	82,000	
	Construction Permits		647,265	2,851,443	2,891,901	2,891,901	
	Other Licenses and Permits		9,339,598	9,253,445	9,607,401	9,607,401	
	Cable Television		1,372,372	1,484,413	1,372,372	1,372,372	
	Gas		1,215,078	1,307,401	1,215,078	1,215,078	
	Water		212,924	240,614	212,924	212,924	
	Electricity		2,608,723	2,619,714	2,608,723	2,608,723	
	Pipeline		57,658	59,580	57,658	57,658	
	Telecommunications		4,289	0	4,289	4,289	
	Total Licenses, Permits and Franchises		16,263,940	18,567,911	18,849,346	18,849,346	
Fines, Forfeitures and Penalties							
	Vehicle Code Fines		40,163	32,964	34,328	34,328	
	Victim Restitution		3,568	0	0	0	
	Parking Fines		102,108	142,004	150,000	150,000	
	Other Court Fines		10,667,843	9,371,171	8,774,316	8,774,316	
	Dog Citation Fines		100	16,309	42,000	42,000	
	Court Administration Assessments		2,147	8,527	2,000	2,000	
	Warrant Servicing		1,286	970	2,000	2,000	
	Other Forfeitures		39,414	406,182	470,000	470,000	
	Penalties		147,600	125,472	140,000	140,000	
	Forfeitures - District Attorney		0	0	0	0	
	Total Fines, Forfeitures and Penalties		11,224,228	10,103,600	9,614,644	9,614,644	



State Controller Schedules County Budget Act							Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
	Revenue From Use of Money and Property						
	Interest		36,757,295	32,315,138	31,701,741	31,701,741	
	Rents and Concessions		3,836,793	4,206,320	4,886,263	4,886,263	
	Rents and Concessions-Vending Machines		63,743	139,721	62,767	62,767	
	Total Revenue From Use of Money and Property		40,657,831	36,661,178	36,650,771	36,650,771	
	Intergovernmental Revenues						
	State						
	Aviation - State Matching		0	80,000	0	0	
	State Vehicle License Fees In Lieu		0	3,591,245	0	0	
	Court Services Restitution		(0)	0	0	50,000	
	Welfare Administration		85,160,253	87,857,171	82,051,871	82,051,871	
	Aid for Children		182,769,688	239,642,788	226,534,653	226,534,653	
	Health Administration		32,543,853	31,081,395	45,743,964	45,743,964	
	Reassignment Revenue		(808,222)	11,625,125	(68,075,021)	(90,871,465)	
	Aid to Crippled Children		8,907,658	8,139,897	9,069,354	9,069,354	
	Aid for Health		4,110,132	3,186,525	4,254,896	4,254,896	
	Social Services Reassignment		66,231,200	62,336,430	70,292,494	70,292,494	
	Reassignment Revenue for Health		4,062,786	11,081,680	12,845,582	12,845,582	
	Aid for Mental Health		5,670,375	6,694,038	10,899,571	10,899,571	
	Mental Health Reassignment		24,587,838	34,520,465	28,681,701	28,681,701	
	Vehicle License Fees Reassignment		54,616,139	51,452,569	57,768,137	57,768,137	
	Aid for Agriculture		2,385,262	3,101,519	2,456,045	2,456,045	
	Aid for Disaster		151	42,379	602	602	
	State - Capital Grants		30,158	0	0	0	
	State Aid for Veterans Affairs		159,943	158,711	150,000	150,000	
	Cops Program		1,171,724	1,224,598	4,500	4,500	
	Homeowner's Tax Relief		2,370,391	2,427,250	2,373,072	2,373,072	
	Other State Support		10,865,918	8,627,572	8,410,916	8,410,916	
	Other State Aid		19,324,719	17,966,778	21,666,429	21,666,429	
	Medi-Cal - Inpatient		37,326,681	35,250,159	38,834,606	38,834,606	
	Medi-Cal - Outpatient		4,614,372	3,733,581	4,588,180	4,588,180	
	STC 924 Program		663,645	854,876	612,445	612,445	
	SB 90 Mandated Cost Reimbursement		1,368,893	2,380,842	3,792,458	3,792,458	
	Assembly Bills and Senate Bills		1,219,980	1,171,088	1,275,000	1,275,000	
	State - Unrestricted Grants		23,182,474	24,688,026	22,978,768	23,501,998	
	Total State		572,636,020	652,616,708	687,262,233	665,189,005	
	Federal						
	Welfare Administration		163,781,189	178,526,570	188,849,251	188,849,251	
	Aid for Children		216,391,841	191,252,914	205,326,899	205,326,899	
	Health Administration		45,686,183	46,352,508	53,825,388	53,825,388	
	Medicare - Inpatient		70,783	191,285	205,200	205,200	
	Medicare - Outpatient		131,093	93,700	125,400	125,400	
	Federal - Capital Grants		0	76,560	80,000	80,000	
	Federal - Grants		64,000,783	68,793,753	71,861,970	71,861,970	
	Aid for Disaster - FEMA		108,080	176,064	0	0	
	Other In-Lieu Taxes		2,658,395	3,084,223	3,084,223	3,084,223	
	Other Gov Agencies - Fed Only		21,652,262	21,682,912	19,995,000	19,995,000	
	Other Federal Aid		8,612,373	4,988,895	5,586,524	5,586,524	
	Federal - Pass Through		0	638,300	0	0	
	ARRA/Federal Direct		81,979	2,661,839	1,668,834	1,668,834	



State Controller Schedules County Budget Act						County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012		Schedule 6	
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7			
		ARRA/Pass-Through	22,018,038	18,070,962	1,152,839	1,152,839			
			545,493,001	536,590,484	551,763,538	551,763,538			
		Total Federal							
		Other	0	86,650	0	0			
		Aid From Other Governmental Agencies	0	88,650	0	0			
		Total Intergovernmental Revenues	1,118,029,021	1,189,295,843	1,139,025,761	1,116,952,547			
		Charges For Current Services							
		Special Assessments All Prior Years	339,334	232,173	165,000	165,000			
		Special Assessments-Current Year	1,073,423	894,167	627,767	627,767			
		Adoption Fees	65,599	47,557	50,000	50,000			
		Agricultural Services	1,059,996	1,560,348	1,693,009	1,693,009			
		Weed Abatement Contracts	257,225	344,586	331,861	331,861			
		SB 813 Implementation Cost	3,174,709	1,866,258	1,945,488	1,945,488			
		Assessment and Tax Collection Fees	151,700	2,974,399	2,895,000	2,895,000			
		Tax Sale Fees	604,284	171,990	234,000	234,000			
		Reimbursement Fee-Tax Deeded Property	88,937	674,341	285,000	285,000			
		Exclusion Fees	578,923	76,528	85,000	85,000			
		Auditing Fees	3,296,230	3,397,787	4,261,871	4,261,871			
		Accounting Services	360	1,119	0	0			
		Electronic Monitoring	62,532	15,319	20,000	20,000			
		Change of Plea	33,325	17,516	15,000	15,000			
		Probation Diversion Fees	12,751	15,953	17,000	17,000			
		Sealing of Records	3,991,286	3,880,918	4,635,635	4,635,635			
		Institutional Care and Services	617,264	688,116	840,000	840,000			
		Adult Supervision Fees	9,500	0	0	0			
		Juvenile Supervision Fees	1,541,831	1,681,373	1,750,000	1,750,000			
		Civil Process Service	677,891	766,163	459,489	459,489			
		Registration Fees	77	0	0	0			
		Jury Fees	6,323,841	8,118,467	7,700,000	7,700,000			
		Court Fees - Other	40,526	29,580	25,568	25,568			
		Court Installment Fees	1,613,621	1,866,449	0	0			
		Reimbursement For Welfare Child Support	1,589,301	1,872,314	1,620,048	1,620,048			
		Health Fees	42,608,893	31,956,754	53,446,057	53,446,057			
		Health Service Fees	90,938	103,339	85,000	85,000			
		Private Pay - Inpatient	246,917	143,619	66,143	66,143			
		Private Pay - Outpatient	296,050	261,095	250,000	250,000			
		Coroner's Removal Fees	31,805	31,188	30,000	30,000			
		Coroner's Report Fees	265,425	143,050	175,800	175,800			
		Mental Health Services	1,346,626	1,274,582	1,135,000	1,135,000			
		Humane Services	125,122	191,463	130,240	130,240			
		Telephone & Telegraph	334,158	420,213	370,000	370,000			
		Educational Services	2,615,445	1,927,966	2,457,000	2,457,000			
		Election Services	226,550	297,206	270,000	270,000			
		Estate Fees	6,623,919	6,623,919	6,174,441	6,174,441			
		Legal Services	596,732	683,540	584,776	584,776			
		Legal Services - Justice Courts	1,198	0	0	0			
		SB 2557 Booking Fees-Receipts	125,743,192	132,465,136	141,797,393	141,797,393			
		Law Enforcement Services	347	357	350	350			
		Substance Abuse Test Fee							



State Controller Schedules County Budget Act						Schedule 6	
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
		Park and Recreation Fees	6,366,160	6,013,181	6,536,425	6,536,425	
		Museum Admission Fees	178,612	155,767	300,000	300,000	
		Personnel Services	80,100	209,750	219,300	219,300	
		Credit Card Service Fees	32,636	25,382	22,000	22,000	
		Shipping Fees	0	200	0	0	
		Collection Fees	4,926,867	4,551,169	5,280,965	5,280,965	
		Vital Records	695,884	652,245	570,000	570,000	
		Sale of Public Information	274,494	264,323	220,000	220,000	
		County Clerk	762,380	737,785	650,000	650,000	
		Recording Fees	5,415,647	7,628,395	7,961,965	7,961,965	
		Adult Investigations Fees	276,435	326,678	280,000	280,000	
		Planning Services	(634,744)	1,606,909	1,795,000	1,735,000	
		Land Development Engineering Svcs	3,326,474	3,271,455	3,941,715	3,941,715	
		EIR Consultant Fees	565,408	184,232	701,008	701,008	
		Road and Street Services	0	(183)	0	0	
		Sanitation Services	1,170,114	635,432	840,000	840,000	
		Map Automation Fees	14,478	8,984	8,924	8,924	
		Fuel Flowage	109,396	94,034	91,825	91,825	
		Landing Fees	24,215	13,406	5,400	5,400	
		Subrogation For Departments	106,884	157,723	3,000	3,000	
		Claim Cost Recoveries	35,000	0	0	0	
		Reimbursement for Indirect Costs	31,779,616	26,951,983	58,564,924	58,564,924	
		Other Services	25,672,019	35,412,684	34,502,023	34,502,023	
		Excess Insurance Reimbursement	0	1,800	0	0	
		Computer Operations Services	13,549	(13,348)	0	0	
		ISD Direct Labor Services	5,363,894	7,184,000	7,179,242	7,179,242	
		Telephone Long Distance	903	0	0	0	
		Surplus Property Other Revenue	0	8,847	0	0	
		Operating Revenue From Outside Agencies	3,521	150,855	161,745	161,745	
		Total Charges For Current Services	297,329,686	304,536,981	367,365,345	367,305,345	
		Other Revenue					
		Property Tax Secured Unclaimed Refunds	5,848,533	3,032,663	300,000	300,000	
		Discontinued Districts	394	0	0	0	
		Assessor Revenue/Municipal Court Suspense	64,926	25,176	25,000	25,000	
		PIMS Access Fee	71,480	58,194	65,000	65,000	
		Revenue Applicable to Prior Years	396,972	1,044,508	(75,000)	(75,000)	
		Taxable Sales to the Public	149,915	71,068	67,000	67,000	
		Other Sales	104,275	533,072	105,000	105,000	
		Contributions and Donations	32,014	128,618	82,500	82,500	
		Litigation Settlement	57,092	401,530	0	0	
		Evidence and Seizures	2,003	3,000	0	0	
		Other Revenues	13,426,934	14,382,336	16,781,431	16,781,431	
		Total Other Revenue	20,153,137	19,660,166	17,360,931	17,350,931	
		Other Financing Sources					
		Operating Transfers In	119,104,734	72,350,427	43,758,927	82,399,612	
		Sale of Fixed Assets	771,779	607,140	800,000	800,000	
		Residual Equity Transfers In	114,641	5,768,097	0	0	
		Residual Equity Transfers Out	(24,492,277)	(31,006,897)	0	0	
		Total Other Financing Sources	95,498,878	47,718,768	44,566,927	83,199,612	



State Controller Schedules County Budget Act						Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012						
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7
TOTAL General Fund Financing Sources						
			2,167,019,128	2,182,242,800	2,189,109,075	2,205,616,546
TOTAL General Fund Financing Sources						
			2,167,019,128	2,182,242,800	2,189,109,075	2,205,616,546
Special Revenue Funds						
AB 75 Tobacco Tax Program						
	Revenue From Use of Money and Property		2,760	(2,851)	1,000	1,000
			2,760	(2,851)	1,000	1,000
Total Revenue From Use of Money and Property						
			2,760	(2,851)	1,000	1,000
	Intergovernmental Revenues		635	18	0	0
	State		635	18	0	0
	Other State Support		(5)	0	4,000	4,000
	Other State Aid		630	18	4,000	4,000
Total State						
			630	18	4,000	4,000
Total Intergovernmental Revenues						
			630	18	4,000	4,000
	Other Revenue		2,962	0	0	0
			2,962	0	0	0
Total Other Revenue						
			2,962	0	0	0
TOTAL AB 75 Tobacco Tax Program Financing Sources						
			6,352	(2,833)	5,000	5,000
County Trial Courts (CTC) - Alternate Dispute Resolution Program						
	Revenue From Use of Money and Property		2,824	2,298	3,000	3,000
			2,824	2,298	3,000	3,000
Total Revenue From Use of Money and Property						
			2,824	2,298	3,000	3,000
	Intergovernmental Revenues		346	125	0	0
	State		346	125	0	0
	Other State Aid		346	125	0	0
Total State						
			346	125	0	0
Total Intergovernmental Revenues						
			346	125	0	0
	Charges For Current Services		556,536	713,219	600,000	600,000
			556,536	713,219	600,000	600,000
Total Charges For Current Services						
			556,536	713,219	600,000	600,000
TOTAL CTC - Alternate Dispute Resolution Program Financing Sources						
			659,705	715,642	603,000	603,000
Archstone Foundation Grant						
	Revenue From Use of Money and Property		6	0	0	0
			6	0	0	0
Total Revenue From Use of Money and Property						
			6	0	0	0
TOTAL Archstone Foundation Grant Financing Sources						
			6	0	0	0



State Controller Schedules County Budget Act							Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
Public Health (PH) - Bio-Terrorism Preparedness							
	Revenue From Use of Money and Property	Interest	21,569	8,026	13,785	13,785	
			<u>21,569</u>	<u>8,026</u>	<u>13,785</u>	<u>13,785</u>	
Intergovernmental Revenues							
		State Aid for Health	194,666	149,490	116,970	116,970	
			<u>194,666</u>	<u>149,490</u>	<u>116,970</u>	<u>116,970</u>	
		Federal Federal - Grants	2,386,569	2,392,506	2,537,664	2,537,664	
			<u>2,386,569</u>	<u>2,392,506</u>	<u>2,537,664</u>	<u>2,537,664</u>	
		Total Intergovernmental Revenues	2,581,235	2,541,995	2,654,654	2,654,654	
			<u>2,602,804</u>	<u>2,550,021</u>	<u>2,666,439</u>	<u>2,666,439</u>	
TOTAL PH - Bio-Terrorism Preparedness Financing Sources							
Behavioral Health (BH) - Block Grant Carryover Program							
	Revenue From Use of Money and Property	Interest	85,792	74,440	76,738	76,738	
			<u>85,792</u>	<u>74,440</u>	<u>76,738</u>	<u>76,738</u>	
Intergovernmental Revenues							
		Federal Federal - Grants	10,804,562	11,023,062	10,964,967	10,964,967	
		Other Federal Aid	(0)	0	0	0	
			<u>10,804,562</u>	<u>11,023,062</u>	<u>10,964,967</u>	<u>10,964,967</u>	
		Total Intergovernmental Revenues	10,804,562	11,023,062	10,964,967	10,964,967	
			<u>10,890,373</u>	<u>11,097,502</u>	<u>11,041,705</u>	<u>11,041,705</u>	
TOTAL BH - Block Grant Carryover Program Financing Sources							
Regional Parks (RP) - Calico Ghost Town Marketing Services							
	Revenue From Use of Money and Property	Interest	2,330	2,256	2,600	2,600	
		Rents and Concessions	60,686	63,728	55,000	55,000	
			<u>63,016</u>	<u>65,985</u>	<u>57,600</u>	<u>57,600</u>	
		Total Revenue From Use of Money and Property	140,910	410,894	330,000	330,000	
			<u>140,910</u>	<u>410,894</u>	<u>330,000</u>	<u>330,000</u>	
		Charges For Current Services					
		Park and Recreation Fees					
		Other Revenue					
		Other Sales	11,702	5,956	2,000	2,000	
		Other Revenues	267,010	577	0	0	
			<u>278,712</u>	<u>6,533</u>	<u>2,000</u>	<u>2,000</u>	
		Total Other Revenue	278,712	6,533	2,000	2,000	



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County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
TOTAL RP - Calico Marketing Services Financing Sources							
			482,637	483,412	389,600	389,600	
Agricultural, Weights & Measures (AWM) - California Grazing Fees Intergovernmental Revenues							
	Federal Grazing Fees		6,314	4,118	800	800	
		Total Federal	6,314	4,118	800	800	
		Total Intergovernmental Revenues	6,314	4,118	800	800	
TOTAL AWM - California Grazing Fees Financing Sources							
			6,314	4,118	800	800	
Census 2010							
	Revenue From Use of Money and Property		80	34	0	0	
		Interest	80	34	0	0	
Total Revenue From Use of Money and Property							
			80	34	0	0	
	Intergovernmental Revenues		59,625	6,625	0	0	
		Total State	59,625	6,625	0	0	
		Total Intergovernmental Revenues	59,625	6,625	0	0	
TOTAL Census 2010 Financing Sources							
			59,705	6,659	0	0	
Real Estate Services (RES) - Chino Agricultural Preserve Revenue From Use of Money and Property							
	Interest		122,786	90,603	85,000	85,000	
	Rents and Concessions		762,142	695,971	719,371	719,371	
		Total Revenue From Use of Money and Property	884,928	786,574	804,371	804,371	
TOTAL RES - Chino Agricultural Preserve Financing Sources							
			884,928	786,574	804,371	804,371	
Human Resources (HR) - Commuter Services Revenue From Use of Money and Property							
	Interest		7,663	5,351	4,322	4,322	
		Total Revenue From Use of Money and Property	7,663	5,351	4,322	4,322	
	Intergovernmental Revenues		282,957	286,632	281,380	281,380	
		Total Federal	282,957	286,632	281,380	281,380	
		Total Intergovernmental Revenues	282,957	286,632	281,380	281,380	



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Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
Charges For Current Services							
	Other Services		291,370	263,806	336,000	336,000	
		Total Charges For Current Services	291,370	263,806	336,000	336,000	
Other Revenue							
			0	119,935	0	0	
		Total Other Revenue	0	119,935	0	0	
TOTAL HR - Commuter Services Financing Sources							
			582,009	677,724	631,702	631,702	
Special District - Fish And Game Commission							
	Fines, Forfeitures and Penalties		6,852	6,828	6,000	6,000	
		Total Fines, Forfeitures and Penalties	6,852	6,828	6,000	6,000	
Charges For Current Services							
	Other Services		0	4,291	1,000	1,000	
		Total Charges For Current Services	0	4,291	1,000	1,000	
Other Revenue							
	Other Sales		0	344	0	0	
	Contributions and Donations		0	21	0	0	
		Total Other Revenue	0	365	0	0	
TOTAL Special District - Fish And Game Commission Financing Sources							
			6,852	11,483	7,000	7,000	
County Library							
Taxes							
	Property Taxes - Current Secured 1%		10,766,151	10,370,908	10,402,546	10,402,546	
	Property Taxes - Current Unsecured		517,585	489,272	503,993	503,993	
	Property Taxes - Current Utility Unitary		465,117	468,183	465,000	465,000	
	Property Taxes - Prior Secured		997,256	774,302	622,256	622,256	
	Property Taxes - Prior Unsecured		19,742	18,808	17,000	17,000	
	Property Taxes - Prior Unitary		0	0	0	0	
	Penalties, Interest and Costs		30,896	26,555	40,000	40,000	
	Other Taxes - Supplemental Rolls		99,358	100,488	100,000	100,000	
		Total Taxes	12,896,106	12,246,522	12,150,795	12,150,795	
Revenue From Use of Money and Property							
	Interest		0	18	0	0	
		Total Revenue From Use of Money and Property	0	18	0	0	
Intergovernmental Revenues							
	State		0	5,340	0	0	
	Aid for Disaster		143,534	145,644	145,000	145,000	
	Homeowner's Tax Relief		349,329	0	0	0	
	Other State Aid		479,573	1,072,010	0	0	
	State - Unrestricted Grants		972,436	1,222,994	145,000	145,000	
		Total State	972,436	1,222,994	145,000	145,000	



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County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
	Federal						
	Federal - Grants		0	46,130	67,000	67,000	
	Aid for Disaster - FEMA		0	21,360	0	0	
	Other Gov Agencies - Fed Only		25,394	0	0	0	
		Total Federal	25,394	67,490	67,000	67,000	
		Total Intergovernmental Revenues	997,830	1,290,484	212,000	212,000	
	Charges For Current Services						
	Library Services		1,202,497	1,074,742	1,059,100	1,059,100	
		Total Charges For Current Services	1,202,497	1,074,742	1,059,100	1,059,100	
	Other Revenue						
	Other Revenues		674,537	439,384	131,287	131,287	
		Total Other Revenue	674,537	439,384	131,287	131,287	
	Other Financing Sources						
	Operating Transfers In		961,850	761,850	0	0	
	Residual Equity Transfers In		0	14,496	0	0	
		Total Other Financing Sources	961,850	776,346	0	0	
		TOTAL County Library Financing Sources	16,732,820	15,829,496	13,553,182	13,553,182	
	Regional Parks (RP) - County Trail System						
	Revenue From Use of Money and Property		11,465	7,701	8,000	8,000	
		Total Revenue From Use of Money and Property	11,465	7,701	8,000	8,000	
	Intergovernmental Revenues						
	State		0	0	797,667	797,667	
	State - Capital Grants		0	0	797,667	797,667	
		Total State	0	0	797,667	797,667	
	Federal		17,814	422,142	908,612	908,612	
	Federal - Capital Grants		350,635	199,797	103,266	103,266	
	Federal - Grants		368,448	621,939	1,011,878	1,011,878	
		Total Federal	368,448	621,939	1,809,545	1,809,545	
		Total Intergovernmental Revenues	368,448	621,939	1,809,545	1,809,545	
		TOTAL RP - County Trail System Financing Sources	379,913	629,640	1,817,545	1,817,545	
	Behavioral Health (BH) - Court Alcohol And Drug Program						
	Fines, Forfeitures and Penalties		553,903	472,461	412,000	412,000	
		Total Fines, Forfeitures and Penalties	553,903	472,461	412,000	412,000	



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County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
	Revenue From Use of Money and Property						
	Interest		14,845	10,608	11,000	11,000	
			14,845	10,608	11,000	11,000	
	Other Revenue						
			776	0	0	0	
		Total Other Revenue	776	0	0	0	
			569,524	483,069	423,000	423,000	
TOTAL BH - Court Alcohol And Drug Program Financing Sources							
	Revenue From Use of Money and Property						
	Interest		65,701	0	0	0	
			65,701	0	0	0	
	Other Financing Sources						
			(205,058)	0	0	0	
			(205,058)	0	0	0	
		Total Other Financing Sources	(205,058)	0	0	0	
			(139,357)	0	0	0	
TOTAL CTC - Courthouse Facilities - Excess 25% Financing Sources							
	Revenue From Use of Money and Property						
	Interest		1,014	700	1,000	1,000	
			1,014	700	1,000	1,000	
	Charges For Current Services						
			2,812,723	2,632,333	2,800,000	2,800,000	
			2,812,723	2,632,333	2,800,000	2,800,000	
		Total Charges For Current Services	2,812,723	2,632,333	2,800,000	2,800,000	
			2,813,737	2,633,033	2,801,000	2,801,000	
TOTAL CTC - Courthouse Seismic Surcharge Financing Sources							
	Revenue From Use of Money and Property						
	Interest		19,161	20,548	30,000	30,000	
			19,161	20,548	30,000	30,000	
	Revenue From Use of Money and Property						
			19,161	20,548	30,000	30,000	
TOTAL Finance & Administration Disaster Recovery Fund Financing Sources							
	Revenue From Use of Money and Property						
	Forfeitures - District Attorney		4,810,581	1,429,021	1,150,000	1,187,924	
			4,810,581	1,429,021	1,150,000	1,187,924	
		Total Fines, Forfeitures and Penalties	4,810,581	1,429,021	1,150,000	1,187,924	
	Revenue From Use of Money and Property						
			26,650	40,502	23,700	23,700	
			26,650	40,502	23,700	23,700	
TOTAL Revenue From Use of Money and Property							



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County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
	Intergovernmental Revenues	State					
		Other State Aid	431,566	813,070	800,000	815,201	
		State - Unrestricted Grants	3,372,410	2,810,908	2,810,908	2,810,908	
		Total State	3,803,976	3,623,978	3,610,908	3,626,109	
		Total Intergovernmental Revenues	3,803,976	3,623,978	3,610,908	3,626,109	
	Charges For Current Services	Other Services	745,932	783,028	900,000	846,861	
			745,932	783,028	900,000	846,861	
	Other Revenue	Other Revenues	4,803	1,020	0	0	
			4,803	1,020	0	0	
	TOTAL District Attorney Special Projects Financing Sources	Total Other Revenue	9,391,942	5,877,549	5,684,608	5,784,594	
	Domestic Violence/AB 2405	Other Revenue	0	0	100,000	100,000	
			0	0	100,000	100,000	
	TOTAL Domestic Violence/AB 2405 Financing Sources	Total Other Revenue	0	0	100,000	100,000	
	Domestic Violence/Child Abuse	Revenue From Use of Money and Property	19,868	13,215	19,000	19,000	
		Interest	19,868	13,215	19,000	19,000	
	Total Revenue From Use of Money and Property						
	Intergovernmental Revenues	State	77,073	77,087	77,000	77,000	
		Other State Aid	77,073	77,087	77,000	77,000	
	Total State		77,073	77,087	77,000	77,000	
	Total Intergovernmental Revenues		77,073	77,087	77,000	77,000	
	Charges For Current Services	Other Services	438,852	409,338	500,000	500,000	
			438,852	409,338	500,000	500,000	
	TOTAL Domestic Violence/Child Abuse Financing Sources	Total Charges For Current Services	535,893	499,640	596,000	596,000	
	Behavioral Health (BH) - Driving Under The Influence Programs	Revenue From Use of Money and Property	4,610	4,021	4,104	4,104	
		Interest	4,610	4,021	4,104	4,104	
	Total Revenue From Use of Money and Property						



State Controller Schedules County Budget Act		County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012					Schedule 6
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
Charges For Current Services							
		Mental Health Services	280,157	257,712	250,668	250,668	
			<u>280,157</u>	<u>257,712</u>	<u>250,668</u>	<u>250,668</u>	
		Total Charges For Current Services	284,767	261,733	254,772	254,772	
TOTAL BH - Driving Under The Influence Programs Financing Sources							
Community Development and Housing Taxes							
		Penalties, Interest and Costs	3,381	570	0	0	
			<u>3,381</u>	<u>570</u>	<u>0</u>	<u>0</u>	
		Total Taxes	3,381	570	0	0	
		Penalties	1,657	578	0	0	
			<u>1,657</u>	<u>578</u>	<u>0</u>	<u>0</u>	
		Total Fines, Forfeitures and Penalties	1,657	578	0	0	
		Revenue From Use of Money and Property	537,388	334,531	324,454	324,454	
		Interest	84,094	56,363	60,000	60,000	
		Rents and Concessions	621,482	392,894	384,454	384,454	
		Total Revenue From Use of Money and Property	1,178,870	723,716	708,908	708,908	
		Intergovernmental Revenues	1,217,856	177,712	0	0	
		State - Unrestricted Grants	<u>1,217,856</u>	<u>177,712</u>	<u>0</u>	<u>0</u>	
		Total State	1,217,856	177,712	0	0	
		Federal	16,330,792	16,664,767	46,900,982	49,356,381	
		Federal - Grants	0	0	1,000,000	1,000,000	
		Other Federal Aid	860,742	2,433,145	2,165,000	2,165,000	
		ARRA/Federal Direct	<u>17,191,534</u>	<u>19,097,911</u>	<u>52,065,982</u>	<u>52,521,381</u>	
		Total Federal	18,409,391	19,275,623	52,065,982	52,521,381	
		Total Intergovernmental Revenues	19,627,247	20,473,335	52,065,982	52,521,381	
		Charges For Current Services	26,098	13,985	0	0	
		Special Assessments All Prior Years	<u>26,098</u>	<u>13,985</u>	<u>0</u>	<u>0</u>	
		Total Charges For Current Services	26,098	13,985	0	0	
		Other Revenue	0	30,313	0	0	
		Revenue Applicable to Prior Years	608,999	0	0	0	
		Other Sales	4,380,082	4,849,735	3,153,008	3,153,008	
		Other Revenues	<u>4,989,080</u>	<u>4,880,048</u>	<u>3,153,008</u>	<u>3,153,008</u>	
		Total Other Revenue	4,989,080	4,880,048	3,153,008	3,153,008	
		Other Financing Sources	0	907	0	0	
		Operating Transfers In	243	0	0	0	
		Sale of Fixed Assets	<u>243</u>	<u>907</u>	<u>0</u>	<u>0</u>	
		Total Other Financing Sources	243	907	0	0	
		TOTAL Community Development and Housing Financing Sources	24,051,331	24,364,606	55,603,444	56,058,843	



State Controller Schedules County Budget Act						County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012		Schedule 6			
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7					
Human Resources (HR) - Employee Benefits and Services Revenue From Use of Money and Property											
	Interest		17,515	10,721	13,000	13,000					
		Total Revenue From Use of Money and Property	17,515	10,721	13,000	13,000					
Intergovernmental Revenues											
	State SB 90 Mandated Cost Reimbursement		1,315	13,654	0	0					
		Total State	1,315	13,654	0	0					
		Total Intergovernmental Revenues	1,315	13,654	0	0					
Charges For Current Services											
	Other Services		3,076,088	2,679,292	3,336,135	3,336,135					
		Total Charges For Current Services	3,076,088	2,679,292	3,336,135	3,336,135					
Other Revenue											
	Other Revenues		384	383	0	0					
		Total Other Revenue	384	383	0	0					
TOTAL HR - Employee Benefits and Services Financing Sources											
			3,095,301	2,704,050	3,349,135	3,349,135					
General Plan Update											
	Revenue From Use of Money and Property		1,038	0	0	0					
	Interest		1,038	0	0	0					
		Total Revenue From Use of Money and Property	1,038	0	0	0					
	Other Financing Sources		(90,510)	0	0	0					
	Residual Equity Transfers Out		(90,510)	0	0	0					
		Total Other Financing Sources	(89,473)	0	0	0					
TOTAL General Plan Update Financing Sources											
			(89,473)	0	0	0					
Public Health (PH) - H1N1 Preparedness											
	Revenue From Use of Money and Property		11,576	15,054	0	0					
	Interest		11,576	15,054	0	0					
		Total Revenue From Use of Money and Property	11,576	15,054	0	0					
	Intergovernmental Revenues										
	Federal Federal - Grants		3,316,692	0	(302,566)	(47,750)					
		Total Federal	3,316,692	0	(302,566)	(47,750)					
		Total Intergovernmental Revenues	3,316,692	0	(302,566)	(47,750)					
TOTAL PH - H1N1 Preparedness Financing Sources											
			3,328,268	15,054	(302,566)	(47,750)					



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Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7
Workforce Development						
	Revenue From Use of Money and Property		18,150	13,651	10,600	10,600
	Rents and Concessions		429,447	408,671	431,219	431,219
	Total Revenue From Use of Money and Property		447,597	422,323	441,819	441,819
	Intergovernmental Revenues					
	Federal					
	Federal - Grants		10,900,187	20,003,701	19,018,248	19,018,248
	ARRAPass-Through		13,923,913	2,964,284	489,049	489,049
	Total Federal		24,824,100	22,967,985	19,507,297	19,507,297
	Total Intergovernmental Revenues		24,824,100	22,967,985	19,507,297	19,507,297
	Other Revenue					
			100,852	79,869	22,000	22,000
	Total Other Revenue		100,852	79,869	22,000	22,000
	TOTAL Workforce Development Financing Sources		25,372,549	23,470,387	19,971,116	19,971,116
Juvenile Justice Grant Program						
	Revenue From Use of Money and Property		14,482	20,638	3,000	3,000
	Interest		14,482	20,638	3,000	3,000
	Total Revenue From Use of Money and Property		14,482	20,638	3,000	3,000
	Intergovernmental Revenues					
	State					
	Juvenile Justice Program		3,332,239	6,052,748	0	0
	Total State		3,332,239	6,052,748	0	0
	Other					
	Aid From Other Governmental Agencies		353,999	298,617	0	0
	Total Other		353,999	298,617	0	0
	Total Intergovernmental Revenues		3,686,237	6,351,364	0	0
	Other Revenue					
			0	606	0	0
	Total Other Revenue		0	606	0	0
	TOTAL Juvenile Justice Grant program Financing Sources		3,700,719	6,382,608	3,000	3,000
Local Law Enforcement Block Grant						
	Revenue From Use of Money and Property		133,907	72,599	30,000	30,000
	Interest		133,907	72,599	30,000	30,000
	Total Revenue From Use of Money and Property		133,907	72,599	30,000	30,000



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Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
	Intergovernmental Revenues						
	Federal						
	Federal - Grants		3,653,068	1,035,415	0	0	
	Other Federal Aid		0	1,401,334	700,000	700,000	
	ARRA/Federal Direct		4,677,019	0	0	0	
	Total Federal		8,330,087	2,436,749	700,000	700,000	
	Total Intergovernmental Revenues		8,330,087	2,436,749	700,000	700,000	
	Other Revenue						
	Other Revenues		21,759	0	0	0	
	Total Other Revenue		21,759	0	0	0	
	Other Financing Sources						
	Operating Transfers In		0	219,241	0	0	
	Residual Equity Transfers Out		(87)	0	0	0	
	Total Other Financing Sources		(87)	219,241	0	0	
	TOTAL Local Enforcement Block Grant Financing Sources		8,485,666	2,725,588	730,000	730,000	
	Marriage License Fee Surcharge						
	Other Revenue						
	Other Revenues		399,520	366,791	350,624	350,624	
	Total Other Revenue		399,520	366,791	350,624	350,624	
	TOTAL Marriage License Fee Surcharge Financing Sources		399,520	366,791	350,624	350,624	
	Behavioral Health (BH) - Mental Health Services Act						
	Revenue From Use of Money and Property						
	Interest		1,458,791	994,000	1,000,000	1,000,000	
	Total Revenue From Use of Money and Property		1,458,791	994,000	1,000,000	1,000,000	
	Intergovernmental Revenues						
	State						
	Other State Support		79,012,087	76,932,431	51,449,700	51,449,700	
	Other State Aid		0	3,124,600	4,987,858	4,987,858	
	Medi-Cal - Inpatient		0	10,968,543	11,513,596	11,513,596	
	Total State		79,012,087	91,026,574	67,951,114	67,951,114	
	Federal						
	Federal - Grants		0	869,719	841,044	841,044	
	Total Federal		0	869,719	841,044	841,044	
	Total Intergovernmental Revenues		79,012,087	91,916,293	68,792,158	68,792,158	
	Charges For Current Services						
	Private Pay - Inpatient		0	(234)	0	0	
	Total Charges For Current Services		0	(234)	0	0	



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County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
	Other Revenue		109,561	3,752	0	0	
		Revenue Applicable to Prior Years	0	330,854	250,000	250,000	
		Other Revenues	109,561	334,606	250,000	250,000	
	Total Other Revenue						
	Other Financing Sources		0	(901,727)	0	0	
		Residual Equity Transfers Out	0	(901,727)	0	0	
	Total Other Financing Sources						
	TOTAL BH - Mental Health Services Act Financing Sources		80,560,439	92,342,938	70,042,158	70,042,158	
	Assessors - Recording Fees						
	Revenue From Use of Money and Property		33,539	30,125	32,536	32,536	
		Interest	33,539	30,125	32,536	32,536	
	Charges For Current Services						
		Vitals and Health Statistic Fees	140,667	131,813	132,000	132,000	
		Vital Records	0	21	0	0	
		Recorder Modernization	2,132,927	2,262,965	2,164,000	2,164,000	
		Electronic Recording	453,097	440,649	459,000	459,000	
		ACR Records Revenue	453,097	440,650	459,000	459,000	
		Redaction Fee	479,778	476,865	487,000	487,000	
	Total Charges For Current Services		3,659,567	3,753,002	3,701,000	3,701,000	
	Other Revenue		75,000	75,000	0	0	
		Other Revenues	75,000	75,000	0	0	
	Total Other Revenue		75,000	75,000	0	0	
	TOTAL Assessors - Recording Fees Financing Sources		3,768,106	3,858,127	3,733,536	3,733,536	
	Museum Special Projects						
	Revenue From Use of Money and Property		566	0	0	0	
		Interest	566	0	0	0	
	Total Revenue From Use of Money and Property		566	0	0	0	
	TOTAL Museum Special Projects Financing Sources						
	Regional Parks (RP) - Off-Highway Vehicle License Fees						
	Revenue From Use of Money and Property		18,000	15,756	11,000	11,000	
		Interest	18,000	15,756	11,000	11,000	
	Total Revenue From Use of Money and Property		18,000	15,756	11,000	11,000	
	Intergovernmental Revenues						
		State	343,281	324,611	300,000	300,000	
		Other State Aid	343,281	324,611	300,000	300,000	
	Total State		343,281	324,611	300,000	300,000	
	Total Intergovernmental Revenues		343,281	324,611	300,000	300,000	



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Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
TOTAL RP - Off-Highway Vehicle License Fees Financing Sources							
			361,281	340,367	311,000	311,000	
Regional Parks (RP) - Park Maintenance and Development Revenue From Use of Money and Property							
		Interest	16,504	15,868	11,000	11,000	
		Rents and Concessions	8,611	857	0	0	
		Total Revenue From Use of Money and Property	25,114	16,725	11,000	11,000	
Intergovernmental Revenues							
		State Aid for Disaster	(1,017)	1,353	0	0	
		Total State	(1,017)	1,353	0	0	
		Federal Aid for Disaster - FEMA	(2,995)	5,230	0	0	
		Total Federal	(2,995)	5,230	0	0	
		Total Intergovernmental Revenues	(4,012)	6,583	0	0	
Charges For Current Services							
		Park and Recreation Fees	632,634	533,426	300,000	300,000	
		Operating Revenue From Outside Agencies	3,623	0	0	0	
		Total Charges For Current Services	636,257	533,426	300,000	300,000	
Other Revenue							
		Other Revenues	(5,254)	27,015	0	0	
		Total Other Revenue	(5,254)	27,015	0	0	
		Total RP - Park Maintenance and Development Financing Sources	652,105	663,748	311,000	311,000	
Preschool Services Department Revenue From Use of Money and Property							
		Interest	10,110	9,314	10,264	10,264	
		Total Revenue From Use of Money and Property	10,110	9,314	10,264	10,264	
Intergovernmental Revenues							
		State Aid for Children	3,797,951	3,822,832	4,150,887	4,150,887	
		Aid for Agriculture	2,324,709	2,362,038	2,394,003	2,394,003	
		Other State Aid	3,074	1,336	0	0	
		State - Unrestricted Grants	14,701	8,237	16,781	16,781	
		Total State	6,140,435	6,214,443	6,561,671	6,561,671	
		Federal Aid for Day Care	35,090,401	35,877,390	35,466,132	35,466,132	
		ARRA/Federal Direct	5,885,394	7,754,387	1,154,877	1,154,877	
		Total Federal	40,975,795	43,631,777	36,621,009	36,621,009	



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County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
	Other	Aid From Other Governmental Agencies	645,045	660,856	655,628	655,628	
		Total Other	645,045	660,856	655,628	655,628	
		Total Intergovernmental Revenues	47,761,275	50,507,076	43,838,308	43,838,308	
	Charges For Current Services	Mental Health Services	(32,337)	0	0	0	
		Subrogation For Departments	4,908	0	0	0	
		Other Services	2,669	155	500	500	
		Total Charges For Current Services	(24,760)	155	500	500	
	Other Revenue	Revenue Applicable to Prior Years	33,158	0	0	0	
		Contributions and Donations	(5,292)	2,666	5,000	5,000	
		Other Revenues	132,847	405,101	551,185	551,185	
		Total Other Revenue	160,713	407,767	556,185	556,185	
	Other Financing Sources	Sale of Fixed Assets	26	6,674	0	0	
		Total Other Financing Sources	26	6,674	0	0	
		TOTAL Preschool Services Department Financing Sources	47,907,365	50,930,986	44,405,257	44,405,257	
	Probation Asset Forfeiture 15%	Interest	948	659	460	460	
		Total Revenue From Use of Money and Property	948	659	460	460	
	TOTAL Probation Asset Forfeiture 15% Financing Sources		948	659	460	460	
	Regional Parks (RP) - Proposition 40 Projects	Interest	0	2,312	0	0	
		Total Revenue From Use of Money and Property	0	2,312	0	0	
	Intergovernmental Revenues	State - Unrestricted Grants	290,805	1,659,094	0	0	
		Total State	290,805	1,659,094	0	0	
		Total Intergovernmental Revenues	290,805	1,659,094	0	0	
	TOTAL RP - Proposition 40 Projects Financing Sources		290,805	1,661,406	0	0	



State Controller Schedules County Budget Act							County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012		Schedule 6	
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7				
Redemption Maintenance										
	Revenue From Use of Money and Property	Interest	2,587	1,797	1,500	1,500				
			<u>2,587</u>	<u>1,797</u>	<u>1,500</u>	<u>1,500</u>				
	Total Revenue From Use of Money and Property									
	Charges For Current Services	Other Services	0	0	85,000	85,000				
			<u>0</u>	<u>0</u>	<u>85,000</u>	<u>85,000</u>				
	TOTAL Redemption Maintenance Financing Sources		2,587	1,797	86,500	86,500				
Registration Fees Projects										
	Revenue From Use of Money and Property	Interest	1,717	1,386	2,000	2,000				
			<u>1,717</u>	<u>1,386</u>	<u>2,000</u>	<u>2,000</u>				
	Total Revenue From Use of Money and Property									
	Charges For Current Services	Registration Fees	32,057	11,422	10,000	10,000				
			<u>32,057</u>	<u>11,422</u>	<u>10,000</u>	<u>10,000</u>				
	TOTAL Registration Fees Projects Financing Sources		33,775	12,808	12,000	12,000				
Economic Development San Bernardino Valley Enterprise Zone										
	Revenue From Use of Money and Property	Interest	2,676	2,025	2,500	2,500				
			<u>2,676</u>	<u>2,025</u>	<u>2,500</u>	<u>2,500</u>				
	Total Revenue From Use of Money and Property									
	Charges For Current Services	Operating Revenue From Outside Agencies	57,421	102,150	102,150	102,150				
			<u>57,421</u>	<u>102,150</u>	<u>102,150</u>	<u>102,150</u>				
	Total Charges For Current Services									
	Other Revenue	Other Revenues	39,719	0	0	0				
			<u>39,719</u>	<u>0</u>	<u>0</u>	<u>0</u>				
	TOTAL Economic Development San Bernardino Valley Enterprise Zone Financing Sources		99,816	104,175	104,650	104,650				
San Manuel Amphitheater										
	Revenue From Use of Money and Property	Interest	18,519	16,305	27,000	27,000				
		Rents and Concessions	1,382,249	1,486,792	1,270,000	1,270,000				
			<u>1,400,769</u>	<u>1,503,097</u>	<u>1,297,000</u>	<u>1,297,000</u>				
	Total Revenue From Use of Money and Property									
	Other Revenue	Other Revenues	339,125	0	164,000	164,000				
			<u>339,125</u>	<u>0</u>	<u>164,000</u>	<u>164,000</u>				
	TOTAL San Manuel Amphitheater Financing Sources		1,739,895	1,505,097	1,461,000	1,461,000				



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Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
Regional Parks (RP) Amphitheater Improvements at Glen Helen Revenue From Use of Money and Property							
	Interest		5,744	4,446	5,000	5,000	
		Total Revenue From Use of Money and Property	5,744	4,446	5,000	5,000	
Other Revenue							
			25,000	25,000	25,000	25,000	
		Total Other Revenue	25,000	25,000	25,000	25,000	
TOTAL RP Amphitheater Improvements at Glen Helen Financing Sources							
			30,744	29,446	30,000	30,000	
Sheriff's Special Projects							
	Fines, Forfeitures and Penalties		0	0	10,000	10,000	
		Total Fines, Forfeitures and Penalties	0	0	10,000	10,000	
Revenue From Use of Money and Property							
	Interest		246,877	236,884	263,600	263,600	
		Total Revenue From Use of Money and Property	246,877	236,884	263,600	263,600	
Intergovernmental Revenues - State							
	State		3,322,012	3,215,671	1,600,000	1,600,000	
	Other State Aid		3,322,012	3,215,671	1,600,000	1,600,000	
	Total State		3,322,012	3,215,671	1,600,000	1,600,000	
	Federal		4,641,952	4,670,779	1,475,000	1,475,000	
	Other Federal Aid		4,641,952	4,670,779	1,475,000	1,475,000	
	Total Federal		4,641,952	4,670,779	1,475,000	1,475,000	
	Other		3,230,915	2,986,604	4,093,551	4,093,551	
	Aid From Other Governmental Agencies		3,230,915	2,986,604	4,093,551	4,093,551	
	Total Intergovernmental Revenues		11,194,879	10,875,053	7,168,551	7,168,551	
Charges For Current Services							
	Law Enforcement Services		2,533,027	3,352,832	4,748,998	4,748,998	
	Other Services		51,469	108,397	60,300	60,300	
	Total Charges For Current Services		2,584,496	3,461,229	4,809,298	4,809,298	
Other Revenue							
	Evidence and Seizures		148,879	209,262	100,000	100,000	
	Other Revenues		2,326,375	2,134,083	1,912,500	1,912,500	
	Total Other Revenue		2,475,254	2,343,345	2,012,500	2,012,500	



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Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7
	Other Financing Sources					
		Operating Transfers In	246,818	27,000	0	0
			246,818	27,000	0	0
		Total Other Financing Sources	16,748,424	16,943,512	14,263,949	14,263,949
	TOTAL Sheriff's Special Projects Financing Sources					
	Airports Special Aviation					
		Revenue From Use of Money and Property				
		Interest	100,373	55,930	20,000	20,000
		Rents and Concessions	829,297	823,687	844,248	844,248
			929,670	879,616	864,248	864,248
		Total Revenue From Use of Money and Property				
			444,000	44,653	59,375	59,375
			444,000	48,929	59,375	59,375
		Total State				
			0	4,135,995	4,256,000	4,256,000
			0	16,282	0	0
			503,950	0	0	0
		Total Federal	503,950	4,152,287	4,256,000	4,256,000
		Total Intergovernmental Revenues	947,950	4,201,216	4,315,375	4,315,375
	Charges For Current Services					
		Landing Fees	0	4,536	0	0
			0	4,536	0	0
		Total Charges For Current Services				
			18,638	57,775	0	0
		Total Other Revenue	18,638	57,775	0	0
	Other Financing Sources					
		Operating Transfers In	285,356	569,210	0	0
		Residual Equity Transfers In	134,400	347	0	0
		Residual Equity Transfers Out	(137,363)	(347)	0	0
			282,393	569,210	0	0
		Total Other Financing Sources	2,178,651	5,712,353	5,179,623	5,179,623
	TOTAL Airports Special Aviation Financing Sources					
			5,757,788	4,658,635	4,904,257	4,904,257
		Total Taxes	5,757,788	4,658,635	4,904,257	4,904,257
	Public Works Special Transportation Taxes					



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Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
	Revenue From Use of Money and Property	Interest	448,986	284,555	229,613	229,614	
		Total Revenue From Use of Money and Property	448,986	284,555	229,613	229,614	
	Intergovernmental Revenues - Federal	Federal	112,386	(18,868)	400,000	400,000	
		Federal - Capital Grants	112,386	(18,868)	400,000	400,000	
		Total Federal			400,000	400,000	
	Other	Aid From Other Governmental Agencies	0	704,563	2,448,000	2,448,000	
		Total Other	0	704,563	2,448,000	2,448,000	
		Total Intergovernmental Revenues	112,386	685,695	2,848,000	2,848,000	
	Charges For Current Services	Facilities Development Fees	375,406	350,305	291,147	291,147	
		Other Services	1,618,288	100,901	50,000	0	
		Total Charges For Current Services	1,993,694	451,206	341,147	291,147	
	Other Revenue	Taxable Sales to the Public	1,770	1,078	0	0	
		Other Sales	20	25	0	0	
		Other Revenues	0	3,320	0	0	
		Total Other Revenue	1,790	4,423	0	0	
	Other Financing Sources	Residual Equity Transfers Out	0	(85,585)	0	0	
		Total Other Financing Sources	0	(85,585)	0	0	
	TOTAL Public Works Special Transportation Financing Sources		8,314,644	5,996,929	8,323,017	8,273,018	
	Substance Abuse And Crime Prevention	Revenue From Use of Money and Property	3,707	156	0	0	
		Total Revenue From Use of Money and Property	3,707	156	0	0	
	TOTAL Substance Abuse And Crime Prevention Financing Sources		3,707	156	0	0	
	Survey Monument Preservation	Charges For Current Services	59,660	56,123	55,113	55,113	
		Total Charges For Current Services	59,660	56,123	55,113	55,113	
	TOTAL Survey Monument Preservation Financing Sources		59,660	56,123	55,113	55,113	



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Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
Master Settlement Agreement							
	Revenue From Use of Money and Property	Interest	93,942	75,711	75,000	75,000	
			<u>93,942</u>	<u>75,711</u>	<u>75,000</u>	<u>75,000</u>	
	Other Revenue		17,315,123	17,737,179	16,450,144	16,450,144	
			<u>17,315,123</u>	<u>17,737,179</u>	<u>16,450,144</u>	<u>16,450,144</u>	
	TOTAL Master Settlement Agreement Financing Sources		17,409,066	17,812,891	16,525,144	16,525,144	
Public Health (PH) - Tobacco Use Reduction Now							
	Revenue From Use of Money and Property	Interest	55,978	912	1,532	1,532	
			<u>55,978</u>	<u>912</u>	<u>1,532</u>	<u>1,532</u>	
	Intergovernmental Revenues	State Aid for Health	(100,364)	0	0	0	
		State - Unrestricted Grants	418,924	414,512	336,437	336,437	
			<u>318,560</u>	<u>414,512</u>	<u>336,437</u>	<u>336,437</u>	
	TOTAL PH - Tobacco Use Reduction Now Financing Sources		318,560	414,512	336,437	336,437	
Public Works - Transportation - Road Operations							
	Licenses, Permits and Franchises	Construction Permits	3,050	0	0	0	
		Road Permits	327,963	347,146	360,000	360,000	
			<u>331,013</u>	<u>347,146</u>	<u>360,000</u>	<u>360,000</u>	
	Revenue From Use of Money and Property	Interest	310,383	442,671	500,255	500,257	
		Rents and Concessions	15,044	13,908	25,000	25,000	
			<u>325,427</u>	<u>456,579</u>	<u>525,255</u>	<u>525,257</u>	
	Intergovernmental Revenues	State Highway Users Tax	26,811,560	39,052,578	40,000,000	40,000,000	
		Aid for Disaster	41,267	693,263	0	0	
		State - Capital Grants	144,900	0	34,200	34,200	
		Aid for Exchange/Matching Funds	1,194,369	1,194,369	1,194,369	1,194,369	
		Other State Support	1,107,399	1,210,034	1,200,000	1,200,000	
		Other State Aid	0	4,084,168	0	0	
		State Traffic Congestion	14,395,536	0	0	0	
			<u>43,695,031</u>	<u>46,234,411</u>	<u>42,428,569</u>	<u>42,428,569</u>	



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Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7
	Federal					
		Federal - Capital Grants	892,118	1,317,697	25,875,423	25,875,423
		Aid for Disaster - FEMA	37,345	71,218	0	0
		Aid for Disaster - FHER	14,812	165,717	2,000,000	2,000,000
		Forest Reserve Revenue	160,069	158,958	158,950	158,950
		Other Federal Aid	0	33,099	0	0
		ARRA/Pass-Through	0	1,235,552	0	0
		Total Federal	1,104,345	2,982,441	28,034,373	28,034,373
	Other					
		Aid From Other Governmental Agencies	0	6,310,057	9,584,116	9,584,116
		Prop 1B Highway Safety	25,570,358	0	0	0
		Total Other	25,570,358	6,310,057	9,584,116	9,584,116
		Total Intergovernmental Revenues	70,369,735	55,526,910	80,047,058	80,047,058
	Charges For Current Services					
		Planting Services	7,100	3,800	15,000	15,000
		Land Development/Engineering Svcs	145,728	361,084	120,000	120,000
		Developers Buy-in Fee	58,600	257,183	400,000	400,000
		Security Bond Management Fees	5,555	10,875	20,000	20,000
		Permit and Inspection Fees	54,030	79,833	150,000	150,000
		Road and Street Services	17,783	29,973	15,000	15,000
		Subrogation For Departments	16,796	25,240	0	0
		Other Services	385,759	3,472,422	24,008,854	24,008,854
		Total Charges For Current Services	697,351	4,240,410	24,728,854	24,728,854
	Other Revenue					
		Taxable Sales to the Public	7,204	15,643	20,000	20,000
		Other Sales	4,774	5,785	2,500,000	2,500,000
		Other Revenues	104,035	44,736	50,000	50,000
		Total Other Revenue	116,013	66,163	2,570,000	2,570,000
	Other Financing Sources					
		Operating Transfers In	11,885,711	9,637,047	8,383,000	8,383,000
		Residual Equity Transfers In	0	539,603	0	0
		Residual Equity Transfers Out	0	(454,018)	0	0
		Sale of Fixed Assets	153,340	71,178	95,000	95,000
		Total Other Financing Sources	12,039,051	9,793,810	8,478,000	8,478,000
	TOTAL Public Works - Transportation - Road Operations Financing Sources		83,872,590	70,431,018	116,709,167	116,709,169
	Public Health - Vector Control Assessments Taxes					
		Penalties, Interest and Costs	40,590	34,218	31,396	31,396
		Total Taxes	40,590	34,218	31,396	31,396
	Revenue From Use of Money and Property					
		Interest	24,744	20,332	15,633	15,633
		Total Revenue From Use of Money and Property	24,744	20,332	15,633	15,633



State Controller Schedules County Budget Act		County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012					Schedule 6
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
	Charges For Current Services						
	Special Assessments All Prior Years		123,574	91,440	85,720	85,720	
	Special Assessments-Current Year		1,554,899	1,570,533	1,563,107	1,563,107	
	Total Charges For Current Services		1,678,473	1,661,973	1,648,827	1,648,827	
	TOTAL PH - Vector Control Assessments Financing Sources		1,743,807	1,716,522	1,695,856	1,695,856	
	Public Health (PH) - Vital Statistics State Fees						
	Revenue From Use of Money and Property		9,333	6,539	6,033	6,033	
	Interest		9,333	6,539	6,033	6,033	
	Total Revenue From Use of Money and Property		9,333	6,539	6,033	6,033	
	Charges For Current Services						
	Recording Fees		141,398	139,080	129,100	129,100	
	Total Charges For Current Services		141,398	139,080	129,100	129,100	
	TOTAL PH - Vital Statistics State Fees Financing Sources		150,732	145,619	135,133	135,133	
	Human Services (HS) - Wraparound Reinvestment Fund						
	Revenue From Use of Money and Property		18,907	56,162	10,000	10,000	
	Interest		18,907	56,162	10,000	10,000	
	Total Revenue From Use of Money and Property		18,907	56,162	10,000	10,000	
	Other Revenue		0	1,215	0	0	
	Revenue Applicable to Prior Years		3,211,146	6,483,613	6,735,000	6,735,000	
	Other Revenues		3,211,146	6,484,828	6,735,000	6,735,000	
	Total Other Revenue		3,211,146	6,484,828	6,735,000	6,735,000	
	Other Financing Sources		920,321	0	0	0	
	Operating Transfers In		920,321	0	0	0	
	Total Other Financing Sources		920,321	0	0	0	
	TOTAL HS - Wraparound Reinvestment Fund Financing Sources		4,150,374	6,550,990	6,745,000	6,745,000	
	TOTAL Special Revenue Funds Financing Sources		365,488,591	379,752,187	411,584,009	412,344,213	
	Capital Projects Fund						
	Capital Improvements Fund						
	Revenue From Use of Money and Property		201,036	72,743	60,000	0	
	Interest		201,036	72,743	60,000	0	
	Total Revenue From Use of Money and Property		201,036	72,743	60,000	0	
	Intergovernmental Revenues						
	State		3,194,380	7,538,837	86,296,062	78,863,903	
	Other State Aid		3,194,380	7,538,837	86,296,062	78,863,903	
	Total State		3,194,380	7,538,837	86,296,062	78,863,903	



State Controller Schedules County Budget Act							Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2012							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	FY 2010 Actual 4	FY 2011 Actual 5	FY 2012 Recommended 6	FY 2012 Adopted by the Board of Supervisors 7	
	Federal		213,034	973,110	0	0	
	Federal - Grants		213,034	973,110	0	0	
		Total Federal					
	Other		(624,624)	0	0	0	
	Aid From Other Governmental Agencies		(624,624)	0	0	0	
		Total Other					
		Total Intergovernmental Revenues	2,782,790	8,511,946	86,286,062	78,863,903	
	Charges For Current Services						
	Other Services		687,077	0	0	0	
		Total Charges For Current Services	687,077	0	0	0	
	Other Revenue		1,500,000	0	0	0	
	Revenue Applicable to Prior Years		166,507	305,689	95,173	42,365	
	Other Revenues		1,666,507	305,689	95,173	42,365	
		Total Other Revenue					
	Other Financing Sources						
	Operating Transfers In		38,713,331	105,933,617	34,671,051	82,754,880	
	Residual Equity Transfers Out		0	1	1,608,354	408	
		Total Other Financing Sources	38,713,331	105,933,617	36,279,405	82,755,288	
	TOTAL Capital Improvements Fund Financing Sources		44,250,741	114,823,995	122,730,640	161,661,556	
	TOTAL Capital Projects Funds Financing Sources		44,250,741	114,823,995	122,730,640	161,661,556	
	TOTAL ALL FUNDS		2,586,758,460	2,676,818,983	2,723,423,724	2,779,622,315	



County of San Bernardino Summary of Financing Uses by Function and Fund Governmental Funds Fiscal Year 2012					Schedule 7
State Controller Schedules County Budget Act	Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5
Summarization by Function					
	General	326,521,742	434,592,310	393,066,788	540,178,451
	Public Protection	766,075,807	759,891,596	811,955,863	816,623,595
	Public Ways and Facilities	68,560,307	98,460,756	124,080,661	122,648,543
	Health and Sanitation	484,449,235	350,341,394	461,314,014	461,314,242
	Public Assistance	948,753,181	1,009,247,769	1,091,013,628	1,090,347,466
	Education	19,469,354	18,338,102	16,807,509	17,201,720
	Recreation and Cultural Services	14,243,875	15,526,518	22,530,598	23,587,204
	Total Financing Uses by Function	2,628,073,501	2,686,398,445	2,920,769,061	3,071,901,221
Appropriation for Contingencies					
	General Fund	0	0	53,756,199	40,096,166
	Restricted General Fund	0	0	45,877,350	88,906,878
	County Trial Courts - Alternate Dispute Resolution Program	0	0	188,325	262,936
	Public Health - Bio-Terrorism Preparedness	0	0	966,695	853,636
	Behavioral Health - Block Grant Carryover	0	0	3,420,115	6,475,052
	Real Estate Services - Chino Agriculture Preserve	0	0	9,432,509	9,718,819
	Human Resources - Commuter Services	0	0	590,487	706,471
	County Fish and Game	0	0	0	2,409
	County Library	0	0	37,776	187,776
	Behavioral Health - Court Alcohol and Drug Program	0	0	896,700	956,737
	District Attorney Special Projects	0	0	2,561,647	3,085,901
	Behavioral Health - Driving Under the Influence	0	0	336,241	343,203
	Human Resources - Employee Benefits and Services	0	0	1,505,169	975,266
	Workforce Development	0	0	1,336,025	1,336,025
	Juvenile Justice Grant Program	0	0	0	1,450,153
	Local Law Enforcement Block Grant	0	0	3,694,590	3,594,700



**State Controller Schedules
County Budget Act**

Schedule 7

**County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2012**

Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5
Mental Health Services Act	0	0	33,138,244	48,531,746
Recording Fees	0	0	5,848,799	2,676,638
Preschool Services Department	0	0	184,109	16,354
Registration Fees	0	0	158,290	159,140
Regional Parks - San Manuel Amphitheater	0	0	1,184,626	1,184,626
Amphitheater Improvements at Glen Helen	0	0	300,000	300,000
Sheriffs Special Projects	0	0	8,570,707	12,308,568
Special Aviation	0	0	2,164,638	2,578,005
Special Transportation	0	0	11,707,613	11,692,912
Survey Monument Preservation	0	0	19,483	21,895
Master Settlement Agreement	0	0	5,446,250	5,377,171
Public Health - Tobacco Use Reduction Now	0	0	28,261	70,823
Transportation	0	0	57,677,145	52,764,457
Public Health - Vector Control Program	0	0	1,125,755	1,364,511
Public Health - Vital Statistics State Fees	0	0	708,026	736,170
Total Appropriation for Contingencies	0	0	252,861,774	298,735,144
Subtotal Financing Uses	2,628,073,501	2,686,398,445	3,173,630,835	3,370,636,365
Provisions for Reserves and Designations				
General Fund	0	0	26,501,791	26,501,791
Total Financing Uses	2,628,073,501	2,686,398,445	3,200,132,626	3,397,138,156



State Controller Schedules County Budget Act County of San Bernardino Summary of Financing Uses by Function and Fund Governmental Funds Fiscal Year 2012				
Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5

Summarization by Fund

General Fund	2,146,658,156	2,219,690,654	2,306,645,668	2,355,582,749
Restricted General Fund	39,863,010	974,630	83,247,350	131,776,878
AB 75 Tobacco Tax Program	857,185	(282)	5,000	5,000
County Trial Courts - Alternate Dispute Resolution Program	600,000	600,000	788,325	862,936
Archstone Foundation Grant	0	0	0	6
Public Health - Bio-Terrorism Preparedness	2,977,934	2,163,313	3,311,798	3,198,739
Behavioral Health - Block Grant Carryover Program	10,525,064	9,508,537	15,602,199	18,657,136
Regional Parks - Calico Marketing Services	362,857	417,836	537,767	636,537
Agricultural, Weights & Measures - California Grazing Fees	0	0	147,837	147,837
Census 2010	61,613	0	0	4,751
Real Estate Services - Chino Agricultural Preserve	160,175	296,528	9,880,333	10,166,643
Human Resources - Commuter Services	601,644	485,961	1,333,903	1,449,887
Special Districts - Fish and Game Commission	28,233	10,444	11,067	13,476
County Library	16,592,616	15,440,964	13,558,961	14,103,172
Regional Parks - County Trail System	12,402	658,903	2,360,878	2,279,119
Behavioral Health - Court Alcohol and Drug Program	441,243	454,669	1,326,700	1,386,737
County Trial Courts - Courthouse Facilities - Excess 25%	5,014,984	9,814	0	0
County Trial Courts - Courthouse Seismic Surcharge	2,813,809	2,633,136	2,802,149	2,801,147
District Attorney Special Projects	7,230,723	6,835,818	9,214,462	9,738,716
Finance and Administration - Disaster Recovery Fund	6,587	0	250,942	209,310
Domestic Violence/Child Abuse Surcharges	484,669	538,809	1,712,631	1,868,776
Behavioral Health - Driving Under the Influence Programs	178,190	196,283	614,608	621,570
Community Development and Housing	26,562,436	22,347,393	73,911,189	75,202,782
Human Resources - Employee Benefits and Services	2,997,464	2,981,990	4,801,218	4,271,315
Public Health - H1N1 Preparedness	1,914,581	1,285,572	95,419	95,419
Public Health - Hospital Preparedness	1,669	0	0	0



State Controller Schedules County Budget Act County of San Bernardino Summary of Financing Uses by Function and Fund Governmental Funds Fiscal Year 2012					
Schedule 7	Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5

Workforce Development	25,587,482	22,853,554	19,971,116	20,414,541
Probation - Juvenile Justice Grant Program	4,407,255	3,982,315	1,226,278	2,676,431
Local Law Enforcement Block Grant	7,993,631	5,559,916	5,953,580	5,853,878
Human Services - Marriage Licenses Fees Surcharge	407,741	451,980	450,352	486,394
Mental Health Patient Fund	13	0	0	0
Behavioral Health - Mental Health Services Act	61,938,442	68,181,938	126,256,350	141,649,852
Assessor - Recording Fees	5,261,486	4,785,934	13,387,879	14,100,530
Museum Special Projects	9,718	0	0	0
Regional Parks - Off-Highway Vehicle License Fees	2,691	22,053	1,898,008	1,985,403
Regional Parks - Park Maintenance and Development	27,173	744,576	1,390,491	1,746,345
Public Health - Pediatric Trauma	2,190	0	0	0
Public Health - Performance Based Fines	2,304	0	0	0
Preschool Services	48,368,067	51,169,172	44,589,366	44,421,611
Probation Asset Forfeiture 15%	6,970	2,996	59,145	64,237
Regional Parks - Proposition 40 Projects	185,286	1,190,118	0	552,590
Auditor-Controller/Treasurer/Tax Collector Redemption Maint.	0	0	268,519	268,647
County Trial Courts - Registration Fees	0	0	158,290	159,140
Economic Development - San Bernardino Valley Enterprise Zone	66,078	105,338	257,580	248,704
Regional Parks - San Manuel Amphitheater	1,308,522	1,080,042	2,564,668	2,609,057
Regional Parks Amphitheater Improvements at Glen Helen	(25,000)	(23,337)	513,664	513,031
Sheriff's Special Projects	9,031,445	12,478,518	37,141,241	40,879,102
Airports - Special Aviation	4,391,058	5,471,003	9,126,871	9,968,937
Public Works - Special Transportation	12,185,477	11,488,644	32,830,228	31,383,205
Human Services - Substance Abuse and Crime Prevention	229,643	0	0	222
Public Works - Surveyor - Survey Monument Preservation	98,534	42,685	189,858	192,270
Master Settlement Agreement	15,000,000	17,000,000	22,446,250	22,377,171
Public Health - Tobacco Use Reduction Now	392,906	346,484	364,698	407,260



State Controller Schedules County Budget Act County of San Bernardino Summary of Financing Uses by Function and Fund Governmental Funds Fiscal Year 2012					
Schedule 7	Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5
	Public Works - Transportation - Road Operations	53,536,140	83,641,305	157,241,018	152,328,534
	Public Health - Vector Control Assessments	1,744,751	1,690,047	3,430,721	3,669,477
	Public Health - Vital Statistics State Fees	123,658	72,871	783,026	811,170
	Human Services - Wraparound Reinvestment Fund	877,306	1,569,417	18,176,572	15,553,123
	Capital Improvements	107,965,289	104,959,903	167,296,453	246,736,656
	Total Financing Uses	2,628,073,501	2,686,398,445	3,200,132,626	3,397,138,156



State Controller Schedules County Budget Act County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2012					Schedule 8
Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5	

GENERAL FUNCTION

Legislative and Administrative:

Board of Supervisors	7,514,946	8,869,044	7,903,032	7,903,032	
County Administrative Office	5,496,379	5,796,140	4,075,332	4,075,332	
Clerk of the Board	2,017,277	2,000,996	1,776,092	1,776,092	
Board of Supervisors - Priority Policy Needs	2,732,860	1,181,990	0	0	
Board Elective Funding	3,402,185	0	0	0	
County Administrative Office - Litigation	789,492	270,070	392,708	392,708	
Census 2010	61,613	0	0	4,751	
Total Legislative and Administrative	22,014,752	18,118,240	14,147,164	23,149,868	

Finance:

Auditor/Controller-Recorder	18,522,485	0	0	0	
Assessor/Recorder/County Clerk	16,408,047	17,908,792	19,964,359	19,964,359	
Auditor-Controller/Treasurer/Tax Collector	0	34,607,045	33,757,029	33,757,029	
Finance and Administration	0	0	2,272,535	2,272,535	
Financial Administration	41,287,366	121,712,194	51,195,901	97,936,832	
Purchasing	1,337,496	1,301,513	1,240,471	1,240,471	
Treasurer-Tax Collector	18,340,311	0	0	0	
Auditor-Controller/Treasurer/Tax Collector - Redemption Maint.	0	0	268,519	268,647	
Total Finance	95,895,705	175,529,543	108,698,814	155,439,873	

Counsel:

County Counsel	8,329,828	9,109,212	8,613,610	8,613,610	
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Personnel:

Human Resources	5,044,563	5,005,728	4,720,452	4,720,452	
Human Resources - Center for Employee Health and Wellness	439,491	437,705	1,034,048	1,034,048	



State Controller Schedules County Budget Act County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2012					Schedule 8
Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5	
Human Resources - Unemployment Insurance	4,007,686	4,010,027	4,000,500	4,000,500	
Total Personnel	9,491,740	9,453,461	9,755,000	9,755,000	
Elections:					
Registrar of Voters	5,875,261	6,911,066	9,351,048	9,351,048	
Property Management:					
Architecture and Engineering	62,972	(73,082)	0	0	
Facilities Management	11,190,628	14,677,723	12,270,181	12,270,181	
Capital Facilities Leases	20,687,803	52,176,465	16,258,391	16,258,391	
Real Estate Services - Rents and Leases	393,111	474,194	1,279,005	1,279,005	
Real Estate Services	1,815,956	1,340,595	1,110,781	1,110,781	
Facilities Management - Utilities	15,696,040	18,915,207	19,741,736	19,741,736	
Total Property Management	49,846,509	87,511,102	50,660,094	50,660,094	
Plant Acquisition:					
Capital Improvements Fund	107,965,289	104,959,903	167,296,453	246,736,656	
Special Aviation - State	4,391,058	5,471,003	6,962,233	7,390,932	
County Trial Courts - Courthouse Facility - Excess 25%	5,014,984	9,814	0	0	
County Trial Courts - Courthouse Seismic Surcharge	2,813,809	2,633,136	2,802,149	2,801,147	
Total Plant Acquisition	120,185,139	113,073,856	177,060,835	256,928,735	
Other General:					
Application Development	14,882,806	14,885,830	14,780,223	14,780,223	
Automated Systems Development	0	0	0	6,000,000	
Prop 172	0	0	0	5,500,000	
Total Other General	14,882,806	14,885,830	14,780,223	26,280,223	



State Controller Schedules County Budget Act County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2012					Schedule 8
Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5	
TOTAL GENERAL FUNCTION	326,521,742	434,592,310	393,066,788	540,178,451	
<u>PUBLIC PROTECTION FUNCTION</u>					
Judicial:					
County Trial Courts - Court Facilities Payments	2,357,348	2,504,112	2,505,233	2,505,233	
Real Estate Services - Courts Property Management	2,063,553	2,151,614	2,336,364	2,336,364	
County Trial Courts - Court Facilities/Judicial Benefits	1,607,218	1,427,190	1,288,342	1,288,342	
District Attorney - Criminal Prosecution	68,545,388	61,248,022	57,731,327	57,731,327	
Child Support Services	38,197,786	39,696,127	40,407,888	40,407,888	
County Trial Courts - Drug Court Programs	336,572	428,571	368,185	368,185	
County Trial Courts - Grand Jury	362,288	576,067	412,540	412,540	
County Trial Courts - Indigent Defense Program	9,216,425	8,969,037	9,284,045	9,284,045	
Law and Justice Group Administration	229,883	307,523	183,300	183,300	
Public Defender	33,781,278	32,700,549	32,070,114	32,070,114	
Probation - Court-Ordered Placements	1,347,600	1,048,604	1,529,717	1,529,717	
County Trial Courts - Trial Court Funding - Maintenance of Effort	26,857,143	27,309,502	27,054,567	27,054,567	
District Attorney - Real Estate Fraud	1,532,828	1,076,626	956,272	956,272	
District Attorney - Auto Insurance Fraud	803,071	640,218	664,413	664,413	
District Attorney - Worker's Comp. Ins. Fraud	2,128,000	2,124,396	2,237,103	2,237,103	
District Attorney - Specialized Prosecutions/Vehicle Fees	2,766,824	2,994,579	2,795,027	2,795,027	
Human Services - Marriage Licenses Fees Surcharge	407,741	451,980	450,352	486,394	
Local Law Enforcement Block Grant	7,993,631	5,559,916	2,258,990	2,259,178	
County Trial Courts - Alternate Dispute Resolution	600,000	600,000	600,000	600,000	
Domestic Violence/AB 2405	0	0	100,000	100,000	
Probation Asset Forfeiture 15%	2,500	2,500	7,380	9,881	
Probation State Seized Assets	4,470	496	51,765	54,356	
Total Judicial	201,141,547	191,817,628	185,292,924	185,334,246	



State Controller Schedules County Budget Act County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2012					Schedule 8
Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5	
Police Protection:					
Sheriff/Coroner/Public Administrator	406,622,897	413,414,736	448,765,563	449,288,793	
Sheriff's Special Projects	9,031,445	12,478,518	28,570,534	28,570,534	
Total Police Protection	415,654,342	425,893,254	477,336,097	477,859,327	
Detention and Correction:					
Probation	109,186,254	107,079,630	109,908,433	109,908,433	
Probation - Juvenile Justice Grant Program	4,407,255	3,982,315	1,226,278	1,226,278	
Total Detention and Correction	113,593,509	111,061,945	111,134,711	111,134,711	
Protective Inspection:					
Agriculture, Weights and Measures	6,062,954	5,980,519	6,383,146	6,383,146	
Land Use Services - Fire Hazard Abatement	2,092,549	1,797,208	1,899,146	1,899,146	
Total Protective Inspection	8,155,503	7,777,727	8,282,292	8,282,292	
Other Protection:					
Land Use Services - Advance Planning	2,616,242	0	0	0	
Land Use Services - Building and Safety	4,453,543	3,230,781	3,465,788	3,465,788	
Land Use Services - Code Enforcement	4,036,354	3,786,433	4,584,996	4,744,996	
Land Use Services - Current Planning	3,160,417	0	0	0	
Local Agency Formation Commission	333,805	344,637	344,637	344,637	
Land Use Services - Administration	332,175	310,000	0	0	
Aging & Adult Services - Public Guardian - Conservator	657,806	540,738	832,631	832,631	
Land Use Services - Planning	0	4,573,734	5,980,765	6,080,765	
Public Works - Surveyor	3,567,789	3,552,344	4,236,618	4,236,618	
Public Health - Bio-Terrorism Preparedness	2,977,934	2,163,313	2,345,103	2,345,103	
Public Works - Survey Monument Preservation	98,534	42,685	170,375	170,375	
Special Districts - Fish and Game Commission	28,233	10,444	11,067	11,067	



State Controller Schedules County Budget Act County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2012					
Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012	
				Adopted by the Board of Supervisors 5	5
PUBLIC PROTECTION FUNCTION					
AWM/California Grazing	0	0	147,837	147,837	147,837
Assessors - Recording Fees	5,261,486	4,785,934	7,539,080	11,423,892	11,423,892
Finance & Administration Disaster Recovery Fund	6,587	0	250,942	209,310	209,310
Total Other Protection	27,530,906	23,341,043	29,909,839	34,013,019	34,013,019
TOTAL PUBLIC PROTECTION FUNCTION	766,075,807	759,891,596	811,955,863	816,623,595	816,623,595
PUBLIC WAYS AND FACILITIES FUNCTION					
<u>Public Ways:</u>					
Public Works - Special Transportation	12,185,477	11,488,644	21,122,615	19,690,293	19,690,293
Public Works - Transportation - Road Operations	53,536,140	83,641,305	99,563,873	99,564,077	99,564,077
Real Estate Services - Chino Agricultural Preserve	160,175	296,528	447,824	447,824	447,824
Total Public Ways	65,881,792	95,426,477	121,134,312	119,702,194	119,702,194
<u>Transportation Terminals:</u>					
Airports	2,678,515	3,034,278	2,946,349	2,946,349	2,946,349
TOTAL PUBLIC WAYS AND FACILITIES FUNCTION	68,560,307	98,460,756	124,080,661	122,648,543	122,648,543
HEALTH AND SANITATION FUNCTION					
<u>Health:</u>					
Public Health	73,540,888	63,139,984	69,696,516	69,696,516	69,696,516
Public Health - H1N1 Preparedness	1,914,581	1,285,572	95,419	95,419	95,419
Public Health - Tobacco Use Reduction Now	392,906	346,484	336,437	336,437	336,437
Public Health - Vital Statistics State Fees	123,658	72,871	75,000	75,000	75,000
Human Resources - Commuter Services	601,644	485,961	743,416	743,416	743,416
Human Resources - Employee Benefits and Services	2,997,464	2,981,990	3,296,049	3,296,049	3,296,049
Public Health - Vector Control Assessments	1,744,751	1,690,047	2,304,966	2,304,966	2,304,966



State Controller Schedules County Budget Act County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2012					Schedule 8
Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5	
Total Health	81,315,891	70,002,910	76,547,803	76,547,803	
Hospital Care:					
Alcohol and Drug Services	19,878,831	(130,967)	0	0	
California Children's Services	15,711,570	15,433,361	18,868,538	18,868,538	
Indigent Ambulance	472,501	472,501	472,501	472,501	
Health Administration	61,639,574	52,066,618	75,802,735	75,802,735	
Behavioral Health	176,391,915	116,181,197	129,238,880	129,238,880	
Health Realignment	39,863,010	974,630	37,370,000	37,370,000	
Behavioral Health - Mental Health Services Act	61,938,442	68,181,938	93,118,106	93,118,106	
Tobacco Tax Funds	857,185	(282)	5,000	5,000	
Substance Abuse and Crime Prevention	229,643	0	0	222	
Mental Health Patient Fund	13	0	0	0	
Archstone Foundation Grant	0	0	0	6	
Master Settlement Agreement	15,000,000	17,000,000	17,000,000	17,000,000	
Behavioral Health - Driving Under the Influence Programs	178,190	196,283	278,367	278,367	
Behavioral Health - Block Grant Carryover Program	10,525,064	9,508,537	12,182,084	12,182,084	
Behavioral Health - Court Alcohol and Drug Program	441,243	454,669	430,000	430,000	
Performance Based Fines	2,304	0	0	0	
Pediatric Trauma	2,190	0	0	0	
Hospital Preparedness	1,669	0	0	0	
Total Hospital Care	403,133,343	280,338,484	384,766,211	384,766,439	
TOTAL HEALTH AND SANITATION FUNCTION	484,449,235	350,341,394	461,314,014	461,314,242	



State Controller Schedules County Budget Act					Schedule 8
County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2012					
Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5	

PUBLIC ASSISTANCE FUNCTION

Administration:

Human Services	371,714,137	396,093,219	420,921,899	420,921,899
Domestic Violence/AB 2405	1,360,978	355,035	656,812	656,812
Aging and Adult Services	10,379,342	10,558,364	10,022,572	10,022,572
Human Services - Domestic Violence/Child Abuse Surcharge	484,669	538,809	1,612,631	1,768,776
Total Administration	383,939,126	407,545,427	433,213,914	433,370,059

Aid Programs:

Entitlement Payments (Child Care)	35,660,819	33,372,812	27,264,832	27,264,832
Out-of-Home Child Care	764,792	660,561	660,566	660,566
Aid to Adoptive Children	44,228,648	46,780,825	49,988,138	49,988,138
AFDC - Foster Care	79,694,232	95,010,332	102,784,212	102,784,212
Refugee Cash Assistance Program	49,726	46,993	57,738	57,738
Cash Assistance For Immigrants	833,973	1,087,121	1,297,984	1,297,984
CalWORKs - All Other Families	246,849,211	267,451,501	263,668,563	263,668,563
Kinship Guardianship Assistance Program	5,865,504	5,818,578	5,928,840	5,928,840
Seriously Emotionally Disturbed	5,951,189	4,798,304	0	0
CalWORKs - 2 Parent Families	37,055,651	42,389,097	44,389,301	44,389,301
Wraparound Reinvestment Fund	877,306	1,569,417	18,176,572	15,553,123
Total Aid Programs	457,831,051	498,985,541	514,216,746	511,593,297

General Relief:

Aid to Indigents	1,410,922	1,624,440	1,785,134	1,785,134
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Veterans' Services:

Veterans' Affairs	1,396,038	1,599,099	1,696,566	1,696,566
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County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2012					
Description 1	FY 2010 Actual 2	FY 2011 Actual 3	FY 2012 Recommended 4	FY 2012 Adopted by the Board of Supervisors 5	
Other Assistance:					
Community Development and Housing	30,220,494	25,470,534	77,060,920	78,418,637	
Preschool Services	48,368,067	51,169,172	44,405,257	44,405,257	
Workforce Development	25,587,482	22,853,554	18,635,091	19,078,516	
Total Other Assistance	104,176,043	99,493,260	140,101,268	141,902,410	
TOTAL PUBLIC ASSISTANCE FUNCTION	948,753,181	1,009,247,769	1,091,013,628	1,090,347,466	
EDUCATION FUNCTION					
<u>School Administration:</u>					
County Schools	2,876,738	2,897,138	3,286,324	3,286,324	
Total School Administration	2,876,738	2,897,138	3,286,324	3,286,324	
<u>Library:</u>					
County Library	16,592,616	15,440,964	13,521,185	13,915,396	
TOTAL EDUCATION FUNCTION	19,469,354	18,338,102	16,807,509	17,201,720	
RECREATION AND CULTURAL SERVICES FUNCTION					
<u>Recreation Facilities:</u>					
Regional Parks	9,245,315	8,318,430	11,216,005	11,216,005	
Regional Parks - Proposition 40 Projects	185,286	1,190,118	0	552,590	
Regional Parks - County Trail System	12,402	658,903	2,360,878	2,279,119	
Regional Parks - Off-Highway Vehicle License Fees	2,691	22,053	1,898,008	1,985,403	
Regional Parks - San Manuel Amphitheater	1,308,522	1,080,042	1,380,042	1,424,431	
Regional Parks - Amphitheater Improvements at Glen Helen	(25,000)	(23,337)	213,664	213,031	
Regional Parks - Park Maintenance and Development	27,173	744,576	1,390,491	1,746,345	
Regional Parks - Calico Ghost Town Marketing Services	362,857	417,836	537,767	636,537	



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Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Recommended	FY 2012 Adopted by the Board of Supervisors			
1	2	3	4	5			
Total Recreation Facilities	11,119,245	12,408,621	18,996,855	20,053,461			
Culture:							
County Museum	3,114,912	3,117,897	3,533,743	3,533,743			
Museum Special Projects	9,718	0	0	0			
Total Culture	3,124,630	3,117,897	3,533,743	3,533,743			
TOTAL RECREATION AND CULTURAL SERVICES FUNCTION	14,243,875	15,526,518	22,530,598	23,587,204			
TOTAL SPECIFIC FINANCING USES	2,628,073,501	2,686,398,445	2,920,769,061	3,071,901,221			

