



YOUR COUNTY... YOUR FUTURE



RECOMMENDED BUDGET

- County of San Bernardino -



GOVERNMENT FINANCE OFFICERS ASSOCIATION

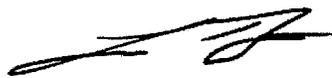
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PRESENTED TO

**San Bernardino County
California**

For the Fiscal Year Beginning

July 1, 2010



President

Executive Director

INTEROFFICE MEMO



County of San Bernardino

DATE June 3, 2011

PHONE 387-5417

FROM GREGORY C. DEVEREAUX
Chief Executive OfficerTO MEMBERS
Board of Supervisors

SUBJECT 2011-12 RECOMMENDED BUDGET

I hereby submit for the Board's consideration the 2011-12 Recommended Budget. This budget of \$3.8 billion has been balanced and is consistent with policy direction received from the Board of Supervisors. No reserves are being used to fund ongoing costs. There is limited use of one-time sources to cover costs as part of our multi-year plan to address the five-year structural deficit, which is consistent with county policy.

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.

This need for a focus led to the countywide visioning effort in partnership with San Bernardino Associated Governments (SANBAG). Once adopted, the Countywide Vision will provide the Board the opportunity to identify the County's role in achieving the Vision and then clearly focusing the County's resources toward the realization of those goals.

Setting course on the new direction has also 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 this budget recommendation.

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2011-12 RECOMMENDED BUDGET
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On May 3, 2011, the most recent five-year operating forecast was presented to the Board of Supervisors. The presentation focused on the \$122.5 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 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;
- Negotiate end to funding of increased health care benefits after current labor agreement expires;
- Initiate 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.

Ongoing mitigations beginning in 2011-12 that have a departmental impact include the elimination of net county cost allocations for Children's Fund, Children's Network, County Library, Regional Parks, Law and Justice Administration, and the Board of Supervisors' Priority Policy Needs budget unit. In addition, Human Services, Probation, Public Defender, and other various departments received reductions in their discretionary general funding allocations.

Employee compensation reductions have been agreed to or implemented in several bargaining units. The 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. An additional reduction measure 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 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.

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The 2011-12 Recommended Budget of \$3.8 billion began with a \$46.6 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. In addition, the spending plan includes a reduction of 768 positions from all funds, of which 233 are filled. It is county practice to try to place these 233 incumbents in vacant budgeted positions for which they are qualified.

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 \$3.84 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 \$457.3 million is truly discretionary.

	Spending Authority (In Millions)		
	2010-11	2011-12	Change
	Modified	Recommended	
General Fund	\$ 2,232.7	\$ 2,208.3	\$ (24.4)
Restricted Funds	51.5	45.9	(5.6)
Capital Project Funds	237.4	165.2	(72.2)
Special Revenue Funds	634.5	609.2	(25.3)
Enterprise Funds	613.4	652.7	39.3
Internal Service Funds	164.6	161.7	(2.9)
	<u>\$ 3,934.1</u>	<u>\$ 3,843.0</u>	<u>\$ (91.1)</u>

For 2011-12, the \$24.4 million reduction in spending authority for the General Fund is primarily the result of a one-time expenditure in 2010-11 to optionally prepay a portion of the county's outstanding debt which generated \$5.5 million in annual savings. The reduction of \$72.2 million in Capital Project Funds is primarily due to only carrying over \$53 million of the previously budgeted \$120 million for the Adelanto Detention Center Expansion. The \$25.3 million decrease in Special Revenue Funds can be primarily attributed to a reduction of American Recovery and Reinvestment Act (ARRA) and Mental Health Services Act (MHSA) funding. The increase of \$39.3 million in Enterprise Funds is primarily the result of increased appropriation for the Arrowhead Regional Medical Center to support staffing increases and operating expenses.

	Budgeted Staffing		
	2010-11	2011-12	Change
	Modified	Recommended	
General Fund	13,464	12,961	(503)
Other Funds	5,928	5,663	(265)
	<u>19,392</u>	<u>18,624</u>	<u>(768)</u>

Recommended budgeted staffing for 2011-12 is 18,624, a total decrease of 768 positions from 2010-11, including 233 that are filled. General Fund staffing has been reduced by 503 positions, from 13,464 to 12,961 primarily due to the decline in countywide discretionary revenues and vehicle license fee (VLF) revenue. The staffing in all other funds has been decreased by 265 positions from 5,928 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 recommends the following critical areas to 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

The age and location of the current single emergency operation center is a serious concern, and the aging communication system represents unusual risk to the county’s ability to communicate and respond in the event of a disaster. To enhance public safety communications and emergency operations throughout the County, a state-of-the-art facility in the High Desert is critical. The County Administrative Office recommends utilizing the High Desert Government Center for a new Public Safety Operations Center (PSOC), and 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.

For 2011-12, the County Administrative Office recommends setting aside \$30.0 million 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.

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 and possible sources to replace the financial accounting system (FAS) will be discussed at the June 9, 2011 meeting. The current systems were both implemented over 20 years ago and have long exceeded their useful life. The limitations of the design of these older systems prevent necessary modifications to keep up with the County’s changing business needs. New systems are required to better support constituents, reduce operational costs, and make complete property tax information available to the public through the internet.

HIGHLIGHTS OF 2011-12 RECOMMENDED 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 commenced in June 2011 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 the deletion of 77 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 recommending the reduction of 141 positions (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 77 for county maintained roads by overlaying 21 miles and rehabilitating 13 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 in 2011-12, a reserve will be established to fund costs associated with cashable employee leave balances. The amount included in the 2011-12 Recommended 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

Budget bills passed in March reduced the level of spending to CalWORKs, In-Home Supportive Services and Emergency Medical Services and these program reductions are reflected in the 2011-12 Recommended Budget. The State's May Revise proposes additional county impacts, including public safety and social services realignment and requisite funding; changes to Medi-Cal and Public Health programs; complete elimination of the Redevelopment Agencies; and Enterprise Zone reform. While some state funding reductions are anticipated, adjustments for these impacts will be made in the quarterly budget reports, after the 2011-12 State Budget is adopted and impacts are confirmed.

Retirement Costs

Due to the 2008-09 market losses, the county will still experience high retirement contribution rates over the next four fiscal years to ensure retirement liabilities will be funded at a proper level. It is estimated that even if the San Bernardino County Employees Retirement Association (SBCERA) pension fund recognizes 8% annual growth over the next four fiscal years, employer contribution rates will still increase by 50%. The county has begun to actively reduce future retirement costs through the proposed compensation reductions mentioned earlier.

CONCLUSION

The 2011-12 spending plan lays the framework to overcome a five-year \$122.5 million cumulative structural budget deficit. The strategic plan developed by the County Administrative Office outlines measures to address the anticipated cost increases for the next 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 Recommended Budget represents the first step in implementing this approach during the five-year period.

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

CONTENTS OF 2011-12 RECOMMENDED BUDGET

There are two workbooks for the 2011-12 Recommended Budget, both are user friendly for the public, Board of Supervisors, and the departments. The first workbook is 2011-12 Recommended Budget Executive Summary and the second workbook is 2011-12 Recommended Budget. Both workbooks have tabbed sections that are described below:

The first workbook, 2011-12 Recommended Budget Executive Summary, is a summary of the 2011-12 Recommended Budget, which begins with a memo from the Chief Executive Officer (CEO), and includes the following sections:

- **Strategic Plan**, which summarizes the CEO plan to address the five-year cumulative deficit and the detailed changes in ongoing discretionary general funding and the cost to maintain services in the 2011-12 fiscal year, as well as mitigations required to be implemented in the 2011-12 fiscal year to maintain a structurally balanced budget.
- **Identified Needs**, which summarizes the one-time discretionary general funding available and the recommended one-time costs and allocation for 2011-12 and identifies future needs that are currently unfunded that the county will have to address.
- **County Budget Summary**, which shows total appropriation and total revenue included in the 2011-12 Recommended Budget with comparative numbers from the 2010-11 modified budget. Also included is total budgeted staffing recommended for 2011-12 with comparative numbers from the prior budget.
- **Discretionary General Funding**, which summarizes how the general fund is funded in 2011-12 as well as the balances of unallocated discretionary sources (contingencies) and reserves.
- **Grant Inventory**, which summarizes all the grant revenues which are built in the departments' 2011-12 Recommended Budget.

The second workbook, 2011-12 Recommended Budget, begins with a **County Budget Overview**, which provides information about the County and the budget process and explains to the reader how the workbook functions. There is a tab for each budget group and behind each tab is all the budget unit details within that budget group.

For each department the following is included:

- **Department's Mission Statement.**
- **Department's Organizational Chart**, which includes the names of key personnel of the department, what functions the department performs and budgeted staffing counts by function included in their 2011-12 Recommended Budget.
- **Department's 2009-10 and 2010-11 Accomplishments.**
- **Department's 2011-12 Strategic Goals, Objectives and Performance Measures**, which includes performance measures that can monitor the success of their objectives which tie to their goals.
- **Summary of Budget Units**, which summarizes the 2011-12 Recommended Budget by appropriation, revenue, net county cost, fund balance, revenue over/(under) expense and staffing for all budget units under the direction of a specific department and/or group. This section also includes a five-year trend for each budget unit listed.



For each departmental budget unit the following details are included:

- **Description of Major Services**, which provides information regarding the main functions of each budget unit.
- **Expenditure Authority and Sources pie charts**, which illustrate what percentage of 2011-12 budgeted expenditure authority is spent on staffing expenses, operating expenses, etc., as well as, the percentage of the 2011-12 budgeted sources that come from net county cost, taxes, fee/rate supported revenues, etc.
- **Budgeted Staffing analysis and trend**, which designates which positions are regular and which are limited term for the current fiscal year and past two fiscal years and illustrates with a bar graph the budgeted staffing amounts for the past four fiscal years and the upcoming fiscal year.
- **Analysis of 2011-12 Recommended Budget**, which includes line item budget amounts by appropriation such as staffing expenses, operating expenses, etc. and line items by revenue sources. Also provided are explanations describing what is included in those budget amounts, as well as the significant changes made by the department from prior year by line item.
- **2011-12 Position Summary**, which identifies by functions all the classifications budgeted in 2011-12 and separates them by type, regular and limited term, as well as by status, filled, vacant or new when the budget was built.



Long Term Financial Planning

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

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

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

Significant Ongoing Issues Impacting the General Fund:

- Salaries and Benefits are projected to increase. The increase in the forecast reflects only current negotiated agreements between the County and employee representation units, and includes costs for budgeted positions.
- Retirement costs are anticipated to increase due to market losses incurred by the County's pension system.
- Due to the reduction in property tax revenue in which County Fire receives, additional general fund subsidy is required to maintain needed fire services.
- Additional general fund support to the Land Use Services Department is necessary to add and improve program structure and refine business processes. These improvements will reduce application processing time and increase accuracy, efficiency, and customer service within the department.
- Additional Staffing for the Adult Detention Center Expansion will require a significant amount of funding (estimated at \$34.2 million) beginning in 2013-14.



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

**Five-Year Operating Forecast
(in millions)**

	<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	(6.7)	0.2	0.1	0.2	0.2
Total	<u>\$ (1.1)</u>	<u>\$ 10.7</u>	<u>\$ 10.8</u>	<u>\$ 11.1</u>	<u>\$ 11.2</u>
Increase in Costs:					
Salaries & Benefits	\$(16.0)	\$ (4.2)	\$ (2.5)	\$ (3.0)	\$ (3.3)
Retirement Increases	(13.4)	(17.3)	(20.8)	(16.5)	(4.1)
Insurance and Central Services	(1.2)	0.7	0.7	(2.8)	-
Adult Detention Center Staffing	-	-	(34.2)	-	-
Unfunded Leave Liability	(3.9)	-	-	-	-
Increase Subsidy to County Fire	(5.0)	-	-	-	-
Other Costs	(5.4)	(3.9)	(1.6)	(4.4)	(3.1)
Total	<u>\$(44.9)</u>	<u>\$(24.7)</u>	<u>\$(58.4)</u>	<u>\$ (26.7)</u>	<u>\$ (10.5)</u>
Net Yearly Operating Deficit	<u>\$(46.0)</u>	<u>\$(14.0)</u>	<u>\$(47.6)</u>	<u>\$ (15.6)</u>	<u>\$ 0.7</u>
Cumulative Yearly Operating Deficit	<u>\$(46.0)</u>	<u>\$(60.0)</u>	<u>\$(107.6)</u>	<u>\$(123.2)</u>	<u>\$(122.5)</u>
Subsequent changes made	<u>(0.6)</u>				
	<u>\$(46.6)</u>				

The Chief Executive Officer (CEO) presented the most recent five-year operating forecast to the Board of Supervisors at their meeting of May 3, 2011. The presentation focused on the \$122.5 million cumulative structural budget deficit for the five years presented above. The CEO recommends the following approach to address the \$122.5 million structural deficit:

- Defer funding the \$34.2 million Adult Detention Center Staffing until the County can afford it. In the interim, work with the Sheriff/Coroner/Public Administrator to take on more revenue-generating federal prisoners or mothball older, more inefficient facilities and shift staff to this facility.
- Eliminate \$6.3 million of increased salary and benefit costs, \$3.0 million in 2014-15 and \$3.3 million in 2015-16 in the next round of negotiations.
- With respect to the remaining \$82.0 million of structural deficit, the recommended approach is a combination of employee compensation reductions (\$30.0 million), a request to employee unions not to take contracted raises (\$22.7 million), and reduction in service levels (\$29.3 million), which could result in work schedule reductions and layoffs. These reductions will affect all areas of government funded with discretionary revenue, including law and justice departments.



2011-12 Recommended Budget

The 2011-12 Recommended Budget included a \$46.6 million structural deficit as shown below, minor adjustments since the five-year operating forecast.

Changes in Discretionary Sources/Costs for 2011-12 Fiscal Year (in millions)

	Ongoing
Adjusted Discretionary Sources:	
Property Related	\$3.1
Proposition 172	2.5
Reductions in Interest and COWCAP	(9.0)
Adjusted Discretionary Costs:	
Salaries and Benefits Increases	(15.1)
Retirement Increases	(13.4)
Unfunded Leave Liability	(3.9)
Insurance and Central Services Increases	(2.5)
Increase Subsidy to County Fire	(5.0)
Other Costs (Utilities/Mandated Costs)	(3.3)
2011-12 Structural Deficit	\$(46.6)

Adjusted Discretionary Sources

The County estimates a \$3.1 million increase in property-related revenue is due to a \$4.9 million increase over estimate in 2010-11 fiscal year offset by a \$1.8 million estimated decrease in 2011-12 fiscal year, based on a projected 0.5% decline in county assessed valuation.

The County receives Proposition 172 revenue, which is derived from a half-cent sales tax that provides funding for public safety services. The County allocates its Proposition 172 revenues as follows: 70% to the Sheriff/Coroner/Public Administrator, 17.5% to the District Attorney and 12.5% to the Probation Department. For 2010-11 fiscal year, the County's Proposition 172 revenue is expected to meet the \$117.5 million budgeted amount. The County estimates that 2011-12 fiscal year Proposition 172 revenue will increase by \$2.5 million from 2010-11 estimated receipts, due to modest increases in recent sales tax receipts and projections from the County's sales tax consultants.

Other discretionary revenue is expected to decline by \$9.0 million. This includes a decline in interest revenue of \$4.7 million primarily due to lower penalties and interest from the County's Teeter program, a \$1.5 million decline in Franchise Fees, and a \$5.9 million decline in that portion of County-Wide Cost Allocation Plan (COWCAP) revenue which is not backfilled with discretionary general funding. Beginning in 2011-12 all general fund departments were charged COWCAP revenue so that their overhead allocation could be passed through in fees and rates. Those general fund departments, who were charged COWCAP for the first time, received additional discretionary general funding to offset these charges. These declines in other discretionary revenue are partially offset by increases of \$0.9 million in sales tax revenue, \$1.0 million in property tax administration fees, and \$1.2 million in the ongoing portion of Operating Transfers In.



Adjusted Discretionary Costs

The majority of the increase in ongoing costs results from approved compensation increases of \$15.1 million pursuant to negotiated memoranda of understanding with employee groups of the County, and increased retirement costs associated with these raises. In addition to the negotiated compensation increases, \$13.4 million in ongoing cost increases result from estimated increases in retirement costs unrelated to the salary increases caused primarily by market losses incurred by the retirement system.

The County is also establishing an account to fund employee costs at separation, which will require a contribution of \$3.9 million in 2011-12 fiscal year. Other increased costs include \$2.5 million in insurance and central services, and a \$5.0 million increase in the subsidy to County Fire to maintain needed services in light of fire district property tax revenue reductions. Other costs of \$3.3 million include increases in utilities and other mandated or necessary programs.

The County has identified a \$46.6 million ongoing funding shortfall for 2011-12. In order to maintain a structurally balanced budget, the County will be required to make ongoing mitigations at a minimum of \$46.6 million. The chart below shows recommended ongoing mitigations included in the 2011-12 Recommended Budget.

**Summary of Recommended Ongoing Mitigations for 2011-12 Fiscal Year
(in millions)**

Elimination of the SBCERA Retiree Subsidy - redirect funds to County	\$ 0.9
Additional Savings from Optional Prepayment of Long-Term Debt	0.5
Reductions to Non Law and Justice Departments	16.1
Reductions to Law and Justice Departments	14.7
Compensation Reductions	5.3
Work Schedule Reductions - Locally Funded General Employees	11.6
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2011-12 Recommended Mitigations	\$ 49.1
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Elimination of the SBCERA Retiree Subsidy (\$0.9 million). The San Bernardino County Employees Retirement Association (SBCERA) voted to discontinue a retiree subsidy for medical costs that had been funded with earnings in excess of their 8.0% hurdle rate, and redirect the dollars used to fund this subsidy to reserves for vested benefits. This results in reduced employer retirement contributions that generate ongoing savings of \$0.9 million.

Additional Savings from Optional Prepayment of Long-Term Debt (\$0.5 million). The 2010-11 Adopted Budget included the use of \$38.0 million of the Retirement Reserve to optionally prepay a portion of the outstanding principal of the County’s Certificates of Participation, which generated a total annual savings of \$5.5 million, \$5.0 million of the ongoing savings was used as a mitigation in 2010-11 and the remaining \$0.5 million in ongoing savings will be a mitigation in 2011-12.

Reductions to Non Law and Justice Departments (\$16.1 million). The 2011-12 Recommended Budget removes ongoing general fund support to Children’s Fund, Children’s Network, County Library and Regional Parks for a savings of \$4.5 million. The Board of Supervisors Priority Policy Needs appropriation is also eliminated for a savings of \$2.3 million. Human Services savings of \$4.0 million results from reduced local matches, and \$5.3 million of other reductions are recommended, including the use of CDBG funds (approx. \$1.7 million) to offset the County contribution to capital projects.



Reductions to Law and Justice Departments (\$14.7 million). Reductions in the law and justice departments of \$6.0 million, \$3.2 million and \$1.2 million are due to safety (SEBA), attorney and probation representation units not accepting concessions related to prior negotiations, a reduction of \$3.4 million to the Probation Department reflects the take-back of allocation given in 2010-11 for costs that did not materialize, a reduction of \$0.8 million to the Public Defender, and the removal of general fund support for the Law and Justice Administration budget unit for a savings of \$0.1 million.

Compensation Reductions (\$5.3 million). As part of the strategic plan to address the cumulative five-year structural deficit, the County will be asking all employees to agree to the following compensation reductions. The compensation reductions will include employees paying for a larger portion of their retirement costs, convert pensionable flexible benefit plan dollars to non-pensionable medical premium subsidies, reduce step advancements by 2.5%, and eliminating the ongoing retirement pick up for employees with 30 years or more of service. The 2011-12 Recommended Budget includes compensation reductions totaling \$5.3 million for the two unions/groups that have agreed or tentatively agreed to the above compensation reductions.

Work Schedule Reductions - Locally Funded General Employees (\$11.6 million). The 2011-12 Recommended Budget includes a work schedule reduction of 8 hours per pay period for these employees that are funded with local dollars. The work schedule reduction would generate \$11.6 million in savings. The County is requesting employee unions to not take contracted raises. If agreement is not reached, then the County will either implement the work schedule reduction or there will be reductions to those affected departments.

The chart below summarizes the 2011-12 strategic plan.

**Summary of Strategic Plan for 2011-12 Fiscal Year
(in millions)**

2011-12 Structural Deficit	\$(46.6)
2011-12 Recommended Mitigations	49.1
Total After Recommended Mitigations	\$ 2.5

The \$2.5 million remaining is primarily the difference between the savings that will be achieved if the County implements the work schedule reduction in the event the County's major union takes their contracted raises. Therefore, the majority of the remaining balance is not available until agreement is reached.



There was a total of \$37.5 million in one-time costs and allocations identified when initially building the 2011-12 Recommended Budget.

**Initial One-Time Costs and Allocations Identified
(included in binder)
(in millions)**

	One-Time
Prepay variable rate debt per county policy	\$(2.3)
Costs for 3 major elections and 1 small election in 2011-12	(3.6)
One-time general fund support for Children's Fund	(0.6)
One-time funding to various general fund departments	(0.5)
SBPEA savings from 39 hour leave bank/2 nd yr of suspend tuition reimb. and steps	3.4
One-time funding for maintenance of county roads	(8.0)
One-time funding for Rimforest Drainage and Stormwater Program	(4.6)
One-time funding for other projects	(0.7)
County Fires' Waiver Fees	(1.3)
CSUSB performing arts facility expansion match	(0.5)
Community Improvement Fund	(2.3)
Baker Family Learning Center costs	(1.7)
Contingency Appropriation per 1.5% county policy	(8.3)
General Purpose Reserve Contribution	(5.5)
Fire Facilities Reserve Contribution (PILT)	(1.0)
One-time Costs in 2011-12 Recommended Budget	\$(37.5)

The chart below reflects the one-time funding sources to fund these one-time costs and allocations included in the 2011-12 Recommended Budget.

**Discretionary One-Time Funding Sources in 2011-12 Recommended Budget
(in millions)**

Use of Business Process Improvement Reserve		\$0.9
SANBAG reimbursement for Valley & Pepper Intersection		4.5
Departmental reimbursements for costs funded by general fund		1.2
2010-11 Discretionary General Fund Operations:		
Unallocated discretionary sources (general fund contingencies)	\$21.4	
Departmental sources (decreased expenditures or increased revenue)	16.7	
Adjustments to Discretionary Sources:		
Property tax revenue higher than budgeted	4.9	
Interest revenue lower than budgeted	(4.5)	
Franchise fee revenue lower than budgeted	(1.6)	
Other funds paying back general fund for lost interest	3.0	
Unclaimed Property Tax Refunds (from 2006)	2.0	
Other discretionary revenue (prop tax admin and sales tax)	2.2	
		44.1
Discretionary One-Time Funding in 2011-12 Recommended Budget		\$50.7



Unallocated discretionary sources of \$21.4 million listed above represent the estimated remaining balance in general fund contingencies at the end of 2010-11 fiscal year. Departmental sources of \$16.7 million are primarily the result of departments leaving budgeted positions vacant to address projected future reduced funding levels. The majority of these vacant positions were deleted as reflected in the 2010-11 first and second quarterly budget reports as well as the 503 general fund positions to be deleted in the 2011-12 Recommended Budget. For more details on changes to budgeted staffing, refer to the County Budget Summary section of this 2011-12 Recommended Budget Executive Summary book, pages 16 through 22.

The adjustments to discretionary sources mentioned above have been reflected in the 2011-12 Recommended Budget if they were ongoing in nature. For instance, the additional revenue in property tax of \$4.9 million in 2010-11 was based on a -4.5% actual assessed valuation change compared to the -6.7% budgeted assessed valuation change in 2010-11. This resulted in an increase in budgeted property tax revenue in 2011-12 despite the County's -0.5% budgeted assessed valuation change in 2011-12. Current appeals to assessed value will continue to have an adverse impact to property tax revenue. The one-time discretionary sources in 2010-11 such as paying back the general fund for lost interest and the unclaimed property tax refunds was not budgeted in 2011-12.

Below is a summary of what is included in the 2011-12 Recommended Budget and the remaining one-time sources unallocated.

**Summary of One-time Sources and Uses in 2011-12 Recommended Budget
(in millions)**

	One-Time
Discretionary One-Time Sources	\$50.7
One-time Costs and Allocations Needed	(37.5)
One-time Sources Unallocated	\$13.2

There are other significant long term needs that will be discussed at the meeting on June 9, 2011.



APPROPRIATION SUMMARY

The 2011-12 recommended budget includes appropriation of \$3,843,056,795, which is a decrease of \$91,141,917 or -2.32% over the 2010-11 modified 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 modified budget.

	2009-10 Actual	2010-11 Restated Adopted	2010-11 Modified Budget	2011-12 Recommended	Change Between Modified 2010-11 & 2011-12	Percentage Change
Countywide Operations						
Administration	56,055,469	64,175,095	63,950,095	52,407,572	(11,542,523)	(18.05%)
Contingencies	-	57,685,241	38,331,985	53,756,199	15,424,214	40.24%
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	3,296,638	2,892,151	(404,487)	(12.27%)
Fiscal	53,270,842	53,533,134	53,740,009	53,721,388	(18,621)	(0.03%)
Human Services	1,207,182,035	1,282,896,222	1,256,025,072	1,242,782,393	(13,242,679)	(1.05%)
Law and Justice	660,098,586	666,858,296	672,188,856	690,739,096	18,550,240	2.76%
Operations and Community Services	78,237,057	85,809,195	83,046,159	88,203,200	5,157,041	6.21%
Total General Fund	2,089,436,502	2,276,394,180	2,232,719,173	2,208,260,390	(24,458,783)	(1.10%)
Restricted Funds	-	51,548,064	51,548,064	45,877,350	(5,670,714)	(11.00%)
Capital Project Funds	99,809,298	122,945,661	237,410,207	165,232,203	(72,178,004)	(30.40%)
Special Revenue Funds	205,828,555	623,465,972	634,512,968	609,223,157	(25,289,811)	(3.99%)
Enterprise Funds	535,021,456	612,307,462	613,419,138	652,749,383	39,330,245	6.41%
Internal Service Funds	142,558,922	159,745,134	164,589,162	161,714,312	(2,874,850)	(1.75%)
Subtotal	983,218,231	1,570,012,293	1,701,479,539	1,634,796,405	(66,683,134)	(3.92%)
Total Countywide Funds	3,072,654,733	3,846,406,473	3,934,198,712	3,843,056,795	(91,141,917)	(2.32%)

Countywide Operations

Countywide operations show a decrease in appropriation of \$24,458,783 over the prior year modified budget. Significant decreases are seen in **Administration**, **Capital Facilities Leases**, and **Economic Development Agency** operational groups. 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 decrease of \$11.5 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 reflect an increase of \$15.4 million. The primary reason for this increase is the 2011-12 planned contribution of \$24.0 million to the **Future Space Needs Reserve**, which is appropriated as an ongoing set-aside in contingencies. Offsetting the increase is a reduction of \$8.6 million in **Contingencies** which represents the unallocated funding available.

Capital Facilities Leases is decreasing by \$38.4 million primarily due to the one-time expenditure authority 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 \$404,487 decrease primarily due to the elimination of one-time carryover funds and a reduction in discretionary general funding to this budget unit.

Fiscal decreased by a net \$18,621 from the prior year modified budget. Of this amount, the **Assessor/Recorder/County Clerk** increased by \$2.5 million and the **Auditor-Controller/Treasurer/Tax Collector** decreased by \$2.5 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.



The **Human Services** is decreasing by a net \$13.2 million over the prior year modified budget. **Administrative Claim** budget unit decreased a net \$3.6 million which is primarily due to legislated reductions in funding for the In-Home Supportive Services program. Additionally, significant decreases are budgeted in three subsistence budget units which are funded primarily with state and federal revenues: **CalWORKs – All Other Families** (\$12.8 million), **Entitlement Payments (Childcare)** (\$7.9 million), and **Seriously Emotionally Disturbed** (\$7.5 million). The CalWORKs appropriation decreases are due to a legislated 8% reduction in grants to recipients, program changes in Childcare requirements, and the state eliminating the Seriously Emotionally Disturbed program. Offsetting these reductions are increases in the subsistence budget units of **Aid to Families with Dependent Children (AFDC) – Foster Care** (\$12.9 million) and **Aid to Adoptive Children** (\$2.7 million).

The **Behavioral Health** budget unit increased over the prior year modified budget by \$6.5 million primarily due to increases in staffing expense and reductions in reimbursements. Offsetting these increases is a net reduction of \$3.9 million reflected in the **Public Health** budget unit which is primarily the net result of \$6.6 million decrease in operating expenses related to the Countywide Cost Allocation Plan (COWCAP) and medical insurance premiums coupled with reductions of \$3.0 million in reimbursements.

Law and Justice – Sheriff/Coroner/Public Administrator increased by \$29.8 million primarily due to \$15.0 million in staffing expenses related to salary raises, retirement costs and cash outs; \$18.1 million in operating expenses resulting from COWCAP charges and increased Law Enforcement liability costs; and a \$4.9 million reduction in reimbursements. These increases are offset by an \$8.2 million decrease in capital expenditures.

Probation’s Administration, Corrections and Detention has a net \$3.6 million decrease resulting primarily from a reduction of 73 budgeted staffing offset by an increase in operating costs due to COWCAP; **Trial Court Funding – Maintenance of Effort** a \$3.2 million decrease in appropriation reflective of anticipated reduced revenue receipts for 2011-12 of which a portion are appropriated as payments to the state per agreement; **District Attorney – Criminal Prosecution** reductions total \$2.1 million which are 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 lastly, the **Public Defender** is decreasing by \$1.6 million which reflects a decrease in staffing expense offset by an increase in operating expenses, primarily COWCAP.

Operations and Community Services shows an increase of \$5.2 million over the prior year modified budget. Budget units with significant increases include: **Registrar of Voters** (\$1.9 million) due to projected costs associated with 2011-12 election cycle of three major elections and one small election and COWCAP charges; **Regional Parks** (\$1.9 million) primarily due to the addition of COWCAP charges which were offset by reductions in budgeted staffing and increased reimbursements; and **Facilities Management – Utilities** (\$1.1 million) which is due to anticipated rate increases from providers.



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 \$0.8 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 \$45.9 million for these restricted funds, the Realignment portion is \$26.5 million and the Prop 172 portion is \$19.4 million. Appropriation decreased from the prior year by \$5.7 million, which primarily consisted of a \$5.8 million decrease in Realignment offset by a \$130,000 increase in Prop 172. For more details regarding the usage of these restricted funds, refer to the Discretionary General Funding section of the 2011-12 Recommended Budget Executive Summary book, pages 3-10.

Capital Project Funds

Capital Project Funds appropriation decreased by \$72.2 million from the prior year modified budget amount. Of the \$165.2 million total appropriation for Architecture and Engineering Department's capital projects for 2011-12, \$26.4 million is budgeted for new projects and \$138.8 million is budgeted as carryover projects. For more details regarding capital project funds, refer to the Capital Improvement Program section of the 2011-12 Recommended Budget book, pages 548-557.

Special Revenue Funds

Special Revenue Funds decreased by \$25.3 million overall.

Significant decreases in appropriation in special revenue funds include:

- \$16.1 million net decrease in the **Behavioral Health – Mental Health Services Act (MHSA)** budget unit due primarily to a \$23.1 million reduction in available departmental contingencies which is being used to fund increases in staffing and operating expenses for approved MHSA plans.
- \$10.5 million reduction in **Workforce Development** due primarily to decreases in the ending of programs funded under the American Recovery and Reinvestment Act (ARRA).
- \$7.4 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.
- \$3.6 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.
- \$3.2 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.
- \$2.4 million reduction in appropriation for the **County Library** special revenue fund due primarily to economic impacts that triggered reductions in staffing.
- \$2.4 million reduction in **Public Health's H1N1 Preparedness** special revenue fund due to the termination of the Public Health Emergency Response grant.
- \$2.3 million net decrease in **Airports' Capital Improvement Program** which represents a reduction in capital expenditure resulting from completed projects.



Significant increases in appropriation in special revenue funds include:

- \$21.6 million net increase in appropriation for **Public Works – Transportation – Road Operations** budget unit due primarily to the following factors: a \$25.5 million increase in future projects, a \$2.2 million net reduction in reimbursements which is predominantly due to the reclassification of County Redevelopment Agency funds as revenues, and a reduction of \$7.7 million in capital expenditures resulting from the completion of several road construction projects.
- \$5.5 million increase in **Human Services – Wraparound Reinvestment Fund** due to enhancements in both the services provided to children and families served by the Children and Families Services and client services provided by other county departments.

Enterprise Funds

Enterprise Funds increased by \$39.3 million overall.

Significant changes in appropriation in enterprise funds are listed below.

Arrowhead Regional Medical Center (ARMC) increased appropriation by \$41.0 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 \$13.2 million due to the addition of 125 budgeted positions. Increases in operating expenses of \$21.5 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 \$6.3 million due to planned purchases of new equipment and the replacement of existing equipment.

ARMC Medical Center Lease Payments decreased by \$5.3 million in accordance with the scheduled leased amortization.

The **Public Works – Solid Waste Management Division (SWMD)** increased appropriation by a net \$3.5 million. This division is comprised of several budget units.

SWMD budget units with increases include: Operations (\$5.8 million), Environmental Mitigation Fund (\$1.8 million), and Site Closure and Maintenance (\$1.0 million). The majority of the increase in Operations is the result of budgeting the department's unrestricted net assets in the contingency appropriation. For the Environmental Mitigation Fund, increases are related to the Host Cities program. In the Site Closure and Maintenance budget unit, the net increase is due to operating expense reductions related to the Big Bear landfill closure and the partial closure of the Mid-Valley landfill offset by increases in departmental contingencies.

SWMD budget units with decreases include: Closure and Post-Closure (\$3.2 million) which reduced departmental contingencies and the Environmental Fund (\$2.4 million) with reductions related to the re-prioritization of environmental mitigation activities as available funding has decreased due to lower than anticipated waste received.

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 two ISF budget units: Computer Operations and Telecommunication Services. 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.



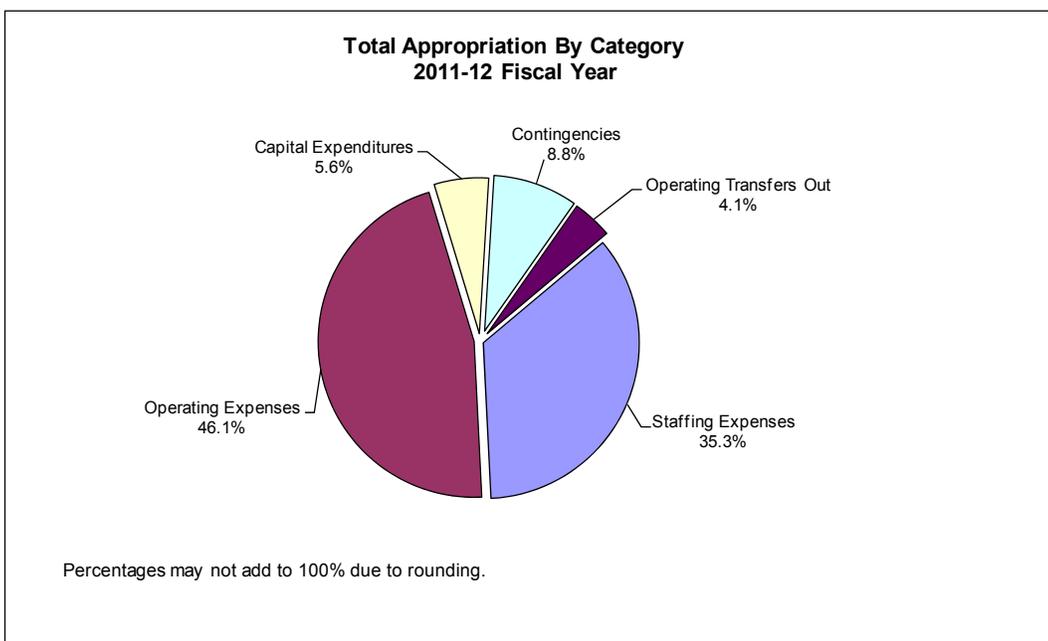
The internal service fund budget units that comprise **Risk Management's** insurance program had the most significant decrease in appropriation (\$4.9 million) of which is primarily in operating expenses.

Increases in appropriation are budgeted in Information Services' **Computer Operations** (\$1.6 million) primarily in capital expenditures for equipment and **Telecommunication Services** (\$0.8 million) in operating expenses.

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

	Fiscal Year 2009-10 Final Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Modified Budget	Fiscal Year 2011-12 Recommended Budget
Appropriation				
Staffing Expenses	1,410,505,216	1,475,223,787	1,472,741,529	1,491,684,078
Operating Expenses	1,678,090,807	2,078,560,766	2,029,988,138	1,947,139,199
Capital Expenditures	255,142,745	206,768,640	325,975,783	238,062,212
Reimbursements	(142,864,178)	(222,827,341)	(226,037,435)	(204,840,506)
Contingencies	304,180,114	308,680,621	331,530,697	371,011,812
Subtotal	3,505,054,704	3,846,406,473	3,934,198,712	3,843,056,795
Operating Transfers Out	287,490,802	218,456,329	285,207,961	175,088,658
Total	3,792,545,506	4,064,862,802	4,219,406,673	4,018,145,453
Budgeted Staffing	19,675	19,325	19,392	18,624



Changes from prior year modified budget by appropriation category for all appropriated funds include:

- **Staffing Expenses** are increasing from the prior year modified budget by approximately \$18.9 million or 1.3%. Although budgeted staffing counts are decreasing from the modified budget by 763, the increase in this appropriation is primarily the result of 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). Additionally, various classifications within departments were exempted from the planned work schedule reductions. For more details regarding departmental budgeted staffing changes, refer to the 'Budgeted Staffing Summary' found later in this section on pages 16-22.

Budget units with significant increases include \$20.0 million in Human Services – Administrative Claim, \$15.0 million in Sheriff/Coroner/Public Administrator, \$13.2 million in Arrowhead Regional Medical Center and \$3.0 million in Behavioral Health – Mental Health Services Act. Notable decreases include \$9.9 million in Probation's Administration, Corrections and Detention, \$4.4 million in Preschool Services, and \$2.6 million in the County Library.

- Operating Expenses are decreasing by approximately \$82.8 million or -4.1% from the prior year modified 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 decreases to services and supplies (\$17.7 million), other charges (\$39.4 million) and transfers (\$26.4 million).

Budget units with significant decreases in the appropriation category of operating expenses include Capital Facilities Leases (\$38.5 million), Human Services – Administrative Claim (\$21.1 million), Workforce Development (\$13.2 million), Board Priority Policy Needs (\$10.6 million) as carryover funds are not appropriated until the close of the fiscal year, and Public Works – Solid Waste Management Division (\$10.2 million). Budget units with noteworthy increases in operating expenses include Arrowhead Regional Medical Center (\$21.5 million), and Sheriff/Coroner/Public Administrator (\$18.1 million).

- Capital Expenditures are decreasing by \$87.9 million or -27.0%. 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 (-\$8.1 million), improvements to land (-\$11.2 million), structures and improvements to structures (-\$67.2 million), equipment (\$7.5 million), vehicles (-\$6.1 million), and capitalized software (-\$2.7 million).

Budget units with significant changes in capital expenditures include a net \$69.0 million increase in Capital Improvement Projects and an increase of \$7.1 million in Arrowhead Regional Medical Center.

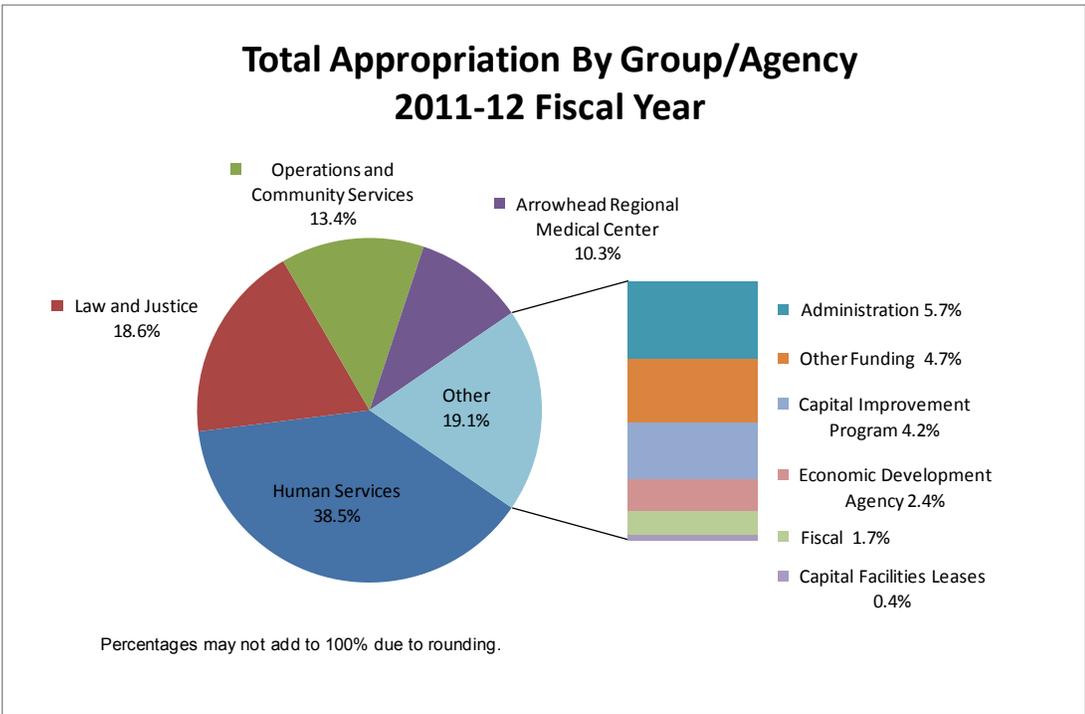
- **Reimbursements** are decreasing by \$21.2 million or -9.4%. Reimbursements represent the amount received as a payment for the services provided on behalf of another governmental unit or department. Reimbursements are considered a funding source. The most significant decreases are \$4.9 million in Workforce Development, \$4.6 million in Sheriff/Coroner/Public Administrator, \$3.0 million in Public Health, \$2.9 million in Probation's Juvenile Justice Grant, and \$2.8 million in the District Attorney – Criminal Prosecution budget unit. Significant increases include \$1.6 million in Real Estate Services – Rents and Leases and \$1.5 million in Information Services – Computer Operations.
- **Contingencies** are increasing over the prior year modified budget by a net \$39.5 million or 11.9%. Significant increases include \$24.0 million in Future Space Needs, \$23.4 million in Public Works – Transportation – Road Operations, and \$19.3 million in Public Works – Solid Waste Management Division. Significant decreases include \$23.1 million in Behavioral Health – Mental Health Services Act and \$8.6 million in general fund contingencies.
- **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 \$110.1 million or -38.6%. The most significant decreases are \$77.4 million in Countywide Discretionary, \$27.8 million in Capital Improvement Projects, and \$4.7 million in Public Works – Solid Waste Management Division. These decreases are offset by a \$4.2 million increase in Public Works – Transportation – Road Operations and \$3.9 million in Human Services – Wraparound Reinvestment Fund.



TOTAL APPROPRIATION BY GROUP/AGENCY

	Fiscal Year 2009-10 Final Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Modified Budget	Fiscal Year 2011-12 Recommended Budget
Administration	226,489,568	228,220,364	245,329,870	230,942,039
Capital Facilities Leases	20,933,394	54,640,359	54,640,359	16,258,391
Economic Development Agency	71,449,310	104,327,571	107,528,235	97,032,036
Fiscal	71,109,145	68,388,220	68,595,095	67,377,786
Arrowhead Regional Medical Center	404,424,441	374,761,840	376,178,087	415,390,672
Human Services	1,494,433,442	1,588,177,035	1,578,209,419	1,545,266,361
Law and Justice	729,238,562	732,392,013	738,757,988	748,444,836
Operations and Community Services	395,549,761	527,223,330	522,375,382	539,774,446
Capital Improvement Program	189,254,619	126,529,617	267,271,784	167,296,453
Other Funding	189,663,264	260,202,453	260,520,454	190,362,433
Total	3,792,545,506	4,064,862,802	4,219,406,673	4,018,145,453
Budgeted Staffing	19,675	19,325	19,392	18,624

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.

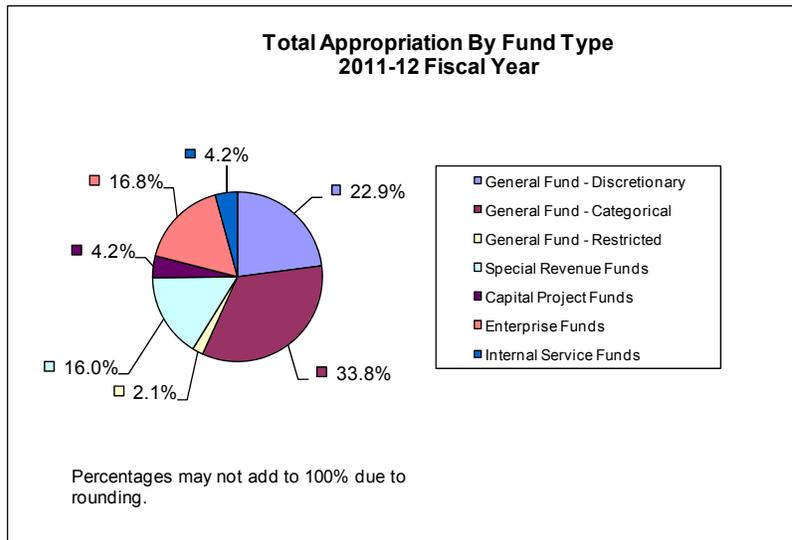
Proprietary Fund Types

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

	Fiscal Year 2009-10 Final Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Modified Budget	Fiscal Year 2011-12 Recommended Budget
General Fund - Discretionary	874,032,073	951,723,562	969,944,898	921,753,842
General Fund - Categorical	1,322,719,128	1,439,841,402	1,412,937,818	1,358,390,035
General Fund - Restricted	88,321,225	91,248,075	91,248,075	83,247,350
Special Revenue Funds	563,970,595	647,173,273	663,148,527	642,943,155
Capital Project Funds	189,254,619	126,529,617	267,271,784	167,296,453
Enterprise Funds	586,672,481	640,260,325	641,667,572	674,398,606
Internal Service Funds	167,575,385	168,086,548	173,187,999	170,116,012
Total	3,792,545,506	4,064,862,802	4,219,406,673	4,018,145,453
Budgeted Staffing	19,675	19,325	19,392	18,624

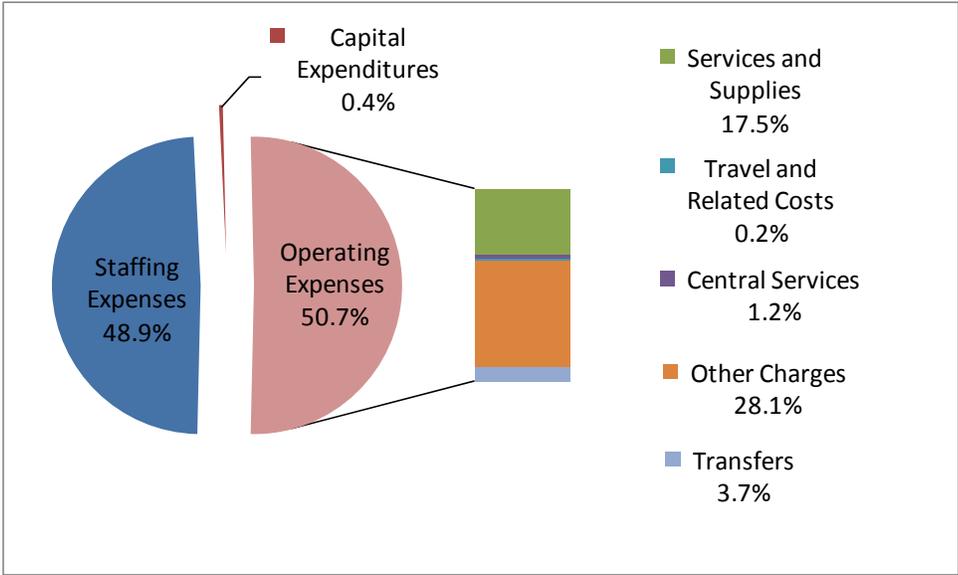


GENERAL FUND APPROPRIATION BREAKDOWN

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		X	
Economic Development Agency					
Economic Development	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 recommended 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 charges for current services instead of property related revenues. This schedule shows the change from the prior year modified budget.

	2009-10 Actual	2010-11 Restated Adopted	2010-11 Modified Budget	2011-12 Recommended	Change Between Modified 2010-11 & 2011-12	Percentage Change
REVENUE FOR ALL COUNTY FUNDS						
(Excluding Enterprise and Internal Service Funds)						
Taxes						
Property Related Revenue	455,966,102	434,416,431	439,997,879	437,966,141	(2,031,738)	(0.46%)
Other Taxes	133,108,093	134,579,755	134,944,752	137,331,729	2,386,977	1.77%
Realignment	131,956,821	158,322,334	160,485,787	160,534,540	48,753	0.03%
State, Federal or Government Aid	1,274,238,848	1,420,011,122	1,495,468,388	1,420,532,712	(74,935,676)	(5.01%)
Fee/Rate	352,489,716	391,311,215	387,825,481	443,791,227	55,965,746	14.43%
Other Revenue	77,085,816	97,815,597	100,343,985	95,476,044	(4,867,941)	(4.85%)
Subtotal	2,424,845,396	2,636,456,454	2,719,066,272	2,695,632,393	(23,433,879)	(0.86%)
ENTERPRISE FUNDS	465,745,837	455,361,773	456,477,020	480,865,949	24,388,929	5.34%
INTERNAL SERVICE FUNDS	156,399,339	148,938,129	154,039,580	149,418,917	(4,620,663)	(3.00%)
Subtotal	622,145,176	604,299,902	610,516,600	630,284,866	19,768,266	3.24%
Total County Budget	3,046,990,572	3,240,756,356	3,329,582,872	3,325,917,259	(3,665,613)	(0.11%)

Property Related Revenue

Property related revenue is projected to decrease by \$2.0 million or -0.46% from the 2010-11 modified 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 Revenues' found in the Discretionary General Funding section of the 2011-12 Recommended Budget Executive Summary book, page 14.

Other Taxes

Other taxes are increasing by a net \$2.4 million over the prior year modified budget. Sales taxes are projected to increase slightly in 2011-12 as compared to the 2010-11 modified budget amounts.

Realignment

Realignment revenues of \$160,534,540 are increasing slightly over the prior year modified budget.

State, Federal or Government Aid

An overall decrease of \$74.9 million from the prior year modified 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 decreases in State, Federal or Government Aid include:

- The **Behavioral Health – Mental Health Services Act** (MHSA) budget unit decreased \$19.8 million over the prior year modified budget. The change is due to the recent enactment of the MHSA trailer bill (AB100) diverting \$861 million of MHSA funds to pay for the state's general fund obligations for Medi-Cal managed care, Early and Periodic Screening, Diagnosis, and Treatment (EPSDT), and AB3632.



- **Workforce Development** is decreasing \$10.7 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.
- Several **Human Services** subsistence budget units are decreasing state, federal or government aid revenues from the prior year modified budget: **CalWORKs – All Other Families** is decreasing by \$12.4 million as a result of approved state budget mandates that aid payments be reduced by 8%. **Entitlement Payments** has a reduction of \$7.9 million resulting from CalWORKs eligibility changes and reduced time limits. **Seriously Emotionally Disturbed** is decreasing by \$3.5 million as this program was deleted by the Governor.
- **Preschool Services** state, federal or government aid revenues are decreasing \$7.7 million primarily due to the ending of ARRA funding and the usage of one-time carryover funds.
- As a result of the sunset of Vehicle License Fee (VLF) funding, the **Probation – Administration, Corrections and Detention** general fund budget unit is decreasing \$4.8 million and the department's **Juvenile Justice Grant Program Special Revenue** fund is decreasing by \$4.1 million.
- **Sheriff/Coroner/Public Administrator** general fund budget unit is reducing this revenue category by \$4.2 million due to the assumed loss of one-time federal grant funding and decreases in state grants. Additionally, the department's special revenue fund **Local Detention Facility Revenue** decreased \$2.2 million as a result of the sunset of VLF funding.
- The **Airports Capital Improvement Program** decreased \$2.6 million from the prior year modified budget as a result of the completion of several projects.
- **Public Health** has a net decrease of \$2.3 million due to the elimination of funding for the Immunization and Preparedness and Response programs, termination of a grant from the United States Department of Housing and Urban Development, and reduction in funding for the AIDS program. Offsetting these is an increase in funding for the Women, Infants, and Children (WIC) program. Additionally **Public Health's H1N1 Preparedness** program is decreased by \$1.4 million due to the ending of the Public Health Emergency Response grant.
- The **Facilities Management - Utilities** budget unit is decreasing \$1.7 million due to the completion of grant projects funded with ARRA monies.
- 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.

Significant increases in State, Federal or Government Aid include:

- The **Human Services** subsistence budget unit **AFDC – Foster Care** increased \$5.3 million primarily due to two court decisions. The California Alliance of Child and Family Services ordered a 32% increase in group home rates and the United States District court ordered a new method of determining payment rates for foster homes.
- **Behavioral Health** has a net increase of \$6.8 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.
- **Public Works – Transportation – Road Operations** increased a net \$2.3 million. Additions include 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 due to completed projects, reductions in Public Lands Highway and Surface Transportation Program projects, as well as an anticipated reduction Highway Users' Tax.



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 modified budget by \$56.0 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).
- **Registrar of Voters** increase \$1.1 million in election services due to three major elections and a small election.
- The **Sheriff/Coroner/Public Administrator** has a net \$8.1 million in law enforcement services.
- **Public Works – Transportation – Road Operations** is increasing current service revenues in 2011-12 by a net \$19.5 million over the prior year modified budget. This increase is primarily as a result of revenue from the County Redevelopment Agency projects which were previously budgeted as reimbursements.

Significant decreases in fee/rate revenue include \$3.0 million in the **Trial Court Funding – Maintenance of Effort** budget unit as fines, assessments, and fees are anticipated to decline based on estimates. Additionally, as a result in changes from the state, \$1.6 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 \$4.9 million over the prior year modified budget.

Significant decreases in this category include \$3.4 million in interest revenue overall from the prior year modified budget and \$3.3 million reduction in the **Countywide Discretionary** budget unit which represents a one-time payment of interest revenue owed to the general fund by three non-general fund budget units.

Offsetting these increases is a budgeted decrease of \$1.8 million which represents a drop in unexpended funds that are recovered from contractors as their contracts end in the **Human Services – Wraparound Reinvestment Fund**.

Enterprise Funds

Enterprise Funds with significant changes are listed below.

Arrowhead Regional Medical Center (ARMC) revenues are expected to increase by a net \$27.9 million. This change includes increases of \$31.8 million in state and federal aid primarily from Medi-Cal Inpatient and the Managed Care Program offset by anticipated revenue reductions of \$1.7 million in fee/rate from health services fees and insurance. Additionally, the Realignment contribution for ARMC operations is decreasing by \$2.1 million.

ARMC Medical Center Lease Payment revenue is decreasing by \$2.0 million due to a reduced reimbursement from the state's Construction Renovation/Reimbursement Program, SB 1732.

The budget units that comprise **Public Works – Solid Waste Management Division** are decreasing revenues by a net \$1.5 million. Of this reduced amount, the most significant decrease in revenue is in the Operations budget. Reductions in fee/rate revenue are related to the economic downturn and the impact of increased recycling efforts. As a result, the department is anticipating a decrease in hauler fees, reduced collection of franchise service fees, and reduced tonnage. Additionally the department does not anticipate receiving the \$1.0 million until 2012-13 for pending federal and state reimbursements of unpaid claims related to the fires that occurred in 2003 and 2007.



Internal Service Funds

Internal Service Funds with significant changes are listed below.

The internal service fund budget units that comprise **Risk Management's** insurance program reduced revenues by \$1.9 million. This decrease is the result of a reduction of \$4.7 million in other revenue which represents reduced interest earnings and claims cost recoveries offset by an increase of \$2.7 million in fee/rate revenue due to additional premium in property and general liability premiums.

Information Services – Computer Operations decreased revenues by \$1.1 million due to reductions in billable units and a reduced budget need as the result of completed capital improvement projects in 2010-11.

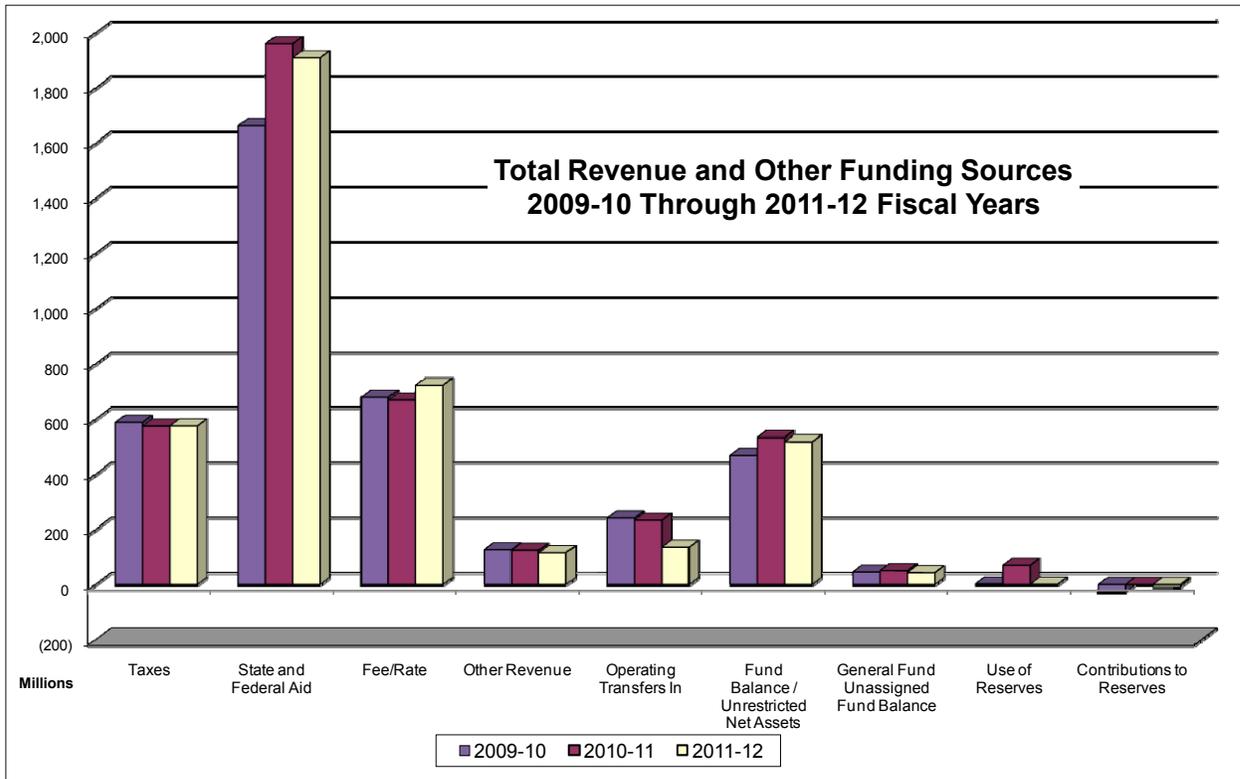
Purchasing's two internal service funds, **Printing Services** and **Mail/Courier Services** are reducing revenues by \$0.9 million and \$0.2 million, respectively due to a decline in service needs.



TOTAL REVENUE AND OTHER FUNDING SOURCES

	Fiscal Year 2009-10 Final Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Modified Budget	Fiscal Year 2011-12 Recommended Budget
Revenue				
Taxes	588,831,737	586,067,275	575,090,631	575,422,685
State and Federal Aid	1,664,106,909	1,881,587,863	1,960,248,189	1,911,248,862
Fee/Rate	679,878,266	656,096,878	669,687,579	723,970,446
Other Revenue	126,833,577	117,004,350	124,556,473	115,275,266
Total Revenue	3,059,650,489	3,240,756,366	3,329,582,872	3,325,917,259
Other Funding Sources				
Operating Transfers In	241,665,798	176,089,115	233,902,168	135,670,516
Fund Balance/Unrestricted Net Assets	468,433,378	534,088,486	534,088,486	518,115,091
General Fund Unassigned Fund Balance	46,190,296	51,474,803	51,474,803	44,079,951
Use of Reserves	2,205,545	63,454,032	71,358,344	864,427
Contributions to Reserves	(25,600,000)	(1,000,000)	(1,000,000)	(6,501,791)
Total Other Funding Sources	732,895,017	824,106,436	889,823,801	692,228,194
Total Revenue and Other Funding Sources	3,792,545,506	4,064,862,802	4,219,406,673	4,018,145,453

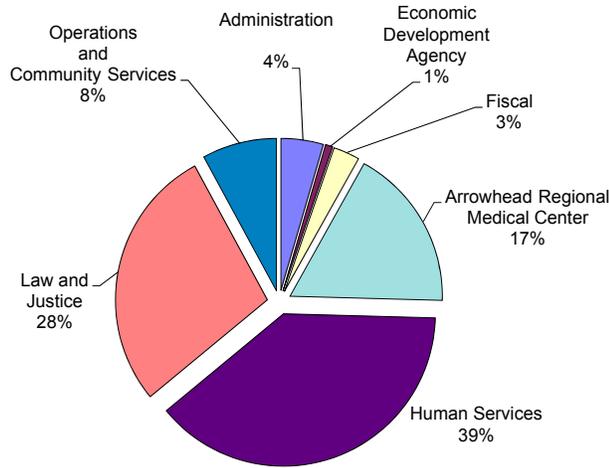
The revenue and other funding sources schedule above includes all county funds. This schedule includes operating transfers in, which are the mechanism for providing funding from one budget unit to another within the county. Additionally, this schedule summary provides the fund balance/unrestricted net 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

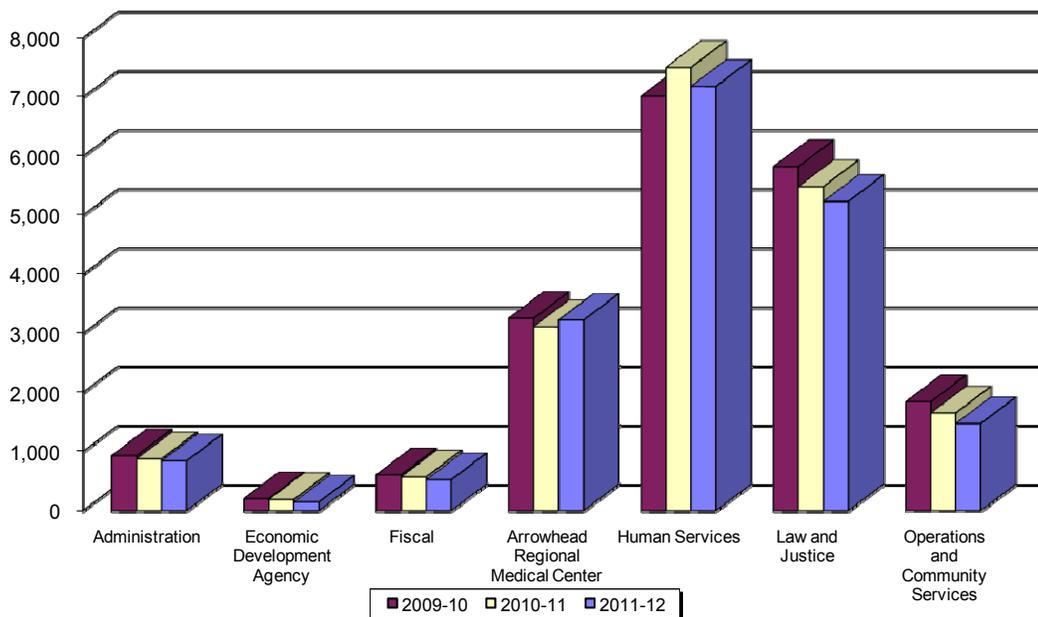
Budgeted staffing is accounted for using headcount; each position, whether full time or part time, is counted as one. The graph below depicts the budgeted staffing by group / agency for the current fiscal year. The following graph illustrates the budgeted staffing for the current fiscal year as well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



<u>Change from Modified Budget</u>						
	<u>2010-11 Modified Budget Staffing</u>	<u>Caseload Driven/ Grant or Special Funded Programs</u>	<u>All Other Programs</u>	<u>Total Change</u>	<u>2011-12 Recommended Budget Staffing</u>	<u>Percentage Change</u>
General Fund	13,464	(292)	(211)	(503)	12,961	(3.7%)
Other Funds	5,928	(265)	-	(265)	5,663	(4.5%)
Total	19,392	(557)	(211)	(768)	18,624	

Budgeted staffing for caseload driven/grant, or special funded programs, decreased overall by a net 557 positions. Significant changes from the previous year’s modified budget staffing in caseload driven, grant or special funded programs include the following:

General Fund

- **Child Support Services** decreased budgeted staffing by a net 12 positions due to the deletion of vacant budgeted positions.
- **Behavioral Health** decreased budgeted staffing by 25 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 8 budgeted positions to meet the department’s support needs.
- **Public Health** decreased budgeted staffing by a net 17 positions. This decrease is the result of the deletion of 40 positions, 1 of which was filled. In addition, 4 positions were added due to organizational changes and 19 others 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 195 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 32 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.



Other Funds

- **Workforce Development** – decreased by a net 35 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 111 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, 92 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 84 budgeted positions which included 49 vacant contract and classified positions. Additionally there is a net decrease of 35 filled contract positions that no longer meet the minimum mandated qualifications of the Head Start Act. These positions would have been upgraded to higher level positions, which met the mandated requirements, but due to a reduction in ARRA funding the department reduced positions as it could no longer sustain the current teaching staff levels.
- **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 141 budgeted positions. These deletions, which consist of 113 vacant and 28 filled positions, were the direct result of reductions in funding sources available.
- **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 211 positions. Significant changes from the previous year's modified budget 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 to help fund retirement and negotiated labor agreement cost increases that were not able to be fully funded through 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.
- **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 52 budgeted positions that were not related to caseload or grant driven. Reductions of 44 sheriff trainee positions and 17 vacant positions 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 Modified Budget	2011-12 Recommended 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	20	17	(3)
PURCHASING - SURPLUS PROPERTY AND STORAGE OPERATIONS	2	2	2	-
PURCHASING - MAIL/COURIER SERVICES	28	28	27	(1)
RISK MANAGEMENT - OPERATIONS	69	67	65	(2)
SUBTOTAL OTHER FUNDS	481	473	461	(12)
TOTAL ADMINISTRATION	930	876	841	(35)
ECONOMIC DEVELOPMENT AGENCY				
<u>GENERAL FUND</u>				
ECONOMIC DEVELOPMENT	30	19	16	(3)
<u>OTHER FUNDS</u>				
COMMUNITY DEVELOPMENT AND HOUSING	40	31	25	(6)
WORKFORCE DEVELOPMENT	133	140	105	(35)
SUBTOTAL OTHER FUNDS	173	171	130	(41)
TOTAL ECONOMIC DEVELOPMENT AGENCY	203	190	146	(44)
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 Modified Budget	2011-12 Recommended Budget	Change Between 2010-11 & 2011-12
ARROWHEAD REGIONAL MEDICAL CENTER				
<u>OTHER FUNDS</u>				
ARROWHEAD REGIONAL MEDICAL CENTER	3,255	3,114	3,225	111
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	3,255	3,114	3,225	111
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	447	435	(12)
HEALTH ADMINISTRATION	2	2	2	-
BEHAVIORAL HEALTH	960	526	501	(25)
PUBLIC HEALTH	863	770	753	(17)
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	157	156	159	3
HUMAN SERVICES - ADMINISTRATIVE CLAIM	3,670	4,344	4,149	(195)
VETERANS AFFAIRS	18	19	18	(1)
SUBTOTAL GENERAL FUND	6,213	6,334	6,085	(249)
<u>OTHER FUNDS</u>				
HUMAN SERVICES - WRAPAROUND REINVESTMENT FUND	-	24	28	4
BEHAVIORAL HEALTH - MENTAL HEALTH SERVICE ACT	-	351	359	8
PRESCHOOL SERVICES	802	794	710	(84)
SUBTOTAL OTHER FUNDS	802	1,169	1,097	(72)
TOTAL HUMAN SERVICES	7,015	7,503	7,182	(321)
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	250	248	(2)
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	3,659	3,512	3,460	(52)
SUBTOTAL GENERAL FUND	5,732	5,394	5,233	(161)
<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	5,484	5,233	(251)



BUDGETED STAFFING SUMMARY

Department	2009-10 Final Budget	2010-11 Modified Budget	2011-12 Recommended Budget	Change Between 2010-11 & 2011-12
OPERATIONS AND COMMUNITY SERVICES				
<u>GENERAL FUND</u>				
AGRICULTURE/WEIGHTS AND MEASURES	65	67	67	-
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	30	(5)
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	29	28	(1)
SUBTOTAL GENERAL FUND	819	746	727	(19)
<u>OTHER FUNDS</u>				
COUNTY LIBRARY	461	421	280	(141)
COUNTY MUSEUM - MUSEUM STORE	4	3	1	(2)
PUBLIC WORKS - TRANSPORTATION - ROAD OPERATIONS	444	382	370	(12)
PUBLIC WORKS - SOLID WASTE MANAGEMENT - OPERATIONS	103	89	87	(2)
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	907	746	(161)
TOTAL OPERATIONS AND COMMUNITY SERVICES	1,843	1,653	1,473	(180)
TOTAL COUNTY DEPARTMENTS - GENERAL FUND	13,811	13,464	12,961	(503)
TOTAL COUNTY DEPARTMENTS - OTHER FUNDS	5,864	5,928	5,663	(265)
COUNTY DEPARTMENTS GRAND TOTAL	19,675	19,392	18,624	(768)



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	6	822,019	485,000	396,981	1,704,000
Structures and Improvements	39	14,177,981	10,189,200	0	24,367,181
<i>Total CJP New Projects</i>	<u>45</u>	<u>15,000,000</u>	<u>10,674,200</u>	<u>396,981</u>	<u>26,071,181</u>
Fund CJV					
Structures and Improvements	1	300,000	0	0	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>46</u>	<u>15,300,000</u>	<u>10,674,200</u>	<u>396,981</u>	<u>26,371,181</u>
<u>Carryover Projects</u>					
Fund CJP					
Contributions to Other Agencies	8	2,129,090	2,438,046	336,440	4,903,576
Contributions to Non-Owned Projects	5	0	630,000	95,350	725,350
Improvements to Land	4	1,980,000	0	280,000	2,260,000
Structures and Improvements	58	21,407,984	1,539,594	3,104,666	26,052,244
<i>Total CJP Carryover Projects</i>	<u>75</u>	<u>25,517,074</u>	<u>4,607,640</u>	<u>3,816,456</u>	<u>33,941,170</u>
Fund CJV					
Contributions to Other Agencies	1	25,434	0	0	25,434
Contributions to Non-Owned Projects	4	0	0	284,289	284,289
Improvements to Land	6	646,555	209,928	0	856,483
Structures and Improvements	50	6,153,846	2,154,219	93,010,861	101,318,926
<i>Total CJV Carryover Projects</i>	<u>61</u>	<u>6,825,835</u>	<u>2,364,147</u>	<u>93,295,150</u>	<u>102,485,132</u>
Fund CMV					
Structures and Improvements	1	1,534,720	0	0	1,534,720
<i>Total CMV Carryover Projects</i>	<u>1</u>	<u>1,534,720</u>	<u>0</u>	<u>0</u>	<u>1,534,720</u>
Fund CJY					
Contributions to Non-Owned Projects	1	900,000	0	0	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>138</u>	<u>34,777,629</u>	<u>6,971,787</u>	<u>97,111,606</u>	<u>138,861,022</u>
<i>Total Capital Project Funds</i>	<u>184</u>	<u>50,077,629</u>	<u>17,645,987</u>	<u>97,508,587</u>	<u>165,232,203</u>



In the 2011-12 recommended budget, \$26,371,181 in new projects are funded, primarily using county discretionary general funding. Major projects include 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 \$138,861,022. 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 Recommended Budget book, pages 548-557.



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. Other revenue sources in this category include: sales and other taxes, net interest earnings, County Wide Cost Allocation Plan (COWCAP) revenue which is a reimbursement for overhead/indirect costs incurred by the general fund, property tax administration revenues based on SB 813 cost reimbursement, recording fees, other state and federal aid, and other revenue. Additionally, the general fund's unassigned fund balance, use of reserves and operating transfers in, are other funding sources that can be 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.

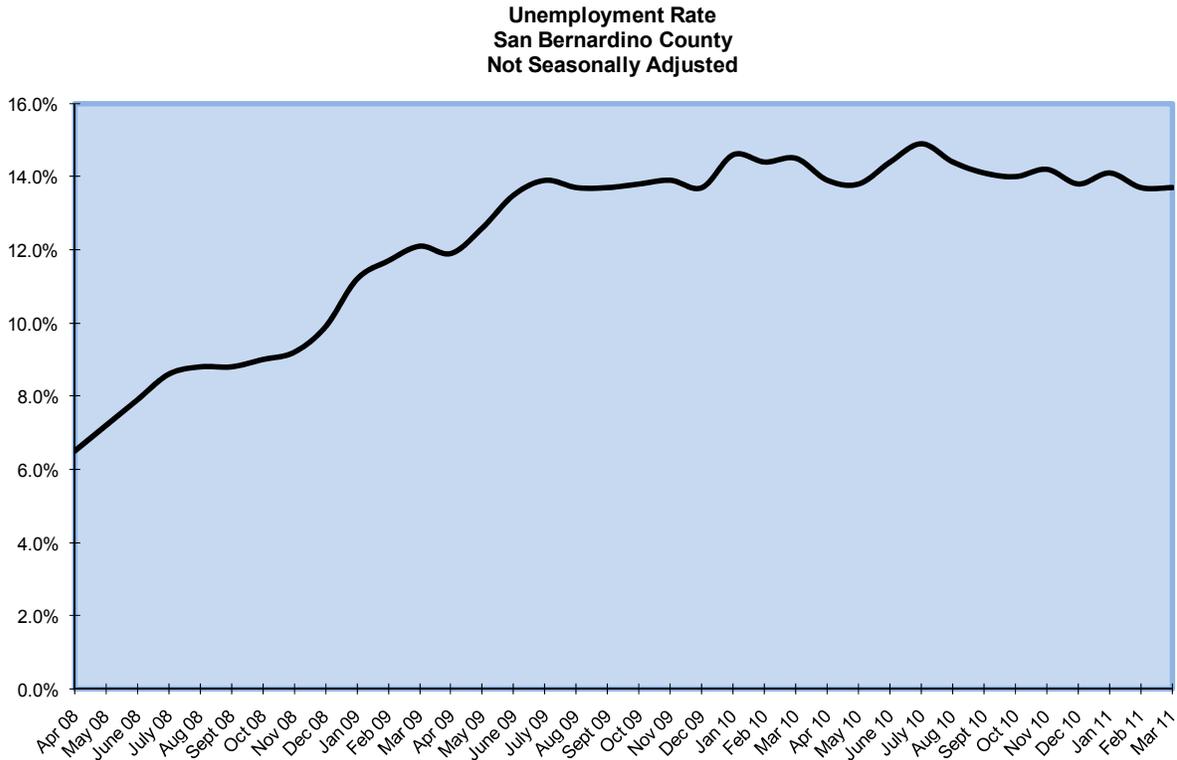
Any countywide discretionary revenue not distributed to departments through their net county cost allocation is placed in contingencies. Every year the County of San Bernardino has set aside a prudent dollar amount in contingencies and reserves for two purposes: 1) to ensure that the county can accommodate 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 recommended 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 significant increase in the County's unemployment rate from April 2008 through March 2011. The County's (preliminary) unemployment rate for March 2011 is 13.7%. During March 2011, the unemployment rates for the state and the United States of America were 12.0% and 8.8%, respectively.



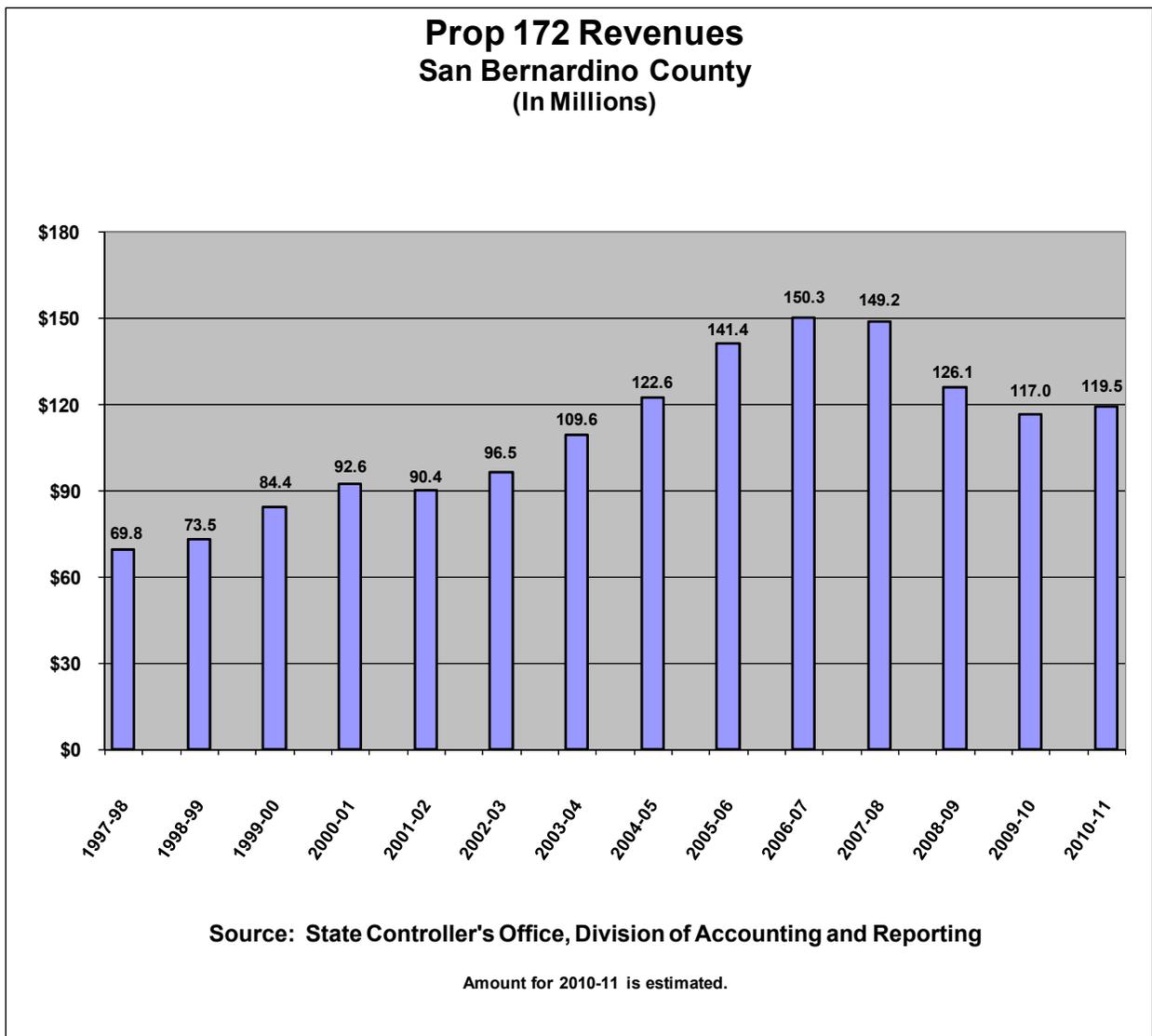
The significant decline in the housing market, which has affected jobs in sectors such as construction, construction-related manufacturing, retail, consumer services, escrow, title and real estate, has contributed to local unemployment.



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.

	Estimated Beginning Fund Balance	2011-12 Budgeted Revenue	2011-12 Budgeted Departmental Usage	Estimated Ending Fund Balance	10% Contingency	Amount in Excess of Required Contingency
Sheriff	12,415,643	84,142,500	(84,000,000)	12,558,143	8,414,250	4,143,893
District Attorney	4,485,272	21,055,000	(21,000,000)	4,540,272	2,105,500	2,434,772
Probation	4,374,054	15,052,500	(15,000,000)	4,426,554	1,505,250	2,921,304
Total	21,274,969	120,250,000	(120,000,000)	21,524,969	12,025,000	9,499,969



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.

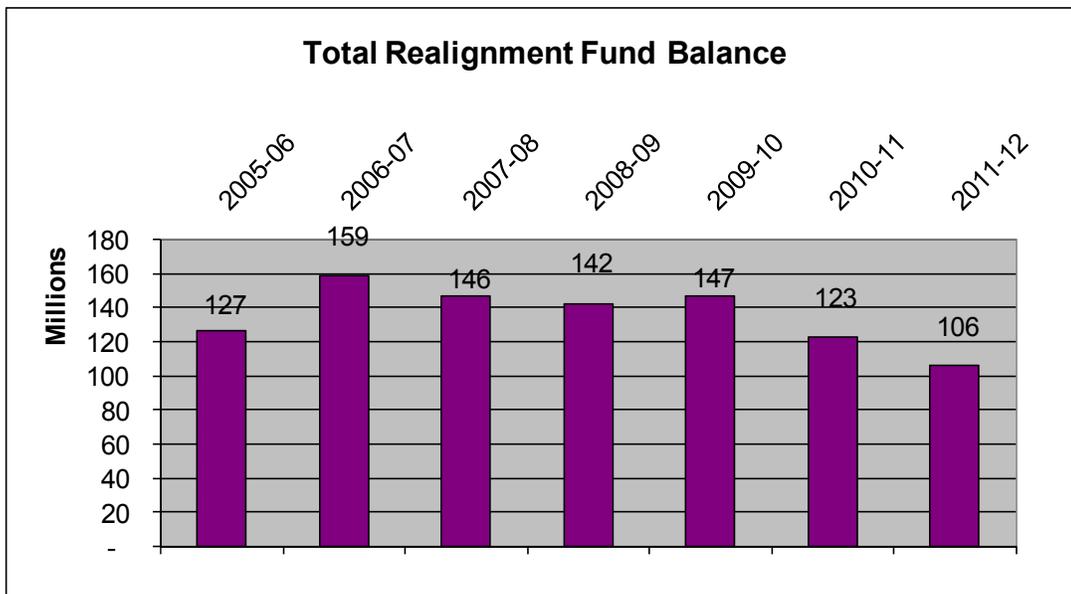
The Realignment program has some flaws in its design that adversely impact County of San Bernardino revenues. First, San Bernardino County is an “under equity county,” meaning that the county receives a lesser share of revenue relative to other counties based on population and estimated poverty population. 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, as compared to prior year revenue, sales tax realized a 3.59% increase while VLF continued to decline with a 1.50% shortfall. Revenue estimates for 2010-11 were not adjusted for this minor change. Higher caseload growth in Foster Care increased estimated departmental usage resulting in a decrease in fund balance of \$24 million reflecting a change from 2010-11 modified budget of \$3.6 million.

For 2011-12, revenues are budgeted at 2010-11 levels, with minimal growth for social services realignment only. Departmental usage continues to exceed budgeted revenues, resulting in an anticipated decrease in fund balance of \$17.1 for the period ending June 30, 2012.

Budget History for All Realignment Budget Units

	ACTUAL 2009-10	MODIFIED BUDGET 2010-11	ESTIMATE 2010-11	RECOMMENDED 2011-12
Beginning Fund Balance	141,677,297	147,047,736	147,047,736	122,988,701
Revenue	178,012,038	177,546,346	177,546,346	179,051,146
Departmental Usage	172,641,599	198,022,344	201,605,381	196,182,152
Ending Fund Balance	147,047,736	126,571,738	122,988,701	105,857,695
Change in Fund Balance	5,370,439	(20,475,998)	(24,059,035)	(17,131,006)

Departmental usage of \$196.2 million exceeds the revenue projection of \$179.0 million, resulting in a net usage of \$17.1 million in total fund balance. 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.

SUMMARY OF REALIGNMENT BUDGET UNITS FOR 2011-12

	Mental Health	Social Services	Health	Total
Estimated Beginning Fund Balance	16,655,788	74,721,350	31,611,563	122,988,701
Budgeted Revenue	50,574,115	76,524,684	51,952,347	179,051,146
Budgeted Departmental Usage	48,423,916	90,641,318	57,116,918	196,182,152
Budgeted 10% Transfers	-	-	-	-
Estimated Ending Fund Balance	18,805,987	60,604,716	26,446,992	105,857,695
Estimated Change in Fund Balance	2,150,199	(14,116,634)	(5,164,571)	(17,131,006)
<hr/>				
Estimated Ending Fund Balance	18,805,987	60,604,716	26,446,992	105,857,695
10% Contingency Target	5,057,412	7,652,468	5,195,235	17,905,115
Available Ending Fund Balance	13,748,576	52,952,248	21,251,757	87,952,581

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

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

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



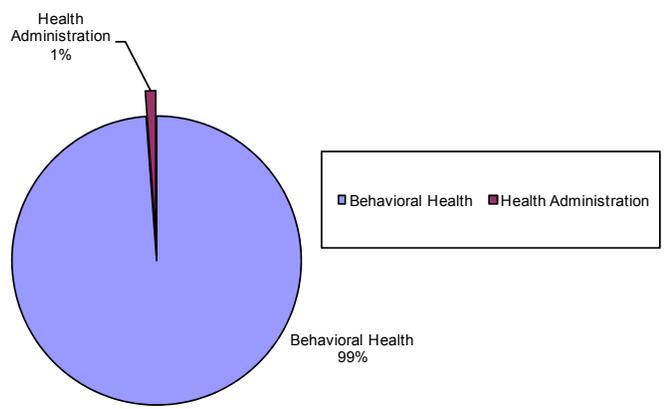
Mental Health

	ACTUAL 2009-10	MODIFIED BUDGET 2010-11	ESTIMATE 2010-11	RECOMMENDED 2011-12
Beginning Fund Balance	13,940,284	14,484,739	14,484,739	16,655,788
Revenue	50,730,059	50,574,115	50,574,115	50,574,115
Departmental Usage	50,185,604	48,403,066	48,403,066	48,423,916
10% Transfers	-	-	-	-
Ending Fund Balance	14,484,739	16,655,788	16,655,788	18,805,987
Change in Fund Balance	544,455	2,171,049	2,171,049	2,150,199

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	MODIFIED BUDGET 2010-11	ESTIMATE 2010-11	RECOMMENDED 2011-12
Behavioral Health	49,854,951	47,842,753	47,842,753	47,842,753
Health Administration	330,653	560,313	560,313	581,163
Total Departmental Usage	50,185,604	48,403,066	48,403,066	48,423,916



Social Services

	ACTUAL 2009-10	MODIFIED BUDGET 2010-11	ESTIMATE 2010-11	RECOMMENDED 2011-12
Beginning Fund Balance	88,997,940	91,717,963	91,717,963	74,721,350
Revenue	75,043,932	75,019,884	75,019,884	76,524,684
Departmental Usage	72,323,909	88,433,460	92,016,497	90,641,318
10% Transfers	-	-	-	-
Ending Fund Balance	91,717,963	78,304,387	74,721,350	60,604,716
Change in Fund Balance	2,720,023	(13,413,576)	(16,996,613)	(14,116,634)

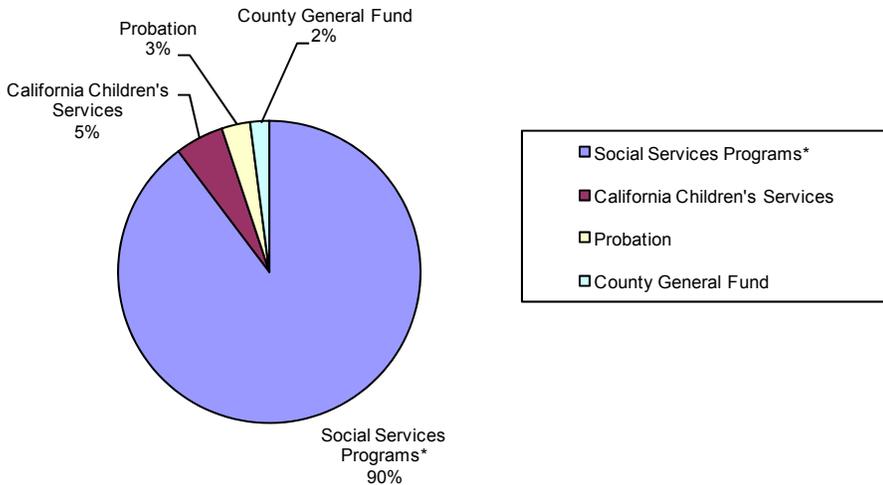
Social Services realignment revenue is composed primarily of sales tax. The split is currently 96% sales tax and 4% vehicle license fees.

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 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	MODIFIED BUDGET 2010-11	ESTIMATE 2010-11	RECOMMENDED 2011-12
Social Services Programs*	64,903,794	79,351,603	83,962,259	81,559,461
California Children's Services	2,920,485	4,582,227	3,554,608	4,582,227
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	88,433,460	92,016,497	90,641,318

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



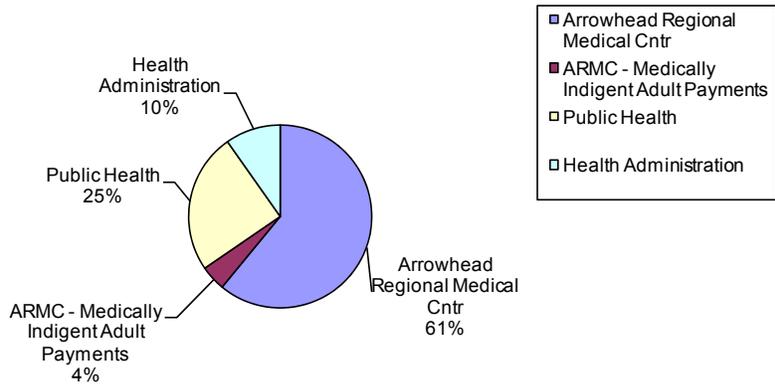
Health

	ACTUAL 2009-10	MODIFIED BUDGET 2010-11	ESTIMATE 2010-11	RECOMMENDED 2011-12
Beginning Fund Balance	38,739,073	40,845,034	40,845,034	31,611,563
Revenue	52,238,047	51,952,347	51,952,347	51,952,347
Departmental Usage	50,132,086	61,185,818	61,185,818	57,116,918
10% Transfers	-	-	-	-
Ending Fund Balance	40,845,034	31,611,563	31,611,563	26,446,992
Change in Fund Balance	2,105,961	(9,233,471)	(9,233,471)	(5,164,571)

For 2011-12, the Health fund is budgeted to spend \$5.2 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 2010-11 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

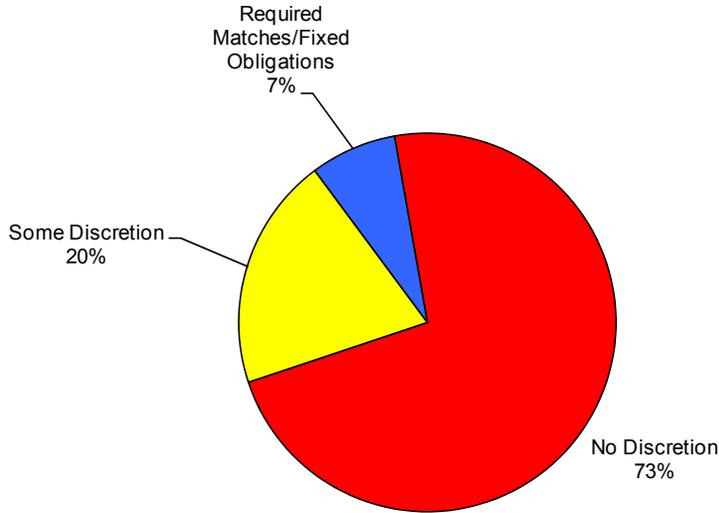
	ACTUAL 2009-10	MODIFIED BUDGET 2010-11	ESTIMATE 2010-11	RECOMMENDED 2011-12
Arrowhead Regional Medical Cntr	37,330,010	36,945,165	36,945,165	34,820,000
ARMC - Medically Indigent Adult Payr	2,550,000	2,550,000	2,550,000	2,550,000
Public Health	5,162,105	14,164,292	14,164,292	14,164,292
Health Administration	5,089,971	7,526,361	7,526,361	5,582,626
Total Departmental Usage	50,132,086	61,185,818	61,185,818	57,116,918



COUNTYWIDE DISCRETIONARY REVENUE

The entire general fund budget including operating transfers in is \$2.3 billion, however, only \$0.5 billion is truly discretionary as seen in this pie chart.

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

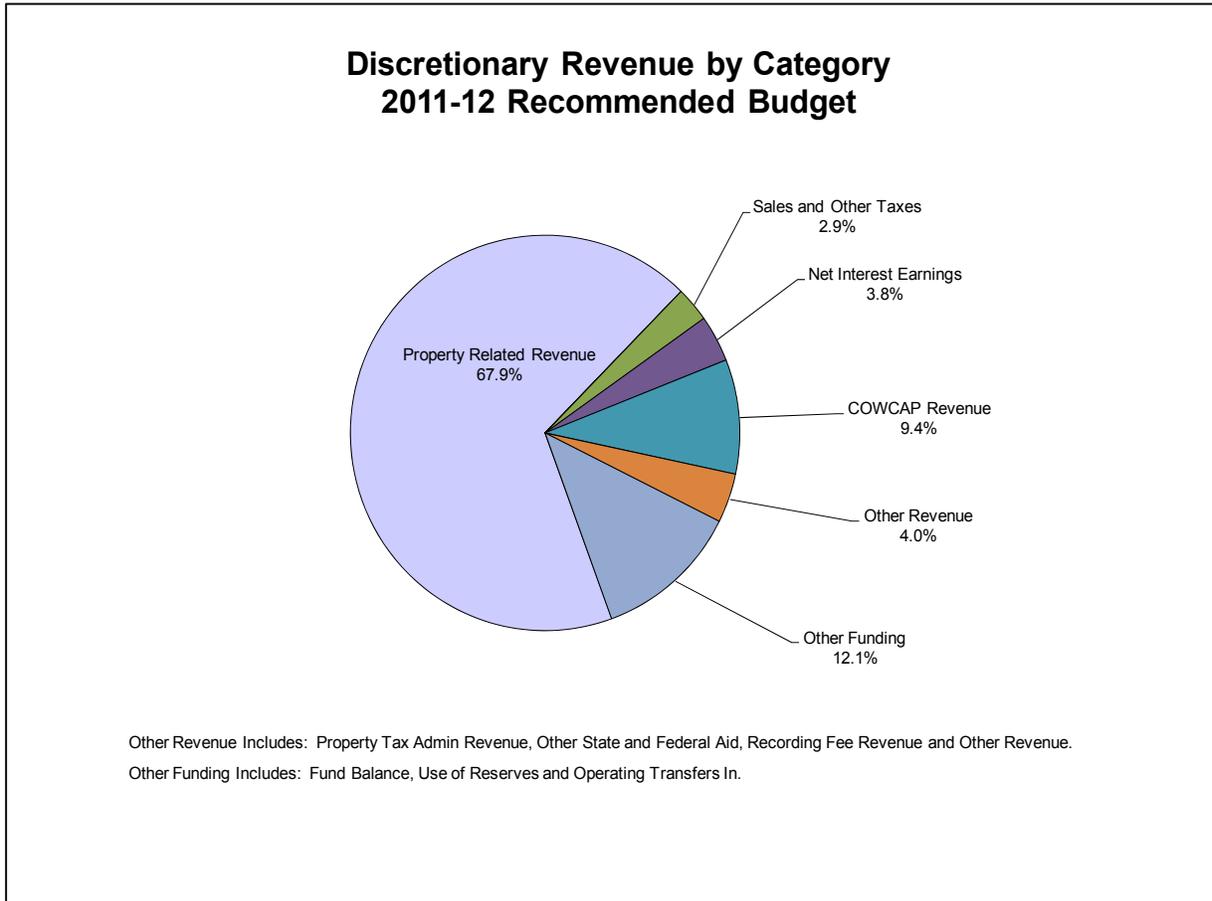


SPENDING WHERE THERE IS NO DISCRETION. INCLUDES:	1,660,976,972
Welfare costs reimbursed by state and federal monies (\$895.6 million)	
Other program costs funded by program revenues such as user fees (\$765.4 million)	
REQUIRED HEALTH AND WELFARE MATCHES AND OTHER FIXED OBLIGATIONS:	168,394,358
SPENDING WHERE THERE IS DISCRETION. INCLUDES:	457,274,338
Contingencies Contributions (\$43.7 million)	
Law and justice program costs funded by local revenues (\$311.0 million)	
All other program costs funded by local revenues (\$102.6 million)	
TOTAL:	\$2,286,645,668

The countywide discretionary revenue is \$625,668,696 and is first obligated to pay for the required health and welfare matches and other fixed obligations, which total \$168,394,358. The remaining amount of \$457,274,338 is available to fund departmental budgets' net county cost or other expenditures.



Shown below are the sources of the countywide discretionary revenue of \$625,668,696 for the 2011-12 recommended budget:



Percentages may not add to 100% due to rounding.



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

	2010-11 Adopted Budget	2010-11 Modified Budget	2010-11 Estimate	2011-12 Recommended Budget
Countywide Discretionary Revenue				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	203,210,172	203,537,556	203,307,144	201,890,667
VLF/Property Tax Swap	197,988,401	202,506,520	202,506,520	202,506,520
Supplemental Property Tax	4,000,000	4,000,000	4,000,000	4,000,000
Property Transfer Tax	5,400,000	5,400,000	5,400,000	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	2,570,000	2,570,000	2,470,000
Prior Property Taxes, Penalties and Interest	4,350,000	4,350,000	4,350,000	4,000,000
Total Property Related Revenue	421,604,792	426,686,240	426,455,828	424,623,950
Sales and Other Taxes:				
Sales and Use Tax	9,540,620	9,905,617	9,905,617	10,437,472
Franchise Fees	7,031,651	5,474,044	5,474,044	5,474,044
Hotel/Motel Tax	1,400,000	1,400,000	1,400,000	1,200,000
Other Taxes	790,000	790,000	790,000	790,000
Total Sales and Other Taxes	18,762,271	17,569,661	17,569,661	17,901,516
Net Interest Earnings	28,544,920	26,324,920	24,075,141	23,887,241
COWCAP Revenue	27,000,022	27,000,022	27,000,022	58,564,924
Property Tax Admin Revenue	12,841,067	12,014,304	14,264,083	13,888,257
Recording Fee Revenue	3,800,000	3,800,000	3,400,000	3,400,000
State and Federal Aid	4,757,395	4,883,223	4,883,223	4,883,223
Other Revenue	2,430,000	6,324,681	8,611,608	3,030,000
Total Countywide Discretionary Revenue	519,740,467	524,603,051	526,259,566	550,179,111
Other Funding Sources				
Fund Balance, beginning	51,474,803	51,474,803	51,474,803	44,079,951
Use of Reserves	63,454,032	71,358,344	71,358,344	864,427
Operating Transfers In (One-Time)	499,515	499,515	499,515	5,705,327
Operating Transfers In (Ongoing)	21,988,281	21,488,281	21,488,281	24,839,880
Total Other Funding Sources	137,416,631	144,820,943	144,820,943	75,489,585
Total Countywide Discretionary Revenue and Other Funding Sources	657,157,098	669,423,994	671,080,509	625,668,696
Locally Funded Appropriation				
Total Countywide Discretionary Revenue	519,740,467	524,603,051	526,259,566	550,179,111
Operating Transfers In (Ongoing)	21,988,281	21,488,281	21,488,281	24,839,880
Locally Funded Appropriation	541,728,748	546,091,332	547,747,847	575,018,991

The 2011-12 discretionary general funding of \$625,668,696 includes Countywide Discretionary Revenue of \$550.2 million and Other Funding Sources of \$75.5 million. Per County Policy the General Purpose Reserve is currently targeted at 10% of locally funded appropriation (\$575,018,991 per above schedule) and a minimum of 1.5% of locally funded appropriation is to be placed in general fund mandatory contingencies. The County Administrative Office will be recommending to increase the target for the General Purpose Reserve to 20% using one-time money when available. This recommendation is based on Government Finance Officers Association (GFOA) definition of a prudent reserve to be two months of operating expenses which is equivalent to 17% and an additional 3% is recommended for the following reasons. The County's discretionary revenue is no longer diversified (primarily all property tax) and this discretionary revenue is the backup for crucial public safety services such as sheriff, fire, transportation, flood control, solid waste and special districts. In addition, the County has had to tackle over \$80 million of structural deficits in the past two fiscal years and over \$45 million in the current year. Lastly, the County needs to maintain adequate cash flows which are currently being affected by state deferrals and economic trends.



Countywide Discretionary Revenue

Property Related Revenue account for over 67% 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 is anticipating a decrease in the assessed valuation of properties within the County. The anticipated decrease for 2011-12 of 0.5% 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 accounted for as interest earnings in countywide discretionary revenue.

The annual advance of the amount of delinquent taxes under the Teeter Plan is anticipated to decline for the 2011-12 property tax cycle. 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, as compared to the 2010-11 Modified Budget.

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, down from \$180.3 million in the 2010-11 Modified Budget. This reflects the projected decrease in assessed valuation of 0.5%.



VLF/Property Tax Swap

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

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

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

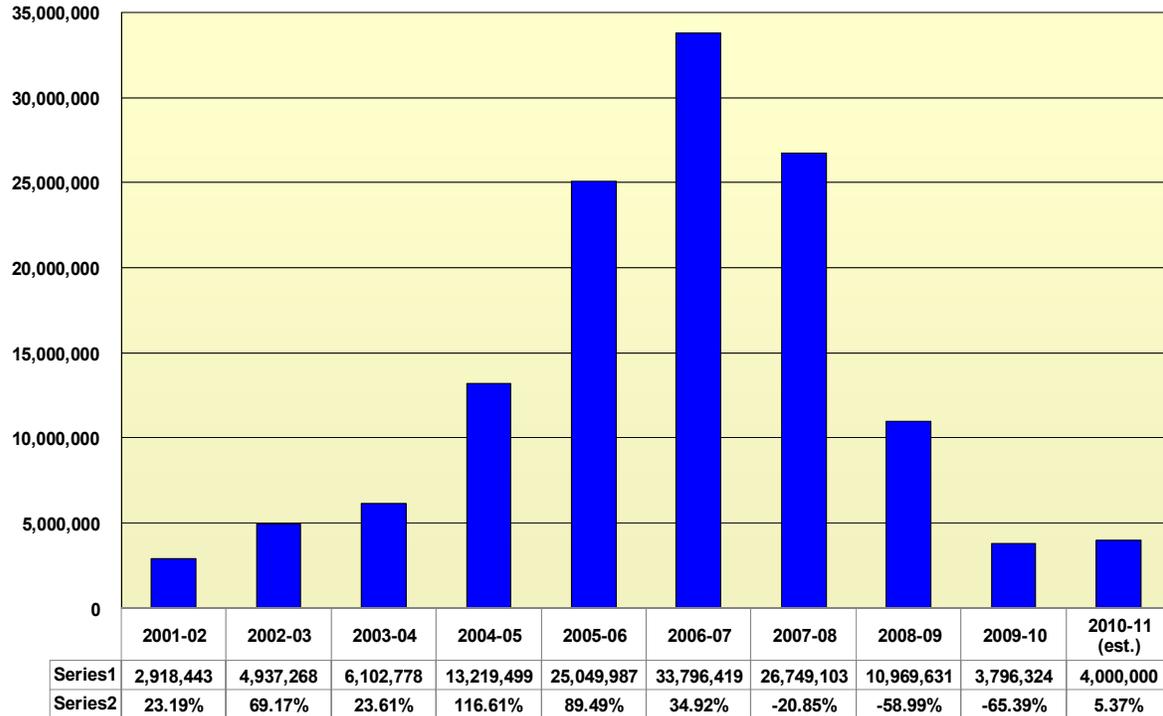
Supplemental Property Tax

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

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**

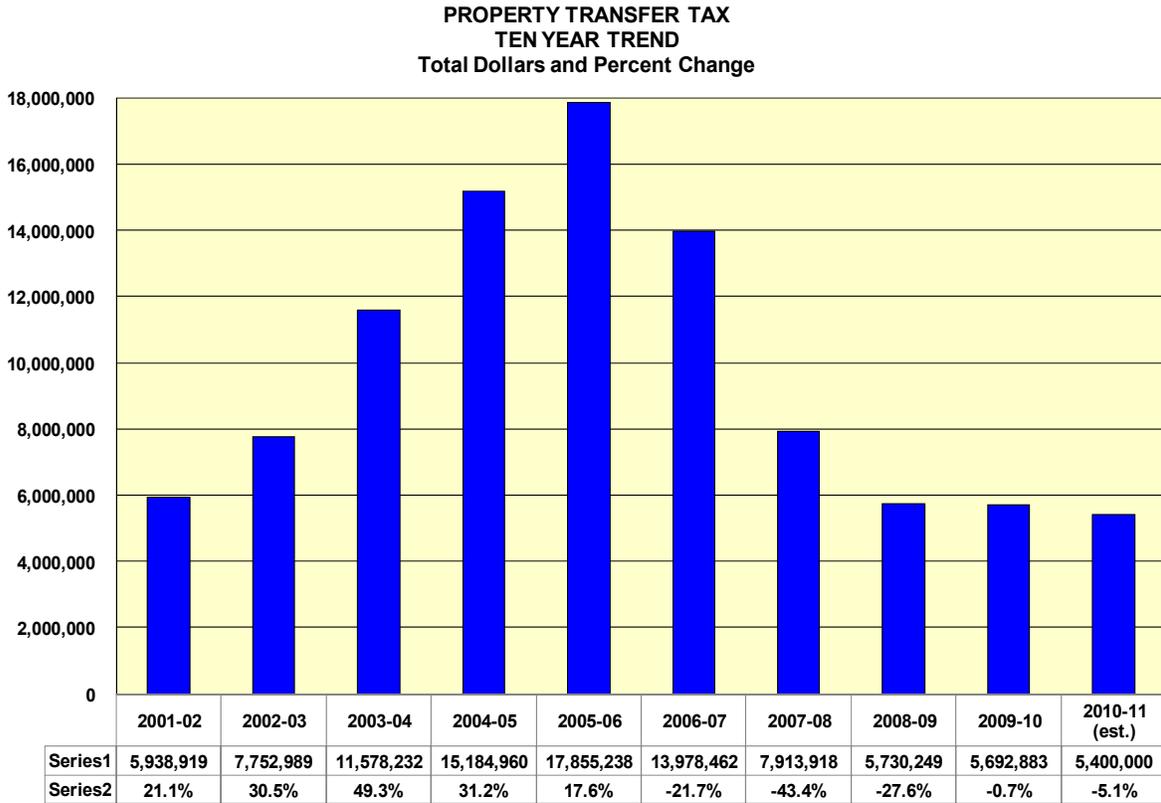


As discussed above, when homes sell at prices lower than the current assessed value reflected on the property tax bill, a refund may be due to the taxpayer. Because many homes have been selling at prices lower than their current assessed values, resulting in the payment of refunds, and because the number 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, the County anticipates that property transfer tax will remain flat in 2011-12, in an amount of \$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 8.25%. 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 Use Tax

Countywide discretionary revenue includes 0.75% of the county's 8.75% 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 estimated receipts. Projected total sales tax revenues in the unincorporated area is projected to total \$13.1 million (after adjusting for the Triple Flip) in 2011-12. The county has budgeted \$10.4 million in 2011-12.

The sales tax revenue projection of \$10.4 million is stated after deducting sales tax revenue remitted to the City of Redlands under the sales tax sharing agreement explained below:

Sales Tax Sharing Agreement with the City of Redlands

In August of 2003, the county entered into a sales tax sharing agreement with the City of Redlands. Under the terms of this agreement, the City of Redlands provides government services to an unincorporated area of the County, and in return the County pays the city a percentage of the sales tax revenue generated in that geographical area. This geographical area has 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 \$0.2 million lower than 2010-11 estimated revenue. The decrease is due to lower available investment rates and lower interest and penalties from delinquent property taxes from the County's Teeter Plan. For more information see the section titled 'The Teeter Plan' on page 14 of 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 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 increase by \$1.9 million from the 2010-11 modified 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 decline slightly as compared to the 2010-11 modified budget.

State and Federal Aid

State and Federal aid consists of a payment from the welfare realignment trust fund, which replaced the state revenue stabilization program, and SB90 reimbursements from the state. It also includes revenues received from the federal government's Payment in Lieu of Taxes (PILT) program. The Emergency Economic Stabilization Act of 2008 (Public Law 110-343) was enacted on October 3, 2008 and authorized full funding for the PILT program from 2008 through 2012, which will generate approximately \$1.0 million in additional PILT revenue annually. 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 and Reimbursements

The 2010-11 estimated year-end fund balance for the general fund is \$44.1 million.

Use of Reserves

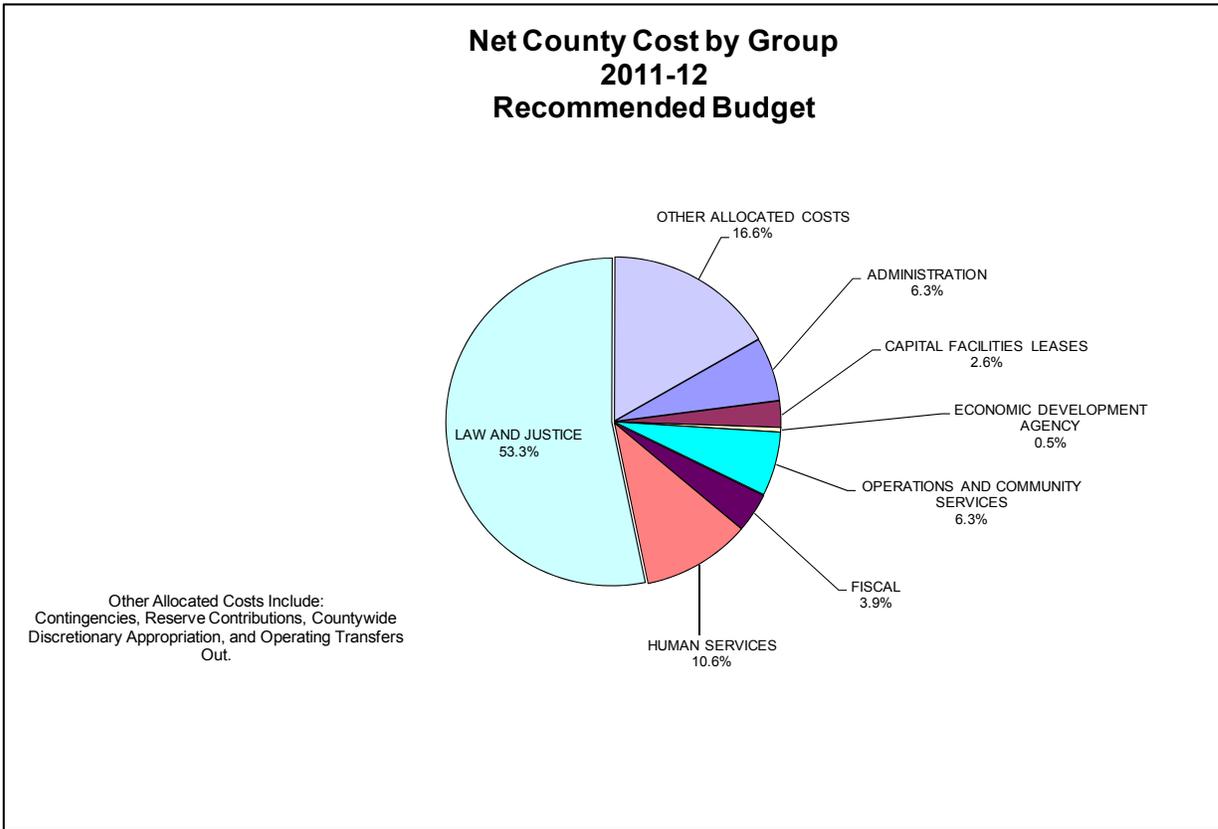
The 2011-12 budget anticipates the use of \$0.9 million from the Business Process Improvement Reserve to fund a project approved in a prior year of \$0.3 million that has not been completed and the remaining balance of \$0.6 million will be removed and be available for use in 2011-12.

Operating Transfers In

Operating transfers in primarily include \$17.0 million of ongoing tobacco settlement funds to provide \$15.0 million of ongoing funding for debt service on the Arrowhead Regional Medical Center and \$2.0 million of ongoing funding for Public Health, \$5.0 million of ongoing Courthouse and Criminal Justice Construction funds to fund debt service on the Foothill Law and Justice Center, and a one-time \$4.5 million reimbursement from SANBAG for the Valley and Pepper Intersection project.



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



Department Title	2010-11 Modified Budget:			2011-12 Recommended Budget:			Change Between 2010-11 Modified & 2011-12 Recommended:		
	Appropriation	Revenue	Net County Cost	Appropriation	Revenue	Net County Cost	Appropriation	Revenue	Net County Cost
BOARD OF SUPERVISORS (ALL DISTRICTS)	8,869,044	-	8,869,044	7,903,032	-	7,903,032	(966,012)	-	(966,012)
CLERK OF THE BOARD	2,284,915	517,809	1,767,106	1,776,092	383,750	1,392,342	(508,823)	(134,059)	(374,764)
COUNTY ADMINISTRATIVE OFFICE	6,018,662	-	6,018,662	4,075,332	-	4,075,332	(1,943,330)	-	(1,943,330)
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	388,681	-	388,681	392,708	-	392,708	4,027	-	4,027
COUNTY COUNSEL	9,280,312	5,695,850	3,584,462	8,613,610	5,455,250	3,158,360	(666,702)	(240,600)	(426,102)
FINANCE AND ADMINISTRATION	-	-	-	2,272,535	-	2,272,535	2,272,535	-	2,272,535
HUMAN RESOURCES	5,082,016	352,900	4,729,116	4,720,452	312,700	4,407,752	(361,564)	(40,200)	(321,364)
HUMAN RESOURCES - UNEMPLOYMENT INSURANCE	4,000,500	-	4,000,500	4,000,500	-	4,000,500	-	-	-
HUMAN RESOURCES - EMPLOYEE HEALTH AND WELLNESS	643,718	868,718	(225,000)	1,034,048	1,034,048	-	390,330	165,330	225,000
INFORMATION SERVICES - APPLICATION DEVELOPMENT	14,952,353	7,509,310	7,443,043	14,780,223	7,579,518	7,200,705	(172,130)	70,208	(242,338)
PURCHASING	1,260,439	339,833	920,606	1,240,471	431,846	808,625	(19,968)	92,013	(111,981)
LOCAL AGENCY FORMATION COMMISSION	344,637	-	344,637	344,637	-	344,637	-	-	-
COUNTY SCHOOLS	2,994,155	-	2,994,155	3,286,324	-	3,286,324	292,169	-	292,169
ADMINISTRATION SUBTOTAL:	56,119,432	15,284,420	40,835,012	54,439,964	15,197,112	39,242,852	(1,679,468)	(87,308)	(1,922,160)
CAPITAL FACILITIES LEASES	54,640,359	38,000,000	16,640,359	16,258,391	-	16,258,391	(38,381,968)	(38,000,000)	(381,968)
CAPITAL FACILITIES LEASES SUBTOTAL:	54,640,359	38,000,000	16,640,359	16,258,391	-	16,258,391	(38,381,968)	(38,000,000)	(381,968)
ECONOMIC DEVELOPMENT	3,296,638	35,000	3,261,638	2,892,151	25,000	2,867,151	(404,487)	(10,000)	(394,487)
ECONOMIC DEVELOPMENT AGENCY SUBTOTAL:	3,296,638	35,000	3,261,638	2,892,151	25,000	2,867,151	(404,487)	(10,000)	(394,487)
ASSESSOR/RECORDER/COUNTY CLERK	17,484,819	3,046,508	14,438,311	19,964,359	5,348,500	14,615,959	2,479,540	2,301,892	177,648
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	36,255,190	25,636,856	10,418,334	33,757,029	24,086,883	9,670,146	(2,498,161)	(1,749,973)	(748,188)
FISCAL SUBTOTAL:	53,740,009	28,883,364	24,856,645	53,721,388	29,435,283	24,286,105	(18,621)	551,919	(570,540)
HEALTH ADMINISTRATION	75,786,933	60,786,933	15,000,000	75,002,735	60,799,005	15,003,730	15,802	12,072	3,730
BEHAVIORAL HEALTH	122,752,475	120,760,264	1,992,211	129,238,880	127,246,669	1,992,211	6,486,405	6,486,405	-
PUBLIC HEALTH	73,643,631	69,906,988	3,736,643	69,696,516	65,949,624	3,746,892	(3,947,115)	(3,957,364)	10,249
PUBLIC HEALTH - CALIFORNIA CHILDRENS SERVICES	18,590,834	14,012,742	4,578,092	18,868,538	14,290,446	4,578,092	277,704	277,704	-
PUBLIC HEALTH - INDIGENT AMBULANCE	472,501	-	472,501	472,501	-	472,501	-	-	-
AGING AND ADULT SERVICES	10,349,671	9,142,051	1,207,620	10,022,572	10,022,572	-	(327,099)	880,521	(1,207,620)
AGING AND ADULT SERVICES - PUBLIC GUARDIAN-CONSERVATOR	847,657	304,200	543,457	832,631	242,344	590,287	(15,026)	(61,856)	46,830
CHILD SUPPORT SERVICES	40,204,574	40,204,574	-	40,407,888	40,407,888	-	203,314	203,314	-
HUMAN SERVICES - ADMINISTRATIVE CLAIM	424,568,707	410,170,601	14,398,106	420,921,899	407,405,793	13,516,106	(3,646,808)	(2,764,808)	(882,000)
DOMESTIC VIOLENCE/CHILD ABUSE SERVICES	656,812	656,812	-	656,812	656,812	-	-	-	-
ENTITLEMENT PAYMENTS (CHILDCARE)	35,191,000	35,191,000	-	27,264,832	27,264,832	-	(7,926,168)	(7,926,168)	-
OUT-OF-HOME CHILD CARE	660,566	-	660,566	660,566	-	660,566	-	-	-
AID TO ADOPTIVE CHILDREN	47,262,118	45,661,674	1,600,444	49,988,138	48,038,618	1,949,520	2,726,020	2,376,944	349,076
AFDC - FOSTER CARE	89,908,958	78,029,830	11,879,128	102,784,212	90,722,104	12,062,108	12,875,254	12,692,274	182,980
REFUGEE CASH ASSISTANCE	70,000	70,000	-	57,738	57,738	-	(12,262)	(12,262)	-
CASH ASSISTANCE FOR IMMIGRANTS	1,231,617	1,231,617	-	1,297,984	1,297,984	-	66,367	66,367	-
CALWORKS - ALL OTHER FAMILIES	276,512,360	270,022,216	6,310,144	263,668,563	257,076,849	6,591,714	(12,843,797)	(13,125,367)	281,570
KINSHIP GUARDIANSHIP ASSISTANCE PROGRAM	6,245,694	4,948,062	1,297,632	5,928,840	4,594,851	1,333,989	(316,854)	(353,211)	36,357
SERIOUSLY EMOTIONALLY DISTURBED	7,547,979	6,524,867	1,023,112	-	-	-	(7,547,979)	(6,524,667)	(1,023,312)
CALWORKS - 2 PARENT FAMILIES	43,834,521	42,758,358	1,076,163	44,389,301	43,279,568	1,109,733	554,780	521,210	33,570
AID TO INDIGENTS (GENERAL RELIEF)	1,625,000	475,000	1,150,000	1,785,134	495,375	1,289,759	160,134	20,375	139,759
VETERANS AFFAIRS	1,720,957	480,542	1,240,415	1,696,566	420,000	1,276,566	(24,391)	(60,542)	36,151
HUMAN SERVICES SUBTOTAL:	1,279,684,965	1,211,518,131	68,166,434	1,266,442,846	1,200,269,072	66,173,774	(13,241,719)	(11,248,059)	(1,992,660)
COUNTY TRIAL COURTS - DRUG COURT PROGRAMS	444,918	444,918	-	368,185	368,185	-	(76,733)	(76,733)	-
COUNTY TRIAL COURTS - GRAND JURY	565,623	-	565,623	412,540	-	412,540	(153,083)	-	(153,083)
COUNTY TRIAL COURTS - INDIGENT DEFENSE PROGRAM	9,299,413	141,000	9,158,413	9,284,045	120,000	9,164,045	(15,368)	(21,000)	5,632
COUNTY TRIAL COURTS - COURT FACILITIES/JUDICIAL BENEFITS	1,589,716	-	1,589,716	1,288,342	-	1,288,342	(301,374)	-	(301,374)
COUNTY TRIAL COURTS - COURT FACILITIES PAYMENTS	2,505,233	-	2,505,233	2,505,233	-	2,505,233	-	-	-
COUNTY TRIAL COURTS - FUNDING OF MAINTENANCE OF EFFORT	30,208,490	22,082,000	8,126,490	27,054,567	17,926,316	9,128,251	(3,153,923)	(4,155,684)	1,001,761
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	59,964,118	25,569,048	34,395,070	57,731,327	24,945,636	32,785,691	(2,232,791)	(623,412)	(1,609,379)
LAW & JUSTICE GROUP ADMINISTRATION	336,756	182,732	154,024	183,300	183,300	-	(153,456)	568	(154,024)
PROBATION - ADMINISTRATION, CORRECTIONS AND DETENTION	113,522,351	44,698,911	68,823,440	109,908,433	40,379,045	69,529,388	(3,613,918)	(4,319,866)	705,948
PROBATION - COURT-ORDERED PLACEMENTS	1,528,834	-	1,528,834	1,529,717	-	1,529,717	883	-	883
PROBATION - JUVENILE JUSTICE GRAND PROGRAM	-	-	-	-	-	-	-	-	-
PUBLIC DEFENDER	33,403,647	1,749,544	31,654,193	32,070,114	2,070,543	29,999,571	(1,333,533)	321,089	(1,654,622)
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	418,979,757	266,399,422	152,580,335	448,765,563	271,652,048	177,113,515	29,785,806	5,252,626	24,533,180
LAW AND JUSTICE SUBTOTAL:	672,348,856	361,267,485	311,081,371	691,101,366	357,645,073	333,456,293	18,752,510	(3,622,412)	22,374,922
AGRICULTURE/WEIGHTS AND MEASURES	6,435,478	4,892,179	1,543,299	6,383,146	5,331,670	1,051,476	(52,332)	439,491	(491,823)
AIRPORTS	2,813,284	2,813,284	-	2,946,349	2,946,349	-	133,065	133,065	-
ARCHITECTURE AND ENGINEERING	-	-	-	-	-	-	-	-	-
COUNTY MUSEUM	3,331,463	1,831,250	1,500,213	3,533,743	1,673,195	1,860,548	202,280	(158,055)	360,335
FACILITIES MANAGEMENT	13,112,580	12,886,466	226,114	12,270,181	12,270,181	-	(842,399)	(616,285)	(226,114)
FACILITIES MANAGEMENT - UTILITIES	20,413,190	3,604,550	16,808,640	19,741,736	1,912,093	17,829,643	(671,454)	(1,692,457)	1,021,003
LAND USE SERVICES - ADMINISTRATION	310,000	-	310,000	-	-	-	(310,000)	-	(310,000)
LAND USE SERVICES - PLANNING	5,434,662	2,813,217	2,621,445	5,980,765	2,702,008	3,278,757	546,103	(111,209)	657,312
LAND USE SERVICES - BUILDING AND SAFETY	3,330,752	2,830,752	500,000	3,465,788	2,952,731	513,057	135,306	121,979	13,057
LAND USE SERVICES - CODE ENFORCEMENT	4,076,490	371,798	3,704,692	4,584,996	568,950	4,016,046	508,506	197,152	311,354
LAND USE SERVICES - FIRE HAZARD ABATEMENT	2,172,841	1,780,763	392,078	1,899,146	1,679,965	219,181	(273,695)	(100,798)	(172,897)
PUBLIC WORKS-SURVEYOR	3,949,258	3,752,571	196,687	4,236,618	3,976,715	259,903	287,360	224,144	63,216
REAL ESTATE SERVICES	1,374,795	1,374,795	-	1,110,781	1,110,781	-	(264,014)	(264,014)	-
REAL ESTATE SERVICES - RENTS AND LEASES	833,494	833,494	-	1,279,005	1,279,005	-	445,511	445,511	-
REAL ESTATE SERVICES - COURTS PROPERTY MANAGEMENT	1,913,044	1,913,044	-	2,336,364	2,336,364	-	423,320	423,320	-
REGIONAL PARKS	9,227,349	7,993,000	1,234,349	11,216,005	7,651,925	3,564,080	1,988,656	(341,075)	2,329,731
REGISTRAR OF VOTERS	7,405,926	2,278,199	5,127,727	9,351,048	2,513,500	6,837,548	1,945,122	235,301	1,709,821
OPERATIONS AND COMMUNITY SERVICES SUBTOTAL:	86,134,606	51,969,362	34,165,244	90,335,671	50,905,432	39,430,239	4,201,065	(1,063,930)	5,264,995
GENERAL FUND DEPARTMENT SUBTOTAL:	2,205,964,465	1,706,957,762	499,006,703	2,175,191,777	1,653,476,972	521,714,805	(30,772,688)	(53,480,790)	22,708,102
CONTINGENCIES	38,331,985	-	38,331,985	53,756,199	-	53,756,199	15,424,214	-	15,424,214
RESERVE CONTRIBUTIONS	1,000,000	-	1,000,000	6,501,791	-	6,501,791	5,501,791	-	5,501,791
BOARD ELECTIVE PROJECTS	9,983,055	-	9,983,055	-	-	-	(9,983,055)	-	(9,983,055)
NON DEPARTMENTAL APPROPRIATION	7,500,000	7,500,000	-	7,500,000	7,500,000	-	-	-	-
OPERATING TRANSFERS OUT	121,102,251	-	121,102,251	43,695,901	-	43,695,901	(77,406,350)	-	(77,406,350)
TOTAL COUNTYWIDE ALLOCATED COSTS:	177,917,291	7,500,000	170,417,291	111,463,891	7,500,000	103,963,891	(66,463,400)	-	(66,463,400)
GRAND TOTAL:	2,383,881,756	1,714,457,762	669,423,994	2,286,645,668	1,660,976,972	625,668,696	(97,238,088)	(53,480,790)	(43,755,298)

NOTE: Total countywide allocated costs on this schedule includes appropriation for Non Departmental budget unit. This

NON DEPARTMENTAL BUDGET UNIT

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

APPROPRIATION

	2010-11 Adopted Budget	2010-11 Modified Budget	2010-11 Estimated	2011-12 Recommended Budget
Appropriation				
Salaries & Benefits	456,123	456,123	456,123	435,051
Services & Supplies	1,000,000	1,000,000	664,000	1,000,000
Other Charges	6,043,877	6,043,877	1,100,000	6,064,949
Total Expenditure Authority	7,500,000	7,500,000	2,220,123	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 revenue reported in the table titled 'Countywide Discretionary Revenue Which Pay for Net County Cost' is reduced by these expenditures.

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

OPERATING TRANSFERS OUT

	2010-11 Adopted Budget	2010-11 Modified Budget	2010-11 Estimated	2011-12 Recommended 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		4,000,000	4,000,000	
Capital Facilities Leases - Prepayment of Long Term Debt	38,000,000	38,000,000	38,000,000	
Business Process Improvement Reserve allocations	704,032	704,032	416,762	287,270
Justice Facilities Reserve allocations		52,562	52,562	
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
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
Public Works - Fund 2 positions in land development				283,000
General Fund Subsidy to County Fire	7,380,942	7,380,942	7,380,942	12,380,942
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	353,000	177,414	353,000
Flood Control District Stormwater Permit	300,000	300,000	300,000	1,000,000
Total Operating Transfers Out	89,197,939	125,102,251	124,635,935	43,695,901



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	(6.7)	0.2	0.1	0.2	0.2
Total	<u>\$ (1.1)</u>	<u>\$ 10.7</u>	<u>\$ 10.8</u>	<u>\$ 11.1</u>	<u>\$ 11.2</u>
Increase in Costs:					
Salaries & Benefits	\$(16.0)	\$(4.2)	\$(2.5)	\$(3.0)	\$(3.3)
Retirement Increases	(13.4)	(17.3)	(20.8)	(16.5)	(4.1)
Insurance and Central Services	(1.2)	0.7	0.7	(2.8)	-
Adult Detention Center Staffing	-	-	(34.2)	-	-
Unfunded Leave Liability	(3.9)	-	-	-	-
Increase Subsidy to County Fire	(5.0)	-	-	-	-
Other Costs	(5.4)	(3.9)	(1.6)	(4.4)	(3.1)
Total	<u>\$(44.9)</u>	<u>\$(24.7)</u>	<u>\$(58.4)</u>	<u>\$(26.7)</u>	<u>\$(10.5)</u>
Net Yearly Operating Deficit	<u>\$(46.0)</u>	<u>\$(14.0)</u>	<u>\$(47.6)</u>	<u>\$(15.6)</u>	<u>\$ 0.7</u>
Cumulative Yearly Operating Deficit	<u>\$(46.0)</u>	<u>\$(60.0)</u>	<u>\$(107.6)</u>	<u>\$(123.2)</u>	<u>\$(122.5)</u>
Subsequent changes made	(0.6)				
	<u>\$(46.6)</u>				



Due to the projected budget gaps and operating cost pressures, the County Administrative Office has developed a strategic plan to address the \$122.5 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 Recommended 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 Recommended Contributions / (Uses)	2011-12 Recommended Budget
Contingencies				
Mandatory Contingencies (1.5% of Locally Funded Appropriation)	7,796,107		456,580	8,252,687
Uncertainties Contingencies	25,889,134	5,305,146	(9,690,768)	21,503,512
Ongoing Set-Aside Contingencies				
Future Space Needs	24,000,000	(24,000,000)	24,000,000	24,000,000
Total Contingencies	57,685,241	(18,694,854)	14,765,812	53,756,199



2010-11 Changes to Uncertainties Contingencies

In 2010-11 quarterly budget reports resulted in adjustments to the Uncertainties Contingencies of \$5,305,146 as follows:

- \$7,558,249 increase due to \$1,312,930 in revenue increases and \$6,245,319 in expenditure 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 expenditure 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 expenditure increases. This reflects the budget adjustments for the third quarter of 2010-11.

2010-11 Changes to Ongoing Set-Aside Contingencies

County Budget Financing Policy 02-09 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 \$8,252,687, the amount required pursuant to Board policy, based on previously projected locally funded appropriation of \$550.2 million. The definition of locally funded appropriation has recently been expanded to include ongoing operating transfers in and an adjustment to the mandatory contingencies will be included with the adoption of this budget to adhere to county policy.

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 recommended budget, the County has set aside \$24.0 million of ongoing revenue sources to fund future ongoing expenditures for future spaces needs. This money is recommended to fund a new 800 MHz digital radio system for Public Safety beginning in 2011-12 until project is completed.



RESERVES

The County has a number of reserves that have been established over the years. Some are for specific purposes, such as to meet future known obligations or to build a reserve for capital projects. The general purpose reserve are funds held to protect the county from unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the county. On January 6, 1998, the Board of Supervisors adopted a county policy to provide guidelines and goals for reserve levels. The current policy calls for the County’s General Purpose Reserve to equal 10% of locally funded appropriation. The Board of Supervisors also established specific purpose reserves to temporarily help meet future needs.

	Total Reserves						
	6/30/10 Ending Balance	Approved 2010-11		6/30/11 Estimated Balance	Recommended 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
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		(416,762)	864,427		(864,427)	
Justice Facilities	52,562		(52,562)				
Total Specific Purpose	170,644,061	1,000,000	(71,071,074)	100,572,987	1,000,000	(864,427)	100,708,560
Total Reserves	230,377,678			160,306,604			165,943,968

2010-11 Contributions

For 2010-11 the general purpose reserve remains unchanged. Because locally funded appropriation was projected to decrease no 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 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.
- \$416,762 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 Recommended Contributions and Uses

For 2011-12, there is a recommended increase to the General Purpose Reserve of \$5,501,791. This would bring the balance of the General Purpose Reserve to \$65,235,408. The recommended budget also includes:

- \$1.0 million contribution to the High Desert Fire Station Reserve.
- \$864,427 use of the Business Process Improvement Reserve; \$287,270 to fund a case management project for the Public Defender. 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.

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

	Year End Actual Balances				Estimated	Recommended
	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
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 Reserve	4.0	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	0.9	-
Justice Facilities	0.1	0.1	0.1	0.1	-	-
Total Specific Purpose Reserves	(1) 139.7	180.0	146.4	170.7	100.6	100.7
Total Reserves	(1) 192.2	237.2	206.1	230.4	160.3	165.9

(1) Totals may not add due to rounding.



GRANT INVENTORY SUMMARY

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*Budget Information for this Department can be found in the Other Agencies Budget Book



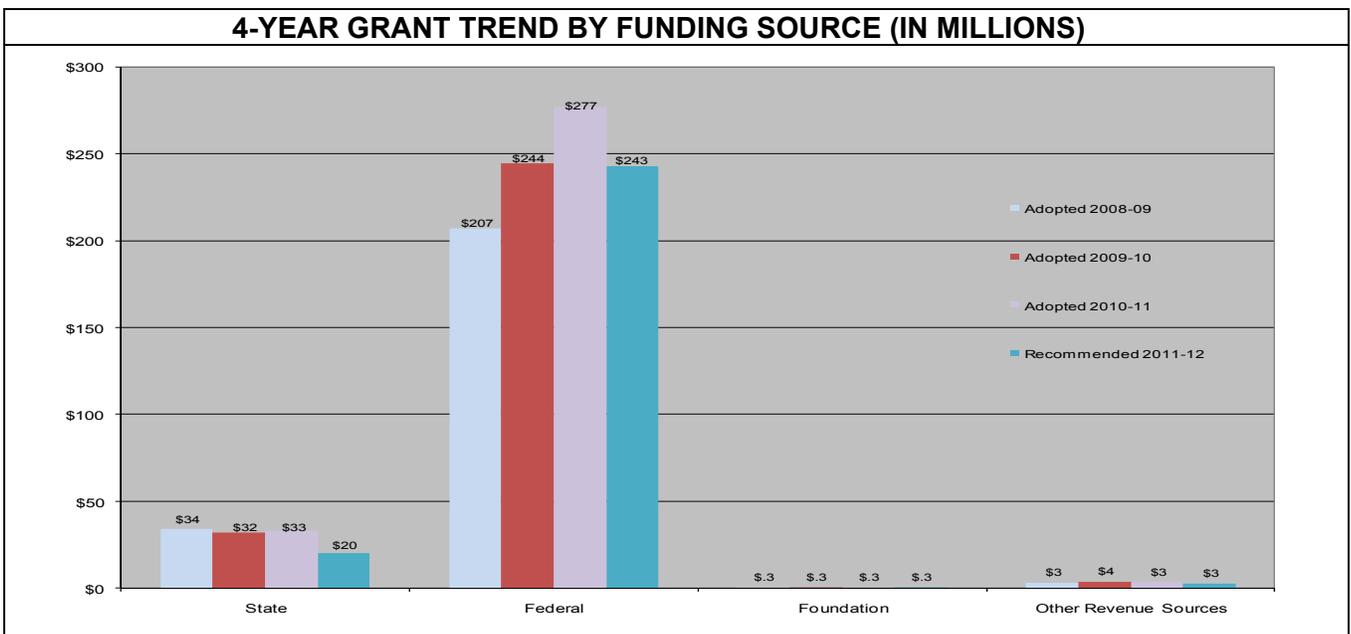
GRANT INVENTORY REPORT SUMMARY

The Grant Inventory Report compiles and reports budgeted grant revenue, including departmental reimbursements among the departments related to grants acquired either directly or indirectly from federal, state, and/or local sources including private foundations. The report reflects grant comparisons based on the 2010-11 Adopted Budget and the 2011-12 Recommended Budget. The report is prepared on a yearly basis and reflects total grant funds received and expended by each departmental group for each year, including information for multi-year grants. It is important to note that the estimated revenue for multi-year grants may appear low compared to the budgeted amount; primarily due to the budgeting of the maximum amount available and estimated revenue reflecting the actual amount anticipated to be received in the current year.

REVENUE TYPE VERSUS GRANT TYPE

Grant revenue is budgeted under either departmental reimbursements or revenue. Departmental reimbursements represent grant revenue payments made by the lead department to a sub-grantee department providing grant-related services on behalf of the lead department. In order to avoid duplication of revenue, this type of grant revenue is reflected in the report but excluded from the total revenue. Grant reimbursement information is included to detail and emphasize the collaboration among departments in obtaining and performing grant activities. Departmental revenue represents the total amount of grant funds budgeted for a specific year.

The detail report categorizes each grant by the following revenue types: State, Federal, Foundation, or Other Revenue Sources (such as other local agencies, school districts and other non-profit collaborations).



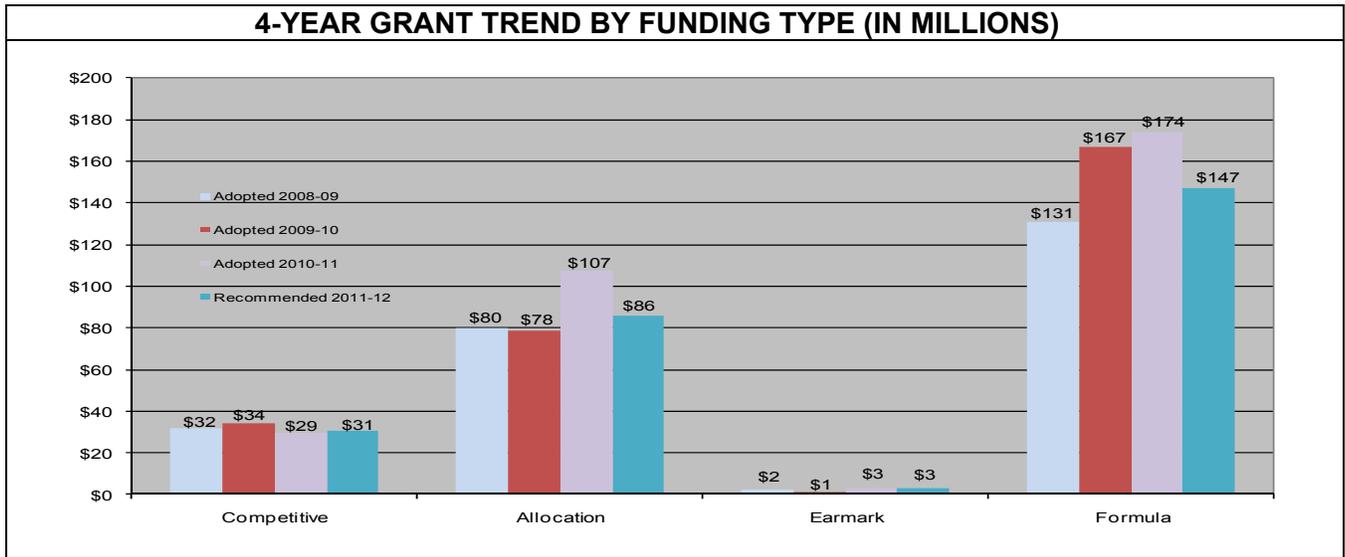
As demonstrated in the graph above, the County of San Bernardino primarily depends on federal funding, either directly or indirectly through state pass thru grants. Federal grant funding has fluctuated over the past three years, spiking in 2010-11 with the County receiving additional American Recovery and Reinvestment Act (ARRA) funding. The report is separated into two major types of grant funding received, competitive and noncompetitive.



Competitive Grants: This type of grant generally requires the submission of a proposal in response to a Request for Proposal or Request for Application from a funding agency, commonly referred to as the Notice of Funding Availability.

Noncompetitive Grants: This type of grant may or may not require the submission of a proposal. Noncompetitive grants primarily consist of direct allocations, formula grants, and earmarks. Allocations are direct funds primarily from federal and/or state sources in the form of block grants that go to a specific agency for an exclusive purpose or service. Formula grants, also known as formula-driven allocations, are allocated on a set criteria or formula basis, primarily based on regional or local geographic data (i.e., population, poverty levels, etc.) or for a specific pre-identified problem. Formula grants are generally passed through governmental intermediaries such as state, county, city governments, special commissions or district boards prior to reaching the grant recipient. Noncompetitive grant funding also includes endowments in the form of earmarks, which are congressionally allocated for a particular purpose within a specific congressional district.

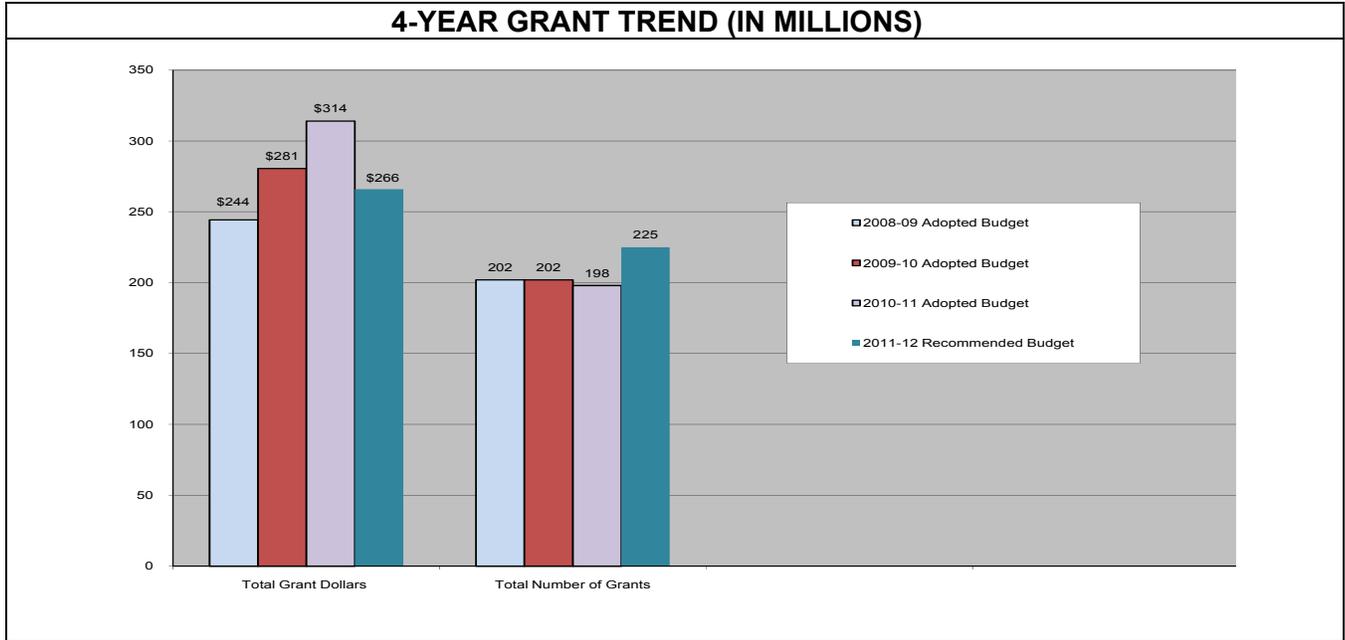
BUDGET HISTORY



As demonstrated by the graph above, the County of San Bernardino primarily depends on noncompetitive grant funding, with the majority of the funding coming from formula grants. For 2011-12, formula funding has decreased approximately \$27 million. This is due primarily to the ending and elimination of federal funded programs with the most significant decreases in ARRA funding (\$17 million) and the elimination of one-time Neighborhood Stabilization Program funding (\$10 million). Aside from allocations and formula grants, the county continuously seeks to secure competitive funding and earmarks, which have become more difficult to secure due to the current economic downturn.



BUDGET HISTORY



MAJOR GRANT CHANGES

2011-12 Grant Revenue is estimated to be \$266 million, decreasing by approximately \$48 million as compared to previous year. Despite this decrease, the total number of countywide grants has increased from 198 to 225.

3-YEAR GRANT TREND

	2009-10 Adopted Budget	2010-11 Adopted Budget	2011-12 Recommended Budget	Change Between 2010-11 & 2011-12	Percent Change
Administration	-	-	-	-	0%
Arrowhead Regional Medical Center	-	-	-	-	0%
Economic Development Agency	75,000	10,649	-	(10,649)	-100.0%
Human Services	4,598,619	4,933,401	2,735,712	(2,197,689)	-44.5%
Law and Justice	2,496,946	1,883,977	1,778,909	(105,068)	-5.6%
Operations and Community Services	1,868,765	1,806,921	1,256,875	(550,046)	-30.4%
Other Agencies	-	-	-	-	0%
Total Departmental Reimbursements	9,039,330	8,634,948	5,771,496	(2,863,452)	-33.2%
Administration	4,495,587	752,556	-	(752,556)	-100.0%
Arrowhead Regional Medical Center	1,378,155	1,470,419	1,494,034	23,615	1.6%
Economic Development Agency	80,122,844	79,256,522	69,792,123	(9,464,399)	-11.9%
Human Services	145,688,149	157,335,336	145,109,684	(12,225,652)	-7.8%
Law and Justice	20,917,909	20,499,198	14,447,853	(6,051,345)	-29.5%
Operations and Community Services	26,620,724	53,418,010	34,342,480	(19,075,530)	-35.7%
Other Agencies	1,286,482	1,058,944	1,010,294	(48,650)	-4.6%
Total Grant Revenue	280,509,850	313,790,985	266,196,468	(47,594,517)	-15.2%



Administration

Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
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Information Services - 800 Megahertz

Revenue

Grant Type: Competitive

IAM	MHZ	9094	Public Safety Interoperable Communications	Federal	\$752,556	\$177,000	\$0	One Time: Multi Yr.	
Total Competitive					\$752,556	\$177,000	\$0		
Total Revenue					\$752,556	\$177,000	\$0		

Total Grant Revenue for Administration

*Total for 2011-12					\$752,556	\$177,000	\$0		
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* Total Grant Revenue excludes Departmental Reimbursements



Economic Development Agency

Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Community Development and Housing									
Revenue									
Grant Type: Competitive									
SCS	ECD	9094	Economic Development Initiative	Federal	\$0	\$0	\$10,438,181	One Time: Multi Yr.	
SEI	ECD	8955	Disaster Recovery Initiative Grant	Federal	\$413,242	\$177,713	\$0	One Time: Multi Yr.	
Total Competitive					\$413,242	\$177,713	\$10,438,181		
Grant Type: Noncompetitive									
SAS	ECD	9094	Home Investment Partnership Program	Federal	\$9,500,000	\$8,300,000	\$8,900,000	Annual	
SAT	ECD	9094	Community Development Block Grant	Federal	\$116,000	\$0	\$96,500	Annual	
SAU	ECD	9094	Community Development Block Grant	Federal	\$1,500,000	\$1,311,950	\$1,391,145	Annual	
SBA	ECD	9094	Community Development Block Grant	Federal	\$15,000,000	\$5,595,074	\$16,000,000	Annual	
SBC	ECD	9094	Community Development Block Grant	Federal	\$407,800	\$605	\$194,000	Annual	
SBD	ECD	9094	Emergency Shelter Grant	Federal	\$340,000	\$331,887	\$600,000	Annual	
SIL	ECD	9160	ARRA CDBG-R	Federal	\$2,141,900	\$945,000	\$865,000	One Time: Multi Yr.	
SIO	ECD	9094	Neighborhood Stabilization Program	Federal	\$20,260,000	\$5,500,000	\$10,500,000	One Time: Multi Yr.	
SIR	ECD	9160	ARRA Homelessness Prevention and Rapid Rehousing Program	Federal	\$2,560,382	\$1,287,000	\$1,300,000	One Time: Multi Yr.	
Total Noncompetitive					\$51,826,082	\$23,271,516	\$39,846,645		
Total Revenue					\$52,239,324	\$23,449,229	\$50,284,826		

Economic Development

Departmental Reimbursements

Grant Type: Noncompetitive

AAA	EDF	5011	WIA Title I Business Services	Federal	\$10,649	\$15,190	\$0	Annual	
Total Noncompetitive					\$10,649	\$15,190	\$0		
Total Departmental Reimbursements					\$10,649	\$15,190	\$0		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
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Workforce Development

Revenue

Grant Type: Competitive

SAC	JOB	9094	WIA Title I Veteran Employment Related Assistance	Federal	\$224,727	\$215,446	\$659,300	Annual	
SAC	JOB	9170	ARRA Clean Energy	Federal	\$86,000	\$57,432	\$18,447	One Time: Multi Yr.	
SAC	JOB	9170	ARRA Regional Industry Cluster(s) of Opportunity	Federal	\$200,000	\$249,000	\$0	One Time: Multi Yr.	
Total Competitive					\$510,727	\$521,878	\$677,747		

Grant Type: Noncompetitive

SAC	JOB	9094	WIA Title I Adult	Federal	\$9,663,046	\$8,722,795	\$5,796,092	Annual	
SAC	JOB	9094	WIA Title I Dislocated Worker	Federal	\$7,191,037	\$6,273,863	\$5,500,720	Annual	
SAC	JOB	9094	WIA Title I Rapid Response	Federal	\$963,952	\$897,964	\$718,371	Annual	
SAC	JOB	9094	WIA Title I Youth	Federal	\$7,267,808	\$4,808,835	\$6,343,765	Annual	
SAC	JOB	9170	ARRA WIA Title I Adult	Federal	\$0	\$9,646	\$0	One Time: Multi Yr.	
SAC	JOB	9170	ARRA WIA Title I Disability Program Navigator (DPN)	Federal	\$0	\$218,176	\$0	One Time: Multi Yr.	
SAC	JOB	9170	ARRA WIA Title I Dislocated Worker	Federal	\$1,129,506	\$974,148	\$470,602	One Time: Multi Yr.	
SAC	JOB	9170	ARRA WIA Title I Rapid Response	Federal	\$291,122	\$411,992	\$0	One Time: Multi Yr.	
SAC	JOB	9170	ARRA WIA Title I Youth	Federal	\$0	\$493,085	\$0	One Time: Multi Yr.	
Total Noncompetitive					\$26,506,471	\$22,810,504	\$18,829,550		

Total Revenue **\$27,017,198** **\$23,332,382** **\$19,507,297**

Total Grant Revenue for Economic Development Agency

*Total for 2011-12 **\$79,256,522** **\$46,781,611** **\$69,792,123**

* Total Grant Revenue excludes Departmental Reimbursements



Arrowhead Regional Medical Center

Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
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Arrowhead Regional Medical Center

Revenue

Grant Type: Competitive									
EAD	MCR	8690	Dental Health Grant	Other	\$1,232,985	\$1,233,000	\$1,233,000	Annual	
EAD	MCR	9972	County Coverage Expansion Grant	Foundation	\$0	\$112,500	\$112,500	One Time: One Yr.	
EAD	MCR	9972	Quality Improvement Initiative	Foundation	\$20,000	\$0	\$0	One Time: Multi Yr.	
EAD	MCR	9972	Spreading Palliative Care in Public Hospitals	Foundation	\$134,934	\$110,400	\$24,534	One Time: One Yr.	
Total Competitive					\$1,387,919	\$1,455,900	\$1,370,034		
Grant Type: Noncompetitive									
EAD	MCR	8690	Baby Friendly	State	\$0	\$72,441	\$0	One Time: Multi Yr.	
EAD	MCR	8690	Breathmobile	Foundation	\$0	\$124,000	\$124,000	One Time: Multi Yr.	
EAD	MCR	9972	Breathmobile	Foundation	\$82,500	\$277,409	\$0	One Time: Multi Yr.	
Total Noncompetitive					\$82,500	\$473,850	\$124,000		
Total Revenue					\$1,470,419	\$1,929,750	\$1,494,034		

Total Grant Revenue for Arrowhead Regional Medical Center

*Total for 2011-12	\$1,470,419	\$1,929,750	\$1,494,034
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* Total Grant Revenue excludes Departmental Reimbursements



Human Services

Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Aging and Adult Services									
Revenue									
Grant Type: Noncompetitive									
AAA	OOA	9094	Medicare Improvements for Patients and Providers Act	Federal	\$22,583	\$36,553	\$36,553	One Time: Multi Yr.	
AAF	OOA	8955	Health Insurance Counseling and Advocacy Program (HICAP)	Federal	\$136,047	\$79,371	\$79,371	Annual	
AAF	OOA	8955	Ombudsman Special Deposit	State	\$61,305	\$131,108	\$131,163	Annual	
AAF	OOA	8955	Title III/VII Admin-CDA	Federal	\$19,544	\$1,080	\$1,090	Annual	
AAF	OOA	8955	Title IIIC-1 Senior Nutrition	Federal	\$157,518	\$156,548	\$157,861	Annual	
AAF	OOA	8955	Title IIIC-2 Senior Nutrition	Federal	\$165,288	\$161,485	\$160,851	Annual	
AAF	OOA	8955	Title XIX Multipurpose Senior Services Program (MSSP)	Federal	\$679,644	\$679,644	\$679,644	Annual	
AAF	OOA	9094	Health Insurance Counseling and Advocacy Program (HICAP)	Federal	\$204,384	\$308,827	\$277,506	Annual	
AAF	OOA	9094	Title III/VII Admin-CDA	Federal	\$483,338	\$483,228	\$489,371	Annual	
AAF	OOA	9094	Title IIIB Support Services	Federal	\$1,328,909	\$1,341,090	\$1,350,480	Annual	
AAF	OOA	9094	Title IIIB-1 Ombudsman	Federal	\$44,767	\$114,944	\$45,019	Annual	
AAF	OOA	9094	Title IIIC-1 Nutrition Services Incentive Program	Federal	\$240,519	\$251,414	\$257,307	Annual	
AAF	OOA	9094	Title IIIC-1 Senior Nutrition	Federal	\$1,744,296	\$1,975,786	\$1,771,475	Annual	
AAF	OOA	9094	Title IIIC-2 Nutrition Services Incentive Program	Federal	\$265,726	\$277,762	\$261,188	Annual	
AAF	OOA	9094	Title IIIC-2 Senior Nutrition	Federal	\$866,339	\$943,048	\$878,305	Annual	
AAF	OOA	9094	Title IIID Program	Federal	\$98,125	\$107,497	\$99,133	Annual	
AAF	OOA	9094	Title IIIE Family Caregiver	Federal	\$615,983	\$711,040	\$624,483	Annual	
AAF	OOA	9094	Title V California Department of Aging (CDA) Senior Employment	Federal	\$619,989	\$446,866	\$425,962	Annual	
AAF	OOA	9094	Title VIIA Ombudsman	Federal	\$52,213	\$62,211	\$58,031	Annual	
AAF	OOA	9094	Title VIIB Elder Abuse and Prevention	Federal	\$23,059	\$26,155	\$23,580	Annual	
AAF	OOA	9094	Title XIX Multipurpose Senior Services Program (MSSP)	Federal	\$652,991	\$652,991	\$652,991	Annual	
Total Noncompetitive					\$8,482,567	\$8,948,648	\$8,461,364		
Total Revenue					\$8,482,567	\$8,948,648	\$8,461,364		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Behavioral Health									
Departmental Reimbursements									
Grant Type: Noncompetitive									
AAA	MLH	5011	Perinatal Screening and Testing - Healthy Babies	State	\$235,196	\$170,473	\$221,504	Annual	
AAA	MLH	5011	Youthful Offender Block Grant (DJJ Grant/Gateway Program)	State	\$494,213	\$377,966	\$527,280	Annual	
Total Noncompetitive					\$729,409	\$548,439	\$748,784		
Total Departmental Reimbursements					\$729,409	\$548,439	\$748,784		
Revenue									
Grant Type: Competitive									
AAA	MLH	9094	Safe & Drug Free Schools & Communities - Kinship Matters	Federal	\$220,000	\$207,491	\$0	One Time: Multi Yr.	
AAA	MLH	9972	Perinatal Screening Assessment Referral Treatment Program	Other	\$460,800	\$363,182	\$50,400	Annual	
Total Competitive					\$680,800	\$570,673	\$50,400		
Grant Type: Noncompetitive									
AAA	MLH	8955	Comprehensive Drug Court Implementation Program	State	\$810,559	\$784,962	\$810,559	Annual	
AAA	MLH	8955	Comprehensive Drug Court Implementation Program - Dependency Drug Court	State	\$218,712	\$218,712	\$218,712	Annual	
AAA	MLH	8955	Drug Court Partnership Act	State	\$406,205	\$406,205	\$406,205	Annual	
AAA	MLH	8955	Forensic Conditional Release Program (CONREP)	State	\$1,216,787	\$1,216,782	\$1,216,782	Annual	
AAA	MLH	8955	IDEA/Superintendent of Schools	State	\$1,180,486	\$1,300,228	\$1,180,486	Annual	
AAA	MLH	8955	Parolee Services Network	State	\$519,363	\$519,363	\$519,363	Annual	
AAA	MLH	9094	Comprehensive Drug Court Implementation Program	State	\$0	\$109,350	\$415,650	Annual	
AAA	MLH	9094	Substance Abuse and Mental Health Services Administration	Federal	\$2,696,006	\$2,672,972	\$2,672,972	Annual	
AAA	MLH	9170	ARRA Justice Assistance Grant - Substance Abuse Offender Treatment Program	Federal	\$1,357,011	\$2,045,063	\$0	One Time: Multi Yr.	
AAA	MLH	9170	ARRA Pass Thru- FMAP	Federal	\$1,848,781	\$2,317,103	\$0	One Time: One Yr.	
RCT	MLH	9094	McKinney Projects for Assistance in Transition from Homelessness	Federal	\$447,122	\$555,000	\$555,000	Annual	2009-10 Budgeted in AAA MLH 9094
RCT	MLH	9094	Substance Abuse and Mental Health Services Administration	Federal	\$442,597	\$300,000	\$286,044	Annual	



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
SDH	MLH	9094	Substance Abuse Prevention & Treatment	Federal	\$10,809,526	\$11,023,032	\$10,964,967	Annual	
Total Noncompetitive					\$21,953,155	\$23,468,772	\$19,246,740		
Total Revenue					\$22,633,955	\$24,039,445	\$19,297,140		

Child Support Services

Revenue

Grant Type:		Noncompetitive							
AAA	DCS	8955	Child Support Enforcement Program	Federal	\$13,819,406	\$13,474,497	\$13,464,663	Annual	
AAA	DCS	9094	Child Support Enforcement Program	Federal	\$25,732,841	\$25,167,982	\$26,137,288	Annual	
AAA	DCS	9170	ARRA Child Support Enforcement Program	Federal	\$1,044,314	\$988,394	\$0	One Time: One Yr.	
Total Noncompetitive					\$40,596,561	\$39,630,873	\$39,601,951		
Total Revenue					\$40,596,561	\$39,630,873	\$39,601,951		

Human Services Administration

Departmental Reimbursements

Grant Type:		Noncompetitive							
AAA	DPA	5011	Perinatal Screening and Testing - Healthy Babies	State	\$23,560	\$21,584	\$23,560	Annual	
Total Noncompetitive					\$23,560	\$21,584	\$23,560		
Total Departmental Reimbursements					\$23,560	\$21,584	\$23,560		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Preschool Services									
Revenue									
Grant Type: Noncompetitive									
RSC	HPS	8665	State Preschool	State	\$4,161,894	\$3,900,887	\$4,150,887	Annual	
RSC	HPS	8735	Child and Adult Care Program	Federal	\$2,394,003	\$2,394,003	\$2,394,003	Annual	
RSC	HPS	8955	General Child Care	State	\$1,781	\$1,781	\$1,781	Annual	
RSC	HPS	8955	Pre-K & Family Literacy Program - Support	State	\$15,000	\$15,000	\$15,000	Annual	
RSC	HPS	9030	Head Start	Federal	\$35,472,268	\$35,584,318	\$35,466,132	Annual	
RSC	HPS	9160	ARRA Early Head Start Expansion	Federal	\$4,067,009	\$5,266,172	\$749,307	One Time: Multi Yr.	
RSC	HPS	9160	ARRA Head Start Expansion	Federal	\$2,286,411	\$2,955,437	\$405,570	One Time: Multi Yr.	
Total Noncompetitive					\$48,398,366	\$50,117,598	\$43,182,680		
Total Revenue					\$48,398,366	\$50,117,598	\$43,182,680		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Public Health									
Departmental Reimbursements									
Grant Type: Competitive									
AAA	PHL	5011	Perinatal Adolescent Life Services Probation	State	\$23,500	\$0	\$0	One Time: Multi Yr.	
Total Competitive					\$23,500	\$0	\$0		
Grant Type: Noncompetitive									
AAA	PHL	5011	Alcohol & Drug Assistance Program	State	\$288,270	\$286,009	\$287,923	Annual	
AAA	PHL	5011	Cal-Learn	State	\$1,945,200	\$1,422,538	\$0	Annual	
AAA	PHL	5011	Rx 4 Kids	State	\$1,923,462	\$1,797,089	\$1,675,445	Annual	
Total Noncompetitive					\$4,156,932	\$3,505,636	\$1,963,368		
Total Departmental Reimbursements					\$4,180,432	\$3,505,636	\$1,963,368		

Revenue									
Grant Type: Competitive									
AAA	PHL	8955	AIDS Surveillance	Federal	\$304,864	\$268,449	\$264,927	One Time: Multi Yr.	
AAA	PHL	8955	Sexually Transmitted Diseases - Community Intervention Program	Federal	\$76,990	\$76,990	\$76,990	Annual	
AAA	PHL	8955	Tuberculosis Control Local Assistance Subvention	Federal	\$91,441	\$90,179	\$90,178	Annual	
AAA	PHL	9094	Adelanto School Health Center Cluster	Federal	\$337,213	\$263,881	\$337,213	One Time: Multi Yr.	
AAA	PHL	9094	Healthy Communities	Federal	\$159,923	\$126,067	\$132,151	One Time: Multi Yr.	
AAA	PHL	9094	Immunization Collaborative	Federal	\$160,000	\$0	\$0	Annual	
AAA	PHL	9094	Immunizations Statewide Immunization Information System (SIIS)	Federal	\$328,573	\$60,075	\$0	Annual	
AAA	PHL	9094	Lead Reduction	Federal	\$250,000	\$284,625	\$0	Annual	
AAA	PHL	9094	Regional Nutrition Network	Federal	\$1,279,601	\$1,245,948	\$1,278,233	One Time: Multi Yr.	
AAA	PHL	9094	Reproductive Health Title X & Chlamydia	Federal	\$554,248	\$618,788	\$554,248	One Time: Multi Yr.	
AAA	PHL	9094	Ryan White Care Act - Part C	Federal	\$251,695	\$459,406	\$503,390	One Time: Multi Yr.	
AAA	PHL	9094	Sexually Transmitted Diseases - Community Intervention Program	Federal	\$100	\$100	\$100	Annual	
AAA	PHL	9094	Subvention Registry	Federal	\$711,916	\$540,279	\$540,279	Annual	



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
AAA	PHL	9094	Tuberculosis Control Local Assistance Subvention	Federal	\$157,323	\$189,849	\$164,952	Annual	
AAA	PHL	9160	ARRA Adelanto School Health Care Cluster	Federal	\$50,184	\$39,701	\$0	One Time: Multi Yr.	
AAA	PHL	9425	Cal-Safe	Other	\$6,983	\$6,983	\$0	One Time: One Yr.	
AAA	PHL	9425	Dental (Fontana USD)	Other	\$30,000	\$1,186	\$0	One Time: One Yr.	
AAA	PHL	9425	DM SELPA	Other	\$136,074	\$117,202	\$136,075	Annual	Match: partial Federal; Contractor remaining.
AAA	PHL	9425	Ontario/Montclair Unified School District	Other	\$52,166	\$51,764	\$52,166	Annual	Match: partial Federal; Contractor remaining.
AAA	PHL	9972	Community Benefits Grant Program - FQHC Feasibility	Foundation	\$0	\$50,000	\$0	One Time: One Yr.	
AAA	PHL	9972	Coordinated Asthma Referral and Education Program	Other	\$231,250	\$225,141	\$303,250	One Time: Multi Yr.	
AAA	PHL	9972	Dental Health Grant	Other	\$481,300	(\$4,572)	\$0	Annual	
AAA	PHL	9972	Happiest Baby on the Block	Other	\$0	\$33,067	\$49,182	One Time: One Yr.	
AAA	PHL	9972	Kaiser Dental	Foundation	\$20,000	\$44,400	\$0	One Time: Multi Yr.	
AAA	PHL	9972	Perinatal Screening Assessment Referral Treatment Program	Other	\$636,749	\$556,747	\$656,892	Annual	
AAA	PHL	9972	Victor Community Support Services - SART Program	Other	\$93,645	\$69,762	\$81,422	Annual	
AAA	PHL	9972	West End Family Counseling Services	Other	\$50,500	\$48,489	\$49,242	Annual	
Total Competitive					\$6,452,738	\$5,464,506	\$5,270,890		

Grant Type: Noncompetitive

AAA	PHL	8955	AIDS Drug Assistance Program	State	\$21,199	\$20,902	\$20,902	Annual	
AAA	PHL	8955	Child Health and Disability Prevention (CHDP)	State	\$14,165	\$14,874	\$14,165	Annual	
AAA	PHL	8955	Childhood Lead Poisoning and Prevention Program	Federal	\$430,600	\$323,706	\$505,004	One Time: Multi Yr.	
AAA	PHL	8955	Early Periodic Screening Diagnosis Treatment (EPSDT)	Federal	\$555,818	\$573,788	\$555,817	One Time: One Yr.	
AAA	PHL	8955	Food Shelters Incentives & Enablers Allotment	State	\$20,000	\$0	\$5,000	Annual	
AAA	PHL	8955	Health Care Program for Children in Foster Care (HCPFC)	State	\$348,390	\$417,057	\$400,648	Annual	
AAA	PHL	8955	Local Enforcement Assistance Grant	State	\$42,847	\$44,141	\$44,141	Annual	
AAA	PHL	8955	Municipal Shelter Spay-Neuter Fund	State	\$0	\$15,000	\$0	One Time: One Yr.	



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
AAA	PHL	9094	Child Health and Disability Prevention (CHDP)	State	\$2,179,882	\$1,968,341	\$2,056,284	Annual	Federal EPDST combined
AAA	PHL	9094	Childhood Lead Poisoning and Prevention Program	Federal	\$129,744	\$133,444	\$175,907	One Time: Multi Yr.	
AAA	PHL	9094	Health Care Program for Children in Foster Care (HCPCFC)	State	\$867,043	\$784,633	\$855,528	Annual	
AAA	PHL	9094	Maternal, Child, and Adolescent Health Program	Federal	\$353,140	\$287,833	\$215,803	One Time: Multi Yr.	
AAA	PHL	9094	Nutrition Network	Federal	\$142,928	\$151,357	\$0	Annual	
AAA	PHL	9094	Regional Catastrophic Preparedness Program	Federal	\$326,399	\$199,740	\$0	One Time: Multi Yr.	
AAA	PHL	9094	Ryan White Care Act - Minority AIDS Initiative	Federal	\$290,114	\$283,600	\$370,767	Annual	
AAA	PHL	9094	Ryan White Care Act - Part A	Federal	\$7,439,321	\$6,778,828	\$7,049,123	Annual	
AAA	PHL	9094	Ryan White Care Act - Part B	Federal	\$1,563,921	\$1,411,903	\$1,477,193	Annual	
AAA	PHL	9094	Women, Infants, and Children Supplemental Nutrition Program	Federal	\$12,197,137	\$10,878,260	\$12,677,230	One Time: Multi Yr.	
AAA	PHL	9170	ARRA California Immunization Registry	State	\$0	\$45,552	\$0	One Time: One Yr.	
AAA	PHL	9972	Chemehuevi Contract	Other	\$24,845	\$0	\$0	Annual	
AAA	PHL	9975	Homeland Security	Federal	\$470,261	\$496,961	\$153,622	Annual	
RPL	PHL	8710	Pandemic Flu - State	State	\$129,967	\$150,809	\$116,970	Annual	
RPL	PHL	9094	Center for Disease Control	Federal	\$1,778,666	\$1,770,601	\$1,858,806	Annual	
RPL	PHL	9094	City Readiness Initiative - State	State	\$594,385	\$621,901	\$678,878	Annual	
RPM	PHL	9094	Center for Disease Control - PHER H1H1	State	\$368,520	\$1,105,563	(\$392,566)	One Time: Multi Yr.	PHER I, II, III
RSP	PHL	8955	Tobacco Control and Education Services	State	\$361,857	\$406,453	\$336,437	One Time: Multi Yr.	
Total Noncompetitive					\$30,651,149	\$28,885,247	\$29,175,659		
Total Revenue					\$37,103,887	\$34,349,753	\$34,446,549		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Veterans Affairs									
Revenue									
Grant Type: Competitive									
AAA	VAF	8720	Mental Health Outreach	State	\$60,000	\$60,000	\$60,000	Annual	
Total Competitive					\$60,000	\$60,000	\$60,000		
Grant Type: Noncompetitive									
AAA	VAF	8840	Veterans Claim Representative Services	State	\$60,000	\$67,453	\$60,000	Annual	
Total Noncompetitive					\$60,000	\$67,453	\$60,000		
Total Revenue					\$120,000	\$127,453	\$120,000		
Total Grant Revenue for Human Services									

*Total for 2011-12 \$157,335,336 \$157,213,770 \$145,109,684

* Total Grant Revenue excludes Departmental Reimbursements



Law and Justice

Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
County Trial Courts - Drug Court Programs									
Departmental Reimbursements									
Grant Type: Noncompetitive									
AAA	FLP	5011	Child Support Enforcement Program	Federal	\$113,400	\$113,400	\$143,400	Annual	
AAA	FLP	5013	ARRA Edward Byrne Memorial Justice Assistance Grant	Federal	\$56,804	\$56,804	\$56,804	One Time: Multi Yr.	
AAA	FLP	5013	Comprehensive Drug Court Implementation Program	State	\$45,005	\$45,005	\$45,005	Annual	
AAA	FLP	5013	Comprehensive Drug Court Implementation Program - Dependency Drug Court	State	\$72,212	\$72,212	\$72,212	Annual	
AAA	FLP	5013	Drug Court Partnership Act	State	\$108,283	\$108,283	\$108,283	Annual	
AAA	FLP	5013	Edward Byrne Memorial Justice Assistance Grant (JAG)	Federal	\$17,000	\$17,000	\$0	One Time: One Yr.	Moved from 9975
Total Noncompetitive					\$412,704	\$412,704	\$425,704		
Total Departmental Reimbursements					\$412,704	\$412,704	\$425,704		
Revenue									
Grant Type: Competitive									
AAA	FLP	9094	Adult Drug Court Enhancement	Federal	\$99,924	\$99,924	\$28,000	One Time: Multi Yr.	
Total Competitive					\$99,924	\$99,924	\$28,000		
Grant Type: Noncompetitive									
AAA	FLP	9094	Substance Abuse and Mental Health Services Administration	Federal	\$299,994	\$299,994	\$299,994	Annual	
Total Noncompetitive					\$299,994	\$299,994	\$299,994		
Total Revenue					\$399,918	\$399,918	\$327,994		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
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District Attorney

Departmental Reimbursements

Grant Type: Noncompetitive

AAA	DAT	5011	Lets End Truancy	State	\$400,000	\$462,289	\$0	Annual	
AAA	DAT	5011	Street Enforcement and Prosecution	Federal	\$0	\$363,905	\$363,905	Annual	
Total Noncompetitive					\$400,000	\$826,194	\$363,905		

Total Departmental Reimbursements

\$400,000 \$826,194 \$363,905

Revenue

Grant Type: Noncompetitive

AAA	DAT	8797	Citizen's Option for Public Safety	State	\$410,000	\$519,596	\$0	Annual	
AAA	DAT	8955	Criminal Restitution Compact	State	\$145,000	\$145,000	\$140,284	Annual	
AAA	DAT	8955	Joint Powers Agreement	State	\$507,566	\$532,944	\$507,656	Annual	
AAA	DAT	8955	Organized Auto Fraud Activity	State	\$266,611	\$178,700	\$268,131	One Time: Multi Yr.	
AAA	DAT	8955	Vertical Persecution Block Program	State	\$490,000	\$219,744	\$0	Annual	
AAA	DAT	8955	Victim/Witness Assistance Program - State	State	\$522,093	\$522,093	\$522,093	Annual	
AAA	DAT	9094	Elder Abuse Advocacy and Outreach Program	Federal	\$140,000	\$0	\$0	Annual	
AAA	DAT	9094	Special Emphasis Victim Assistance Program	Federal	\$110,000	\$0	\$0	Annual	
AAA	DAT	9094	Underserved Victim Advocacy and Outreach Program	Federal	\$0	\$125,000	\$125,000	One Time: Multi Yr.	
AAA	DAT	9094	Victim/Witness Assistance Program - Federal	Federal	\$448,499	\$479,781	\$448,499	Annual	
RIP	DAT	8955	Auto Insurance Fraud Program	State	\$679,343	\$637,495	\$637,495	Annual	
ROB	DAT	8955	Workers' Compensation Insurance Fraud	State	\$2,125,000	\$2,173,413	\$2,173,413	Annual	
Total Noncompetitive					\$5,844,112	\$5,533,766	\$4,822,571		

Total Revenue

\$5,844,112 \$5,533,766 \$4,822,571



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Law and Justice Administration									
Revenue									
Grant Type: Noncompetitive									
AAA	LNJ	8955	Juvenile Accountability Block Grant (JABG)	State	\$84,566	\$96,300	\$96,300	Annual	
AAA	LNJ	9150	Bulletproof Vest Partnership Grant	Federal	\$0	\$81,432	\$82,000	Annual	
Total Noncompetitive					\$84,566	\$177,732	\$178,300		
Total Revenue					\$84,566	\$177,732	\$178,300		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Probation									
Departmental Reimbursements									
Grant Type: Competitive									
AAA	PRB	5011	Mentally Ill Offender Crime Reduction - Adult (Corrections)	State	\$407,670	\$354,026	\$426,492	Annual	
AAA	PRB	5011	Mentally Ill Offender Crime Reduction - Juvenile (Corrections)	State	\$434,372	\$375,314	\$352,298	Annual	
Total Competitive					\$842,042	\$729,340	\$778,790		
Grant Type: Noncompetitive									
AAA	PRB	5013	ARRA Edward Byrne Memorial Justice Assistance Grant	Federal	\$23,221	\$8,221	\$15,000	One Time: Multi Yr.	
AAA	PRB	5013	Edward Byrne Memorial Justice Assistance Grant (JAG)	Federal	\$36,010	\$10,500	\$25,510	One Time: One Yr.	
Total Noncompetitive					\$59,231	\$18,721	\$40,510		
Total Departmental Reimbursements					\$901,273	\$748,061	\$819,300		
Revenue									
Grant Type: Competitive									
AAA	PRB	8955	CLASP Chlamydia Screening	State	\$50,000	\$101,909	\$50,000	Annual	
AAA	PRB	9094	Gang Resistance and Training (GREAT) - San Bernardino	Federal	\$98,765	\$76,008	\$0	One Time: Multi Yr.	
AAA	PRB	9094	High Risk Drunk Driver Supervision Program	Federal	\$663,820	\$528,446	\$496,111	One Time: Multi Yr.	
Total Competitive					\$812,585	\$706,363	\$546,111		
Grant Type: Noncompetitive									
AAA	PRB	9094	Congressionally Selected Awards Program	Federal	\$251,506	\$183,884	\$147,774	One Time: Multi Yr.	
AAA	PRB	9094	Foundational Achievement and Mentoring (FAME)	Other	\$0	\$24,341	\$0	One Time: Multi Yr.	
AAA	PRB	9170	ARRA Edward Byrne Memorial Justice Assistance Grant	Federal	\$1,514,584	\$1,436,707	\$828,436	One Time: Multi Yr.	
Total Noncompetitive					\$1,766,090	\$1,644,932	\$976,210		
Total Revenue					\$2,578,675	\$2,351,295	\$1,522,321		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Probation - Juvenile Justice Grant Program									
Revenue									
Grant Type: Noncompetitive									
SIG	PRG	8799	Juvenile Justice Crime Prevention Act (JJCPA)	State	\$3,785,514	\$4,624,938	\$0	Annual	
Total Noncompetitive					\$3,785,514	\$4,624,938	\$0		
Total Revenue					\$3,785,514	\$4,624,938	\$0		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Sheriff/Coroner/Public Administrator									
Departmental Reimbursements									
Grant Type: Noncompetitive									
AAA	SHR	5013	ARRA Justice Assistance Grant - Substance Abuse Offender Treatment Program	Federal	\$170,000	\$0	\$170,000	One Time: Multi Yr.	
Total Noncompetitive					\$170,000	\$0	\$170,000		
Total Departmental Reimbursements					\$170,000	\$0	\$170,000		
Revenue									
Grant Type: Competitive									
AAA	SHR	8955	Off Highway Motor Vehicle Program - Barstow	State	\$0	\$97,991	\$16,932	One Time: Multi Yr.	
AAA	SHR	8955	Off Highway Motor Vehicle Program - Twin Peaks	State	\$7,479	\$56,019	\$8,000	One Time: Multi Yr.	
AAA	SHR	8955	Off Highway Motor Vehicle Program - Victor Valley	State	\$0	\$87,937	\$22,751	One Time: Multi Yr.	
AAA	SHR	9090	Boating Equipment/Replacement Grant	State	\$80,000	\$76,736	\$80,000	One Time: One Yr.	
AAA	SHR	9094	Anti-Drug Abuse Enforcement Program - Street Enforcement	Federal	\$0	\$766,704	\$126,710	Annual	
AAA	SHR	9094	Community Oriented Policing Services (COPS) Secure Ours Schools	Federal	\$0	\$0	\$173,421	One Time: Multi Yr.	
AAA	SHR	9094	Forensic DNA Backlog Reduction Program	Federal	\$1,015,513	\$713,748	\$794,356	Annual	
AAA	SHR	9094	Paul Coverdell Forensic Science Improvement Grant	Federal	\$76,490	\$157,198	\$7,688	Annual	
AAA	SHR	9094	Project Safe Neighborhoods Program	Federal	\$20,000	\$30,000	\$10,000	Annual	
AAA	SHR	9094	Urban Area Security Initiative	Federal	\$24,600	\$27,885	\$426,715	Annual	
AAA	SHR	9170	ARRA Street Enforcement and Prosecution	Federal	\$470,238	\$232,830	\$260,039	One Time: Multi Yr.	
Total Competitive					\$1,694,320	\$2,247,048	\$1,926,612		
Grant Type: Noncompetitive									
AAA	SHR	8955	Boating Safety & Enforcement Financial Aid (Subvention)	State	\$301,908	\$301,908	\$301,908	Annual	
AAA	SHR	8955	CAL Multi-jurisdictional Methamphetamine Enforcement Team	State	\$0	\$989,145	\$0	Annual	Funding eliminated
AAA	SHR	9094	Avoid the 25 Driving Under the Influence Campaign and Awareness	State	\$786,191	\$688,454	\$737,870	One Time: Multi Yr.	
AAA	SHR	9094	Buffer Zone Protection Program	Federal	\$11,731	\$32,296	\$0	Annual	



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
AAA	SHR	9094	Community Oriented Policing Services (COPS) Technology Grant	Federal	\$0	\$406,259	\$247,126	One Time: Multi Yr.	
AAA	SHR	9094	Congressionally Selected Awards Program	Federal	\$2,583,888	\$232,355	\$2,351,533	One Time: Multi Yr.	
AAA	SHR	9094	Domestic Cannabis Eradication/Suppression Program	Federal	\$45,000	\$65,000	\$75,000	Annual	
AAA	SHR	9094	Driving Under the Influence Enforcement	Federal	\$0	\$14,572	\$26,150	One Time: One Yr.	
AAA	SHR	9094	Drug Enforcement Administration	Federal	\$0	\$44,595	\$3,184	Annual	
AAA	SHR	9094	Homeland Security	Federal	\$1,458,727	\$1,167,978	\$1,391,776	Annual	
AAA	SHR	9094	Inland Regional Narcotics Enforcement Team (IRNET) - High Intensity Drug Trafficking Area (HIDTA)	Federal	\$459,630	\$599,630	\$374,016	Annual	Moved from 9094
AAA	SHR	9094	Solving Cold Cases With DNA	Federal	\$201,377	\$139,249	\$62,128	Annual	
AAA	SHR	9094	USFS Grant: Part A & B (Patrol Coop)	Federal	\$51,000	\$51,000	\$35,000	Annual	
AAA	SHR	9170	ARRA Regional Anti-Gang Intelligence - Led Policing	Federal	\$212,641	\$148,277	\$64,364	One Time: Multi Yr.	
Total Noncompetitive					\$6,112,093	\$4,880,718	\$5,670,055		

Total Revenue

\$7,806,413 \$7,127,766 \$7,596,667

Total Grant Revenue for Law and Justice

***Total for 2011-12 \$20,499,198 \$20,215,415 \$14,447,853**

* Total Grant Revenue excludes Departmental Reimbursements



Operations and Community Services

Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Airports									
Revenue									
Grant Type: Noncompetitive									
RAA	APT	9090	Airport Layout Plans	Federal	\$0	\$0	\$361,000	One Time: Multi Yr.	
RAA	APT	9090	Barstow Dagget Taxiway B Extension and Upgrades	Federal	\$6,952,119	\$4,268,040	\$2,375,000	One Time: Multi Yr.	
RAA	APT	9090	Chino Airfield Electrical Upgrades	Federal	\$0	\$1,300,000	\$0	One Time: Multi Yr.	
RAA	APT	9090	Runway Safety Area	Federal	\$0	\$0	\$1,520,000	One Time: Multi Yr.	
Total Noncompetitive					\$6,952,119	\$5,568,040	\$4,256,000		
Total Revenue					\$6,952,119	\$5,568,040	\$4,256,000		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
County Library									
Departmental Reimbursements									
Grant Type: Noncompetitive									
SAP	CLB	5011	Community Development Block Grant	Federal	\$113,000	\$77,500	\$70,000	Annual	
Total Noncompetitive					\$113,000	\$77,500	\$70,000		
Total Departmental Reimbursements					\$113,000	\$77,500	\$70,000		
Revenue									
Grant Type: Competitive									
SAP	CLB	8955	Digital Storytelling Program	State	\$0	\$10,000	\$0	One Time: One Yr.	
SAP	CLB	8955	Leadership and Readership	State	\$0	\$5,000	\$0	One Time: One Yr.	
SAP	CLB	8955	Literacy and Workforce Development	State	\$0	\$10,000	\$0	One Time: One Yr.	
SAP	CLB	8955	Public Library Staff Education	State	\$0	\$14,266	\$0	One Time: One Yr.	
SAP	CLB	8955	Yucaipa - City Technology Grant	Other	\$0	\$100,000	\$0	One Time: One Yr.	
SAP	CLB	8955	Yucaipa - County Technology Grant	Other	\$0	\$100,000	\$0	One Time: One Yr.	
SAP	CLB	9094	Community Development Block Grant - Literacy Grants	Federal	\$63,000	\$46,793	\$67,000	Annual	
SAP	CLB	9972	Target Foundation Grant	Foundation	\$15,000	\$0	\$0	One Time: One Yr.	
Total Competitive					\$78,000	\$286,059	\$67,000		
Grant Type: Noncompetitive									
SAP	CLB	8955	Inter-Library Loan Program Grants	State	\$250,000	\$225,000	\$0	Annual	
SAP	CLB	8955	State Library Fund Grants	State	\$425,000	\$411,476	\$0	Annual	
SAP	CLB	8955	State Library Literacy Grants	State	\$190,000	\$166,537	\$0	Annual	
Total Noncompetitive					\$865,000	\$803,013	\$0		
Total Revenue					\$943,000	\$1,089,072	\$67,000		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
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County Museum

Revenue

Grant Type: Competitive

AAA	CCM	9094	Wash Conservation Transfer - Las Vegas	Federal	\$450,000	\$0	\$0	One Time: Multi Yr.	Moved to 9800 in 11-12
Total Competitive					\$450,000	\$0	\$0		

Grant Type: Noncompetitive

AAA	CCM	8955	Archeological Information Center	State	\$4,250	\$0	\$0	Annual	Moved to 8820 in 11-12
Total Noncompetitive					\$4,250	\$0	\$0		

Total Revenue

\$454,250 \$0 \$0

Facilities Management

Revenue

Grant Type: Noncompetitive

AAA	UTL	9160	ARRA Energy Efficiency and Conservation Block Grant	Federal	\$3,201,031	\$0	\$1,688,834	One Time: Multi Yr.	
Total Noncompetitive					\$3,201,031	\$0	\$1,688,834		

Total Revenue

\$3,201,031 \$0 \$1,688,834

Fleet Management

Revenue

Grant Type: Noncompetitive

IBA	VHS	8955	Mobile Source Air Pollution Reduction Review Committee (MSRC) - Clean Transportation Funding	State	\$0	\$49,800	\$0	Annual	
Total Noncompetitive					\$0	\$49,800	\$0		

Total Revenue

\$0 \$49,800 \$0



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
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Land Use Services - Code Enforcement

Departmental Reimbursements

Grant Type: Noncompetitive

AAA	CEN	5013	Community Development Block Grant	Federal	\$743,051	\$192,154	\$0	Annual	
Total Noncompetitive					\$743,051	\$192,154	\$0		
Total Departmental Reimbursements					\$743,051	\$192,154	\$0		

Land Use Services - Fire Hazard Abatement

Revenue

Grant Type: Competitive

AAA	WAB	9094	Pre-Disaster Mitigation Grant	State	\$213,240	\$0	\$0	One Time: Multi Yr.	
Total Competitive					\$213,240	\$0	\$0		

Grant Type: Noncompetitive

AAA	WAB	9972	American Red Cross Recovery Planning and Assistance Program - Phase II (Fuel Reduction/Signage)	Federal	\$130,635	\$105,305	\$65,317	One Time: Multi Yr.	
AAA	WAB	9972	American Red Cross Recovery Planning and Assistance Program - Phase II (Low Income Assistance)	Federal	\$200,000	\$157,957	\$65,000	One Time: Multi Yr.	
Total Noncompetitive					\$330,635	\$263,262	\$130,317		
Total Revenue					\$543,875	\$263,262	\$130,317		

Land Use Services - Planning

Departmental Reimbursements

Grant Type: Noncompetitive

AAA	PLN	5011	ARRA Energy Efficiency and Conservation Block Grant	Federal	\$20,000	\$28,064	\$20,000	One Time: Multi Yr.	
Total Noncompetitive					\$20,000	\$28,064	\$20,000		
Total Departmental Reimbursements					\$20,000	\$28,064	\$20,000		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Public Works - Solid Waste Management									
Revenue									
Grant Type: Noncompetitive									
EWE SWM	8955		City/County Payment Program	State	\$0	\$0	\$75,361	Annual	
Total Noncompetitive					\$0	\$0	\$75,361		
Total Revenue					\$0	\$0	\$75,361		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Public Works - Transportation									
Departmental Reimbursements									
Grant Type: Noncompetitive									
SAA	TRA	5013	Community Development Block Grant	Federal	\$930,870	\$132,400	\$1,166,875	Annual	
Total Noncompetitive					\$930,870	\$132,400	\$1,166,875		
Total Departmental Reimbursements					\$930,870	\$132,400	\$1,166,875		
Revenue									
Grant Type: Competitive									
SAA	TRA	8760	Compressed Natural Gas	State	\$50,000	\$0	\$0	Annual	
SAA	TRA	9090	Highway Safety Improvement Program	Federal	\$1,800,000	\$0	\$1,743,480	Annual	
SAA	TRA	9090	Public Lands Highway Discretionary Program	Federal	\$7,768,948	\$460,000	\$6,834,000	Annual	
SAA	TRA	9090	Safe Routes to Schools (SR2S) - 2009	State	\$1,124,420	\$0	\$689,420	Annual	
Total Competitive					\$10,743,368	\$460,000	\$9,266,900		
Grant Type: Noncompetitive									
SAA	TRA	9090	Demonstration Funds (DEMO)	Federal	\$6,191,930	\$0	\$6,191,930	One Time: Multi Yr.	
SAA	TRA	9090	Highway Bridge Program (HBP)	Federal	\$9,476,767	\$231,896	\$9,510,593	Annual	
SAA	TRA	9090	Interstate Maintenance Discretionary Program	Federal	\$906,000	\$0	\$906,000	One Time: Multi Yr.	
SAA	TRA	9090	State Transportation Plan	Federal	\$1,786,000	\$275,000	\$400,000	One Time: Multi Yr.	
SAA	TRA	9100	Disaster Emergency Relief - FEMA	Federal	\$0	\$118,223	\$0	One Time: One Yr.	
SAA	TRA	9170	ARRA Amboy Road Supplement Project	Federal	\$1,235,552	\$1,235,552	\$0	One Time: One Yr.	
SWS	TRA	9090	Surface Transportation Priorities Program	Federal	\$2,122,700	(\$35,122)	\$0	One Time: One Yr.	
Total Noncompetitive					\$21,718,949	\$1,825,549	\$17,008,523		
Total Revenue					\$32,462,317	\$2,285,549	\$26,275,423		



Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
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Regional Parks

Revenue

Grant Type: Competitive

EME	CCP	9972	KidSmart	Foundation	\$40,000	\$31,000	\$40,000	Annual	
RTS	CCP	9090	Transportation Development Act - Article 3	State	\$3,921,000	\$0	\$0	One Time: Multi Yr.	Project carryover to 2011-12
Total Competitive					\$3,961,000	\$31,000	\$40,000		

Grant Type: Noncompetitive

RTS	CCP	8760	Local Transportation Funds	Federal	\$419,940	\$0	\$419,940	One Time: Multi Yr.	
RTS	CCP	8760	Prop 84 - Coastal Conservancy	State	\$300,000	\$0	\$300,000	One Time: Multi Yr.	Project carryover to 2011-12
RTS	CCP	8760	Santa Ana River Trail & Recreation Plan	Federal	\$77,727	\$0	\$77,727	One Time: One Yr.	Project carryover to 2011-12
RTS	CCP	9090	Local Transportation Funds	Federal	\$967,981	\$170,840	\$809,612	One Time: Multi Yr.	
RTS	CCP	9090	Santa Ana River Trail & Recreation Plan	Federal	\$99,000	\$0	\$99,000	One Time: One Yr.	Project carryover to 2011-12
RTS	CCP	9090	Yucaipa Sports Complex Lighting Development	Federal	\$346,500	\$346,500	\$0	One Time: Multi Yr.	Project carryover to 2011-12
RTS	CCP	9094	Santa Ana Tiver Trail - Phase 4	Federal	\$353,266	\$250,000	\$103,266	One Time: Multi Yr.	
Total Noncompetitive					\$2,564,414	\$767,340	\$1,809,545		

Total Revenue **\$6,525,414** **\$798,340** **\$1,849,545**

Regional Parks - Proposition 40 Projects

Revenue

Grant Type: Noncompetitive

RKM	RGP	8955	Prop 40 - Per Capita	State	\$1,751,555	\$1,659,094	\$0	One Time: Multi Yr.	
Total Noncompetitive					\$1,751,555	\$1,659,094	\$0		
Total Revenue					\$1,751,555	\$1,659,094	\$0		



Other Agencies

Fund Code	Dept Code	Obj/Rev Code	Grant Title	Funding Source	2010-11 Adopted	2010-11 Estimated	2011-12 Recommended	Frequency	Notes
Inland Counties Emergency Medical Agency									
Revenue									
Grant Type: Competitive									
SMI	ICM	9094	Hospital Preparedness Program	Federal	\$804,819	\$880,337	\$754,256	One Time: One Yr.	
Total Competitive					\$804,819	\$880,337	\$754,256		
Grant Type: Noncompetitive									
SMI	ICM	8955	California Emergency Medical Services Information Services Data Grant	State	\$0	\$4,510	\$0	One Time: One Yr.	
SMI	ICM	8955	Emergency Medical Services Maintenance	State	\$254,125	\$256,038	\$256,038	Annual	
Total Noncompetitive					\$254,125	\$260,548	\$256,038		
Total Revenue					\$1,058,944	\$1,140,885	\$1,010,294		
Total Grant Revenue for Other Agencies									
*Total for 2011-12					\$1,058,944	\$1,140,885	\$1,010,294		

* Total Grant Revenue excludes Departmental Reimbursements -
 Note: Budget Information for this Department can be found in the Other Agencies Budget Book





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COUNTY OF SAN BERNARDINO

The County of San Bernardino's 2011-12 Recommended 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 \$3.8 billion. Each department is responsible for operating within their budget and has the authority to spend up to the approved budget.

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

Mission Statement

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

Vision Statement

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

VALUES Statement

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

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

For 2011-12, the County of San Bernardino's annual budget process has changed due to the elimination of the publication of the Annual Report and Business Plan document. Beginning in 2006-07, the annual budget process began with the development of an Annual Report and Business Plan document that was used as an instrument to tie departmental budgets to departmental goals, objectives, and performance measures. For 2011-12, the production of the Annual Report and Business Plan document has been eliminated, and the information has 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 Recommended Budget book includes prior year accomplishments, departmental strategic goals, objectives, and performance measures, which demonstrate how departments meet their overall departmental mission as well as the global mission of the county. The following two pages provide a high-level overview of county departments, and for those departments offering primary services, a single goal and objective has been listed that best highlights the county's global mission statement.



COUNTYWIDE SERVICES

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

PUBLIC SERVICES

Health Services

- Arrowhead Regional Medical Center
- Behavioral Health
- Public Health

Safety Services

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

Well-Being Services

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

Quality of Life Services

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

Fiscal Services

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

ADMINISTRATIVE SERVICES

Leadership

- Board of Supervisors
- County Administrative Office

Support Services

- Architecture and Engineering
- Capital Improvement Program
- Clerk of the Board
- County Counsel
- 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	Low Income Health Program (LIHP)	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 increase community collaboration and involvement to enhance access to care.	Develop and implement programs and strategies to increase access to coordinated behavioral and primary health services.
SAFETY:		
District Attorney	Promote public safety by punishing criminal conduct.	Continue to promptly, effectively, and ethically prosecute criminal offenses.
Law and Justice Group Administration	Reduce the length of time required to move cases through the criminal justice system.	Increase the number of criminal cases that are electronically filed.
Probation	Ensure treatment and supervision levels are based on criminogenic risk factors.	Assess new juvenile and adult 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).
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 '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 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 WIA services.



BUDGET PLANNING CALENDAR

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 will be 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 the Finance and Administration Department 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 the Finance and Administration Department for review and recommendation to the Chief Executive Officer, and to the Board of Supervisors for final approval. For 2011-12, the Finance and Administration Department 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 amount for the Board of Supervisors, if based on their knowledge, implementation of a full cost fee or internal service rate would not be beneficial.

JANUARY AND FEBRUARY

Five-year Operating Forecast – The Finance and Administration Department 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 the Finance and Administration Department 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 – The Finance and Administration Department makes final budget changes to the Budget Prep System for items approved by the Board of Supervisors, including final fund balance adjustments.

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



Calendar for the 2011-12 Budget

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
September 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 (well-being services for citizens), Behavioral Health, and Public Health for mental health, social services, and health programs. Discretionary general funding (net county cost) is considered if the restricted funding sources, which are determined by the state, are not sufficient to pay for those departments' costs.

For some departments, budgets are also built utilizing revenues generated from fees. On 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. Also, an additional fee hearing is scheduled for June 7 and June 14, 2011 to further revise the 2011-12 County Fee Ordinance, as some departments required further 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 the ongoing cost increases needed to maintain current services including countywide insurance, central services, and 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 is scheduled for hearing and adoption on June 16 and 28, 2011.

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 will also be discussed during the Budget Hearing. When the Board of Supervisors approves the adopted budget, they will also approve the necessary fund balance adjustments to special revenue funds to agree to the Auditor-Controller/Treasurer/Tax Collector's actual fund balance.



Amending the Adopted Budget

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

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

Transfer of Salaries and Benefits Appropriation:

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

Transfer of Fixed Asset Appropriation:

- Transfers out 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	2010-11 Estimate	2011-12 Target

The above table describes the department's goals, objectives, and performance measures for the 2011-12 fiscal year, including any status updates if applicable.



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 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.

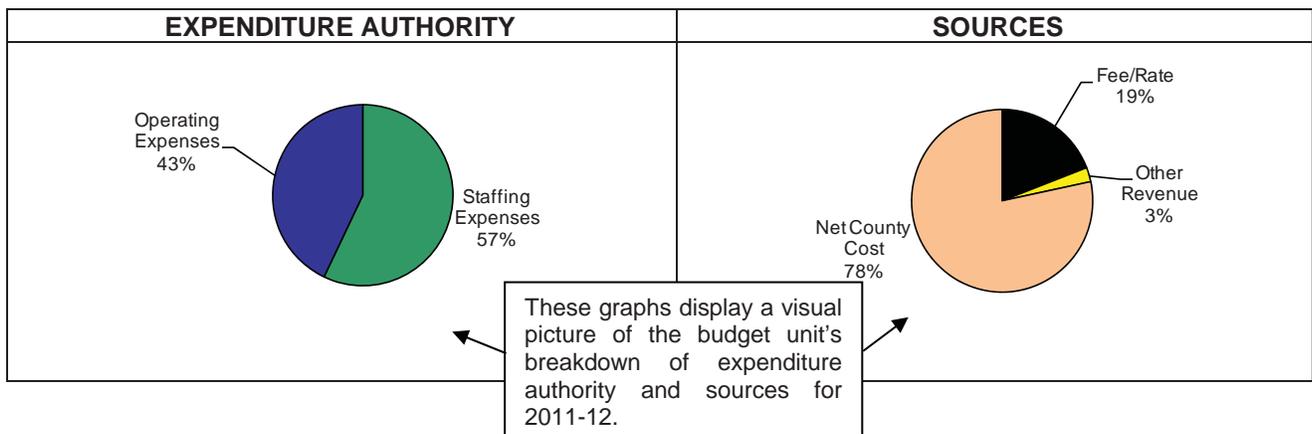
Budget at a Glance	
Total Expenditure Authority	\$1,776,092
Total Sources	\$383,750
Net County Cost	\$1,392,342
Total Staff	13
Funded by Net County Cost	78%

DESCRIPTION OF MAJOR SERVICES

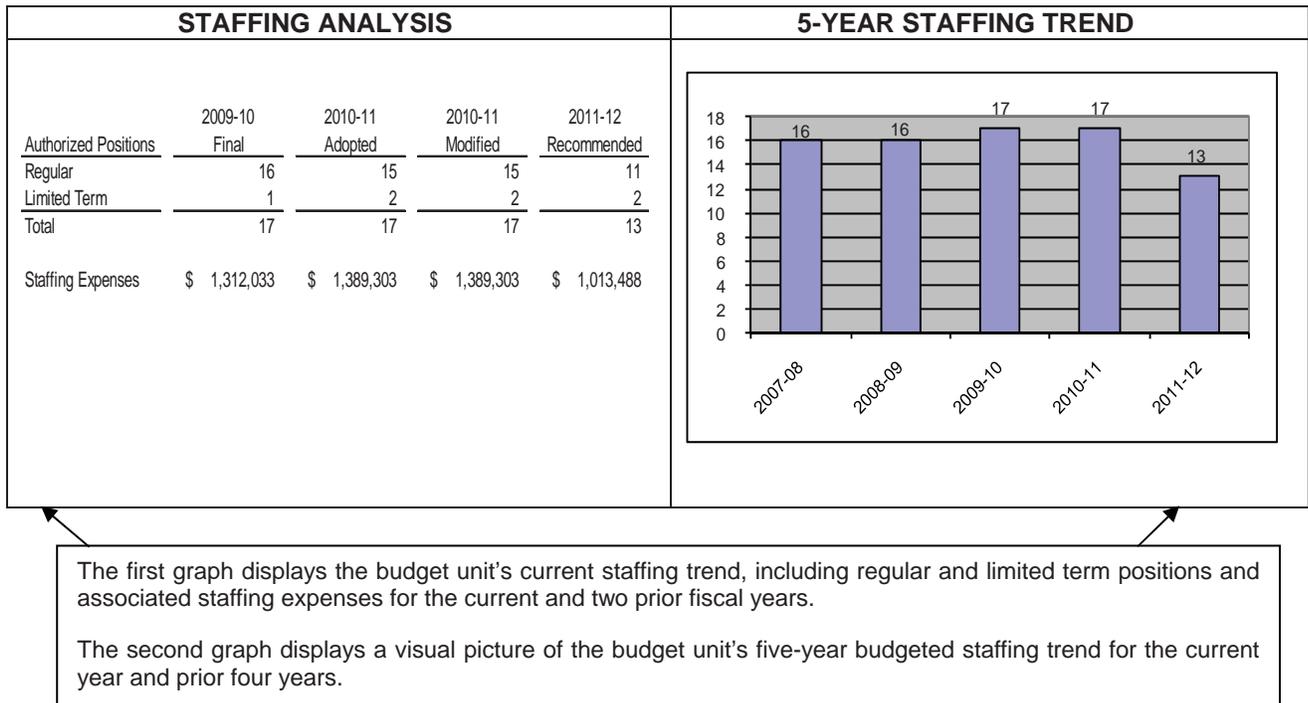
Description of Major Services provides a narrative describing the function and activity of the budget unit.

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 BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified 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 Financing Sources	0	0	0	0	0	0	0
Net County Cost	0	0	0	0	0	0	0
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

This narrative section briefly describes any major budget unit 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 Processing	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 Processing</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		

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.



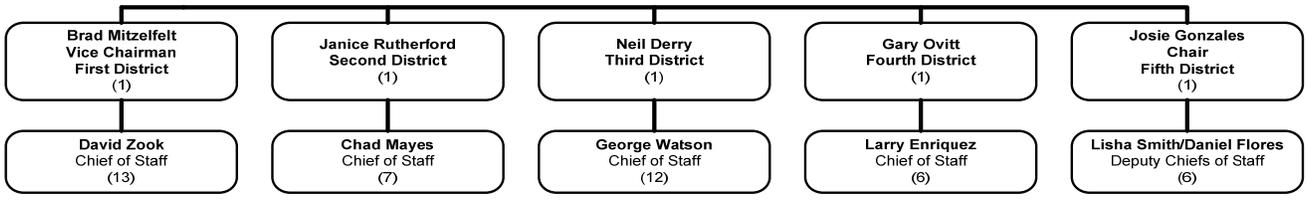
**ADMINISTRATION
SUMMARY**

	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Staffing</u>
<u>GENERAL FUND</u>					
BOARD OF SUPERVISORS	2				
BOARD OF SUPERVISORS	3	7,903,032	0	7,903,032	49
PRIORITY POLICY NEEDS	6	0	0	0	0
CLERK OF THE BOARD OF SUPERVISORS	7	1,776,092	383,750	1,392,342	13
COUNTY ADMINISTRATIVE OFFICE	13				
COUNTY ADMINISTRATIVE OFFICE	16	4,075,332	0	4,075,332	18
LITIGATION	19	392,708	0	392,708	0
COUNTY COUNSEL	20	8,613,610	5,455,250	3,158,360	91
FINANCE AND ADMINISTRATION	25				
FINANCE AND ADMINISTRATION	28	2,272,535	0	2,272,535	14
HUMAN RESOURCES DEPARTMENT	42				
HUMAN RESOURCES	45	4,720,452	312,700	4,407,752	74
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	48	1,034,048	1,034,048	0	11
UNEMPLOYMENT INSURANCE	50	4,000,500	0	4,000,500	0
INFORMATION SERVICES DEPARTMENT	57				
APPLICATION DEVELOPMENT	60	14,780,223	7,579,518	7,200,705	94
PURCHASING DEPARTMENT	73				
PURCHASING	76	1,240,471	431,846	808,625	16
LOCAL AGENCY FORMATION COMMISSION	94	344,637	0	344,637	0
COUNTY SCHOOLS	96	3,286,324	0	3,286,324	0
TOTAL GENERAL FUND		<u>54,439,964</u>	<u>15,197,112</u>	<u>39,242,852</u>	<u>380</u>
CAPITAL FACILITIES LEASES	30	<u>16,258,391</u>	<u>0</u>	<u>16,258,391</u>	<u>0</u>
<u>SPECIAL REVENUE FUNDS</u>					
FINANCE AND ADMINISTRATION					
DISASTER RECOVERY FUND	32	250,942	30,000	220,942	0
HUMAN RESOURCES:					
COMMUTER SERVICES	52	1,333,903	631,702	702,201	3
EMPLOYEE BENEFITS AND SERVICES	54	4,801,218	3,349,135	1,452,083	30
TOTAL SPECIAL REVENUE FUNDS		<u>6,386,063</u>	<u>4,010,837</u>	<u>2,375,226</u>	<u>33</u>
<u>INTERNAL SERVICES FUNDS</u>					
FLEET MANAGEMENT DEPARTMENT	33				
GARAGE	36	12,082,900	12,083,765	865	83
MOTOR POOL	39	12,919,783	12,997,065	77,282	3
INFORMATION SERVICES:					
COMPUTER OPERATIONS	63	22,243,268	22,243,268	0	134
TELECOMMUNICATION SERVICES	67	30,005,818	30,105,818	100,000	97
800 MEGAHERTZ - REBANDING PROJECT	71	25,000	25,000	0	0
PURCHASING:					
PRINTING SERVICES	79	4,030,879	3,936,976	(93,903)	17
SURPLUS PROPERTY AND STORAGE OPERATIONS	82	365,341	271,856	(93,485)	2
MAIL/COURIER SERVICES	84	6,607,468	6,445,026	(162,442)	27
RISK MANAGEMENT DEPARTMENT	87				
OPERATIONS	89	6,106,689	6,106,689	0	65
INSURANCE PROGRAMS	92	70,008,786	63,612,600	(6,396,186)	0
TOTAL INTERNAL SERVICE FUNDS		<u>164,395,932</u>	<u>157,828,063</u>	<u>(6,567,869)</u>	<u>428</u>



BOARD OF SUPERVISORS Josie Gonzales, Chair

ORGANIZATIONAL CHART



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	0	0	0			0
Total General Fund	7,903,032	0	7,903,032			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	9,983,055	0
Total	12,692,671	11,334,795	14,034,791	18,852,099	7,903,032

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	0	0
Total	0	0	0	0	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	9,983,055	0
Total	12,692,671	11,334,795	14,034,791	18,852,099	7,903,032

The Board of Supervisors' Priority Policy Needs budget unit has no appropriation at this time due to the mid-year transfer of the ongoing discretionary general funding to the Board of Supervisors budget unit in 2010-11. However, any unspent appropriation from 2010-11 will be carried over into this budget unit in the 2011-12 adopted budget.



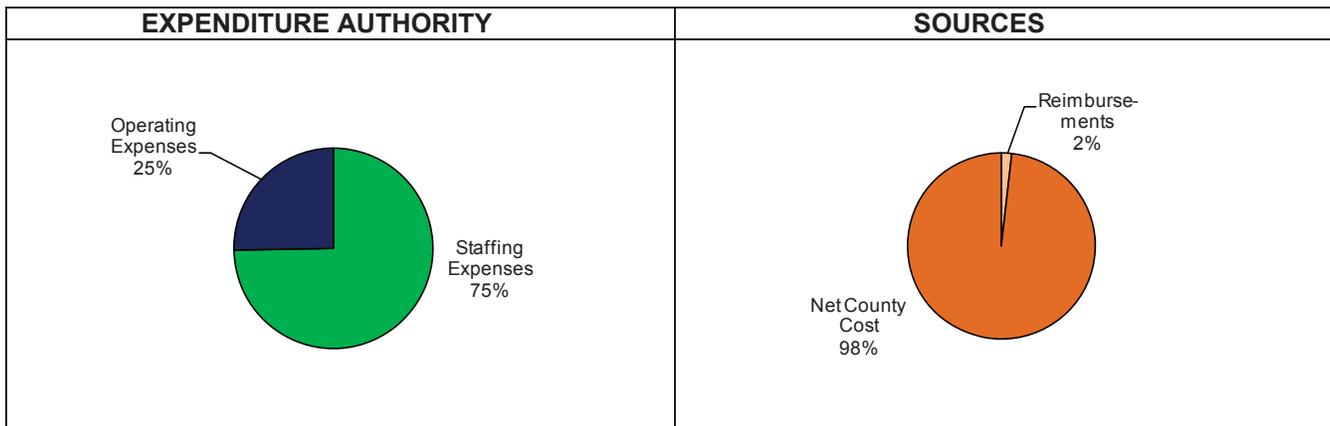
Board of Supervisors

DESCRIPTION OF MAJOR SERVICES

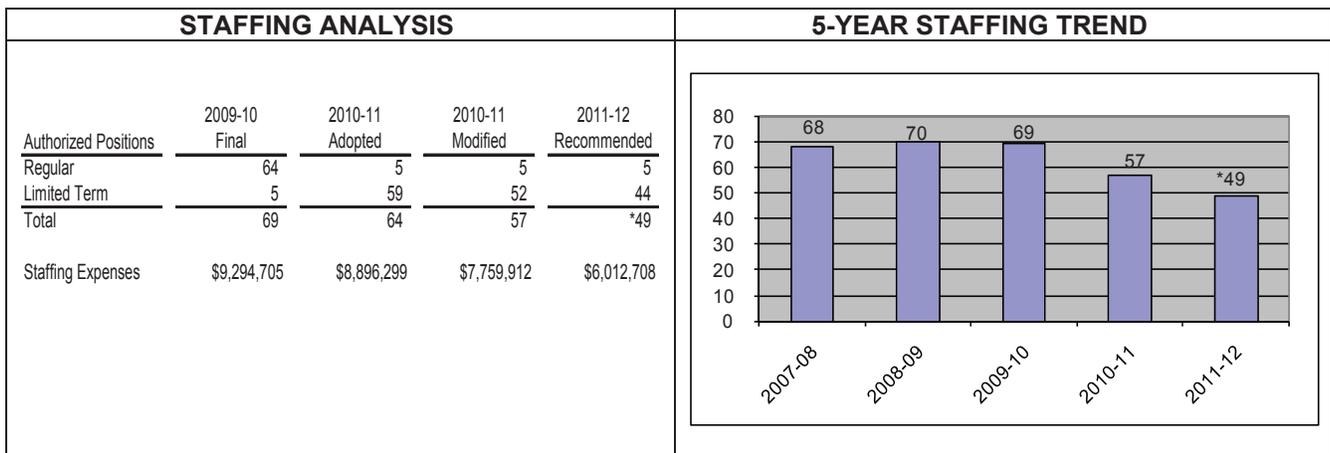
The Board of Supervisors is the governing body of the county government and Board-governed special districts. The Board of Supervisors establishes policy and exercises supervision over the official conduct of all county officers, Board-governed districts and special commissions. The Board of Supervisors 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 RECOMMENDED BUDGET



BUDGETED STAFFING



***Note:** The 2011-12 Recommended Budget includes 49 positions, however, some Supervisorial Districts are still evaluating how to best implement the reductions in net county cost, which may affect staffing levels.



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	7,289,749	9,098,516	9,294,598	7,605,741	7,759,912	6,012,708	(1,747,204)
Operating Expenses	802,280	969,257	1,156,337	1,540,198	1,450,687	2,034,481	583,794
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	9,145,939	9,210,599	8,047,189	(1,163,410)
Reimbursements	(1,428,156)	(2,394,035)	(2,935,989)	(276,895)	(341,555)	(144,157)	197,398
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 Financing 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 \$1,747,204 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 expense, costs for Human Resources programs and rents. The increase of \$583,794 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 \$197,398 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 may further affect staffing levels.

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>
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

<u>First District</u>	<u>Second District</u>	<u>Third District</u>	<u>Fourth District</u>	<u>Fifth District</u>
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	2 Deputy Chief of Staff
1 District Director	1 Deputy Chief of Staff	1 Deputy Chief of Staff	1 Deputy Chief of Staff	1 BOS Administrative Analyst
1 BOS Executive Secretary	1 BOS Executive Secretary	1 BOS Executive Secretary	1 District Director	1 BOS Executive Secretary
1 Executive Secretary III	2 Field Representatives	1 Special Projects Analyst	1 BOS Executive Secretary	2 Field Representatives
3 Field Representatives	2 Special Projects Coordinator	6 Field Representatives	1 Executive Secretary II	
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. However, any existing allocations not spent within a fiscal year are carried over to the subsequent fiscal year by district.

Budget at a Glance	
Total Expenditure Authority	\$0
Total Sources	\$0
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	\$0

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 RECOMMENDED BUDGET

There is currently no recommended budget. However, any funds carried over from prior fiscal years will be included in the 2011-12 adopted budget.

ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	3,953,892	2,608,251	2,714,721	2,499,286	10,645,954	0	(10,645,954)
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	2,499,286	10,645,954	0	(10,645,954)
Reimbursements	0	0	(11,665)	(800,000)	(782,899)	0	782,899
Total Appropriation	3,953,892	2,608,251	2,703,056	1,699,286	9,863,055	0	(9,863,055)
Operating Transfers Out	0	231,000	29,804	57,358	120,000	0	(120,000)
Total Requirements	3,953,892	2,839,251	2,732,860	1,756,644	9,983,055	0	(9,983,055)
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	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	181,576	0	0	0
Total Financing Sources	0	0	0	181,576	0	0	0
Net County Cost	3,953,892	2,839,251	2,732,860	1,575,068	9,983,055	0	(9,983,055)
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

There is no appropriation in this budget unit due to the mid-year transfer of the ongoing discretionary general funding to the Board of Supervisors budget unit in 2010-11. However, any unspent appropriation from 2010-11 will be carried over into this budget unit in the 2011-12 adopted budget.



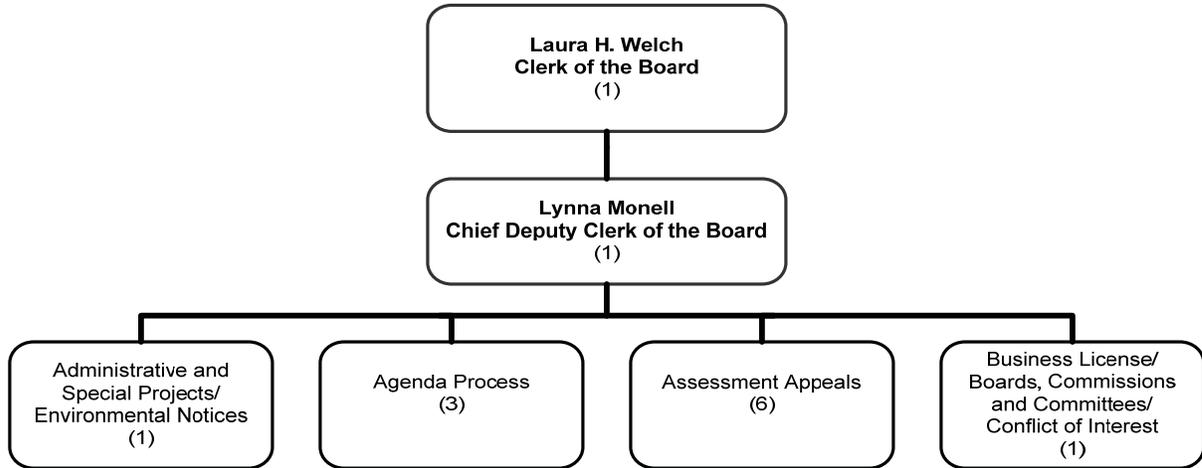
CLERK OF THE BOARD Laura Welch

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 Estimate	2011-12 Target
Staff time required to input and review Assessment Appeal Applications.	10 min	9.3 min	8.5 min	9.5 min	9.5 min

Late in 2008-09 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. 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 Estimate	2011-12 Target
Percentage of electronic submission of Assessment Appeal Applications.	N/A	N/A	15%	12%	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 Estimate	2011-12 Target
Turnaround time for processing of new business licenses.	38 days	36 days	32 days	32 days	32 days
Maintain turnaround time for processing renewal business licenses.	25 days	25 days	25 days	22 days	22 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	2,284,915	1,776,092
Total	1,492,677	1,558,975	2,017,276	2,284,915	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	517,809	383,750
Total	135,287	126,665	122,556	517,809	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	1,767,106	1,392,342
Total	1,357,390	1,432,310	1,894,720	1,767,106	1,392,342



Clerk of the Board

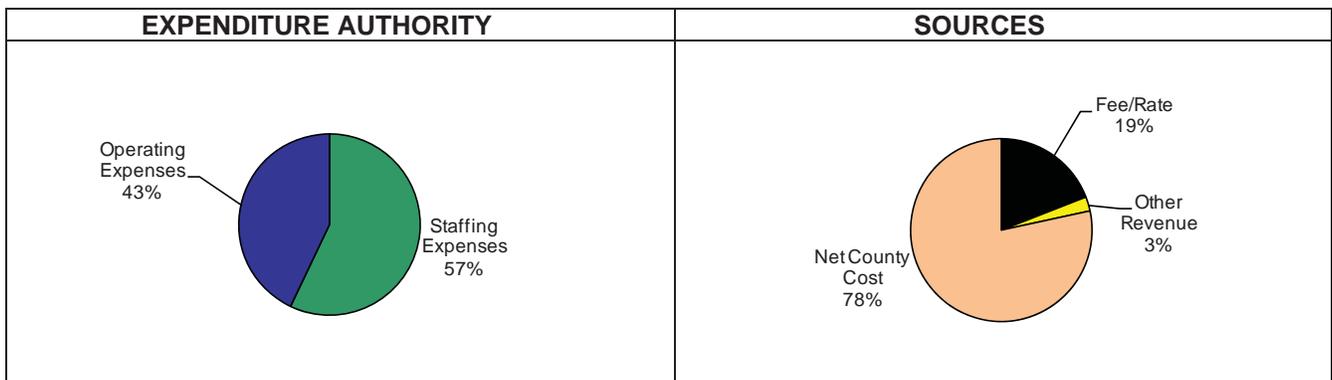
DESCRIPTION OF MAJOR SERVICES

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.

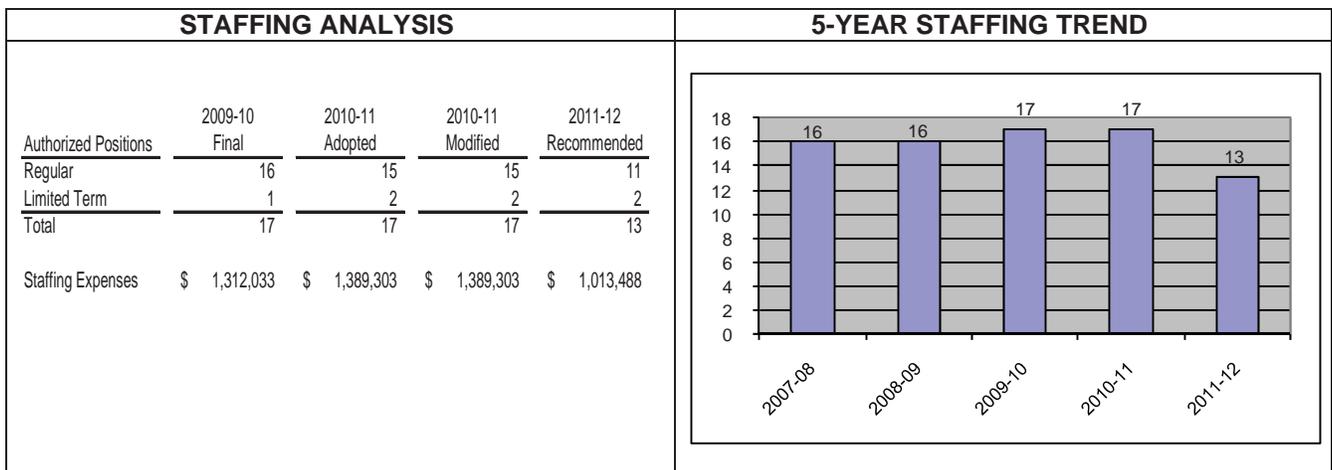
Budget at a Glance	
Total Expenditure Authority	\$1,776,092
Total Sources	\$383,750
Net County Cost	\$1,392,342
Total Staff	13
Funded by Net County Cost	78%

In accordance with state law, appeals of assessed property valuation are heard and determined by the county's Assessment Appeals Boards (AABs). The COB provides staff support to the AABs, facilitating the filing, hearing and disposition of thousands of appeals annually. The county requires that businesses operating in unincorporated areas obtain and maintain a valid business license. The COB receives, reviews and processes business license applications and issues licenses for approved businesses. The COB also: receives, posts and files environmental (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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	1,129,910	1,196,684	1,312,033	1,278,993	1,389,303	1,013,488	(375,815)
Operating Expenses	296,630	256,804	705,243	801,856	895,612	762,604	(133,008)
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	2,080,849	2,284,915	1,776,092	(508,823)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,426,540	1,453,488	2,017,276	2,080,849	2,284,915	1,776,092	(508,823)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,426,540	1,453,488	2,017,276	2,080,849	2,284,915	1,776,092	(508,823)
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	272,650	473,309	338,500	(134,809)
Other Revenue	70,070	54,937	50,121	43,886	44,500	45,250	750
Total Revenue	139,525	129,601	122,557	316,536	517,809	383,750	(134,059)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	139,525	129,601	122,557	316,536	517,809	383,750	(134,059)
Net County Cost	1,287,015	1,323,887	1,894,719	1,764,313	1,767,106	1,392,342	(374,764)
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 \$375,815 from the prior year modified 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 that are proposed 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 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 decrease of \$133,008 is primarily due to the previously mentioned transition of the Board of Supervisors administrative function to the County Administrative Office budget unit. These decreases are partially offset by a new allocation of COWCAP charges to the Clerk of the Board budget. Additional changes to operating expenses are due to the necessity to purchase outdated computer hardware, an increase in costs associated with office expenses and printing costs, and 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 decrease of \$134,059 is a result of an anticipated reduction in the number of Assessment Appeal applications and fewer Massage Technician business license applications.

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		



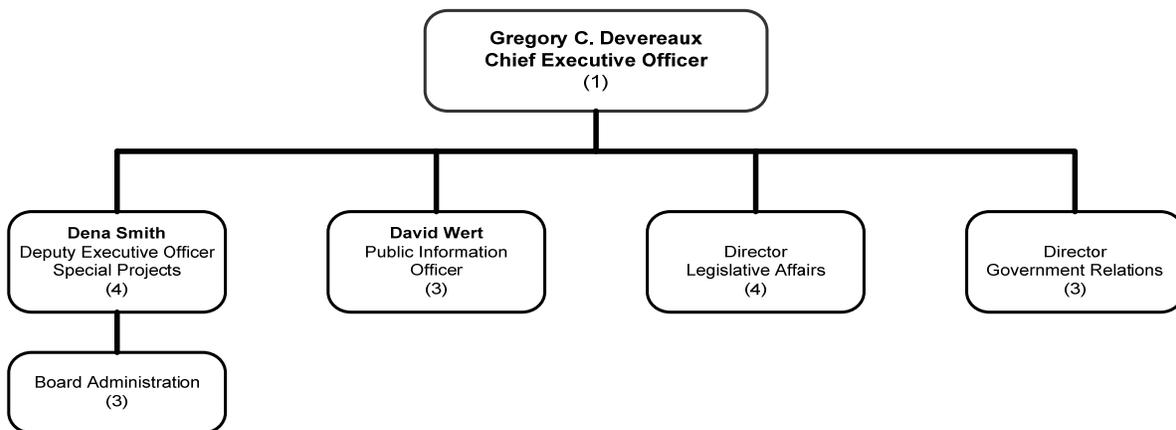
COUNTY ADMINISTRATIVE OFFICE Gregory C. Devereaux

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 of Supervisors and the County Administrative Office.
- In July 2010, the CAO created a Governmental Affairs 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, SANBAG, and SCAG.
- In July 2010, the CAO created a Special Projects unit to ensure that initiatives created by, or of special interest to, the Board of Supervisors 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 San Bernardino Associated Governments (SANBAG).



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 and countywide 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.

Beginning in November 2010, the county along with vision partner SANBAG, conducted public forums and business and industry specific workshops to gather data identifying elements and values that will become the basis for a Countywide Vision. The Countywide Vision is anticipated to be complete and presented for adoption and implementation in late 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 a new budget unit for the preparation and administration of the county budget, including the development of the five-year forecast and annual strategic plan. This budget unit is also responsible for the administration and monitoring of 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 that will provide County Fire with \$337,000 in ongoing funding and \$409,000 in one-time capital funding. This agreement will serve as a template for similar agreements with two other utility scale solar projects that are 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	6,018,662	4,075,332
Litigation	388,681	388,681	789,492	388,681	392,708
Total	5,687,925	5,997,675	6,285,871	6,407,343	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	0	0
Total	0	0	217,142	0	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	6,018,662	4,075,332
Litigation	388,681	388,681	664,492	388,681	392,708
Total	5,687,925	5,997,675	6,068,729	6,407,343	4,468,040



County Administrative Office

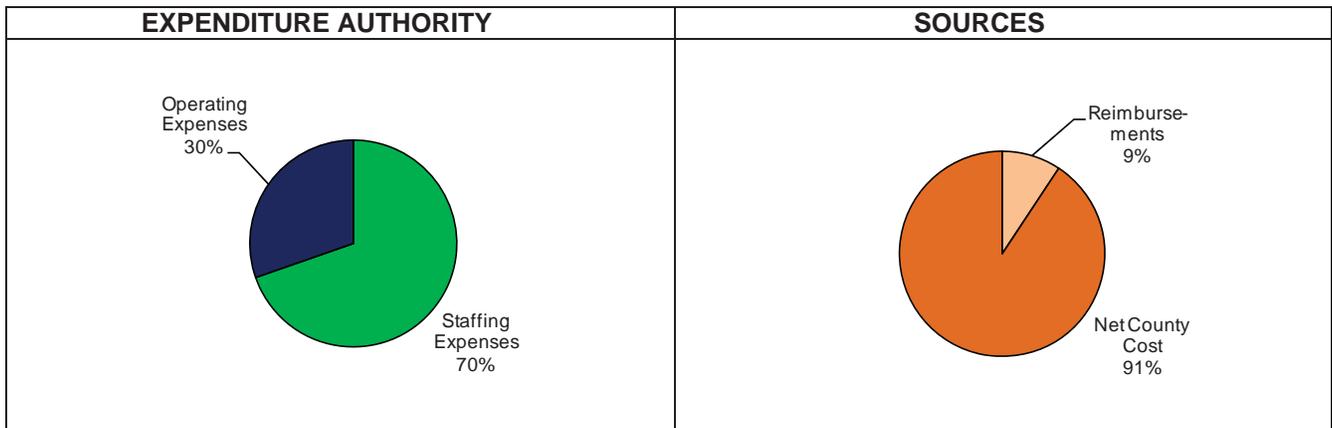
DESCRIPTION OF MAJOR SERVICES

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.

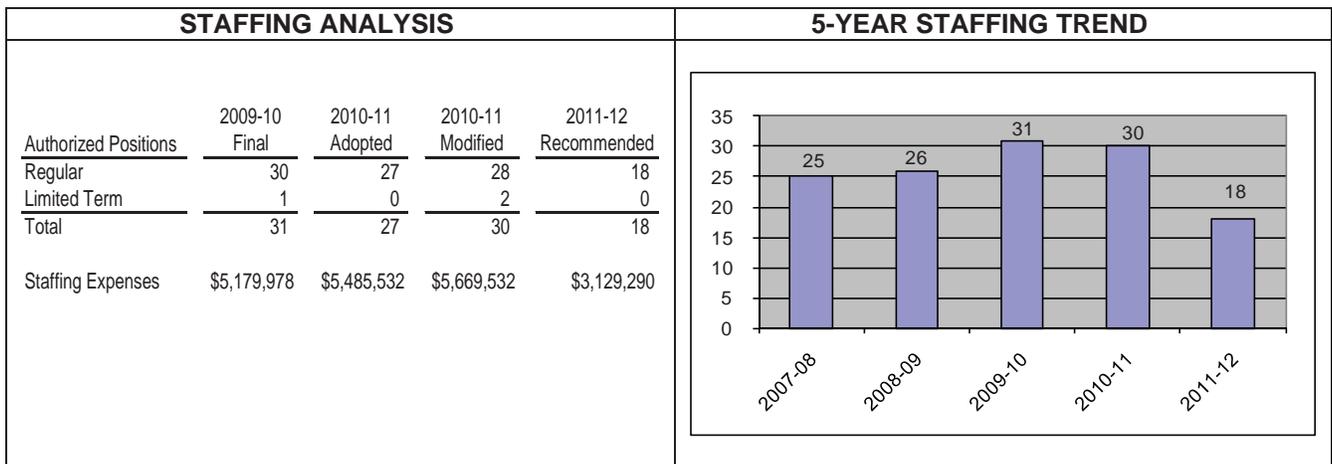
Budget at a Glance	
Total Expenditure Authority	\$4,492,554
Total Sources	\$417,222
Net County Cost	\$4,075,332
Total Staff	18
Funded by Net County Cost	91%

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

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	3,762,152	4,085,251	5,179,978	5,497,119	5,669,532	3,129,290	(2,540,242)
Operating Expenses	1,338,078	3,776,116	668,270	1,073,819	1,265,524	1,363,264	97,740
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	6,570,938	6,935,056	4,492,554	(2,442,502)
Reimbursements	(521,891)	(352,451)	(351,869)	(891,394)	(916,394)	(417,222)	499,172
Total Appropriation	4,595,909	7,527,676	5,496,379	5,679,544	6,018,662	4,075,332	(1,943,330)
Operating Transfers Out	55,000	21,370	0	0	0	0	0
Total Requirements	4,650,909	7,549,046	5,496,379	5,679,544	6,018,662	4,075,332	(1,943,330)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	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 Financing Sources	0	0	92,142	0	0	0	0
Net County Cost	4,650,909	7,549,046	5,404,237	5,679,544	6,018,662	4,075,332	(1,943,330)
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 County Administrative Office 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 County Administrative Office 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 County Administrative Office budget unit also had a reduction in appropriation of \$377,401 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 \$2,540,242 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 \$97,740 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 \$499,172 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	2	0	2	2	0	0	2
Public Information	2	0	2	2	0	0	2
Legislative Affairs	4	0	4	3	1	0	4
Government Relations	3	0	3	3	0	0	3
Special Projects	4	0	4	4	0	0	4
Board Administration	3	0	3	3	0	0	3
Total	18	0	18	17	1	0	18

<u>Special Projects</u>	<u>Legislative Affairs</u>	<u>Government Relations</u>	<u>County Administrative Office</u>
1 Deputy Administrative 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 Executive Secretary III-Class.	1 Legislative Analyst II	1 Gov Relations Analyst	
	1 Executive Secretary III-Unclass.		
<u>Board Administration</u>			<u>Public Information</u>
1 Executive Secretary III-Unclass.			1 Public Information Officer
2 Executive Secretary II			1 Administrative Analyst III



Litigation

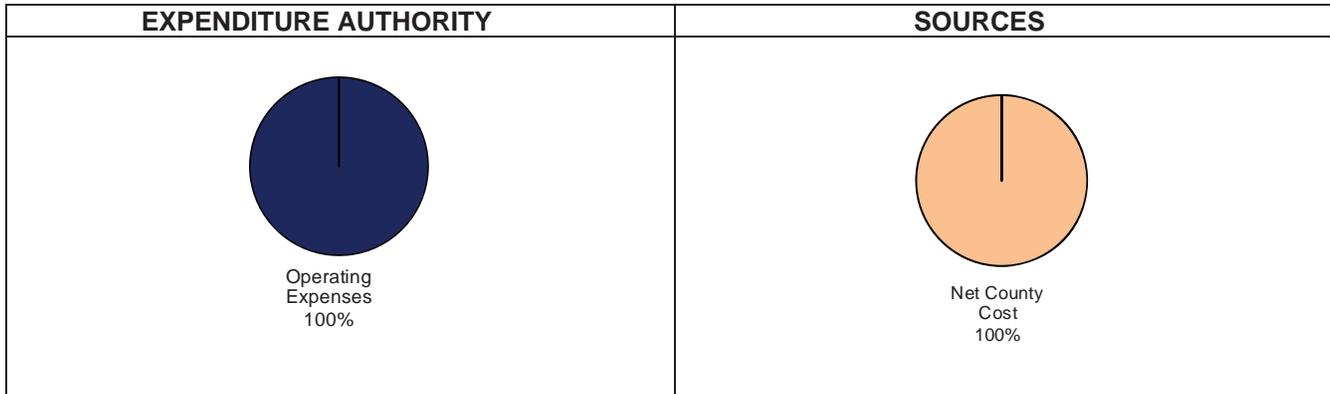
DESCRIPTION OF MAJOR SERVICES

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%

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	629,128	3,800,555	789,492	372,986	388,681	392,708	4,027
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	372,986	388,681	392,708	4,027
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	629,128	3,800,555	789,492	372,986	388,681	392,708	4,027
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	629,128	3,800,555	789,492	372,986	388,681	392,708	4,027
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	75,000	120,000	125,000	0	0	0	0
Total Financing Sources	75,000	120,000	125,000	0	0	0	0
Net County Cost	554,128	3,680,555	664,492	372,986	388,681	392,708	4,027
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$392,708 represent costs for outside legal counsel, the \$4,027 increase results from the inclusion of countywide cost allocation plan (COWCAP) charges in this budget unit.



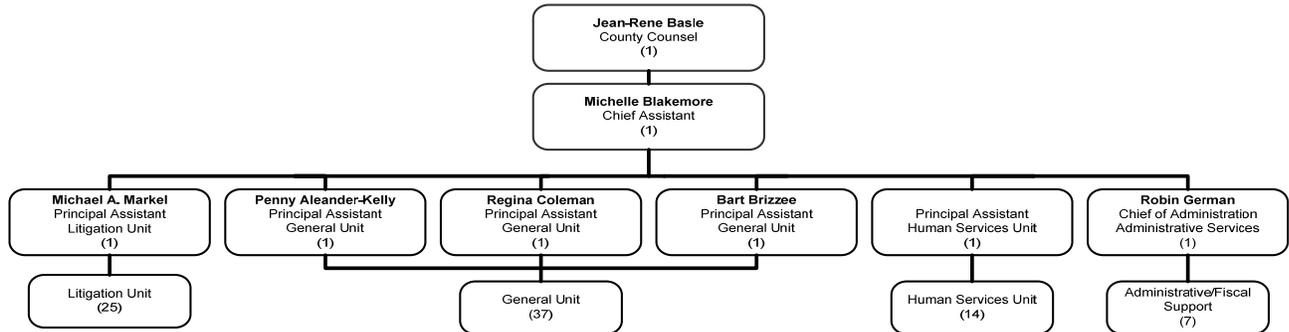
COUNTY COUNSEL Jean-Rene Basle

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.
- Prepare Sunshine Ordinance (Open Meeting and Public Record Requirements)
- Prepare 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 THE OFFICE'S 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	2011-11 Estimate	2011-12 Target
Percentage of clients who ranked service they receive from County Counsel as satisfactory or above.	97.2%	95%	95%	95%	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	9,280,312	8,613,610
Total	9,910,938	10,600,311	8,343,431	9,280,312	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	5,695,850	5,455,250
Total	4,454,209	5,080,585	5,597,616	5,695,850	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	3,584,462	3,158,360
Total	5,456,729	5,519,726	2,745,815	3,584,462	3,158,360



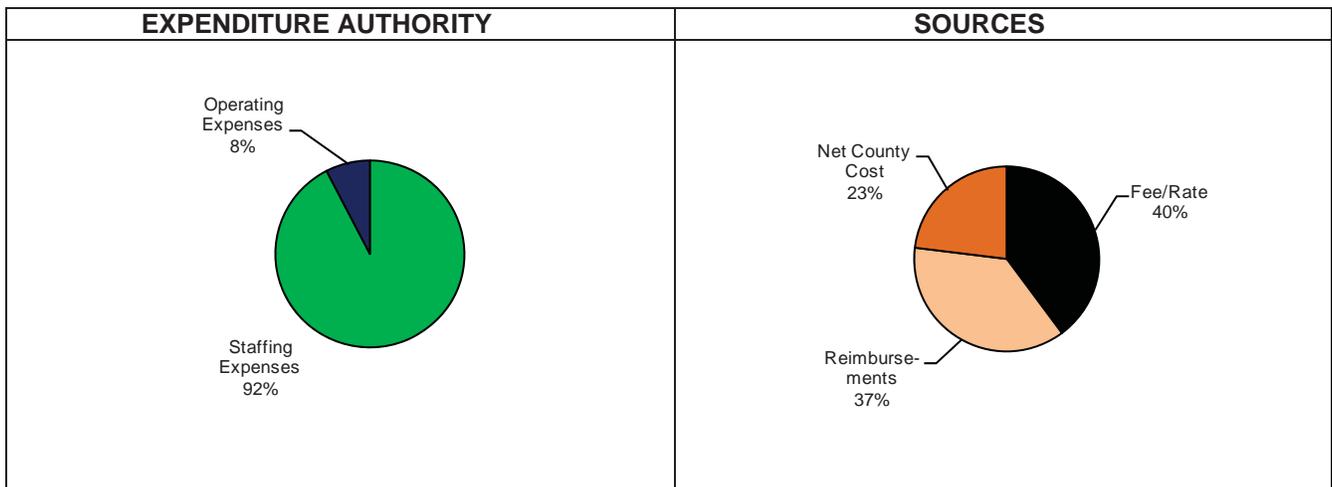
County Counsel

DESCRIPTION OF MAJOR SERVICES

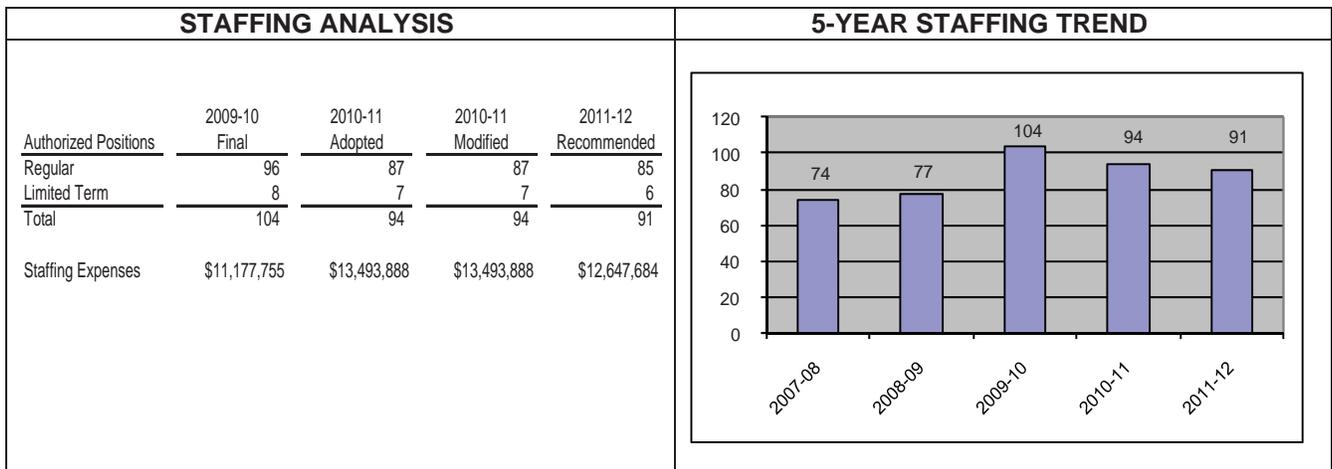
County Counsel provides civil legal services to the Board of Supervisors, the County Administrative Office, County departments, commissions, special districts, and school districts. County Counsel also provides legal services to various joint powers authorities and represents the courts and judges on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



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	10,312,439	12,142,068	11,177,755	13,419,670	13,493,888	12,647,684	(846,204)
Operating Expenses	1,147,248	1,410,869	729,030	989,444	1,039,377	1,050,959	11,582
Capital Expenditures	0	0	0	0	40,000	0	(40,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	11,459,687	13,552,937	11,906,785	14,409,114	14,573,265	13,698,643	(874,622)
Reimbursements	(2,728,654)	(3,038,231)	(3,576,956)	(5,155,536)	(5,292,953)	(5,085,033)	207,920
Total Appropriation	8,731,033	10,514,706	8,329,829	9,253,578	9,280,312	8,613,610	(666,702)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	8,731,033	10,514,706	8,329,829	9,253,578	9,280,312	8,613,610	(666,702)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	208	0	0	0	0	0	0
Fee/Rate	4,212,089	5,038,084	5,596,036	5,668,366	5,695,100	5,454,500	(240,600)
Other Revenue	1,435	751	1,580	750	750	750	0
Total Revenue	4,213,732	5,038,835	5,597,616	5,669,116	5,695,850	5,455,250	(240,600)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,213,732	5,038,835	5,597,616	5,669,116	5,695,850	5,455,250	(240,600)
Net County Cost	4,517,301	5,475,871	2,732,213	3,584,462	3,584,462	3,158,360	(426,102)
Budgeted Staffing					94	91	(3)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$12,647,684 fund 91 budgeted positions and is decreasing by \$846,204 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.

Reimbursements of \$5,085,033 are payments from other departments for services rendered by County Counsel. The decrease of \$207,920 is the result of service hour adjustments to general fund clients. Each year, the amount of service hours provided to clients varies depending on their needs. This net reduction could be indirectly related to State/Federal budget cuts in other departments, but could also be the result of reduced staffing levels in those departments. The most significant changes are within the Human Services, Public Health, and Airports clients.

Departmental revenue of \$5,455,250 is received from non-general fund departments and outside clients. The decrease of \$240,600 is a result of the Office of County Counsel no longer representing SANBAG, which is 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 Recommended 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 & 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			

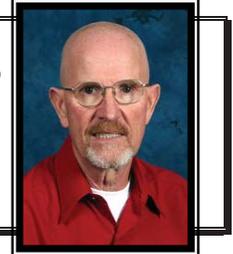
*These positions are exhausting leave balances before retirement



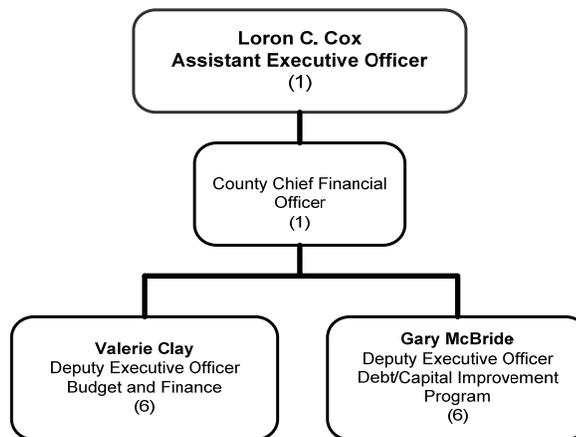
FINANCE AND ADMINISTRATION Loron C. Cox

MISSION STATEMENT

Through an ethical, effective, and efficient administrative infrastructure, the Finance and Administration department provides timely, accurate, and complete financial information to the Chief Executive Officer, and practices responsible management of county resources by ensuring proposed activities and requested resources reflect sound judgment and support the overall goals and mission of the county.



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 County Administrative Office was awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association.
- In August 2010, the Finance and Administration Department 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 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.



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 Estimate	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 the Finance and Administration Department. 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.

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 Chief Executive Officer (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.

Per current policy the General Purpose Reserve for the general fund shall be established and targeted at a minimum of 10% of locally funded appropriation at the beginning of each budget fiscal year. 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 2011-12, the CEO will recommend increasing the General Purpose Reserve target to 20%, and use one-time sources until the target is achieved. Therefore, the department has implemented a performance measure to track this target.

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. For 2011-12, the department has implemented a performance measure regarding variable debt limits.

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	250,942	30,000	0	220,942		0
Total Special Revenue Fund	250,942	30,000	0	220,942		0
Total - All Funds	18,781,868	30,000	18,530,926	220,942		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	172,588	250,942
Total	21,519,583	21,889,583	21,327,576	54,812,947	18,781,868

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	20,000	30,000
Total	35,000	76,385	9,820	38,020,000	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
Disaster Recovery Fund	0	0	0	0	0
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	220,942
Total	47,227	842	384,362	152,588	220,942



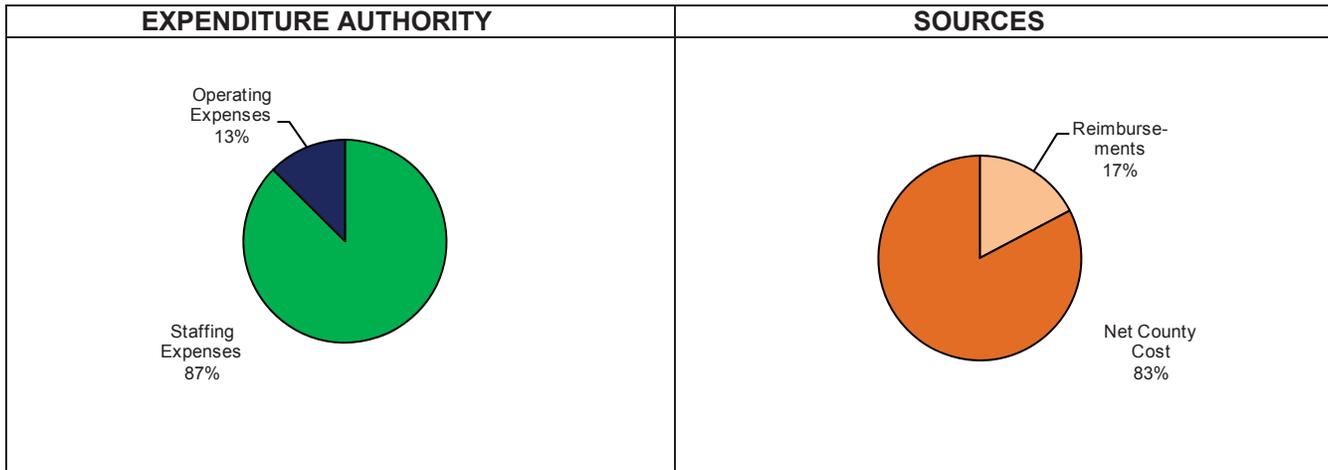
Finance and Administration

DESCRIPTION OF MAJOR SERVICES

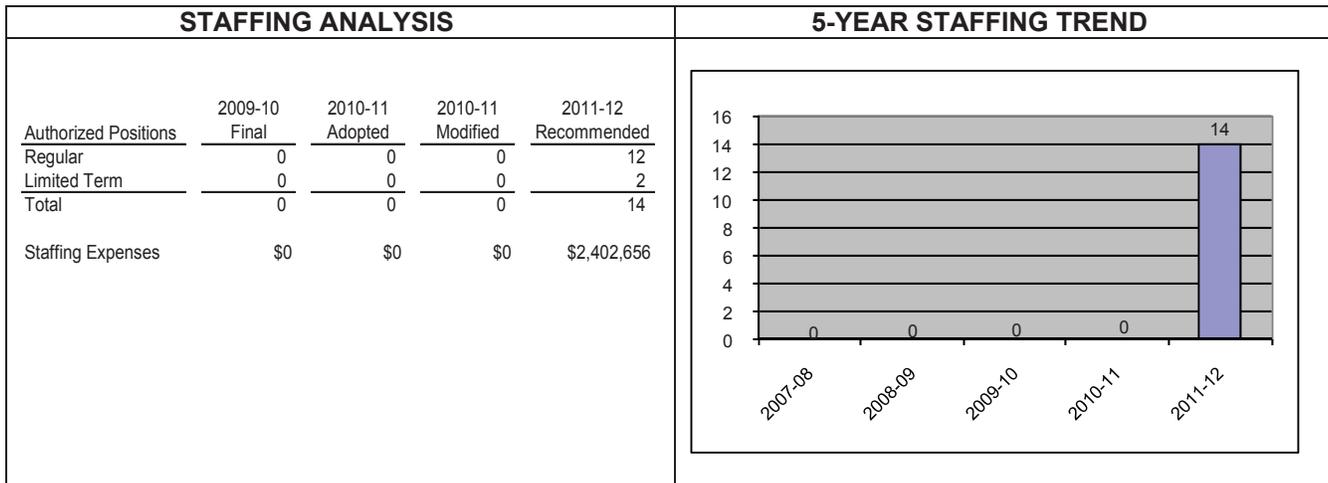
The Finance and Administration department is a newly created budget unit for 2011-12. This department is responsible for the preparation and administration of the county budget, including the development of a five-year forecast and annual strategic plan. The department is also responsible for the administration and monitoring of the county general fund long-term debt portfolio which includes both issuance and post-issuance activities. In addition, the department provides oversight and administration of the county's capital improvement program (CIP).

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%

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Administration
 DEPARTMENT: Finance and Administration
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified 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 Financing 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 County Administrative Office budget unit as detailed below.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Finance and Administration	12	2	14	13	1	0	14
Total	12	2	14	13	1	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

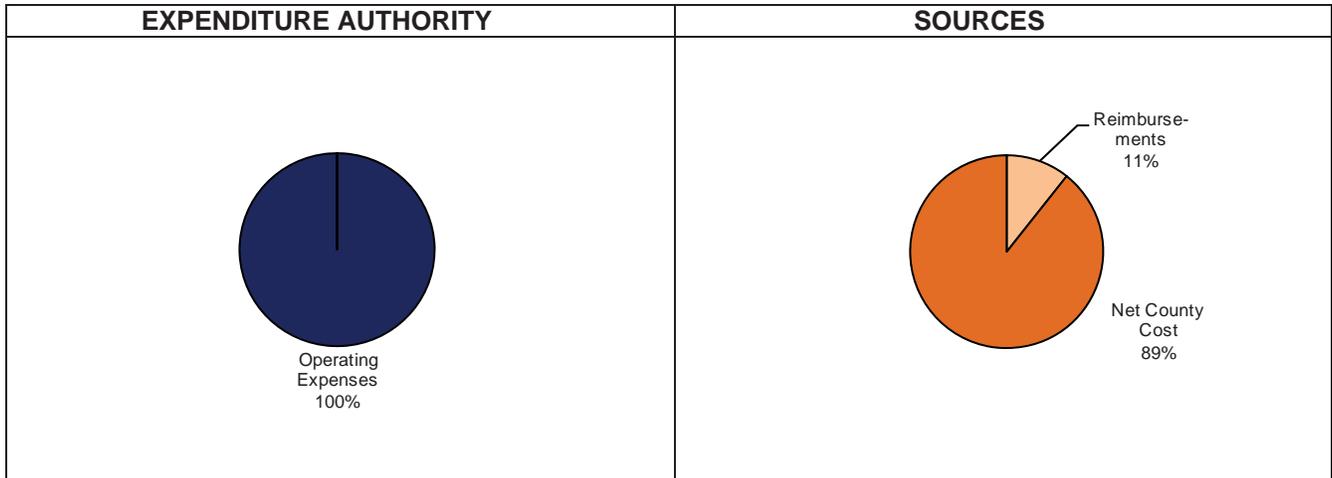
This budget unit funds the cost of long-term capital lease payments for the major county facilities financed by the general fund.

There is no staffing associated with this budget unit.

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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	20,556,182	22,406,840	22,503,854	54,230,214	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	54,230,214	56,678,154	18,202,053	(38,476,101)
Reimbursements	(1,880,685)	(2,173,150)	(1,816,051)	(2,307,795)	(2,037,795)	(1,943,662)	94,133
Total Appropriation	18,675,497	20,233,690	20,687,803	51,922,419	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	51,922,419	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 Financing 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	13,918,006	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 COWCAP charge.
- Per 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 being reallocated 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 is 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 preschool services.

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: 15,497,471
Debt Administration (Trustee Fees, Letter of Credit Fees, Remarketing Fees, Auction Agent Fees,	307,000
COWCAP	113,511
2009-10 Variable Rate Savings per County Policy	2,284,071
Reimbursements	(1,943,662)
	Subtotal: 760,920
	Total: 16,258,391

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

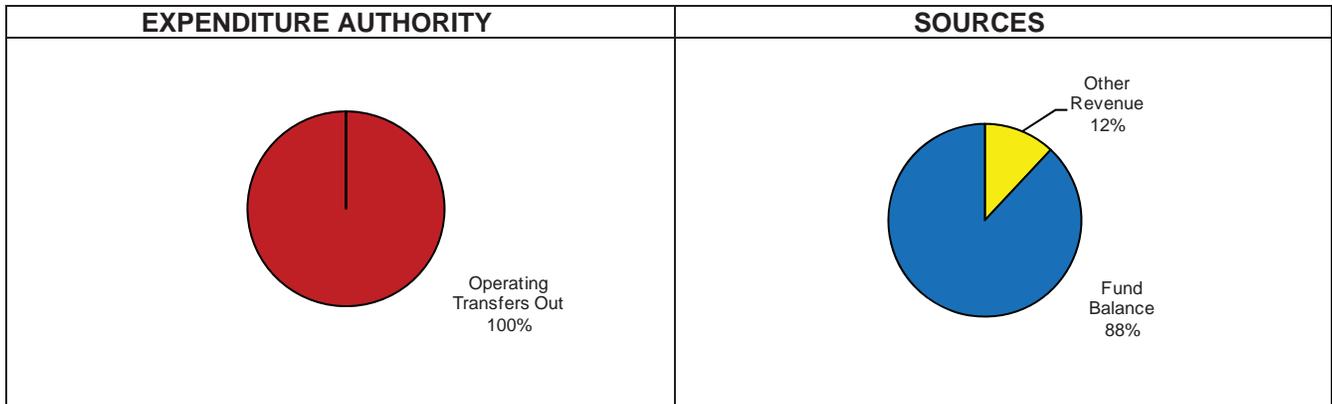
DESCRIPTION OF MAJOR SERVICES

The Disaster Recovery Fund was established to provide separate accountability for specific administrative and program costs related to the county's disaster recovery efforts. Prior incidents have included the Grand Prix/Old Fires in October 2003 and Grass Valley/Slide Fires of October 2007.

Budget at a Glance	
Total Expenditure Authority	\$250,942
Total Sources	\$30,000
Fund Balance	\$220,942
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified 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	0	0	0
Total Exp Authority	404,750	0	6,587	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	404,750	0	6,587	0	0	0	0
Operating Transfers Out	0	0	0	0	172,588	250,942	78,354
Total Requirements	404,750	0	6,587	0	172,588	250,942	78,354
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	48,354	0	0	0
Fee/Rate	134,260	0	0	0	0	0	0
Other Revenue	49,013	77,723	19,161	20,000	20,000	30,000	10,000
Total Revenue	358,185	383,520	19,161	68,354	20,000	30,000	10,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	358,185	383,520	19,161	68,354	20,000	30,000	10,000
				Fund Balance	152,588	220,942	68,354
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating transfers out of \$250,942 represent reimbursements to county departments for specific administrative and program costs related to future county disaster recovery efforts. Other revenue represents anticipated interest earnings based on the entire fund balance which includes restricted funds due to other agencies.



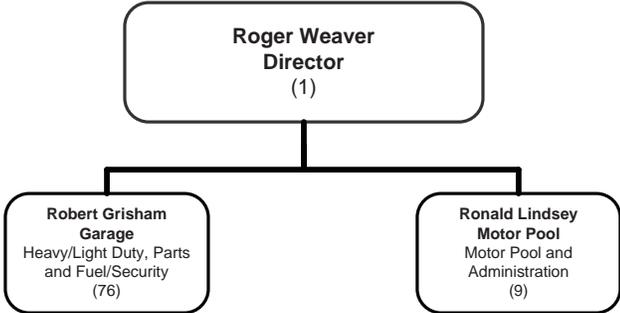
FLEET MANAGEMENT Roger Weaver

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 Estimate	2011-12 Target
Percentage of programmed maintenance (PM) services completed the same day the vehicle is delivered to Fleet Management.	75%	77%	76%	83%	80%
Percentage of repairs completed within two days of vehicle delivery to Fleet Management.	83%	85%	85%	89%	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 Estimate	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 estimate 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	12,997,065			77,282	3
Total Internal Service Funds	25,002,683	25,080,830			78,147	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	11,874,215	12,082,900
Motor Pool	11,273,120	13,169,738	13,721,600	13,409,366	12,919,783
Total	25,082,092	27,395,597	26,129,640	25,283,581	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	11,725,000	12,083,765
Motor Pool	12,346,300	14,306,500	14,479,000	12,776,570	12,997,065
Total	25,934,352	28,789,900	26,834,000	24,501,570	25,080,830

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Garage	(220,920)	257,541	(53,040)	(149,215)	865
Motor Pool	1,073,180	1,136,762	757,400	(632,796)	77,282
Total	852,260	1,394,303	704,360	(782,011)	78,147



Garage

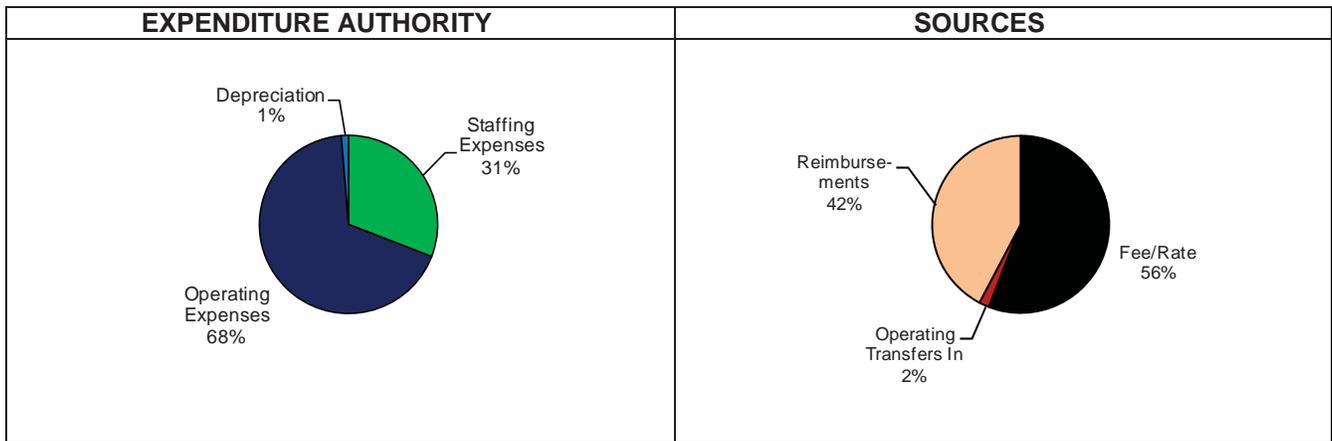
DESCRIPTION OF MAJOR SERVICES

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

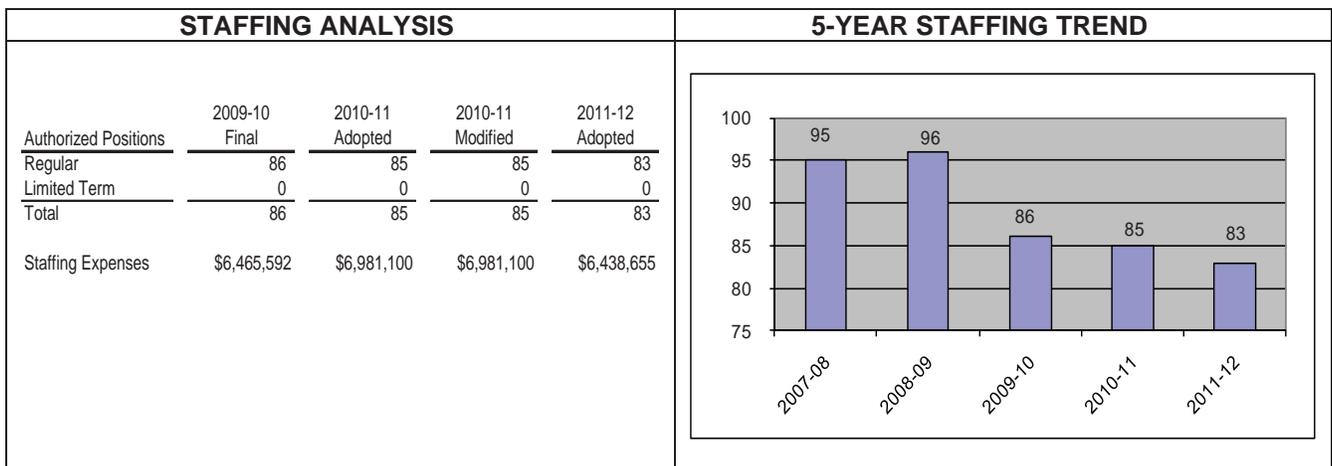
The Garage budget unit is an internal services fund (ISF). All operational costs of the Garage Division are financed through Board approved rates. As an ISF, any unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year to provide working capital, finance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

Budget at a Glance	
Total Expenditure Authority	\$20,917,226
Total Sources	\$20,918,091
Rev Over/(Under) Exp	\$865
Total Staff	83

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	6,984,269	6,687,510	6,465,592	6,316,700	6,981,100	6,438,655	(542,445)
Operating Expenses	14,910,927	13,376,836	12,541,746	12,919,600	13,674,685	14,133,071	458,386
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	21,895,196	20,064,346	19,007,338	19,236,300	20,655,785	20,571,726	(84,059)
Reimbursements	(8,808,530)	(9,153,148)	(8,771,686)	(8,297,000)	(9,255,070)	(8,834,326)	420,744
Total Appropriation	13,086,666	10,911,198	10,235,652	10,939,300	11,400,715	11,737,400	336,685
Depreciation	290,000	345,000	300,000	300,000	300,000	276,000	(24,000)
Operating Transfers Out	29,668	102,800	187,649	183,500	173,500	69,500	(104,000)
Total Requirements	13,406,334	11,358,998	10,723,301	11,422,800	11,874,215	12,082,900	208,685
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	11,228,300	11,701,000	11,673,200	(27,800)
Other Revenue	92,943	105,675	36,504	64,100	24,000	24,000	0
Total Revenue	13,358,602	12,020,186	11,014,962	11,292,400	11,725,000	11,697,200	(27,800)
Operating Transfers In	0	0	0	0	0	386,565	386,565
Total Financing Sources	13,358,602	12,020,186	11,014,962	11,292,400	11,725,000	12,083,765	358,765
Rev Over/(Under) Exp	(47,732)	661,188	291,661	(130,400)	(149,215)	865	150,080
				Budgeted Staffing	85	83	(2)
Fixed Assets							
Capital Expenditures	22,137	37,048	31,447	14,600	129,000	46,000	(83,000)
Total Fixed Assets	22,137	37,048	31,447	14,600	129,000	46,000	(83,000)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$6,438,655 fund 83 budgeted positions, and are decreasing by \$542,445 due to a proposed work schedule reduction for SBPEA represented employees and a net reduction of two budgeted positions. These decreases are partially offset by increases in retirement and negotiated labor agreement costs.

Operating expenses of \$14,133,071 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 \$458,386 increase is primarily the result of rising gasoline costs and increased transfers to the Motor Pool budget unit, offset by reduced demand for automotive parts and intra-department charges for maintenance and repairs.

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 decrease of \$420,744 is primarily the result of reduced reimbursements in fuel, maintenance and repair costs (due to the decrease in miles driven) and in intra-department charges.

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

Departmental revenue of \$11,697,200 is from maintenance and repair services, and from the sale of fuel. The decrease of \$27,800 is due primarily to a reduction in anticipated billable hours resulting from the proposed work schedule reduction, offset by an increase in the price of gasoline.

Operating transfers in of \$386,565 reflects 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 Superintendent will be provided by the remaining Superintendent and other staff.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	7	0	7	7	0	0	7
Light Duty	36	0	36	30	6	0	36
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

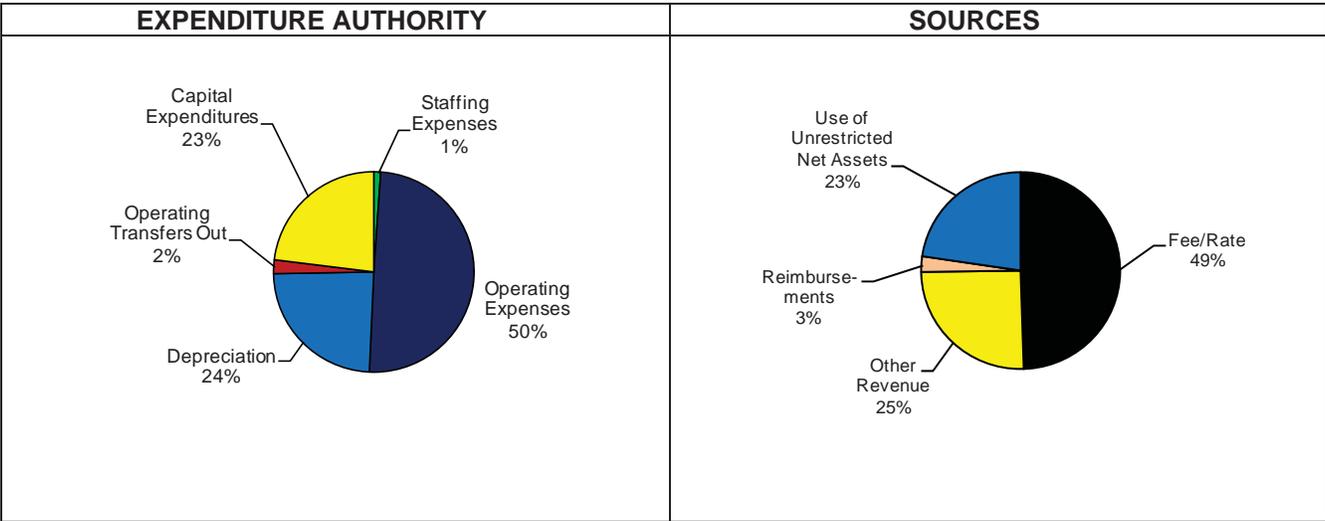
DESCRIPTION OF MAJOR SERVICES

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.

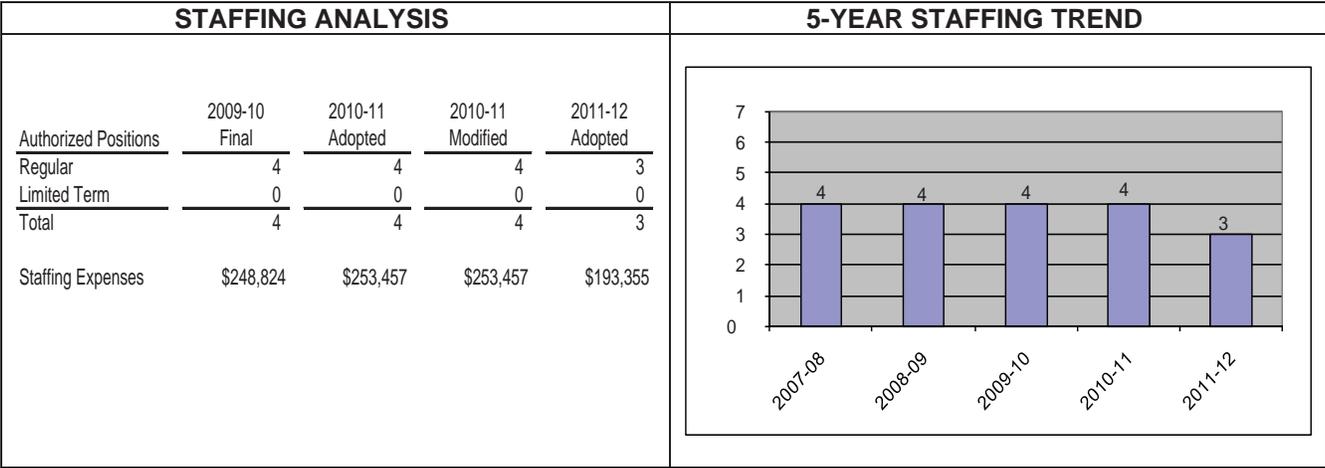
Budget at a Glance	
Total Expenditure Authority	\$13,355,383
Total Sources	\$13,432,665
Rev Over/(Under) Exp	\$77,282
Total Staff	3

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

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	230,104	241,981	248,824	255,400	253,457	193,355	(60,102)
Operating Expenses	9,219,993	9,417,112	8,945,664	8,694,200	9,431,309	8,605,463	(825,846)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	9,450,097	9,659,093	9,194,488	8,949,600	9,684,766	8,798,818	(885,948)
Reimbursements	(262,861)	(284,137)	(311,120)	(317,700)	(335,400)	(435,600)	(100,200)
Total Appropriation	9,187,236	9,374,956	8,883,368	8,631,900	9,349,366	8,363,218	(986,148)
Depreciation	2,850,000	3,390,000	3,870,000	3,870,000	3,870,000	4,170,000	300,000
Operating Transfers Out	44,116	64,809	0	525,000	190,000	386,565	196,565
Total Requirements	12,081,352	12,829,765	12,753,368	13,026,900	13,409,366	12,919,783	(489,583)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	49,800	49,770	0	(49,770)
Fee/Rate	7,894,092	8,778,729	9,358,649	9,245,600	8,385,300	8,554,000	168,700
Other Revenue	5,323,953	5,711,083	3,374,435	2,562,800	4,272,000	4,373,565	101,565
Total Revenue	13,218,045	14,489,812	12,733,084	11,858,200	12,707,070	12,927,565	220,495
Operating Transfers In	0	0	93,502	70,900	69,500	69,500	0
Total Financing Sources	13,218,045	14,489,812	12,826,586	11,929,100	12,776,570	12,997,065	220,495
Rev Over/(Under) Exp	1,136,693	1,660,047	73,218	(1,097,800)	(632,796)	77,282	710,078
				Budgeted Staffing	4	3	(1)
Fixed Assets							
Capital Expenditures	4,991,699	4,434,729	177,489	2,500,000	2,700,000	4,000,000	1,300,000
Total Fixed Assets	4,991,699	4,434,729	177,489	2,500,000	2,700,000	4,000,000	1,300,000

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$193,355 fund 3 budgeted positions and are decreasing by \$60,102 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 \$825,846 results from a reduction in transfers for fuel, maintenance and repair costs (due to a decrease in miles driven), reduced liability insurance and COWCAP charges.

Reimbursements of \$435,600 are from the Garage budget unit for vehicle charges and staffing costs for the Fleet Services Manager. The increase of \$100,200 is due primarily to the 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 represents 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 \$196,565 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 \$12,927,565 includes a \$220,495 increase, primarily resulting from Board-approved annual rate adjustments to the variable per mile rate, and the use of retained earnings to fund the operating transfers out. The increase is primarily offset by decreases in the number of vehicles for which monthly fixed charges are collected, and in estimated auction proceeds. 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.

Fixed asset purchases of \$4 million are primarily for replacement Motor Pool vehicles. The \$1.3 million 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> 1 Fleet Services Manager 1 Vehicle Services Shop Supervisor 1 Motor Pool Assistant</p>
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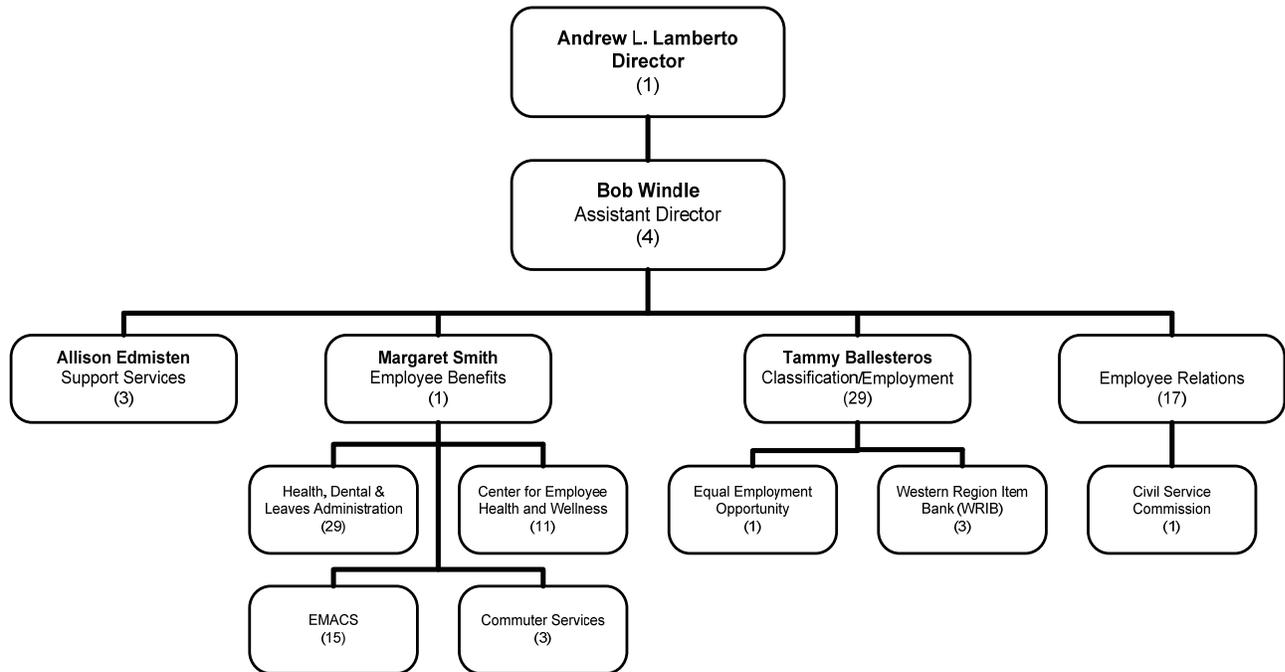
HUMAN RESOURCES Andrew Lamberto

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 Estimate	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 Estimate	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% (4,380)	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	1,333,903	631,702		702,201		3
Employee Benefits and Services	4,801,218	3,349,135		1,452,083		30
Total Special Revenue Funds	6,135,121	3,980,837		2,154,284		33
Total - All Funds	15,890,121	5,327,585	8,408,252	2,154,284		118

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Human Resources	7,491,561	7,311,757	6,105,255	5,082,016	4,720,452
The Center for Employee Health and Wellness	1,048,542	1,375,368	999,134	643,718	1,034,048
Unemployment Insurance	4,000,500	4,000,500	4,000,500	4,000,500	4,000,500
Commuter Services	1,188,838	1,218,927	1,268,168	1,247,663	1,333,903
Employee Benefits and Services	4,018,529	3,890,523	4,309,148	4,619,133	4,801,218
Total	17,747,970	17,797,075	16,682,205	15,593,030	15,890,121

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Human Resources	373,794	343,750	358,650	352,900	312,700
The Center for Employee Health and Wellness	732,542	1,059,368	999,134	868,718	1,034,048
Unemployment Insurance	0	0	0	0	0
Commuter Services	505,000	548,000	622,110	621,241	631,702
Employee Benefits and Services	2,600,108	2,684,008	3,220,668	3,420,983	3,349,135
Total	4,211,444	4,635,126	5,200,562	5,263,842	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	5,746,605	4,729,116	4,407,752
The Center for Employee Health and Wellness	316,000	316,000	0	(225,000)	0
Unemployment Insurance	4,000,500	4,000,500	4,000,500	4,000,500	4,000,500
Total	11,434,267	11,284,507	9,747,105	8,504,616	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	702,201
Employee Benefits and Services	1,418,421	1,206,515	1,088,480	1,198,150	1,452,083
Total	2,102,259	1,877,442	1,734,538	1,824,572	2,154,284



Human Resources

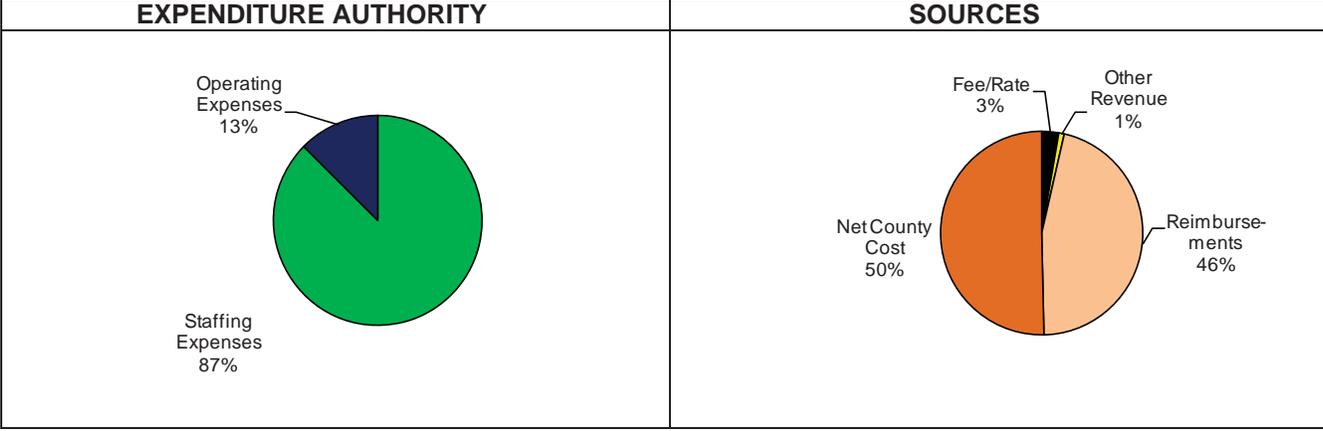
DESCRIPTION OF MAJOR SERVICES

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.

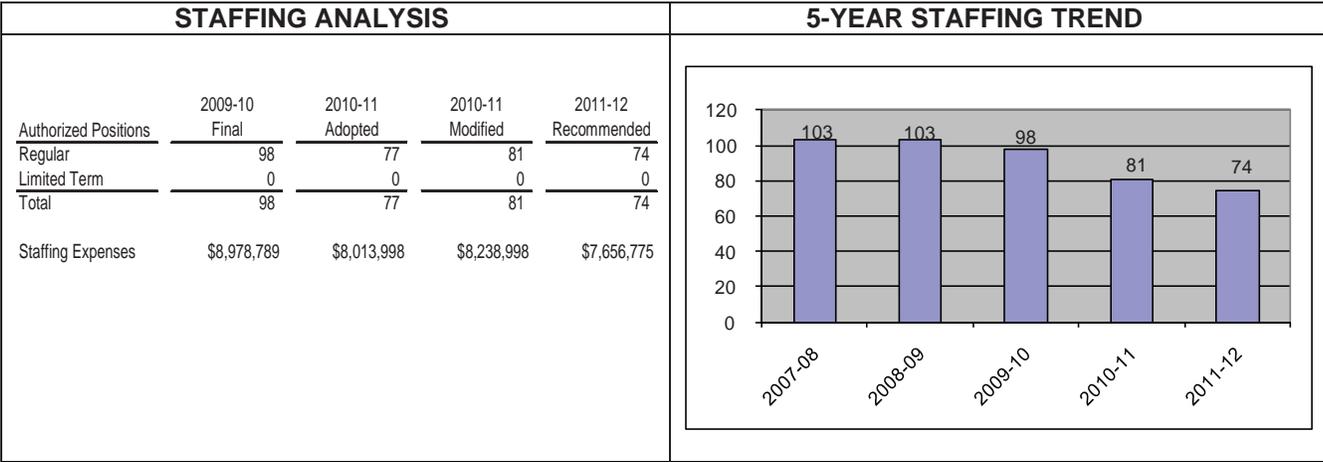
Budget at a Glance	
Total Expenditure Authority	\$8,752,383
Total Sources	\$4,344,631
Net County Cost	\$4,407,752
Total Staff	74
Funded by Net County Cost	50%

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	9,071,229	9,698,640	8,978,789	8,164,634	8,238,998	7,656,775	(582,223)
Operating Expenses	3,453,904	2,930,706	1,784,940	686,287	843,507	1,095,608	252,101
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	8,850,921	9,082,505	8,752,383	(330,122)
Reimbursements	(5,671,142)	(5,456,050)	(5,719,167)	(3,831,657)	(4,000,489)	(4,031,931)	(31,442)
Total Appropriation	6,853,991	7,173,296	5,044,562	5,019,264	5,082,016	4,720,452	(361,564)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,853,991	7,173,296	5,044,562	5,019,264	5,082,016	4,720,452	(361,564)
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	225,189	315,600	235,500	(80,100)
Other Revenue	118,394	31,208	9,150	76,814	37,300	77,200	39,900
Total Revenue	556,240	411,567	183,057	302,003	352,900	312,700	(40,200)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	556,240	411,567	183,057	302,003	352,900	312,700	(40,200)
Net County Cost	6,297,751	6,761,729	4,861,505	4,717,261	4,729,116	4,407,752	(321,364)
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 \$582,223 due to the elimination of 7 positions.

Operating expenses of \$1,095,608 include advertising expenses and contracts for professional services. The increase of \$252,101 is primarily a result of the 3 positions being transferred to ISD. Human Resources will continue to fund 2 of these positions via a transfer to ISD.

Reimbursements of \$4,031,931 represent payments from other departments for employee relations services. The decrease of \$31,442 is a result of a decrease in staffing expenses.

Departmental revenue of \$312,700 primarily represents revenue from Western Region Item Bank (WRIB) memberships.

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 the Information Services Department (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 1	1 Education Specialist
1 Administrative Analyst III	1 Testing & Certification Supervisor	<u>Civil Service Commission</u>	9 Office Specialist
1 Accountant II	13 Human Resources Analyst I	1 Secretary, Civil Service Commission	1 Office Assistant III
1 Labor Relations Financial Analyst	2 Personnel Technician		
1 Fiscal Specialist	2 Office Assistant IV	<u>Western Region Item Bank</u>	
	4 Office Assistant III	1 Personnel Technician	
<u>Equal Employment Opportunity</u>	1 Office Assistant II	2 Office Assistant III	
1 Human Resources Analyst			



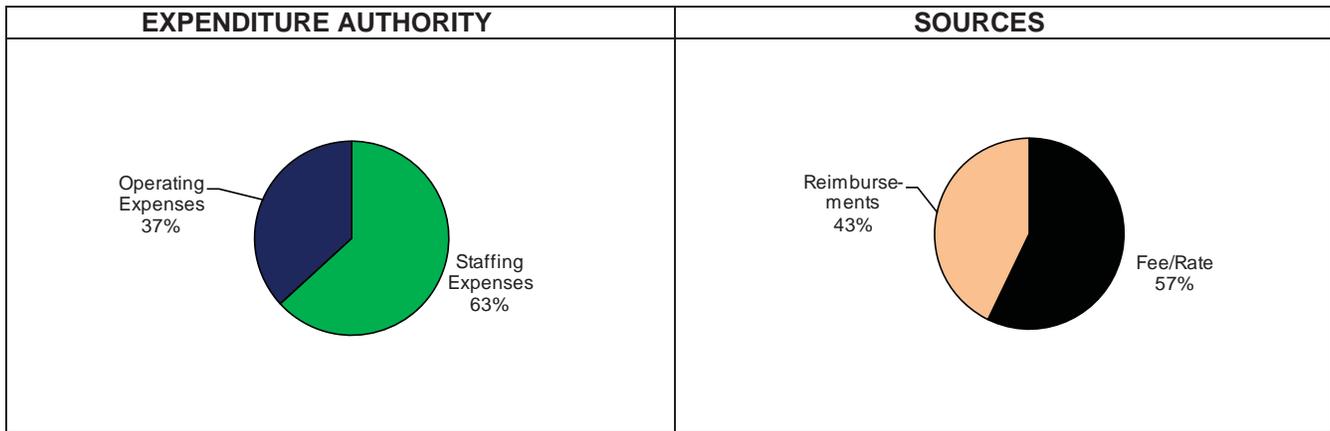
The Center for Employee Health and Wellness

DESCRIPTION OF MAJOR SERVICES

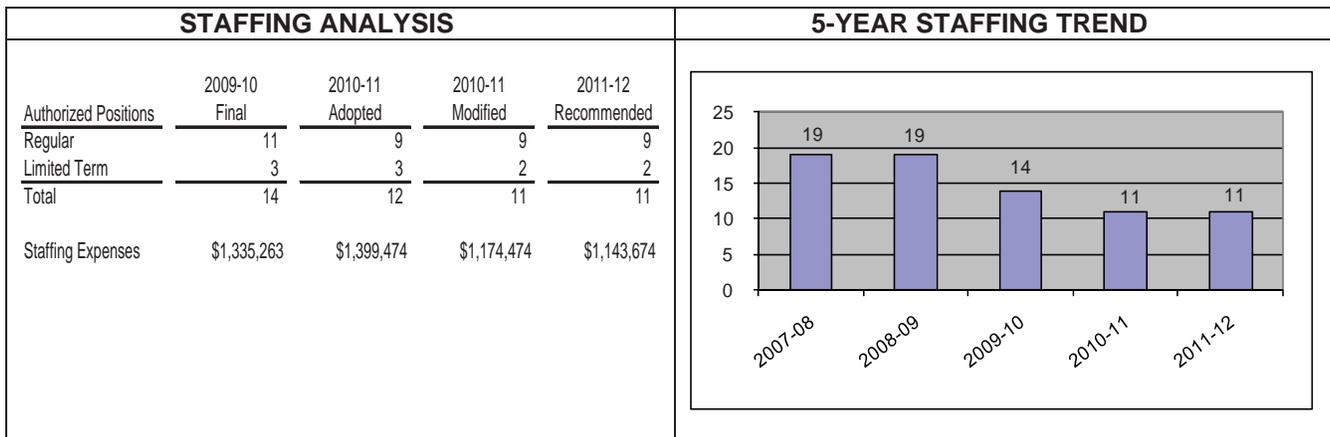
The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. The CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the county in hearings before the Civil Service Commission regarding 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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	1,543,825	1,918,286	1,335,263	1,149,527	1,174,474	1,143,674	(30,800)
Operating Expenses	1,109,539	474,276	717,047	642,333	845,386	666,155	(179,231)
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	1,791,860	2,019,860	1,809,829	(210,031)
Reimbursements	(1,832,200)	(1,694,642)	(1,612,819)	(1,376,142)	(1,376,142)	(775,781)	600,361
Total Appropriation	821,164	697,920	439,491	415,718	643,718	1,034,048	390,330
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	821,164	697,920	439,491	415,718	643,718	1,034,048	390,330
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	589,580	547,411	1,001,407	955,166	868,718	1,034,048	165,330
Other Revenue	0	0	0	0	0	0	0
Total Revenue	589,580	547,411	1,001,407	955,166	868,718	1,034,048	165,330
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	589,580	547,411	1,001,407	955,166	868,718	1,034,048	165,330
Net County Cost	231,584	150,509	(561,916)	(539,448)	(225,000)	0	225,000
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 decreasing due to mid-year elimination of a contract physician and a proposed work schedule reduction and changes in exempt benefits.

Operating expenses of \$666,155 include the cost to provide medical exams and other health related services. These costs are decreasing by \$179,231 due to a reduction in the use of outside professional services and reduced rent for the clinic location.

Reimbursements of \$775,781 are collected from all county departments, based on budgeted staffing, to fund the CEHW programs. The \$600,361 decrease is the result of lower operating costs and the mid-year deletion of the contract physician listed above.

Departmental revenue of \$1,034,048 includes fees for services such as physical examinations and vaccinations. The \$165,330 increase is a result of new fees and an increase in estimated units 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 Assistant



Unemployment Insurance

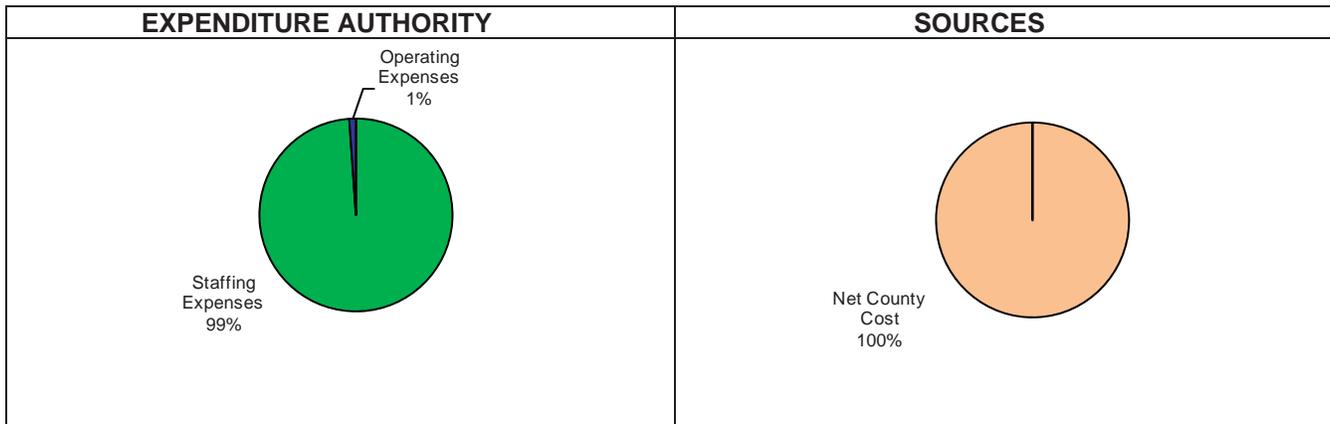
DESCRIPTION OF MAJOR SERVICES

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%

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	2,453,964	2,927,518	3,967,063	4,261,100	3,958,509	3,955,514	(2,995)
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	4,303,091	4,000,500	4,000,500	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,491,685	2,960,186	4,007,687	4,303,091	4,000,500	4,000,500	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,491,685	2,960,186	4,007,687	4,303,091	4,000,500	4,000,500	0
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	2,491,685	2,960,186	4,007,687	4,303,091	4,000,500	4,000,500	0
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.



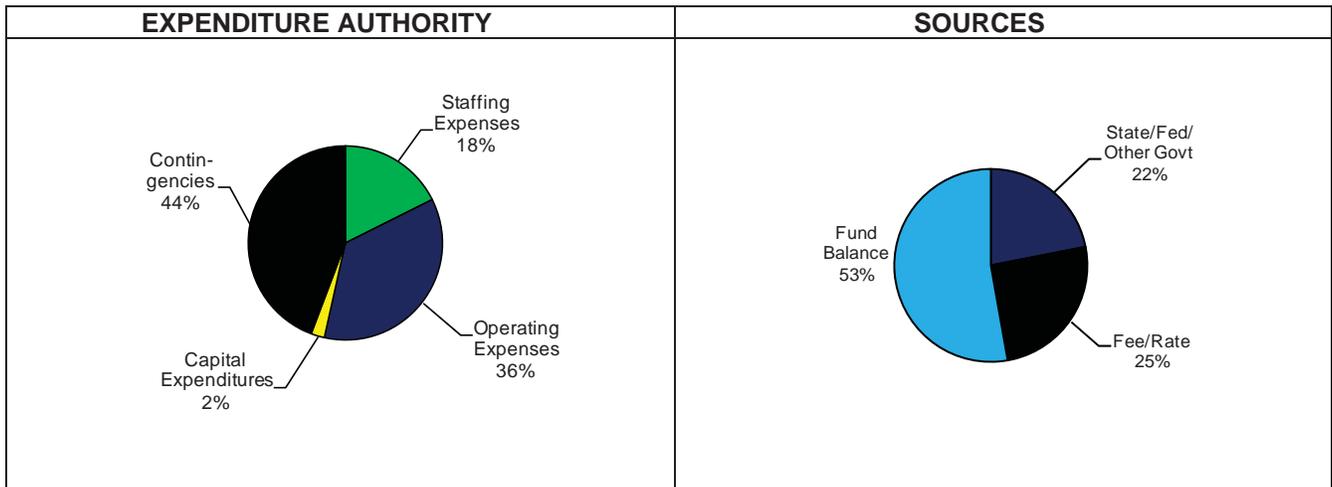
Commuter Services

DESCRIPTION OF MAJOR SERVICES

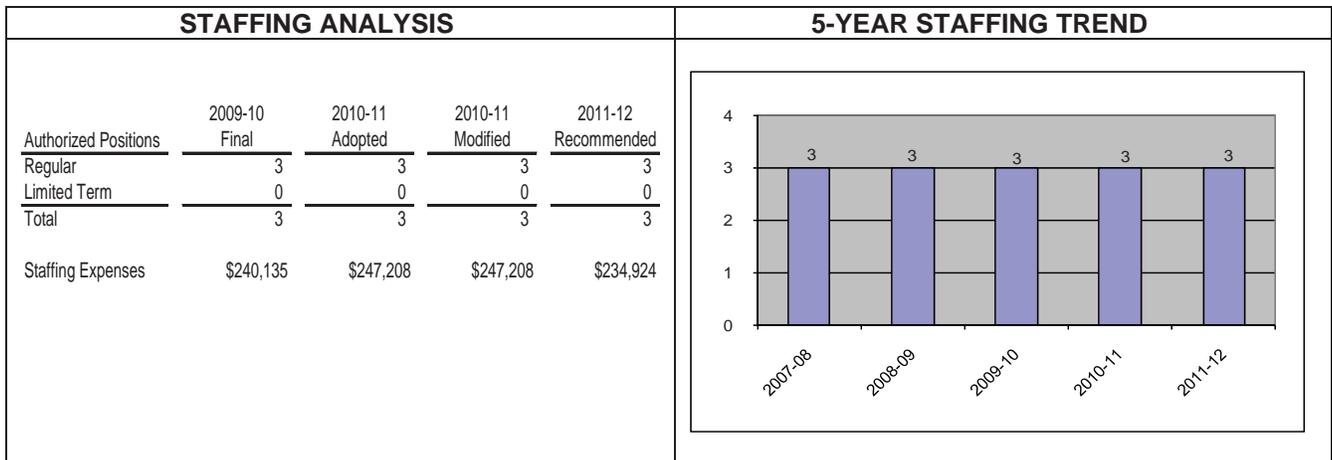
The Commuter Services budget unit was established to account for funds received under AB 2766 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department 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	\$1,333,903
Total Sources	\$631,702
Fund Balance	\$702,201
Total Staff	3

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	137,939	177,277	240,135	241,659	247,208	234,924	(12,284)
Operating Expenses	350,120	393,516	361,509	326,798	408,411	478,492	70,081
Capital Expenditures	48,695	24,348	0	0	0	30,000	30,000
Contingencies	0	0	0	0	592,044	590,487	(1,557)
Total Exp Authority	536,754	595,141	601,644	568,457	1,247,663	1,333,903	86,240
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	536,754	595,141	601,644	568,457	1,247,663	1,333,903	86,240
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	536,754	595,141	601,644	568,457	1,247,663	1,333,903	86,240
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	286,418	292,225	291,380	(845)
Fee/Rate	193,145	264,932	291,370	291,409	322,816	336,000	13,184
Other Revenue	27,474	16,055	7,682	66,409	6,200	4,322	(1,878)
Total Revenue	523,844	570,271	582,009	644,236	621,241	631,702	10,461
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	523,844	570,271	582,009	644,236	621,241	631,702	10,461
				Fund Balance	626,422	702,201	75,779
				Budgeted Staffing	3	3	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$234,924 fund 3 regular budgeted positions and are decreasing by \$12,284 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 \$70,081 is a result of a new carpool program. Expenses for this program are fully reimbursed by participating employees.

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

Contingencies of \$590,487 have decreased by \$1,557 based on available fund balance.

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.

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

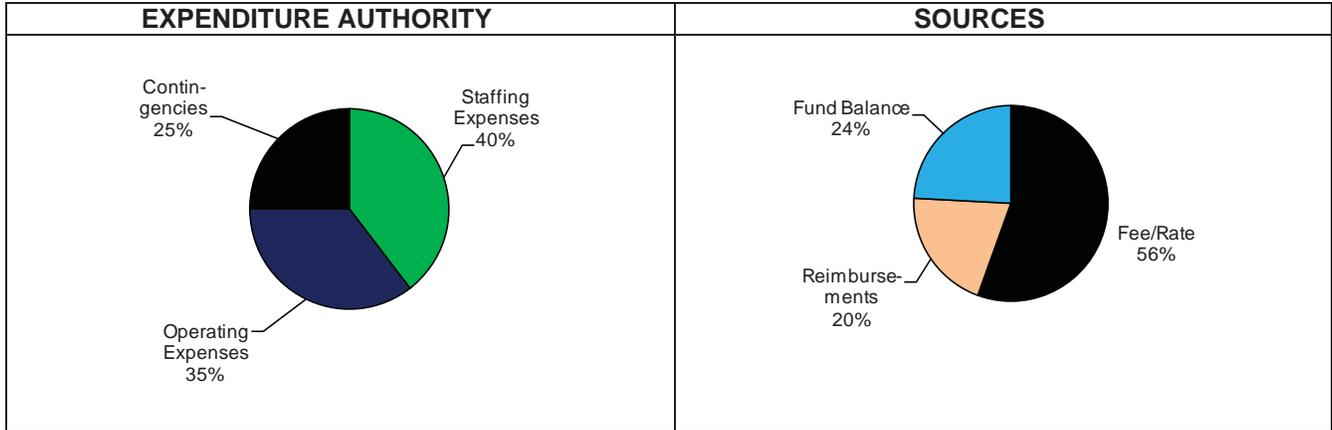
DESCRIPTION OF MAJOR SERVICES

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.

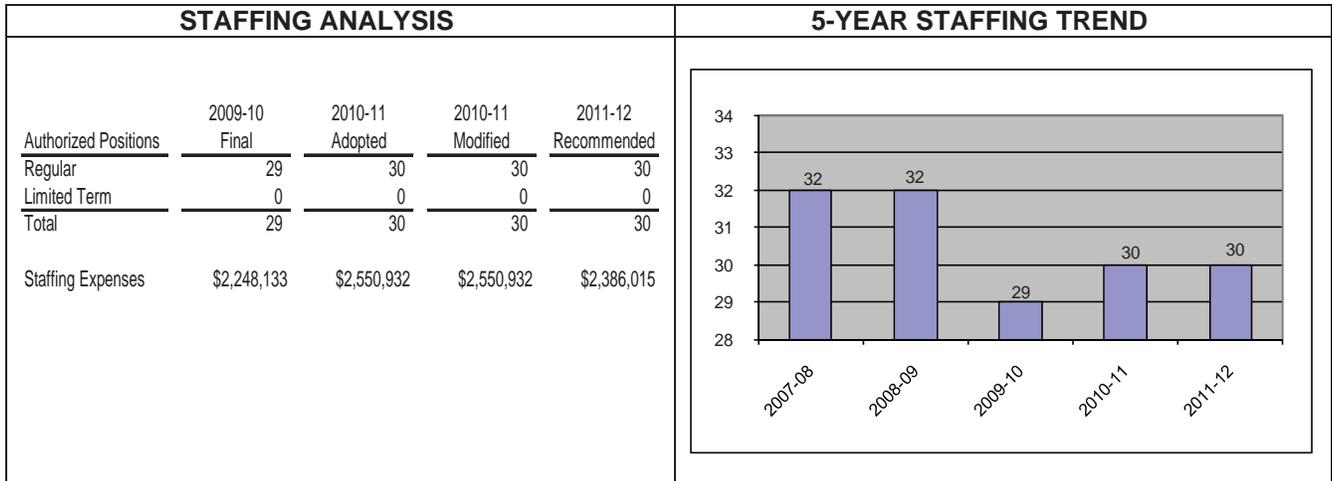
Budget at a Glance

Total Expenditure Authority	\$6,023,226
Total Sources	\$4,571,143
Fund Balance	\$1,452,083
Total Staff	30

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	2,182,010	2,371,201	2,248,133	2,496,396	2,550,932	2,386,015	(164,917)
Operating Expenses	1,265,422	1,434,656	1,699,174	1,637,488	2,143,840	2,132,042	(11,798)
Capital Expenditures	11,510	0	0	0	0	0	0
Contingencies	0	0	0	0	1,160,413	1,505,169	344,756
Total Exp Authority	3,458,942	3,805,857	3,947,307	4,133,884	5,855,185	6,023,226	168,041
Reimbursements	(944,266)	(939,012)	(949,843)	(1,241,757)	(1,236,052)	(1,222,008)	14,044
Total Appropriation	2,514,676	2,866,845	2,997,464	2,892,127	4,619,133	4,801,218	182,085
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,514,676	2,866,845	2,997,464	2,892,127	4,619,133	4,801,218	182,085
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	0	0	0
Fee/Rate	646,891	2,746,041	3,076,088	3,116,289	3,400,983	3,336,135	(64,848)
Other Revenue	1,646,019	2,752	17,899	16,117	20,000	13,000	(7,000)
Total Revenue	2,300,325	2,748,810	3,095,302	3,146,060	3,420,983	3,349,135	(71,848)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,300,325	2,748,810	3,095,302	3,146,060	3,420,983	3,349,135	(71,848)
				Fund Balance	1,198,150	1,452,083	253,933
				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 \$164,917 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 \$11,798 decrease is a result of reduced usage of printing and mail services in an effort to go green and present more information online.

Contingencies of \$1,505,169 have increased by \$344,756 based on additional fund balance and decreased staffing and operating 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 \$14,044 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 \$71,848 decrease primarily results from the separation of the Courts which was offset by an increase in the administrative fees.



2011-12 POSITION SUMMARY

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

- Employee Benefits and Services
- 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

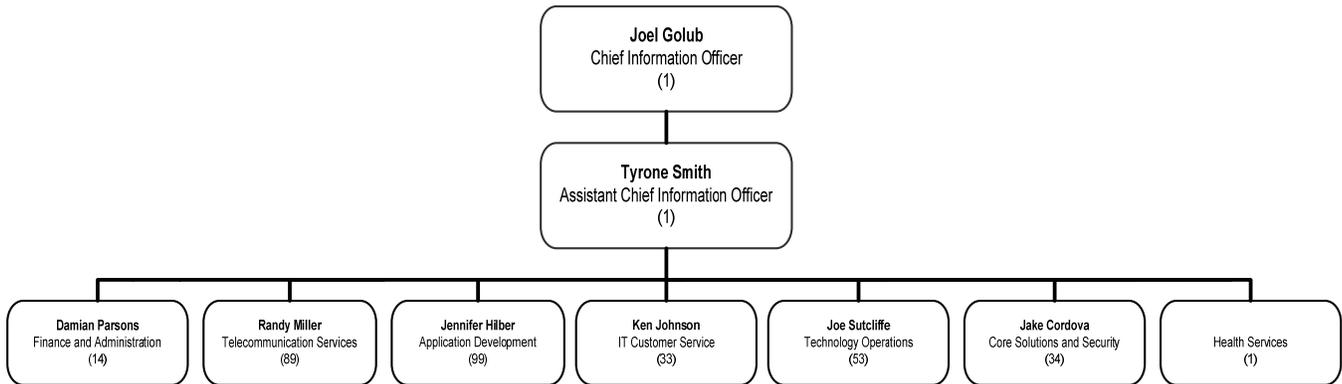
Joel Golub

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 EMACS PeopleSoft system
- Enhanced websites for Environmental Health/Land Use Services as well as 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 Estimate	2011-12 Target
Percentage of all physical servers virtualized.	28%	47%	38%	59%	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 Estimate	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 ISD began to replace the existing source code management system with a new tool called Team Foundation Services (TFS). The previous tool, Visual Source Safe (VSS), had reached capacity limits and was prone to data corruption. The TFS system provides more capacity and improved recoverability for application source code management, which in turn reduces the risk of lost or corrupted data. The TFS system also provides project management features not available in the VSS tool. The implementation estimate for 2010-11 is 37%, which exceeds the original target of 25%.

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 Estimate	2011-12 Target
Implement enhanced 911 calling identification software and hardware.	5%	83%	100%	94%	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	22,243,268	22,243,268			0	134
Telecommunication Services	30,005,818	30,105,818			100,000	97
800 Megahertz - Rebanding Project	25,000	25,000			0	0
Total Internal Service Funds	52,274,086	52,374,086			100,000	231
Total - All Funds	67,054,309	59,953,604	7,200,705		100,000	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	14,952,353	14,780,223
Computer Operations	19,939,665	21,130,603	21,359,070	22,630,399	22,243,268
Telecommunication Services	23,957,594	26,949,631	26,906,390	29,269,083	30,005,818
800 Megahertz - Rebanding Project	25,000	25,000	25,000	25,000	25,000
Total	60,713,345	64,623,450	63,173,267	66,876,835	67,054,309

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	7,509,310	7,579,518
Computer Operations	21,610,442	21,130,603	22,260,488	23,322,522	22,243,268
Telecommunication Services	24,518,025	27,934,628	34,610,180	30,759,692	30,105,818
800 Megahertz - Rebanding Project	25,000	25,000	25,000	25,000	25,000
Total	50,847,451	54,179,557	62,607,211	61,616,524	59,953,604

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	7,443,043	7,200,705
Total	12,097,102	11,428,890	9,171,264	7,443,043	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	692,123	0
Telecommunication Services	560,431	984,997	7,703,790	1,490,609	100,000
800 Megahertz - Rebanding Project	0	0	0	0	0
Total	2,231,208	984,997	8,605,208	2,182,732	100,000



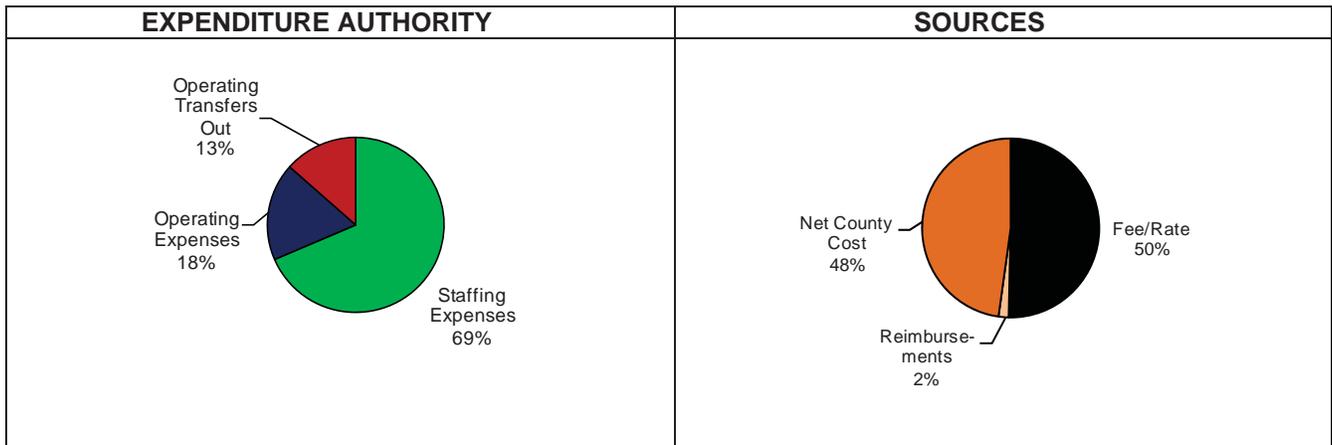
Application Development

DESCRIPTION OF MAJOR SERVICES

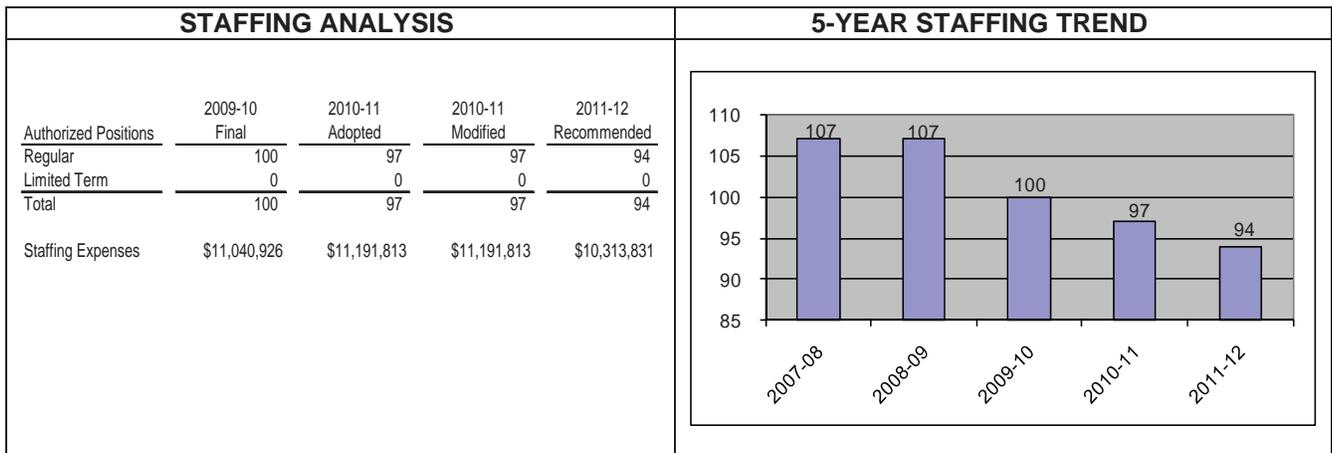
The Application Development division provides support for county departments as they develop, enhance and maintain business applications on a variety of hardware and software platforms. These applications include the county's enterprise accounting, payroll, budget, personnel, document imaging, public 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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	10,791,378	11,379,968	11,040,926	10,937,856	11,191,813	10,313,831	(877,982)
Operating Expenses	2,788,364	2,449,276	1,872,997	2,156,298	2,251,553	2,691,579	440,026
Capital Expenditures	119,720	25,615	7,499	6,856	6,857	18,000	11,143
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	13,699,462	13,854,859	12,921,422	13,101,010	13,450,223	13,023,410	(426,813)
Reimbursements	(192,499)	(89,427)	(71,007)	(140,951)	(530,262)	(275,579)	254,683
Total Appropriation	13,506,963	13,765,432	12,850,415	12,960,059	12,919,961	12,747,831	(172,130)
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	14,992,451	14,952,353	14,780,223	(172,130)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	378	0	0	0	0	0	0
Fee/Rate	4,284,230	4,936,969	5,704,543	7,715,381	7,509,310	7,579,518	70,208
Other Revenue	0	0	0	0	0	0	0
Total Revenue	4,284,608	4,936,969	5,704,543	7,715,381	7,509,310	7,579,518	70,208
Operating Transfers In	0	0	0	14,866	0	0	0
Total Financing Sources	4,284,608	4,936,969	5,704,543	7,730,247	7,509,310	7,579,518	70,208
Net County Cost	11,663,131	10,860,855	9,178,264	7,262,204	7,443,043	7,200,705	(242,338)
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 \$877,982 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 \$440,026 is primarily due to increases in internal overhead allocations of COWCAP space charges.

Capital expenditures of \$18,000 represents 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. Reimbursements are decreasing by \$254,683 as this will be recognized as revenue. These projects were previously reimbursed by the ISD internal services funds but to allow the department to remain consistent with cost recovery for system development projects, these projects will now be billed as revenue.

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.

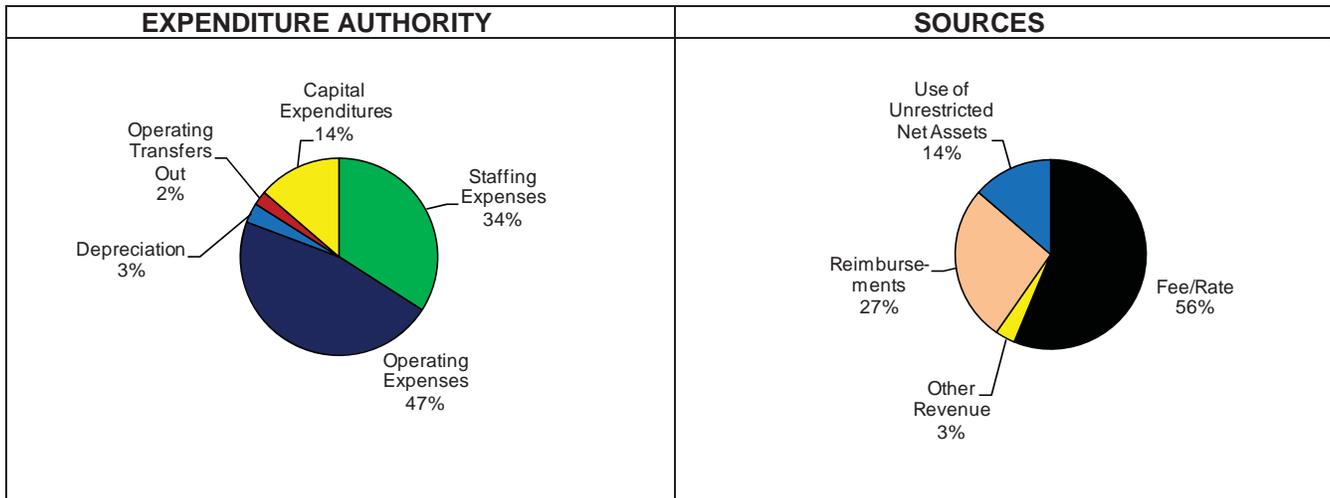
Budget at a Glance	
Total Expenditure Authority	\$32,170,664
Total Sources	\$32,170,664
Rev Over/(Under) Exp	\$0
Total Staff	134

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 virtual 160 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 RECOMMENDED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2009-10 Final	2010-11 Adopted	2010-11 Modified	2011-12 Adopted					
Regular	134	133	132	132					
Limited Term	0	0	1	2					
Total	134	133	133	134					
Staffing Expenses	\$12,220,953	\$13,326,958	\$13,332,204	\$12,697,997					

ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	11,451,738	12,384,110	12,220,953	12,625,870	13,332,204	12,697,997	(634,207)
Operating Expenses	8,788,181	12,762,052	13,135,434	15,600,183	15,720,027	17,392,828	1,672,801
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	20,239,919	25,146,162	25,356,387	28,226,053	29,052,231	30,090,825	1,038,594
Reimbursements	(2,811,550)	(7,577,902)	(7,534,600)	(8,318,137)	(8,423,728)	(9,927,396)	(1,503,668)
Total Appropriation	17,428,369	17,568,260	17,821,787	19,907,916	20,628,503	20,163,429	(465,074)
Depreciation	706,785	1,415,579	1,347,462	1,131,473	1,131,473	1,208,300	76,827
Operating Transfers Out	0	137,000	504,530	439,376	870,423	871,539	1,116
Total Requirements	18,135,154	19,120,839	19,673,779	21,478,765	22,630,399	22,243,268	(387,131)
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	21,360,652	21,484,882	20,982,819	(502,063)
Other Revenue	0	2,530	0	773,669	1,837,640	1,260,449	(577,191)
Total Revenue	20,916,358	20,718,324	20,963,825	22,134,321	23,322,522	22,243,268	(1,079,254)
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	22,134,321	23,322,522	22,243,268	(1,079,254)
Rev Over/(Under) Exp	3,466,204	1,697,485	1,337,466	655,556	692,123	0	(692,123)
				Budgeted Staffing	133	134	1
Fixed Assets							
Capital Expenditures	2,049,702	1,273,738	1,362,084	1,974,367	3,035,382	5,097,589	2,062,207
Total Fixed Assets	2,049,702	1,273,738	1,362,084	1,974,367	3,035,382	5,097,589	2,062,207

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$12,697,997 fund 132 regular budgeted positions and 2 limited term budgeted positions. The decrease of \$634,207 results from a savings due to a proposed work schedule reduction and a reduction in exempt benefits.



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 \$1,672,801 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 \$1,503,668 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 \$76,827 per the department's depreciation schedule.

Operating transfers out of \$871,539 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.

Departmental revenue of \$22,243,268 is comprised of central computer revenues, other information technology services, and use of retained earnings for capital improvement projects and critical application development projects. The decrease of \$502,063 for fee/rate revenue is due to a reduction in billable units. The decrease of \$577,191 in other revenue is due to reduced budget need as a result of Capital Improvement Projects completed in 2010-11.

Capital Expenditures of \$5,097,589 provide 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 \$2,161,008 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 \$98,801 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 and 1 Business Systems Analyst position 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

<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>
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> 1 Systems Support Division Chief 5 Systems Support Analyst III 2 Production Control Supervisor 1 Systems Support Analyst I 1 Computer Operations Supervisor 1 Computer Facilities Specialist 1 Quality Assurance Specialist I 3 Computer Operations Specialist 5 Computer Operator III 1 Office Assistant III	<u>Central Imaging</u> 1 Systems Development Team Leader 2 Programmer Analyst III 2 Systems Support Analyst III 1 Office Assistant IV 1 Photographic Laboratory Technician 1 Microfilm Technician III 3 Office Assistant II	<u>EMACS Support</u> 1 Systems Support Analyst III <u>Enterprise Printing</u> 2 Computer Operations Specialist 4 Computer Operator III 1 Office Assistant III 2 Office Assistant II	<u>Core Solutions and Security</u> 1 Information Services Division Chief 1 Business Applications Manager 1 Information Services Security Officer 8 Systems Support Analyst III 1 Business Systems Analyst III 1 Business Systems Analyst II 1 Supervising Automated Systems Analyst II 2 Automated Systems Analyst II 1 Applications Specialist 9 Automated Systems Analyst I 4 Automated Systems Technician 1 Teleprocessing Specialist 1 Fiscal Specialist 1 Office Assistant III 1 Storekeeper
<u>Customer Service</u> 1 Systems Development Division Chief 2 Business Applications Manager 1 Product Management Supervisor 2 Business Systems Analyst III 3 IT Account Representative II 1 Automated Systems Analyst II 1 Technology Helpdesk Supervisor 1 Automated Systems Analyst I 1 Product Specialist 2 Automated Systems Technician 5 Help Desk Technician II 1 Secretary I	<u>Finance and Administration</u> 1 Chief Information Officer 1 Assistant Chief Information Officer 1 Information Services Division Chief 1 Information Services Finance Officer 1 Administrative Supervisor I 1 Supervising Accountant II 2 Staff Analyst II 1 Executive Secretary II 2 Accounting Technician 1 Fiscal Specialist 2 Fiscal Assistant 1 Office Assistant II	<u>Server Management</u> 3 Systems Support Supervisor 16 Systems Support Analyst III 2 Computer Operations Specialist 1 IT Technical Assistant II	



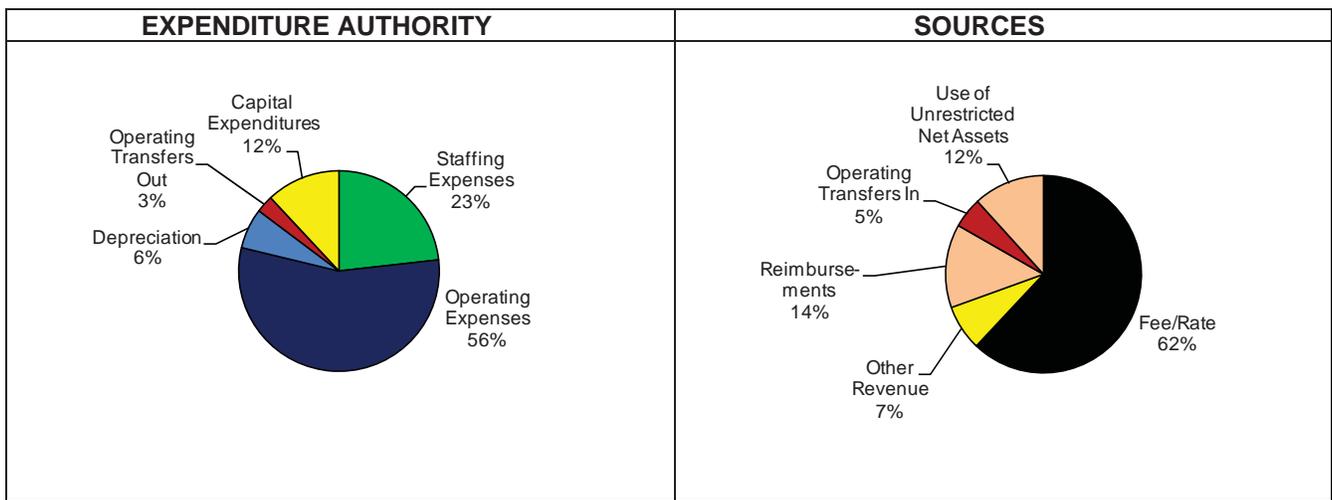
Telecommunication Services

DESCRIPTION OF MAJOR SERVICES

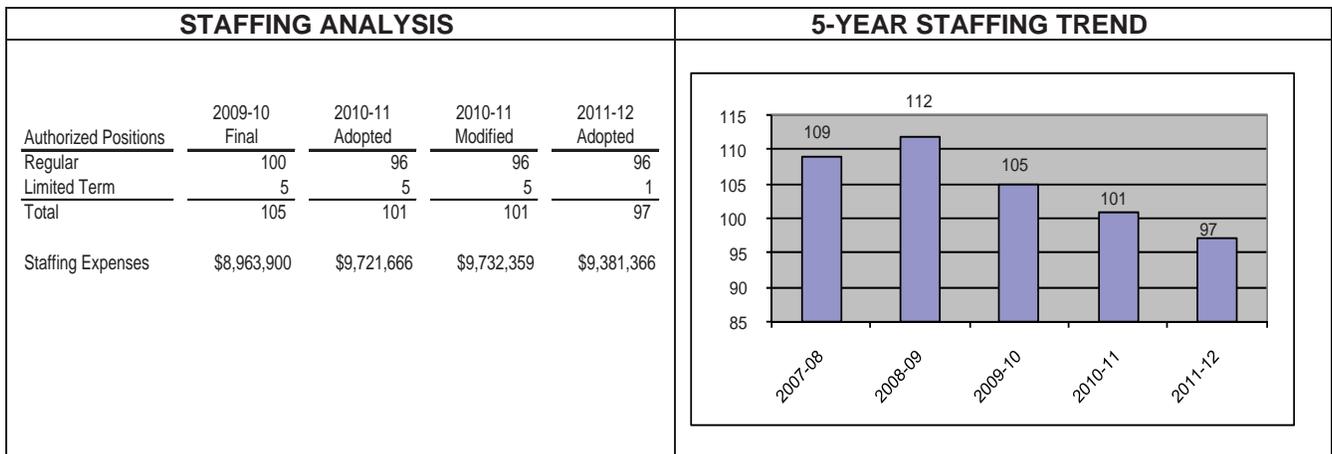
The Telecommunication Services division provides for the design, operation, maintenance and administration of the largest county-operated telecommunications phone network in the country; the county's Regional Public Safety Radio System that integrates all countywide sheriff, police and fire emergency 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	\$35,578,978
Total Sources	\$35,678,978
Rev Over/(Under) Exp	\$100,000
Total Staff	97

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	9,645,381	9,877,199	8,963,900	9,357,263	9,732,359	9,381,366	(350,993)
Operating Expenses	14,210,897	16,086,901	14,077,777	19,066,421	20,091,705	22,446,756	2,355,051
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	23,856,278	25,964,100	23,041,677	28,423,684	29,824,064	31,828,122	2,004,058
Reimbursements	(1,920,493)	(3,703,368)	(2,903,876)	(4,990,348)	(5,176,388)	(5,573,160)	(396,772)
Total Appropriation	21,935,785	22,260,732	20,137,801	23,433,336	24,647,676	26,254,962	1,607,286
Depreciation	1,147,066	2,146,707	2,890,516	3,495,000	3,495,000	2,624,449	(870,551)
Operating Transfers Out	0	43,407	858,877	123,407	1,126,407	1,126,407	0
Total Requirements	23,082,851	24,450,846	23,887,194	27,051,743	29,269,083	30,005,818	736,735
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	177,000	752,556	0	(752,556)
Fee/Rate	25,771,613	24,739,776	24,235,465	25,370,581	25,695,253	25,042,175	(653,078)
Other Revenue	3,100	42,123	47,031	1,020,399	2,279,491	3,031,251	751,760
Total Revenue	25,778,748	25,434,444	28,778,083	26,567,980	28,727,300	28,073,426	(653,874)
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	28,600,372	30,759,692	30,105,818	(653,874)
Rev Over/(Under) Exp	5,410,432	2,959,265	6,923,281	1,548,629	1,490,609	100,000	(1,390,609)
				Budgeted Staffing	101	97	(4)
Fixed Assets							
Capitalized Expenditures	3,922,429	3,410,962	8,784,597	3,895,102	5,607,101	4,828,475	(778,626)
Total Fixed Assets	3,922,429	3,410,962	8,784,597	3,895,102	5,607,101	4,828,475	(778,626)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$9,381,366 fund 96 regular budgeted positions and 1 limited term budgeted position and are decreasing by \$350,993 due to the deletion of 4 positions and decreases in employee hours due to a proposed work schedule reduction.

Operating expenses of \$22,446,756 primarily fund telephone and communications related costs and services, travel and transfers. These costs are increasing by \$2,355,051 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.

Reimbursements of \$5,573,160 represent payments of administrative costs by individual service departments within the Telecommunication Services budget unit. The \$396,772 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.

Depreciation of \$2,624,449 is decreasing by \$870,551 per the department's depreciation schedule.

Operating transfers out of \$1,126,407 funds the reimbursement of a one-time policy item to the general fund received for the disaster recovery project and the following Capital Improvement Projects:

- fire safety system upgrades
- improvements to department warehouse facilities
- construction of two new 800 MHz radio system communication sites



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. The decrease of \$653,078 is primarily the result of the loss of Public Safety Interoperable Communication (PSIC) grant funding for dispatch console replacement due to project completion.

Other revenue of \$3,031,251 includes the use of residual equity in the amount of \$2,614,292 to fund Capital Improvement Projects and internal software development. The net increase of \$751,760 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.

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 net decrease of \$778,626 is primarily attributed to the reduced appropriation necessary for the PSIC replacement of dispatch consoles, due to the completion of the project.

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 III	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	2 Communications Technician III	
1 Network Services Supervisor		2 Communications Technician II	<u>Wide Area Network</u>
2 Special Projects Leader	<u>Radio Subscriber Maintenance</u>		1 Network Services Supervisor
1 Systems Support Analyst III	1 800 Megahertz Analyst		2 Systems Support Analyst III
1 Staff Analyst II	1 Supervising Communications Technician		2 Systems Support Analyst II
1 Equipment Parts Supervisor	2 Communications Technician III		
1 Equipment Parts Specialist II	1 Communications Technician II		
1 Equipment Parts Specialist I			
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.

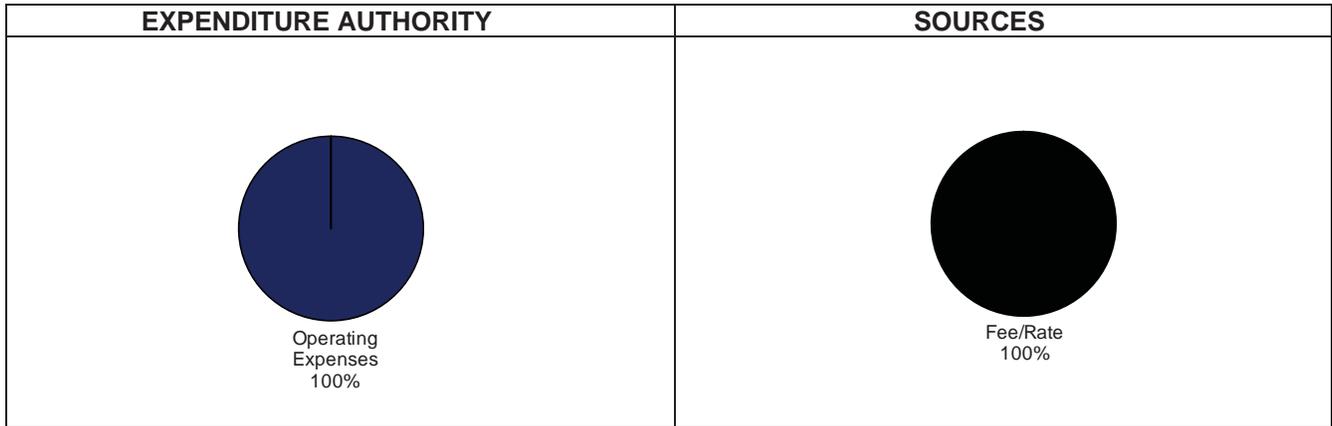
The county began the planning phase of the re-banding process in 2005. The initial phase involved a frequency analysis, infrastructure inventories, and the development of the Planning Funding Agreement (PFA) with Nextel. The Board approved the PFA on April 18, 2006. Subsequently, on December 5, 2006, 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.

There is no staffing associated with this budget unit.



2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	13,221	3,553	0	0	25,000	25,000	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	13,221	3,553	0	0	25,000	25,000	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	13,221	3,553	0	0	25,000	25,000	0
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	25,000	25,000	0
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	13,221	3,552	(16,773)	0	25,000	25,000	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	13,221	3,552	(16,773)	0	25,000	25,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	13,221	3,552	(16,773)	0	25,000	25,000	0
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.



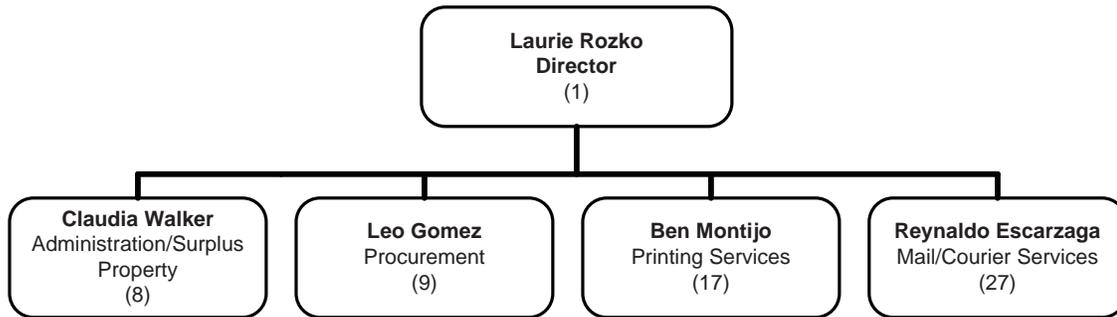
PURCHASING Laurie Rozko

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 Estimate	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 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 Estimate	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	1,443,974	1,260,439	1,240,471
Printing Services	3,665,519	4,148,499	4,616,238	4,338,462	4,030,879
Surplus Property and Storage Operations	4,645,121	367,700	267,199	408,969	365,341
Mail/Courier Services	7,067,755	7,384,760	6,902,390	6,816,350	6,607,468
Total	16,685,983	13,337,742	13,229,801	12,824,220	12,244,159

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Purchasing	50,000	184,143	424,725	339,833	431,846
Printing Services	3,708,849	4,159,689	4,033,168	4,843,808	3,936,976
Surplus Property and Storage Operations	4,706,000	372,700	286,870	256,950	271,856
Mail/Courier Services	7,093,188	7,386,411	6,887,926	6,683,869	6,445,026
Total	15,558,037	12,102,943	11,632,689	12,124,460	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	1,019,249	920,606	808,625
Total	1,257,588	1,252,640	1,019,249	920,606	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)	505,346	(93,903)
Surplus Property and Storage Operations	60,879	5,000	19,671	(152,019)	(93,485)
Mail/Courier Services	25,433	1,651	(14,464)	(132,481)	(162,442)
Total	129,642	17,841	(577,863)	220,846	(349,830)



Purchasing

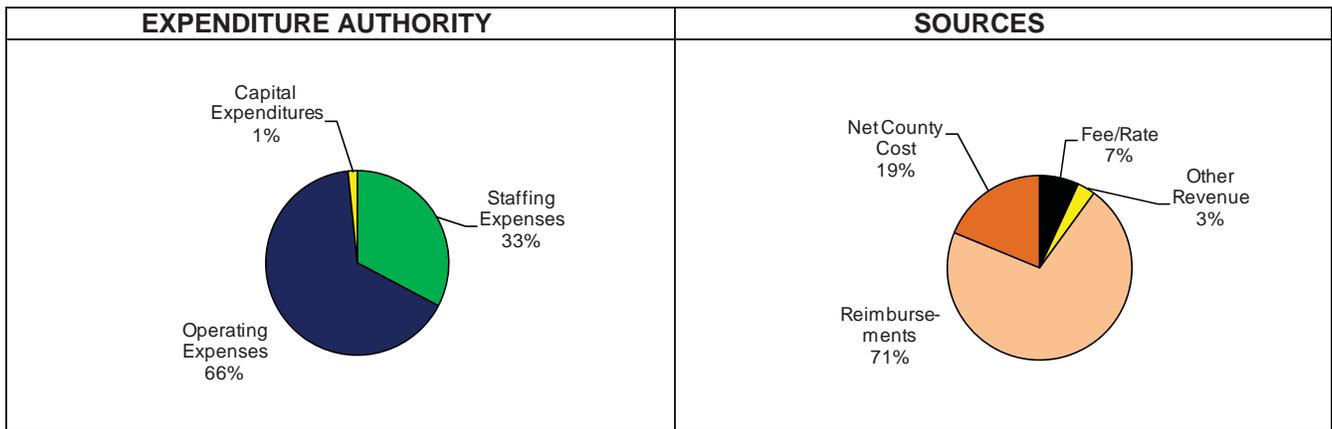
DESCRIPTION OF MAJOR SERVICES

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.

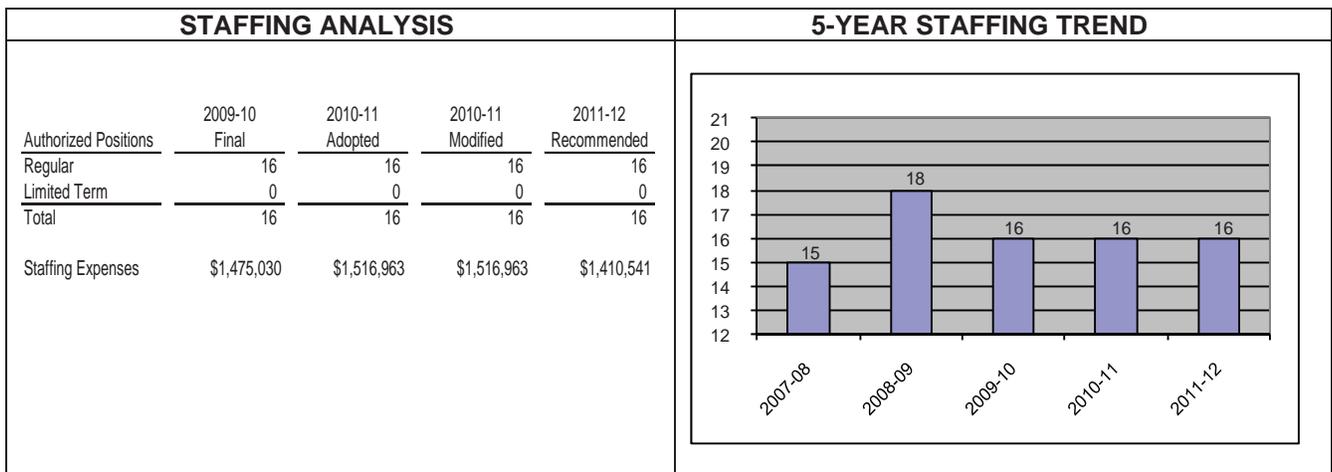
Budget at a Glance	
Total Expenditure Authority	\$4,306,468
Total Sources	\$3,497,843
Net County Cost	\$808,625
Total Staff	16
Funded by Net County Cost	19%

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	1,332,927	1,509,903	1,474,553	1,503,376	1,516,963	1,410,541	(106,422)
Operating Expenses	112,026	3,278,860	2,653,542	2,602,833	2,813,274	2,826,274	13,000
Capital Expenditures	0	0	13,319	297,017	0	69,653	69,653
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,444,953	4,788,763	4,141,414	4,403,226	4,330,237	4,306,468	(23,769)
Reimbursements	(145,304)	(3,334,325)	(2,803,918)	(3,150,189)	(3,069,798)	(3,065,997)	3,801
Total Appropriation	1,299,649	1,454,438	1,337,496	1,253,037	1,260,439	1,240,471	(19,968)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,299,649	1,454,438	1,337,496	1,253,037	1,260,439	1,240,471	(19,968)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	3,232	1,246	0	255	0	0	0
Fee/Rate	(541)	386,831	320,480	289,300	251,439	295,965	44,526
Other Revenue	87,967	124,778	110,949	104,646	88,394	135,881	47,487
Total Revenue	90,658	512,855	431,429	394,201	339,833	431,846	92,013
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	90,658	512,855	431,429	394,201	339,833	431,846	92,013
Net County Cost	1,208,991	941,583	906,067	858,836	920,606	808,625	(111,981)
Budgeted Staffing					16	16	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,410,541 funds 16 budgeted positions. This appropriation has a net decrease of \$106,422 from the modified 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 \$13,000 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 \$3,801 represents the addition of the reimbursement from Human Services offset by reductions in administrative support costs and countywide office supplies.

Departmental revenue of \$431,836 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 \$92,013 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

<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>
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

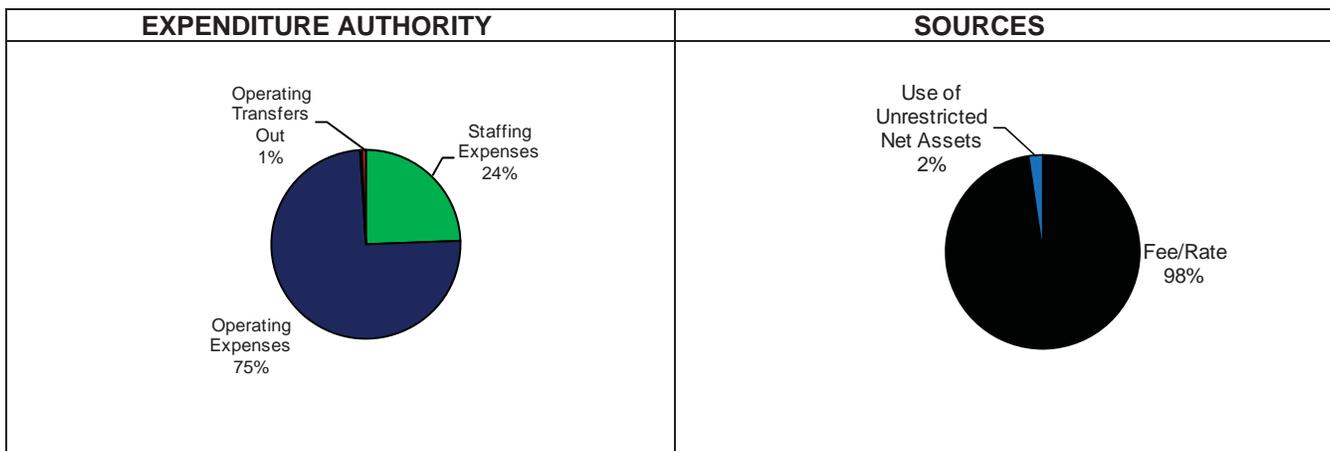
DESCRIPTION OF MAJOR SERVICES

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

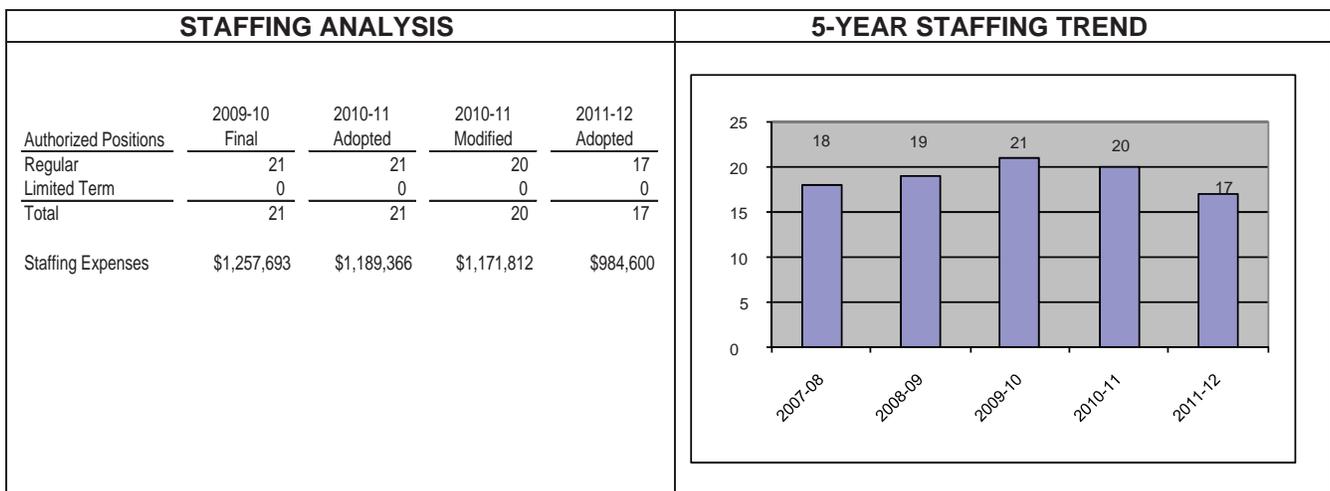
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are distributed to customers through user rates. Unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year and are used for working capital and for replacement 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

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	974,648	1,192,904	1,123,607	1,073,895	1,171,812	984,600	(187,212)
Operating Expenses	3,028,284	3,386,528	3,241,560	3,013,759	3,158,299	3,005,928	(152,371)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,002,932	4,579,432	4,365,167	4,087,654	4,330,111	3,990,528	(339,583)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,002,932	4,579,432	4,365,167	4,087,654	4,330,111	3,990,528	(339,583)
Depreciation	37,626	36,705	9,214	8,351	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	4,096,005	4,338,462	4,030,879	(307,583)
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	4,157,601	4,843,808	3,936,976	(906,832)
Other Revenue	0	0	0	48,141	0	0	0
Total Revenue	4,836,196	4,745,298	4,485,828	4,205,742	4,843,808	3,936,976	(906,832)
Operating Transfers In	(9,804)	0	0	0	0	0	0
Total Financing Sources	4,826,392	4,745,298	4,485,828	4,205,742	4,843,808	3,936,976	(906,832)
Rev Over/(Under) Exp	785,834	129,161	111,447	109,737	505,346	(93,903)	(599,249)
				Budgeted Staffing	20	17	(3)
Fixed Assets							
Capital Expenditures	40,199	(224)	0	62,629	64,500	0	(64,500)
Total Fixed Assets	40,199	(224)	0	62,629	64,500	0	(64,500)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$984,600 funds 17 budgeted positions. This appropriation unit has a net decrease of \$187,212 from the modified 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 \$152,371 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 \$906,832 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.



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. This deletion is reflected in the modified budget position count. 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. 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

<u>Printing Services</u>
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

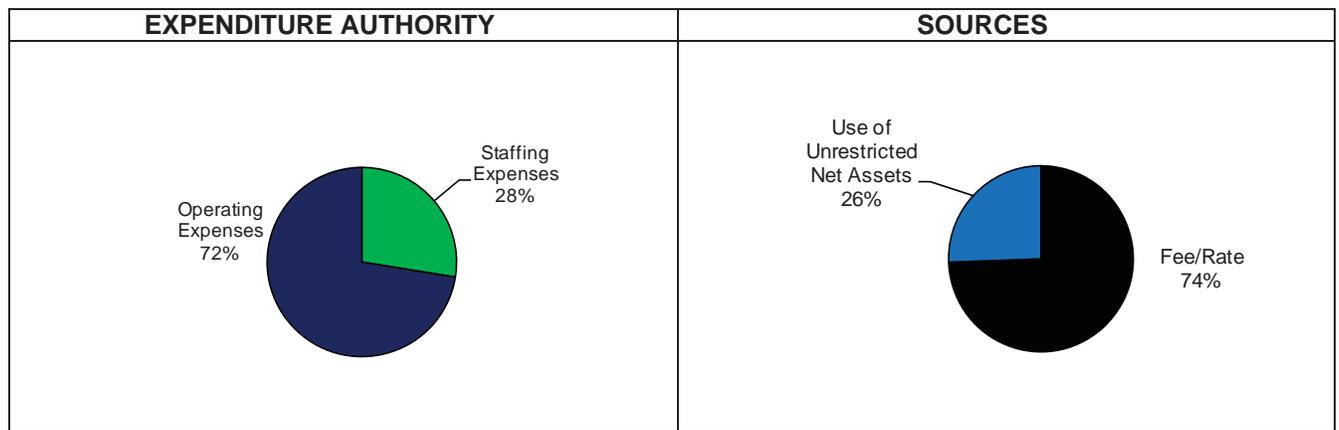
DESCRIPTION OF MAJOR SERVICES

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.

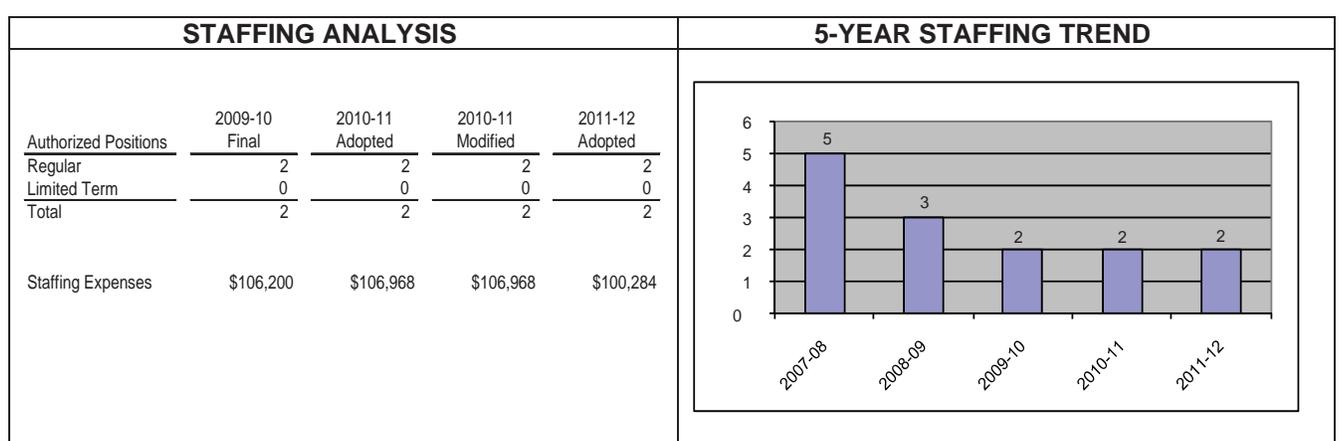
Budget at a Glance	
Total Expenditure Authority	\$365,341
Total Sources	\$271,856
Rev Over/(Under) Exp	(\$93,485)
Total Staff	2

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	234,414	140,468	98,737	103,317	106,968	100,284	(6,684)
Operating Expenses	4,402,928	235,789	143,947	306,488	300,456	263,512	(36,944)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,637,342	376,257	242,684	409,805	407,424	363,796	(43,628)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,637,342	376,257	242,684	409,805	407,424	363,796	(43,628)
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	411,350	408,969	365,341	(43,628)
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	287,558	256,950	271,856	14,906
Other Revenue	(2,703)	0	(489)	0	0	0	0
Total Revenue	4,706,999	355,051	332,553	287,558	256,950	271,856	14,906
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,706,999	355,051	332,553	287,558	256,950	271,856	14,906
Rev Over/(Under) Exp	68,112	(22,774)	88,324	(123,792)	(152,019)	(93,485)	58,534
				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 funds 2 budgeted positions. This appropriation has a net decrease of \$6,684 from the modified 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 \$36,944 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 increase of \$14,906 is primarily due to increased sales for online auctions.

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

Surplus Property and Storage	
1	Stores Supervisor I
1	Storekeeper



Mail/Courier Services

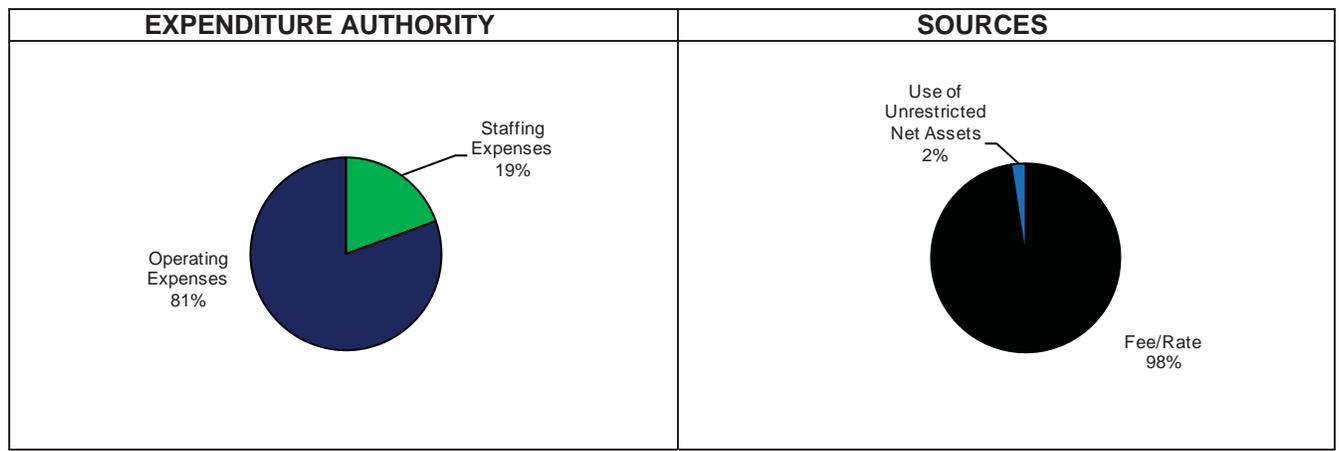
DESCRIPTION OF MAJOR SERVICES

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.

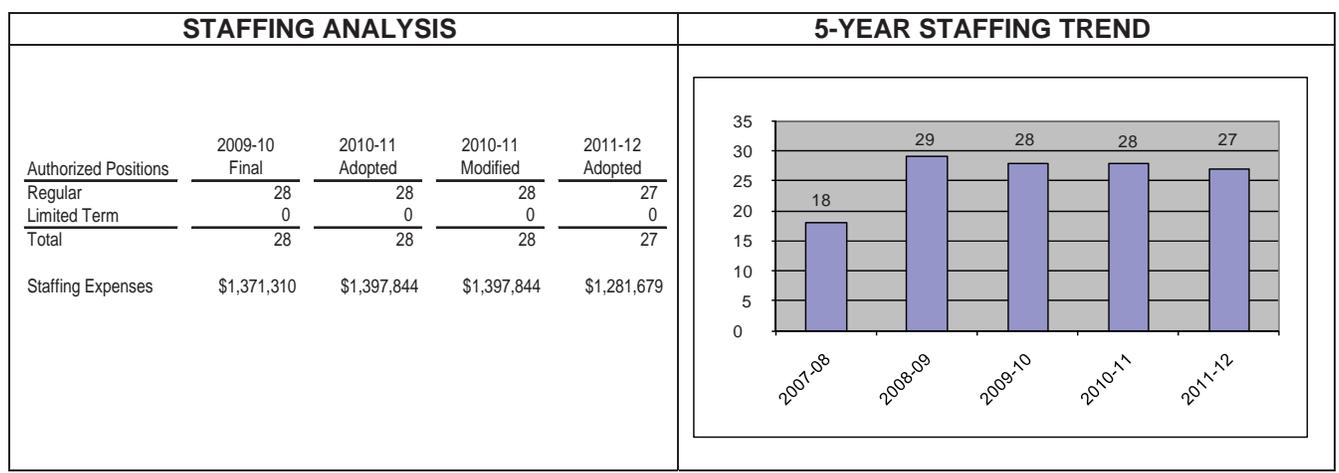
Budget at a Glance	
Total Expenditure Authority	\$6,607,468
Total Sources	\$6,445,026
Rev Over/(Under) Exp	(\$162,442)
Total Staff	27

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	1,383,173	1,342,193	1,306,725	1,321,691	1,397,844	1,281,679	(116,165)
Operating Expenses	5,809,199	5,243,551	5,017,325	5,004,858	5,408,832	5,314,715	(94,117)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	7,192,372	6,585,744	6,324,050	6,326,549	6,806,676	6,596,394	(210,282)
Reimbursements	0	(36,772)	0	0	0	0	0
Total Appropriation	7,192,372	6,548,972	6,324,050	6,326,549	6,806,676	6,596,394	(210,282)
Depreciation	31,121	24,543	9,674	9,674	9,674	11,074	1,400
Operating Transfers Out	0	0	0	30,000	0	0	0
Total Requirements	7,223,493	6,573,515	6,333,724	6,366,223	6,816,350	6,607,468	(208,882)
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	6,397,506	6,683,869	6,445,026	(238,843)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	7,345,080	6,921,662	6,358,703	6,397,506	6,683,869	6,445,026	(238,843)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	7,345,080	6,921,662	6,358,703	6,397,506	6,683,869	6,445,026	(238,843)
Rev Over/(Under) Exp	121,587	348,147	24,979	31,283	(132,481)	(162,442)	(29,961)
				Budgeted Staffing	28	27	(1)
Fixed Assets							
Capital Expenditures	23,977	64,131	0	10,272	12,000	0	(12,000)
Total Fixed Assets	23,977	64,131	0	10,272	12,000	0	(12,000)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,281,679 funds 27 budgeted positions. This appropriation unit has a net decrease of \$116,165 from the modified 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 reduction of \$94,117 is primarily due to lower projected postage costs based on a projected reduction in volume, offset with increase in professional services and central computer charges.

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. A revised rate structure was approved by the Board for 2011-12. The reduction of \$238,843 is primarily due to reduction in volume.

Fixed assets are not recommended as there are no plans for asset replacement at this time.

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

<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>
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

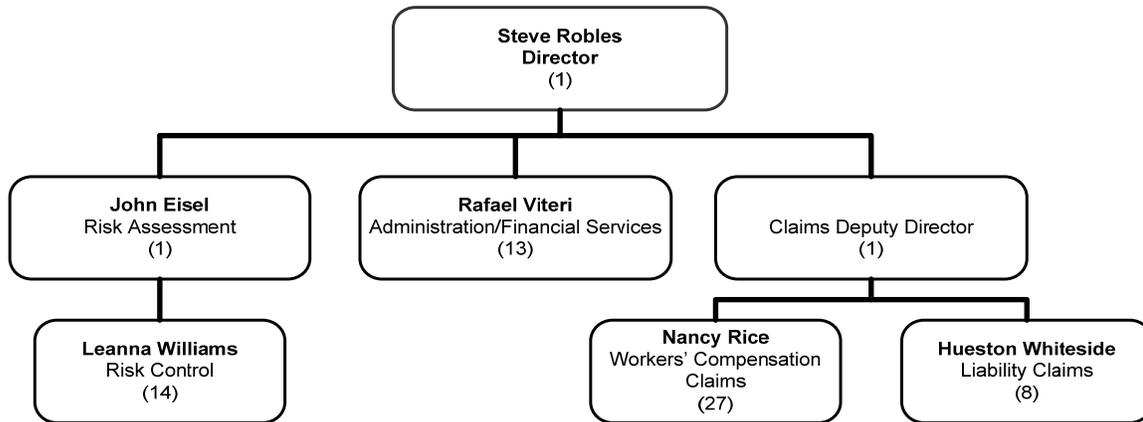
Steven T. Robles

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.

Objective A: Optimize insurance vs. risk retention.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Estimate	2011-12 Target
Cost of risk as a percent of county budget. Target less than 2%.	1.7%	1.8%	2%	1.8%	2%



GOAL 2: SUPPORT COUNTYWIDE RISK CONTROL EFFORTS.

Objective A: Provide formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments.

Objective B: Expand participation in Arrowhead Achievement Program.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Estimate	2011-12 Target
Percentage increase in formal training classes offered.	25%	5%	5%	10%	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	6,570,156	6,427,745	6,106,689
Insurance Programs	70,334,073	64,286,186	66,040,123	75,203,735	70,008,786
Total	77,416,394	71,466,969	72,610,279	81,631,480	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	6,427,745	6,106,689
Insurance Programs	106,326,183	84,075,100	68,127,100	65,558,823	63,612,600
Total	113,408,504	91,255,883	74,697,256	71,986,568	69,719,289

5-YEAR REVENUE OVER/(UNDER) EXPENSE					
	2007-08	2008-09	2009-10	2010-11	2011-12
Risk Management Operations	0	0	0	0	0
Insurance Programs	35,992,110	19,788,914	2,086,977	(9,644,912)	(6,396,186)
Total	35,992,110	19,788,914	2,086,977	(9,644,912)	(6,396,186)



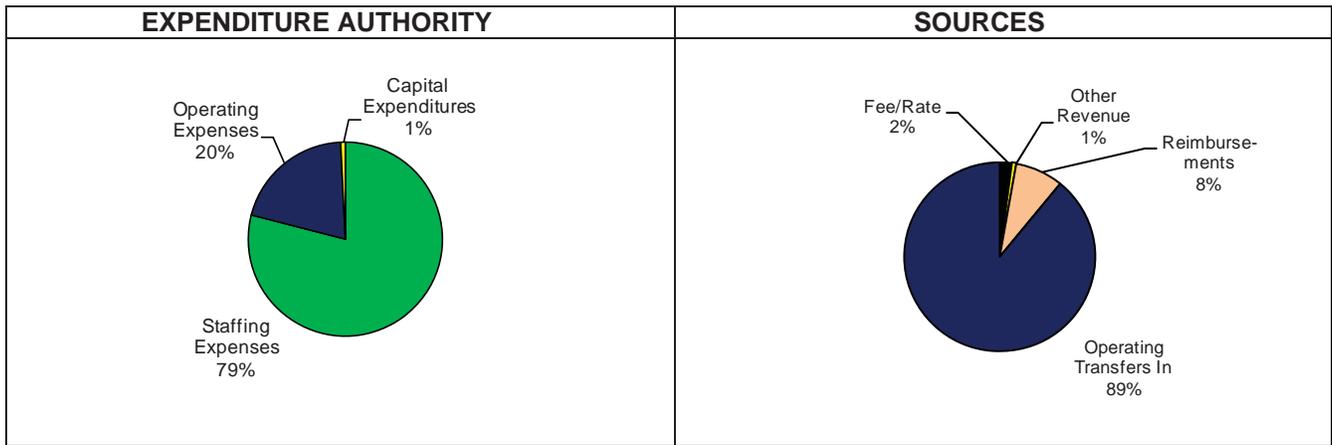
Operations

DESCRIPTION OF MAJOR SERVICES

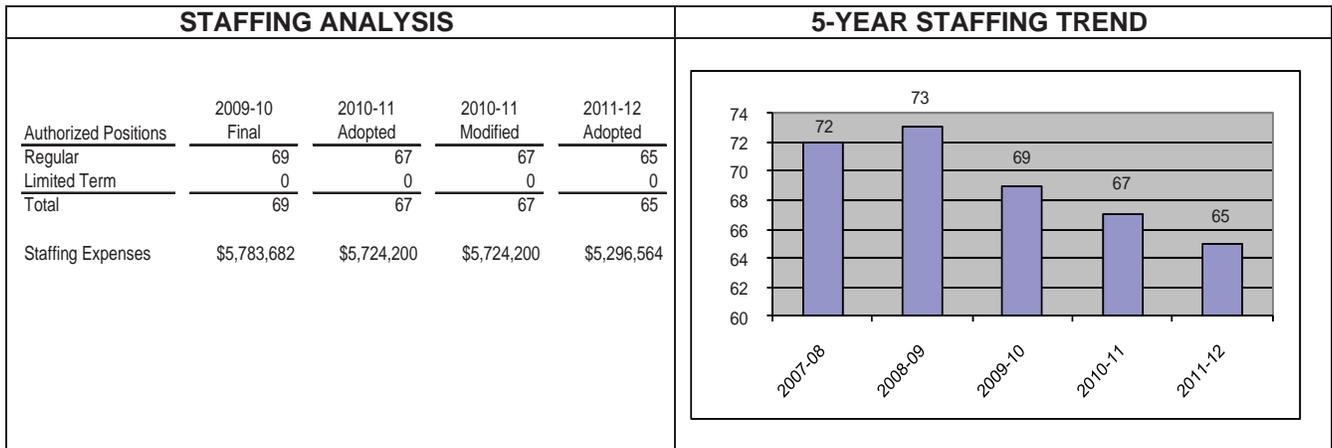
Risk Management administers the county's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are paid from self-insurance funds and funded by charging general fund and non-general fund departments, as well 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

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	5,624,358	5,602,880	5,383,835	5,266,369	5,724,200	5,296,564	(427,636)
Operating Expenses	1,637,971	1,580,240	1,131,401	1,219,024	1,273,597	1,355,632	82,035
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	7,262,329	7,183,120	6,515,236	6,485,393	6,997,797	6,652,196	(345,601)
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	5,915,341	6,427,745	6,106,689	(321,056)
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	5,915,341	6,427,745	6,106,689	(321,056)
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	130,000	112,000	136,000	24,000
Other Revenue	148,999	(282,886)	(334,872)	72,238	77,238	50,000	(27,238)
Total Revenue	192,319	(83,809)	(237,233)	202,238	189,238	186,000	(3,238)
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	6,440,745	6,427,745	6,106,689	(321,056)
Rev Over/(Under) Exp	(188,671)	27,007	428,660	525,404	0	0	0
				Budgeted Staffing	67	65	(2)
Fixed Assets							
Capital Expenditures	7,632	0	31,500	52,735	52,735	52,735	0
Total Fixed Assets	7,632	0	31,500	52,735	52,735	52,735	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$5,296,564 fund 65 budgeted positions and have decreased by \$427,636 due to payroll adjustments. 3 budgeted vacant positions have been deleted, and 1 Automated Systems Technician was added.

Operating expenses of \$1,355,632 include costs for general office expenses, information technology equipment and services. The \$82,035 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 \$321,056 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 software expenditures for the claims system will remain at \$52,735.



2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
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

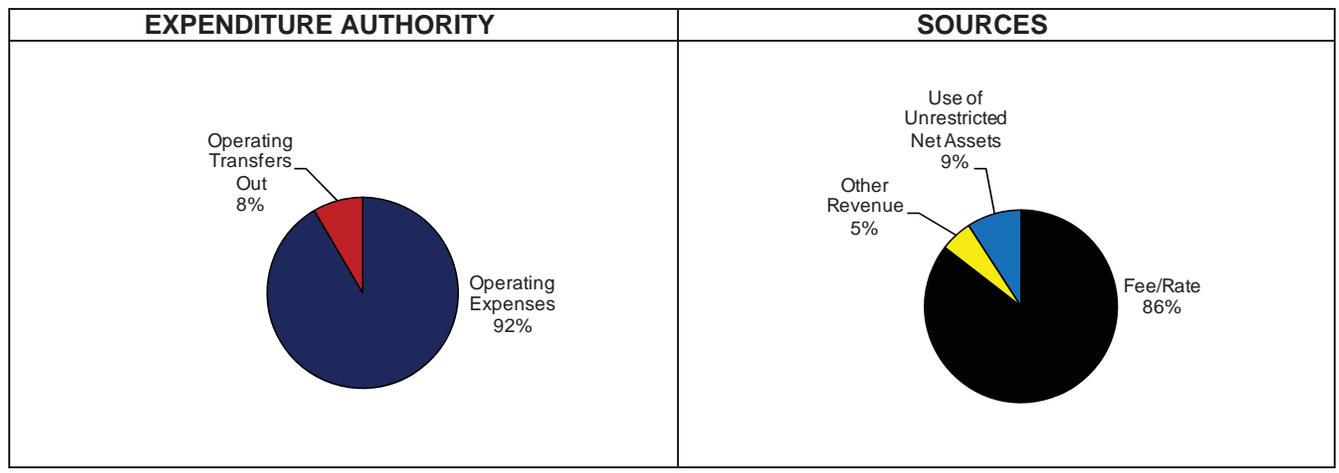
DESCRIPTION OF MAJOR SERVICES

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

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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	49,238,186	48,881,889	58,310,699	55,050,633	68,965,228	64,088,097	(4,877,131)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	49,238,186	48,881,889	58,310,699	55,050,633	68,965,228	64,088,097	(4,877,131)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	49,238,186	48,881,889	58,310,699	55,050,633	68,965,228	64,088,097	(4,877,131)
Depreciation	0	0	0	0	0	0	0
Operating Transfers Out	59,081,411	6,681,112	7,114,024	6,238,507	6,238,507	5,920,689	(317,818)
Total Requirements	108,319,597	55,563,001	65,424,723	61,289,140	75,203,735	70,008,786	(5,194,949)
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	58,108,503	57,133,000	59,853,000	2,720,000
Other Revenue	10,097,105	7,641,363	4,721,680	4,049,927	8,425,823	3,759,600	(4,666,223)
Total Revenue	124,109,958	88,967,073	71,986,305	62,158,430	65,558,823	63,612,600	(1,946,223)
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	62,158,430	65,558,823	63,612,600	(1,946,223)
Rev Over/(Under) Exp	68,610,428	33,404,072	6,563,360	869,290	(9,644,912)	(6,396,186)	3,248,726
				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 \$4,877,131 decrease is due to less costly settlements and improved liability claim experience. However, there are increased claims costs in workers' compensation and premiums for excess insurance are expected to increase.

Operating transfers out of \$5,920,689 represent funding to the Operations budget unit. The \$317,818 decrease represents reduced program administration expenses.

Departmental revenue of \$63,612,600 includes \$59,853,000 in insurance premiums collected from user departments. The \$2,720,000 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. Anticipated interest earnings and claims cost recoveries of \$3,759,600 are also included.



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.

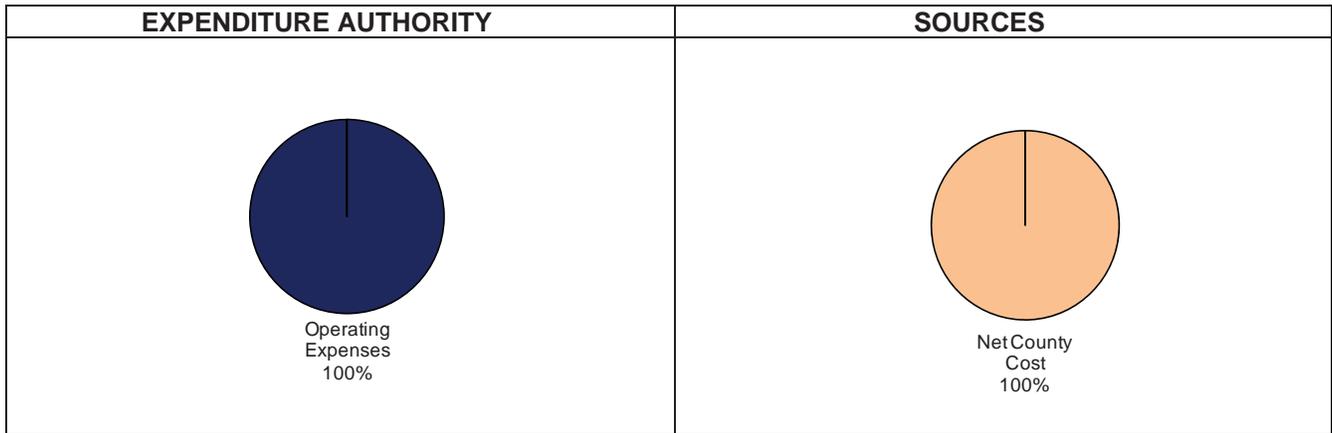
Costs incurred in this budget unit represent the county's legally mandated contribution to LAFCO which is one-third of the operating cost that is not reimbursed by fees and other revenue.

There is no staffing associated with this budget unit.

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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified 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 Financing 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 and budget adjustments will be made accordingly.



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	2,383,466	3,366,237	2,876,737	2,994,155	3,286,324
Total	2,383,466	3,366,237	2,876,737	2,994,155	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	2,383,466	3,366,237	2,876,737	2,994,155	3,286,324
Total	2,383,466	3,366,237	2,876,737	2,994,155	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.

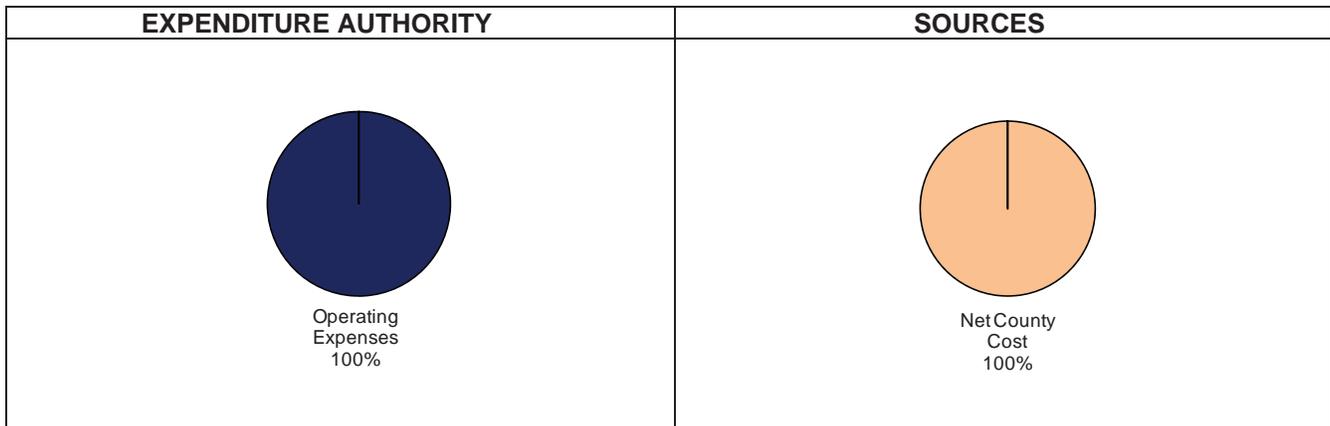
Budget at a Glance	
Total Expenditure Authority	\$3,286,324
Total Sources	\$0
Net County Cost	\$3,286,324
Total Staff	0
Funded by Net County Cost	100%

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.

As this budget unit represents the financial contribution by the county, there is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,383,466	3,366,237	2,876,737	3,187,306	2,994,155	3,286,324	292,169
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	3,187,306	2,994,155	3,286,324	292,169
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,383,466	3,366,237	2,876,737	3,187,306	2,994,155	3,286,324	292,169
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,383,466	3,366,237	2,876,737	3,187,306	2,994,155	3,286,324	292,169
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	2,383,466	3,366,237	2,876,737	3,187,306	2,994,155	3,286,324	292,169
				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 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.



**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	100				
ECONOMIC DEVELOPMENT	102	2,892,151	25,000	2,867,151	16
TOTAL GENERAL FUND		<u>2,892,151</u>	<u>25,000</u>	<u>2,867,151</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	108	257,580	104,650	152,930	0
COMMUNITY DEVELOPMENT AND HOUSING	110	73,911,189	55,603,444	18,307,745	25
WORKFORCE DEVELOPMENT	115	19,971,116	19,971,116	0	105
TOTAL SPECIAL REVENUE		<u>94,139,885</u>	<u>75,679,210</u>	<u>18,460,675</u>	<u>130</u>



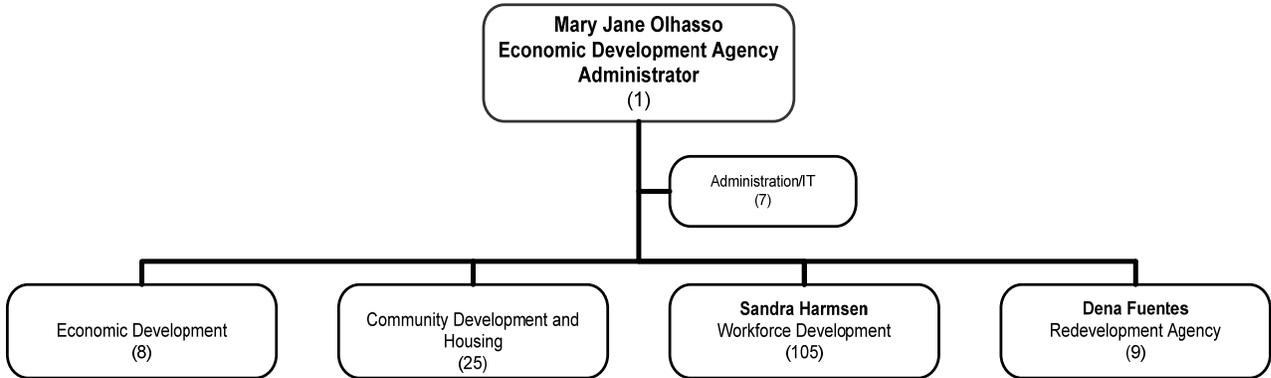
ECONOMIC DEVELOPMENT AGENCY Mary Jane Olhasso

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 County wide 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
General Fund						
Economic Development	2,892,151	25,000	2,867,151			16
Total General Fund	2,892,151	25,000	2,867,151			16
Special Revenue Funds						
San Bernardino Valley Enterprise Zone	257,580	104,650		152,930		0
Community Development and Housing	73,911,189	55,603,444		18,307,745		25
Workforce Development	19,971,116	19,971,116		0		105
Total Special Revenue Funds	94,139,885	75,679,210		18,460,675		130
Other Agencies						
Economic and Community Development Corp	12	1		11		0
County Industrial development Authority	40,421	600		39,821		0
Redevelopment Agency						
San Sevaine Project Area	87,647,454	16,404,366		71,243,088		9
Cedar Glen Project Area	8,462,854	1,139,222		7,323,632		0
VVEDA Project Area	7,027,233	871,300		6,155,933		0
Mission Blvd Project Area	360,054	94,800		265,254		0
Total Other Agencies	103,538,028	18,510,289		85,027,739		9
Total - All Funds	200,570,064	94,214,499	2,867,151	103,488,414		155

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 Development's budget unit.



ECONOMIC DEVELOPMENT

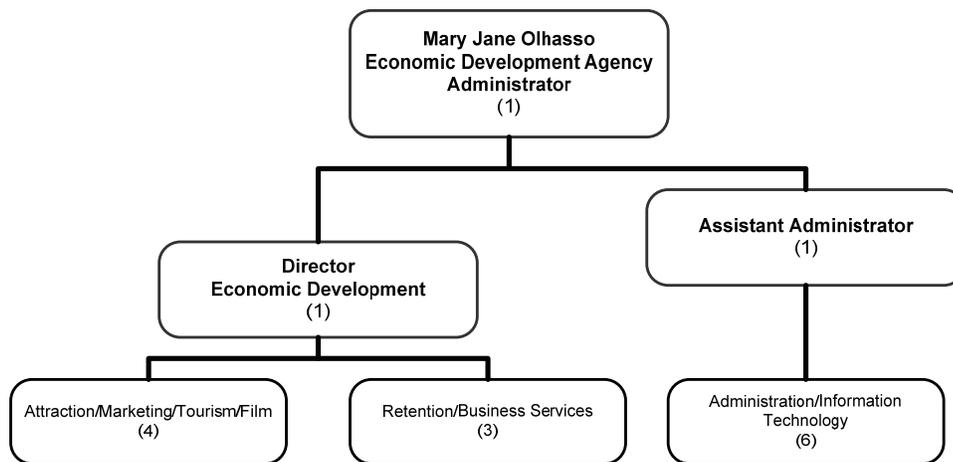
Mary Jane Olhasso

MISSION STATEMENT

The Department of Economic Development (Department) 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 2011-11 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 Estimate	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	N/A	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 Estimate	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	2,892,151	25,000	2,867,151			16
Total General Fund	2,892,151	25,000	2,867,151			16
Special Revenue Fund						
San Bernardino Valley Enterprise Zone	257,580	104,650		152,930		0
Total Special Revenue Fund	257,580	104,650		152,930		0
Total - All Funds	3,149,731	129,650	2,867,151	152,930		16

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Economic Development	7,866,652	6,738,898	5,710,767	3,296,638	2,892,151
San Bernardino Valley Enterprise Zone	35,230	392,911	212,609	249,857	257,580
Total	7,901,882	7,131,809	5,923,376	3,546,495	3,149,731

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Economic Development	604,000	580,000	80,000	35,000	25,000
San Bernardino Valley Enterprise Zone	326,250	291,020	101,140	104,650	104,650
Total	930,250	871,020	181,140	139,650	129,650

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Economic Development	7,262,652	6,158,898	5,630,767	3,261,638	2,867,151
Total	7,262,652	6,158,898	5,630,767	3,261,638	2,867,151

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
San Bernardino Valley Enterprise Zone	(291,020)	101,891	111,469	145,207	152,930
Total	(291,020)	101,891	111,469	145,207	152,930



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.

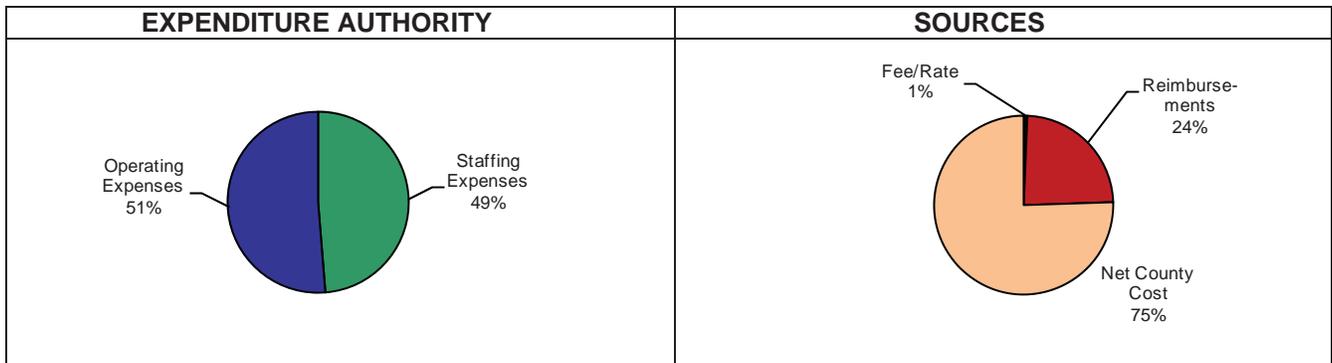
Budget at a Glance	
Total Expenditure Authority	\$3,796,522
Total Sources	\$929,371
Net County Cost	\$2,867,151
Total Staff	16
Funded by Net County Cost	76%

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.

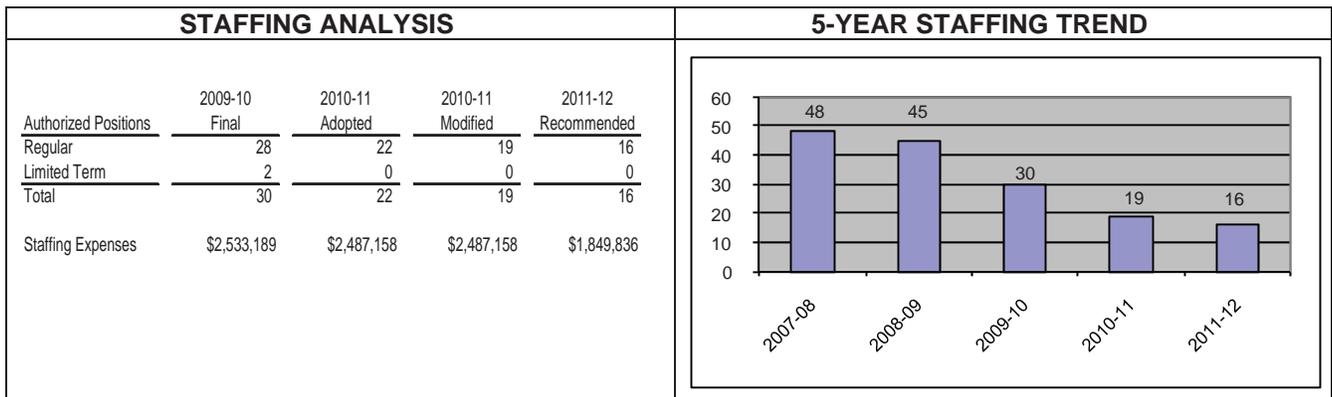
The department also creates and develops necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services including the following:

- o Site Selection Assistance
- o Market Analysis and Demographics
- o Permitting Assistance
- o International Trade Services
- o Enterprise Zone and Program Management
- o Small Business Assistance and Technical Support
- o Technical assistance and marketing support to county cities and economic development stakeholders.

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Economic Development
 DEPARTMENT: Economic Development
 FUND: General

BUDGET UNIT: AAA EDF
 FUNCTION: Public Assistance
 ACTIVITY: Other Assistance

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	3,303,854	2,670,061	2,533,189	1,942,623	2,487,158	1,849,836	(637,322)
Operating Expenses	7,135,253	4,007,203	2,735,356	2,409,625	2,888,859	1,946,686	(942,173)
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	4,352,248	5,376,017	3,796,522	(1,579,495)
Reimbursements	(2,854,924)	(2,079,632)	(1,716,566)	(1,065,910)	(2,079,379)	(904,371)	1,175,008
Total Appropriation	7,584,183	4,617,630	3,551,979	3,286,338	3,296,638	2,892,151	(404,487)
Operating Transfers Out	0	0	40,000	0	0	0	0
Total Requirements	7,584,183	4,617,630	3,591,979	3,286,338	3,296,638	2,892,151	(404,487)
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	90,385	25,000	25,000	0
Other Revenue	670,883	16,220	20,476	0	10,000	0	(10,000)
Total Revenue	754,216	16,220	35,827	90,385	35,000	25,000	(10,000)
Operating Transfers In	0	500,000	300,000	0	0	0	0
Total Financing Sources	754,216	516,220	335,827	90,385	35,000	25,000	(10,000)
Net County Cost	6,829,967	4,101,410	3,256,152	3,195,953	3,261,638	2,867,151	(394,487)
Budgeted Staffing					19	16	(3)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,849,836 fund 16 budgeted positions. This represents a decrease of \$637,322 from the prior year's budget and reflects staffing and compensation reductions due to the economic conditions and a reorganization of the Economic Development Agency.

Operating expenses of \$1,946,686 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 \$942,173 from the 2010-11 modified budget, due primarily to the reduction of one-time funds of \$350,000; rent savings of \$131,000; reduction of intra-cost allocations between the Economic Development Agency and the Department of Economic Development of \$286,499 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 \$1,175,008 reflecting a significant 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. Reimbursements from the Department of Economic Development to the Economic Development Agency were also reduced by \$286,499.

Departmental revenue of \$25,000 represents registration fees as well as sponsorships for the State of the County event planned for the spring of 2012. The decrease in other revenue by \$10,000 represents a transfer of the Enterprise Zone vouchering functions (and therefore associated revenue) to the Department of Workforce Development.

STAFFING CHANGES AND OPERATIONAL IMPACT

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.



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).

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>
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	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</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.

Budget at a Glance	
Total Expenditure Authority	\$272,681
Total Sources	\$119,751
Fund Balance	\$152,930
Total Staff	0

The San Bernardino Valley Enterprise Zone facilitates economic growth through assistance to local businesses, jurisdictional leadership, public/private collaborations, attraction of new investment, the retention/expansion of existing businesses, and the employment of the most difficult-to-hire workers into private sector jobs.

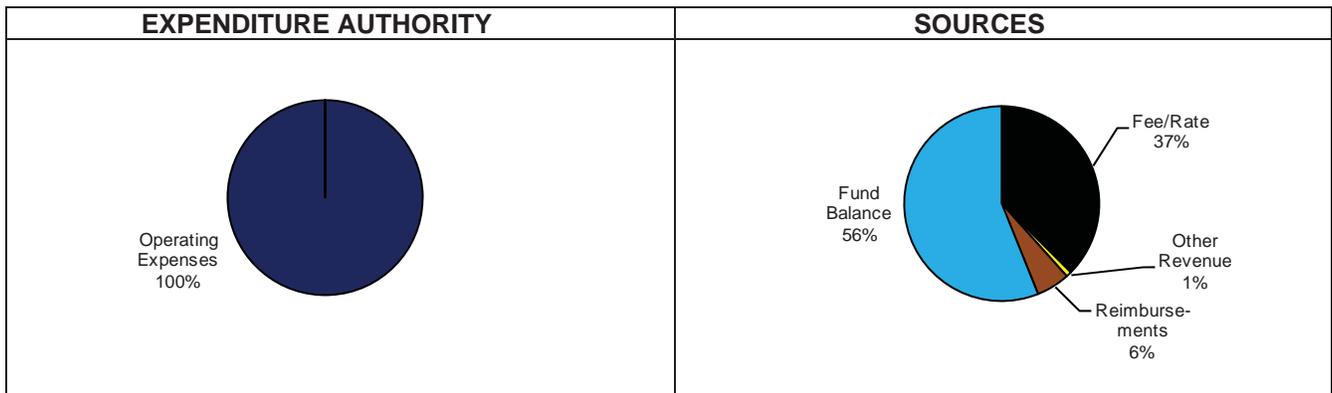
Major services offered to SBVEZ businesses in 2011-12 include the following:

- Educational workshops on State Tax Credits.
- Employment and training assistance for zone businesses.
- Assistance in accessing and procuring state contracts.
- 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.

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	72,318	403,911	80,650	111,582	264,958	272,681	7,723
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	72,318	403,911	80,650	111,582	264,958	272,681	7,723
Reimbursements	(37,088)	(11,000)	(14,573)	(15,101)	(15,101)	(15,101)	0
Total Appropriation	35,230	392,911	66,077	96,481	249,857	257,580	7,723
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	35,230	392,911	66,077	96,481	249,857	257,580	7,723
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	317,810	99,337	57,421	102,150	102,150	102,150	0
Other Revenue	8,440	2,554	42,395	2,054	2,500	2,500	0
Total Revenue	326,250	101,891	99,816	104,204	104,650	104,650	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	326,250	101,891	99,816	104,204	104,650	104,650	0
				Fund Balance	145,207	152,930	7,723
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$272,681 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 San Bernardino Valley Enterprise Zone. Each Partner has been authorized by its legislative body to contribute funds to cover the administrative costs of the Enterprise Zone. 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 Development Agency's budget.



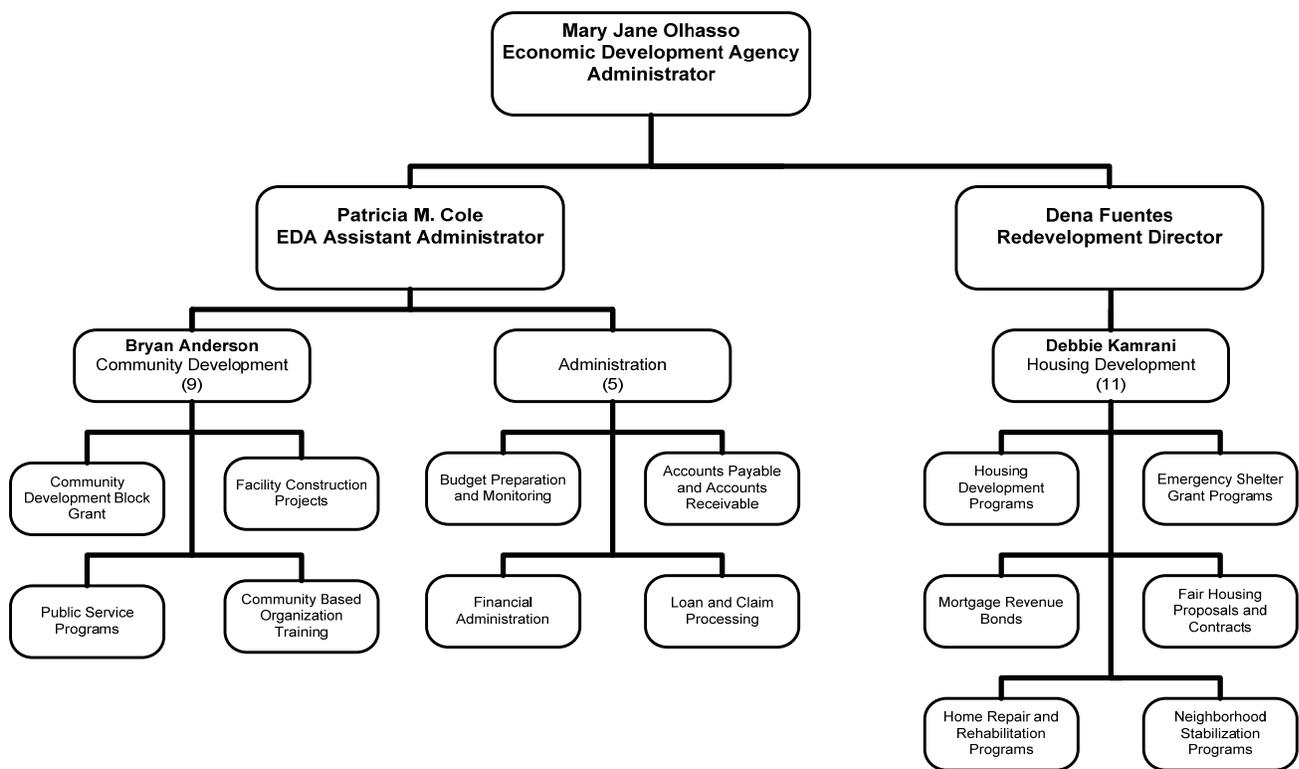
COMMUNITY DEVELOPMENT AND HOUSING

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 are an estimated total of 134 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 are estimated to provide various social service needs to 35,000 county residents.
- For 2009-10, construction was underway for 300 units. For 2010-11, construction was underway or completed for 226 units.
- For 2009-10, 265 households received assistance for the purchase of or repair of owner occupied single family residence. For 2010-11, an estimated 145 households will receive assistance for the purchase of or repair of owner occupied single family residence.



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 Estimate	2011-12 Target
Number of county residents benefiting from public service projects.	46,015	35,387	45,000	35,000	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 Estimate	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	145	160

SUMMARY OF BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Special Revenue Funds						
Community Development and Housing	73,911,189	55,603,444		18,307,745		25
Total Special Revenue Funds	73,911,189	55,603,444		18,307,745		25
Other Agencies						
Economic and Community Development Corp	12	1		11		0
Industrial Development Authority	40,421	600		39,821		0
Total Other Agencies	40,433	601		39,832		0
Total - All Funds	73,951,622	55,604,045		18,347,577		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	42,347,180	73,539,674	73,911,189
Economic and Community Development Corp	18,918	282	131	91	12
Industrial Development Authority	50,196	38,146	39,158	216,663	40,421
Total	49,530,865	50,079,155	42,386,469	73,756,428	73,951,622

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	56,420,122	55,603,444
Economic and Community Development Corp	12,700	0	5	0	1
Industrial Development Authority	1,000	1,000	1,000	146,950	600
Total	35,775,015	33,448,531	23,423,058	56,567,072	55,604,045

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	18,925,127	17,119,552	18,307,745
Economic and Community Development Corp	6,218	282	126	91	11
Industrial Development Authority	49,196	37,146	38,158	69,713	39,821
Total	13,755,850	16,630,624	18,963,411	17,189,356	18,347,577



Community Development And Housing

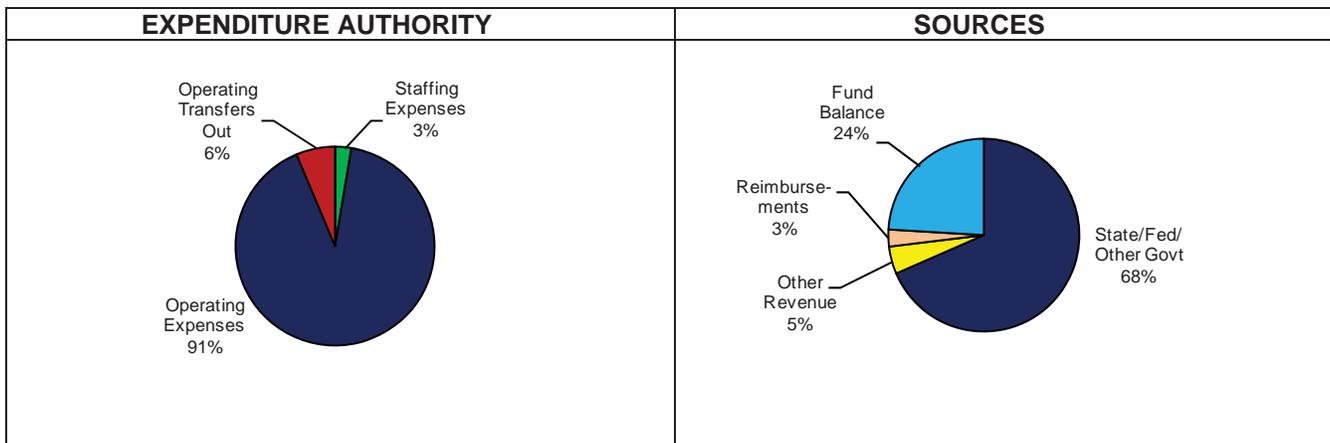
DESCRIPTION OF MAJOR SERVICES

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 Grant (HPRP).

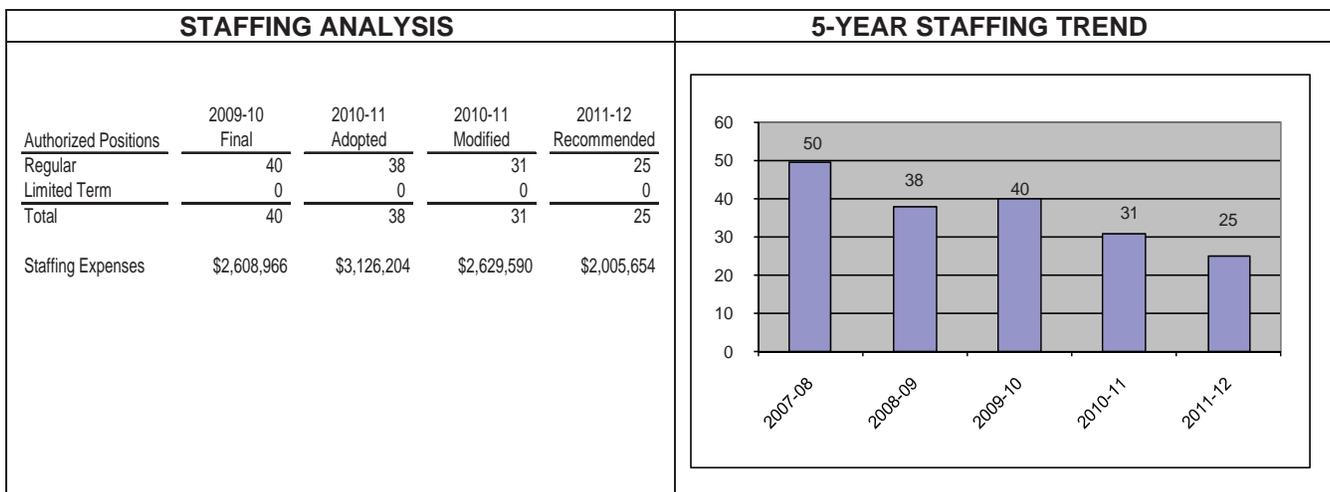
Budget at a Glance	
Total Expenditure Authority	\$76,093,192
Total Sources	\$57,785,447
Fund Balance	\$18,307,745
Total Staff	25

For 2011-12 the county made changes to the CDBG program. The county's share of the Community Development Block Grant (CDBG) 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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	3,029,496	2,565,090	2,608,966	2,544,133	2,629,590	2,005,654	(623,936)
Operating Expenses	15,217,062	15,186,062	25,016,165	23,145,374	69,902,559	69,274,138	(628,421)
Capital Expenditures	0	19,998	28,775	0	127,000	0	(127,000)
Contingencies	0	0	0	0	691,951	0	(691,951)
Total Exp Authority	18,246,558	17,771,150	27,653,906	25,689,507	73,351,100	71,279,792	(2,071,308)
Reimbursements	(3,535,196)	(2,062,741)	(1,719,231)	(1,681,767)	(2,551,999)	(2,182,003)	369,996
Total Appropriation	14,711,362	15,708,409	25,934,675	24,007,740	70,799,101	69,097,789	(1,701,312)
Operating Transfers Out	711,235	298,775	627,762	2,129,449	2,740,573	4,813,400	2,072,827
Total Requirements	15,422,597	16,007,184	26,562,437	26,137,189	73,539,674	73,911,189	371,515
Departmental Revenue							
Taxes	63,553	11,717	29,479	570	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	13,323,234	12,831,672	18,409,390	22,149,229	52,239,324	52,065,982	(173,342)
Fee/Rate	4,145	2,820	1,657	14,138	1,000	0	(1,000)
Other Revenue	4,923,590	4,044,511	5,610,805	5,161,445	3,604,798	3,537,462	(67,336)
Total Revenue	18,314,522	16,890,720	24,051,331	27,325,382	55,845,122	55,603,444	(241,678)
Operating Transfers In	0	0	0	0	575,000	0	(575,000)
Total Financing Sources	18,314,522	16,890,720	24,051,331	27,325,382	56,420,122	55,603,444	(816,678)
				Fund Balance	17,119,552	18,307,745	1,188,193
				Budgeted Staffing	31	25	(6)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,005,654 fund 25 budgeted positions. The decrease of \$623,936 is associated with the deletion of 6 budgeted positions and proposed work schedule reductions.

Operating expenses of \$69,274,138 is decreasing by \$628,421 due to cost savings from rent in the amount of \$180,000 and reduction in program expenditures due to an anticipated funding reduction.

No capital expenditures are being budgeted for 2011-12.

Reimbursements of \$2,182,003 is decreasing by \$369,996 as a result of the staff reduction whose labor and overhead would have been charged to programs and recaptured through reimbursement for allowable costs.

Operating transfers out of \$4,813,400 is increasing by \$2,072,827 due to the planned increase in public facility projects managed by the Architecture and Engineering Department.

State, federal and other governmental aid of \$52,065,982 is decreasing by \$173,342 based on anticipated 10% reduction in the grant amount.

Other revenue of \$3,537,462 is decreasing by \$67,336 primarily due to less business loan payments anticipated because of the payoffs of a number of the loans in 2010-11. Also a reduction in the use of the Housing Trust fund for cash flow purposes is due to the reduced staff.

The decrease in operating transfers in of \$575,000 is the result of not receiving a grant for a Cedar Glen project.

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

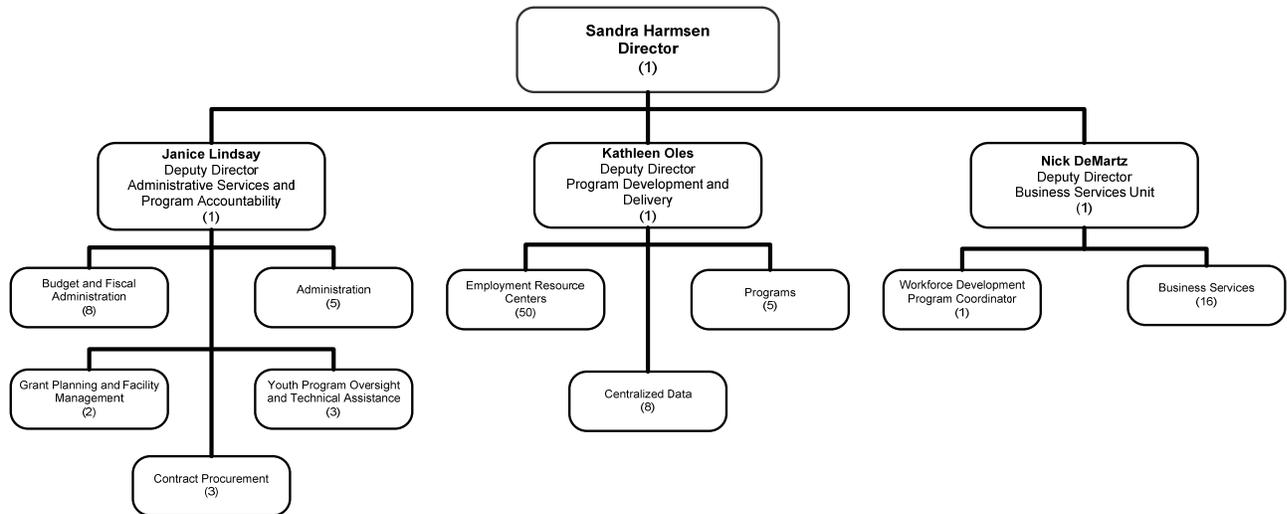
Sandy Harmsen

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 Estimate	2011-12 Target
Number of County resident enrollments.	23,621	24,379	26,250	23,789	24,000

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 Estimate	2011-12 Target
Number of businesses contacted.	3,141	4,339	2,640	3,200	3,520

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 Estimate	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	4	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	19,971,116	19,971,116	0		105	
Total Special Revenue Fund	19,971,116	19,971,116	0		105	

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Workforce Development	11,199,044	14,429,289	25,587,482	30,466,253	19,971,116
Total	11,199,044	14,429,289	25,587,482	30,466,253	19,971,116

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Workforce Development	11,341,090	14,170,070	25,372,549	30,687,887	19,971,116
Total	11,341,090	14,170,070	25,372,549	30,687,887	19,971,116

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Workforce Development	(142,046)	259,219	214,933	(221,634)	0
Total	(142,046)	259,219	214,933	(221,634)	0



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	\$20,835,196
Total Sources	\$20,835,196
Fund Balance	\$0
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 County Board of Supervisors.

2011-12 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
<p>Error! Not a valid link.</p>	<p>A pie chart illustrating the distribution of budget sources. The largest portion is State/Fed/Other Govt at 94%, followed by Reimburse-ments at 4%, and Other Revenue at 2%.</p>

BUDGETED STAFFING

STAFFING ANALYSIS	5-YEAR STAFFING TREND																									
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Authorized Positions</th> <th style="text-align: center;">2009-10 Final</th> <th style="text-align: center;">2010-11 Adopted</th> <th style="text-align: center;">2010-11 Modified</th> <th style="text-align: center;">2011-12 Recommended</th> </tr> </thead> <tbody> <tr> <td>Regular</td> <td style="text-align: center;">92</td> <td style="text-align: center;">97</td> <td style="text-align: center;">99</td> <td style="text-align: center;">99</td> </tr> <tr> <td>Limited Term</td> <td style="text-align: center;">41</td> <td style="text-align: center;">39</td> <td style="text-align: center;">41</td> <td style="text-align: center;">6</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">133</td> <td style="text-align: center;">136</td> <td style="text-align: center;">140</td> <td style="text-align: center;">105</td> </tr> <tr> <td> Staffing Expenses</td> <td style="text-align: center;"> \$6,970,256</td> <td style="text-align: center;"> \$8,818,615</td> <td style="text-align: center;"> \$9,063,519</td> <td style="text-align: center;"> \$7,944,006</td> </tr> </tbody> </table>	Authorized Positions	2009-10 Final	2010-11 Adopted	2010-11 Modified	2011-12 Recommended	Regular	92	97	99	99	Limited Term	41	39	41	6	Total	133	136	140	105	 Staffing Expenses	 \$6,970,256	 \$8,818,615	 \$9,063,519	 \$7,944,006	<p>A bar chart showing the staffing trend over a five-year period. The y-axis represents the number of staff, ranging from 0 to 160. The x-axis shows the fiscal years from 2007-08 to 2011-12. The staffing levels are: 84 (2007-08), 77 (2008-09), 133 (2009-10), 140 (2010-11), and 105 (2011-12).</p>
Authorized Positions	2009-10 Final	2010-11 Adopted	2010-11 Modified	2011-12 Recommended																						
Regular	92	97	99	99																						
Limited Term	41	39	41	6																						
Total	133	136	140	105																						
 Staffing Expenses	 \$6,970,256	 \$8,818,615	 \$9,063,519	 \$7,944,006																						



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	4,537,849	5,339,336	6,970,256	7,746,277	9,063,519	7,944,006	(1,119,513)
Operating Expenses	5,003,702	9,633,316	21,773,447	21,335,276	24,792,223	11,555,165	(13,237,058)
Capital Expenditures	866	89,324	37,077	0	45,000	0	(45,000)
Contingencies	0	0	0	0	2,305,114	1,336,025	(969,089)
Total Exp Authority	9,542,417	15,061,976	28,780,780	29,081,553	36,205,856	20,835,196	(15,370,660)
Reimbursements	1,911,879	(632,687)	(3,193,298)	(5,518,762)	(5,739,603)	(864,080)	4,875,523
Total Appropriation	11,454,296	14,429,289	25,587,482	23,562,791	30,466,253	19,971,116	(10,495,137)
Operating Transfers Out	(255,252)	0	0	0	0	0	0
Total Requirements	11,199,044	14,429,289	25,587,482	23,562,791	30,466,253	19,971,116	(10,495,137)
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	23,332,382	30,217,862	19,507,297	(10,710,565)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	325,448	486,602	548,449	452,043	470,025	463,819	(6,206)
Total Revenue	11,341,090	14,170,070	25,372,549	23,784,425	30,687,887	19,971,116	(10,716,771)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	11,341,090	14,170,070	25,372,549	23,784,425	30,687,887	19,971,116	(10,716,771)
Fund Balance					(221,634)	0	221,634
Budgeted Staffing					140	105	(35)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$7,944,006 fund 105 budgeted positions. This appropriation has a net decrease of \$1,119,513 from the modified budget which reflects reductions in contract staffing and compensation reductions.

Operating expenses of \$11,555,165 include costs associated with the department's three Employment Resource Centers such as rent, computers/hardware/software and office supplies; staff travel and training costs; professional services; insurance; county vehicle usage; and direct program services to clients of \$7,704,505. The decrease of \$13,237,058 is primarily due to the ending of programs which were funded under the American Recovery and Reinvestment Act (ARRA) which end June 30, 2011 and an anticipated reduction in WIA revenue of 20%.

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 \$4,875,523 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 \$10,716,771 is primarily due to the ending of one-time funding under ARRA (\$7,300,000) and an anticipated 20% reduction (\$3,400,000) in the department's federal WIA grant allocations.

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2011-12, the department will eliminate 35 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 one Business Services Deputy Director position.

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 & 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	3 Workforce Development Technician	1 Staff Analyst I
	1 Workforce Development Technician	2 Staff Analyst II	11 Workforce Development Specialist
	1 Accountant II	5 Staff Analyst I	1 Workforce Development Technician
	1 Accounting Technician	6 Workforce Development Technician	
	1 Fiscal Specialist	6 Office Assistant II	
	3 Fiscal Assistant		
	1 Office Assistant III		



**FISCAL
SUMMARY**

<u>GENERAL FUND</u>	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Staffing</u>
ASSESSOR/RECORDER/COUNTY CLERK	122	19,964,359	5,348,400	14,615,959	220
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	138	33,757,029	24,086,883	9,670,146	300
TOTAL GENERAL FUND		53,721,388	29,435,283	24,286,105	520
<u>SPECIAL REVENUE FUNDS</u>	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Fund Balance</u>	<u>Staffing</u>
ASSESSOR/RECORDER/COUNTY CLERK:					
SYSTEMS DEVELOPMENT	128	8,163,025	2,164,000	5,999,025	0
VITAL RECORDS	130	803,493	132,000	671,493	0
RECORDER RECORDS	132	1,518,940	471,454	1,047,486	4
ELECTRONIC RECORDING	134	855,202	465,430	389,772	0
SOCIAL SECURITY NUMBER TRUNCATION	136	2,047,219	500,652	1,546,567	0
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR:					
REDEMPTION MAINTENANCE	144	268,519	86,500	182,019	0
TOTAL SPECIAL REVENUE FUNDS		13,656,398	3,820,036	9,836,362	4



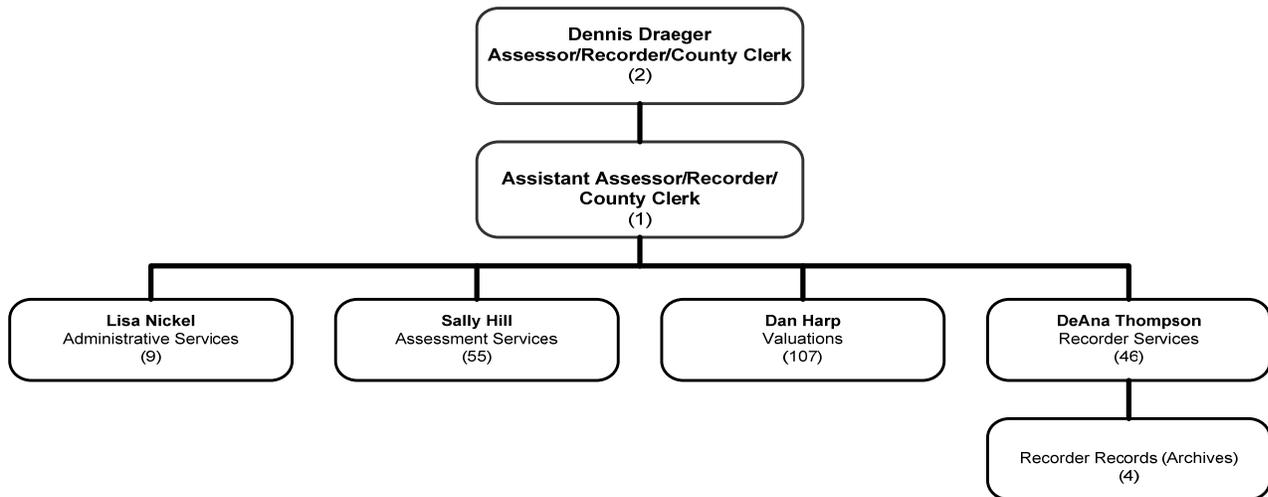
ASSESSOR/RECORDER/COUNTY CLERK Dennis Draeger

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 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 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	Estimate	Target
1A. Completion percentage of change of ownership documents received for each assessment year.	99.9%	99.9%	95.5%	95.5%	95.5%
1B. Completion percentage of appraisable events received for each assessment year (e.g. change of ownership, new construction, etc.).	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%	95.5%	95.5%

The Assessor/Recorder/County Clerk continues to reflect the status of the real estate market on the assessment roll. Changes in ownership resulting in decline in assessed values continue to be posted, however, published supplemental rolls have reflected modest positive assessed totals. Overall, assessed values are declining at a slower pace. In 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	Estimate	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%	67%	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 estimate 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	Estimate	Target
3A. Every document received is processed within the established standard.	N/A	99%	99%	99%	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	8,163,025	2,164,000		5,999,025		0
Vital Records	803,493	132,000		671,493		0
Recorder Records	1,518,940	471,454		1,047,486		4
Electronic Recording	855,202	465,430		389,772		0
Social Security Number Truncation	2,047,219	500,652		1,546,567		0
Total Special Revenue Funds	13,387,879	3,733,536		9,654,343		4
Total - All Funds	33,352,238	9,081,936	14,615,959	9,654,343		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	17,484,819	19,964,359
Systems Development	20,669,115	16,380,504	12,515,096	9,942,246	8,163,025
Vital Records	495,542	655,244	765,625	858,582	803,493
Recorder Records	800,000	1,034,032	1,306,567	1,456,693	1,518,940
Electronic Recording	800,000	587,620	623,348	901,734	855,202
Social Security Number Truncation	0	695,792	1,164,482	1,514,481	2,047,219
Total	41,119,562	38,491,899	32,785,165	32,158,555	33,352,238

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	3,046,508	5,348,400
Systems Development	3,600,000	2,504,529	2,090,730	1,990,000	2,164,000
Vital Records	150,000	165,839	142,788	127,000	132,000
Recorder Records	800,000	485,000	467,341	420,000	471,454
Electronic Recording	800,000	485,000	459,464	414,880	465,430
Social Security Number Truncation	0	485,000	492,707	440,000	500,652
Total	6,735,000	5,175,368	4,548,848	6,438,388	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	5,999,025
Vital Records	345,542	489,405	622,837	731,582	671,493
Recorder Records	0	549,032	839,226	1,036,693	1,047,486
Electronic Recording	0	102,620	163,884	486,854	389,772
Social Security Number Truncation	0	210,792	671,775	1,074,481	1,546,567
Total	17,414,657	15,227,824	12,722,088	11,281,856	9,654,343



Assessor/Recorder/County Clerk

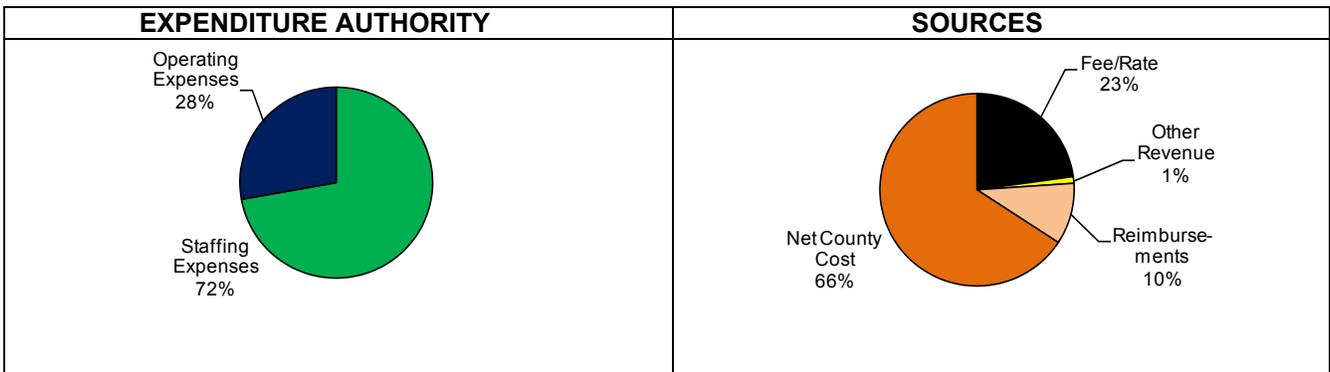
DESCRIPTION OF MAJOR SERVICES

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.

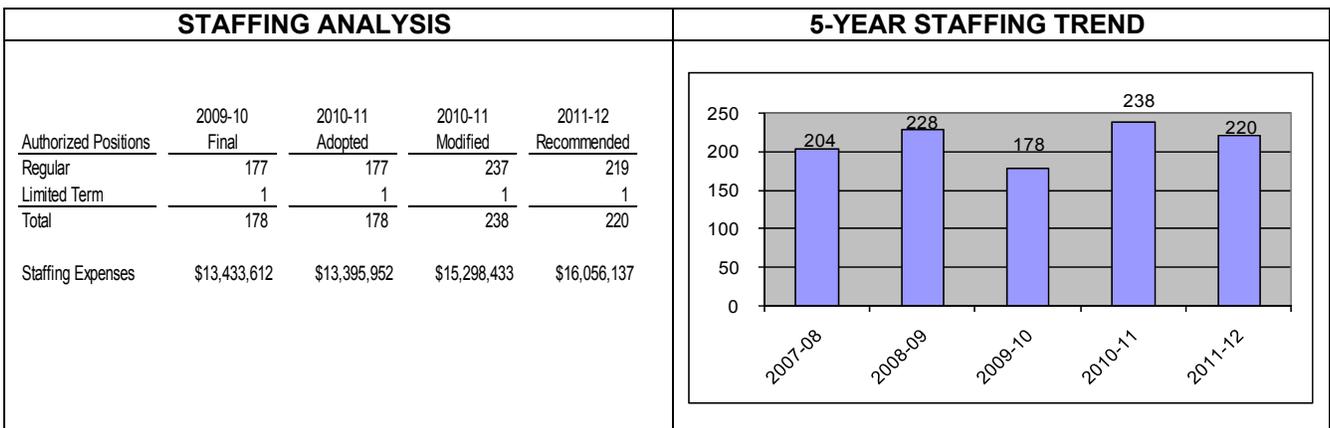
Budget at a Glance	
Total Expenditure Authority	\$22,232,321
Total Sources	\$7,616,362
Net County Cost	\$14,615,959
Total Staff	220
Funded by Net County Cost	66%

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	15,814,556	15,437,368	13,433,612	15,019,450	15,298,433	16,056,137	757,704
Operating Expenses	3,334,859	3,462,401	2,974,435	3,132,991	3,374,455	6,176,184	2,801,729
Capital Expenditures	7,437	0	0	79,541	71,520	0	(71,520)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	19,156,852	18,899,769	16,408,047	18,231,982	18,744,408	22,232,321	3,487,913
Reimbursements	0	0	0	(635,184)	(1,259,589)	(2,267,962)	(1,008,373)
Total Appropriation	19,156,852	18,899,769	16,408,047	17,596,798	17,484,819	19,964,359	2,479,540
Operating Transfers Out	0	29,713	0	0	0	0	0
Total Requirements	19,156,852	18,929,482	16,408,047	17,596,798	17,484,819	19,964,359	2,479,540
Departmental Revenue							
Taxes	32,585	74,770	53,006	26,516	30,000	35,000	5,000
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	16,932	0	0	0	0	0	0
FeeRate	1,281,658	874,544	514,358	2,914,706	2,759,076	5,065,700	2,306,624
Other Revenue	1,589,306	263,867	328,454	217,265	257,432	247,700	(9,732)
Total Revenue	2,920,481	1,213,181	895,818	3,158,487	3,046,508	5,348,400	2,301,892
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,920,481	1,213,181	895,818	3,158,487	3,046,508	5,348,400	2,301,892
Net County Cost	16,236,371	17,716,301	15,512,229	14,438,311	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 \$757,704 due to the full-year funding of the Recorder positions transferred from the ATC mid-year, 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 \$2,801,729 is due to new COWCAP charges, transfers to the Auditor-Controller/Treasurer/Tax Collector for IT services, and the consolidation of the Recorder/County Clerk function into the Assessor's Office.

Capital expenditures are decreasing by \$71,520 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 Auditor-Controller/Treasurer/Tax Collector, and administrative costs. The increase of \$1,008,373 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 \$2,301,892 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 Auditor-Controller/Treasurer/Tax Collector (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		



Systems Development

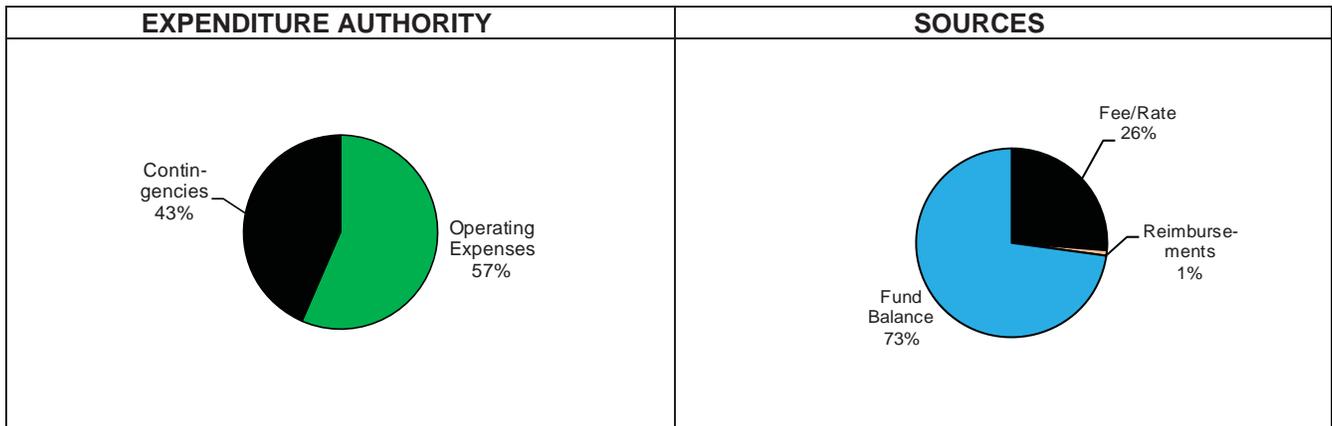
DESCRIPTION OF MAJOR SERVICES

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.

There is no staffing associated with this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$8,238,093
Total Sources	\$2,239,068
Fund Balance	\$5,999,025
Total Staff	0

2011-12 RECOMMENDED BUDGET



FISCAL



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified 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	3,563,090	4,248,215	4,655,273	407,058
Capital Expenditures	328,215	296,010	259,304	0	937,000	0	(937,000)
Contingencies	0	0	0	0	4,241,886	3,582,820	(659,066)
Total Exp Authority	5,886,474	5,115,848	4,705,584	3,563,090	9,427,101	8,238,093	(1,189,008)
Reimbursements	0	(388)	0	(58,788)	(70,774)	(75,068)	(4,294)
Total Appropriation	5,886,474	5,115,460	4,705,584	3,504,302	9,356,327	8,163,025	(1,193,302)
Operating Transfers Out	695,927	1,000,000	0	600,919	585,919	0	(585,919)
Total Requirements	6,582,401	6,115,460	4,705,584	4,105,221	9,942,246	8,163,025	(1,779,221)
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
FeeRate	3,332,286	2,441,013	2,132,927	2,152,000	1,990,000	2,164,000	174,000
Other Revenue	0	75,142	75,000	0	0	0	0
Total Revenue	3,332,286	2,516,155	2,207,927	2,152,000	1,990,000	2,164,000	174,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,332,286	2,516,155	2,207,927	2,152,000	1,990,000	2,164,000	174,000
Fund Balance					7,952,246	5,999,025	(1,953,221)
Budgeted Staffing					0	0	0

FISCAL

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 \$4,656,273 primarily represent costs for information technology (IT) charges and professional services related to indexing, microfilm and redaction services, and are increasing by \$407,058 primarily due to cost to complete an indexing/imaging project.

Capital expenditures have been eliminated due to the discontinuance of a planned remodel of additional Recorder space.

Contingencies of \$3,582,820 include a decrease of \$659,066 based on the estimated 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 are decreasing by \$585,919 due to the completion of the first and second floor remodel project.

Departmental revenue of \$2,164,000 is increasing by \$174,000 due to an estimated increase in the number of recorded document pages.



Vital Records

DESCRIPTION OF MAJOR SERVICES

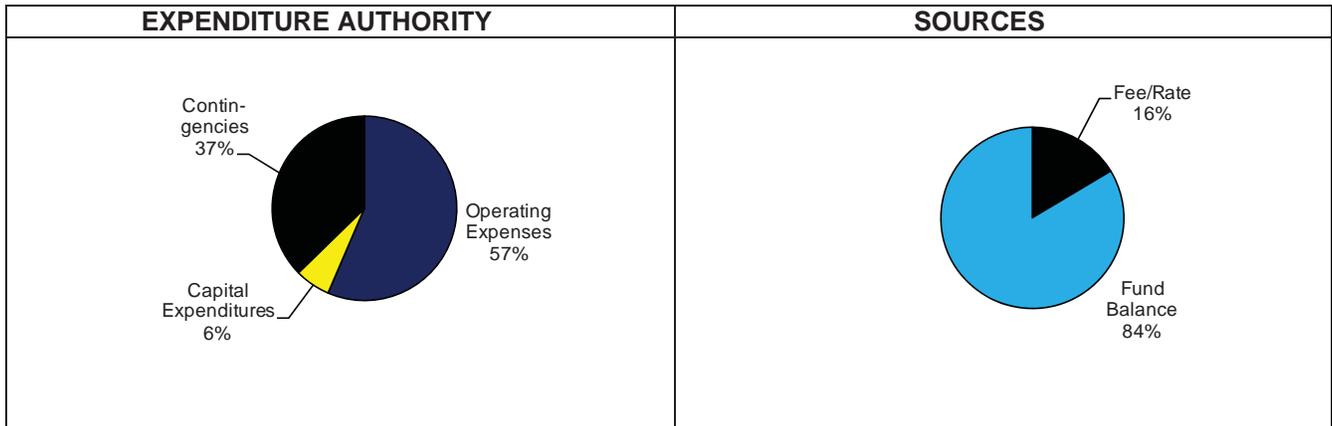
The Vital Records budget unit was established to support vital records operation and retention, including the improvement and automation of vital records systems. Revenue includes fees collected for certified copies of vital statistics records pursuant to Health and Safety Code Section 10605.3.

There is no staffing associated with this budget unit.

Budget at a Glance

Total Expenditure Authority	\$803,493
Total Sources	\$132,000
Fund Balance	\$671,493
Total Staff	0

2011-12 RECOMMENDED BUDGET



FISCAL



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	25,365	25,361	31,924	192,089	210,008	453,655	243,647
Capital Expenditures	0	0	0	0	0	50,000	50,000
Contingencies	0	0	0	0	648,574	299,838	(348,736)
Total Exp Authority	25,365	25,361	31,924	192,089	858,582	803,493	(55,089)
Reimbursements	0	(2,572)	0	0	0	0	0
Total Appropriation	25,365	22,789	31,924	192,089	858,582	803,493	(55,089)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	25,365	22,789	31,924	192,089	858,582	803,493	(55,089)
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	169,227	156,222	140,667	132,000	127,000	132,000	5,000
Other Revenue	0	0	0	0	0	0	0
Total Revenue	169,227	156,222	140,667	132,000	127,000	132,000	5,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	169,227	156,222	140,667	132,000	127,000	132,000	5,000
				Fund Balance	731,582	671,493	(60,089)
				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 \$243,647 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 \$299,838 are decreasing by \$348,736 primarily to fund increases in operating expenses and capital expenditures.

Departmental revenue of \$132,000 reflects an increase of \$5,000 due to an estimated increase in sales of birth, death, and marriage certificates.

FISCAL



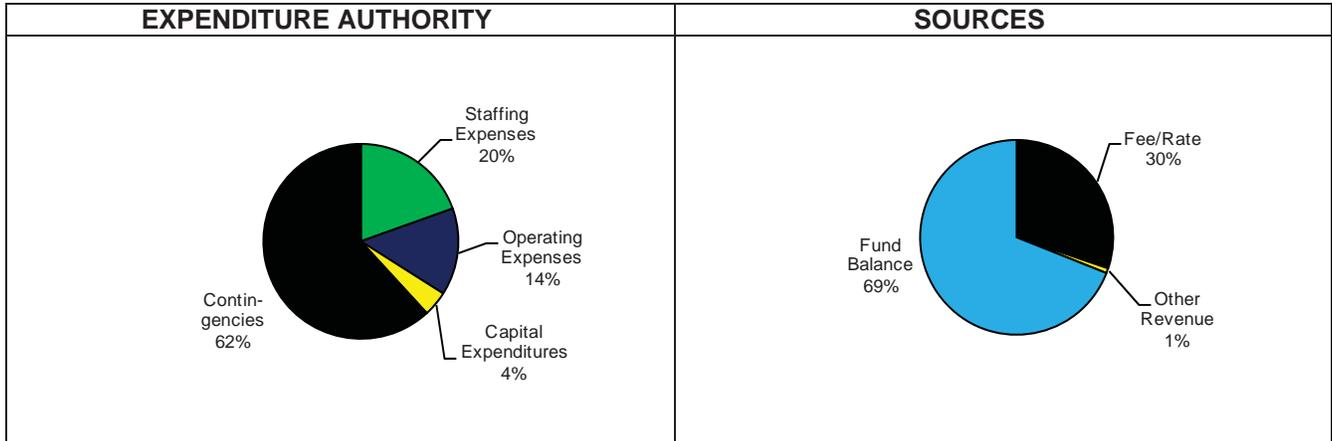
Recorder Records

DESCRIPTION OF MAJOR SERVICES

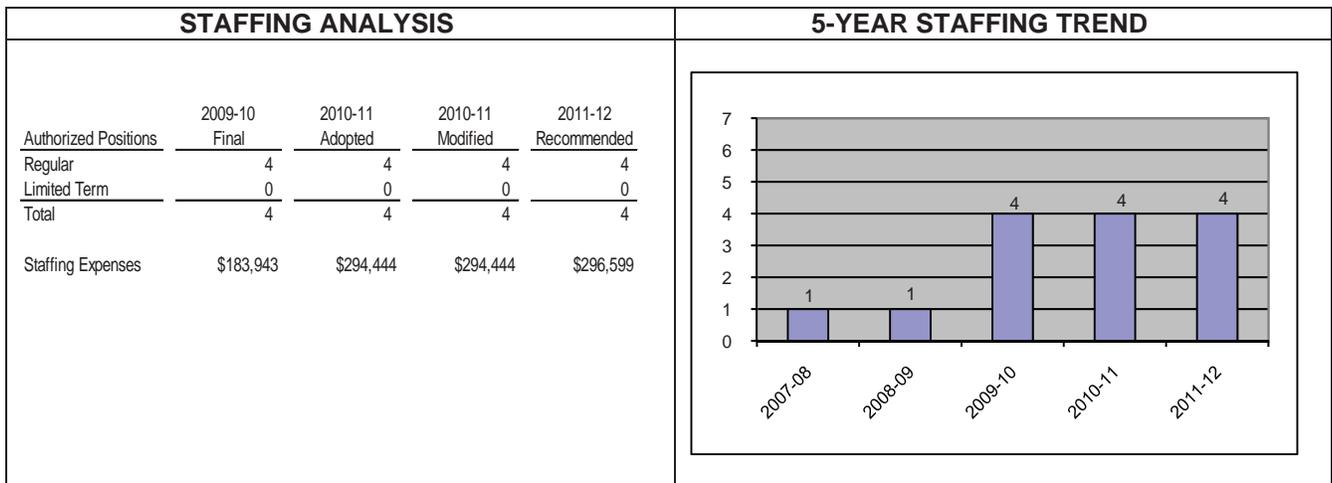
The Recorder Records budget unit was established to defray the cost of storing, restoring, and imaging the County Recorder's documents. The primary service provided by this budget unit is the maintenance, repair and imaging digitization of the County Recorder's documents. Revenue includes fees collected pursuant to Government Code section 27361 on legal documents.

Budget at a Glance	
Total Expenditure Authority	\$1,518,940
Total Sources	\$471,454
Fund Balance	\$1,047,486
Total Staff	4

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	119,413	183,943	268,510	294,444	296,599	2,155
Operating Expenses	0	83,618	80,177	178,697	268,201	219,614	(48,587)
Capital Expenditures	0	0	8,691	9,000	63,750	63,750	0
Contingencies	0	0	0	0	830,298	938,977	108,679
Total Exp Authority	0	203,031	272,811	456,207	1,456,693	1,518,940	62,247
Reimbursements	0	(785)	0	0	0	0	0
Total Appropriation	0	202,246	272,811	456,207	1,456,693	1,518,940	62,247
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	202,246	272,811	456,207	1,456,693	1,518,940	62,247
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	539,821	473,603	453,097	459,000	412,000	459,000	47,000
Other Revenue	9,211	18,836	14,244	8,000	8,000	12,454	4,454
Total Revenue	549,032	492,439	467,341	467,000	420,000	471,454	51,454
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	549,032	492,439	467,341	467,000	420,000	471,454	51,454
Fund Balance					1,036,693	1,047,486	10,793
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 \$2,155 due to retirement and negotiated labor agreement costs, offset by a proposed work schedule reduction for SBPEA represented employees.

Operating expenses of \$219,614 primarily includes lease costs, administrative and fiscal support, and custodial charges. The \$48,587 reduction is due to the elimination of estimated lease costs related to the Archives expansion project which has been placed on hold.

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, not purchased in 2010-11.

Contingencies of \$938,977 are increasing by \$108,679 based on less planned expenditures and increased revenue.

Departmental revenue of \$471,454 is increasing by \$51,454 primarily due to an estimated increase in recorded documents.

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

<u>Recorder Records</u>
1 Archives Program Administrator
1 Archives Analyst
1 Archives Technician
1 Storekeeper

FISCAL



Electronic Recording

DESCRIPTION OF MAJOR SERVICES

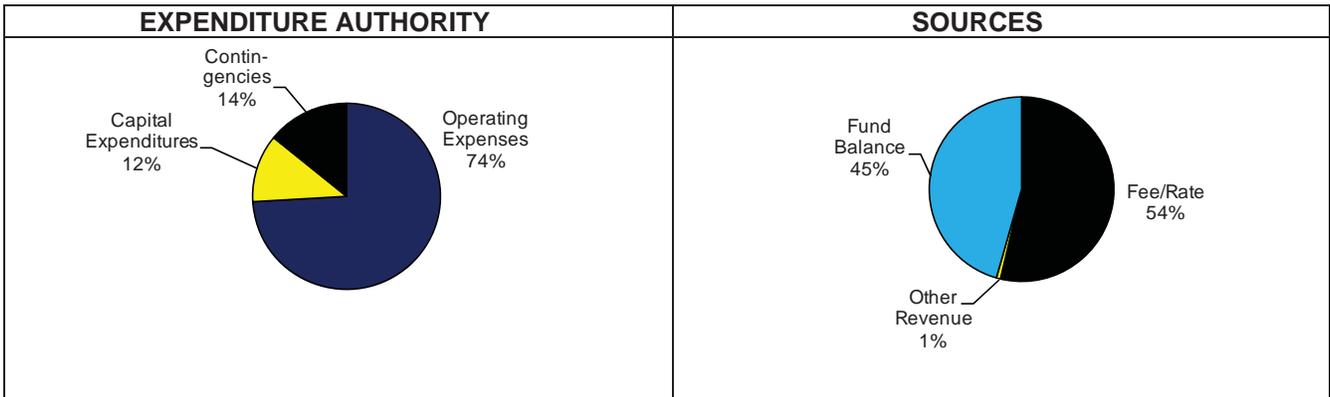
Government Code Section 27279.1 authorized the County of San Bernardino to accept electronic transmission of recordable documents and the Recorder has been recording electronic documents since 2004. Government Code Section 27397 authorized all California counties to accept electronic transmission of recordable documents subject to regulations set forth by the Attorney General.

Budget at a Glance	
Total Expenditure Authority	\$855,202
Total Sources	\$465,430
Fund Balance	\$389,772
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.

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



FISCAL



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	44,745	0	0	0	0	0	0
Operating Expenses	401,500	431,958	136,494	485,082	538,325	633,614	95,289
Capital Expenditures	0	0	0	75,000	75,000	100,000	25,000
Contingencies	0	0	0	0	288,409	121,588	(166,821)
Total Exp Authority	446,245	431,958	136,494	560,082	901,734	855,202	(46,532)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	446,245	431,958	136,494	560,082	901,734	855,202	(46,532)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	446,245	431,958	136,494	560,082	901,734	855,202	(46,532)
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	457,000	408,000	459,000	51,000
Other Revenue	9,042	19,621	6,367	6,000	6,880	6,430	(450)
Total Revenue	548,865	493,222	459,464	463,000	414,880	465,430	50,550
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	548,865	493,222	459,464	463,000	414,880	465,430	50,550
				Fund Balance	486,854	389,772	(97,082)
				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 \$95,289 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 and are increasing by \$25,000 due to the cost of these licenses.

Contingencies of \$121,588 are decreasing by \$166,821 based on the estimated fund balance and increase in planned expenditures.

Departmental revenue of \$465,430 includes anticipated interest earnings and electronic recording fees, and is increasing by \$50,550 due to an estimated increase in electronically recorded documents.

FISCAL



Social Security Number Truncation

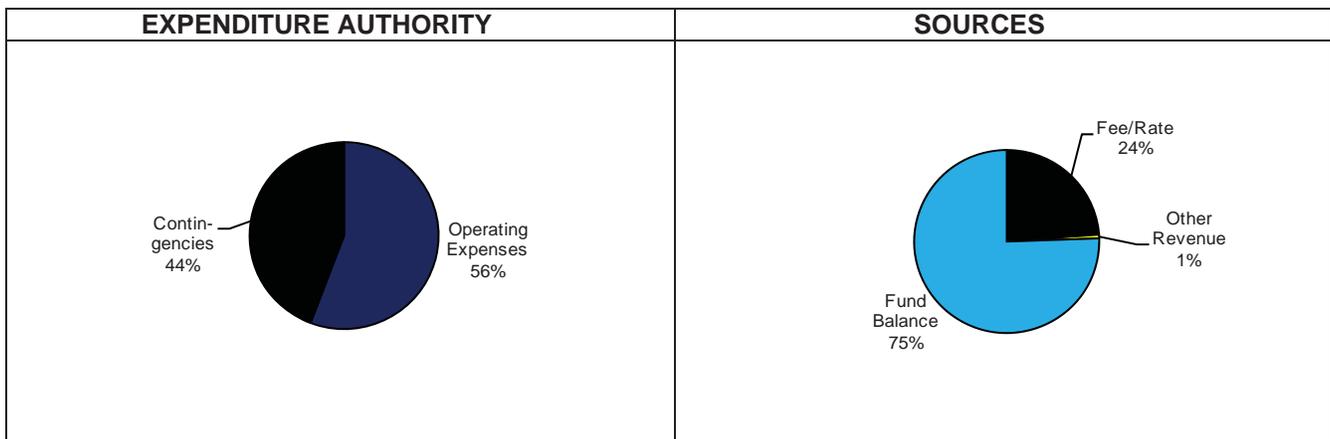
DESCRIPTION OF MAJOR SERVICES

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	\$2,047,219
Total Sources	\$500,652
Fund Balance	\$1,546,567
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	42,606	114,673	26,914	1,135,579	1,141,643	6,064
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	378,902	905,576	526,674
Total Exp Authority	0	42,606	114,673	26,914	1,514,481	2,047,219	532,738
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	42,606	114,673	26,914	1,514,481	2,047,219	532,738
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	42,606	114,673	26,914	1,514,481	2,047,219	532,738
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	487,000	430,000	487,000	57,000
Other Revenue	738	10,439	12,928	12,000	10,000	13,652	3,652
Total Revenue	210,792	59,589	492,706	499,000	440,000	500,652	60,652
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	210,792	59,589	492,706	499,000	440,000	500,652	60,652
				Fund Balance	1,074,481	1,546,567	472,086
				Budgeted Staffing	0	0	0

FISCAL

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 \$905,576 are increasing by \$526,674 based on the estimated fund balance and increase in revenue.

Departmental revenue of \$500,652 includes interest earnings and redaction fees, and is increasing by \$60,652 based on an estimated increase in recorded documents.



AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR

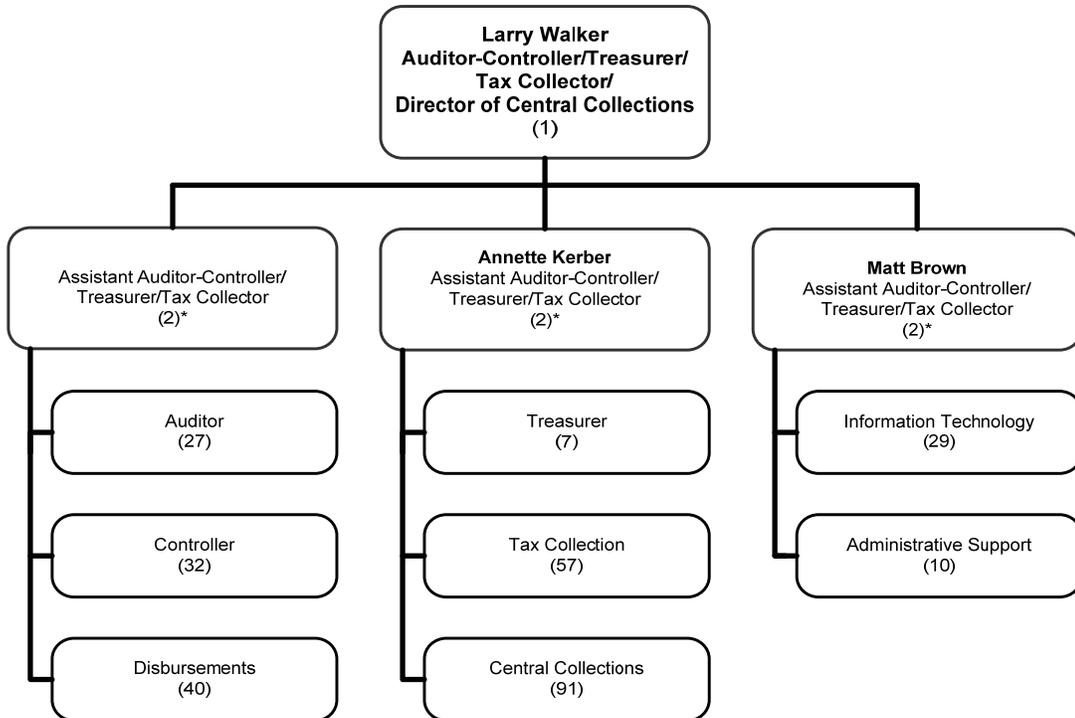
Larry Walker

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 22nd consecutive year (for 2008-09).
- 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 an 89% 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 Estimate	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, 2009) the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the 22nd 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 the three major rating agencies for the county investment pool.

Measurement	2008-09 Actual	2009-10 Actual	2010-11 Target	2010-11 Estimate	2011-12 Target
County investment pool rating	Moody's - Aaa, S&P- AAAf 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 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 the three major rating agencies. In 2009-10 the target was met. The department expects to continue receiving the highest possible credit rating in 2010-11.



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	268,519	86,500		182,019		0
Total Special Revenue Fund	268,519	86,500		182,019		0
Total - All Funds	34,025,548	24,173,383	9,670,146	182,019		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	36,255,190	33,757,029
Redemption Maintenance	170,606	179,486	180,350	181,350	268,519
Total	41,181,205	40,141,436	38,323,980	36,436,540	34,025,548

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	25,836,856	24,086,883
Redemption Maintenance	6,068	6,704	2,587	1,000	86,500
Total	20,310,015	20,323,617	23,920,989	25,837,856	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	10,418,334	9,670,146
Total	20,706,652	19,645,037	14,225,228	10,418,334	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	182,019
Total	164,538	172,782	177,763	180,350	182,019



Auditor-Controller/Treasurer/Tax Collector

DESCRIPTION OF MAJOR SERVICES

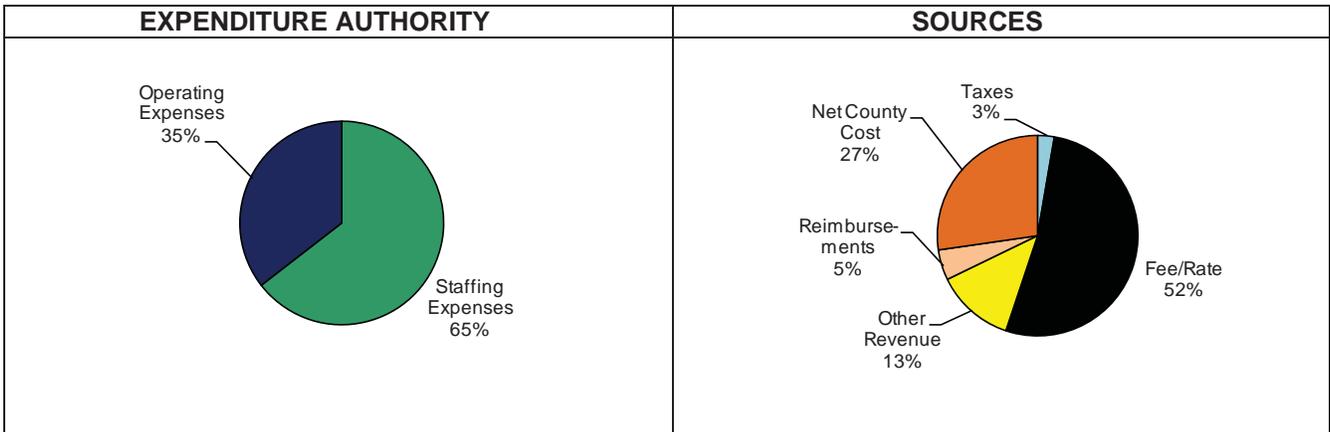
The Office of the Auditor-Controller/Treasurer/Tax Collector is responsible for providing the county and its constituents with a variety of accounting, collections, investment, and public record services.

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.

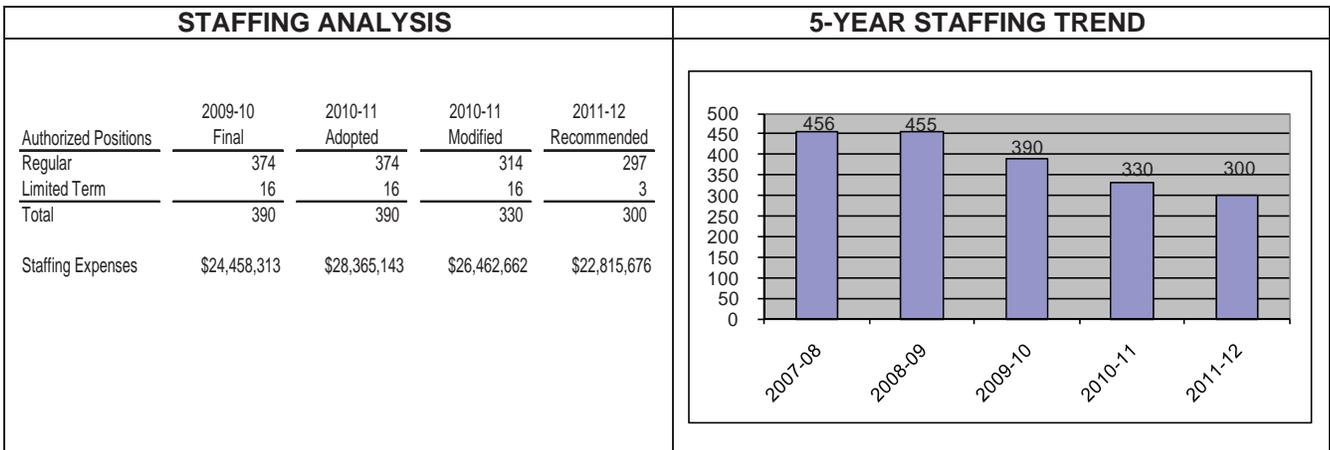
The Treasurer Division performs the County's treasury function including the investment of all County and School District funds within the County investment pool and associated banking services. The Treasurer currently manages assets of \$4-5 billion. The Tax Collector Division collects property taxes for all County taxing entities which amounted to almost \$2.1 billion in property taxes and other fees in 2009-10. The Central Collections Division provides collection services for the county, collecting nearly \$55 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 RECOMMENDED BUDGET



BUDGETED STAFFING



FISCAL



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	25,335,444	26,022,082	24,458,313	22,275,443	26,462,662	22,815,676	(3,646,986)
Operating Expenses	11,803,824	10,921,875	13,826,130	11,865,702	11,834,475	12,548,285	713,810
Capital Expenditures	103,671	74,076	8,691	170,000	170,000	125,000	(45,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	37,242,939	37,018,033	38,293,134	34,311,145	38,467,137	35,488,961	(2,978,176)
Reimbursements	(1,595,968)	(1,425,899)	(1,430,338)	(1,567,377)	(2,211,947)	(1,731,932)	480,015
Total Appropriation	35,646,971	35,592,134	36,862,796	32,743,768	36,255,190	33,757,029	(2,498,161)
Operating Transfers Out	0	100,000	0	0	0	0	0
Total Requirements	35,646,971	35,692,134	36,862,796	32,743,768	36,255,190	33,757,029	(2,498,161)
Departmental Revenue							
Taxes	363,490	383,710	442,760	792,060	745,000	945,000	200,000
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	234,929	357,262	216,456	48,222	180,200	54,500	(125,700)
Fee/Rate	17,542,533	19,407,665	19,717,110	16,608,183	19,874,921	18,588,640	(1,286,281)
Other Revenue	329,972	249,731	2,999,989	5,316,565	5,036,735	4,498,743	(537,992)
Total Revenue	18,470,924	20,398,368	23,376,315	22,765,030	25,836,856	24,086,883	(1,749,973)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	18,470,924	20,398,368	23,376,315	22,765,030	25,836,856	24,086,883	(1,749,973)
Net County Cost	17,176,047	15,293,766	13,486,481	9,978,738	10,418,334	9,670,146	(748,188)
Budgeted Staffing					330	300	(30)

BUDGET CHANGES AND OPERATIONAL IMPACT

Effective January 3, 2011, the Recorder Division 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 \$3,646,986 which reflects the elimination of 28 vacant positions and 2 filled contract positions, the transfer of the Recorder Division to the Assessor/Recorder/County Clerk, 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 \$713,810 is primarily due to COWCAP charges and an increase in professional services.

Capital expenditures of \$125,000 include purchases of IT equipment. The decrease of \$45,000 represents a phase out of licensed software.

Reimbursements of \$1,731,932 represent payments from other departments for various services provided. The decrease of \$480,015 is due to the reduction in IT services provided to the Recorder.

Departmental revenue of \$24,086,883 represents a combination of revenue generated from property tax-related items and services provided to the public and other county departments. The decrease of \$1,749,973 primarily reflects the reduction in revenue due to the transition of the Recorder Division to the Assessor/Recorder/Clerk.

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 Supervising Accounting Tech
	1 Supervising Accountant III	1 EMACS Manager	7 Collections Officer
	2 Supervising Internal Auditor III	1 Supervising Acct III	5 Accounting Technician
	2 Systems Accountant III	1 Supervising Acct II	3 Supervising Office Assistant
	4 Systems Accountant II	1 Supervising ATC Payroll Technician	3 Fiscal Specialist
	6 Internal Auditor III	3 Supervising ATC Payroll Technician	9 Fiscal Assistant
	4 Accountant III	1 Systems Procedures Analyst II	8 Office Assistant III
	2 Accountant II	2 Systems Procedures Analyst I	18 Office Assistant II
	1 Accounting Technician		
<u>Administrative Support</u>	<u>Controller Division</u>		<u>Central Collections Division</u>
1 Administrative Supervisor I	1 Auditor-Controller Division Chief	1 Systems Accountant II	1 Director of Central Collections
1 Special Projects Administrator	1 Secretary I	3 Accountant III	1 Secretary II
1 ATC Building Coordinator	2 Auditor-Controller Manager	1 Staff Analyst I	1 Chief Central Collections
1 Accountant II	1 Supervising Accountant III	1 Accounting Technician	1 Chief Collections Supervisor
1 Payroll Specialist	1 Supervising Accountant II	5 ATC Payroll Technician	2 Supervising Accountant II
1 Fiscal Specialist	1 Supervising Fiscal Specialist	4 Fiscal Specialist	2 Accountant III
3 Office Assistant III	1 Systems Accountant II	5 Fiscal Assistant	1 Accountant II
1 Office Assistant II	1 Internal Auditor III	6 Office Assistant III	6 Supervising Collections Officer
	1 Internal Auditor III	1 Office Assistant II	1 Supervising Fiscal Specialist
	7 Accountant III		54 Collections Officer
	4 Accounting Technician	<u>Treasurer Division</u>	2 Accounting Technician
	1 Fiscal Specialist	1 Cash Manager/Investment Officer	1 Fiscal Specialist
	3 Fiscal Assistant	1 Assistant Cash Manager/Investment Officer	5 Fiscal Assistant
	5 Office Assistant III	2 Investment Analyst	2 Office Assistant III
	1 Office Assistant II	1 Treasurer Office Manager	11 Office Assistant II
	2 Public Service Employee	1 Accounting Technician	
		1 Fiscal Assistant	



Redemption Maintenance

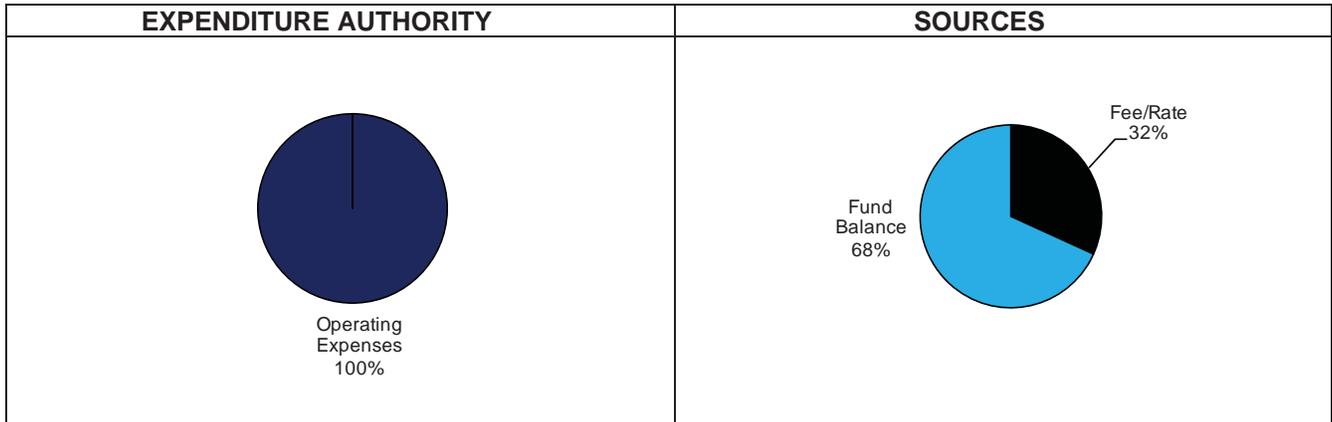
DESCRIPTION OF MAJOR SERVICES

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. Revenue includes unclaimed excess tax sale proceeds collected pursuant to Revenue and Taxation Code 4674.

Budget at a Glance	
Total Expenditure Authority	\$268,519
Total Sources	\$86,500
Fund Balance	\$182,019
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



FISCAL



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	181,350	268,519	87,169
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	181,350	268,519	87,169
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	181,350	268,519	87,169
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	181,350	268,519	87,169
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	1,669	1,000	1,500	500
Total Revenue	8,244	4,981	2,587	1,669	1,000	86,500	85,500
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	8,244	4,981	2,587	1,669	1,000	86,500	85,500
				Fund Balance	180,350	182,019	1,669
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$268,519 represent a reimbursement to the Auditor-Controller/Treasurer/Tax Collector's general fund budget unit for staffing expenses, and operating expenses for work related to the processing of excess tax sale proceeds. The \$87,169 increase is due to an increase in costs related to the processing of claims and refunds against excess tax sale proceeds.

Departmental revenue of \$86,500 represents revenue from unclaimed excess tax sale proceeds trust funds and anticipated interest earnings. The \$85,500 increase is the result of an increase in interest earnings and additional revenue from excess tax sale proceeds trust funds to offset the increase in costs.

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**ARROWHEAD REGIONAL MEDICAL CENTER
SUMMARY**

ENTERPRISE FUNDS	Page #	Appropriation	Revenue	Revenue Over (Under) Exp	Staffing
ARROWHEAD REGIONAL MEDICAL CENTER SUMMARY	148				
ARROWHEAD REGIONAL MEDICAL CENTER	151	402,914,924	403,361,075	446,151	3,225
MEDICAL CENTER LEASE PAYMENTS	158	41,825,808	41,825,808	0	0
TOTAL ENTERPRISE FUNDS		444,740,732	445,186,883	446,151	3,225



ARROWHEAD REGIONAL MEDICAL CENTER

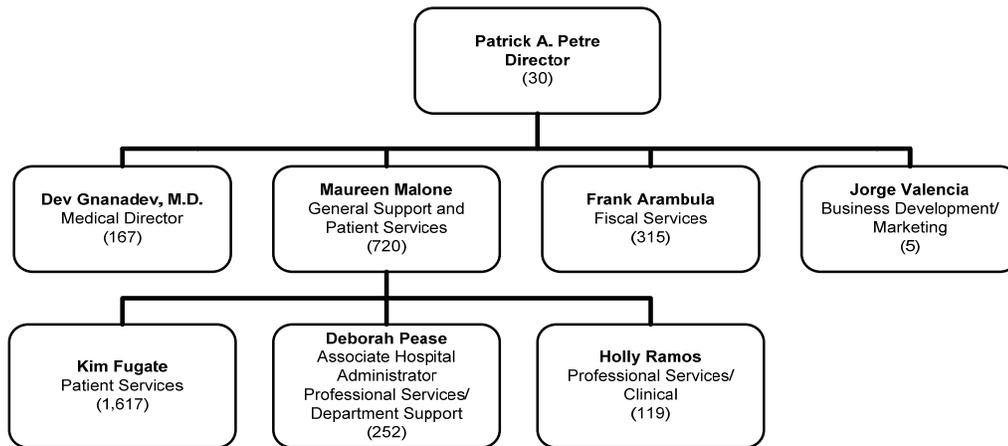
Patrick Petre

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 Estimate	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 Estimate	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	402,914,924	403,361,075			446,151	3,225
Medical Center Lease Payments	41,825,808	41,825,808			0	0
Total Enterprise Funds	444,740,732	445,186,883			446,151	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	368,908,324	402,914,924
Medical Center Lease Payments	53,419,848	57,492,452	43,218,264	47,081,682	41,825,808
Total	417,571,351	428,713,670	416,144,303	415,990,006	444,740,732

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	375,461,982	403,361,075
Medical Center Lease Payments	53,008,963	56,690,631	42,416,443	46,279,861	41,825,808
Total	414,637,412	425,363,696	415,496,277	421,741,843	445,186,883

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	6,553,658	446,151
Medical Center Lease Payments	(410,885)	(801,821)	(801,821)	(801,821)	0
Total	(2,933,939)	(3,349,974)	(648,026)	5,751,837	446,151

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 Omni-trans bus hub make ARMC convenient to county residents.

Budget at a Glance	
Total Expenditure Authority	\$402,914,924
Total Sources	\$403,361,075
Rev Over/(Under) Exp	\$446,151
Total Staff	3,225

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.

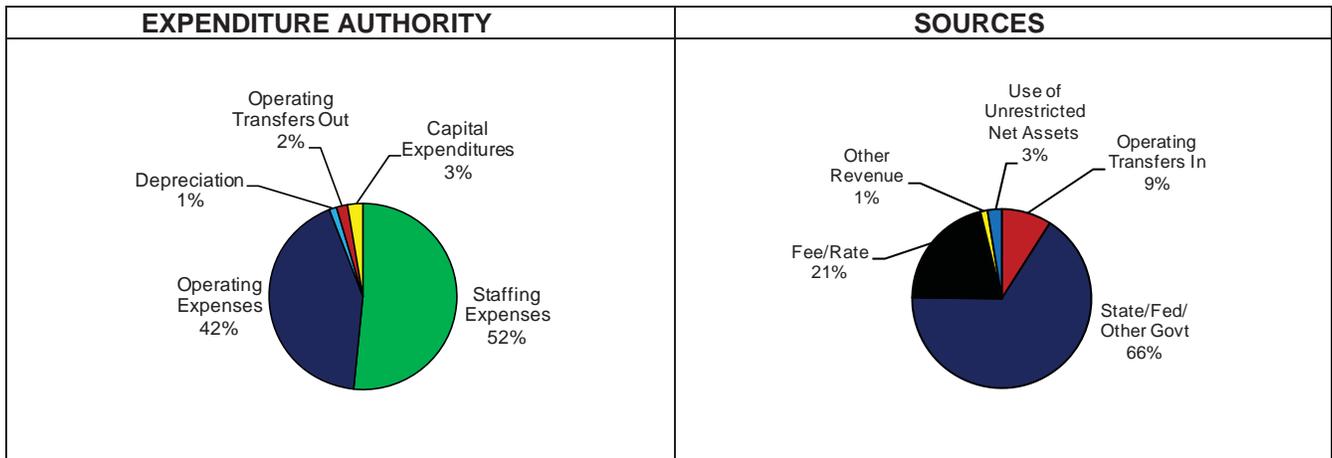
ARMC has worked diligently with the California Association of Public Hospitals to maximize funding for Medi-cal and uninsured patients under disproportionate share and safety net care pool sources. These sources are provided primarily through the California section 1115 Waiver. The initial five year Waiver ended at the end of 2009-10. The new Waiver deal was implemented in November 2010. 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 net to zero since many of the current medically indigent patients in the county's CMSP will now be part of the LIHP.

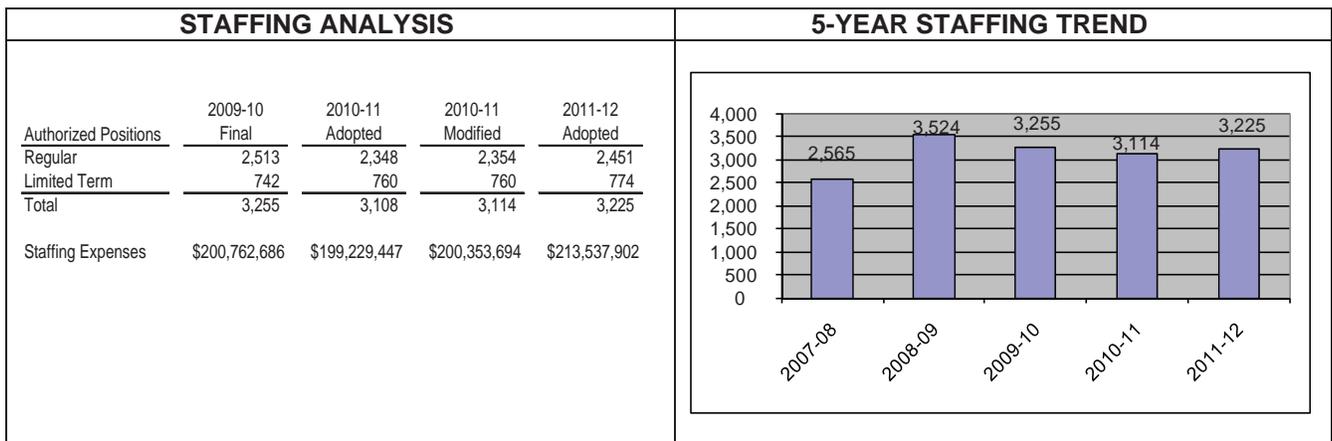
A new funding source provided under the waiver, the Delivery System Reform Incentive Plan (DSRIP), is an innovative approach to provide an improved delivery system. The DSRIP will provide Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety. DSRIP funding is strictly tied to results and meeting of milestones.



2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	197,245,389	203,139,752	200,762,686	206,851,178	200,353,694	213,537,902	13,184,208
Operating Expenses	162,522,489	165,903,110	198,507,388	167,139,205	154,552,824	176,027,718	21,474,894
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	359,767,878	369,042,862	399,270,074	373,990,383	354,906,518	389,565,620	34,659,102
Reimbursements	(144,325)	(10,000)	(5,521)	0	0	0	0
Total Appropriation	359,623,553	369,032,862	399,264,553	373,990,383	354,906,518	389,565,620	34,659,102
Depreciation	6,437,443	7,123,217	3,918,546	4,714,000	4,086,742	5,349,304	1,262,562
Operating Transfers Out	8,325,390	8,479,467	8,454,106	9,185,405	9,915,064	8,000,000	(1,915,064)
Total Requirements	374,386,386	384,635,546	411,637,205	387,889,788	368,908,324	402,914,924	34,006,600
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	316,343,742	242,138,818	273,910,441	31,771,623
Fee/Rate	117,437,087	114,095,032	97,291,248	85,682,082	88,369,551	86,684,872	(1,684,679)
Other Revenue	1,126,135	6,260,931	(6,553,910)	6,559,037	5,458,448	5,395,762	(62,686)
Total Revenue	335,790,379	349,324,628	386,762,909	408,584,861	335,966,817	365,991,075	30,024,258
Operating Transfers In	38,381,085	40,026,440	39,880,010	38,479,737	39,495,165	37,370,000	(2,125,165)
Total Financing Sources	374,171,464	389,351,068	426,642,919	447,064,598	375,461,982	403,361,075	27,899,093
Rev Over/(Under) Exp	(214,922)	4,715,522	15,005,714	59,174,810	6,553,658	446,151	(6,107,507)
				Budgeted Staffing	3,114	3,225	111
Fixed Assets							
Capital Expenditures	10,892,792	7,309,406	6,304,355	4,452,156	4,662,779	11,013,299	6,350,520
Total Fixed Assets	10,892,792	7,309,406	6,304,355	4,452,156	4,662,779	11,013,299	6,350,520

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$213,537,902 fund 3,225 budgeted positions. This appropriation has a net increase of \$13,184,208 and 111 budgeted positions over prior year modified budget, of which \$5,952,583 relates to increases in retirement expenses.

Operating expenses of \$176,027,718 reflect an increase of \$21,474,894. The overall increase of 13.9% is primarily representative of the \$21,284,797 or 99.1% change in services and supplies. This increase is comprised primarily of the following:

- \$3,292,134 increase in external provider care services for CMSP patients
- \$1,236,561 increase in computer software for Meaning Use/DSRIP/Lean projects
- \$1,276,018 increase in minor equipment
- \$223,350 increase for student education/training materials (organizational development/HCAHPS)
- \$802,615 increase in utilities
- \$372,451 increase in office supplies
- \$3,697,848 increase for physician fees related to LIHP/CMSP-Internal Providers/New coverage-Denial Reduction
- \$7,936,299 increase in medical supplies (volume/contract rate increases)
- \$2,380,002 increase in equipment leases for the Network Refresh and Xen Desktop projects

Depreciation of \$5,349,304 is increasing by \$1,262,562 per the department's depreciation schedules.

Operating transfers out of \$8,000,000 represent ARMC's contribution from operations for the Medical Center Debt Service. 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 \$365,991,075 increased \$30,024,258 over prior year modified budget. Sources of revenue include \$273,910,441 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.

Operating transfers in of \$37,370,000 reflect the Realignment contribution to ARMC for the CMSP impact to hospital operations of \$34,820,000 and for the Medically Indigent program.

Currently, ARMC has an operating surplus of \$446,151. Management will continue to monitor operations for expense savings and operate within guidelines.

Capital expenditures of \$11,013,299 include \$10,586,064 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), co-location costs (\$2,228,044) and other miscellaneous equipment replacement (\$3,254,249).

STAFFING CHANGES AND OPERATIONAL IMPACT

During 2010-11, ARMC added 5 Hospital Unit Assistants, an Assistant Hospital Administrator, a Nurse Supervisor, a General Service Worker II and 2 Human Resources Analysts were transferred to Human Resources. The 2011-12 staffing increase is 111 budgeted positions from the prior year modified budget. In 2011-12, ARMC will be participating 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 programs. Additional added positions in 2011-12 include 1 Administrative Supervisor I, 3 Contract Resident positions, 1 Air Conditioning Mechanic, 1 Automated Systems Analyst, 2 Business Systems Analysts, 2 Applications Specialists, 6 Office Assistants, 5 Clinic Assistants, 60 Registered Nurses, 4 Nurse Case Managers, 2 Resident Chiefs, 2 House Supervisors, 1 Education Specialist, 1 Fiscal Assistant, 1 Fiscal Specialist, 6 Hospital Unit Assistants, 1 LVN, 2 Clinical Therapist IIs, 1 Nursing Program Coordinator, 1 Nursing Attendant, 1 Occupational Therapy Assistant, 1 Physical Therapy Assistant, 1 Orthopedic Technician, 1 Programmer Analyst I, 6 Respiratory Care Practitioner II, 2 Social Service Practitioner, 2 Occupational Therapist, 4 Staff Analysts, 2 Stores Specialist, 3 Student Nurses, 1 Medi-Cal Specialist, and 2 Physical Therapist IIs. These additions are offset by the deletion of 1 Assistant Nurse Manager, 1 Office Specialist, 4 Custodians, 1 Dietician, 1 General Maintenance Mechanic, 1 General Services Worker II, 2 LVN Per Diem, 2 Clinical Therapist Is, 4 Mental Health Nurses, 1 Painter, 1 Plumber, 1 Psychiatric Technician, 12 PSEs, 1 Secretary, 1 Special Procedures Radiology Technician, 1 Supervising Custodian, 1 Storekeeper, and 1 Assistant Lab Manager. These additional positions 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	652	68	720	637	52	31	720
Fiscal Services	304	11	315	271	27	17	315
Business Development/Marketing	4	1	5	4	1		5
Patient Services	1137	480	1617	1308	234	75	1617
Professional Services-Department Support	212	40	252	218	34		252
Professional Services-Clinical	102	17	119	94	9	16	119
Total	2451	774	3225	2709	368	148	3225



<u>Administration</u>	<u>Medical Director</u>	<u>Gen. Support/Patient Services</u>	<u>Fiscal Services</u>
1 ARMC Chief Operating Officer	1 Administrative Supervisor I	2 Air Conditioning Mechanic	4 Accountant III
1 Director ARMC	9 Cont Emerg Med Resdnt Chief	1 Ambulatory Clinic Manager	4 Accounting Technician
1 Executive Assistant	89 Cont Fam Med Resdnt Chief	1 Cont Asst. Hosp. Admin. Su Svc	1 Admin Supervisor I
1 Executive Secretary III -Class	7 Cont Gen Surg Resident Chief		2 Admin Supervisor II
5 Fiscal Specialist	4 Cont Int Med Resident PGY III	1 Ast Dir of Respiratory Care Sv	5 Applications Specialist
1 General Services Aide	16 Cont Neuro Resident Chief	1 Ast Hosp Administrator Fiscal	1 ARMC Chief Financial Officer
3 Office Assistant II	1 Cont Ob/Gyn Fellow-4th Year	1 Assoc Hosp Adm Prof. Se	11 Automated Systems Analyst I
2 Office Assistant III	13 Cont OB/GYN Resident Chief	1 Automated Systems Analyst I	9 Automated Systems Tech
1 Office Specialist	4 Cont Resident Fellow	6 Bio-Medical Electronic Tech I	3 Business Applications Mgr
1 Personnel Technician	11 Cont Resident PGY IV	5 Building Plant Operator	1 Business Systems Analyst I
2 Secretary II	1 Cont Resident PGY V	30 Sterile Processing Tech	3 Business Systems Analyst II
1 Staff Analyst I	2 Cont Resident PGY VI	5 SterileProcessingTech1	3 Business Systems Analyst III
1 Staff Analyst II	6 Education Specialist	2 SterileProcessingTech2	1 Case Management Supervisor
1 Supervising Fiscal Specialist	1 Secretary I	1 Supvg Sterile ProcessingTech	1 Chief Information Officer
1 Office Assistant II	2 Staff Analyst II	31 Office Assistant II	1 Cnt. Ancillary Receivables Mgr
7 Secretary I		2 Office Assistant III	4 Collections Officer
		1 Office Spec.	4 Cont Medi-Cal Specialist
		1 Supervising Office Spec.	1 Cont. Asst. Hosp. Admin-Fiscal
		76 Clinic Assistant	1 Cont. Asst.HospAdm-Pnt Fisc
		7 Registered Nurse II - PD	1 Cont Mgr Pre MediCal Qual Dept
		10 Cook II	1 Cont Sup Pre MediCal Qual Dept
		3 Cook III	1 Departmental IS Administrator
		5 Cook I	19 Fiscal Assistant
		137 Custodian I	5 Fiscal Specialist
		3 Custodian II	1 General Services Aide
		4 Dietary Services Supervisor	2 Hospital Unit Assistant
		9 Dietitian	1 Licensed Vocational Nurse II
		3 Dietetic Tech	12 Medical Records Coder I
		1 Compliance Spec.	7 Medical Records Coder II
		1 Director of Respiratory Care S	1 Medical Records Manager
		1 Neurodiagnostic Technologist	2 Medical Records Supervisor
		1 Neurodiagnostic Technolgst II	131 Office Assistant II
		4 Electrician	13 Office Assistant III
		6 Fiscal Assistant	2 Office Assistant IV
		33 Food Service Wrkr I	9 Office Specialist
		13 Food Service Wrkr II	2 Patient Accounts Supervisor
		4 General Maintenance Wrkr	1 Programmer Analyst I
		7 General Maintenance Mechanic	1 Programmer Analyst II
		5 General Services Aide	1 Public Service Employee
		1Nurse Manager	17 Registered Nurse Case Mgr
		1 Health Services Assistant I	2 Registered Nurse II - Per Diem
		1 HospitalEnviron.Services Supvr	2 Registered Nurse II-ARMC
		2 Hospital Services Wrkr	3 Secretary I
		3 Hospital Unit Assistant	2 Staff Analyst I
		5 Hospital Plant Operator	4 Staff Analyst II
		4 Lic Vocational Nurse-PD	7 Supervising Office Assistant
		25 Licensed Vocational Nurse II	1 Supervising Office Specialist
		1 Licensed Vocational Nurse III	1 Supvg Auto Systems Analyst I
		6 Linen Room Attendant	
		2 Maintenance Supervisor	
		1 Mgr,Wound Care Svcs & Hbc	
		1 Hskpg/Linen Man	
		1 Nurse Educator	
		1 Oral Surgery Tech	
		4 Orthopedic Tech	
		3 Painter I	
		2 Plumber	
		1 Public Service Employee	
		1 Pulmonary Function Spec.	
		18 Registered Nurse II - Clinic	
		1 Registered Nurse Case Mgr	



		<u>Gen. Support/Patient Svcs Cont'd</u> 1 Registered Nurse II-ARMC 28 Respiratory Care Practitioner2 1 RespiratoryCarePractitioner2 2 RespiratoryCarePractitioner3 6 Respiratory Therapist 8 Secretary I 1 Secretary II 72 Security Tech I 10 Security Tech II 4 Supervising Security Tech 6 Clinic Supervisor-ARMC 1 Ethics & Compliance Coord 1 ARMC Safety Tech 1 Bldg Maint and Secty Mgr 1 ARMC Facilities Project Coord 1 Supvg Dietitian 2 Staff Analyst II 5 Stores Spec. 1 Material Manager 2 Storekeeper 1 Supvg Bio Med Elect Tech 7 Supvg Custodian 7 Supvg Respiratory Care Practit 1 Hospital Risk Coordinator 35 Cont Resp Care Prac II 3 Cont ARMC Security Tech 1 Cont. Dietary Services Manager	<u>Fiscal Services Cont'd</u> 1 Util Rvw/Perform Imp Nurse 2 Utilization Review Technician
<u>Business Development/Marketing</u> 1 ARMC Business Devel. Offcr 1 Cont Mktg&Bus Dev Coord 1 Media Specialist 1 Medical Photographer 1 Secretary II	<u>Patient Services</u> 6 Assistant Nurse Manager 1 AsstHospAdm-BH 3 Clinic Assistant 1 Clinical Nurse Specialist 8 Clinical Therapist I 2 Clinical Therapist II 1 Clinical Therapist Pre-License 1 Cont Occupational Therapist II 4 Cont Surgical Tech 2 Contract Registered Nurse 1 Education Services Supervisor 7 Float Pool Regstrd Nurse PD 1 Hospital Services Worker 41 Hospital Unit Assistant 1 Lic Vocational Nurse-Per Diem 43 Licensed Vocational Nurse II 1 Mental Health Clinic Sup 43 Mental Health Nurse II 6 Mental Health Nurse Mgr 1 Multimedia Coordinator 8 Nurse Educator 7 Nurse Manager 50 Nursing Attendant 2 Occupational Therapist II 3 Occupational Therapy Asst 4 Office Assistant II 8 Office Assistant III 30 Psychiatric Technician I 3 Registered Nurse II - Clinic 158 Registered Nurse II - PD 218 Registered Nurse II-ARMC 2 Secretary I 1 Sterile Processing Technician 1 Stores Specialist 4 Student Nurse	<u>Professional Services-Dept Support</u> 1 Administrative Supervisor I 32 Office Assistant II 1 Office Assistant III 3 Office Assistant IV 1 Supervising Office Assistant 4 Office Specialist 1 Supervising Office Specialist 1 Clinic Assistant 1 Registered Nurse II - Per Diem 3 Cytotechnolgst 1 Autopsy Assistant 2 Histology Technician 19 Laboratory Assistant 1 ARMC Laboratory Manager 32 Laboratory Technologist II 8 Laboratory Technologist III 3 Laboratory Technologist Intern 1 Nursing Program Coordinator 2 Occupational Therapy Assistant 4 Rehabilitation Services Aide 3 Physical Therapist Assistant 27 Phlebotomist 1 Supervising Phlebotomist 1 Radiology Supervisor 1 Radiology Manager 15 Radiologic Technologist II 3 Radiologic Technologist III 5 Registered Nurse II-ARMC 1 Rehabilitation Services Manag 2 Supv Rehabilitation Therapist 3 Secretary I 5 Occupational Therapist II 10 Physical Therapist II 1 Social Service Practitioner	<u>Professional Services-Clinical</u> 3 Ast Hosp Administrator Fiscal 1 Assoc Hosp Adm Prof. Se 9 Office Assistant II 1 Office Assistant III 6 Office Specialist 5 Clinic Assistant 3 Registered Nurse II - Per Diem 4 Fiscal Assistant 1 Nurse Manager 1 Home Health Aide 1 Hospital Unit Assistant 1 Cont Hospital PI Supervisor 1 HomHlthAdmin-ClinicalSvcsDir 1 Home Health Supervisor 1 Hospital EEHealth Nurse 1 Librarian II 1 Library Assistant I 1 Lic Vocational Nurse-Per Diem 6 Licensed Vocational Nurse II 1 Case Management Supervisor 1 Medical Staff Coordinator 1 Spvg Medical Staff Coordinator 1 Mental Health Nurse II 2 Nurse Informatics Coordinator 2 Nuclear Medicine Technologist 1 Nurse Epidemiologist 3 RegdCardioPulmonaryNurse



<u>Patient Services Cont'd</u>	<u>Professional Services-Dept Support Cont'd</u>	<u>Professional Services-Clinical Cont'd</u>
1 Supervising Office Assistant	7 Special Proc Rad Technolog 2	1 Radiographic Clinical Instructor
1 Supvgr Utilization Review Tech	1 Special Proc Rad Technolog 3	1 Radiologic Technologist
13 Surgical Technician	5 Supvgr Laboratory Technologist	School
2 Tumor Registrar	2 Speech Therapist	5 Registered Nurse Case Mgr
5 Utilization Review Technician	1 Volunteer Services Coordinator	12 Registered Nurse II-ARMC
8 ARMC House Supervisor-PD	3 Cont Occupational Therapist II	2 Respiratory Care Practitioner2
1 ARMC Social Services Mgr	8 Cont Physical Therapist II	1 Secretary II
12 Assistant Nurse Manager	2 Cont Rehab Therapist - Speech Tech	1 Medical Svcs Prgrm Coord
1 Assoc Hosp Adm Patient Svc	2 Cont Spec Procedures Rad Tech	1 Physical Therapist II
1 AsstHospAdmin-NursingSvcs	1 Cont First Five Public Ed Cord	7 Special Proc Rad Technolog
4 Burn Care Technician	1 Contract ARMC Dentis	2
3 Certified Trauma Registrar	1 First Five Project Director	2 Staff Analyst II
18 Clinic Assistant	19 Cont Radiological Tech	8 Ultrasound Technologist II
4 Cont Social Srv Practitioner		1 Ultrasound Technologist III
1 Contract Registered Nurse		4 Util Rvw/Perform Imp Nurse
21 Emergency Room Technician		2 Utilization Review Technician
3 Float Pool Registered Nurse		4 Cont Spec Proc. Rad Tech
5 Float Pool Regstrd Nurse-PD		1 Cont Home Speech Therapist
1 Hospital Customer Advocate		1 Cont Home Physical Therapist
62 Hospital Unit Assistant		1 Cont Home Hlth Regd Therapist
3 House Supervisor		2 Cont Home Health Social Wkr
3 Lic Vocational Nurse-Per Diem		3 Cont Ultrasound Tech
39 Licensed Vocational Nurse II		
2 Nurse Educator		
6 Nurse Manager		
1 Nurse Recruiter		
3 Nurse Supervisor		
65 Nursing Attendant		
1 Nursing Program Coordinator		
8 Office Assistant II		
3 Office Assistant III		
190 Registered Nurse II - PD		
358 Registered Nurse II-ARMC		
4 Reg.CardioPulmonaryNurse		
2 Secretary I		
1 Secretary II		
8 Social Service Practitioner		
80 Student Nurse		



Medical Center Lease Payments

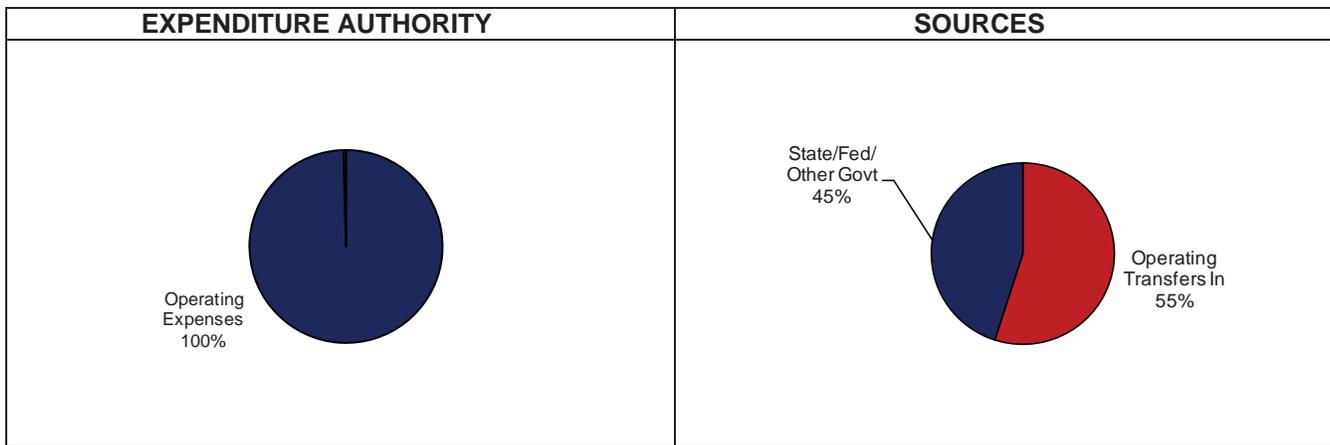
DESCRIPTION OF MAJOR SERVICES

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

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Arrowhead Regional Medical Center
 DEPARTMENT: Arrowhead Regional Medical Center
 FUND: Medical Center Lease Payments

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	51,876,528	46,928,209	41,619,740	43,072,682	47,081,682	41,653,763	(5,427,919)
Contingencies	0	0	0	0	0	172,045	172,045
Total Exp Authority	51,876,528	46,928,209	41,619,740	43,072,682	47,081,682	41,825,808	(5,255,874)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	51,876,528	46,928,209	41,619,740	43,072,682	47,081,682	41,825,808	(5,255,874)
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	43,072,682	47,081,682	41,825,808	(5,255,874)
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	20,778,840	18,825,808	(1,953,032)
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	20,778,840	18,825,808	(1,953,032)
Operating Transfers In	28,837,886	26,413,060	22,634,368	23,572,348	25,501,021	23,000,000	(2,501,021)
Total Financing Sources	52,266,465	46,928,209	41,619,740	43,072,682	46,279,861	41,825,808	(4,454,053)
Rev Over/(Under) Exp	389,937	0	0	0	(801,821)	0	801,821
				Budgeted Staffing	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 \$1,953,032 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 \$10.0 million of Tobacco Master Settlement Agreement monies and \$5.0 million of Health Realignment. The remaining \$8.0 million represents revenues anticipated to be generated by ARMC to fund the remaining debt service lease payment.



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**HUMAN SERVICES
SUMMARY**

	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Staffing</u>
<u>GENERAL FUND</u>					
HUMAN SERVICES	162				
HEALTH ADMINISTRATION	164				
HEALTH ADMINISTRATION	165	75,802,735	60,799,005	15,003,730	2
BEHAVIORAL HEALTH DEPARTMENT	170				
BEHAVIORAL HEALTH	173	129,238,880	127,246,669	1,992,211	501
PUBLIC HEALTH DEPARTMENT	187				
PUBLIC HEALTH	190	69,696,516	65,949,624	3,746,892	753
CALIFORNIA CHILDREN'S SERVICES	194	18,868,538	14,290,446	4,578,092	159
INDIGENT AMBULANCE	198	472,501	0	472,501	0
HUMAN SERVICES - ADMINISTRATIVE CLAIM SUMMARY	209				
ADMINISTRATIVE CLAIM	214	420,921,899	407,405,793	13,516,106	4,149
AGING AND ADULT SERVICES DEPARTMENT	226				
AGING AND ADULT SERVICES	228	10,022,572	10,022,572	0	48
PUBLIC GUARDIAN-CONSERVATOR	231	832,631	242,344	590,287	20
CHILD SUPPORT SERVICES	234	40,407,888	40,407,888	0	435
SUBSISTENCE PAYMENTS:					
DOMESTIC VIOLENCE/CHILD ABUSE SERVICES	239	656,812	656,812	0	0
ENTITLEMENT PAYMENTS (CHILDCARE)	241	27,264,832	27,264,832	0	0
OUT-OF-HOME CHILD CARE	243	660,566	0	660,566	0
AID TO ADOPTIVE CHILDREN	245	49,988,138	48,038,618	1,949,520	0
AFDC - FOSTER CARE	247	102,784,212	90,722,104	12,062,108	0
REFUGEE CASH ASSISTANCE	249	57,738	57,738	0	0
CASH ASSISTANCE FOR IMMIGRANTS	251	1,297,984	1,297,984	0	0
CALWORKS - ALL OTHER FAMILIES	253	263,668,563	257,076,849	6,591,714	0
KINSHIP GUARDIANSHIP ASSISTANCE PROGRAM	255	5,928,840	4,594,851	1,333,989	0
SERIOUSLY EMOTIONALLY DISTURBED	257	0	0	0	0
CALWORKS - 2 PARENT FAMILIES	258	44,389,301	43,279,568	1,109,733	0
AID TO INDIGENTS (GENERAL RELIEF)	260	1,785,134	495,375	1,289,759	0
VETERANS AFFAIRS	272	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>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Fund Balance</u>	<u>Staffing</u>
<u>SPECIAL REVENUE FUNDS</u>					
HEALTH ADMINISTRATION:					
MASTER SETTLEMENT AGREEMENT	168	22,446,250	16,525,144	5,921,106	0
BEHAVIORAL HEALTH:					
MENTAL HEALTH SERVICES ACT	177	126,256,350	70,042,158	56,214,192	359
BLOCK GRANT CARRYOVER PROGRAM	181	15,602,199	11,041,705	4,560,494	0
COURT ALCOHOL AND DRUG PROGRAM	183	1,326,700	423,000	903,700	0
DRIVING UNDER THE INFLUENCE PROGRAMS	185	614,608	254,772	359,836	0
PUBLIC HEALTH:					
BIO-TERRORISM PREPAREDNESS	199	3,311,798	2,668,439	643,359	0
H1N1 PREPAREDNESS	201	95,419	(302,566)	397,985	0
TOBACCO USE REDUCTION NOW	203	364,698	337,969	26,729	0
VITAL STATISTICS STATE FEES	205	783,026	135,133	647,893	0
VECTOR CONTROL ASSESSMENTS	207	3,430,721	1,695,856	1,734,865	0
HUMAN SERVICES ADMINISTRATION:					
WRAPAROUND REINVESTMENT FUND	262	18,176,572	6,745,000	11,431,572	28
PRESCHOOL SERVICES	265	44,589,366	44,405,257	184,109	710
TOTAL SPECIAL REVENUE FUNDS		<u>236,997,707</u>	<u>153,971,867</u>	<u>83,025,840</u>	<u>1,097</u>



HUMAN SERVICES

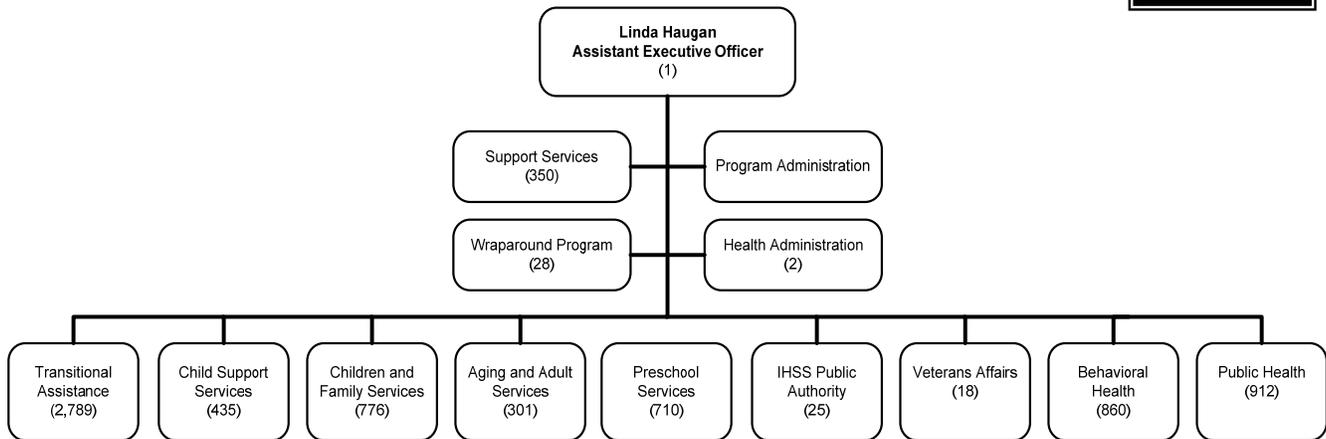
Linda Haugan

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	22,446,250	16,525,144		5,921,106		0
BH - Mental Health Services Act	126,256,350	70,042,158		56,214,192		359
BH - Driving Under the Influence Programs	614,608	254,772		359,836		0
BH - Block Grant Carryover Program	15,602,199	11,041,705		4,560,494		0
BH - Court Alcohol and Drug Program	1,326,700	423,000		903,700		0
PH - Bio-Terrorism Preparedness	3,311,798	2,668,439		643,359		0
PH - H1N1 Preparedness	95,419	(302,566)		397,985		0
PH - Tobacco Use Reduction Now	364,698	337,969		26,729		0
PH - Vital Statistics State Fees	783,026	135,133		647,893		0
PH - Vector Control Assessments	3,430,721	1,695,856		1,734,865		0
Total Special Revenue Funds	174,231,769	102,821,610		71,410,159		359
Total - All Funds	468,310,939	371,107,354	25,793,426	71,410,159		1,774



Health is comprised of five general fund budget units: Health Administration, Behavioral Health, Public Health, California Children's Services and Indigent Ambulance. In addition, ten special revenue funds have been established to act as financing budgets for the Health Administration, Behavioral Health and Public Health general fund budget units. Each special revenue fund collects and disburses funds based on the specific purpose and activities established, including, but not limited to alcohol and drug prevention services, tobacco cessation services and preparedness and response.

SUMMARY OF HUMAN SERVICES BUDGET UNITS

	2011-12					
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
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 Administrative Claim	420,921,899	407,405,793	13,516,106			4,149
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						
Preschool Services	44,589,366	44,405,257		184,109		710
Wraparound Reinvestment Fund	18,176,572	6,745,000		11,431,572		28
IHSS Public Authority	7,035,793	5,625,138		1,410,655		25
Total Special Revenue Funds	69,801,731	56,775,395		13,026,336		763
Total - All Funds	1,042,165,407	988,758,723	40,380,348	13,026,336		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, Behavioral Health (DBH) and Public Health (PHD). Also three other agencies work in conjunction with the core Human Services departments and they are: Children's Network, Children's Fund and the Office of Homeless Services. Additionally, several support divisions under Human Services Management Services including the Performance, Education and Resource Center provide administrative and training support to the Human Services departments.

Transitional Assistance, Children and Family Services, Aging and Adult Services, and all Human Services support divisions are included in the Human Services Administrative Claim process. The purpose of the claim process is to provide the county with the means for determining the costs applicable to each of the numerous welfare programs. This cost determination is necessary to satisfy federal and state reporting and funding requirements, and to determine appropriate federal and state financial reimbursement to the county for each of the welfare programs.

Subsistence Payments and Aid to Indigents (general relief) are either direct payments to welfare recipients or payments to organizations that provide service to the welfare recipients. The Human Services Assistant Executive Officer is responsible for all of the above budget units.



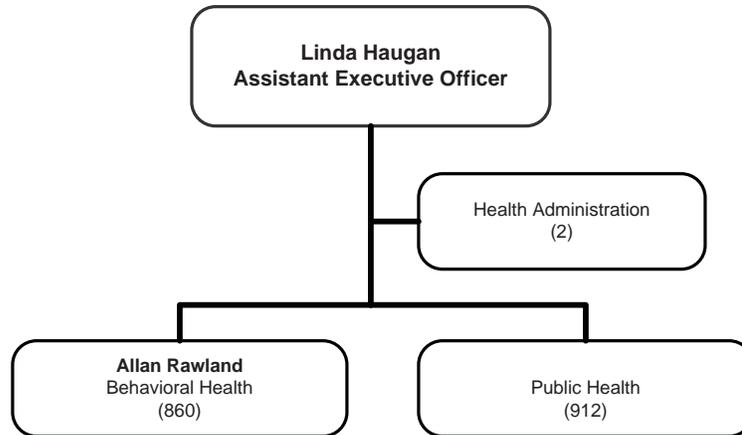
HEALTH ADMINISTRATION

MISSION STATEMENT

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



Health Administration

DESCRIPTION OF MAJOR SERVICES

The role of the Health Administration budget unit is to seek and support opportunities to foster collaboration among the Department of Public Health (DPH), Department of Behavioral Health (DBH), 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 \$75.7 million Health Administration budget unit, which includes funding for ARMC debt service, health related maintenance of effort costs, and transfers required to obtain federal health care funding.

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%

Health care related transactions represented by this budget unit include the Disproportionate Share Hospital (DSH) Supplemental Payments, Realignment AB 8 match, and the county’s contribution for ARMC debt service payments.

Intergovernmental Transfers for Medi-Cal Managed Care Capitation Rates

This budget unit also includes Intergovernmental Transfers (IGT) to the state to fund increased Medi-Cal managed care capitation rate payments to managed care plans that contract with their respective counties. These IGT’s are to be used as the non-federal share of the Medi-Cal managed care capitation rate increases. The IGT Proposal became effective for the rate year October 1, 2008 through September 30, 2009. As with the Disproportionate Share Hospital Funds transfers, the IGT matching contributions to the state, as well as the return of that initial investment is reported within this budget unit.

California Medi-Cal Hospital/Uninsured Care Demonstration Project (SB 1100)

Effective July 1, 2005, funding from SB 855 and SB 1255 for the Disproportionate Share Hospital Programs was replaced by SB 1100, California’s Medi-Cal Hospital/Uninsured 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 Arrowhead Regional Medical Center (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

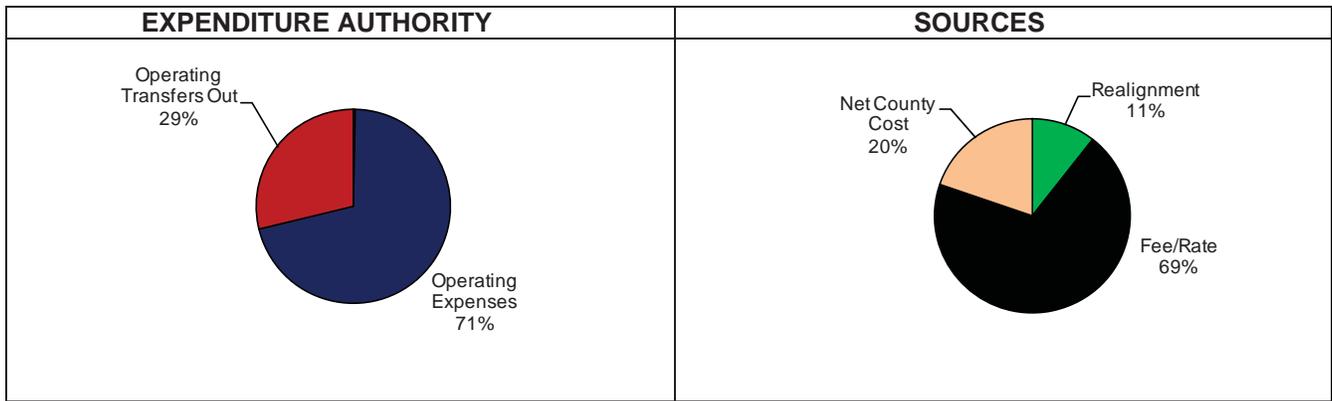
General fund support and realignment funds are used to pay for the ARMC debt service lease payments, Realignment AB 8 match and administrative costs related to this budget unit. To qualify for receipt of Health Realignment funding from the state, the county must contribute a “match” of local funds. The 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:

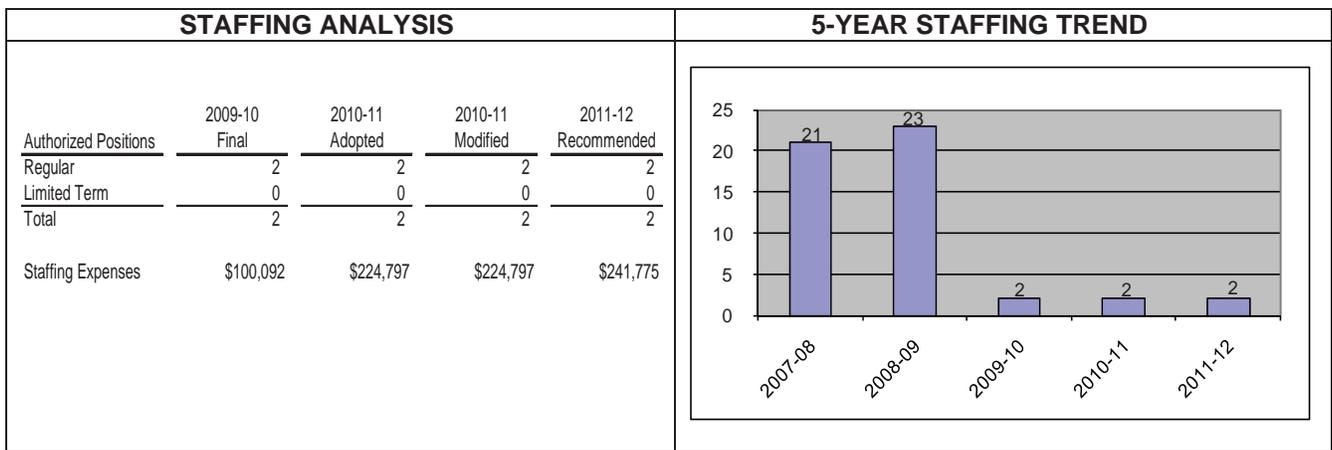
- Mental Health at 6.06% (which covers half of administrative costs).
- Social Services at 1.77% (which covers a share of costs for the 2-1-1 Information and Referral System).
- Health at 92.17% (which covers half of administrative costs plus debt service payments).



2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	1,691,080	1,813,167	100,092	221,564	224,797	241,775	16,978
Operating Expenses	27,757,508	36,467,357	42,588,434	37,628,371	53,744,436	53,743,260	(1,176)
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	37,849,935	53,969,233	53,985,035	15,802
Reimbursements	(20,660)	0	0	0	0	0	0
Total Appropriation	29,427,928	38,412,044	42,688,526	37,849,935	53,969,233	53,985,035	15,802
Operating Transfers Out	25,154,565	22,798,619	18,951,047	21,817,700	21,817,700	21,817,700	0
Total Requirements	54,582,493	61,210,663	61,639,573	59,667,635	75,786,933	75,802,735	15,802
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	11,357,710	8,940,756	4,754,817	7,855,115	8,036,933	8,049,005	12,072
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	36,812,520	52,750,000	52,750,000	0
Other Revenue	12,620	114,552	0	0	0	0	0
Total Revenue	39,167,210	45,791,184	46,639,574	44,667,635	60,786,933	60,799,005	12,072
Operating Transfers In	415,283	419,479	0	0	0	0	0
Total Financing Sources	39,582,493	46,210,663	46,639,574	44,667,635	60,786,933	60,799,005	12,072
Net County Cost	15,000,000	15,000,000	14,999,999	15,000,000	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 \$16,978 from the prior year modified budget.

Operating expenses of \$53,743,260 are decreasing by \$1,176. 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 \$17.5 million of net debt service lease payment for Arrowhead Regional Medical Center. This net debt service lease payment is funded by \$15.0 million of Tobacco Master Settlement Agreement monies and an additional \$2.5 million of realignment.

Realignment revenue of \$8,049,005 is increasing by \$12,072.

Fee/rate revenue of \$52,750,000 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
Healthcare	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

<u>Administration</u>
1 Administrative Analyst III
1 Staff Analyst II

HUMAN SERVICES



Master Settlement Agreement

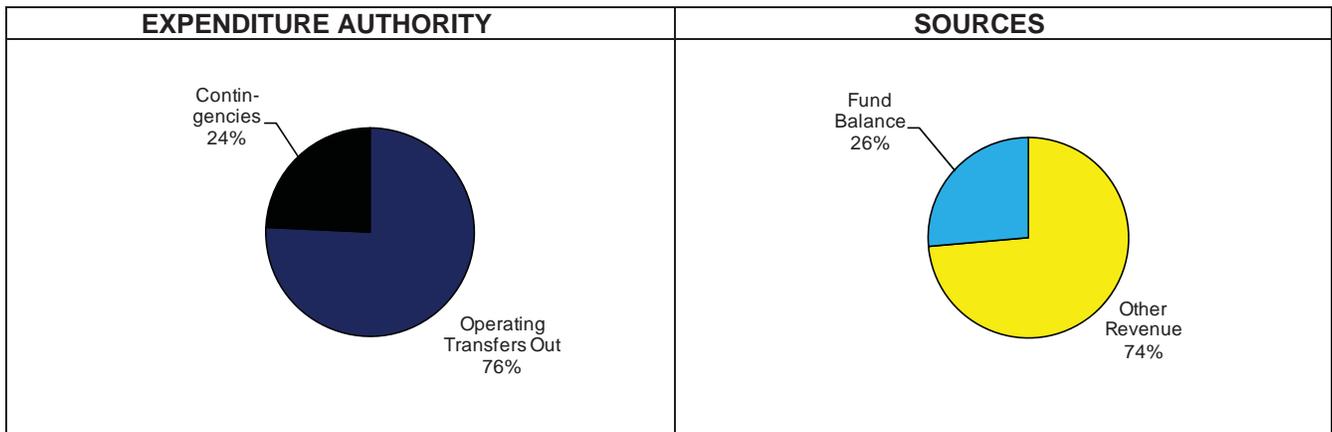
DESCRIPTION OF MAJOR SERVICES

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	\$22,446,250
Total Sources	\$16,525,144
Fund Balance	\$5,921,106
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	17,084,079	0	0	4,589,281	5,446,250	856,969
Total Exp Authority	0	17,084,079	0	0	4,589,281	5,446,250	856,969
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	17,084,079	0	0	4,589,281	5,446,250	856,969
Operating Transfers Out	15,000,000	15,000,000	15,000,000	15,000,000	17,000,000	17,000,000	0
Total Requirements	15,000,000	32,084,079	15,000,000	15,000,000	21,589,281	22,446,250	856,969
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	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	15,881,969	16,550,144	16,525,144	(25,000)
Total Revenue	19,549,193	21,230,071	17,409,065	15,881,969	16,550,144	16,525,144	(25,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	19,549,193	21,230,071	17,409,065	15,881,969	16,550,144	16,525,144	(25,000)
				Fund Balance	5,039,137	5,921,106	881,969
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Contingencies of \$5,446,250 are increasing by \$856,969 due to higher MSA receipts in 2010-11 and the elimination of an anticipated cost for Human Resources' Center for Employment Health and Wellness.

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 \$10.0 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. The decrease of \$25,000 reflects the anticipated decline in interest.



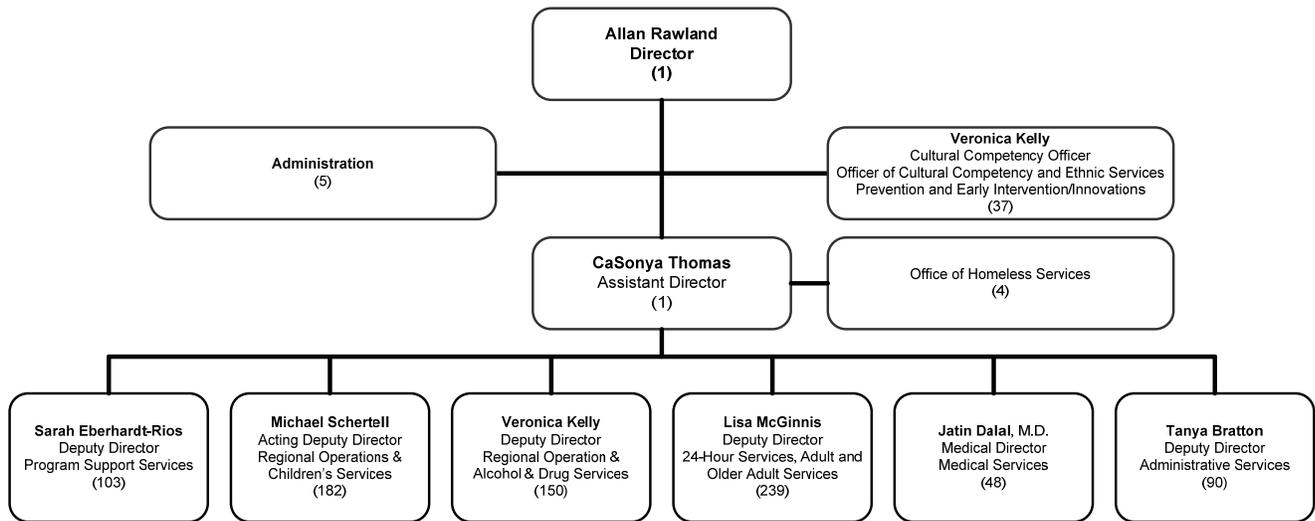
BEHAVIORAL HEALTH Allan Rawland

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 services to over 41,000 adults, children and families within established budget targets.



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 Estimate	2011-12 Target
Medi-Cal penetration rates for underserved and inappropriately served ethnic groups.	African American	African American	African American	African American	African American
	9.1%	8.7%	8.3%	8.1%	8.3%
(2005-06 Baseline: African American (7.86%); Asian/Pacific Islander (4.03%); Latino 3.26%)	API	API	API	API	API
	4.4%	4.6%	4.6%	4.0%	4.6%
	Latino	Latino	Latino	Latino	Latino
	4.3%	3.9%	4.6%	3.7%	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 Estimate	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	126,256,350	70,042,158		56,214,192		359
Block Grant Carryover Program	15,602,199	11,041,705		4,560,494		0
Court Alcohol & Drug Program	1,326,700	423,000		903,700		0
Driving Under the Influence Programs	614,608	254,772		359,836		0
Total Special Revenue Funds	143,799,857	81,761,635		62,038,222		359
Total - All Funds	273,038,737	209,008,304	1,992,211	62,038,222		860



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Behavioral Health	200,626,449	225,564,895	232,443,818	122,752,475	129,238,880
Mental Health Services Act	40,277,116	73,751,583	118,263,655	146,500,967	126,256,350
Block Grant Carryover Program	3,774,810	4,646,192	13,272,117	14,698,538	15,602,199
Court Alcohol & Drug Program	1,072,843	1,114,501	1,229,345	1,275,151	1,326,700
Driving Under the Influence Program	310,394	316,556	426,825	594,631	614,608
Total	246,061,612	305,393,727	365,635,760	285,821,762	273,038,737

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Behavioral Health	176,675,520	200,004,366	207,712,641	120,760,264	127,246,669
Mental Health Services Act	20,624,815	48,109,482	65,891,200	76,652,226	70,042,158
Block Grant Carryover Program	1,384,560	406,995	11,022,760	10,866,667	11,041,705
Court Alcohol & Drug Program	391,000	401,861	441,243	454,669	423,000
Driving Under the Influence Program	122,000	139,554	263,673	289,025	254,772
Total	199,197,895	249,062,258	285,331,517	209,022,851	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	19,652,301	25,642,101	52,372,455	69,848,741	56,214,192
Block Grant Carryover Program	2,390,250	4,239,197	2,249,357	3,831,871	4,560,494
Court Alcohol & Drug Program	681,843	712,640	788,102	820,482	903,700
Driving Under the Influence Program	188,394	177,002	163,152	305,606	359,836
Total	22,912,788	30,770,940	55,573,066	74,806,700	62,038,222



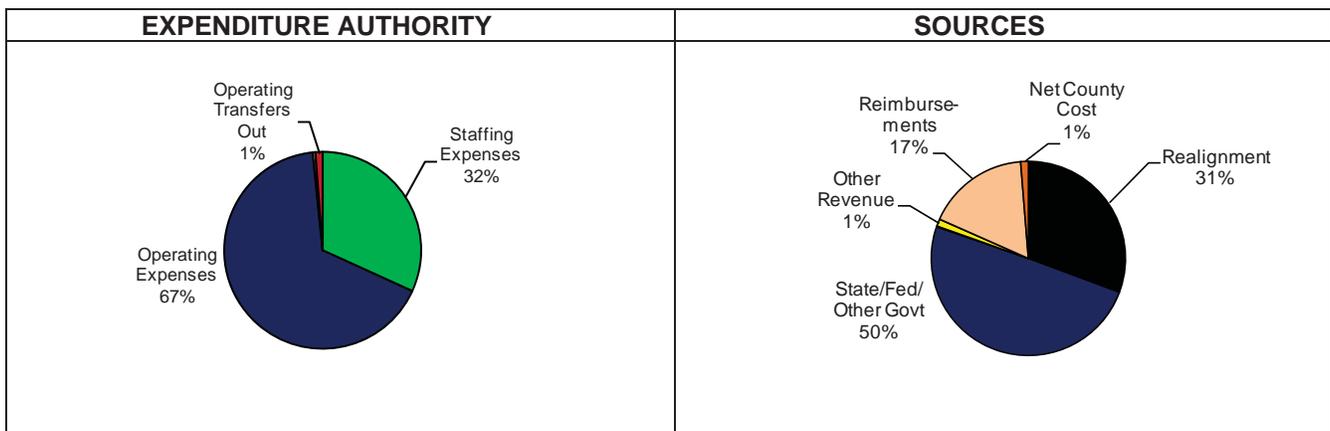
Behavioral Health

DESCRIPTION OF MAJOR SERVICES

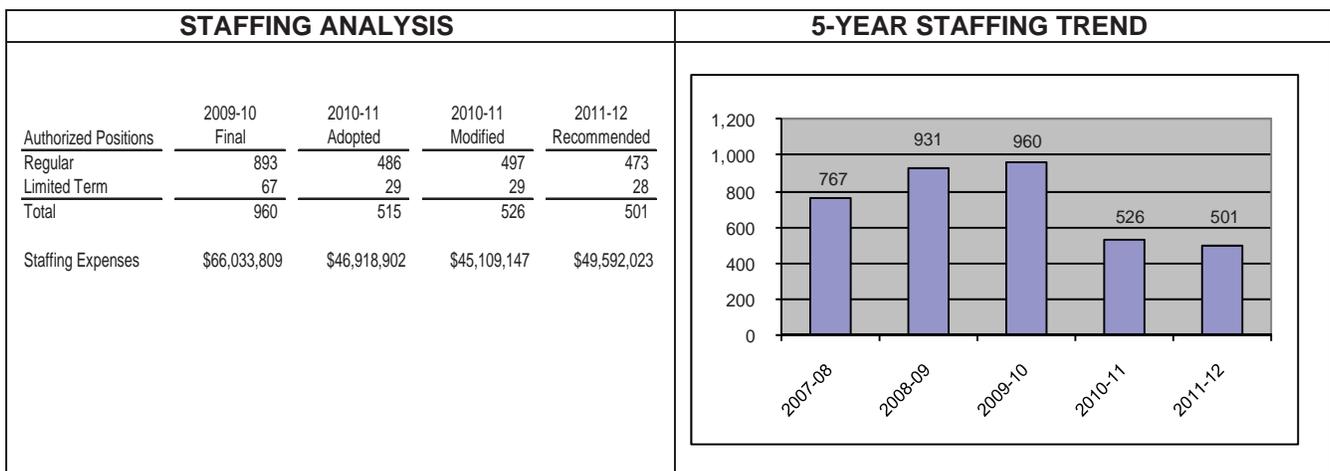
The Department of Behavioral Health is responsible for providing mental health services to county residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups, with primary emphasis placed on treating children, families and 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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	68,713,571	71,609,598	66,033,809	43,727,598	45,109,147	49,592,023	4,482,876
Operating Expenses	130,124,579	139,165,474	135,980,063	100,231,738	103,391,426	103,776,817	385,391
Capital Expenditures	543,701	49,998	490,132	0	331,185	692,627	361,442
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	199,381,851	210,825,070	202,504,004	143,959,336	148,831,758	154,061,467	5,229,709
Reimbursements	(13,138,071)	(12,289,843)	(8,076,011)	(24,853,942)	(27,922,036)	(26,665,340)	1,256,696
Total Appropriation	186,243,780	198,535,227	194,427,993	119,105,394	120,909,722	127,396,127	6,486,405
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	120,948,147	122,752,475	129,238,880	6,486,405
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	91,932,149	59,160,308	49,854,951	47,842,753	47,842,753	47,842,753	0
State, Fed or Gov't Aid	69,151,251	83,696,445	76,876,918	70,876,502	70,533,485	77,358,900	6,825,415
Fee/Rate	511,640	511,867	272,844	246,324	224,692	157,000	(67,692)
Other Revenue	723,121	2,001,198	2,207,064	1,958,268	2,159,334	1,888,016	(271,318)
Total Revenue	162,318,161	145,369,818	129,211,777	120,923,847	120,760,264	127,246,669	6,486,405
Operating Transfers In	23,776,160	53,015,954	65,207,151	(1,957,956)	0	0	0
Total Financing Sources	186,094,321	198,385,772	194,418,928	118,965,891	120,760,264	127,246,669	6,486,405
Net County Cost	1,992,212	1,992,208	1,851,818	1,982,256	1,992,211	1,992,211	0
				Budgeted Staffing	526	501	(25)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$49,592,023 fund 501 budgeted positions. This appropriation has a net increase of \$4,482,876 from the prior year modified budget which reflects changes in program needs and funding.

Operating expenses of \$103,776,817 are increasing by \$385,391 due to an increase of \$1,212,984 in other charges for state hospitals and out of state placement. Transfers out to other county departments are also increasing by \$516,000 due to increased costs in rents and leases and legal fees. This is offset by a decrease of \$1,343,825 in services and supplies, central services and travel expenses due to an effort by the department to reduce overall expenses.

Capital expenditures of \$692,627 are increasing by \$361,442 and include equipment of \$607,881 for 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 Upland 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 ARMC 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 MS Software agreement.

Reimbursements of \$26,665,340 are decreasing by \$1.3 million primarily due to a decrease in the CalWORKs allocation of \$2.4 million. This is offset by an increase of \$1.2 million primarily 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 \$1,842,753 for Mental Health is the net county cost (maintenance of effort) offset.



Departmental revenue of \$127,246,669 is increasing by \$6,486,405. The revenue changes are detailed as follows:

- \$7.0 million net increase 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 (EPSDT) and Medi-Cal for the Low Income Health Program. This increase includes an offsetting decrease of \$5.0 million for the ARRA Pass-Through reducing the Federal Medical Assistance Percentage (FMAP) rate by 11.59%.
- Fee/rate revenue decreased by \$67,692 to reflect current year collections of insurance payments.
- Other revenue decreased by \$271,318 primarily due to a decrease in agency reimbursement match.

STAFFING CHANGES AND OPERATIONAL IMPACT

One Nurse Supervisor is a new request for 2011-12. The decrease of 26 positions from the 2010-11 modified budget is due to 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 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 Dir 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 Servic	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 Supvg 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 Servic	5 Cont F/T Adult Psychiatrist
1 Dep Dir Behavior Hlth Qual Mgt	1 Deputy Director BH Prog Servic	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 Supervisor	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 Cr
1 Nurse Supervisor	13 Mental Health Specialist	4 Mental Health Specialist	3 ContPT Adult Psychiatrist Brd Cr
11 Office Assistant III	4 Occupational Therapist II	11 Office Assistant II	1 Office Assistant III
1 Office Assistant IV	2 Occupational Therapy Assistant	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 & Planning 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

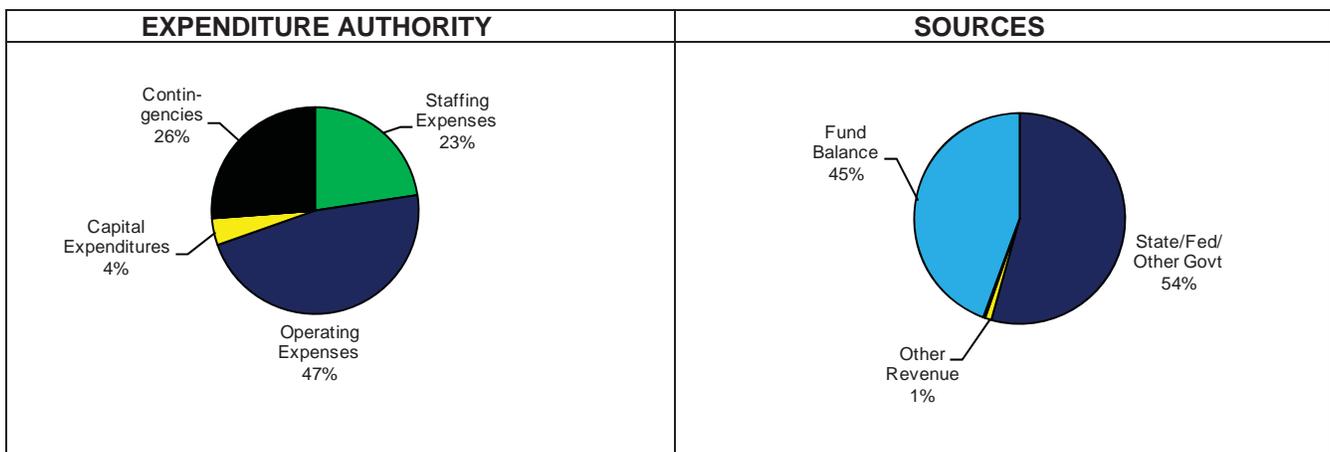
DESCRIPTION OF MAJOR SERVICES

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".

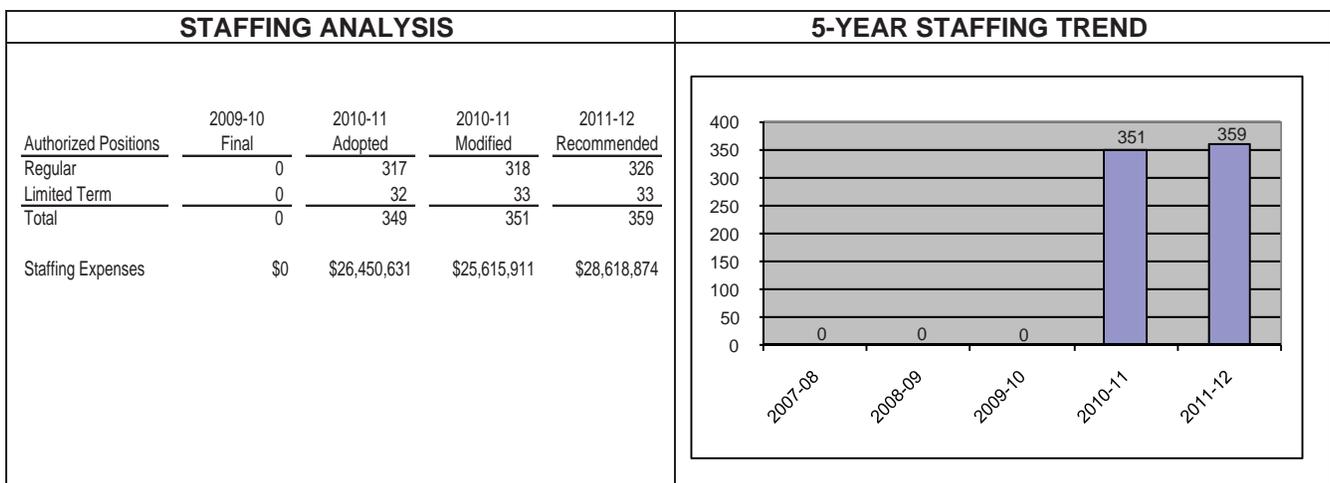
Budget at a Glance	
Total Expenditure Authority	\$126,636,350
Total Sources	\$70,422,158
Fund Balance	\$56,214,192
Total Staff	359

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 (DBH) has submitted several three year plans for programs related to Community Support Services; Prevention and Early Intervention; and Innovations. DBH has also submitted ten year plans for Workforce, Education and Training; Technology; and Capital Facilities. DBH 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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	24,615,911	25,615,911	28,618,874	3,002,963
Operating Expenses	0	0	0	52,323,479	54,353,479	59,501,536	5,148,057
Capital Expenditures	0	0	0	6,481,852	6,481,852	5,323,696	(1,158,156)
Contingencies	0	0	0	0	56,249,504	33,138,244	(23,111,260)
Total Exp Authority	0	0	0	83,421,242	142,700,746	126,582,350	(16,118,396)
Reimbursements	0	0	0	(350,000)	(350,000)	(380,000)	(30,000)
Total Appropriation	0	0	0	83,071,242	142,350,746	126,202,350	(16,148,396)
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	83,071,242	142,350,746	126,256,350	(16,094,396)
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	89,377,587	88,604,276	68,792,158	(19,812,118)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	1,462,406	1,386,116	1,568,352	1,206,877	1,206,877	1,250,000	43,123
Total Revenue	27,960,044	66,176,857	80,580,439	90,584,464	89,811,153	70,042,158	(19,768,995)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	27,960,044	66,176,857	80,580,439	90,584,464	89,811,153	70,042,158	(19,768,995)
				Fund Balance	52,539,593	56,214,192	3,674,599
				Budgeted Staffing	351	359	8

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$28,618,874 fund 359 budgeted positions. This appropriation has a net increase of \$3,002,963 from the prior year modified budget which includes the addition of 8 positions.

Operating expenses of \$59,501,536 include administrative and program expenditures to execute the approved MHSA plans. The majority of expenditures (\$35,506,312) are for contracted services with non-governmental organization 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 \$5,323,696 are decreasing by \$1,158,156. In 2011-12, DBH 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 DBH to move towards achieving an Integrated Information System Infrastructure and to achieve the goals outlined within the MHSA plan. It will also allow DBH 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 \$33,138,244 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 expected 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 DBH administration.

State, federal and other governmental aid of \$68,792,158 reflects receipt of \$51,449,700 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 DBH 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 \$1,250,000 includes interest and other miscellaneous receipts.

STAFFING CHANGES AND OPERATIONAL IMPACT

The 359 budgeted positions include various new positions 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 fund and the general fund 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 Serv	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

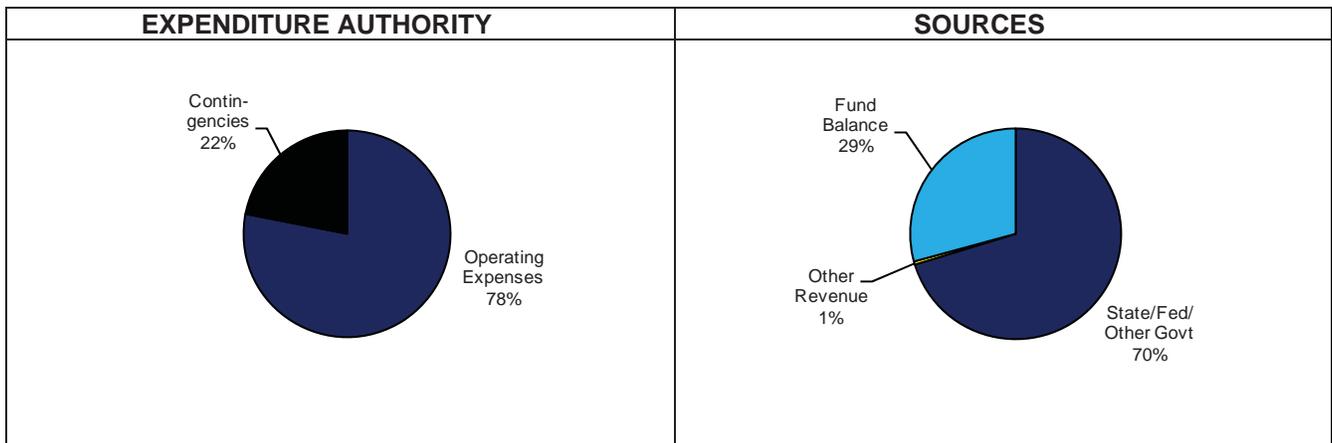
DESCRIPTION OF MAJOR SERVICES

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	\$15,602,199
Total Sources	\$11,041,705
Fund Balance	\$4,560,494
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	10,199,471	11,109,936	12,182,084	1,072,148
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	3,416,926	3,420,115	3,189
Total Exp Authority	0	0	0	10,199,471	14,526,862	15,602,199	1,075,337
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	10,199,471	14,526,862	15,602,199	1,075,337
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	10,199,471	14,526,862	15,602,199	1,075,337
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	11,023,032	10,809,526	10,964,967	155,441
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	336,058	115,401	85,792	76,738	57,141	76,738	19,597
Total Revenue	601,653	891,683	10,890,374	11,099,770	10,866,667	11,041,705	175,038
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	601,653	891,683	10,890,374	11,099,770	10,866,667	11,041,705	175,038
				Fund Balance	3,660,195	4,560,494	900,299
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$12,182,084 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 \$1,072,148 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 \$3,420,115 include an increase of \$3,189.

Departmental revenue of \$11,041,705 includes State revenue received and interest earnings. The increase of \$175,038 is due to anticipated increases from both sources.



Court Alcohol and Drug Program

DESCRIPTION OF MAJOR SERVICES

The special revenue fund consists of three revenue sources:

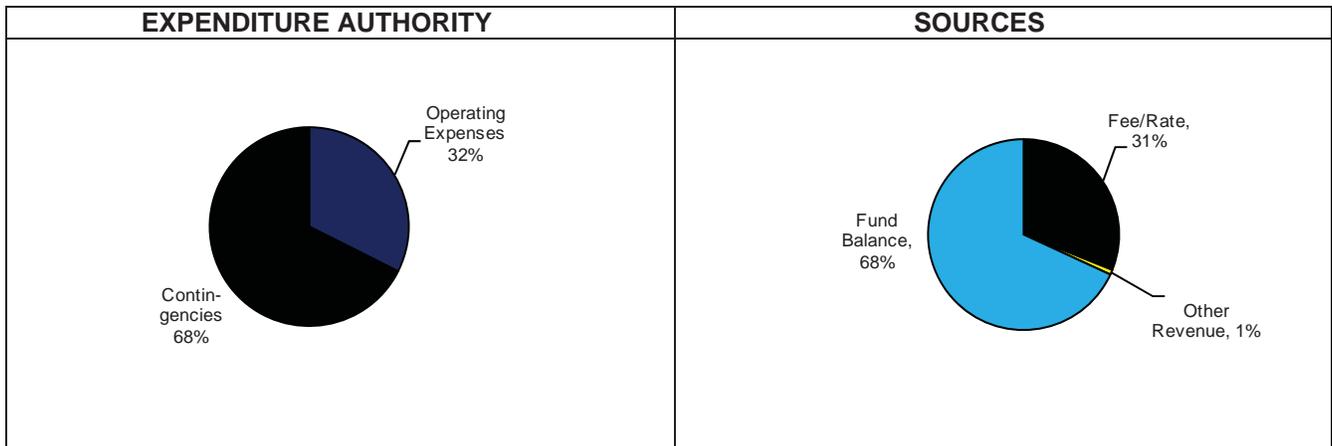
- The first source is referred to as Statham funds, which are fines collected from individuals convicted of Driving Under the Influence (DUI) offenses.
- The second source is fines imposed by Senate Bill 921 that went into effect on September 23, 1986. The bill requires persons convicted of an offense 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	\$1,326,700
Total Sources	\$423,000
Fund Balance	\$903,700
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 RECOMMENDED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified 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	935,337	896,700	(38,637)
Total Exp Authority	0	0	0	454,669	1,390,006	1,326,700	(63,306)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	454,669	1,390,006	1,326,700	(63,306)
Operating Transfers Out	407,000	407,000	441,243	0	0	0	0
Total Requirements	407,000	407,000	441,243	454,669	1,390,006	1,326,700	(63,306)
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	411,951	440,046	412,000	(28,046)
Other Revenue	45,148	29,533	15,621	11,081	14,623	11,000	(3,623)
Total Revenue	443,080	460,197	569,524	423,032	454,669	423,000	(31,669)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	443,080	460,197	569,524	423,032	454,669	423,000	(31,669)
				Fund Balance	935,337	903,700	(31,637)
				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 \$896,700 include a decrease of \$38,637 based on the estimated reduction in fine revenue.

Departmental revenue of \$423,000 includes fines and interest revenue. The decrease of \$31,669 is due to the projected decrease in fines and fees collected and earnings on revenue.



Driving Under the Influence Programs

DESCRIPTION OF MAJOR SERVICES

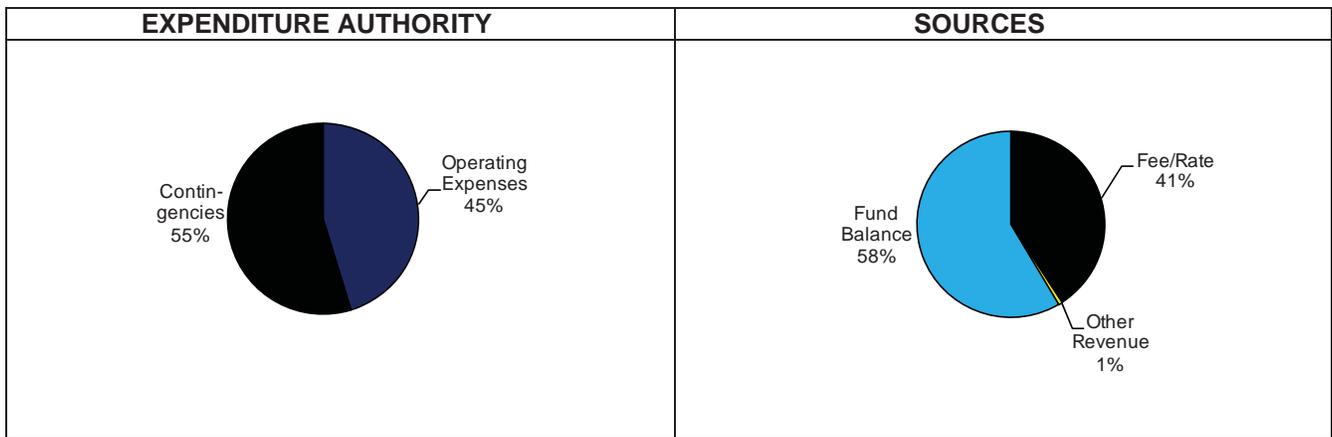
As per Title 9, Division 4, Chapter 3, 9878 (m) of the State regulations and Health and Safety Code 11837.8 (a), the Department of Behavioral Health charges fees to privately owned and operated vendors for monitoring Penal Code (PC) 1000 and Driving Under the Influence (DUI) programs. Supervision of 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	\$614,608
Total Sources	\$254,772
Fund Balance	\$359,836
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified 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	394,089	336,241	(57,848)
Total Exp Authority	0	0	0	196,283	590,372	614,608	24,236
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	196,283	590,372	614,608	24,236
Operating Transfers Out	161,943	157,214	178,190	0	0	0	0
Total Requirements	161,943	157,214	178,190	196,283	590,372	614,608	24,236
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid Fee/Rate	120,816	179,252	280,157	250,668	284,868	250,668	(34,200)
Other Revenue	12,401	6,798	4,610	4,104	4,157	4,104	(53)
Total Revenue	133,217	186,050	284,767	254,772	289,025	254,772	(34,253)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	133,217	186,050	284,767	254,772	289,025	254,772	(34,253)
				Fund Balance	301,347	359,836	58,489
				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 salary and benefits costs for personnel.

Contingencies of \$336,241 include a decrease of \$57,848 based on higher anticipated expenditures.

Departmental revenue of \$254,772 includes DUI fees paid by program providers and interest revenue. The decrease of \$34,253 is due to the anticipated decrease in fees collected by DUI providers based on current collection trends.

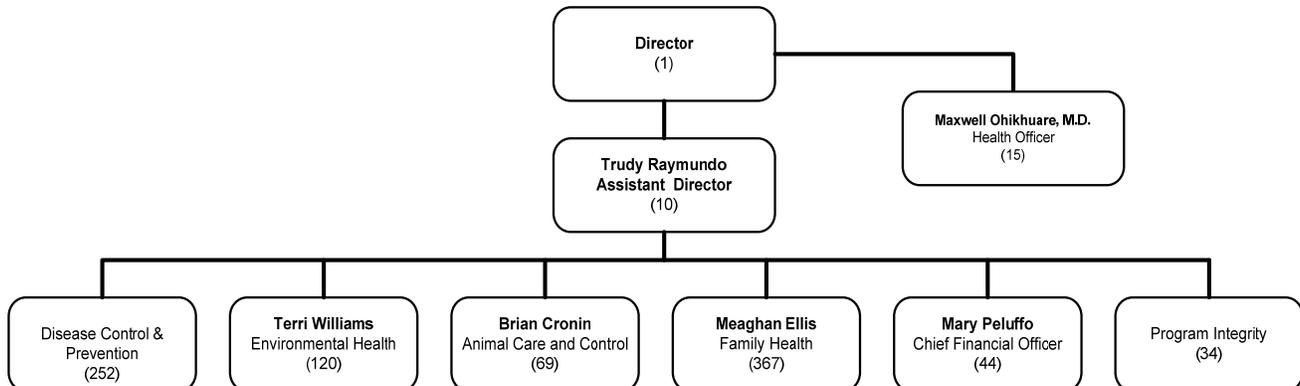


PUBLIC HEALTH

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 spay/neuter grant from the California Department of Food and Agriculture to provide spay/neuter assistance to 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 Estimate	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 Estimate	2011-12 Target
Increase the number of animals adopted from county animal shelters.	3,745	4,370 (17%)	4,589 (5%)	4,700	4,819 (5%)

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	3,311,798	2,668,439		643,359		0
H1N1 Preparedness	95,419	(302,566)		397,985		0
Tobacco Use Reduction Now	364,698	337,969		26,729		0
Vital Statistics State Fees	783,026	135,133		647,893		0
Vector Control Assessments	3,430,721	1,695,856		1,734,865		0
Total Special Revenue Funds	7,985,662	4,534,831		3,450,831		0
Total - All Funds	97,023,217	84,774,901	8,797,485	3,450,831		912



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Public Health	86,748,420	81,595,216	83,092,275	73,643,631	69,696,516
California Children's Services	19,246,486	19,960,669	18,031,236	18,590,834	18,868,538
Indigent Ambulance	472,501	472,501	472,501	472,501	472,501
Bio-Terrorism Preparedness	2,853,631	3,436,376	2,977,934	2,659,573	3,311,798
H1N1 Preparedness	0	0	1,914,581	2,531,090	95,419
Vector Control Assessments	1,641,384	1,886,560	1,744,751	3,701,931	3,430,721
Tobacco Use Reduction Now	344,379	379,773	392,906	362,208	364,698
Vital Statistics State Fees	86,302	83,967	123,658	739,399	783,026
Total	111,393,103	107,815,062	108,749,842	102,701,167	97,023,217

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Public Health	82,052,587	78,022,947	79,820,646	69,906,988	65,949,624
California Children's Services	15,262,299	15,600,936	13,421,503	14,012,742	14,290,446
Indigent Ambulance	0	0	0	0	0
Bio-Terrorism Preparedness	2,407,488	3,472,684	2,602,804	2,515,982	2,668,439
H1N1 Preparedness	0	0	3,328,268	1,117,403	(302,566)
Vector Control Assessments	1,734,203	1,760,416	1,743,807	1,754,785	1,695,856
Tobacco Use Reduction Now	405,680	337,191	374,538	361,857	337,969
Vital Statistics State Fees	176,146	149,925	150,731	136,110	135,133
Total	102,038,403	99,344,099	101,442,297	89,805,867	84,774,901

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	4,609,733	4,578,092	4,578,092
Indigent Ambulance	472,501	472,501	472,501	472,501	472,501
Total	9,152,521	8,404,503	8,353,863	8,787,236	8,797,485

5-YEAR FUND BALANCE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Bio-Terrorism Preparedness	446,143	(36,308)	375,130	143,591	643,359
H1N1 Preparedness	0	0	(1,413,687)	1,413,687	397,985
Vector Control Assessments	(92,819)	126,144	944	1,947,146	1,734,865
Tobacco Use Reduction Now	(61,301)	42,582	18,368	351	26,729
Vital Statistics State Fees	(89,844)	(65,958)	(27,073)	603,289	647,893
Total	202,179	66,460	(1,046,318)	4,108,064	3,450,831



Public Health

DESCRIPTION OF MAJOR SERVICES

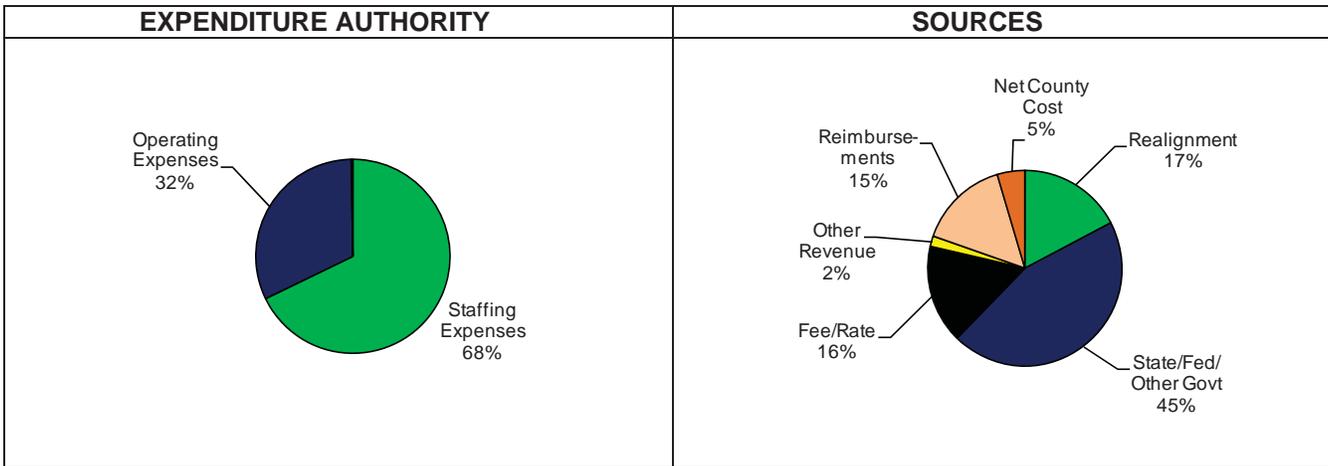
The Department of Public Health provides a wide range of services to prevent diseases and improve the health, safety and quality of life for residents and visitors of San Bernardino County. Many services are mandated by the State Health and Safety Code.

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.

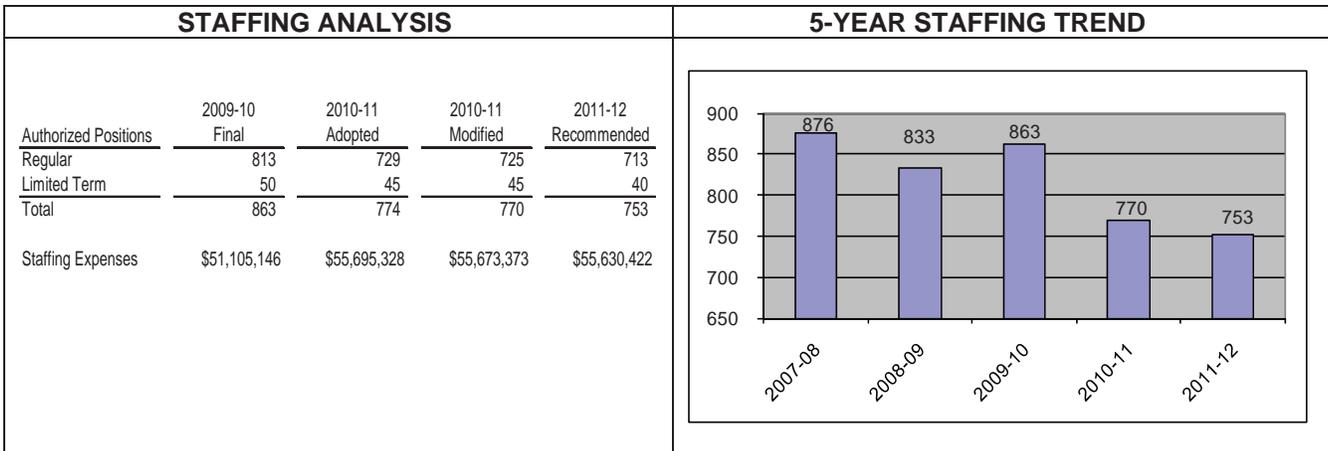
In addition, the department will begin providing primary care at its various clinic sites for improved access to health care services for the residents of San Bernardino County.

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: General

BUDGET UNIT: AAA PHL
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	54,615,642	54,418,692	51,105,146	49,104,215	55,673,373	55,630,422	(42,951)
Operating Expenses	27,994,545	30,653,597	28,936,562	28,410,556	32,810,275	26,202,686	(6,607,589)
Capital Expenditures	687,523	787,253	507,942	575,137	450,225	224,900	(225,325)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	83,297,710	85,859,542	80,549,650	78,089,908	88,933,873	82,058,008	(6,875,865)
Reimbursements	(6,189,885)	(6,935,082)	(7,008,762)	(12,893,695)	(15,359,483)	(12,361,492)	2,997,991
Total Appropriation	77,107,825	78,924,460	73,540,888	65,196,213	73,574,390	69,696,516	(3,877,874)
Operating Transfers Out	0	0	0	0	69,241	0	(69,241)
Total Requirements	77,107,825	78,924,460	73,540,888	65,196,213	73,643,631	69,696,516	(3,947,115)
Departmental Revenue							
Taxes	108,871	118,794	113,007	4,556	0	5,000	5,000
Realignment	13,042,558	13,189,522	5,162,105	14,164,292	14,164,292	14,164,292	0
State, Fed or Gov't Aid	39,685,174	40,039,492	42,027,976	20,775,243	39,217,483	36,892,069	(2,325,414)
Fee/Rate	13,129,473	14,292,405	13,919,094	13,273,425	14,148,354	13,461,595	(686,759)
Other Revenue	1,138,033	1,629,748	1,466,589	1,132,027	1,716,889	1,273,046	(443,843)
Total Revenue	67,104,109	69,269,961	62,688,771	49,349,543	69,247,018	65,796,002	(3,451,016)
Operating Transfers In	5,103,050	6,082,230	7,577,044	496,961	659,970	153,622	(506,348)
Total Financing Sources	72,207,159	75,352,191	70,265,815	49,846,504	69,906,988	65,949,624	(3,957,364)
Net County Cost	4,900,666	3,572,269	3,275,073	15,349,709	3,736,643	3,746,892	10,249
Budgeted Staffing					770	753	(17)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$55,630,422 fund 753 budgeted positions. This appropriation has a net decrease of \$42,951 from the prior year modified budget.

Operating expenses of \$26,202,686 include professional services, medical supplies and COWCAP. The decrease of \$6,607,589 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 \$12,361,492 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 \$2,997,991 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 \$14,164,292 is budgeted at 2010-11 revenue levels with no anticipated growth or shortfalls in both sales tax and vehicle license fee revenues.

State, federal or government aid of \$36,892,069 is decreasing by \$2,325,414 primarily due to the elimination of funding for the Immunization and Preparedness and Response programs, termination of a grant from the United States Department of Housing and Urban Development, and reduction in funding for the AIDS program. The decrease also reflects reductions in projected revenues from Medi-Cal and Family Planning, Access, Care and Treatment (FPACT). These decreases are offset by increased funding for the Women, Infants and Children program.



Fee/rate revenue of \$13,461,595 are decreasing by \$686,759 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 \$1,273,046 is decreasing by \$443,843 primarily due to the loss of funding from the Dental Health Foundation and the Chemehuevi grant offset by increased funding for the Happiest Baby and Coordinated Asthma Referral and Education programs.

Operating transfers in of \$153,622 are decreasing by \$506,348 due to a reduction in funding from the Office of Emergency Services.

STAFFING CHANGES AND OPERATIONAL IMPACT

During 2010-11, in the Third Quarter Budget Report, the department added 3 new administrative positions: a Deputy Chief of Community Health Services, a Division Chief for Disease Control, and a Division Chief for Program Integrity & Development. A Public Health Microbiologist was also added in the Third Quarter. 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	1	0	1	1	0	0	1
Health Officer	5	10	15	11	1	3	15
Assistant PH Director	10	0	10	3	4	3	10
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	654	80	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 Secty	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 Secty 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 Secty 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 Secty I	2 Hlth Ed Spec II
1 Secty I	4 Med Emgcy Plan Spec	1 Staff Analyst II	22 Hlth Svc Asst I
1 Secty 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 Employeee	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 Scty 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 Secty 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.

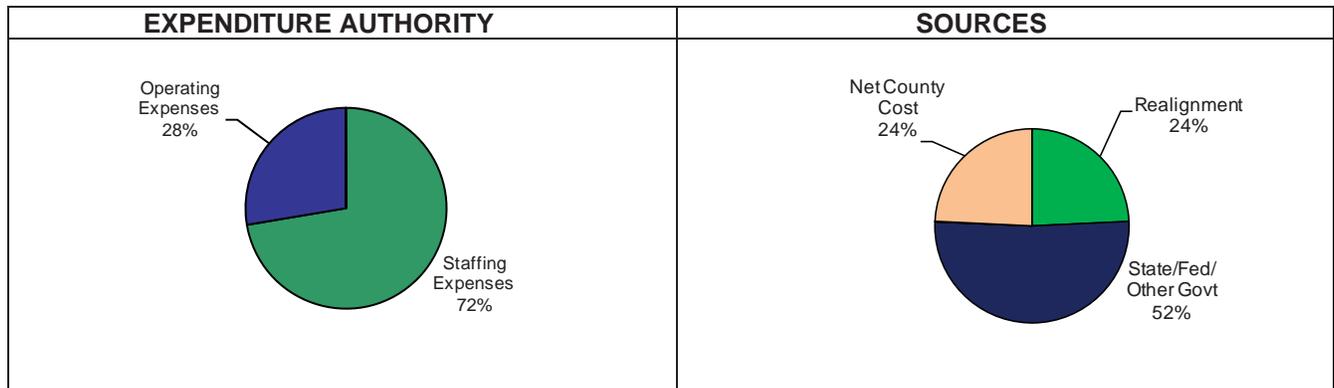
1. Administrative Component – Case management activities that include determining program eligibility, evaluating needs for specific services, determining the appropriate providers and authorizing/paying for medically necessary care. Reimbursement for administrative and operational costs for county CCS 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:

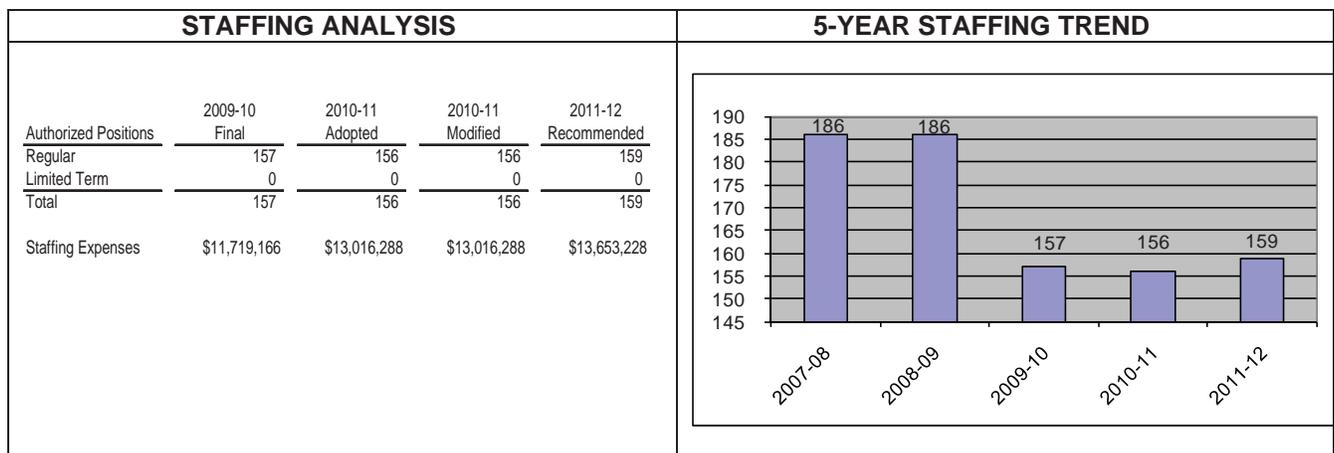
- Medi-Cal caseload percentage is 76.52%. Federal and state funds reimburse CCS for 100% of the costs.
 - Healthy Families accounts for 11.81% of the caseload. This federal and state program pays 82.5% of the costs. The remaining 17.5% local share is equally funded by Social Services Realignment (8.75%) 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.



2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health - California Children's Services
FUND: General

BUDGET UNIT: AAA CCS
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	11,718,736	11,952,585	11,719,166	11,529,322	13,016,288	13,653,228	636,940
Operating Expenses	4,072,706	4,234,995	4,024,509	4,198,923	5,574,546	5,203,310	(371,236)
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	15,728,245	18,590,834	18,868,538	277,704
Reimbursements	(47,664)	(94,746)	(44,160)	(4,042)	0	0	0
Total Appropriation	15,743,778	16,092,834	15,711,570	15,724,203	18,590,834	18,868,538	277,704
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	15,743,778	16,092,834	15,711,570	15,724,203	18,590,834	18,868,538	277,704
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	3,285,562	3,697,070	2,920,485	3,554,608	4,582,227	4,578,092	(4,135)
State, Fed or Gov't Aid	9,142,750	8,675,131	9,860,053	8,553,562	9,412,515	9,694,354	281,839
Fee/Rate	26,278	15,921	9,255	13,620	14,000	14,000	0
Other Revenue	3,625	7,641	1,292	47,805	4,000	4,000	0
Total Revenue	12,458,215	12,395,763	12,791,085	12,169,595	14,012,742	14,290,446	277,704
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	12,458,215	12,395,763	12,791,085	12,169,595	14,012,742	14,290,446	277,704
Net County Cost	3,285,563	3,697,071	2,920,485	3,554,608	4,578,092	4,578,092	0
Budgeted Staffing					156	159	3

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$13,653,228 fund 159 budgeted positions. This appropriation is increasing by \$636,940 to accommodate an increase of three staff positions, retirement and negotiated labor agreement costs.

Operating expenses of \$5,203,310 include payments to the state and other providers for treatment costs and medical supplies. The decrease of \$371,236 is due primarily to a reduction of administrative cost reimbursements based on revised cost allocations for Public Health.

Capital expenditures of \$12,000 represent costs to replace an aging copy machine.

Realignment of \$4,578,092 is decreasing by \$4,135. State law requires the county to maintain a mandated minimum funding level for this program.

State, federal or government aid of \$9,694,354 is increasing by \$281,839 for reimbursement of additional staff and supply costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

For 2011-12, 4 new positions are being requested, 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>
Community Health	159	0	159	140	15	4	159
Total	159	0	159	140	15	4	159

<u>Community Health</u>
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 Secty 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

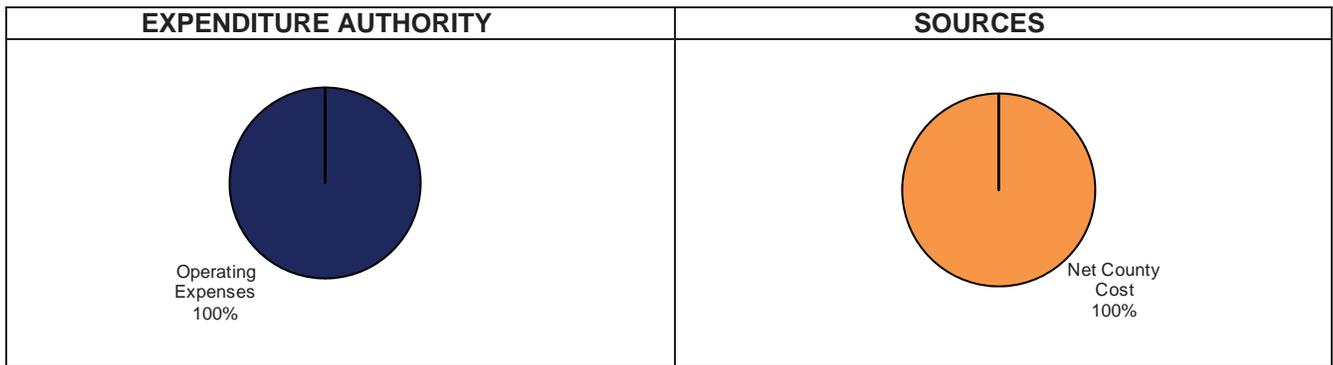
DESCRIPTION OF MAJOR SERVICES

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%

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	472,501	472,501	472,501	472,501	472,501	472,501	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	472,501	472,501	472,501	472,501	472,501	472,501	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	472,501	472,501	472,501	472,501	472,501	472,501	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	472,501	472,501	472,501	472,501	472,501	472,501	0
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	472,501	472,501	472,501	472,501	472,501	472,501	0
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no changes to this budget unit.



Bio-Terrorism Preparedness

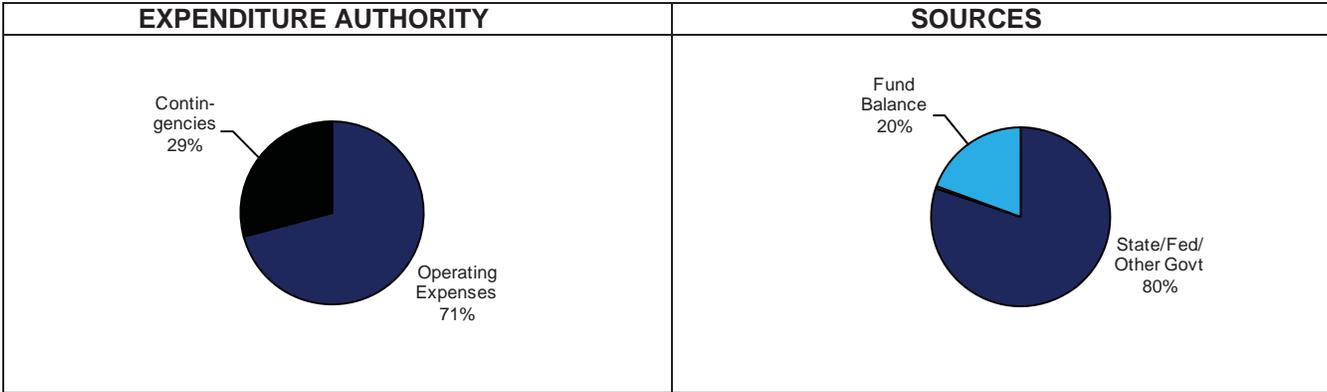
DESCRIPTION OF MAJOR SERVICES

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	\$3,311,798
Total Sources	\$2,668,439
Fund Balance	\$643,359
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	2,089,557	2,187,862	2,345,103	157,241
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	471,711	966,695	494,984
Total Exp Authority	0	0	0	2,089,557	2,659,573	3,311,798	652,225
Reimbursements	0	0	0	(38,788)	0	0	0
Total Appropriation	0	0	0	2,050,769	2,659,573	3,311,798	652,225
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	2,050,769	2,659,573	3,311,798	652,225
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	2,479,403	3,427,850	2,581,235	2,543,311	2,503,018	2,654,654	151,636
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	(71,915)	44,831	21,569	7,226	12,964	13,785	821
Total Revenue	2,407,488	3,472,681	2,602,804	2,550,537	2,515,982	2,668,439	152,457
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,407,488	3,472,681	2,602,804	2,550,537	2,515,982	2,668,439	152,457
				Fund Balance	143,591	643,359	499,768
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,345,103 are increasing by \$157,241 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 \$966,695 reflect the anticipated increase in fund balance set aside for future use.

State, federal or government aid of \$2,654,654 is increasing by \$151,636 primarily due to increased federal reimbursement associated with the increase in staffing and supply costs.

Other revenue of \$13,785 is increasing by \$821 due to higher interest revenue based on increased fund balance.



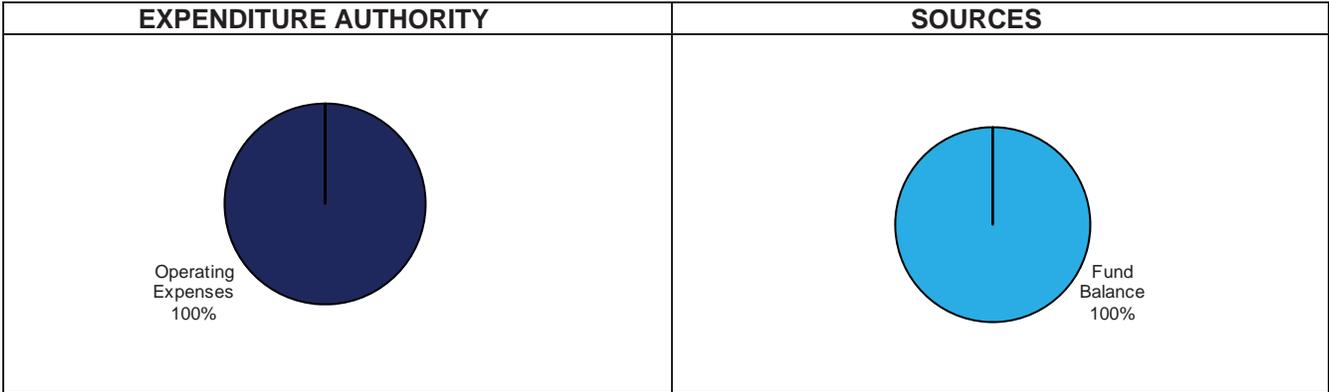
H1N1 Preparedness

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	(\$302,566)
Fund Balance	\$397,985
Total Staff	0

2011-12 RECOMMENDED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: H1N1 Preparedness

BUDGET UNIT: RPM PHL
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	2,134,849	2,247,580	95,419	(2,152,161)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	283,510	0	(283,510)
Total Exp Authority	0	0	0	2,134,849	2,531,090	95,419	(2,435,671)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	2,134,849	2,531,090	95,419	(2,435,671)
Operating Transfers Out	0	0	1,914,581	0	0	0	0
Total Requirements	0	0	1,914,581	2,134,849	2,531,090	95,419	(2,435,671)
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	1,105,563	1,105,563	(302,566)	(1,408,129)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	11,576	13,584	11,840	0	(11,840)
Total Revenue	0	0	3,328,268	1,119,147	1,117,403	(302,566)	(1,419,969)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	3,328,268	1,119,147	1,117,403	(302,566)	(1,419,969)
				Fund Balance	1,413,687	397,985	(1,015,702)
				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 \$302,566 will be returned to the state.



Tobacco Use Reduction Now

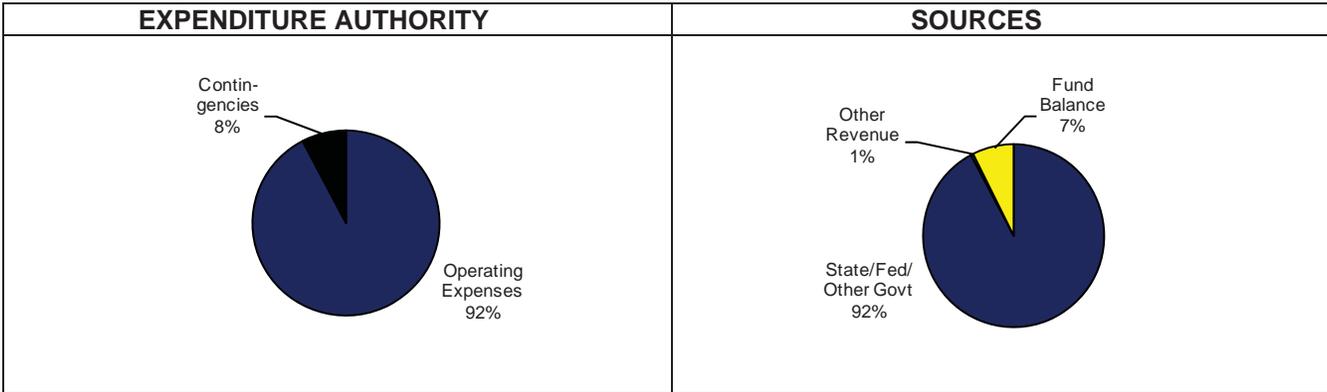
DESCRIPTION OF MAJOR SERVICES

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	\$364,698
Total Sources	\$337,969
Fund Balance	\$26,729
Total Staff	0

Funding is received from the California Department of Public Health.

2011-12 RECOMMENDED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	372,368	361,857	336,437	(25,420)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	351	28,261	27,910
Total Exp Authority	0	0	0	372,368	362,208	364,698	2,490
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	372,368	362,208	364,698	2,490
Operating Transfers Out	344,379	379,773	392,906	0	0	0	0
Total Requirements	344,379	379,773	392,906	372,368	362,208	364,698	2,490
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	401,454	334,038	318,560	398,821	361,857	336,437	(25,420)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	4,226	3,153	55,978	(75)	0	1,532	1,532
Total Revenue	405,680	337,191	374,538	398,746	361,857	337,969	(23,888)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	405,680	337,191	374,538	398,746	361,857	337,969	(23,888)
				Fund Balance	351	26,729	26,378
				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 \$25,420.

Contingencies of \$28,261 are increasing by \$27,910 due to the department not anticipating spending the entire increase in year one of the three year grant and will rollover the unused amount.

State, federal or government aid of \$336,437 reflects a decrease of the contract amount by \$25,420.

Other revenue of \$1,532 reflects an increase in interest earnings due to funds being received from the state in advance of expenditures.



Vital Statistics State Fees

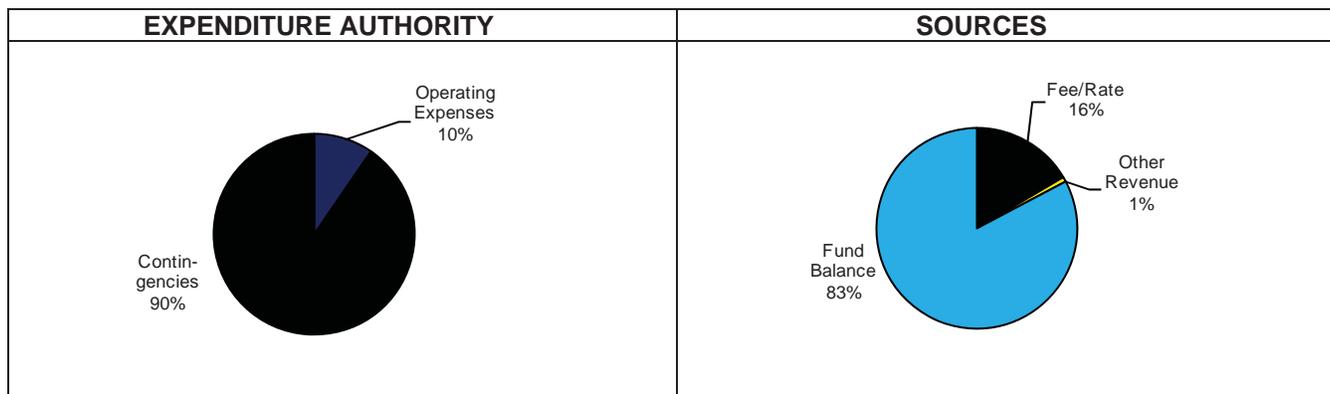
DESCRIPTION OF MAJOR SERVICES

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	\$783,026
Total Sources	\$135,133
Fund Balance	\$647,893
Total Staff	0

2011-12 RECOMMENDED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	92,598	137,000	75,000	(62,000)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	602,399	708,026	105,627
Total Exp Authority	0	0	0	92,598	739,399	783,026	43,627
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	92,598	739,399	783,026	43,627
Operating Transfers Out	86,302	83,967	123,658	0	0	0	0
Total Requirements	86,302	83,967	123,658	92,598	739,399	783,026	43,627
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	148,477	128,428	141,398	131,514	131,000	129,100	(1,900)
Other Revenue	27,669	21,497	9,333	5,688	5,110	6,033	923
Total Revenue	176,146	149,925	150,731	137,202	136,110	135,133	(977)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	176,146	149,925	150,731	137,202	136,110	135,133	(977)
				Fund Balance	603,289	647,893	44,604
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$75,000 are decreasing by \$62,000 due to less anticipated costs for automation improvement or replacement.

Contingencies of \$708,026 are increasing by \$105,627 based on lower program expenditures.

Fee/rate revenue of \$129,100 is decreasing by \$1,900 based on estimated number of certified copies sold.

Other revenue of \$6,033 is increasing by \$923 based on higher anticipated interest earnings.



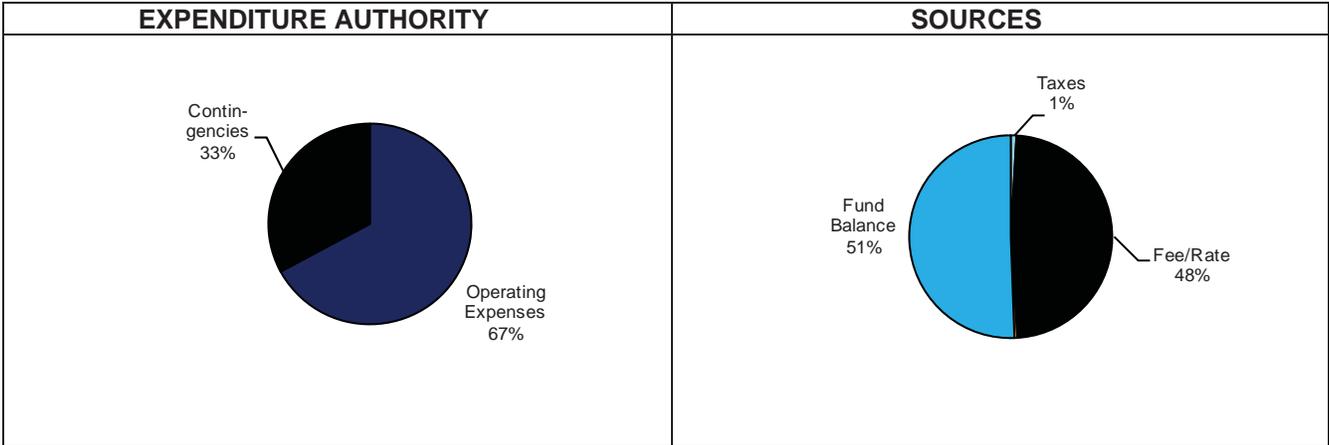
Vector Control Assessments

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	\$3,430,721
Total Sources	\$1,695,856
Fund Balance	\$1,734,865
Total Staff	0

2011-12 RECOMMENDED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	1,911,059	2,584,297	2,304,966	(279,331)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	1,117,634	1,125,755	8,121
Total Exp Authority	0	0	0	1,911,059	3,701,931	3,430,721	(271,210)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	1,911,059	3,701,931	3,430,721	(271,210)
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	1,911,059	3,701,931	3,430,721	(271,210)
Departmental Revenue							
Taxes	1,635,226	1,701,817	1,719,063	34,920	42,939	31,396	(11,543)
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	1,641,986	1,700,203	1,648,827	(51,376)
Other Revenue	98,977	58,599	24,744	21,872	11,643	15,633	3,990
Total Revenue	1,734,203	1,760,416	1,743,807	1,698,778	1,754,785	1,695,856	(58,929)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,734,203	1,760,416	1,743,807	1,698,778	1,754,785	1,695,856	(58,929)
				Fund Balance	1,947,146	1,734,865	(212,281)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,304,966 are decreasing by \$279,331 due to reductions in ongoing expenses. Staff vacancies and lower supply costs in the Vector Control program require less reimbursement from this budget unit.

Contingencies of \$1,125,755 are increasing by \$8,121 based on lower program expenditures.

Taxes and fee/rate revenue of \$1,680,223 is decreasing by \$62,919 based on anticipated lower tax collections.

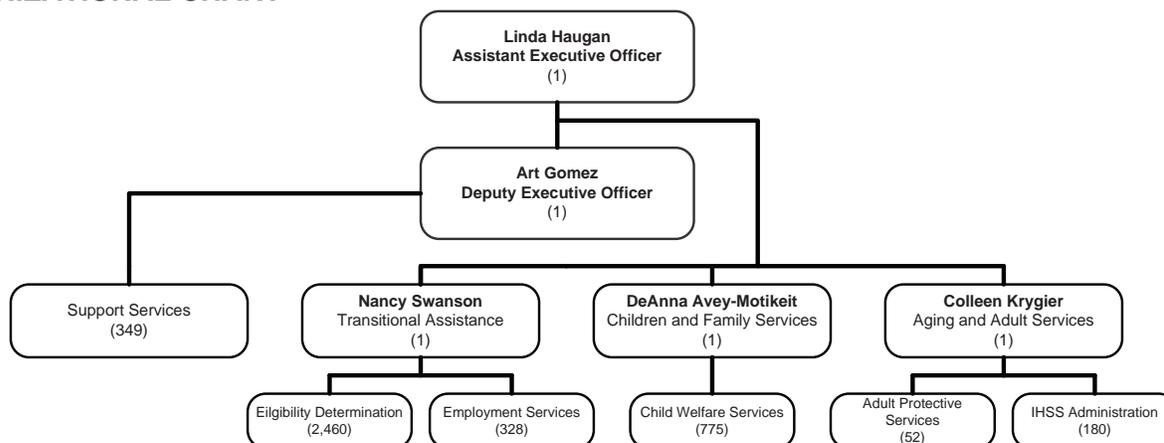
Other revenue of \$15,633 is increasing by \$3,990 based on higher anticipated interest earnings.



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 Estimate	2011-12 Target
Percentage increase in CalFRESH participation.	32%	33%	25%	11%	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 estimated increase in CalFRESH participation is projected to be 11%. In prior years the growth target was 5% but was increased due to the rapid growth of the CalFRESH program. While program participation has continued to increase, the rate of growth has fallen short of the targeted 25%.

**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 Estimate	2011-12 Target
Percentage of CalWORKs customers engaged in a Federal Welfare-To-Work activity.	41%	41%	50%	36%	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 estimate of 36% is short of the target due to the combination of increases in Welfare-to-Work caseload and local economic conditions which have limited the number of work activities available for placement of CalWORKs participants.

**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 Estimate	2011-12 Target
Percentage of errors in calculating CalFRESH benefits.	2%	2%	3%	3%	3%

TAD's goal in this area is to maintain the CalFRESH error rate below the federal tolerance level, which the department previously achieved. Ensuring accuracy of CalFRESH payments adds to 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 Estimate	2011-12 Target
Annual percentage reduction in the number of children entering foster care	20%	(10%)*	7%	(20%)*	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 (20%) 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 Estimate	2011-12 Target
Percentage increase in foster youth graduating with a high school diploma or G.E.D.	10%	6%	20%	14%	15%

Slightly fewer youth earned a high school diploma or G.E.D. than anticipated. However, the percentage of youth who will graduate this year is estimated to increase by a significant percentage from 2009-10 and, an increase is projected for 2011-12.



**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 Estimate	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 Estimate	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.



SUMMARY OF 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
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	361,184,134	369,915,448	371,908,075	424,568,707	420,921,899
Total	361,184,134	369,915,448	371,908,075	424,568,707	420,921,899

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Human Services Administrative Claim	337,744,708	347,022,679	352,404,009	410,170,601	407,405,793
Total	337,744,708	347,022,679	352,404,009	410,170,601	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	22,892,769	19,504,066	14,398,106	13,516,106
Total	23,439,426	22,892,769	19,504,066	14,398,106	13,516,106



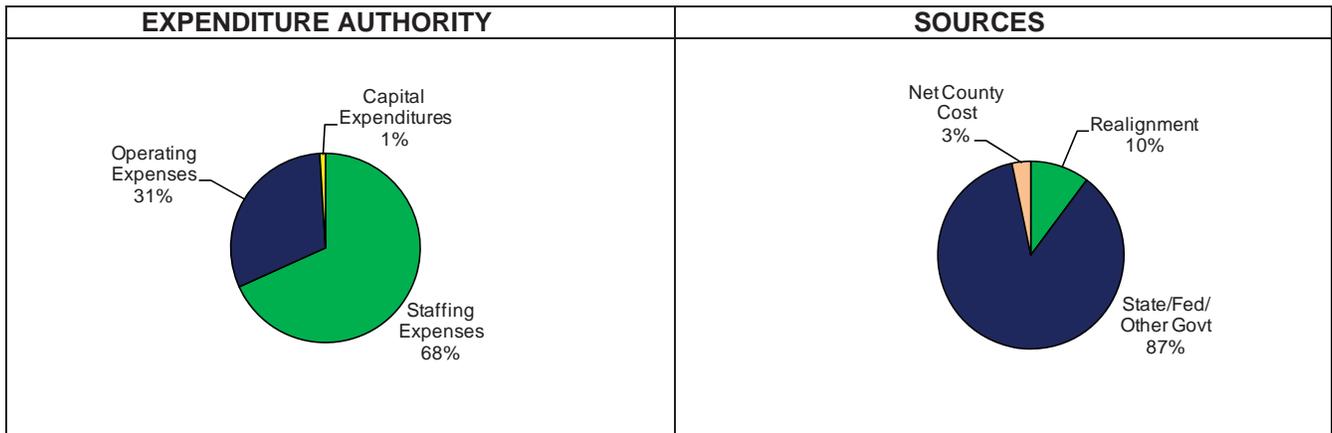
Administrative Claim

DESCRIPTION OF MAJOR SERVICES

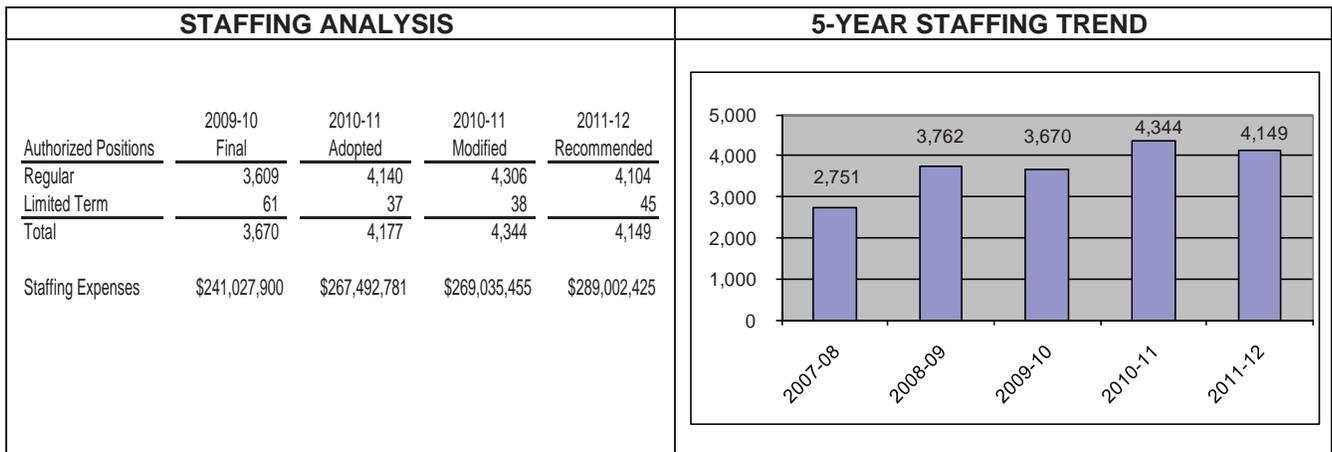
This budget unit represents the administrative claim made by the County for social services programs under applicable mandatory federal and state regulations. Included are Transitional Assistance Department (Eligibility and Employment Services), Children and Family Services (CFS), Adult Services programs 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 RECOMMENDED BUDGET



BUDGETED STAFFING



HUMAN SERVICES



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Human Services Administrative Claim
FUND: General

BUDGET UNIT: AAA DPA
FUNCTION: Public Assistance
ACTIVITY: Administration

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	231,457,427	231,117,243	237,485,494	253,362,385	269,035,455	289,002,425	19,966,970
Operating Expenses	119,726,973	132,004,443	134,075,532	135,202,689	151,408,445	130,349,415	(21,059,030)
Capital Expenditures	2,960,144	2,260,255	1,548,170	5,168,000	5,934,145	4,038,000	(1,896,145)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	354,144,544	365,381,941	373,109,196	393,733,074	426,378,045	423,389,840	(2,988,205)
Reimbursements	(1,555,337)	(2,445,959)	(2,204,936)	(1,950,317)	(1,809,338)	(2,467,941)	(658,603)
Total Appropriation	352,589,207	362,935,982	370,904,260	391,782,757	424,568,707	420,921,899	(3,646,808)
Operating Transfers Out	518,964	625,417	809,877	0	0	0	0
Total Requirements	353,108,171	363,561,399	371,714,137	391,782,757	424,568,707	420,921,899	(3,646,808)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	36,207,519	34,238,496	38,340,834	47,367,167	47,367,167	42,229,760	(5,137,407)
State, Fed or Gov't Aid	291,516,316	301,729,571	312,835,287	328,904,720	361,264,467	360,172,033	(1,092,434)
Fee/Rate	678,790	632,394	555,742	1,087,764	763,957	506,000	(257,957)
Other Revenue	1,265,994	4,068,169	272,366	25,000	450,010	598,000	147,990
Total Revenue	329,668,619	340,668,630	352,004,229	377,384,651	409,845,601	403,505,793	(6,339,808)
Operating Transfers In	0	0	205,842	0	325,000	3,900,000	3,575,000
Total Financing Sources	329,668,619	340,668,630	352,210,071	377,384,651	410,170,601	407,405,793	(2,764,808)
Net County Cost	23,439,552	22,892,769	19,504,066	14,398,106	14,398,106	13,516,106	(882,000)
Budgeted Staffing					4,344	4,149	(195)

BUDGET CHANGES AND OPERATIONAL IMPACT

The 2011-12 Recommended Budget is based on the latest information available from the developing budget situation at the state level. The latest social services allocation projections include policy decisions which are still pending state approval. While pending policy decisions could mandate a reduction in funding for various Human Services (HS) programs, rapid caseload growth continues to push state and federal funding upwards for certain programs. 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 may decrease by as much as 3% from the 2010-11 Modified 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 decrease by as much as 3% from the previous year. As a result, total appropriation decreased \$3.6 million from the 2010-11 modified budget as follows:

- Staffing expenses of \$289.0 million fund 4,149 positions; an increase of \$20.0 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 32 positions. New and currently vacant positions will be filled only as federal and state funding is verified.

2010-11 Modified Budget	2,963	774	241	366	4,344
2011-12 Recommended Budget	2,789	776	233	351	4,149
Difference between 2010-11 Modified Budget and 2011-12 Recommended Budget	(174)	2	(8)	(15)	(195)
New Positions	9	3	4	16	32
Deleted Positions	(183)	(1)	(12)	(31)	(227)

- Operating expenses of \$130.3 million are decreasing approximately \$21.0 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 \$1.9 million is primarily due to a \$1.5 million decrease in vehicle purchases.
- Reimbursements of \$2.5 million include payments from other county departments to HS for administrative support services as requested. An increase of \$0.7 million reflects an increase in the demand for HS administrative support.

Departmental revenue decreased by \$2.8 million from the 2010-11 modified budget as follows:

- This budget unit will reduce Social Services Realignment by \$5.1 million from the prior year but the overall need for Social Services Realignment, including the other HS Subsistence budget units, decreased by \$2.5 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 decreased by \$1.1 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 to access 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 to remain within the allocations established by the Finance and Administration Department.

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 Projected	2011-12 Budget	Inc/(Dec)
Administrative Claim budget	15.1	13.8	(1.3)
IHSS provider payments	31.3	27.5	(3.8)
IHSS Public Authority/benefits	1.0	0.9	(0.1)
Foster Care	27.9	33.8	5.9
Aid to Adoptive Children	4.9	5.4	0.5
Seriously Emotionally Disturbed	3.7	-	(3.7)
Total Social Services	83.9	81.4	(2.5)
Probation	2.7	2.7	-
California Children's Services	3.6	4.6	1.0
Nondepartmental-MOE	1.8	1.8	-
Grand Total	92.0	90.5	(1.5)



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					10/11	11/12	Increase
	05/06	06/07	07/08	08/09	09/10	Projected	Budget	
<u>Administrative budget (DPA)</u>								
Realignment	14.0	9.4	7.2	5.2	12.6	15.1	13.8	(1.3)
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	31.3	27.5	(3.8)
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	1.0	0.9	(0.1)
<u>Foster Care (BHI)</u>								
Realignment	21.0	19.7	18.0	19.5	20.3	27.9	33.8	5.9
Net County Cost	14.8	14.8	14.3	13.4	12.7	11.9	12.1	0.2
<u>Aid to Adoptive Children (ATC)</u>								
Realignment	2.8	3.1	3.4	3.9	4.1	4.9	5.4	0.5
Net County Cost	1.5	1.8	1.9	2.0	1.9	1.7	2.0	0.3
<u>Seriously Emotionally Disturbed (SED)</u>								
Realignment	1.4	1.3	1.5	2.2	2.0	3.7	-	(3.7)
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	10.4	7.6	(2.8)
Total Realignment	65.2	60.6	59.1	59.9	64.8	83.9	81.4	(2.5)
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	123.3	116.6	(6.7)

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	2011-12	Inc/(Dec)
	Budget	Budget	
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



STAFFING CHANGES AND OPERATIONAL IMPACT

TRANSITIONAL ASSISTANCE DEPARTMENT (TAD)

Overall TAD program funding is expected to decrease by as much as 3% from the previous year. As a result, 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 recommended 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 recommending the addition of the following 9 positions which are related to the operations of the new Contact Center:

Additions:

- 1 Deputy Director
- 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 recommending 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 recommended 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 recommended 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 recommended. 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	0	0	5,128,664	100%	5,128,664	0	0
CalWORKs - Cal-Learn	1,800,000	1,080,000	60%	720,000	40%	1,800,000	0	0
CalWORKs - Welfare to Work	42,132,387	42,132,387	100%	0	0	42,132,387	0	0
CalWORKs - Child Care Admin - Stage 1	4,588,046	4,588,046	100%	0	0	4,588,046	0	0
Total Single Allocation	119,907,487	80,267,044		39,640,443		119,907,487	0	
Medi-Cal	63,451,722	31,725,861	50%	31,725,861	50%	63,451,722	0	0
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	0%	0	0	0	843,509	100%
Food Stamp Employment Training	360,174	318,564	88%	0	0	318,564	41,610	12%
Other	5,032,898	0	0%	5,032,829	100%	5,032,829	69	
Total	265,117,418	161,195,244		92,694,040		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	0	0.00
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%	0	0	1,921,040	0	0
Foster Training and Recruitment	195,696	136,987	70%	58,709	30%	195,696	0	0
Licensing	660,787	244,491	37%	416,296	63%	660,787	0	0
Support and Therapeutic Options Program	912,879	0	0%	639,015	70%	639,015	273,864	30%
Adoptions	4,669,540	3,735,632	80%	933,908	20%	4,669,540	0	0
ILP	1,613,239	1,064,738	66%	548,501	34%	1,613,239	0	0
Wraparound Reinvestment	7,800,000	3,900,000	50%	3,900,000	50%	7,800,000	0	0
Other Programs	1,478,059	947,871	64%	530,188	36%	1,478,059	0	0
Total	96,289,228	58,977,111		25,482,555		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	0	0	0	0	0	27,434,337	100%
IHSS Provider Benefits Local Match	625,000	0	0	0	0	0	625,000	100%
IHSS PA Local Cost Match	350,000	0	0	0	0	0	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	0	0	0	0	0	350,000	100%
Other	4,857,934	0	0	3,963,526	0.00	3,963,526	894,408	
Total	5,207,934	0		3,963,526		3,963,526	1,244,408	

Total Administrative Budget	420,921,899	234,142,338	56%	131,033,695	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 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

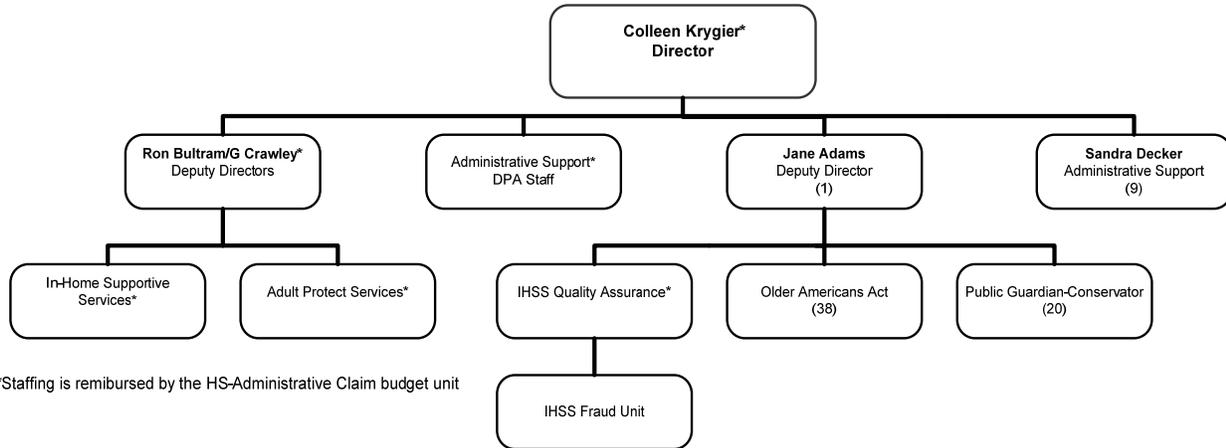
Colleen Krygier

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.



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 Estimate	2011-12 Target
Increase individual customers contact by SIA by 8 percent.	29.5%	1.5%	8%	9.6%	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
Pubic Guardian-Conservator	1,124,837	1,166,177	1,097,927	847,657	832,631
Aging and Adult Services	11,317,320	10,184,380	10,869,634	10,349,671	10,022,572
Total	12,442,157	11,350,557	11,967,561	11,197,328	10,855,203

5-YEAR REVENUE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Pubic Guardian-Conservator	343,018	387,792	500,354	304,200	242,344
Aging and Adult Services	10,115,916	8,952,676	9,662,014	9,142,051	10,022,572
Total	10,458,934	9,340,468	10,162,368	9,446,251	10,264,916

5-YEAR NET COUNTY COST TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Pubic Guardian-Conservator	781,819	778,385	597,570	543,457	590,287
Aging and Adult Services	1,201,404	1,231,704	1,207,620	1,207,620	0
Total	1,983,223	2,010,089	1,805,190	1,751,077	590,287



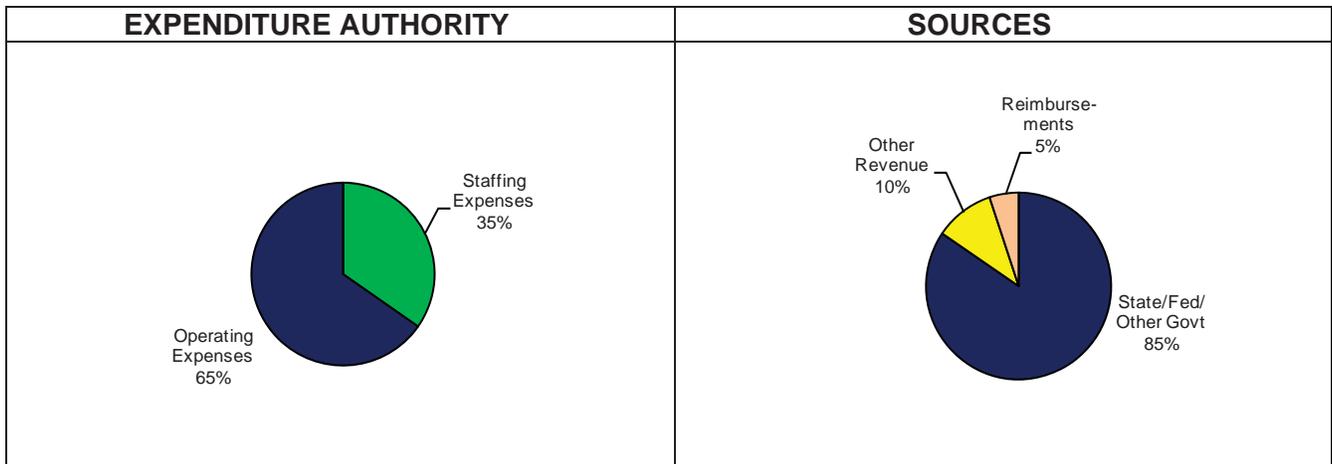
Aging and Adult Services

DESCRIPTION OF MAJOR SERVICES

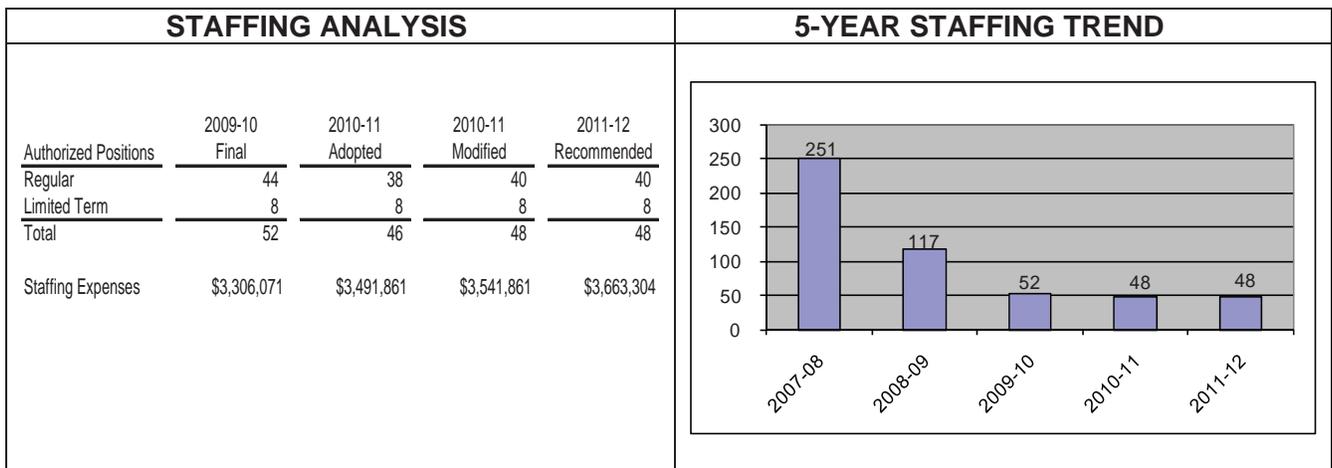
The Department of Aging and Adult Services (DAAS), under the direction of the California Department of Aging (CDA), serves as the federally designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older Americans Act (OAA). The department 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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	4,000,630	3,946,983	3,306,071	3,562,552	3,541,861	3,663,304	121,443
Operating Expenses	7,411,557	7,017,037	7,489,571	7,597,194	7,394,399	6,891,515	(502,884)
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	11,159,746	10,936,260	10,554,819	(381,441)
Reimbursements	(635,720)	(402,415)	(416,301)	(496,116)	(586,589)	(532,247)	54,342
Total Appropriation	10,776,467	10,561,605	10,379,341	10,663,630	10,349,671	10,022,572	(327,099)
Operating Transfers Out	5,268	(5,268)	0	0	0	0	0
Total Requirements	10,781,735	10,556,337	10,379,341	10,663,630	10,349,671	10,022,572	(327,099)
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	9,463,835	9,117,051	8,927,952	(189,099)
Fee/Rate	0	300	64,717	0	0	0	0
Other Revenue	90,639	63,046	7,027	44,090	25,000	37,000	12,000
Total Revenue	9,542,204	9,377,616	9,156,780	9,507,925	9,142,051	8,964,952	(177,099)
Operating Transfers In	30,300	13,700	0	0	0	1,057,620	1,057,620
Total Financing Sources	9,572,504	9,391,316	9,156,780	9,507,925	9,142,051	10,022,572	880,521
Net County Cost	1,209,231	1,165,021	1,222,561	1,155,705	1,207,620	0	(1,207,620)
				Budgeted Staffing	48	48	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3,663,304 fund 48 budgeted positions and are increasing by \$121,443 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 \$502,884 due to reductions in available revenue, increased staffing expenses, and less discretionary general funding (net county cost).

Reimbursements of \$532,247 include reimbursements to Aging and Adult Services 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 \$54,342 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 Older Americans Act (federal), and Medicaid (federal and state). The decrease of \$189,099 primarily reflects the curtailment of the Title V Appropriation Act revenues.

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



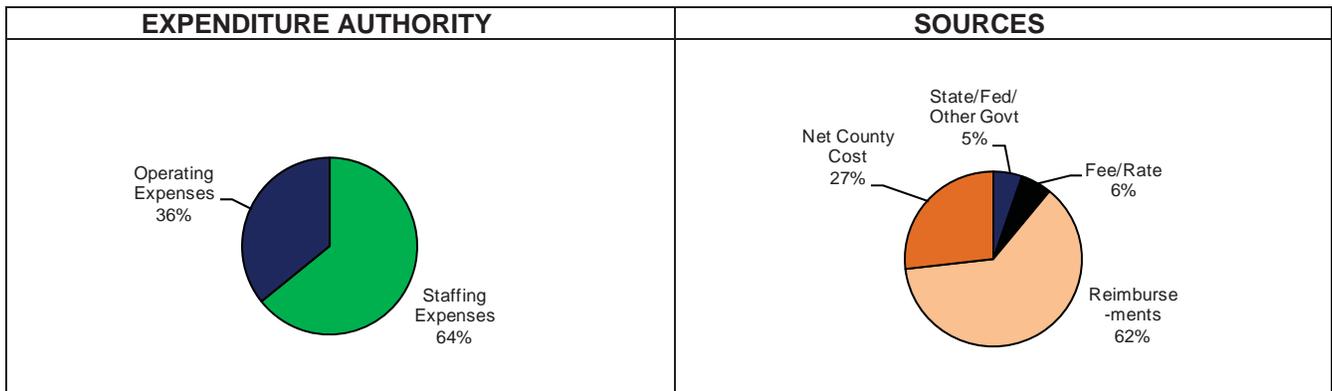
Public Guardian-Conservator

DESCRIPTION OF MAJOR SERVICES

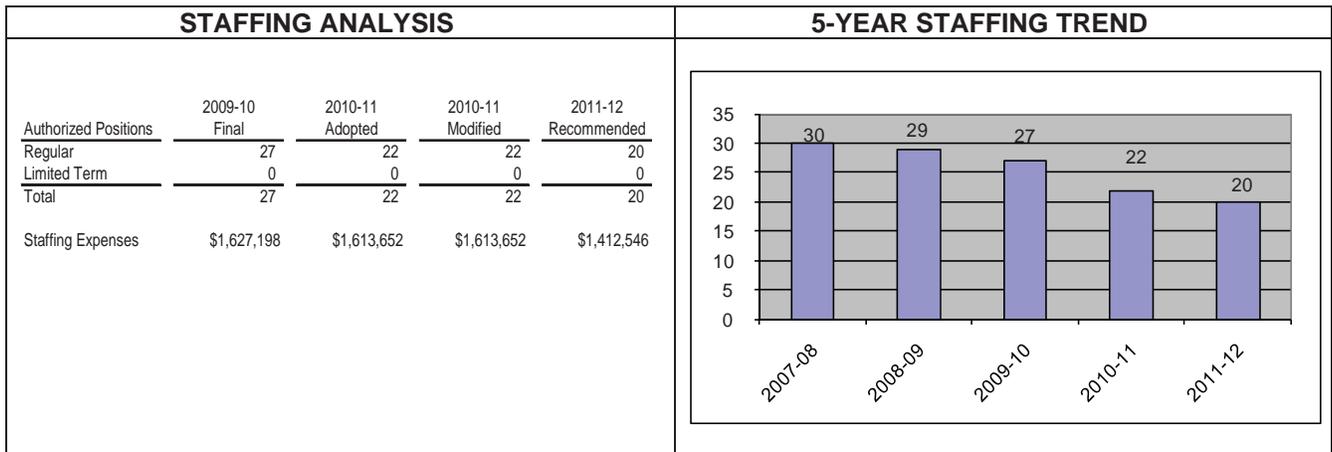
By court appointment, the Public Guardian-Conservator acts as conservator of any individuals found to be gravely disabled or to lack capacity to manage their finances and provide their own care. A conservator has the responsibility for the conservatee's care, custody and control. The conservator determines 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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Aging and Adult Services - Public Guardian-Conservator
FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	1,555,198	1,887,076	1,627,198	1,437,421	1,613,652	1,412,546	(201,106)
Operating Expenses	514,605	568,771	442,900	591,125	625,406	789,710	164,304
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	2,028,546	2,239,058	2,202,256	(36,802)
Reimbursements	(1,198,034)	(1,439,894)	(1,412,292)	(1,230,341)	(1,391,401)	(1,369,625)	21,776
Total Appropriation	881,683	1,043,210	657,806	798,205	847,657	832,631	(15,026)
Operating Transfers Out	0	44,000	0	0	0	0	0
Total Requirements	881,683	1,087,210	657,806	798,205	847,657	832,631	(15,026)
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)	184,596	184,596	117,344	(67,252)
Fee/Rate	159,982	138,275	152,304	112,737	119,004	125,000	5,996
Other Revenue	5,780	3,840	416	644	600	0	(600)
Total Revenue	686,226	337,291	135,220	297,977	304,200	242,344	(61,856)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	686,226	337,291	135,220	297,977	304,200	242,344	(61,856)
Net County Cost	195,457	749,919	522,586	500,228	543,457	590,287	46,830
Budgeted Staffing					22	20	(2)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,412,546 fund 20 budgeted positions and are decreasing by \$201,106. 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 \$164,304 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 \$67,252 based on estimated 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 were 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

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Public Guardian-Conservator	20	0	20	19	1	0	20
Total	20	0	20	19	1	0	20

Public Guardian
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



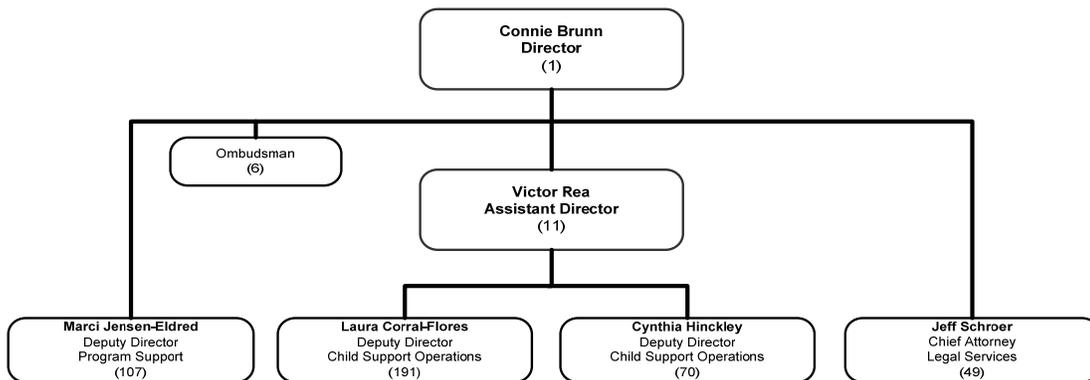
CHILD SUPPORT SERVICES Connie Brunn

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.



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 Estimate	2011-12 Target
Percentage of collections on current support orders.	51%	51%	53%	55%	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 Estimate	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	40,204,574	40,407,888
Total	39,806,364	40,082,554	38,197,787	40,204,574	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	40,204,574	40,407,888
Total	39,806,364	40,082,554	38,197,787	40,204,574	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%

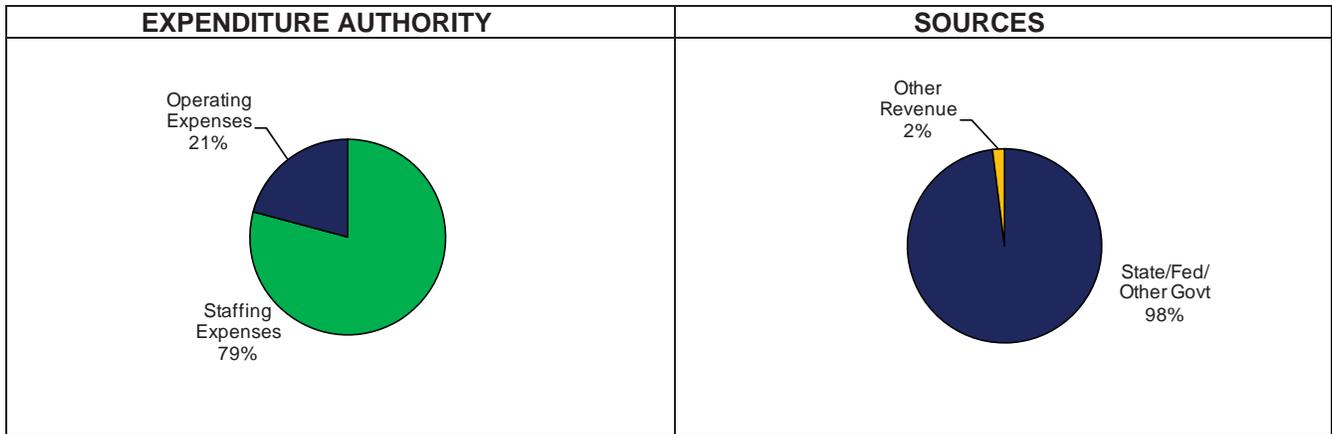
DCSS is dedicated to administering the program in a manner that puts the needs of the children first and foremost. The belief that working collaboratively with parents in understanding and meeting their obligations is a fundamental element in the success of this program.

The services provided by DCSS include the following:

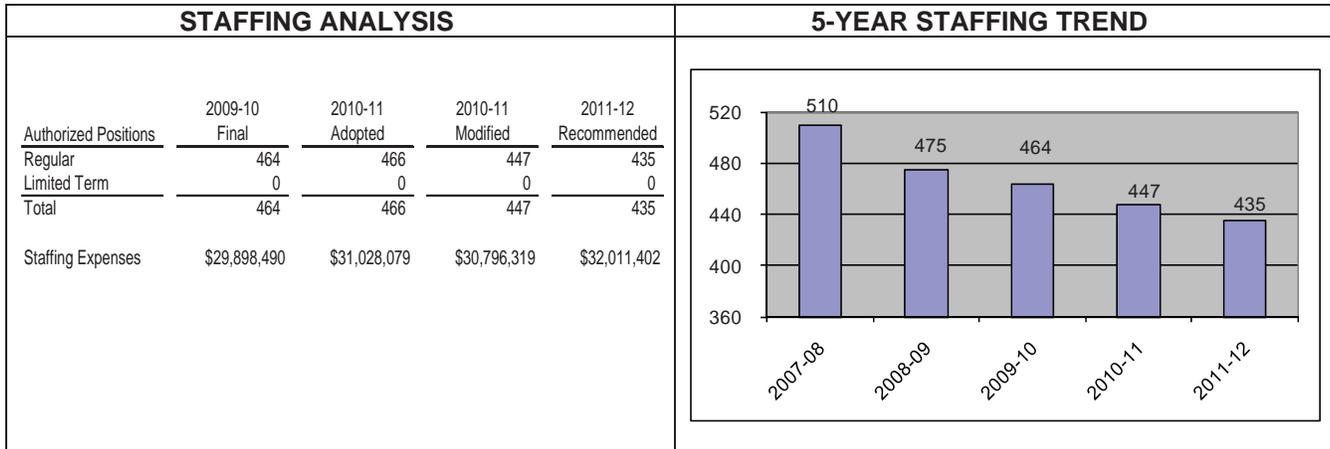
- Locating parents to establish court orders for paternity, child and medical support.
- Enforcing court orders for child, family, spousal and medical support.
- Securing child support payments.
- Maintaining records of payments paid and balances due.
- Modifying court orders when appropriate

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	31,685,171	30,155,215	29,898,490	30,750,812	30,796,319	32,011,402	1,215,083
Operating Expenses	8,847,048	10,671,436	8,278,733	9,295,463	9,361,170	8,429,360	(931,810)
Capital Expenditures	55,550	91,823	133,022	134,164	170,401	63,226	(107,175)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	40,587,769	40,918,474	38,310,245	40,180,439	40,327,890	40,503,988	176,098
Reimbursements	(160,743)	(163,287)	(112,458)	(124,071)	(123,316)	(96,100)	27,216
Total Appropriation	40,427,026	40,755,187	38,197,786	40,056,368	40,204,574	40,407,888	203,314
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	40,427,026	40,755,187	38,197,786	40,056,368	40,204,574	40,407,888	203,314
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	39,628,546	39,751,952	39,601,951	(150,001)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	267,397	2,072,149	61,113	427,822	452,622	805,937	353,315
Total Revenue	40,426,995	40,755,187	38,197,786	40,056,368	40,204,574	40,407,888	203,314
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	40,426,995	40,755,187	38,197,786	40,056,368	40,204,574	40,407,888	203,314
Net County Cost	31	0	0	0	0	0	0
Budgeted Staffing					447	435	(12)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$32,011,402 fund 435 budgeted positions. The net increase of \$1,215,083 over the prior year's modified 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 \$931,810 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.

HUMAN SERVICES



Capital expenditures of \$63,226 reflect a net decrease of \$107,175. Reduced costs are consistent with the planned reduction in software development and equipment upgrade and replacement.

Reimbursements of \$96,100 reflect a decrease of \$27,216 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

During 2010-11, one Statistical Analyst and one Attorney III position were added, and the Deputy District Attorney position was reclassified to an Attorney III position. The Statistical Analyst provides needed data analysis and research while the Attorney III position provide additional court and legal resources needed by the department. The 2010-11 2nd Quarter Budget Adjustments approved the reduction in staffing from 466 to 447 through the deletion of 19 vacant positions. Staffing levels will be further reduced to 435 through the deletion of 12 additional vacant positions. 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 Support	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
<u>Child Support Operations and Program Support</u>	1 Secretary I	2 Office Assistant III
1 Deputy Director, Child Support	1 Statistical Analyst	1 Secretary I
1 Accountant II	1 Supervising Auto Systems Analyst II	1 Supervising Child Support Attorney
1 Accountant III		2 Supervising Child Support Officer
3 Accounting Technician	<u>Child Support Operations</u>	
1 Administrative Supervisor I	1 Deputy Director, Child Support	<u>Child Support Operations and Facilities</u>
1 Child Support Accounting Supervisor	16 Child Support Assistant	1 Deputy Director, Child Support
4 Child Support Assistants	3 Child Support Asst Operations Manager	19 Child Support Assistant
56 Child Support Officer I	118 Child Support Officer I	16 Child Support Officer I
8 Child Support Officer II	20 Child Support Officer II	5 Child Support Officer II
2 Child Support Operations Manager	4 Child Support Operations Manager	2 Child Support Operations Manager
4 Fiscal Assistant	1 Media Specialist	20 Office Assistant II
1 Office Assistant II	8 Office Assistant II	2 Secretary I
2 Payroll Specialist	2 Office Assistant III	3 Supervising Child Support Officer
5 Program Specialist I	18 Supervising Child Support Officer	2 Supervising Office Assistant
1 Program Specialist II		
3 Staff Analyst II		
3 Staff Training Instructor		
2 Storekeeper		
7 Supervising Child Support Officer		
1 Training and Development Supervisor		



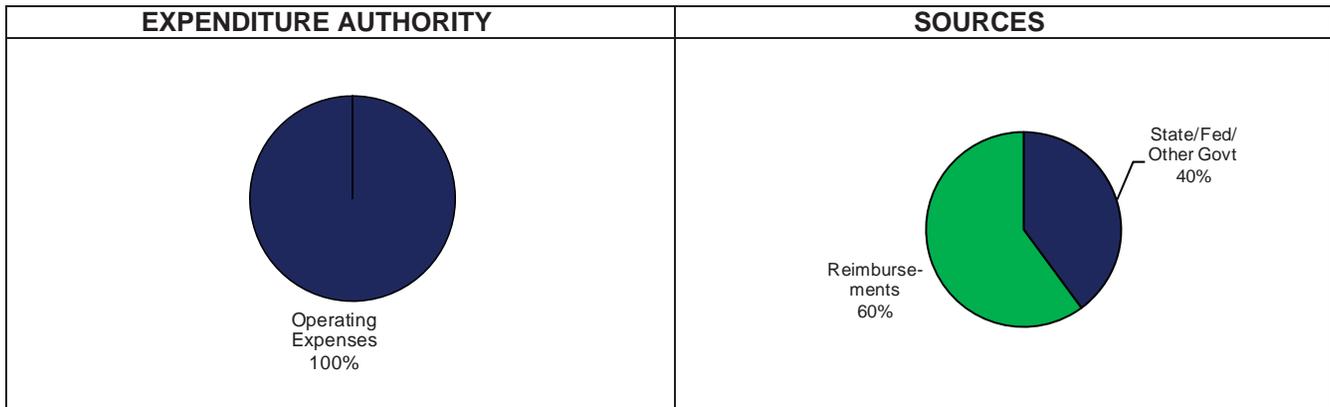
Domestic Violence/Child Abuse Services

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 RECOMMENDED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,488,344	1,532,671	1,360,978	1,659,703	1,684,703	1,646,564	(38,139)
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	1,659,703	1,684,703	1,646,564	(38,139)
Reimbursements	0	0	0	(1,002,891)	(1,027,891)	(989,752)	38,139
Total Appropriation	1,488,344	1,532,671	1,360,978	656,812	656,812	656,812	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,488,344	1,532,671	1,360,978	656,812	656,812	656,812	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	669,022	596,360	621,154	656,812	656,812	656,812	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	678	0	0	0	0	0
Total Revenue	669,022	597,038	621,154	656,812	656,812	656,812	0
Operating Transfers In	764,943	936,310	739,824	0	0	0	0
Total Financing Sources	1,433,965	1,533,348	1,360,978	656,812	656,812	656,812	0
Net County Cost	54,379	(677)	0	0	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.



Entitlement Payments (Childcare)

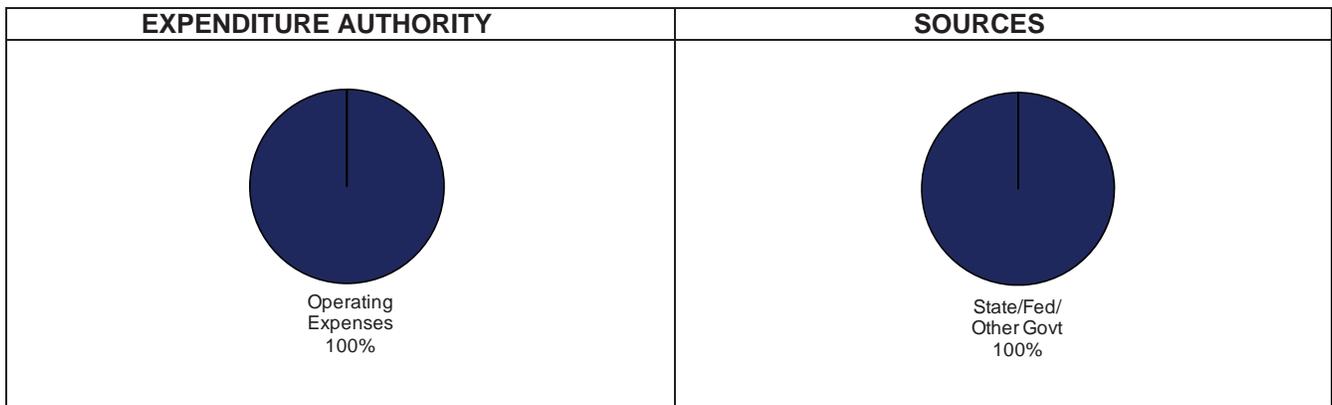
DESCRIPTION OF MAJOR SERVICES

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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	77,067,053	36,293,569	35,660,819	34,052,898	35,191,000	27,264,832	(7,926,168)
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	34,052,898	35,191,000	27,264,832	(7,926,168)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	77,067,053	36,293,569	35,660,819	34,052,898	35,191,000	27,264,832	(7,926,168)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	77,067,053	36,293,569	35,660,819	34,052,898	35,191,000	27,264,832	(7,926,168)
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	34,052,898	35,191,000	27,264,832	(7,926,168)
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	34,052,898	35,191,000	27,264,832	(7,926,168)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	77,067,053	36,293,569	35,660,819	34,052,898	35,191,000	27,264,832	(7,926,168)
Net County Cost	0	0	0	0	0	0	0
				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 \$7.9 million less or 23% 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.



Out-of-Home Child Care

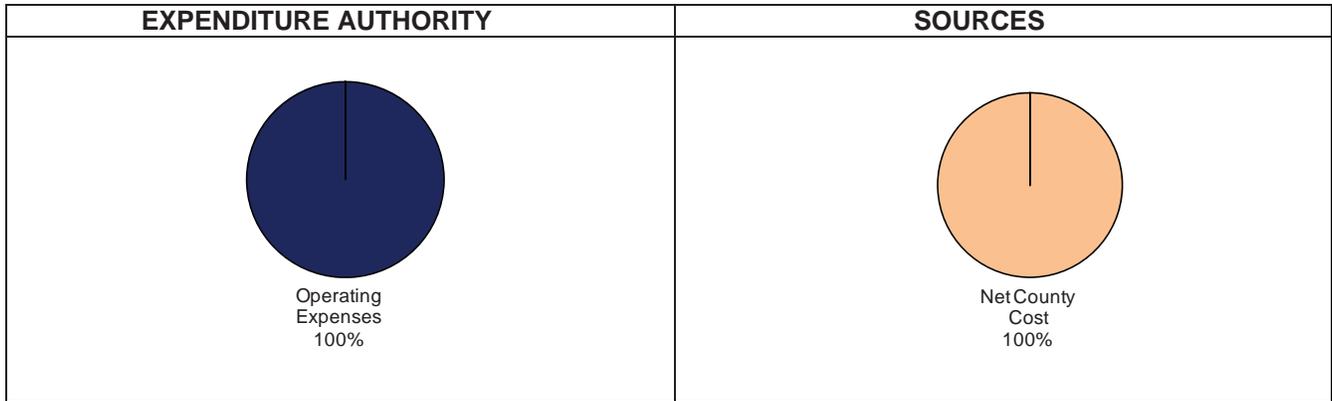
DESCRIPTION OF MAJOR SERVICES

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 (HS) Administrative Claim budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	502,708	514,348	764,792	651,292	660,566	660,566	0
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	651,292	660,566	660,566	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	502,708	514,348	764,792	651,292	660,566	660,566	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	502,708	514,348	764,792	651,292	660,566	660,566	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	3,044	(1,049)	0	0	0	0
Total Revenue	0	3,044	(1,049)	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	3,044	(1,049)	0	0	0	0
Net County Cost	502,708	511,304	765,841	651,292	660,566	660,566	0
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 modified 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.



Aid to Adoptive Children

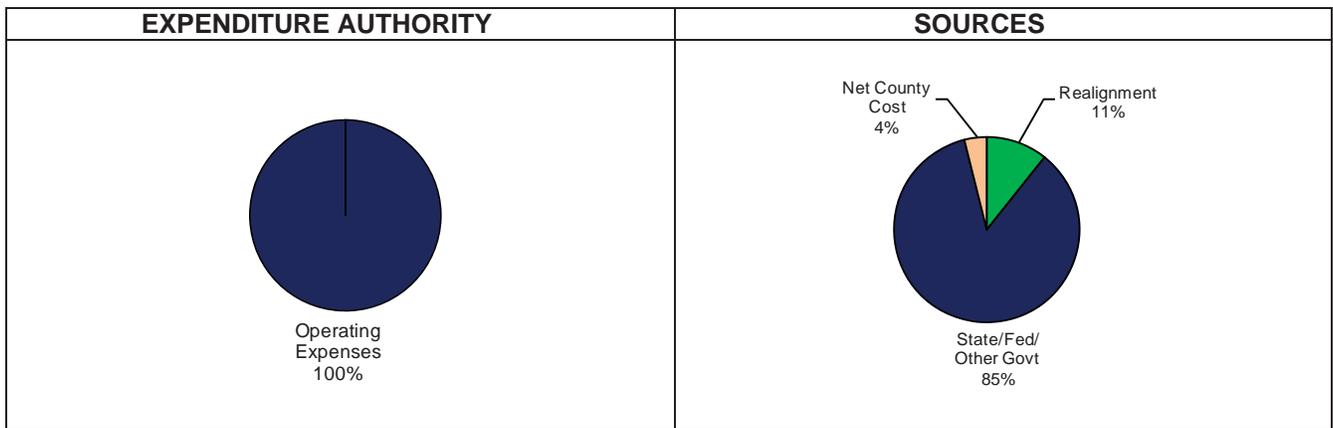
DESCRIPTION OF MAJOR SERVICES

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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	36,935,857	41,567,551	44,228,648	46,832,603	47,262,118	49,988,138	2,726,020
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	46,832,603	47,262,118	49,988,138	2,726,020
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	36,935,857	41,567,551	44,228,648	46,832,603	47,262,118	49,988,138	2,726,020
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	36,935,857	41,567,551	44,228,648	46,832,603	47,262,118	49,988,138	2,726,020
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	3,381,422	3,914,029	4,123,449	4,860,523	4,860,523	5,360,523	500,000
State, Fed or Gov't Aid	31,667,282	35,668,925	38,115,106	40,294,775	40,801,151	42,678,095	1,876,944
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	45,155,298	45,661,674	48,038,618	2,376,944
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	35,048,704	39,582,954	42,238,555	45,155,298	45,661,674	48,038,618	2,376,944
Net County Cost	1,887,153	1,984,597	1,990,093	1,677,305	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 \$2.7 million over the 2010-11 modified budget. This increase is based on 60,156 annual cases, a 4.9% increase over the prior year and an average monthly grant payment of \$831, a 1.7% increase over the prior year. Continued growth in caseload 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 \$1.9 million. A local share increase of \$849,076 over the 2010-11 modified budget is necessary for this program which consists of an increase in social services realignment of \$500,000 and a net county cost increase of \$349,076. Savings in other HS subsistence budget units allows HS to remain within overall net county cost targets.



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.

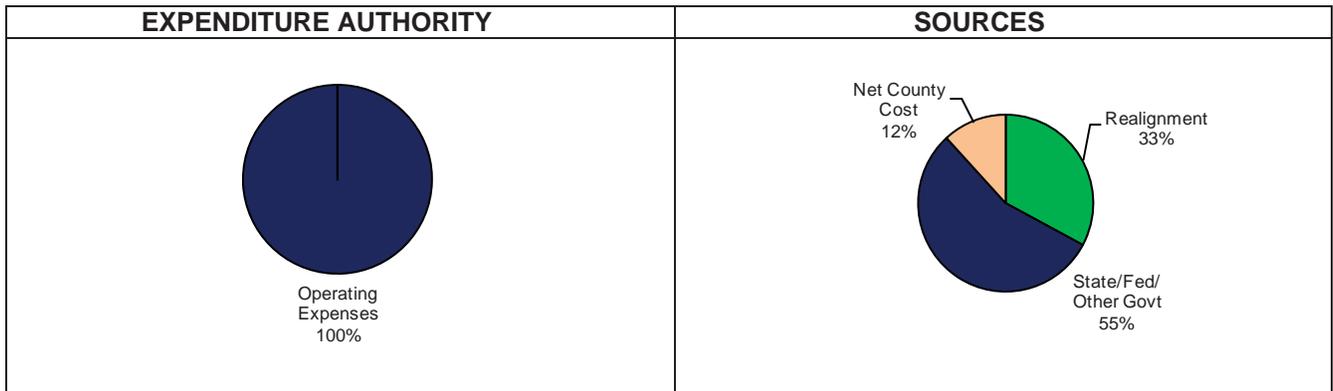
Budget at a Glance	
Total Expenditure Authority	\$102,784,212
Total Sources	\$90,722,104
Net County Cost	\$12,062,108
Total Staff	0
Funded by Net County Cost	12%

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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	84,900,721	80,949,482	78,898,542	94,612,251	89,908,958	102,784,212	12,875,254
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	94,612,251	89,908,958	102,784,212	12,875,254
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	84,900,721	80,949,482	78,898,542	94,612,251	89,908,958	102,784,212	12,875,254
Operating Transfers Out	0	483,981	795,690	0	0	0	0
Total Requirements	84,900,721	81,433,463	79,694,232	94,612,251	89,908,958	102,784,212	12,875,254
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	18,081,672	19,496,330	20,271,595	27,851,095	25,626,787	33,810,485	8,183,698
State, Fed or Gov't Aid	51,495,632	47,796,367	46,050,123	54,050,027	51,603,043	56,911,619	5,308,576
Fee/Rate	1,030,425	836,522	722,086	800,000	800,000	0	(800,000)
Other Revenue	15,039	(51,354)	(36,702)	32,000	0	0	0
Total Revenue	70,622,768	68,077,865	67,007,102	82,733,122	78,029,830	90,722,104	12,692,274
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	70,622,768	68,077,865	67,007,102	82,733,122	78,029,830	90,722,104	12,692,274
Net County Cost	14,277,953	13,355,598	12,687,130	11,879,129	11,879,128	12,062,108	182,980
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 \$12.9 million from 2010-11 modified 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 4% overall in 2011-12. Federal cases are projected to increase 8.5% and non-federal cases are projected to decrease 4%.

Costs of Foster Care cases are projected to increase almost 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 \$5.3 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 \$8.4 million of local share is required which is made up of \$8.2 million in Social Services Realignment and \$182,980 of net county cost. Savings in other HS subsistence budget units allows HS to remain within overall net county cost targets.



Refugee Cash Assistance

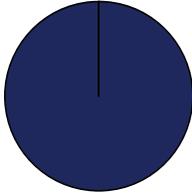
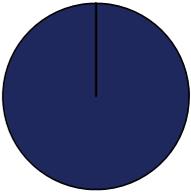
DESCRIPTION OF MAJOR SERVICES

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 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
 <p style="text-align: center;">Operating Expenses 100%</p>	 <p style="text-align: center;">State/Fed/ Other Govt 100%</p>



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	37,688	42,366	49,726	54,011	70,000	57,738	(12,262)
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	54,011	70,000	57,738	(12,262)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	37,688	42,366	49,726	54,011	70,000	57,738	(12,262)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	37,688	42,366	49,726	54,011	70,000	57,738	(12,262)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	42,347	40,629	50,014	54,011	70,000	57,738	(12,262)
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	54,011	70,000	57,738	(12,262)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	42,347	40,629	50,014	54,011	70,000	57,738	(12,262)
Net County Cost	(4,659)	1,737	(288)	0	0	0	0
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 CalWORKs programs. Appropriation of \$57,738 represents a 6.9% increase over prior year expenditures.

This entitlement program is 100% federally funded.



Cash Assistance for Immigrants

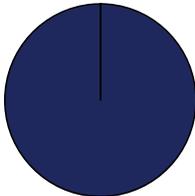
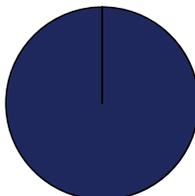
DESCRIPTION OF MAJOR SERVICES

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 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
 <p style="text-align: center;">Operating Expenses 100%</p>	 <p style="text-align: center;">State/Fed/ Other Govt 100%</p>



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	541,347	619,636	833,973	1,191,827	1,231,617	1,297,984	66,367
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	1,191,827	1,231,617	1,297,984	66,367
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	541,347	619,636	833,973	1,191,827	1,231,617	1,297,984	66,367
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	541,347	619,636	833,973	1,191,827	1,231,617	1,297,984	66,367
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	1,191,827	1,231,617	1,297,984	66,367
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	1,191,827	1,231,617	1,297,984	66,367
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	540,370	620,130	833,956	1,191,827	1,231,617	1,297,984	66,367
Net County Cost	977	(494)	17	0	0	0	0
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/SSP immigration status requirements.

Appropriation and departmental revenue for 2011-12 is projected to increase \$66,367 over the 2010-11 modified budget. This increase is the result of an estimated 2.0% increase in caseload and a 3.1% increase in average grants.

This program is 100% state funded.



CalWORKs – All Other Families

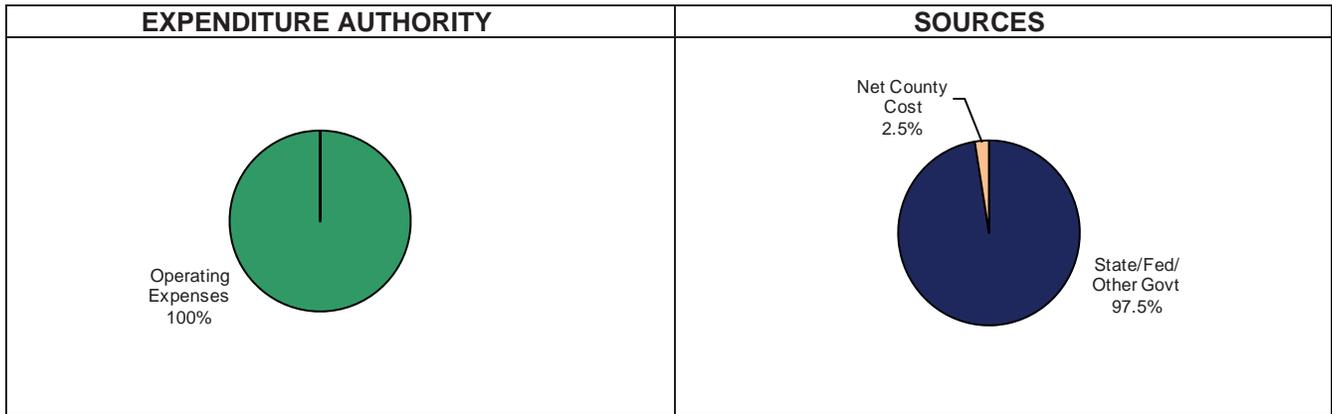
DESCRIPTION OF MAJOR SERVICES

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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	207,308,985	233,930,511	246,849,211	275,698,614	276,512,360	263,668,563	(12,843,797)
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	275,698,614	276,512,360	263,668,563	(12,843,797)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	207,308,985	233,930,511	246,849,211	275,698,614	276,512,360	263,668,563	(12,843,797)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	207,308,985	233,930,511	246,849,211	275,698,614	276,512,360	263,668,563	(12,843,797)
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	268,722,211	269,514,236	257,076,849	(12,437,387)
Fee/Rate	867,169	793,293	797,185	687,980	687,980	0	(687,980)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	202,853,013	228,858,327	242,119,321	269,410,191	270,202,216	257,076,849	(13,125,367)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	202,853,013	228,858,327	242,119,321	269,410,191	270,202,216	257,076,849	(13,125,367)
Net County Cost	4,455,972	5,072,184	4,729,890	6,288,423	6,310,144	6,591,714	281,570
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 \$12.8 million from the 2010-11 modified budget.

Federal and state funds account for \$257.1 million or 97.5% of the revenue for this program, a \$12.4 million reduction from the 2010-11 modified 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. The loss of this revenue, projected to be \$687,980, results in a need for \$281,570 of additional net county cost. 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

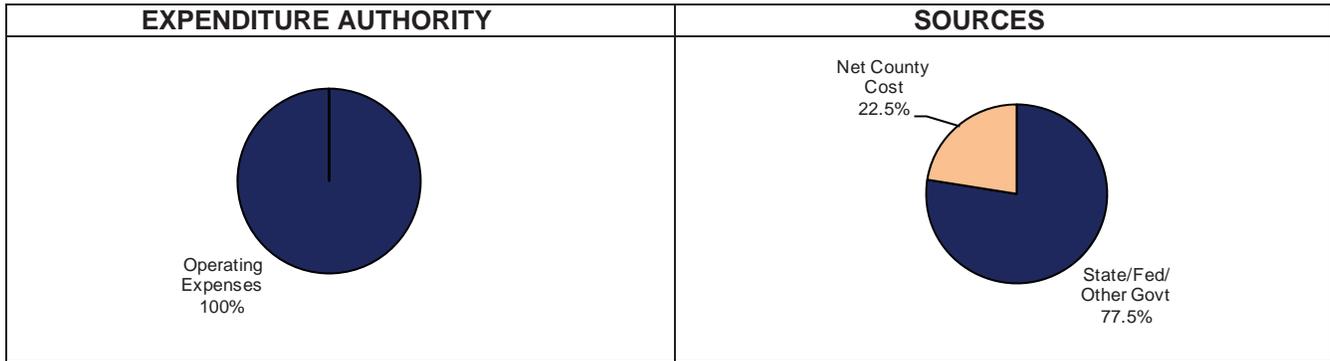
This program provides a subsidy to children who leave the juvenile court dependency system to live with a relative legal guardian. It offers relative caregivers of dependent children a new option for providing a permanent home to these children. To be eligible for the program, the child must have lived 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	22.5%

This program is approximately 77.5% state funded. The remaining 22.5% 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 RECOMMENDED BUDGET



HUMAN SERVICES



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	5,129,830	5,561,419	5,865,504	5,822,415	6,245,694	5,928,840	(316,854)
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	5,822,415	6,245,694	5,928,840	(316,854)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	5,129,830	5,561,419	5,865,504	5,822,415	6,245,694	5,928,840	(316,854)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,129,830	5,561,419	5,865,504	5,822,415	6,245,694	5,928,840	(316,854)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	4,155,375	4,705,651	4,194,709	4,506,959	4,887,255	4,594,851	(292,404)
Fee/Rate	85,674	(220,318)	55,202	60,807	60,807	0	(60,807)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	4,241,049	4,485,333	4,249,911	4,567,766	4,948,062	4,594,851	(353,211)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,241,049	4,485,333	4,249,911	4,567,766	4,948,062	4,594,851	(353,211)
Net County Cost	888,781	1,076,086	1,615,593	1,254,649	1,297,632	1,333,989	36,357
				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. Despite Children and Family Services' continuing efforts to expand the Kin-Gap Plus program, the movement of children into this enhanced program has expanded more slowly than anticipated and projected caseload has not been realized. Requested appropriation is 5% lower than the prior year's modified budget.

Departmental revenue of \$4.6 million represents reimbursements received from federal sources and is also approximately 5% lower than the prior year's modified budget.

Net county cost savings that would be expected from the lower expenditures will not be realized because of state budget action that transfers all child support collection revenue directly to the state. The loss of this revenue, projected to be \$60,807, results in the need for \$36,357 of additional net county cost. Net county cost savings in other HS subsistence budget units have been 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 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	4,881,618	5,442,862	5,826,558	4,597,387	7,397,979	0	(7,397,979)
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	4,597,387	7,397,979	0	(7,397,979)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,881,618	5,442,862	5,826,558	4,597,387	7,397,979	0	(7,397,979)
Operating Transfers Out	0	81,514	124,631	153,110	150,000	0	(150,000)
Total Requirements	4,881,618	5,524,376	5,951,189	4,750,497	7,547,979	0	(7,547,979)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	1,516,742	2,238,720	2,028,954	3,727,185	3,505,475	0	(3,505,475)
State, Fed or Gov't Aid	2,384,474	2,065,023	2,429,076	0	3,019,192	0	(3,019,192)
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	3,727,185	6,524,667	0	(6,524,667)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,901,216	4,303,743	4,458,030	3,727,185	6,524,667	0	(6,524,667)
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 recommended 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.

HUMAN SERVICES



CalWORKs – 2 Parent Families

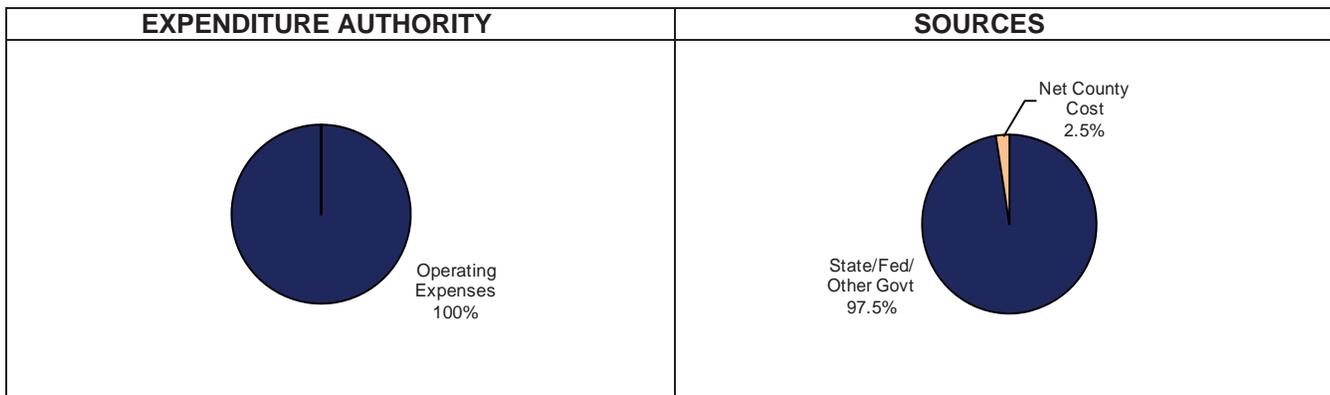
DESCRIPTION OF MAJOR SERVICES

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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	19,686,384	30,574,906	37,055,651	43,499,607	43,834,521	44,389,301	554,780
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	43,499,607	43,834,521	44,389,301	554,780
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	19,686,384	30,574,906	37,055,651	43,499,607	43,834,521	44,389,301	554,780
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	19,686,384	30,574,906	37,055,651	43,499,607	43,834,521	44,389,301	554,780
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	42,397,547	42,728,358	43,279,568	551,210
Fee/Rate	32,146	31,332	39,149	30,000	30,000	0	(30,000)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	19,282,145	29,823,392	36,232,186	42,427,547	42,758,358	43,279,568	521,210
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	19,282,145	29,823,392	36,232,186	42,427,547	42,758,358	43,279,568	521,210
Net County Cost	404,239	751,514	823,465	1,072,060	1,076,163	1,109,733	33,570
				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.

Expenditures are expected to increase \$554,780, or 1.3%, 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 11.7% over the prior year.

Federal and state funds account for \$43.3 million or 97.5% of the revenue for this program, a \$551,210 increase from 2010-11 modified 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 \$33,570. Despite this increase the net county cost for this budget unit is \$90,318 less than target. This net county cost savings has been utilized in other HS Subsistence budget units to allow HS to remain within overall net county cost targets.



Aid to Indigents (General Relief)

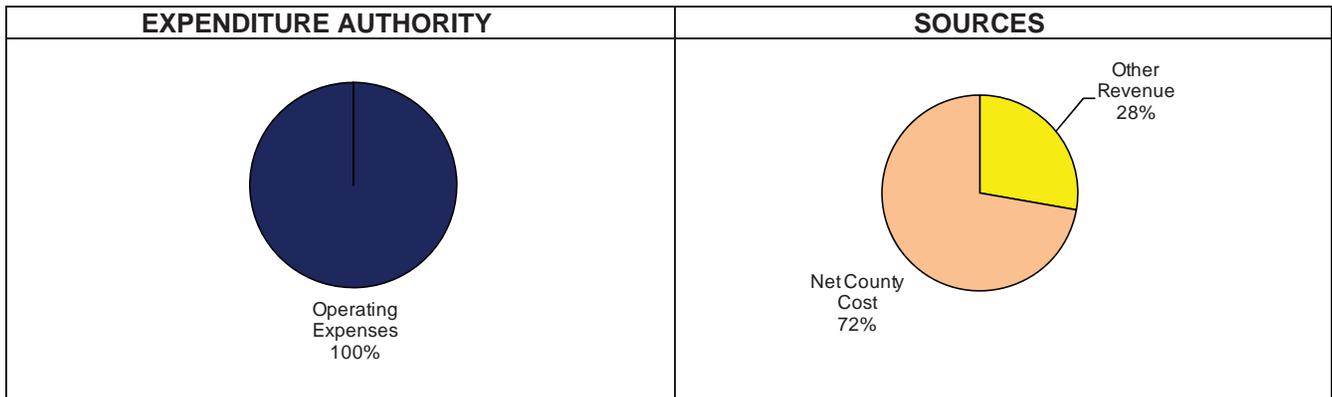
DESCRIPTION OF MAJOR SERVICES

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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,263,310	1,395,298	1,410,923	1,614,205	1,625,000	1,785,134	160,134
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	1,614,205	1,625,000	1,785,134	160,134
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,263,310	1,395,298	1,410,923	1,614,205	1,625,000	1,785,134	160,134
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,263,310	1,395,298	1,410,923	1,614,205	1,625,000	1,785,134	160,134
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	362,988	370,391	518,524	465,513	475,000	495,375	20,375
Total Revenue	362,988	370,391	518,524	465,513	475,000	495,375	20,375
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	362,988	370,391	518,524	465,513	475,000	495,375	20,375
Net County Cost	900,322	1,024,907	892,399	1,148,692	1,150,000	1,289,759	139,759
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 \$160,134 from the 2010-11 modified 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 \$20,375 from the 2010-11 modified budget.

As a result of continuing caseload growth and marginal revenue growth, net county cost is expected to increase by \$139,759 to \$1.29 million.



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

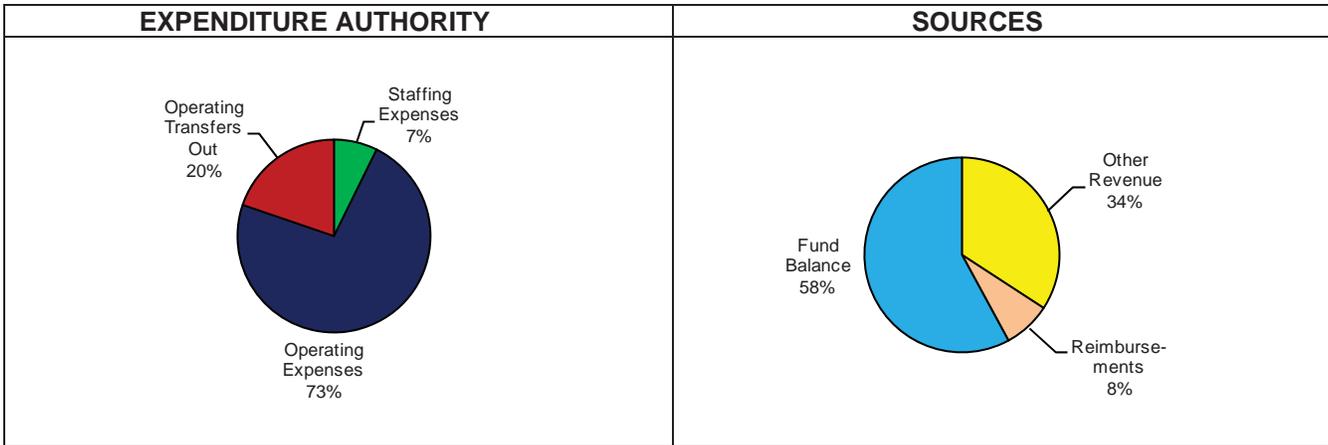
Budget at a Glance	
Total Expenditure Authority	\$19,736,572
Total Sources	\$8,305,000
Fund Balance	\$11,431,572
Total Staff	28

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 RECOMMENDED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2009-10	2010-11	2010-11	2011-12					
Authorized Positions	Final	Adopted	Modified	Recommended					
Regular	0	2	2	3					
Limited Term	0	22	22	25					
Total	0	24	24	28					
Staffing Expenses	\$0	\$1,167,465	\$1,167,465	\$1,440,737					

Fiscal Year	Staffing Count
2007-08	0
2008-09	0
2009-10	0
2010-11	24
2011-12	28

ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Human Services
 DEPARTMENT: Wraparound Reinvestment Fund
 FUND: Special Revenue

BUDGET UNIT: SIN BHI
 FUNCTION: Public Assistance
 ACTIVITY: Aid Programs

	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	Change From
	Actual	Actual	Actual	Estimate	Modified Budget	Recommended Budget	2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	451,995	1,167,465	1,440,737	273,272
Operating Expenses	0	10,609	877,306	435,109	8,798,920	14,395,835	5,596,915
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	10,609	877,306	887,104	9,966,385	15,836,572	5,870,187
Reimbursements	0	0	0	(1,476,076)	(1,150,000)	(1,560,000)	(410,000)
Total Appropriation	0	10,609	877,306	(588,972)	8,816,385	14,276,572	5,460,187
Operating Transfers Out	0	0	0	0	0	3,900,000	3,900,000
Total Requirements	0	10,609	877,306	(588,972)	8,816,385	18,176,572	9,360,187
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	7,008,215	4,982,000	6,745,000	1,763,000
Total Revenue	0	6,433	3,230,053	7,008,215	4,982,000	6,745,000	1,763,000
Operating Transfers In	0	565,495	920,321	0	0	0	0
Total Financing Sources	0	571,928	4,150,374	7,008,215	4,982,000	6,745,000	1,763,000
Fund Balance					3,834,385	11,431,572	7,597,187
Budgeted Staffing					24	28	4

BUDGET CHANGES AND OPERATIONAL IMPACT

Total appropriation for 2011-12 are \$18.2 million, a \$9.4 million increase from 2010-11 modified budget.

Changes for 2011-12 are:

- An appropriation increase of \$5.5 million, bringing total appropriation to \$14.3 million and include:
 - Staffing expenses of \$1.4 million fund 28 budgeted positions, an increase of \$273,272 and 4 budgeted positions.
 - Operating expenses of \$14.4 million, an increase of \$5.6 million. Significant changes are a \$513,000 decrease to services and supplies, the addition of \$140,000 in travel and related costs and a \$4.1 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 \$410,000 which are retained wraparound services program payments.

2. 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. An unassigned fund balance of \$11.4 million is projected.

STAFFING CHANGES AND OPERATIONAL IMPACT

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.

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 Ctr	0	3	3	2	1	0	3
Family to Family Program	1	7	8	1	3	4	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	18	6	4	28

<u>Children's Assessment Center</u>	<u>Family to Family Program</u>	<u>Dependency Drug Court</u>	<u>Youth Permanency Project</u>
3 Forensic Interviewers	6 Parent Partners 1 Lead Parent Partner	3 Substance Abuse Mgrs	2 Social Workers
<u>Independent Living Program</u>	1 Peer & Family Assistant		
10 Educational Liaisons 2 Bilingual Education Liaisons			



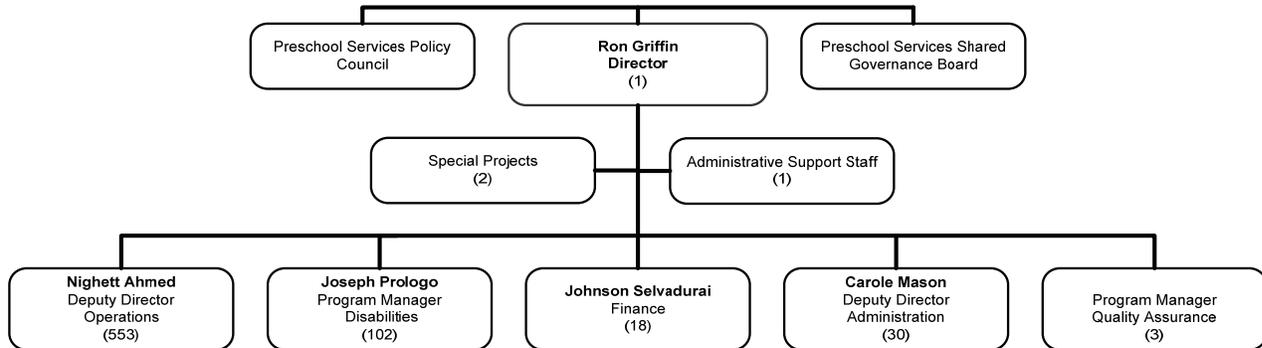
PRESCHOOL SERVICES RON GRIFFIN

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 an MOU to collaborate with the Department of Children and Family Services to provide Head Start and Early Head Start services to foster children which include infants, toddlers and pre-school aged children.
- PSD 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 Estimate	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 Desired Results Developmental Profile-Revised (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 Estimate	2011-12 Target
Percentage of responding parents satisfied with the overall quality of the program.	99%	99%	97%	97%	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 Funds						
Preschool Services	44,589,366	44,405,257		184,109	(184,109)	710
Total Special Revenue Funds	44,589,366	44,405,257		184,109	(184,109)	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	52,184,359	44,589,366
Total	38,768,663	40,196,673	48,581,331	52,184,359	44,589,366

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	52,067,058	44,405,257
Total	39,166,458	40,032,157	48,030,688	52,067,058	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	184,109
Total	(397,795)	164,516	550,643	117,301	184,109



Preschool Services Department

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	\$45,297,558
Total Sources	\$45,113,449
Fund Balance	\$184,109
Total Staff	710

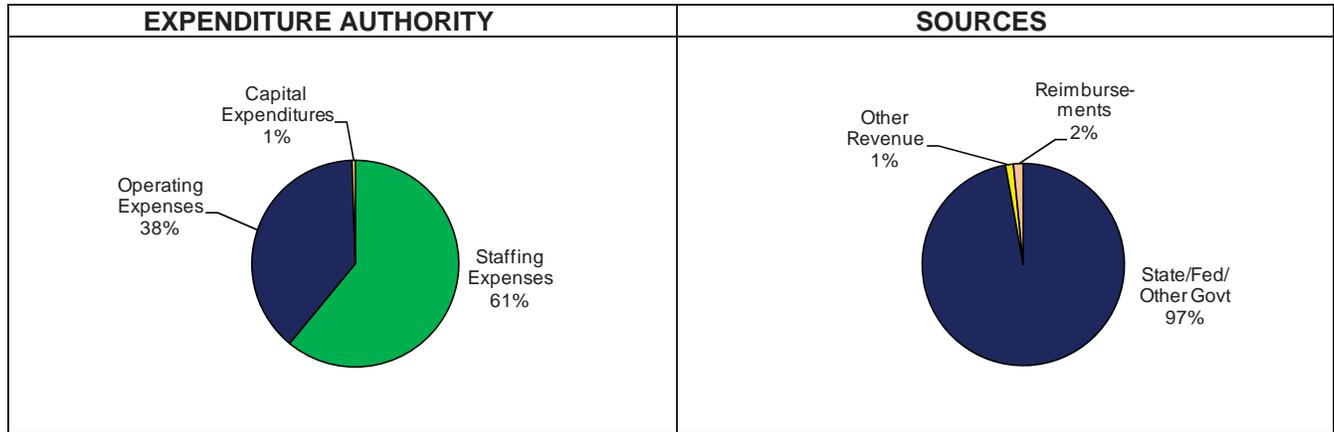
PSD serves about 6,000 low income and disadvantaged families and children from birth to 5 years of age and pregnant women. PSD’s priority population includes children in foster care, those who are homeless and children with special needs and/or disabilities. In addition, our programs offer comprehensive 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:

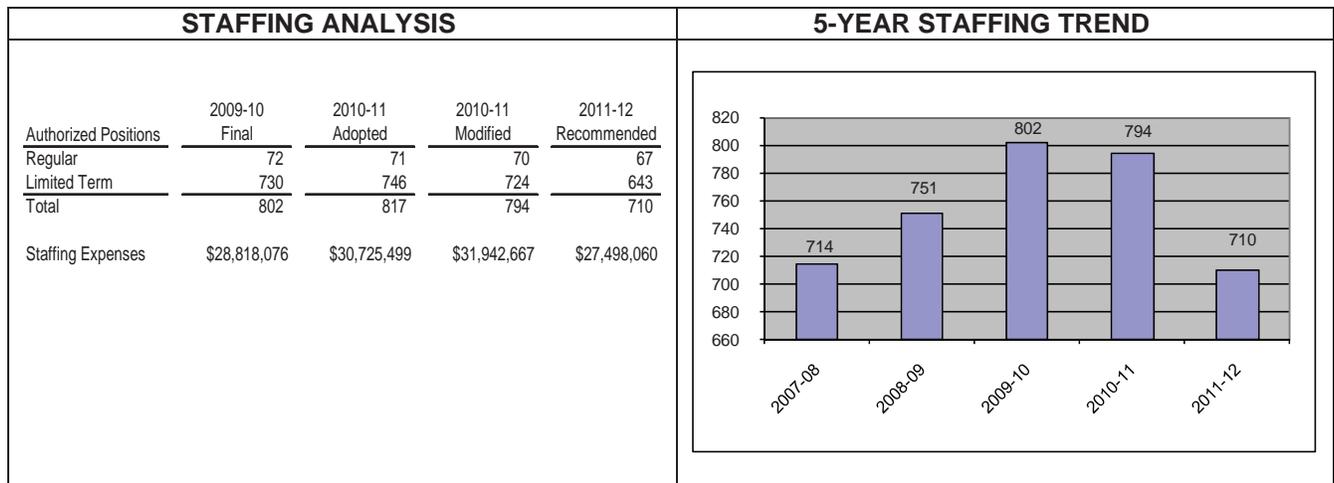
- Administration – This unit consists of the Director, secretarial support and special projects. In addition, this unit provides oversight for human resources and organizational development, training and technical assistance and parent involvement.
- Finance – Provides oversight for fiscal, budget, reporting/auditing 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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	22,431,350	22,784,708	28,719,476	32,284,544	31,942,667	27,498,060	(4,444,607)
Operating Expenses	16,677,520	17,084,903	18,337,484	20,019,419	20,156,144	17,378,659	(2,777,485)
Capital Expenditures	359,971	791,496	772,888	312,210	618,340	236,730	(381,610)
Contingencies	0	0	0	0	0	184,109	184,109
Total Exp Authority	39,468,841	40,661,107	47,829,848	52,616,173	52,717,151	45,297,558	(7,419,593)
Reimbursements	0	0	(401,357)	(1,867,764)	(708,192)	(708,192)	0
Total Appropriation	39,468,841	40,661,107	47,428,491	50,748,409	52,008,959	44,589,366	(7,419,593)
Operating Transfers Out	5,000	0	939,576	(41,991)	175,400	0	(175,400)
Total Requirements	39,473,841	40,661,107	48,368,067	50,706,418	52,184,359	44,589,366	(7,594,993)
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	50,773,226	51,538,948	43,838,308	(7,700,640)
Fee/Rate	1,040	83,063	(24,760)	0	500	500	0
Other Revenue	417,212	217,730	170,849	0	527,610	566,449	38,839
Total Revenue	39,454,979	40,652,078	47,907,365	50,773,226	52,067,058	44,405,257	(7,661,801)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	39,454,979	40,652,078	47,907,365	50,773,226	52,067,058	44,405,257	(7,661,801)
				Fund Balance	117,301	184,109	66,808
				Budgeted Staffing	794	710	(84)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$27,498,060 fund 710 budgeted positions in 2011-12. This represents a decrease of \$4,444,607 and 84 budgeted positions from prior year modified budget.

Operating expenses of \$17,378,659 are decreasing by \$2,777,485 primarily due to a reduction in one-time American Recovery and Reinvestment Act (ARRA) funding which primarily impacts inventoriable equipment, improvement to grounds and facilities, travel related expenses and computer hardware.

Capital expenditures of \$236,730 are decreasing by \$381,610 as a result of reduction in one-time funding from ARRA and Head Start.

Contingencies of \$184,109 represents the department's fund balance.

Operating transfers out is decreasing by \$175,400 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 \$7,700,640 due to a reduction in one-time ARRA funding of \$4,849,316, and one time ARRA and Head Start funding that had been carried forward from 2009-10 to 2010-11 of \$2,840,317, and the State Food Program of \$11,007.

Other revenue of \$566,449 is increasing by \$38,839 primarily due to budgeting for AB 212. AB 212 is a State funded grant that provides a stipend for academic development for State funded teaching staff.



STAFFING CHANGES AND OPERATIONAL IMPACTS

For 2011-12 Preschool Services staffing had a net decrease of 23 positions from the 817 adopted budgeted staffing. Most positions were contract positions utilized to staff classrooms and were no longer needed due to a classroom staffing reorganization. For 2011-12, the department reduced staffing by 84 positions from the prior year modified budget. The decrease in positions consists of 49 vacant contract and classified positions (31 reflected in 2010-11 third quarter budget adjustments and an additional 18 included in the 2011-12 budget). Additionally, there is a net decrease of 35 filled contract positions that no longer meet the minimum mandated qualifications of the Head Start Act. Mandates of the Head Start Act require certain staff to meet the minimum education qualifications and the department has made reductions as appropriate to meet the mandates. These positions would have been upgraded to higher level positions, which met the mandated requirements, but due to a reduction in ARRA funding, the department reduced positions as it could no longer sustain the current teaching staff levels.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
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
		7 Cont Preschool Site Supvr II 9 mo
		29 Cont Preschool Teacher Aide II 12 mo
		108 Cont Preschool Teacher Aide II 9 mo
		1 Deputy Director, Preschool Services
		3 PSD Program Manager
<u>Quality Assurance</u>	<u>Finance</u>	
2 PSD Eligibility Worker II	1 Accountant III	
1 Staff Analyst II	5 Account Technician	
	2 Administrative Supervisor I	
	1 Administrative Supervisor II	
	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	



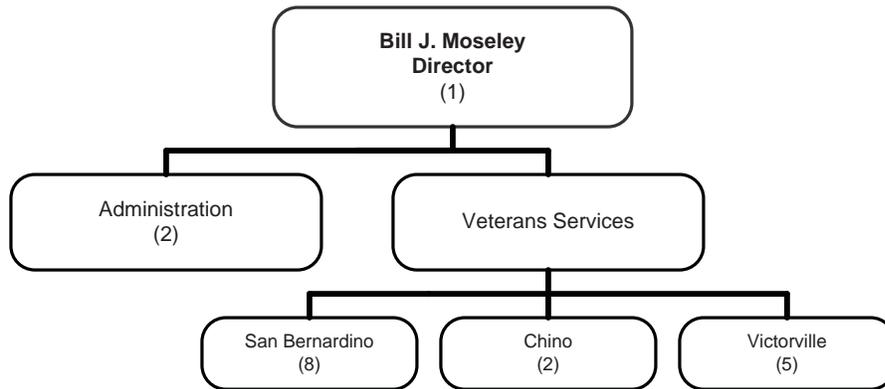
VETERANS AFFAIRS Bill J. Moseley

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 "Very Satisfied" from 87% of clients surveyed.
- Produced \$20 million in new federal benefits for county residents, outperforming the combined efforts of the three largest counties in California.



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 Estimate	2011-12 Target
Percentage of customer service surveys on which clients score their over-all satisfaction as "Outstanding" (an A grade).	87%	93%	60%	90%	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 Estimate	2011-12 Target
Percentage of technical staff that will attend regional training.	90%	100%	100%	85%	100%



SUMMARY OF BUDGET UNITS

2011-12						
General Fund	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
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	1,720,957	1,696,566
Total	1,479,719	1,488,402	1,396,040	1,720,957	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	480,542	420,000
Total	336,500	349,250	416,402	480,542	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	1,240,415	1,276,566
Total	1,143,219	1,139,152	979,638	1,240,415	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.

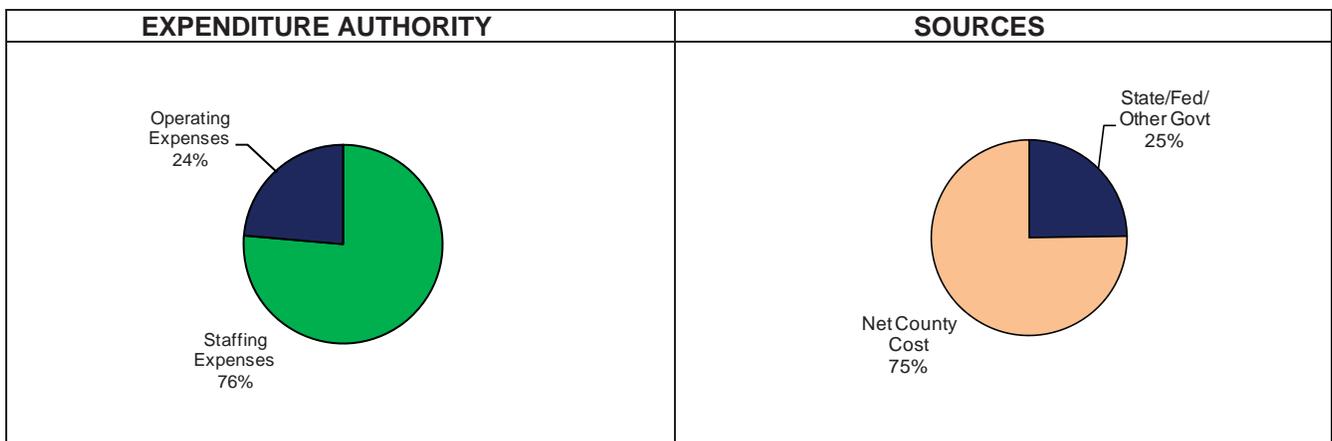
Advocacy

Provide individual advocacy, advocacy at the policy and legislative levels, and provide state and federal elected officials with technical assistance regarding veterans' legislation.

Outreach

Conduct outreach to retirement homes, mortuaries, schools, military separation programs, and service organizations such as the American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, etc., for the purpose of informing the community of veterans' benefits and services.

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND	
Authorized Positions	2009-10 Final	2010-11 Adopted	2010-11 Modified	2011-12 Recommended		
Regular	18	19	19	18		
Limited Term	0	0	0	0		
Total	18	19	19	18		
Staffing Expenses	\$1,179,074	\$1,392,391	\$1,392,391	\$1,295,827		

ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Human Services
 DEPARTMENT: Veterans Affairs
 FUND: General

BUDGET UNIT: AAA VAF
 FUNCTION: Public Assistance
 ACTIVITY: Veteran Services

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	1,326,694	1,324,024	1,179,074	1,316,236	1,392,391	1,295,827	(96,564)
Operating Expenses	190,124	227,726	216,964	267,246	328,566	400,739	72,173
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	1,583,482	1,720,957	1,696,566	(24,391)
Reimbursements	(5,500)	(1,595)	0	0	0	0	0
Total Appropriation	1,511,318	1,550,155	1,396,038	1,583,482	1,720,957	1,696,566	(24,391)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,511,318	1,550,155	1,396,038	1,583,482	1,720,957	1,696,566	(24,391)
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	439,453	480,542	420,000	(60,542)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	2,130	5,489	3,219	100	0	0	0
Total Revenue	368,549	418,567	416,402	439,553	480,542	420,000	(60,542)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	368,549	418,567	416,402	439,553	480,542	420,000	(60,542)
Net County Cost	1,142,769	1,131,588	979,636	1,143,929	1,240,415	1,276,566	36,151
Budgeted Staffing					19	18	(1)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,295,827 fund 18 budgeted positions. The decrease of \$96,564 is 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 \$72,173 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 \$60,542 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



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**LAW AND JUSTICE
SUMMARY**

GENERAL FUND	Page #	Appropriation	Revenue	Net County Cost	Staffing
COUNTY TRIAL COURTS	281				
DRUG COURT PROGRAMS	283	368,185	368,185	0	0
GRAND JURY	285	412,540	0	412,540	0
INDIGENT DEFENSE PROGRAM	287	9,284,045	120,000	9,164,045	0
COURT FACILITIES/JUDICIAL BENEFITS	289	1,288,342	0	1,288,342	0
COURT FACILITIES PAYMENTS	291	2,505,233	0	2,505,233	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	293	27,054,567	17,926,316	9,128,251	0
DISTRICT ATTORNEY	301				
CRIMINAL PROSECUTION	305	57,731,327	24,945,636	32,785,691	459
LAW AND JUSTICE GROUP ADMINISTRATION SUMMARY	323				
LAW AND JUSTICE GROUP ADMINISTRATION	326	183,300	183,300	0	1
PROBATION DEPARTMENT	336				
ADMINISTRATION, CORRECTIONS AND DETENTION	339	109,908,433	40,379,045	69,529,388	1,039
COURT-ORDERED PLACEMENTS	343	1,529,717	0	1,529,717	0
JUVENILE JUSTICE GRANT PROGRAM	345	0	0	0	26
PUBLIC DEFENDER	353	32,070,114	2,070,543	29,999,571	248
SHERIFF/CORONER/PUBLIC ADMINISTRATOR DEPARTMENT	358				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	362	448,765,563	271,652,048	177,113,515	3,460
TOTAL GENERAL FUND		691,101,366	357,645,073	333,456,293	5,233



**LAW AND JUSTICE
SUMMARY**

SPECIAL REVENUE FUND	Page #	Appropriation	Revenue	Fund Balance	Staffing
COUNTY TRIAL COURTS:					
COURTHOUSE SEISMIC SURCHARGE	295	2,802,149	2,801,000	1,149	0
ALTERNATE DISPUTE RESOLUTION	297	788,325	603,000	185,325	0
REGISTRATION FEES	299	158,290	12,000	146,290	0
DISTRICT ATTORNEY:					
REAL ESTATE FRAUD PROSECUTION	309	956,272	900,000	56,272	0
AUTO INSURANCE FRAUD PROSECUTION	311	740,078	637,495	102,583	0
WORKERS' COMPENSATION INSURANCE FRAUD	313	2,655,188	2,173,413	481,775	0
SPECIALIZED PROSECUTIONS	315	2,978,883	620,000	2,358,883	0
VEHICLE FEES - AUTO THEFT	317	823,000	800,900	22,100	0
STATE ASSET FORFEITURES	319	188,012	150,000	38,012	0
FEDERAL ASSET FORFEITURES	321	873,029	402,800	470,229	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
2009 JUSTICE ASSISTANCE GRANT	328	72,048	0	72,048	0
2009 RECOVERY ACT JUSTICE ASSISTANCE GRANT	330	371,386	5,000	366,386	0
2010 JUSTICE ASSISTANCE GRANT	332	117,790	0	117,790	0
SOUTHWEST BORDER PROSECUTION INITIATIVE	334	5,392,356	725,000	4,667,356	0
PROBATION:					
JUVENILE JUSTICE GRANT SPECIAL REVENUE	347	1,226,278	3,000	1,223,278	0
ASSET FORFEITURE 15%	349	7,380	80	7,300	0
STATE SEIZED ASSETS	351	51,765	380	51,385	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
CONTRACT TRAINING	368	5,688,453	3,565,000	2,123,453	0
PUBLIC GATHERINGS	370	1,611,880	1,448,998	162,882	0
AVIATION	372	1,756,242	500,000	1,256,242	0
IRNET FEDERAL	374	3,069,442	770,000	2,299,442	0
IRNET STATE	376	203,171	74,000	129,171	0
FEDERAL SEIZED ASSETS (DOJ)	378	8,824,305	815,000	8,009,305	0
FEDERAL SEIZED ASSETS (TREASURY)	380	46,987	10,400	36,587	0
STATE SEIZED ASSETS	382	4,154,009	1,025,000	3,129,009	0
AUTO THEFT TASK FORCE	384	866,111	824,000	42,111	0
SEARCH AND RESCUE	386	151,270	13,000	138,270	0
CAL-ID PROGRAM	388	4,438,276	4,093,551	344,725	0
CAPITAL PROJECTS FUND	390	1,149,814	40,000	1,109,814	0
COURT SERVICES AUTO	392	1,562,247	675,000	887,247	0
COURT SERVICES TECH	394	1,668,478	395,000	1,273,478	0
LOCAL DETENTION FACILITY REVENUE	396	1,950,556	15,000	1,935,556	0
TOTAL SPECIAL REVENUE FUNDS		57,343,470	24,098,017	33,245,453	0



COUNTY TRIAL COURTS

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	2,802,149	2,801,000		1,149		0
Alternate Dispute Resolution	788,325	603,000		185,325		0
Registration Fees	158,290	12,000		146,290		0
Total Special Revenue Funds	3,748,764	3,416,000		332,764		0
Total - All Funds	44,661,676	21,830,501	22,498,411	332,764		0



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Drug Court Programs	413,115	157,430	315,060	444,918	368,185
Grand Jury	343,249	388,592	363,660	565,623	412,540
Indigent Defense Program	9,158,413	9,283,413	9,217,413	9,299,413	9,284,045
Court Facilities/Judicial Benefits	1,786,037	1,768,904	1,608,583	1,589,716	1,288,342
Court Facilities Payments	869,933	1,226,420	2,357,348	2,505,233	2,505,233
Trial Court Funding - Maintenance of Effort	32,550,674	35,736,490	27,062,490	30,208,490	27,054,567
Courthouse Seismic Surcharge	15,576,967	3,170,649	2,814,521	3,002,249	2,802,149
Alternate Dispute Resolution	733,880	692,554	745,289	758,295	788,325
Registration Fees	54,159	69,018	135,057	186,831	158,290
Total	61,486,427	52,493,470	44,619,421	48,560,768	44,661,676

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Drug Court Programs	413,115	157,430	317,060	444,918	368,185
Grand Jury	0	0	0	0	0
Indigent Defense Program	0	125,000	164,000	141,000	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	22,082,000	17,926,316
Courthouse Seismic Surcharge	2,415,557	2,702,000	2,814,200	3,002,000	2,801,000
Alternate Dispute Resolution	605,400	605,700	560,700	614,000	603,000
Registration Fees	10,500	8,000	34,500	52,500	12,000
Total	25,368,756	28,708,130	27,066,460	26,336,418	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)	0	0
Grand Jury	343,249	388,592	363,660	565,623	412,540
Indigent Defense Program	9,158,413	9,158,413	9,053,413	9,158,413	9,164,045
Court Facilities/Judicial Benefits	1,786,037	1,768,904	1,608,583	1,589,716	1,288,342
Court Facilities Payments	869,933	1,226,420	2,357,348	2,505,233	2,505,233
Trial Court Funding - Maintenance of Effort	10,626,490	10,626,490	3,886,490	8,126,490	9,128,251
Total	22,784,122	23,168,819	17,267,494	21,945,475	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	1,149
Alternate Dispute Resolution	128,480	86,854	184,589	144,295	185,325
Registration Fees	43,659	61,018	100,557	134,331	146,290
Total	13,333,549	616,521	285,467	278,875	332,764



Drug Court Programs

DESCRIPTION OF MAJOR SERVICES

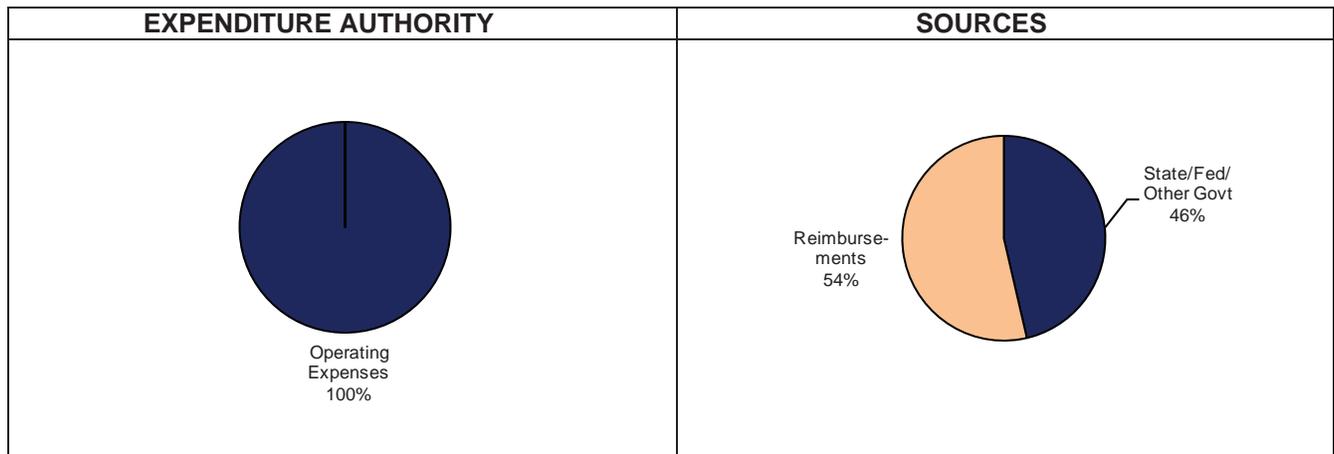
This budget unit accounts for administrative support and treatment costs for Drug Courts Programs. Funding for these programs is provided by grant revenues and reimbursements from certain county departments.

There is no staffing or net county cost associated with this budget unit.

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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	509,909	429,370	646,465	856,000	857,622	793,889	(63,733)
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	856,000	857,622	793,889	(63,733)
Reimbursements	(473,170)	(335,842)	(309,893)	(412,000)	(412,704)	(425,704)	(13,000)
Total Appropriation	36,739	93,528	336,572	444,000	444,918	368,185	(76,733)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	36,739	93,528	336,572	444,000	444,918	368,185	(76,733)
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	444,000	444,918	368,185	(76,733)
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	444,000	444,918	368,185	(76,733)
Operating Transfers In	0	50,032	63,354	0	0	0	0
Total Financing Sources	55,536	93,527	316,536	444,000	444,918	368,185	(76,733)
Net County Cost	(18,797)	1	20,036	0	0	0	0
				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 Alcohol and Drug Services and Children's 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 for 2011-12 have decreased by \$76,733 due to a reduced federal grant to expand/enhance substance abuse treatment programs.



Grand Jury

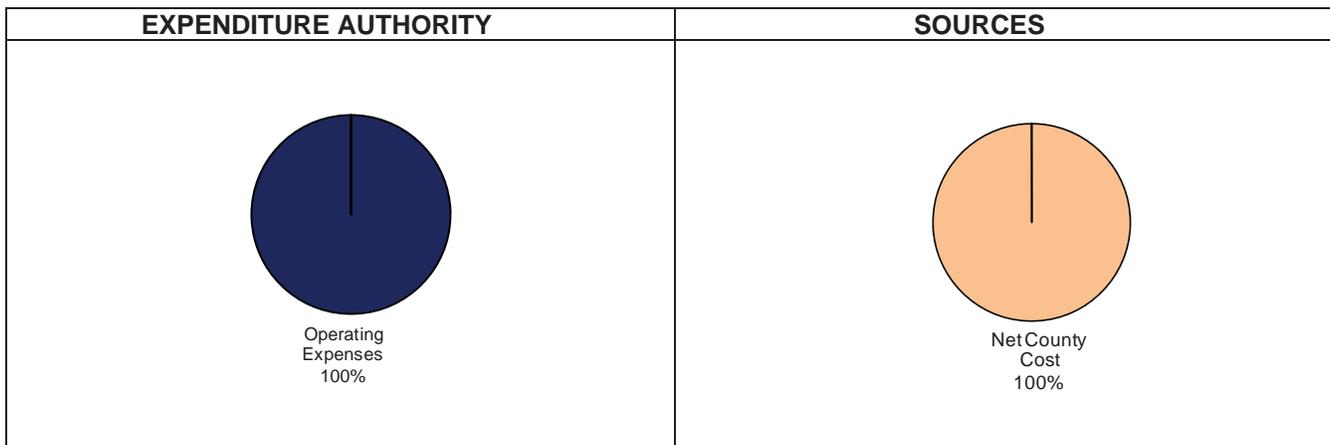
DESCRIPTION OF MAJOR SERVICES

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%

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	331,407	317,078	362,288	564,621	565,623	412,540	(153,083)
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	564,621	565,623	412,540	(153,083)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	331,407	317,078	362,288	564,621	565,623	412,540	(153,083)
Operating Transfers Out	0	30,000	0	0	0	0	0
Total Requirements	331,407	347,078	362,288	564,621	565,623	412,540	(153,083)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	331,407	347,078	362,288	564,621	565,623	412,540	(153,083)
				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 \$153,083 decrease is due to the receipt of one-time funds in 2010-11 for investigative and forensic accounting services.



Indigent Defense Program

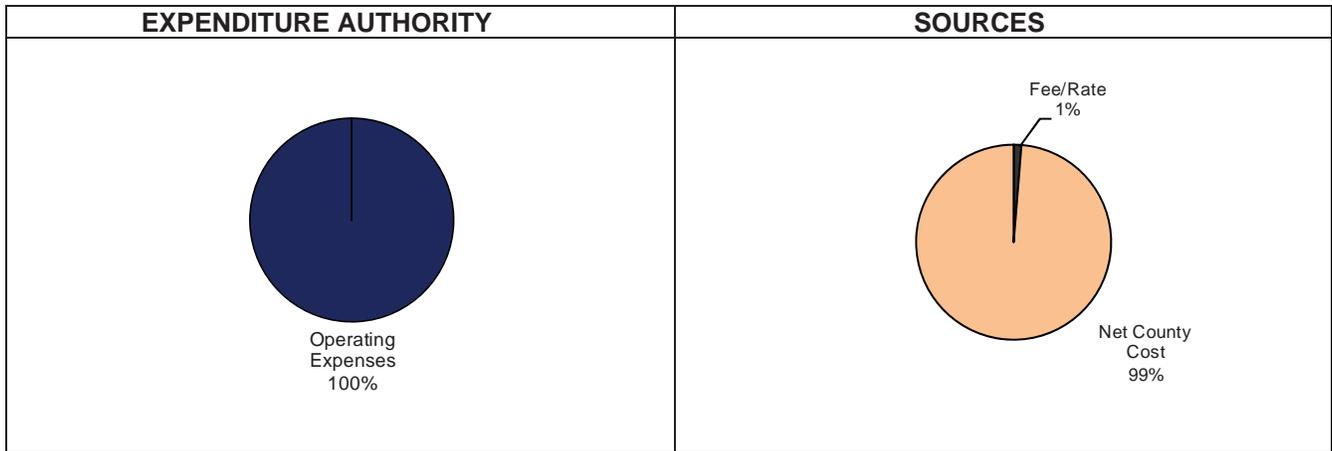
DESCRIPTION OF MAJOR SERVICES

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%

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	9,090,092	9,169,508	9,216,425	9,270,500	9,299,413	9,284,045	(15,368)
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	9,270,500	9,299,413	9,284,045	(15,368)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	9,090,092	9,169,508	9,216,425	9,270,500	9,299,413	9,284,045	(15,368)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	9,090,092	9,169,508	9,216,425	9,270,500	9,299,413	9,284,045	(15,368)
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	117,000	141,000	120,000	(21,000)
Other Revenue	44,907	48,710	16,231	0	0	0	0
Total Revenue	191,096	211,775	150,904	117,000	141,000	120,000	(21,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	191,096	211,775	150,904	117,000	141,000	120,000	(21,000)
Net County Cost	8,898,996	8,957,733	9,065,521	9,153,500	9,158,413	9,164,045	5,632
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$9,284,045 represent 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. The \$21,000 decrease for 2011-12 is based on prior year estimates.



Court Facilities/Judicial Benefits

DESCRIPTION OF MAJOR SERVICES

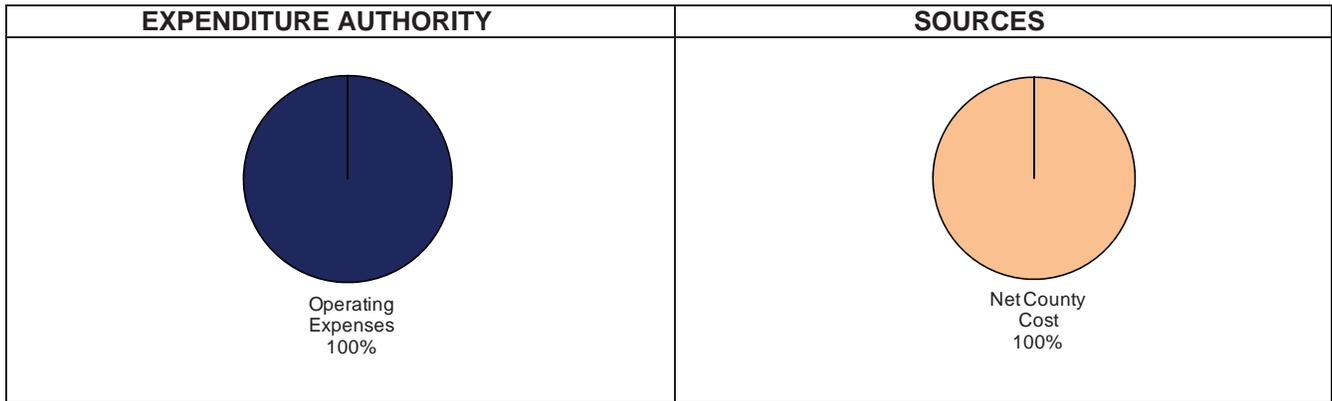
On January 1, 1998, AB 233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for 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.

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Law and Justice
 DEPARTMENT: County Trial Courts - Court Facilities/Judicial Benefits
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,708,035	1,606,667	1,607,218	1,448,981	1,589,716	1,288,342	(301,374)
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	1,448,981	1,589,716	1,288,342	(301,374)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,708,035	1,606,667	1,607,218	1,448,981	1,589,716	1,288,342	(301,374)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,708,035	1,606,667	1,607,218	1,448,981	1,589,716	1,288,342	(301,374)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	1,708,035	1,606,667	1,607,218	1,448,981	1,589,716	1,288,342	(301,374)
				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 \$301,374 decrease 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

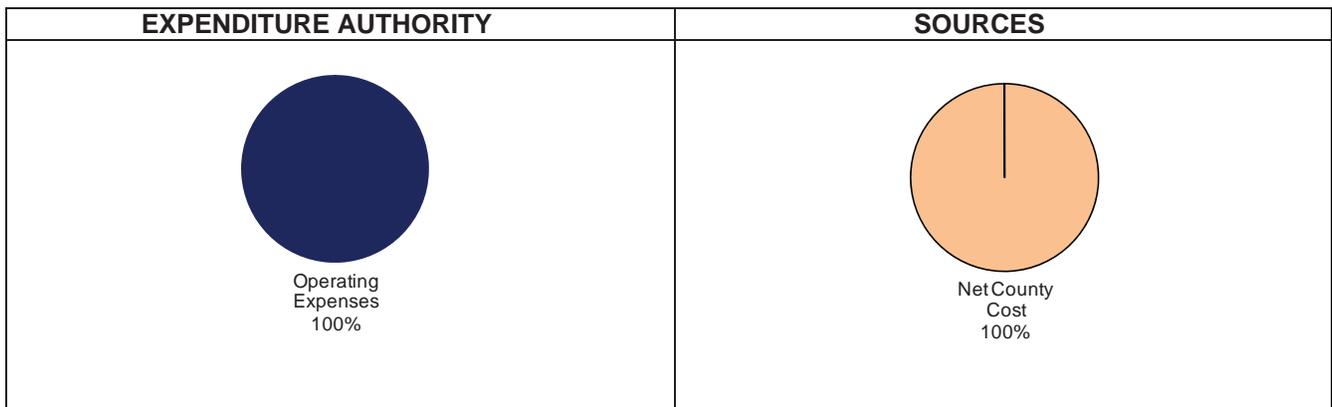
DESCRIPTION OF MAJOR SERVICES

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%

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	869,334	1,948,489	2,357,348	2,505,233	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	2,505,233	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	2,505,233	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	2,505,233	2,505,233	2,505,233	0
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	869,334	1,102,462	2,357,348	2,505,233	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.



Trial Court Funding – Maintenance of Effort (MOE)

DESCRIPTION OF MAJOR SERVICES

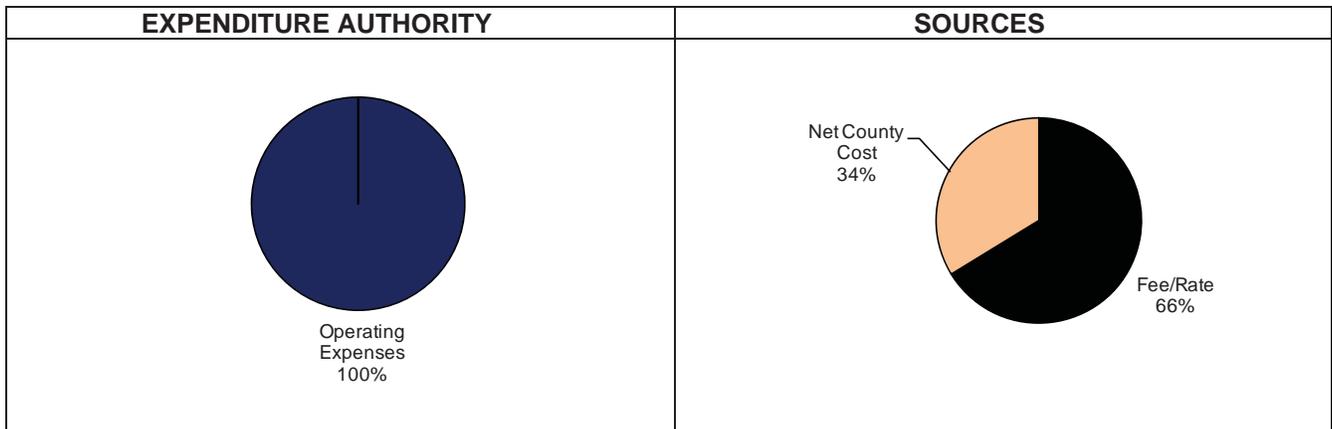
On January 1, 1998, AB 233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for 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.

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Law and Justice
 DEPARTMENT: County Trial Courts - Trial Court Funding MOE
 FUND: General

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	31,579,590	30,856,461	26,857,143	27,002,806	30,208,490	27,054,567	(3,153,923)
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	27,002,806	30,208,490	27,054,567	(3,153,923)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	31,579,590	30,856,461	26,857,143	27,002,806	30,208,490	27,054,567	(3,153,923)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	31,579,590	30,856,461	26,857,143	27,002,806	30,208,490	27,054,567	(3,153,923)
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	17,802,000	22,082,000	17,926,316	(4,155,684)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	24,600,117	23,575,035	18,357,532	17,802,000	22,082,000	17,926,316	(4,155,684)
Operating Transfers In	0	0	5,014,984	0	0	0	0
Total Financing Sources	24,600,117	23,575,035	23,372,516	17,802,000	22,082,000	17,926,316	(4,155,684)
Net County Cost	6,979,473	7,281,426	3,484,627	9,200,806	8,126,490	9,128,251	1,001,761
				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 the fines/forfeitures that exceed the revenue MOE base figure and is shared equally with the state of \$3,501,761. The \$3,153,923 decrease is a reflection of less revenue anticipated for 2011-12 that must be paid to the state in accordance with the MOE.

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. The \$4,155,684 reduction is based on 2010-11 estimates.



Courthouse Seismic Surcharge

DESCRIPTION OF MAJOR SERVICES

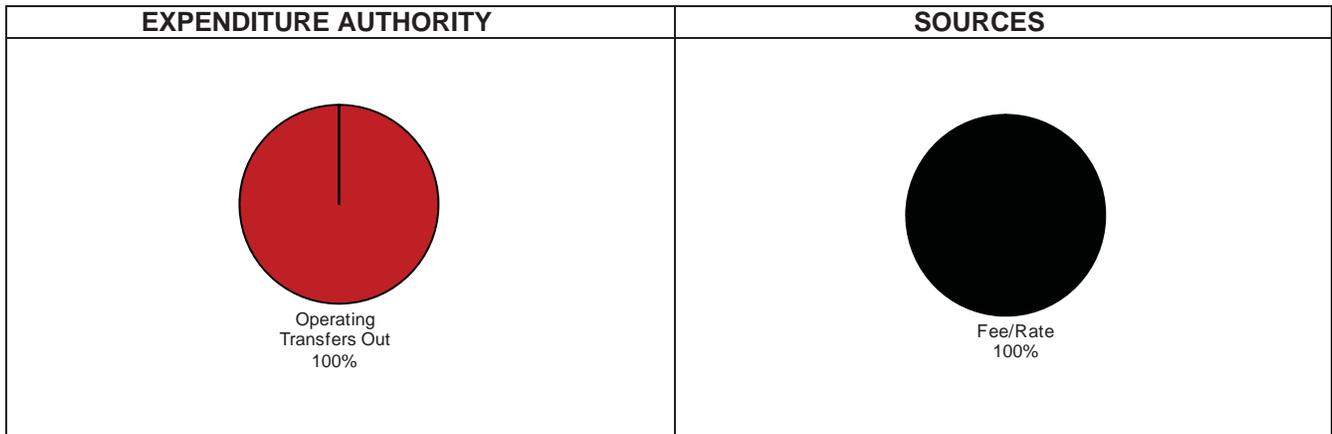
Funding for this budget unit comes from a \$35 surcharge on civil filings as authorized by Government Code Section 70624. Surcharge revenues were used for the Central Courthouse seismic retrofit/remodel project, which was completed in January 2011. These revenues are also being used to make contributions to the state for the new courthouse in downtown San Bernardino.

Budget at a Glance	
Total Expenditure Authority	\$2,802,149
Total Sources	\$2,801,000
Fund Balance	\$1,149
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.

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	0	0	0
Operating Transfers Out	15,488,724	2,986,778	2,813,809	2,700,000	3,002,249	2,802,149	(200,100)
Total Requirements	15,488,724	2,986,778	2,813,809	2,700,000	3,002,249	2,802,149	(200,100)
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	2,700,000	3,000,000	2,800,000	(200,000)
Other Revenue	214,675	2,047	1,014	900	2,000	1,000	(1,000)
Total Revenue	2,795,962	2,518,450	2,813,737	2,700,900	3,002,000	2,801,000	(201,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,795,962	2,518,450	2,813,737	2,700,900	3,002,000	2,801,000	(201,000)
				Fund Balance	249	1,149	900
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating transfers out of \$2,802,149 reflect the amount of projected revenue and fund balance to be transferred to the bond trustee. Principal and interest payments on the bonds total \$1,277,815 for the fiscal year.

Fee/rate revenue of \$2,800,000, which represents the collection of civil court fees, is decreasing by \$200,000 based on estimates for 2010-11.

Other revenue of \$1,000 represents interest earnings.



Alternate Dispute Resolution

DESCRIPTION OF MAJOR SERVICES

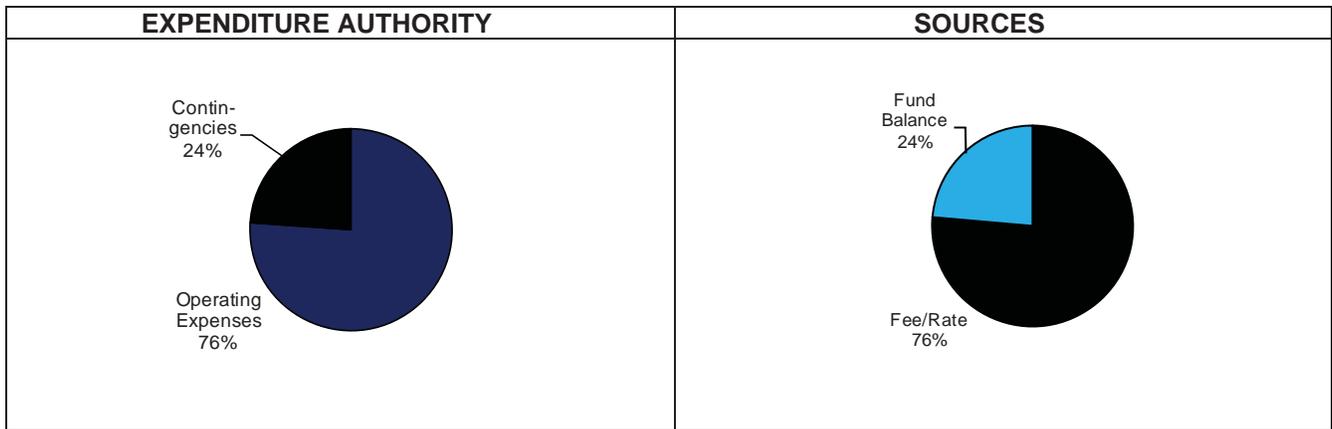
The Dispute Resolution Programs Act of 1986 authorizes the establishment and use of local dispute resolution services as an alternative to formal court proceedings. The county presently receives \$8 per civil filing fee which funds contracts for mediation services for small claims, landlord-tenant disputes, 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	\$788,325
Total Sources	\$603,000
Fund Balance	\$185,325
Total Staff	0

This special revenue fund was established January 1, 2005 to account for this program.

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	644,742	600,000	600,000	600,000	758,295	600,000	(158,295)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	188,325	188,325
Total Exp Authority	644,742	600,000	600,000	600,000	758,295	788,325	30,030
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	644,742	600,000	600,000	600,000	758,295	788,325	30,030
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	644,742	600,000	600,000	600,000	758,295	788,325	30,030
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	3,077	1,208	346	20,515	10,000	0	(10,000)
Fee/Rate	597,163	693,785	556,536	617,829	600,000	600,000	0
Other Revenue	2,876	2,742	2,824	2,686	4,000	3,000	(1,000)
Total Revenue	603,116	697,735	559,706	641,030	614,000	603,000	(11,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	603,116	697,735	559,706	641,030	614,000	603,000	(11,000)
				Fund Balance	144,295	185,325	41,030
				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 \$188,325 are being established in 2011-12 to set aside this budget unit's fund balance 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

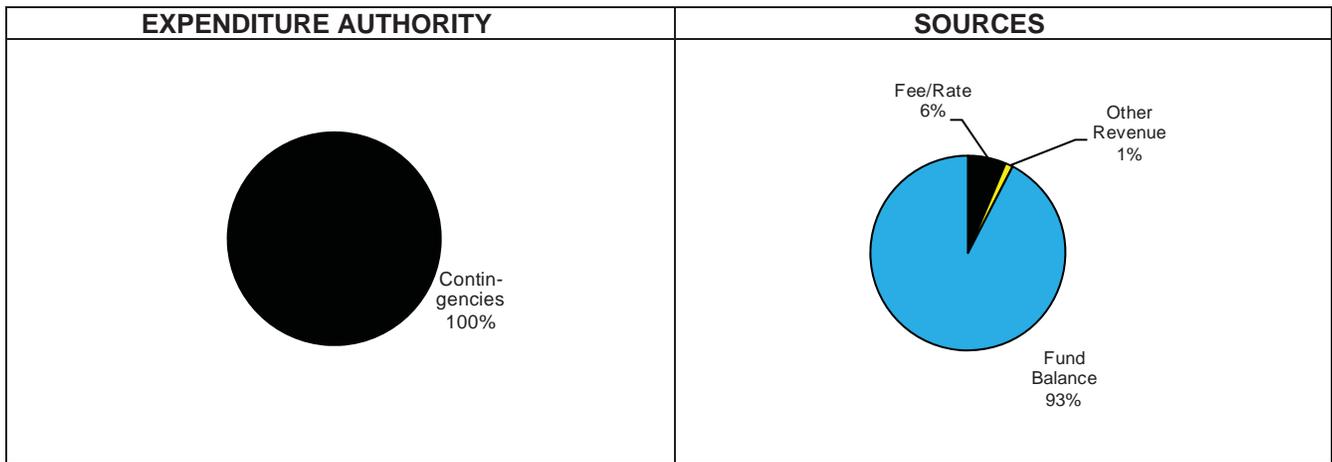
DESCRIPTION OF MAJOR SERVICES

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	\$158,290
Total Sources	\$12,000
Fund Balance	\$146,290
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	158,290	158,290
Total Exp Authority	0	0	0	0	0	158,290	158,290
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	0	158,290	158,290
Operating Transfers Out	0	0	0	0	186,831	0	(186,831)
Total Requirements	0	0	0	0	186,831	158,290	(28,541)
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	0	0	0	0
Fee/Rate	15,074	37,437	32,057	10,205	50,000	10,000	(40,000)
Other Revenue	2,285	2,102	1,717	1,754	2,500	2,000	(500)
Total Revenue	17,359	39,539	33,774	11,959	52,500	12,000	(40,500)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	17,359	39,539	33,774	11,959	52,500	12,000	(40,500)
				Fund Balance	134,331	146,290	11,959
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACTS

Contingencies of \$158,290 are being established in 2011-12 to set aside this budget unit's fund balance and anticipated revenue for future allocation by the Board of Supervisors.

Fee/rate revenue of \$10,000 represents projected collections from the indigent defense registration fee. The \$40,000 decrease is based on estimates from prior year.

Other revenue of \$2,000 represents interest earnings.



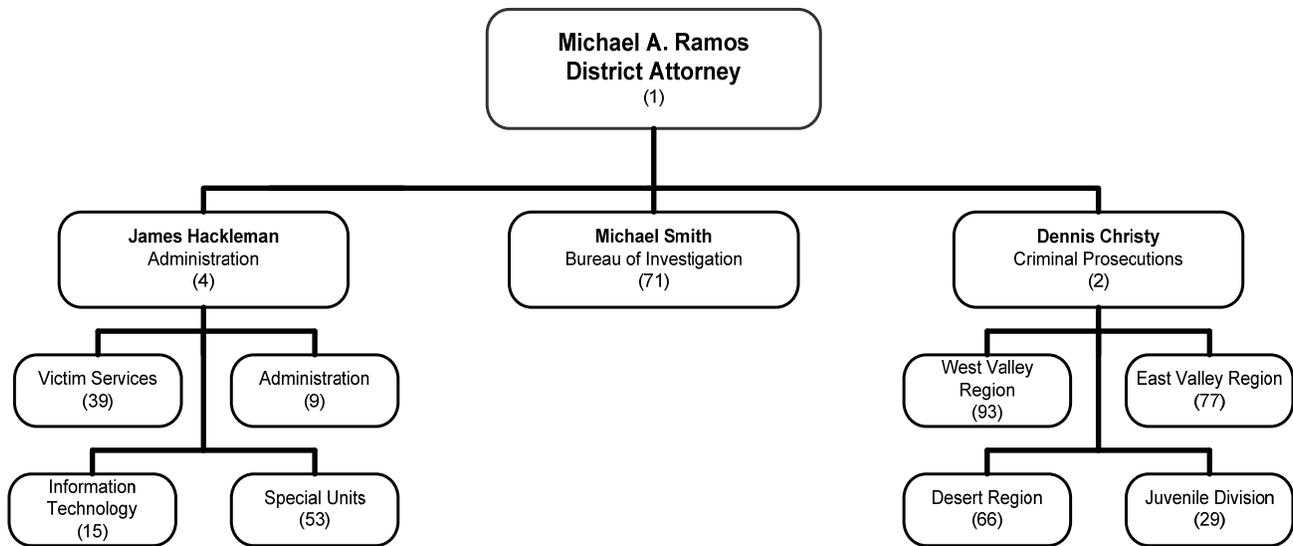
DISTRICT ATTORNEY Michael A. Ramos

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 Estimate	2011-12 Target
Percentage of state prison sentences to felony defendants charged.	41%	33%	35%	35%	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 estimates that it will reach its 35% 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 essentially maintaining the same level of state prison sentences to felony defendants charged as the previous 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 Estimate	2011-12 Target
Increase of cases where victim services are provided.	(5%)	(9%)	3%	3%	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, the department estimates that it will reach its 3% target despite staffing reductions in recent years and increases in the number of victims needing assistance primarily due to Marcy's law.

The performance measure for 2011-12 demonstrates the department's strong commitment to serve victims of crime despite staffing reductions. The victim services staff expects the number of victims to increase but will continue to provide services to as many victims as possible. These services 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	900,000		56,272	0
Auto Insurance Fraud Prosecution	740,078	637,495		102,583	0
Workers' Compensation Insurance Fraud	2,655,188	2,173,413		481,775	0
Specialized Prosecutions	2,978,883	620,000		2,358,883	0
Vehicle Fees - Auto Theft	823,000	800,900		22,100	0
State Asset Forfeitures	188,012	150,000		38,012	0
Federal Asset Forfeitures	873,029	402,800		470,229	0
Total Special Revenue Funds	9,214,462	5,684,608		3,529,854	0
Total - All Funds	66,945,789	30,630,244	32,785,691	3,529,854	459



5-YEAR APPROPRIATION TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Criminal Prosecution	61,328,154	69,272,398	68,582,736	59,964,118	57,731,327
Real Estate Fraud Prosecution	4,088,637	2,922,534	1,833,531	1,296,523	956,272
Auto Insurance Fraud Prosecution	929,574	745,036	914,635	790,707	740,078
Workers' Comp Insurance Fraud Prosecution	2,167,860	2,223,898	2,517,418	2,514,599	2,655,188
Specialized Prosecutions	2,015,274	2,649,401	5,661,508	4,743,175	2,978,883
Vehicle Fees - Auto Theft	1,110,119	894,346	854,800	828,676	823,000
State Asset Forfeitures	465,973	300,000	366,740	313,012	188,012
Federal Asset Forfeitures	169,769	142,019	308,815	411,524	873,029
Total	72,275,360	79,149,632	81,040,183	70,862,334	66,945,789

5-YEAR REVENUE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Criminal Prosecution	37,413,392	40,674,619	31,657,491	25,569,048	24,945,636
Real Estate Fraud Prosecution	1,500,000	1,000,000	842,000	995,000	900,000
Auto Insurance Fraud Prosecution	766,302	750,269	914,635	679,343	637,495
Workers' Comp Insurance Fraud Prosecution	1,906,200	2,111,640	2,274,640	2,125,000	2,173,413
Specialized Prosecutions	1,901,491	855,000	4,343,000	909,300	620,000
Vehicle Fees - Auto Theft	833,500	833,500	807,000	801,000	800,900
State Asset Forfeitures	400,000	300,000	306,000	335,000	150,000
Federal Asset Forfeitures	24,000	66,000	219,000	141,180	402,800
Total	44,744,885	46,591,028	41,363,766	31,554,871	30,630,244

5-YEAR NET COUNTY COST TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Criminal Prosecution	23,914,762	28,597,779	36,925,245	34,395,070	32,785,691
Total	23,914,762	28,597,779	36,925,245	34,395,070	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	56,272
Auto Insurance Fraud Prosecution	163,272	(5,233)	0	111,364	102,583
Workers' Comp Insurance Fraud Prosecution	261,660	112,258	242,778	389,599	481,775
Specialized Prosecutions	113,783	1,794,401	1,318,508	3,833,875	2,358,883
Vehicle Fees - Auto Theft	276,619	60,846	47,800	27,676	22,100
State Asset Forfeitures	65,973	0	60,740	(21,988)	38,012
Federal Asset Forfeitures	145,769	76,019	89,815	270,344	470,229
Total	3,615,713	3,960,825	2,751,172	4,912,393	3,529,854



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.

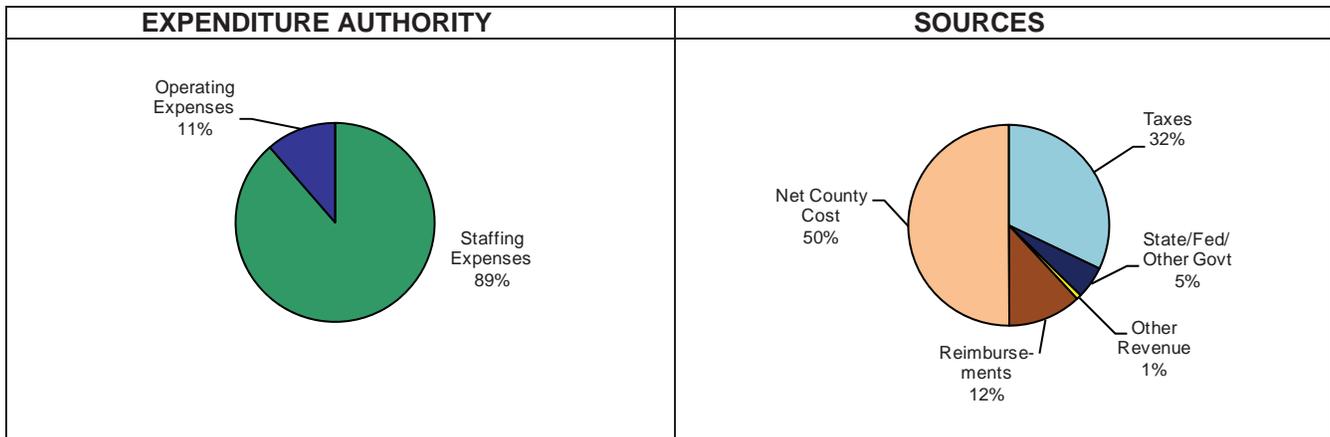
The District Attorney also has a duty to investigate crimes. District Attorney Investigators work to prepare cases for trial and initiate special criminal investigations. The office also administers several state grants and other state revenues that finance prosecutors and investigators who handle Real 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.

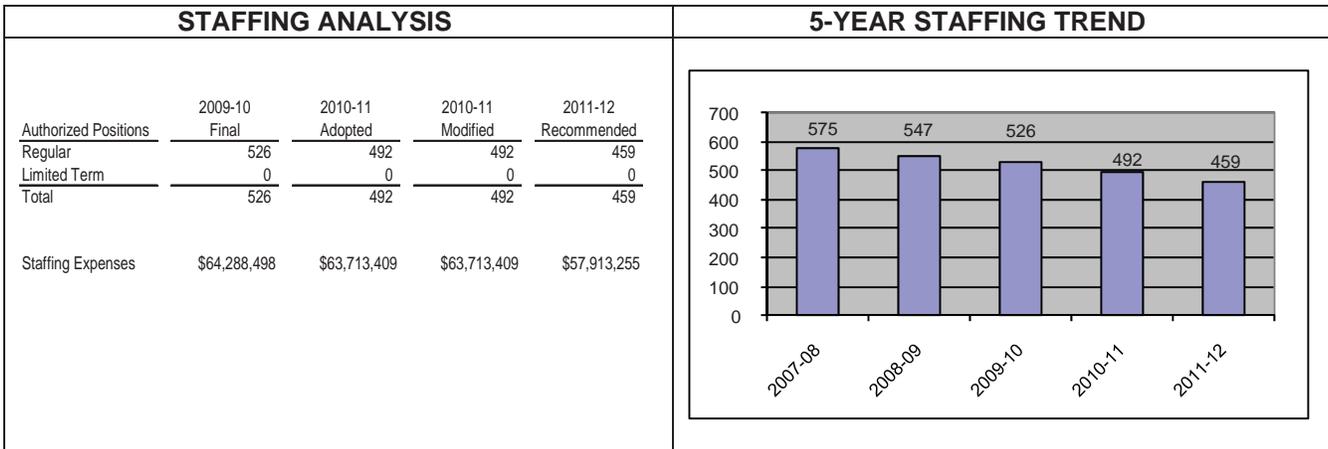
Finally, as the public prosecutor handling all cases in the name of The People, the District Attorney has a responsibility to keep the citizens of this county informed through regular interaction with the media and the public.

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%

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	57,314,718	64,481,895	64,288,497	64,318,044	63,713,409	57,913,255	(5,800,154)
Operating Expenses	6,556,243	6,815,983	5,967,371	5,821,303	6,538,662	7,438,199	899,537
Capital Expenditures	189,870	0	29,766	27,280	30,000	28,626	(1,374)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	64,060,831	71,297,878	70,285,634	70,166,627	70,282,071	65,380,080	(4,901,991)
Reimbursements	(3,463,152)	(2,108,038)	(1,892,794)	(9,535,120)	(10,477,953)	(7,723,753)	2,754,200
Total Appropriation	60,597,679	69,189,840	68,392,840	60,631,507	59,804,118	57,656,327	(2,147,791)
Operating Transfers Out	0	150,000	152,548	145,297	160,000	75,000	(85,000)
Total Requirements	60,597,679	69,339,840	68,545,388	60,776,804	59,964,118	57,731,327	(2,232,791)
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	4,247,683	4,425,638	3,418,913	(1,006,725)
Fee/Rate	60,581	33,311	196	181	1,850	200	(1,650)
Other Revenue	96,008	197,340	302,613	630,873	429,060	451,523	22,463
Total Revenue	30,862,682	26,021,888	24,289,506	25,441,237	25,419,048	24,870,636	(548,412)
Operating Transfers In	2,058,544	7,593,457	7,367,809	25,688	150,000	75,000	(75,000)
Total Financing Sources	32,921,226	33,615,345	31,657,315	25,466,925	25,569,048	24,945,636	(623,412)
Net County Cost	27,676,453	35,724,495	36,888,073	35,309,879	34,395,070	32,785,691	(1,609,379)
Budgeted Staffing					492	459	(33)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$57,913,255 fund 459 budgeted positions. The sizable decrease of \$5,800,154 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 MOU 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 \$899,537 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 \$2,754,200 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 a HazMat Specialist II assisting the department's Specialized Prosecution Unit. The \$85,000 reduction includes a decrease to County Fire/HazMat (from \$150,000 to \$75,000) and elimination of lease costs for a trailer in Fontana (\$10,000).

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 Department.

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 \$1,006,725 reduction is primarily due to elimination of the COPS grant (\$410,000) and Vertical Prosecution grant (\$490,000).

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

<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	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

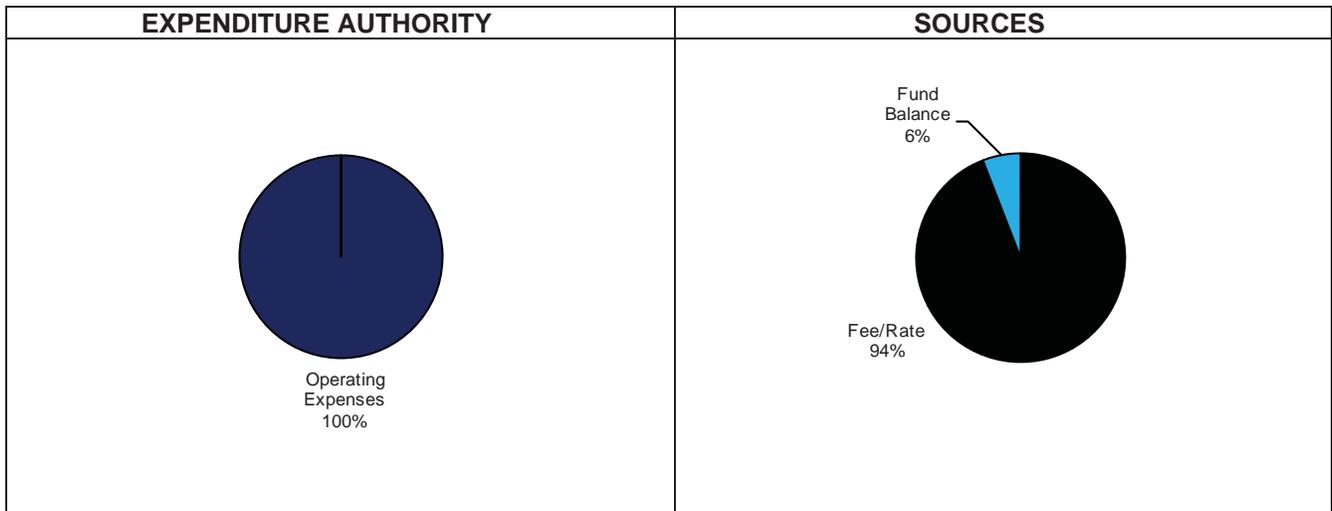
DESCRIPTION OF MAJOR SERVICES

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	\$900,000
Fund Balance	\$56,272
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	1,342,315	0	0	0	0	0	0
Operating Expenses	200,378	(12)	0	1,100,000	1,296,523	956,272	(340,251)
Capital Expenditures	16,202	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,558,895	(12)	0	1,100,000	1,296,523	956,272	(340,251)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,558,895	(12)	0	1,100,000	1,296,523	956,272	(340,251)
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	1,100,000	1,296,523	956,272	(340,251)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	58	808	0	0	0	0
Fee/Rate	892,793	739,341	745,932	854,749	995,000	900,000	(95,000)
Other Revenue	0	0	96,080	0	0	0	0
Total Revenue	892,793	739,399	842,820	854,749	995,000	900,000	(95,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	892,793	739,399	842,820	854,749	995,000	900,000	(95,000)
Fund Balance					301,523	56,272	(245,251)
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 budget is decreased by \$340,251 from prior year to reflect reduced funds available. As a result of less funding, the staff assigned to Real Estate Fraud Prosecution has been downsized by two Investigator positions.

Fee/rate revenue of \$900,000 represents the total amount anticipated from the \$3.00 fee collected on recording documents for real estate fraud prosecution. The budget is reduced by \$95,000 as a reflection of the continued housing market struggles impacting this revenue source.

LAW AND JUSTICE



Auto Insurance Fraud Prosecution

DESCRIPTION OF MAJOR SERVICES

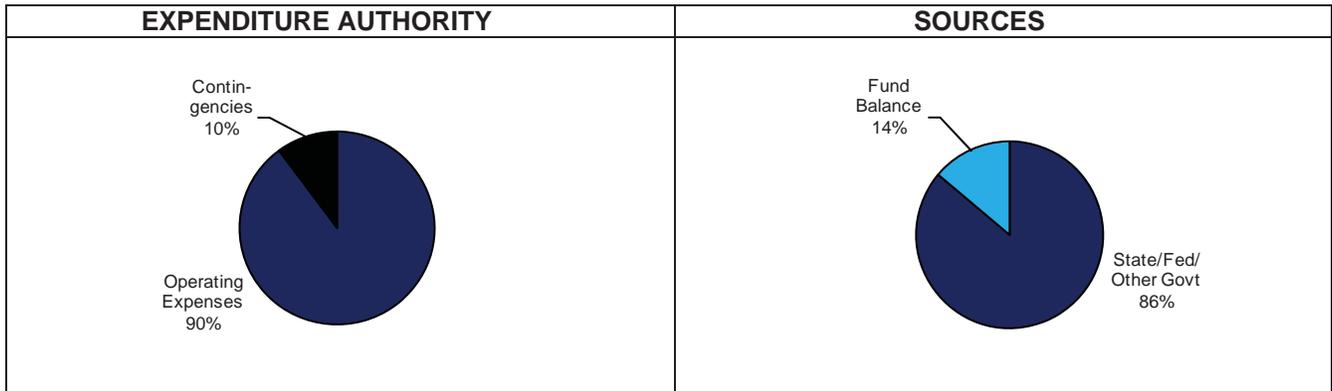
Insurance fraud is a particular problem for automobile policyholders. It contributes substantially to the highest cost of automobile insurance with particular significance in urban areas. Prevention of automobile insurance fraud can significantly reduce insurance claim payments and may therefore produce a commensurate reduction in automobile insurance premiums.

Budget at a Glance	
Total Expenditure Authority	\$740,078
Total Sources	\$637,495
Fund Balance	\$102,583
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	845,309	0	0	0	0	0	0
Operating Expenses	69,465	(512)	0	646,276	762,330	664,413	(97,917)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	28,377	75,665	47,288
Total Exp Authority	914,774	(512)	0	646,276	790,707	740,078	(50,629)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	914,774	(512)	0	646,276	790,707	740,078	(50,629)
Operating Transfers Out	0	741,614	803,071	0	0	0	0
Total Requirements	914,774	741,102	803,071	646,276	790,707	740,078	(50,629)
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	679,343	637,495	(41,848)
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	679,343	637,495	(41,848)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	746,269	746,335	914,435	637,495	679,343	637,495	(41,848)
				Fund Balance	111,364	102,583	(8,781)
				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. The budget is decreased by \$97,917 primarily due to the net impact from assigning one less Attorney and one additional Office Assistant to this specialized unit.

Contingencies of \$75,665 are increased by \$47,288 and represent funds not anticipated to be needed for unit costs in fiscal year 2011-12.

Departmental revenue of \$637,495 represents grant funds from the California Department of Insurance. The budget amount is reduced by \$41,848 based on estimates provided by the grantor (Department of Insurance).



Workers' Compensation Insurance Fraud Prosecution

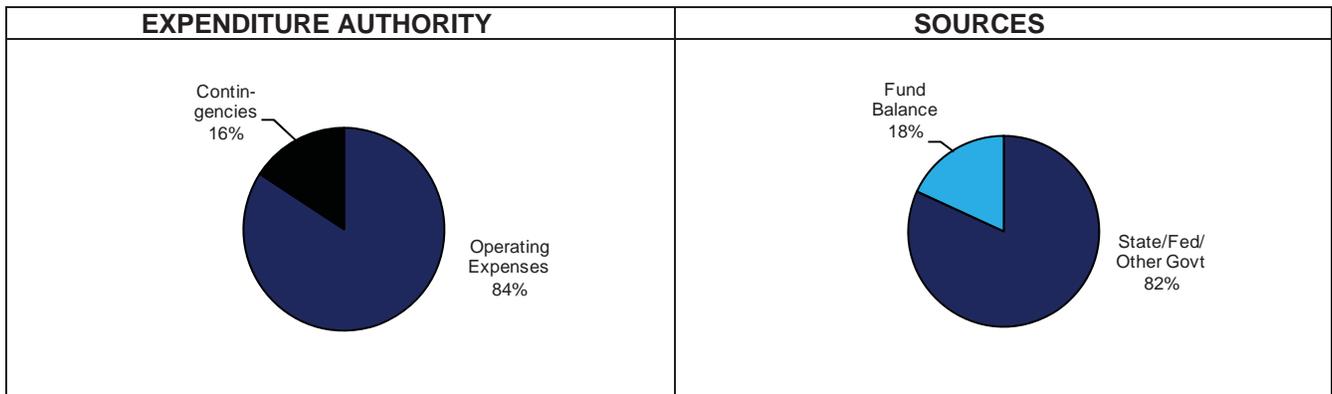
DESCRIPTION OF MAJOR SERVICES

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	\$2,655,188
Total Sources	\$2,173,413
Fund Balance	\$481,775
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 mostly 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 RECOMMENDED BUDGET



LAW AND JUSTICE



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	1,746,646	0	0	0	0	0	0
Operating Expenses	302,155	0	0	2,081,237	2,193,593	2,237,103	43,510
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	321,006	418,085	97,079
Total Exp Authority	2,048,801	0	0	2,081,237	2,514,599	2,655,188	140,589
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,048,801	0	0	2,081,237	2,514,599	2,655,188	140,589
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	2,081,237	2,514,599	2,655,188	140,589
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	2,173,413	2,125,000	2,173,413	48,413
Fee/Rate	400	1,161,402	0	0	0	0	0
Other Revenue	0	0	123,182	0	0	0	0
Total Revenue	1,899,400	2,112,344	2,274,822	2,173,413	2,125,000	2,173,413	48,413
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,899,400	2,112,344	2,274,822	2,173,413	2,125,000	2,173,413	48,413
				Fund Balance	389,599	481,775	92,176
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATION 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 \$43,510 reflects increased costs associated with this unit's staffing for fiscal year 2011-12.

Contingencies of \$418,085 are increased from prior year by \$97,079 and represents funds not anticipated to be expended in fiscal year 2011-12.

Departmental revenue of \$2,173,413 reflects projected insurance grant funds from the California Department of Insurance. The increase of \$48,413 is based on estimates provided by the grantor (Department of Insurance).



Specialized Prosecutions

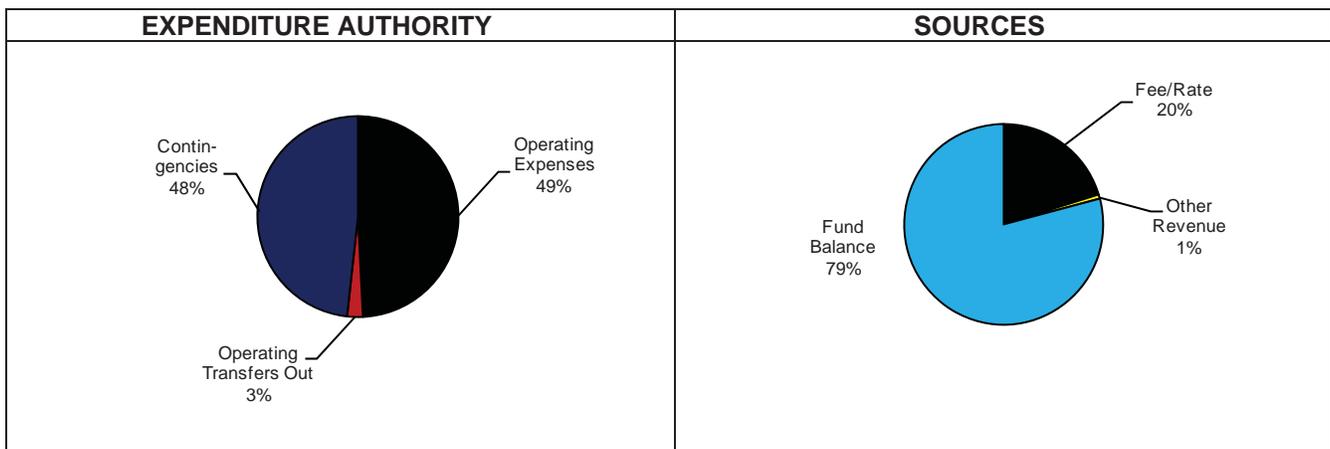
DESCRIPTION OF MAJOR SERVICES

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	\$2,978,883
Total Sources	\$620,000
Fund Balance	\$2,358,883
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	(434)	0	0	1,947,492	2,393,051	1,466,234	(926,817)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	2,200,124	1,437,649	(762,475)
Total Exp Authority	(434)	0	0	1,947,492	4,593,175	2,903,883	(1,689,292)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	(434)	0	0	1,947,492	4,593,175	2,903,883	(1,689,292)
Operating Transfers Out	1,172,808	1,798,001	1,536,056	137,500	150,000	75,000	(75,000)
Total Requirements	1,172,374	1,798,001	1,536,056	2,084,992	4,743,175	2,978,883	(1,764,292)
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	580,000	900,000	600,000	(300,000)
Other Revenue	39,567	46,533	(287,230)	30,000	9,300	20,000	10,700
Total Revenue	2,850,924	1,322,106	4,051,423	610,000	909,300	620,000	(289,300)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,850,924	1,322,106	4,051,423	610,000	909,300	620,000	(289,300)
				Fund Balance	3,833,875	2,358,883	(1,474,992)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,466,234 represent transfers to the Criminal Prosecution budget unit for the cost of staff assigned to the Specialized Prosecutions Unit. The budget is reduced by \$926,817 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 \$1,437,649, which are reduced by \$762,475, 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. This is a reduction of \$75,000 from prior year when the unit supported a full-time Specialist.

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

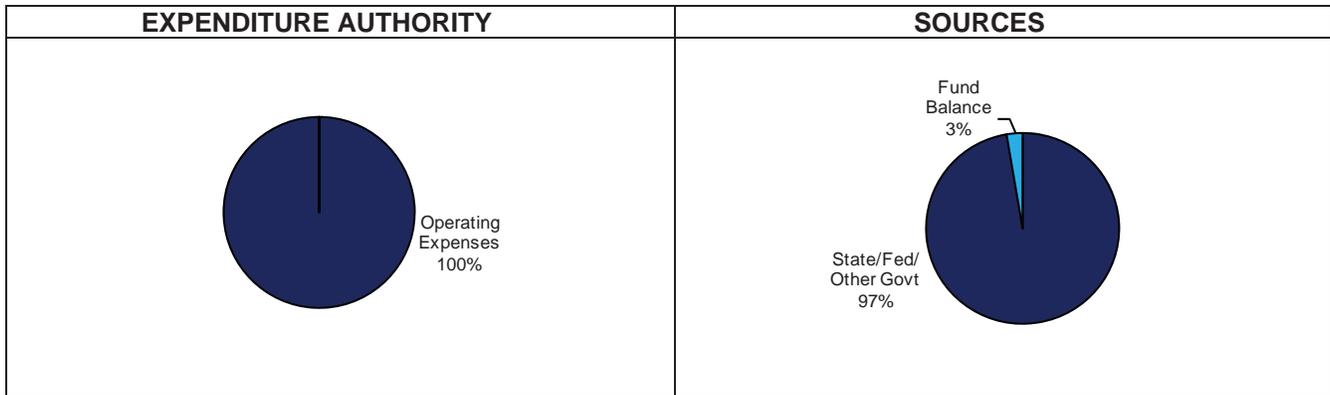
DESCRIPTION OF MAJOR SERVICES

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	\$800,900
Fund Balance	\$22,100
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,053,676	0	0	794,811	828,676	823,000	(5,676)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,053,676	0	0	794,811	828,676	823,000	(5,676)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,053,676	0	0	794,811	828,676	823,000	(5,676)
Operating Transfers Out	0	827,713	825,000	0	0	0	0
Total Requirements	1,053,676	827,713	825,000	794,811	828,676	823,000	(5,676)
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	788,335	800,000	800,000	0
Fee/Rate	823,860	0	0	0	0	0	0
Other Revenue	14,043	2,855	1,674	900	1,000	900	(100)
Total Revenue	837,903	814,667	804,875	789,235	801,000	800,900	(100)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	837,903	814,667	804,875	789,235	801,000	800,900	(100)
				Fund Balance	27,676	22,100	(5,576)
				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 \$800,900 represents new and renewal registration assessment on vehicles registered in San Bernardino County (\$800,000) and interest earnings on this budget unit's cash balance (\$900).



State Asset Forfeitures

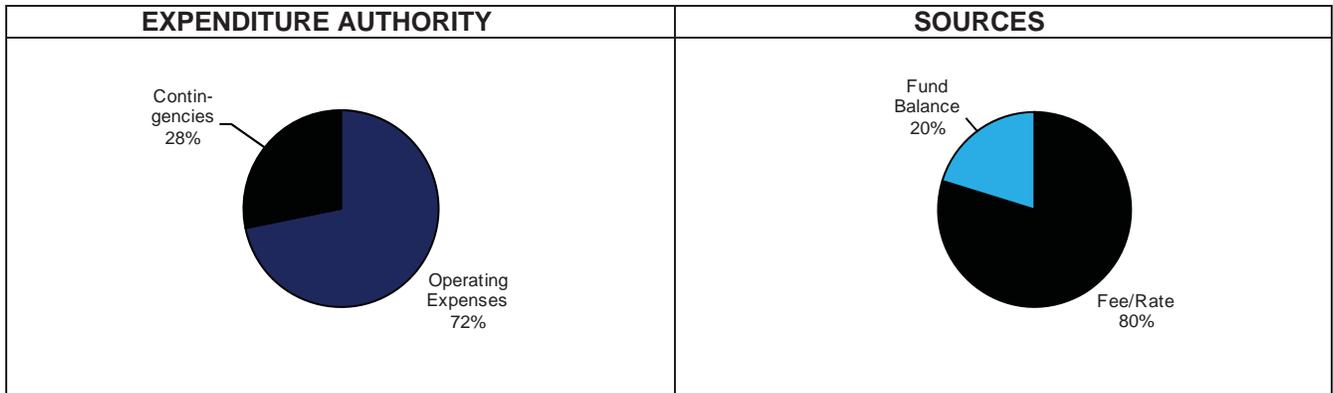
DESCRIPTION OF MAJOR SERVICES

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	\$150,000
Fund Balance	\$38,012
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	(163)	0	0	95,000	313,012	135,000	(178,012)
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	95,000	313,012	188,012	(125,000)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	(163)	0	0	95,000	313,012	188,012	(125,000)
Operating Transfers Out	404,403	299,027	366,086	0	0	0	0
Total Requirements	404,240	299,027	366,086	95,000	313,012	188,012	(125,000)
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	155,000	335,000	150,000	(185,000)
Other Revenue	0	(24,201)	28,302	0	0	0	0
Total Revenue	314,065	359,767	283,357	155,000	335,000	150,000	(185,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	314,065	359,767	283,357	155,000	335,000	150,000	(185,000)
				Fund Balance	(21,988)	38,012	60,000
				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 \$178,012 decrease is based on 2010-11 reduced estimates of state asset forfeiture cases.

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 \$150,000, which reflects the projected proceeds from asset forfeitures, are reduced by \$185,000 based on 2010-11 estimates.



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.

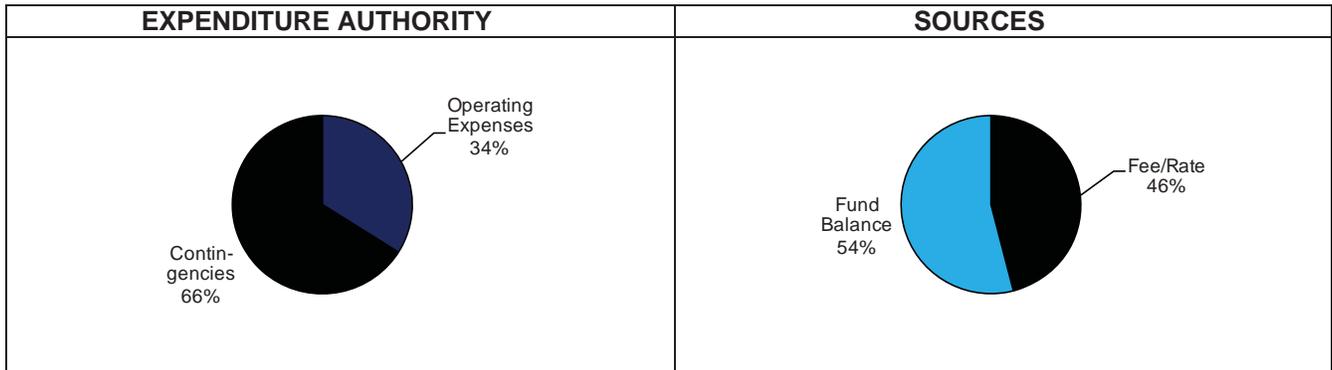
Budget at a Glance	
Total Expenditure Authority	\$873,029
Total Sources	\$402,800
Fund Balance	\$470,229
Total Staff	0

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.

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	278,515	278,515	295,793	17,278
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	133,009	577,236	444,227
Total Exp Authority	0	0	0	278,515	411,524	873,029	461,505
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	278,515	411,524	873,029	461,505
Operating Transfers Out	166,333	130,583	39,681	0	0	0	0
Total Requirements	166,333	130,583	39,681	278,515	411,524	873,029	461,505
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	475,000	140,000	400,000	260,000
Other Revenue	7,580	2,090	2,644	3,400	1,180	2,800	1,620
Total Revenue	96,583	144,379	220,209	478,400	141,180	402,800	261,620
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	96,583	144,379	220,209	478,400	141,180	402,800	261,620
				Fund Balance	270,344	470,229	199,885
				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 \$577,236 represent an increase of \$444,227 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 is increased by \$260,000 based on proceeds from prior year asset forfeitures and the expectation that the number of cases will remain constant.

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 Estimate	2011-12 Target
Percentage of cases filed electronically.	25%	59%	60%	60%	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.



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 Estimate	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	72,048	0		72,048		0
2009 Recovery Act Justice Assistance Grant	371,386	5,000		366,386		0
2010 Justice Assistance Grant	117,790	0		117,790		0
Southwest Border Prosecution Initiative	5,392,356	725,000		4,667,356		0
Total Special Revenue Funds	5,953,580	730,000		5,223,580		0
Total - All Funds	6,136,880	913,300		5,223,580		1



5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Law and Justice Group Administration	232,951	238,161	230,592	336,756	183,300
2009 Justice Assistance Grant	0	0	1,103,496	91,482	72,048
2009 Recovery Act Justice Assistance Grant	0	0	4,691,019	456,699	371,386
2010 Justice Assistance Grant	0	0	0	1,035,415	117,790
Southwest Border Prosecution Initiative	5,861,949	9,251,074	9,775,884	8,120,780	5,392,356
Total	6,094,900	9,489,235	15,800,991	10,041,132	6,136,880

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	182,732	183,300
2009 Justice Assistance Grant	0	0	1,103,496	0	0
2009 Recovery Act Justice Assistance Grant	0	0	4,691,019	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	775,000	725,000
Total	1,288,503	1,178,503	8,316,581	1,993,497	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	159,658	156,526	154,024	0
Total	154,448	159,658	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	72,048
2009 Recovery Act Justice Assistance Grant	0	0	0	456,349	366,386
2010 Justice Assistance Grant	0	0	0	0	117,790
Southwest Border Prosecution Initiative	4,651,949	8,151,074	7,327,884	7,345,780	4,667,356
Total	4,651,949	8,151,074	7,327,884	7,893,611	5,223,580



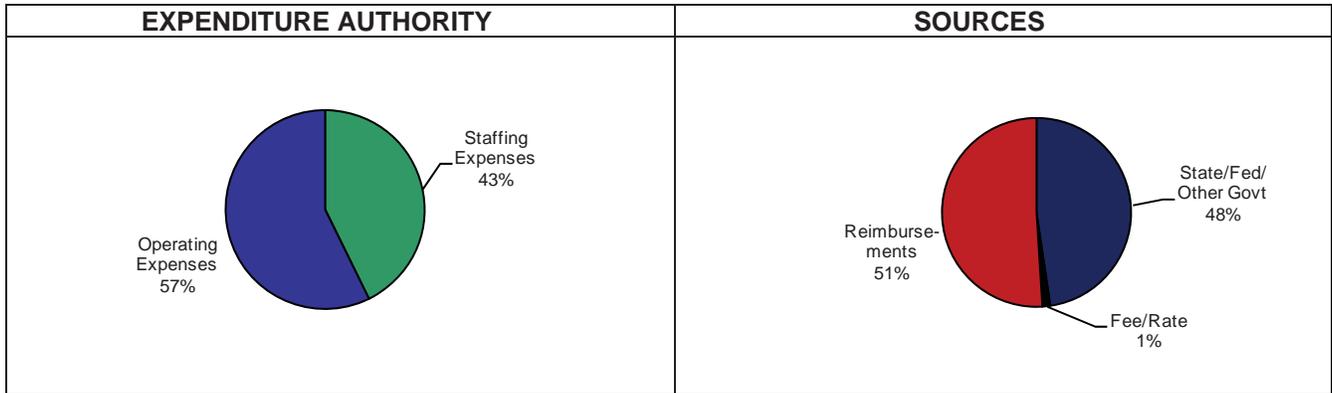
Law and Justice Group Administration

DESCRIPTION OF MAJOR SERVICES

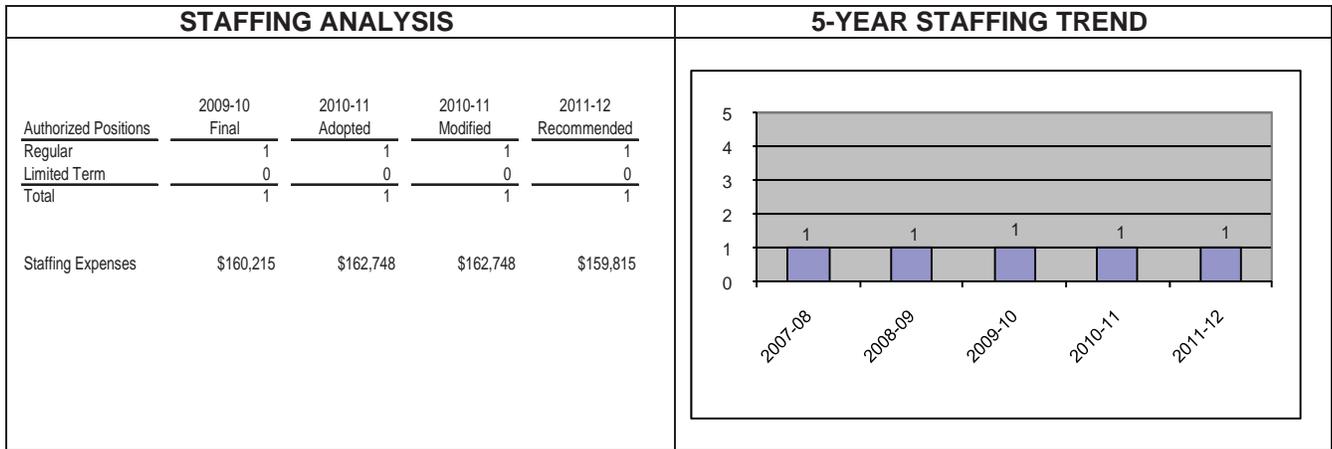
Under general direction of the Law and Justice Group Chairman, the law and justice departments collaborate on grant applications, projects and operational enhancements, with the assistance and coordination by the Administrative Analyst for the Law and Justice Group.

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	157,455	163,344	159,947	162,748	162,748	159,815	(2,933)
Operating Expenses	75,048	75,115	1,741	206,366	205,598	214,132	8,534
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	369,114	368,346	373,947	5,601
Reimbursements	0	(1,825)	0	(31,590)	(31,590)	(190,647)	(159,057)
Total Appropriation	232,503	236,634	161,688	337,524	336,756	183,300	(153,456)
Operating Transfers Out	0	0	68,194	0	0	0	0
Total Requirements	232,503	236,634	229,882	337,524	336,756	183,300	(153,456)
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	177,732	177,732	178,300	568
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	182,732	182,732	183,300	568
Operating Transfers In	0	0	655	0	0	0	0
Total Financing Sources	78,503	78,669	75,137	182,732	182,732	183,300	568
Net County Cost	154,000	157,965	154,745	154,792	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 \$159,057 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

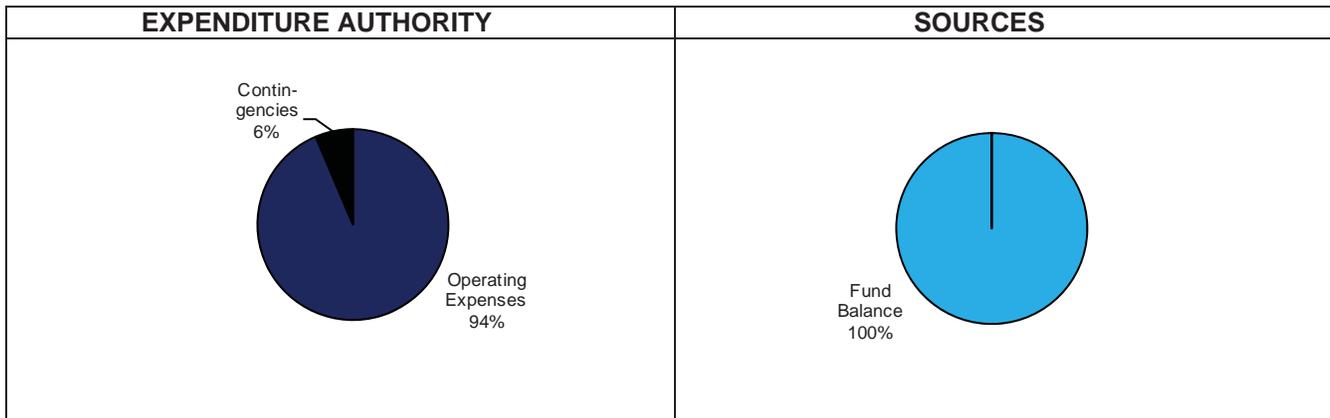
DESCRIPTION OF MAJOR SERVICES

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	\$72,048
Total Sources	\$0
Fund Balance	\$72,048
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	923,091	19,434	54,239	67,458	13,219
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	37,243	4,590	(32,653)
Total Exp Authority	0	0	923,091	19,434	91,482	72,048	(19,434)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	923,091	19,434	91,482	72,048	(19,434)
Operating Transfers Out	0	0	88,923	0	0	0	0
Total Requirements	0	0	1,012,014	19,434	91,482	72,048	(19,434)
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 Financing Sources	0	0	1,103,496	0	0	0	0
				Fund Balance	91,482	72,048	(19,434)
				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 \$4,590 represent monies set aside for future allocation by the Law and Justice Group and approved by the Board of Supervisors.



2009 Recovery Act Justice Assistance Grant

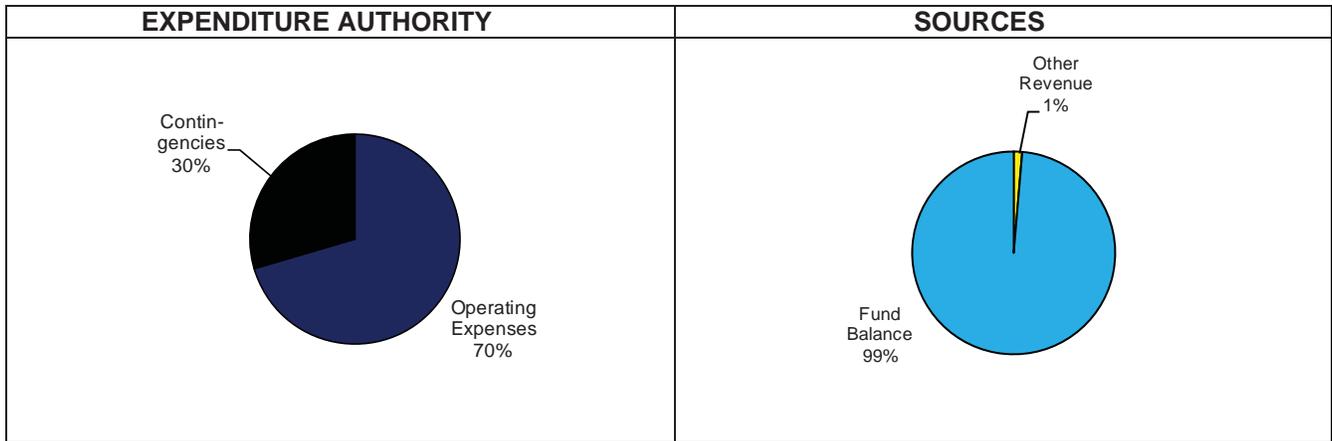
DESCRIPTION OF MAJOR SERVICES

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	\$371,386
Total Sources	\$5,000
Fund Balance	\$366,386
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	3,968,749	95,963	259,680	261,664	1,984
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	197,019	109,722	(87,297)
Total Exp Authority	0	0	3,968,749	95,963	456,699	371,386	(85,313)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	3,968,749	95,963	456,699	371,386	(85,313)
Operating Transfers Out	0	0	264,739	0	0	0	0
Total Requirements	0	0	4,233,488	95,963	456,699	371,386	(85,313)
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	6,000	350	5,000	4,650
Total Revenue	0	0	4,689,838	6,000	350	5,000	4,650
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	4,689,838	6,000	350	5,000	4,650
				Fund Balance	456,349	366,386	(89,963)
				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 \$109,722 represent monies set aside for future allocation by the Law and Justice Group approved by the Board of Supervisors.

Other revenue of \$5,000 represents interest earnings and is increasing by \$4,650 based on 2010-11 estimates.



2010 Justice Assistance Grant

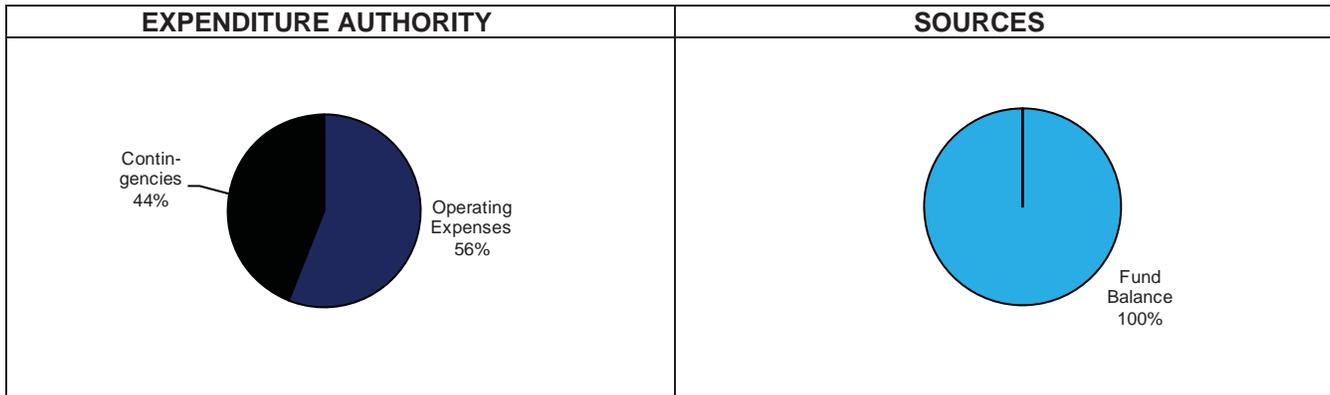
DESCRIPTION OF MAJOR SERVICES

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	\$117,790
Total Sources	\$0
Fund Balance	\$117,790
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	917,625	983,644	65,977	(917,667)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	51,771	51,813	42
Total Exp Authority	0	0	0	917,625	1,035,415	117,790	(917,625)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	917,625	1,035,415	117,790	(917,625)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	917,625	1,035,415	117,790	(917,625)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid Fee/Rate	0	0	0	1,035,415	1,035,415	0	(1,035,415)
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 Financing Sources	0	0	0	1,035,415	1,035,415	0	(1,035,415)
				Fund Balance	0	117,790	117,790
				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 \$917,667 decrease is due to the large majority of Justice Assistance Grant funds being expended in the previous fiscal year.

Contingencies of \$51,813 represent monies set aside for future allocation by the Law and Justice Group and approved by the Board of Supervisors.



Southwest Border Prosecution Initiative

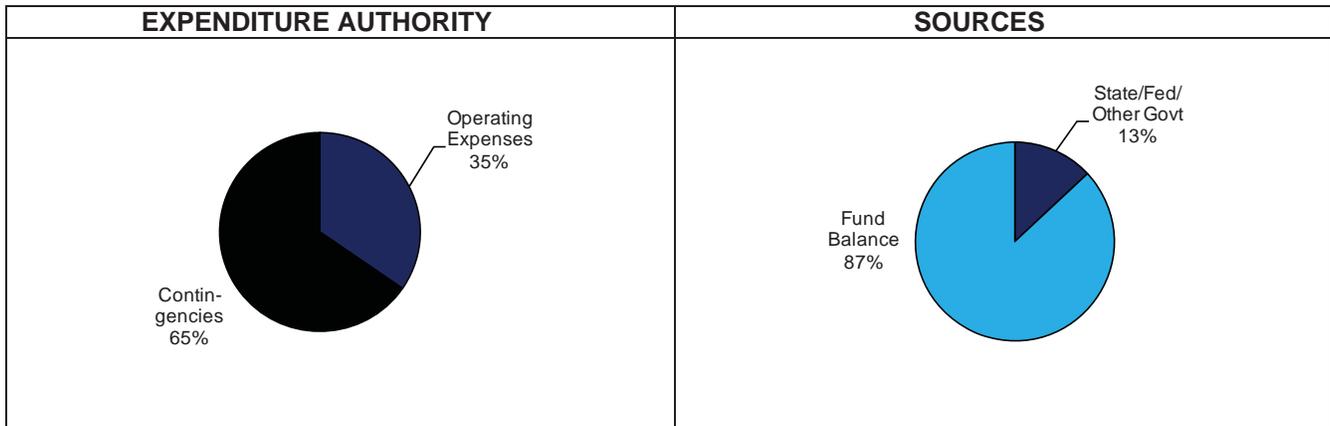
DESCRIPTION OF MAJOR SERVICES

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	\$5,392,356
Total Sources	\$725,000
Fund Balance	\$4,667,356
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	193,253	343,236	282,714	2,247,421	4,196,999	1,863,891	(2,333,108)
Capital Expenditures	52,384	617,863	16,964	0	0	0	0
Contingencies	1,988	0	0	0	1,831,842	3,528,465	1,696,623
Total Exp Authority	247,625	961,099	299,678	2,247,421	6,028,841	5,392,356	(636,485)
Reimbursements	0	0	(270,236)	0	0	0	0
Total Appropriation	247,625	961,099	29,442	2,247,421	6,028,841	5,392,356	(636,485)
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	4,339,360	8,120,780	5,392,356	(2,728,424)
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	1,400,000	750,000	700,000	(50,000)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	247,540	230,128	141,551	41,696	25,000	25,000	0
Total Revenue	5,067,134	230,128	2,437,119	1,441,696	775,000	725,000	(50,000)
Operating Transfers In	0	0	0	219,240	0	0	0
Total Financing Sources	5,067,134	230,128	2,437,119	1,660,936	775,000	725,000	(50,000)
				Fund Balance	7,345,780	4,667,356	(2,678,424)
				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 Presynct 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 \$3,528,465 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).



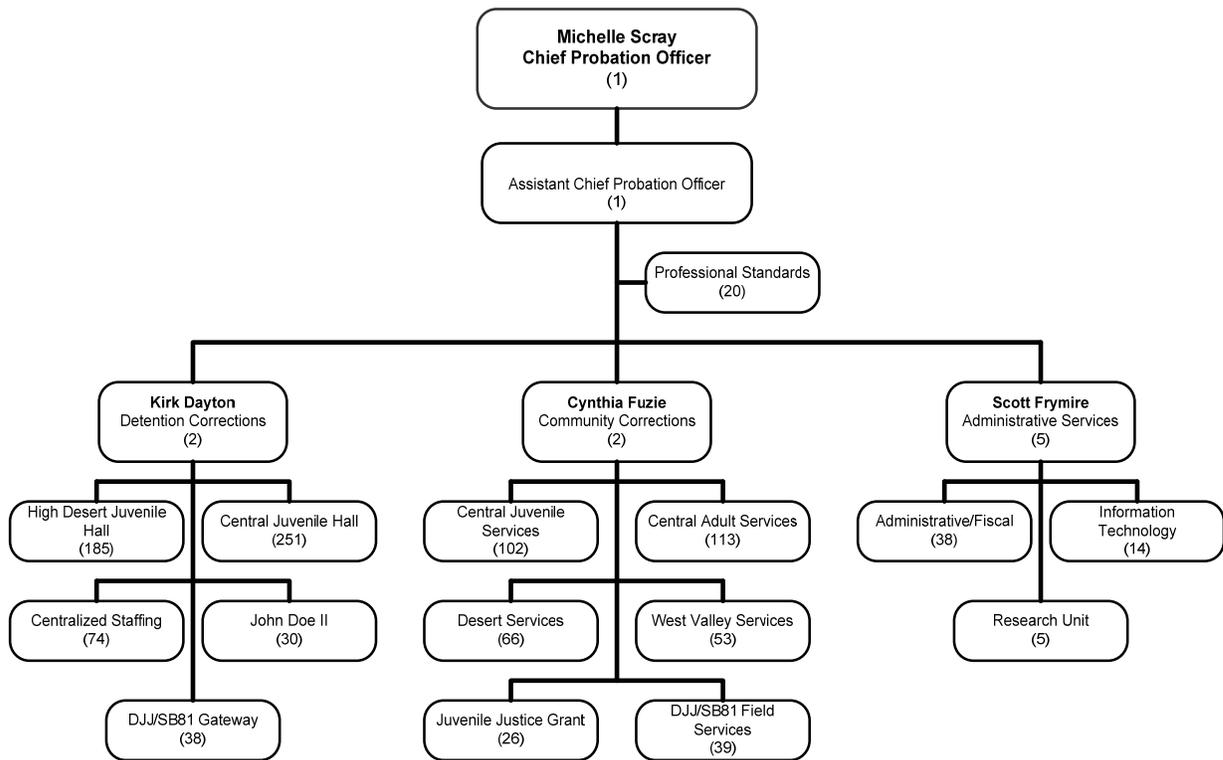
PROBATION Michelle Scray

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 Estimate	2011-12 Target
1. Percent of adult probationers recidivating (23,908 adult probationers in 2010-11).	3.0%	2.8%	3.5%	2.5%	2.7%
2. Percent of juvenile probationers recidivating (7,002 juvenile probationers in 2010-11).	9.0%	8.9%	8.8%	8.7%	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.

For 2010-11, the Probation Department now estimates that it will improve on its original targeted goal and decrease the percentage of adult and juvenile probationers who recidivate. However, the department's 2011-12 recommended budget includes the deletion of several Probation Officer positions due to significantly less funding from the State. It is anticipated that these staffing reductions will likely impact the department's ability to provide adult and juvenile supervision, thus resulting in a projected nominal increase in the percentage of probationers recidivating for 2011-12.

Note: The 2010-11 percentages listed in the above measurements are actuals through May 4, 2011.

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 Estimate	2011-12 Target
1. Percent of new adult probationers assessed with risk assessment within 60 days.	76.0%	87.2%	75.0%	89.7%	87.0%
2. Percent of new juvenile probationers assessed with risk assessment within 60 days.	96.0%	93.9%	94.6%	91.7%	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.

As with Goal 1 above, the funding limitations and the resulting decreases in staffing for 2011-12 will adversely impact the department's ability to assess new probationers. However, the department appreciates the importance of this goal and is establishing a target in 2011-12 to ensure that new probationers receive risk assessments at a level nearly commensurate with the prior year estimates.



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	1,226,278	3,000		1,223,278	0
Asset Forfeiture 15%	7,380	80		7,300	0
State Seized Assets	51,765	380		51,385	0
Total Special Revenue Funds	1,285,423	3,460		1,281,963	0
Total - All Funds	112,723,573	40,382,505	71,059,105	1,281,963	1,065

5-YEAR APPROPRIATION TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Administration, Corrections and Detention	116,502,794	115,333,933	109,131,846	113,522,351	109,908,433
Court-Ordered Placements	3,122,330	2,825,582	2,542,766	1,528,834	1,529,717
Juvenile Justice Grant Program	0	0	0	0	0
Juvenile Justice Grant Program Special Revenue	8,470,221	7,814,744	4,663,509	4,386,996	1,226,278
Asset Forfeiture 15%	13,903	14,559	14,727	12,318	7,380
State Seized Assets	57,660	59,303	58,440	54,592	51,765
Total	128,166,908	126,048,121	116,411,288	119,505,091	112,723,573

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Administration, Corrections and Detention	51,882,268	49,426,653	45,245,680	44,698,911	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	6,858,677	6,138,472	3,688,447	4,113,859	3,000
Asset Forfeiture 15%	450	432	193	141	80
State Seized Assets	1,400	1,800	837	653	380
Total	58,742,795	55,567,357	48,935,157	48,813,564	40,382,505

5-YEAR NET COUNTY COST TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Administration, Corrections and Detention	64,620,526	65,907,280	63,886,166	68,823,440	69,529,388
Court-Ordered Placements	3,122,330	2,825,582	2,542,766	1,528,834	1,529,717
Juvenile Justice Grant Program	0	0	0	0	0
Total	67,742,856	68,732,862	66,428,932	70,352,274	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	1,223,278
Asset Forfeiture 15%	13,453	14,127	14,534	12,177	7,300
State Seized Assets	56,260	57,503	57,603	53,939	51,385
Total	1,681,257	1,747,902	1,047,199	339,253	1,281,963



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.

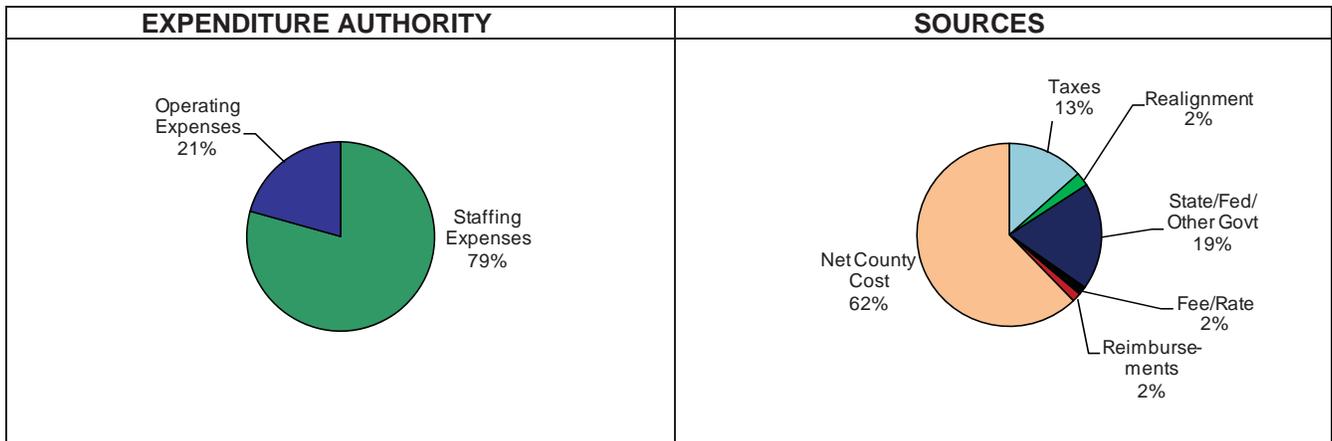
Budget at a Glance	
Total Expenditure Authority	\$111,685,407
Total Sources	\$42,156,019
Net County Cost	\$69,529,388
Total Staff	1,039
Funded by Net County Cost	62%

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 RECOMMENDED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND	
	2009-10	2010-11	2010-11	2011-12		
Authorized Positions	Final	Adopted	Modified	Recommended		
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	\$98,479,107	\$88,591,112		

ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	95,901,417	96,310,325	93,078,987	93,385,578	98,479,107	88,591,112	(9,887,995)
Operating Expenses	19,901,140	17,796,797	18,436,099	16,305,755	17,214,803	23,073,295	5,858,492
Capital Expenditures	325,359	0	5,412	355,695	357,108	21,000	(336,108)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	116,127,916	114,107,122	111,520,498	110,047,028	116,051,018	111,685,407	(4,365,611)
Reimbursements	(3,950,174)	(3,130,823)	(2,334,244)	(2,419,182)	(2,528,667)	(1,776,974)	751,693
Total Appropriation	112,177,742	110,976,299	109,186,254	107,627,846	113,522,351	109,908,433	(3,613,918)
Operating Transfers Out	0	240,000	0	257,200	0	0	0
Total Requirements	112,177,742	111,216,299	109,186,254	107,885,046	113,522,351	109,908,433	(3,613,918)
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	25,269,252	25,872,626	21,023,260	(4,849,366)
Fee/Rate	1,635,386	1,593,281	1,575,050	1,358,574	1,410,155	1,633,155	223,000
Other Revenue	5,180	20,961	3,462	11,433	1,000	1,000	0
Total Revenue	47,449,750	42,263,239	44,239,553	44,027,389	44,671,911	40,358,045	(4,313,866)
Operating Transfers In	602,952	0	647,505	27,000	27,000	21,000	(6,000)
Total Financing Sources	48,052,702	42,263,239	44,887,058	44,054,389	44,698,911	40,379,045	(4,319,866)
Net County Cost	64,125,040	68,953,060	64,299,196	63,830,657	68,823,440	69,529,388	705,948
Budgeted Staffing					1,112	1,039	(73)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$88,591,112 fund 1,039 budgeted positions. The \$9,887,995 decrease for 2011-12 is primarily the result of the following:

- Net reduction of 73 positions across all operations, but mostly affecting the Community Corrections Bureau - field supervision units. The staffing deletions are 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. The impacts to the department from the reduced staffing 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 employees 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 \$5,858,492 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 \$751,693 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, and realignment funds, includes revenue 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 \$4,849,366 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 \$223,000 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.



The Probation Department is also recommending the addition of 3 new General Maintenance Mechanics. These positions would 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 the results from 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

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
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
1 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
2 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

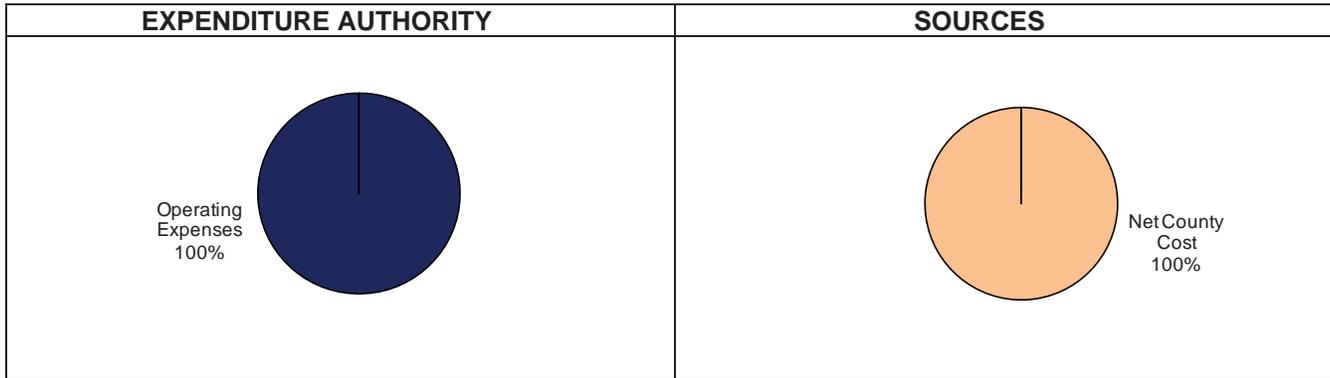
Juveniles are committed to the California Youth Authority or group homes to facilitate their rehabilitation, in an attempt to offer intervention programs that will lead to their future safety and productivity. The county is required to pay costs of support for those minors not eligible for state or federal 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.

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,050,665	1,626,324	1,347,600	1,130,834	1,528,834	1,529,717	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	1,130,834	1,528,834	1,529,717	883
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,050,665	1,626,324	1,347,600	1,130,834	1,528,834	1,529,717	883
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,050,665	1,626,324	1,347,600	1,130,834	1,528,834	1,529,717	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 Financing Sources	2,305	0	0	0	0	0	0
Net County Cost	2,048,360	1,626,324	1,347,600	1,130,834	1,528,834	1,529,717	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.

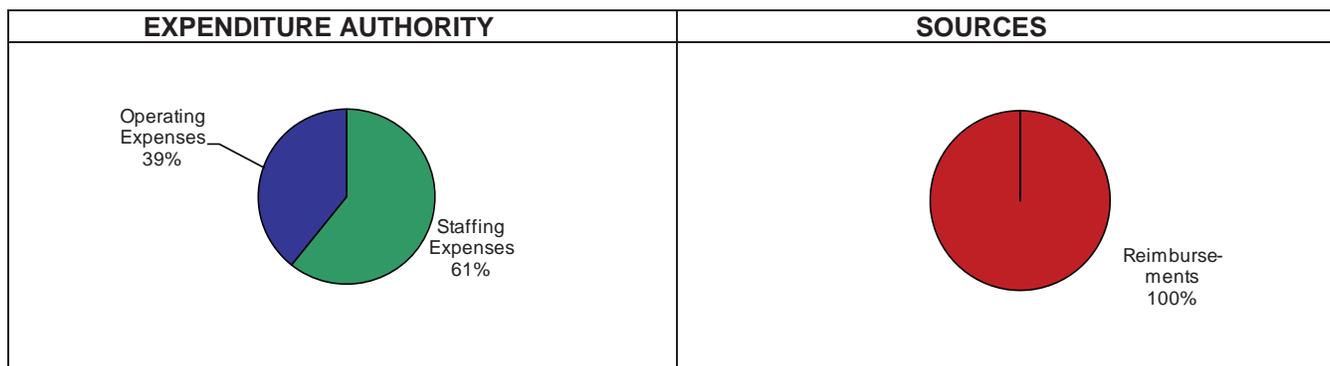
Budget at a Glance	
Total Expenditure Authority	\$1,226,278
Total Sources	\$1,226,278
Net County Cost	\$0
Total Staff	26
Funded by Net County Cost	0%

Current programs include Day Reporting Centers, School Probation Officers and a variety of others, each designed to effectively meet the diverse needs of youth.

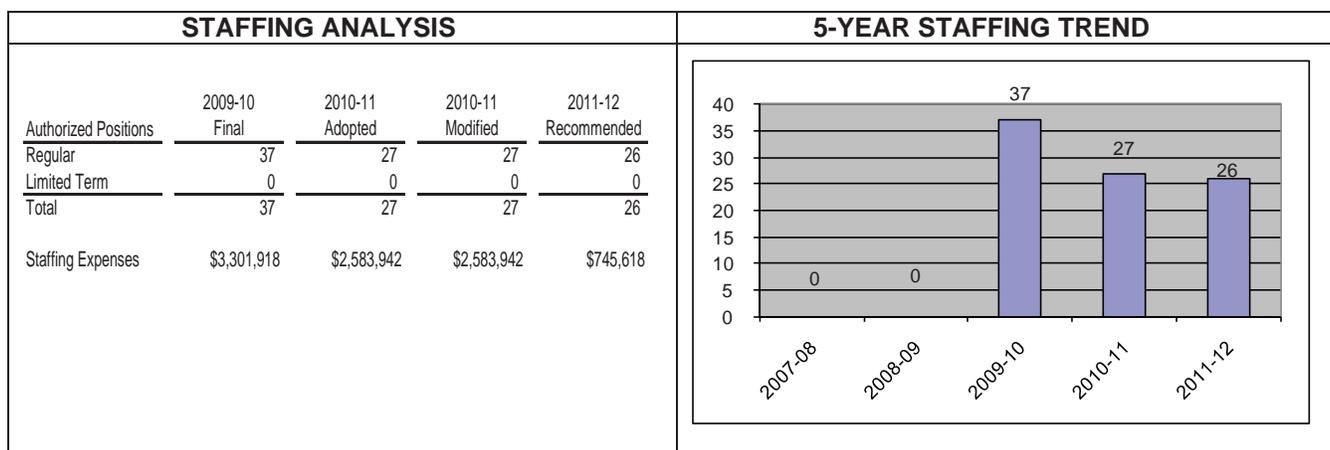
This general fund budget unit was established to receive funds from the Juvenile Justice Grant Program Special Revenue Fund in order to pay for program expenses and staffing costs when incurred, and avoid cash flow issues.

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, it is anticipated that 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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	2,519,369	2,448,648	2,583,942	745,618	(1,838,324)
Operating Expenses	0	0	1,887,962	1,557,668	1,529,917	480,660	(1,049,257)
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	4,006,316	4,113,859	1,226,278	(2,887,581)
Reimbursements	0	0	(4,407,331)	(4,006,316)	(4,113,859)	(1,226,278)	2,887,581
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 Financing 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 \$1,838,324 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 satellite (GPS) charges, day reporting center costs, and counseling services. As mentioned above, the decrease of \$1,049,257 reflects that the funding source for this program is expiring 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 remaining funding for this program will have been exhausted and the existing employees will be subject to potential layoffs.

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

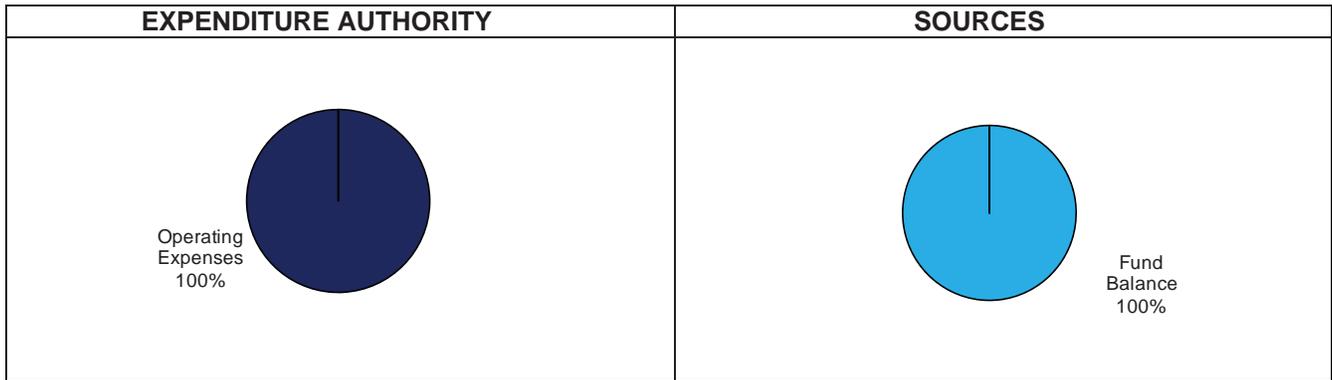
DESCRIPTION OF MAJOR SERVICES

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	\$1,226,278
Total Sources	\$3,000
Fund Balance	\$1,223,278
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified 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	4,006,316	4,113,859	1,226,278	(2,887,581)
Capital Expenditures	41,392	0	0	0	0	0	0
Contingencies	0	0	0	0	273,137	0	(273,137)
Total Exp Authority	6,812,234	5,249,825	4,407,255	4,006,316	4,386,996	1,226,278	(3,160,718)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,812,234	5,249,825	4,407,255	4,006,316	4,386,996	1,226,278	(3,160,718)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,812,234	5,249,825	4,407,255	4,006,316	4,386,996	1,226,278	(3,160,718)
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	4,933,063	4,098,859	0	(4,098,859)
Fee/Rate	0	25	0	0	0	0	0
Other Revenue	153,702	49,330	14,482	23,394	15,000	3,000	(12,000)
Total Revenue	6,829,746	4,476,208	3,700,720	4,956,457	4,113,859	3,000	(4,110,859)
Operating Transfers In	44,116	0	0	0	0	0	0
Total Financing Sources	6,873,862	4,476,208	3,700,720	4,956,457	4,113,859	3,000	(4,110,859)
				Fund Balance	273,137	1,223,278	950,141
				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 appropriation amount of \$1,226,278 reflects the program's remaining balance from 2010-11 revenues. This amount is only sufficient to fund program costs through the first quarter of 2011-12, thus explaining the overall \$3,160,718 decrease in budget from prior year.



Asset Forfeiture 15%

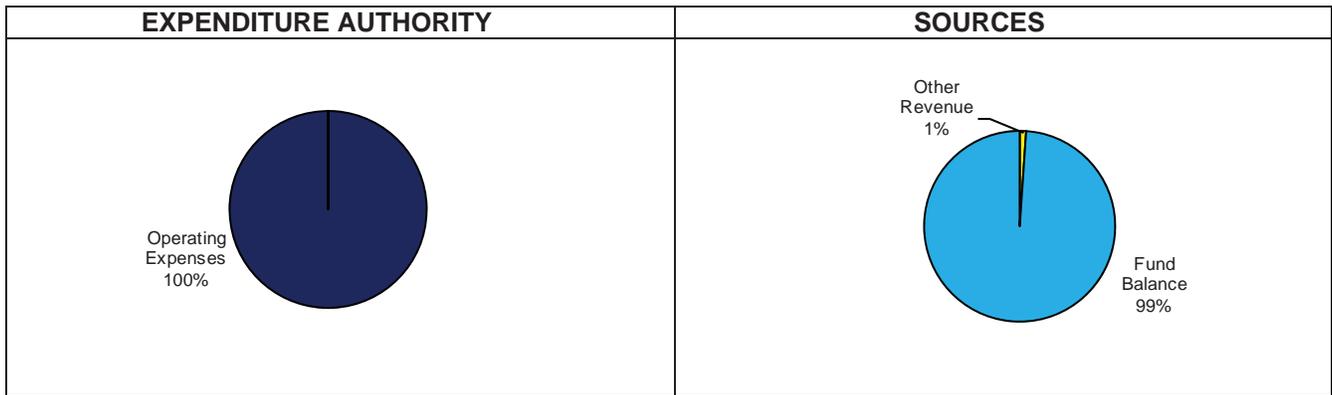
DESCRIPTION OF MAJOR SERVICES

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.

There is no staffing associated with this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$7,380
Total Sources	\$80
Fund Balance	\$7,300
Total Staff	0

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	2,500	5,000	12,318	7,380	(4,938)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	2,500	5,000	12,318	7,380	(4,938)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	2,500	5,000	12,318	7,380	(4,938)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	2,500	5,000	12,318	7,380	(4,938)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	674	407	143	123	141	80	(61)
Total Revenue	674	407	143	123	141	80	(61)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	674	407	143	123	141	80	(61)
				Fund Balance	12,177	7,300	(4,877)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$7,380 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

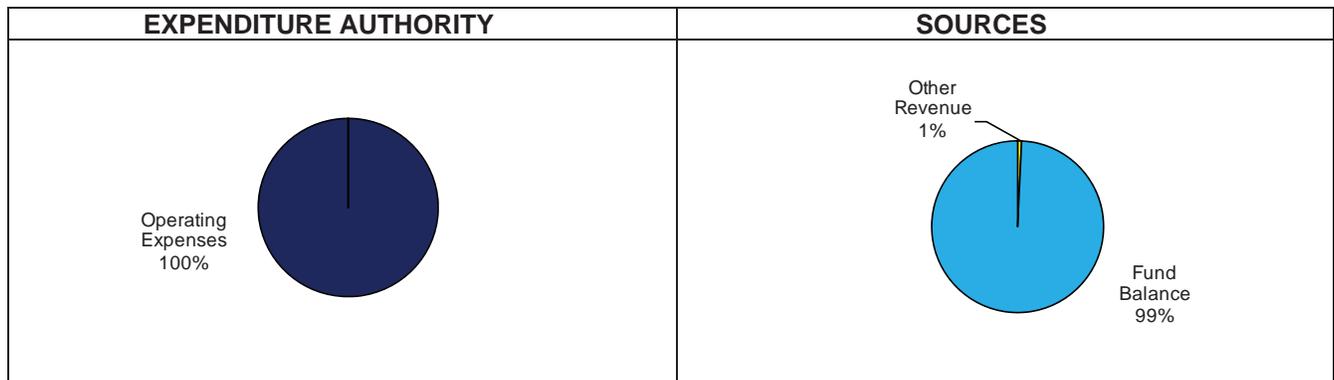
DESCRIPTION OF MAJOR SERVICES

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.

There is no staffing associated with this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$51,765
Total Sources	\$380
Fund Balance	\$51,385
Total Staff	0

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,559	1,554	4,470	3,020	54,592	51,765	(2,827)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,559	1,554	4,470	3,020	54,592	51,765	(2,827)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,559	1,554	4,470	3,020	54,592	51,765	(2,827)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,559	1,554	4,470	3,020	54,592	51,765	(2,827)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	2,802	1,654	805	466	653	380	(273)
Total Revenue	2,802	1,654	805	466	653	380	(273)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,802	1,654	805	466	653	380	(273)
				Fund Balance	53,939	51,385	(2,554)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$51,765 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.



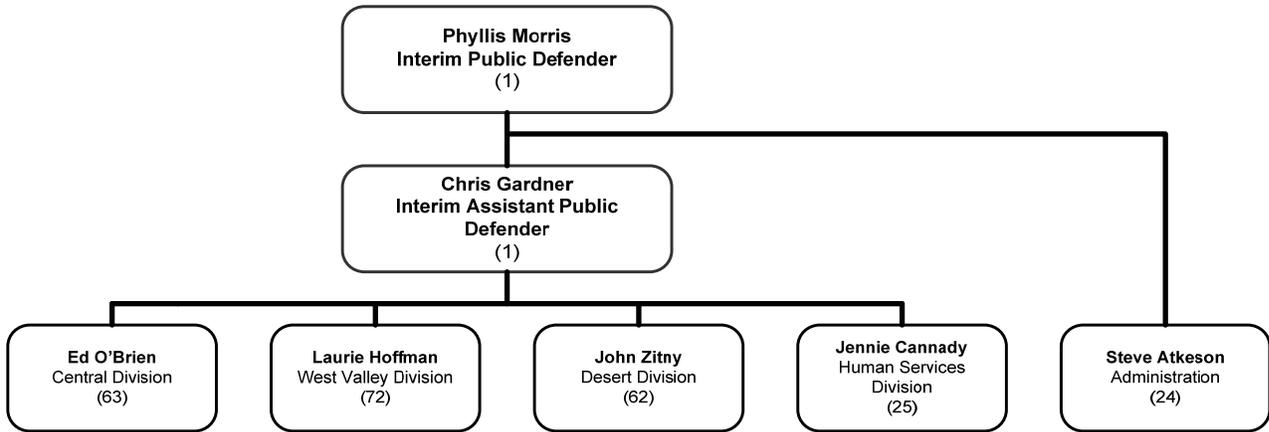
PUBLIC DEFENDER Phyllis K. Morris

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	2009-10	2010-11	2010-11	2011-12
	Actual	Actual	Target	Estimate	Target
Number of Felony Trials.	174	179	147	160	165
Number of Misdemeanor Trials.	137	82	96	115	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. Although the target for trials was reduced in 2010-11 due to budget cuts resulting in the loss of 10 Deputy Public Defender positions, staff vigilantly pursued trials when appropriate. As a result, the department will likely exceed the 2010-11 target. Recognizing the importance of trials to our clients, the department aims to further increase the number of trials in 2011-12.

LAW AND JUSTICE



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 Estimate	2011-12 Target
Percentage of felony cases resolved within 180 days of arraignment.	71.7%	73.5%	New	77.0%	77.0%
Percentage of misdemeanor cases resolved within 60 days of arraignment.	71.6%	71.4%	New	75.0%	75.0%

In 2009-10, 106 attorneys handled 51,953 cases and will handle an estimated 49,641 in 2010-11. Recognizing the importance of an early case resolution, the Public Defender's office has included a new performance measure. The target for 2011-12 was established by reviewing the department's statistics from previous years and estimating for 2010-11. 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 anticipates being called upon by the county to represent clients facing parole violations.

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	34,090,131	34,906,428	33,785,481	33,403,647	32,070,114
Total	34,090,131	34,906,428	33,785,481	33,403,647	32,070,114

5-YEAR REVENUE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Public Defender	1,666,384	1,708,204	1,366,660	1,749,454	2,070,543
Total	1,666,384	1,708,204	1,366,660	1,749,454	2,070,543

5-YEAR NET COUNTY COST TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Public Defender	32,423,747	33,198,224	32,418,821	31,654,193	29,999,571
Total	32,423,747	33,198,224	32,418,821	31,654,193	29,999,571



Public Defender

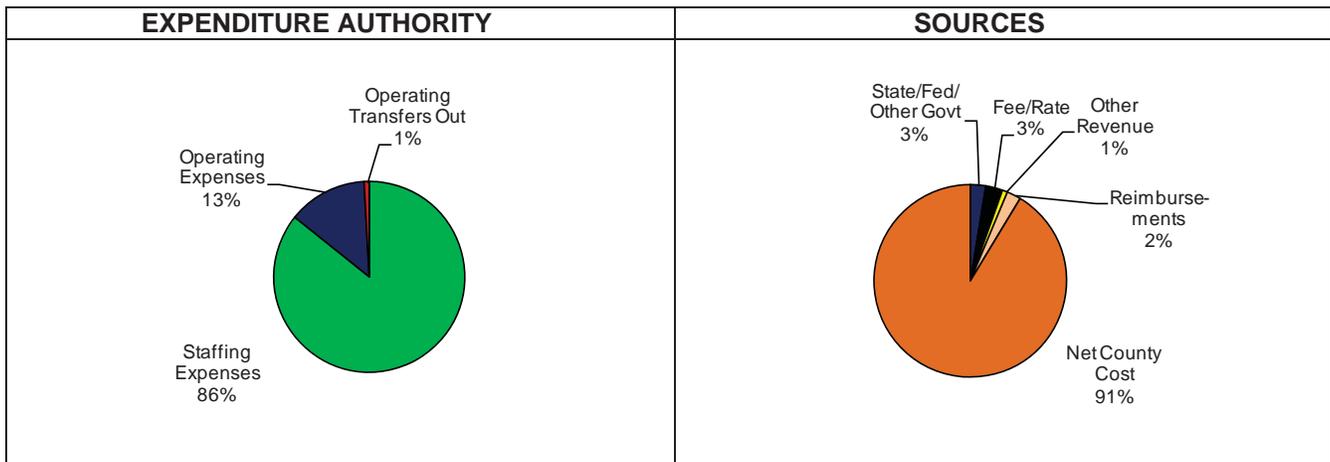
DESCRIPTION OF MAJOR SERVICES

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.

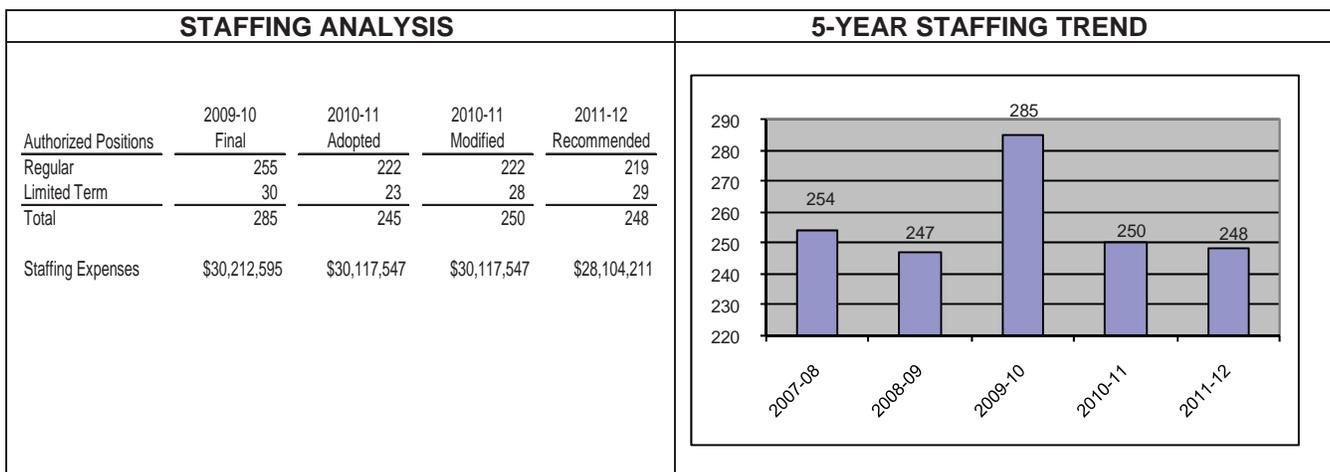
Budget at a Glance

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	29,004,532	30,709,702	30,212,495	29,747,909	30,117,547	28,104,211	(2,013,336)
Operating Expenses	3,473,670	4,065,879	3,586,529	3,701,099	4,103,480	4,389,893	286,413
Capital Expenditures	214,974	23,245	95,001	0	0	62,000	62,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	32,693,176	34,798,826	33,894,025	33,449,008	34,221,027	32,556,104	(1,664,923)
Reimbursements	0	(198,273)	(332,639)	(492,503)	(817,380)	(773,260)	44,120
Total Appropriation	32,693,176	34,600,553	33,561,386	32,956,505	33,403,647	31,782,844	(1,620,803)
Operating Transfers Out	0	0	219,891	0	0	287,270	287,270
Total Requirements	32,693,176	34,600,553	33,781,277	32,956,505	33,403,647	32,070,114	(1,333,533)
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	659,563	673,711	846,419	172,708
Fee/Rate	653,685	808,008	957,445	912,241	785,986	934,367	148,381
Other Revenue	2,730	776	5,953	0	2,487	2,487	0
Total Revenue	1,177,708	868,224	1,042,995	1,571,804	1,462,184	1,783,273	321,089
Operating Transfers In	266,384	114,730	323,340	50,000	287,270	287,270	0
Total Financing Sources	1,444,092	982,954	1,366,335	1,621,804	1,749,454	2,070,543	321,089
Net County Cost	31,249,084	33,617,599	32,414,942	31,334,701	31,654,193	29,999,571	(1,654,622)
Budgeted Staffing					250	248	(2)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$28,104,211 include 248 budgeted positions. The significant decrease of \$2,013,336 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, approved for all exempt and for proposed attorney positions.
- 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 \$286,413 increase is primarily 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 \$172,708 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. The increase of \$148,381 is warranted based on the revenue received in 2010-11.

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, 3 positions are being eliminated (1 Chief Deputy Public Defender, 1 Supervising Deputy Public Defender, and 1 Public Defender Chief Investigator). 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.

Partially offsetting the above reductions in staffing is the addition of 6 Law Clerk I positions. These low cost, limited-term positions provide vital coverage for the department primarily during the summer months. The Law Clerks conduct research, write motions for attorneys, and are also able to assist attorneys with case preparation. By handling some of the more rudimentary tasks, staff is better able to serve its clients.

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	2	2	72
Central	59	4	63	60	1	2	63
Desert	58	4	62	60	0	2	62
Human Services	25	0	25	25	0	0	25
Total	219	29	248	239	3	6	248

<u>Administration</u>	<u>Central</u>	<u>West Valley</u>	<u>Desert</u>
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

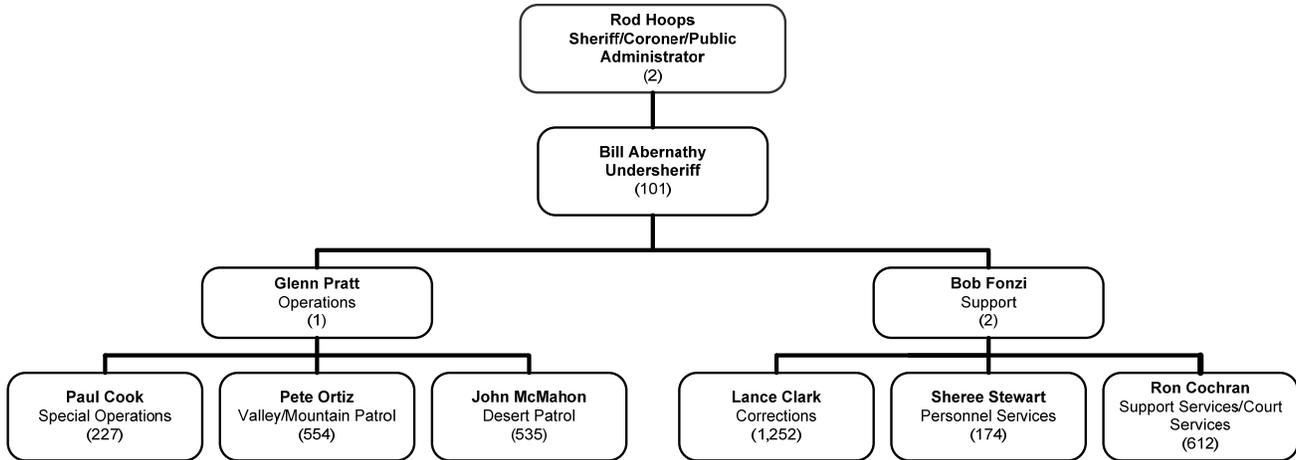
Rod Hoops

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 Presynct 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.

LAW AND JUSTICE



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 Estimate	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 allowed the department to maintain services 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 Estimate	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

The construction of additional jail beds at the Adelanto Detention Center will enable the department to greatly increase the number of single and double occupancy cells within the County, which provides 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	448,765,563	271,652,048	177,113,515			3,460
Total General Fund	448,765,563	271,652,048	177,113,515			3,460
Special Revenue Funds						
Contract Training	5,688,453	3,565,000		2,123,453		0
Public Gatherings	1,611,880	1,448,998		162,882		0
Aviation	1,756,242	500,000		1,256,242		0
IRNET Federal	3,069,442	770,000		2,299,442		0
IRNET State	203,171	74,000		129,171		0
Federal Seized Assets (DOJ)	8,824,305	815,000		8,009,305		0
Federal Seized Assets (Treasury)	46,987	10,400		36,587		0
State Seized Assets	4,154,009	1,025,000		3,129,009		0
Auto Theft Task Force	866,111	824,000		42,111		0
Search and Rescue	151,270	13,000		138,270		0
CAL-ID Program	4,438,276	4,093,551		344,725		0
Capital Projects Fund	1,149,814	40,000		1,109,814		0
Court Services Auto	1,562,247	675,000		887,247		0
Court Services Tech	1,668,478	395,000		1,273,478		0
Local Detention Facility Revenue	1,950,556	15,000		1,935,556		0
Total Special Revenue Funds	37,141,241	14,263,949		22,877,292		0
Total - All Funds	485,906,804	285,915,997	177,113,515	22,877,292		3,460

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	418,979,757	448,765,563
Contract Training	3,466,919	3,399,817	3,104,917	4,768,737	5,688,453
Public Gatherings	1,841,797	1,623,295	1,157,367	1,329,981	1,611,880
Aviation	976,475	1,541,369	1,148,701	1,615,184	1,756,242
IRNET Federal	1,493,734	1,617,732	2,101,471	1,819,919	3,069,442
IRNET State	122,485	208,607	202,936	234,741	203,171
Federal Seized Assets (DOJ)	983,863	3,138,419	6,946,834	7,017,452	8,824,305
Federal Seized Assets (Treasury)	7,727	35,431	36,385	52,786	46,987
State Seized Assets	1,249,889	2,672,497	3,449,480	4,288,235	4,154,009
Auto Theft Task Force	1,025,556	972,226	815,934	802,259	866,111
Search and Rescue	363,002	263,844	108,200	98,646	151,270
CAL-ID Program	4,373,641	3,851,164	3,590,625	4,545,387	4,438,276
Capital Projects Fund	1,622,415	2,107,527	3,399,831	3,449,281	1,149,814
Court Services Auto	1,156,504	1,172,389	1,540,522	1,600,147	1,562,247
Court Services Tech	911,137	1,124,764	1,218,321	1,466,049	1,668,478
Local Detention Facility Revenue	0	2,510,057	2,094,141	4,274,519	1,950,556
Total	421,599,462	441,862,849	437,533,032	456,343,080	485,906,804



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	266,399,422	271,652,048
Contract Training	1,955,657	2,090,000	1,443,409	3,000,610	3,565,000
Public Gatherings	1,764,638	1,500,483	1,131,865	1,230,000	1,448,998
Aviation	500,000	500,000	469,761	500,000	500,000
IRNET Federal	660,000	661,000	1,035,198	245,000	770,000
IRNET State	59,600	100,000	87,339	75,000	74,000
Federal Seized Assets (DOJ)	320,000	805,000	3,968,398	815,000	815,000
Federal Seized Assets (Treasury)	4,170	18,400	521	16,400	10,400
State Seized Assets	1,120,000	1,120,000	1,052,946	1,025,000	1,025,000
Auto Theft Task Force	864,000	919,137	812,300	802,500	824,000
Search and Rescue	107,000	107,000	6,158	15,000	13,000
CAL-ID Program	4,255,998	3,580,736	3,230,987	4,200,662	4,093,551
Capital Projects Fund	410,000	305,332	302,568	50,000	40,000
Court Services Auto	315,000	530,000	763,576	680,000	675,000
Court Services Tech	310,000	395,000	388,504	395,000	395,000
Local Detention Facility Revenue	0	2,482,000	2,055,827	2,180,377	15,000
Total	279,664,484	286,389,951	269,985,497	281,629,971	285,915,997

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	152,580,335	177,113,515
Total	134,985,897	144,347,848	153,381,227	152,580,335	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	1,661,508	1,768,127	2,123,453
Public Gatherings	77,159	122,812	25,502	99,981	162,882
Aviation	476,475	1,041,369	678,940	1,115,184	1,256,242
IRNET Federal	833,734	956,732	1,066,273	1,574,919	2,299,442
IRNET State	62,885	108,607	115,597	159,741	129,171
Federal Seized Assets (DOJ)	663,863	2,333,419	2,978,436	6,202,452	8,009,305
Federal Seized Assets (Treasury)	3,557	17,031	35,864	36,386	36,587
State Seized Assets	129,889	1,552,497	2,396,534	3,263,235	3,129,009
Auto Theft Task Force	161,556	53,089	3,634	(241)	42,111
Search and Rescue	256,002	156,844	102,042	83,646	138,270
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	1,109,814
Court Services Auto	841,504	642,389	776,946	920,147	887,247
Court Services Tech	601,137	729,764	829,817	1,071,049	1,273,478
Local Detention Facility Revenue	0	28,057	38,314	2,094,142	1,935,556
Total	6,949,081	11,125,050	14,166,308	22,132,774	22,877,292



Sheriff/Coroner/Public Administrator

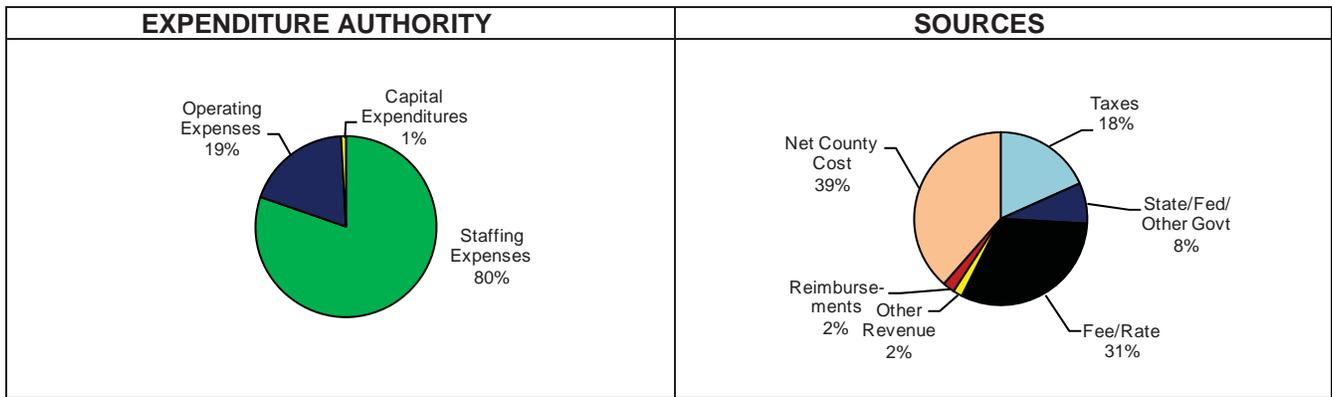
DESCRIPTION OF MAJOR SERVICES

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.

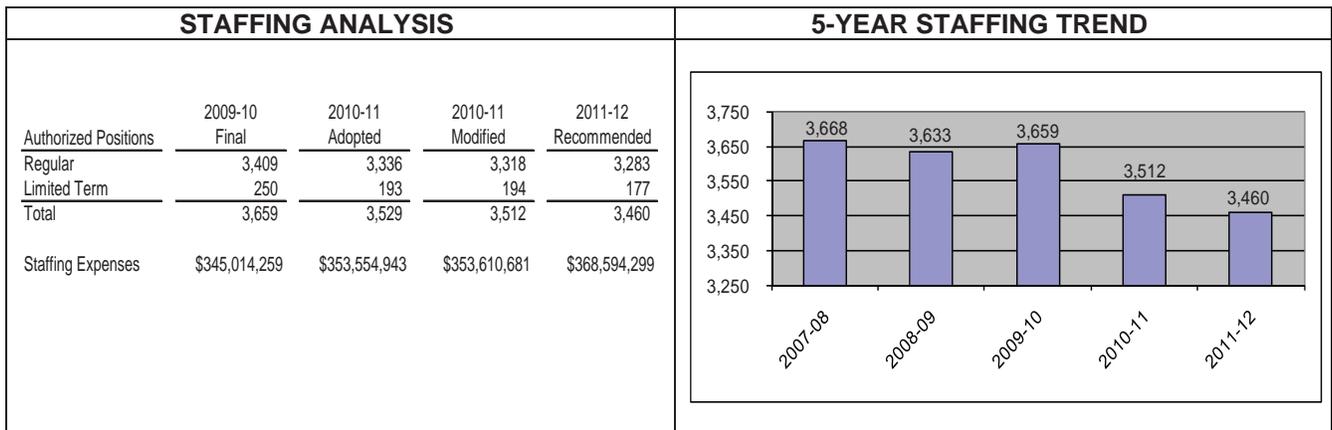
Budget at a Glance	
Total Expenditure Authority	\$459,014,861
Total Sources	\$281,901,346
Net County Cost	\$177,113,515
Total Staff	3,460
Funded by Net County Cost	39%

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 RECOMMENDED BUDGET



BUDGETED STAFFING



LAW AND JUSTICE



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	344,935,910	348,041,520	345,014,111	352,110,506	353,610,681	368,594,299	14,983,618
Operating Expenses	63,508,444	61,499,974	59,944,815	64,347,754	68,311,673	86,414,706	18,103,033
Capital Expenditures	7,049,056	8,126,424	6,316,880	8,154,587	12,162,128	4,005,856	(8,156,272)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	415,493,410	417,667,918	411,275,806	424,612,847	434,084,482	459,014,861	24,930,379
Reimbursements	(5,192,537)	(5,247,334)	(4,769,039)	(10,511,559)	(15,104,725)	(10,249,298)	4,855,427
Total Appropriation	410,300,873	412,420,584	406,506,767	414,101,288	418,979,757	448,765,563	29,785,806
Operating Transfers Out	137,309	101,999	116,131	0	0	0	0
Total Requirements	410,438,182	412,522,583	406,622,898	414,101,288	418,979,757	448,765,563	29,785,806
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	37,931,541	39,223,927	34,975,391	(4,248,536)
Fee/Rate	123,425,504	130,545,751	126,876,856	134,433,894	137,242,520	144,641,374	7,398,854
Other Revenue	6,064,565	6,525,892	6,245,426	5,762,115	6,360,773	6,643,507	282,734
Total Revenue	260,076,166	246,957,045	249,621,524	260,377,550	265,077,220	270,260,272	5,183,052
Operating Transfers In	5,474,733	5,182,958	3,614,801	1,250,522	1,322,202	1,391,776	69,574
Total Financing Sources	265,550,899	252,140,003	253,236,325	261,628,072	266,399,422	271,652,048	5,252,626
Net County Cost	144,887,283	160,382,580	153,386,573	152,473,216	152,580,335	177,113,515	24,533,180
Budgeted Staffing					3,512	3,460	(52)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$368,594,299 fund 3,460 budgeted positions and are increasing by \$14,983,618 from 2010-11. Increases are primarily due to costs associated with ensuring adequate funding levels for potential earned leave cash-outs of approximately \$3.0 million, Safety and General Unit salary raises of \$10.7 million, and retirement cost increases of \$8.1 million. These increases are partially offset by decreases related to various employee salary and benefit reductions that are proposed for 2011-12. This includes 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 exempt group employees agreeing to pick-up a greater portion of their required retirement contributions totaling approximately \$600,000. Additionally, the department is assuming \$4.9 million in salary savings resulting from a proposed work schedule reduction plan for SBPEA members.

Operating expenses of \$86,414,706 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 \$18,103,033 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. These increases are partially offset by departmental reductions of various services and supplies by approximately \$2.0 million to help absorb salary increases for safety personnel.

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 \$8,156,272 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.

LAW AND JUSTICE



Reimbursements of \$10,249,298 primarily include transfers from various Sheriff/Coroner/Public Administrator Special Revenue Funds for staffing costs. Reimbursements decreased by \$4,855,427 primarily due to the removal of a one-time transfer of prior year State Criminal Alien and Assistant Program (SCAAP) revenues to offset salary increases in 2010-11 and reductions in reimbursements for Law and Justice Southwest Border funded projects that have already been completed.

Departmental revenue of \$271,652,048 represents a \$5,252,626 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 \$7.3 million due to salary increases. These increases were partially offset by an approximate \$240,000 decrease in state grants and \$4.4 million decrease in 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 17 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.

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	216	11	227	210	17	0	227
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	1197	55	1252	1155	97	0	1252
Support Services	583	29	612	565	47	0	612
Total	3283	177	3460	3201	259	0	3460



<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 31 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. 94 Sheriff's Detective/Corporal 1 Sheriff's Emergency Svcs Cdnt 1 Sheriff's Facilities Coordntr 8 Sheriff's Lieutenant 1 Sheriffs Pilot 27 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> 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>	<p><u>Support</u> 1 Assistant Sheriff 1 Lieutenant</p> <p><u>Personnel Services</u> 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> <p><u>Support Services</u> 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>	<p><u>Support Services Cont'd</u> 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</p>
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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

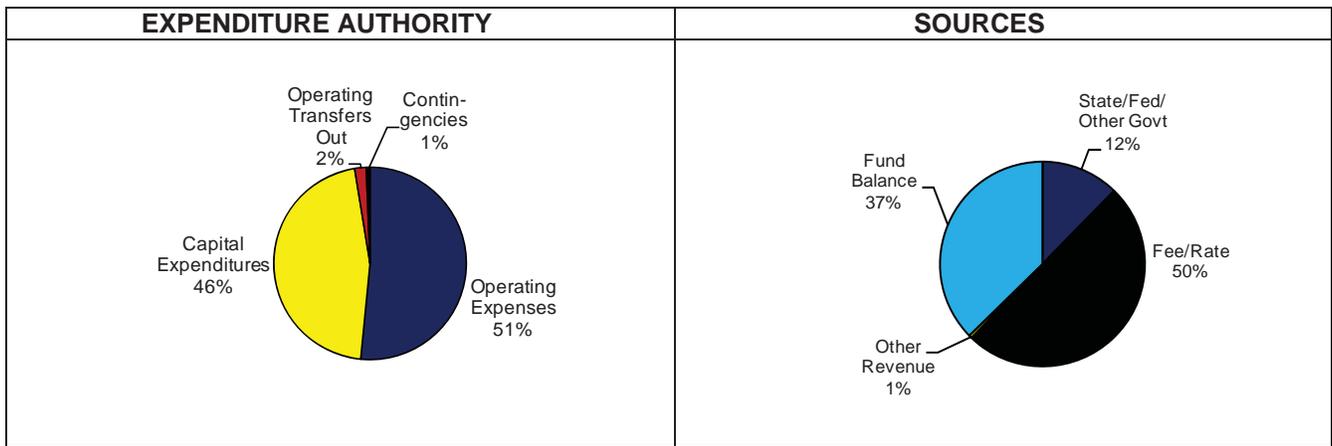
DESCRIPTION OF MAJOR SERVICES

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	\$5,688,453
Total Sources	\$3,565,000
Fund Balance	\$2,123,453
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,059,128	1,487,094	1,239,589	1,902,519	2,790,338	2,932,141	141,803
Capital Expenditures	44,604	323,457	156,377	354,335	1,266,540	2,610,000	1,343,460
Contingencies	0	0	0	0	551,859	36,312	(515,547)
Total Exp Authority	2,103,732	1,810,551	1,395,966	2,256,854	4,608,737	5,578,453	969,716
Reimbursements	(38,551)	(66,774)	(56,504)	(26,145)	0	0	0
Total Appropriation	2,065,181	1,743,777	1,339,462	2,230,709	4,608,737	5,578,453	969,716
Operating Transfers Out	0	0	0	160,000	160,000	110,000	(50,000)
Total Requirements	2,065,181	1,743,777	1,339,462	2,390,709	4,768,737	5,688,453	919,716
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	694,535	700,000	700,000	0
Fee/Rate	1,477,727	1,139,841	1,014,669	2,030,000	2,270,610	2,840,000	569,390
Other Revenue	77,686	40,333	39,498	21,500	30,000	25,000	(5,000)
Total Revenue	1,863,735	2,095,458	1,443,411	2,746,035	3,000,610	3,565,000	564,390
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,863,735	2,095,458	1,443,411	2,746,035	3,000,610	3,565,000	564,390
				Fund Balance	1,768,127	2,123,453	355,326
				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 increase of \$141,803 is primarily attributed to the salary costs related to the department's training contract with ICE and safety unit salary increases.

Capital expenditures of \$2,610,000 include costs related to structures and improvements to structures as well as equipment and vehicles. The increase of \$1,343,460 is primarily related to an increase of \$1,380,000 due to the anticipated cost to replace the asphalt at the EVOC driver training track, which was built in 1991. Costs for equipment include the continuation of a new modular classrooms project for the Training Academy and the addition of modular restrooms to the Sheriff's Shooting Range. Additionally, the department is purchasing vehicles in order to replace the Academy's worn-out unmarked patrol practice units.

Contingencies of \$36,312 represent that portion of fund balance not planned to be spent in 2011-12 and is decreasing significantly in order to assist in funding the replacement of asphalt 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 interest estimated at \$25,000, reimbursement for Police Officer Standards Training (POST) of \$700,000, and fees totaling \$2,840,000 from various outside agencies. The overall revenue increase of \$564,390 is primarily due to an increase in Law Enforcement Services brought about by the training contract with ICE.



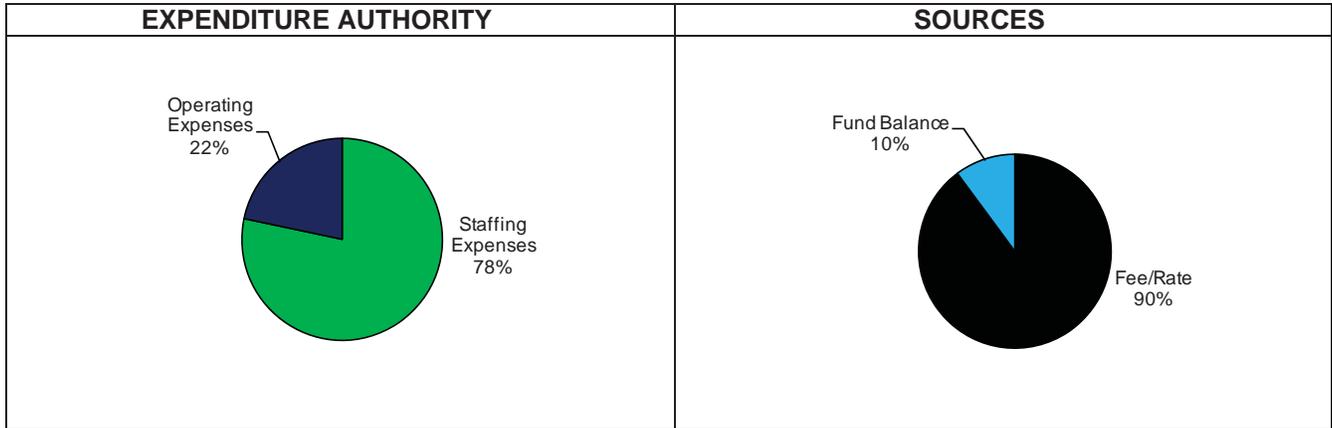
Public Gatherings

DESCRIPTION OF MAJOR SERVICES

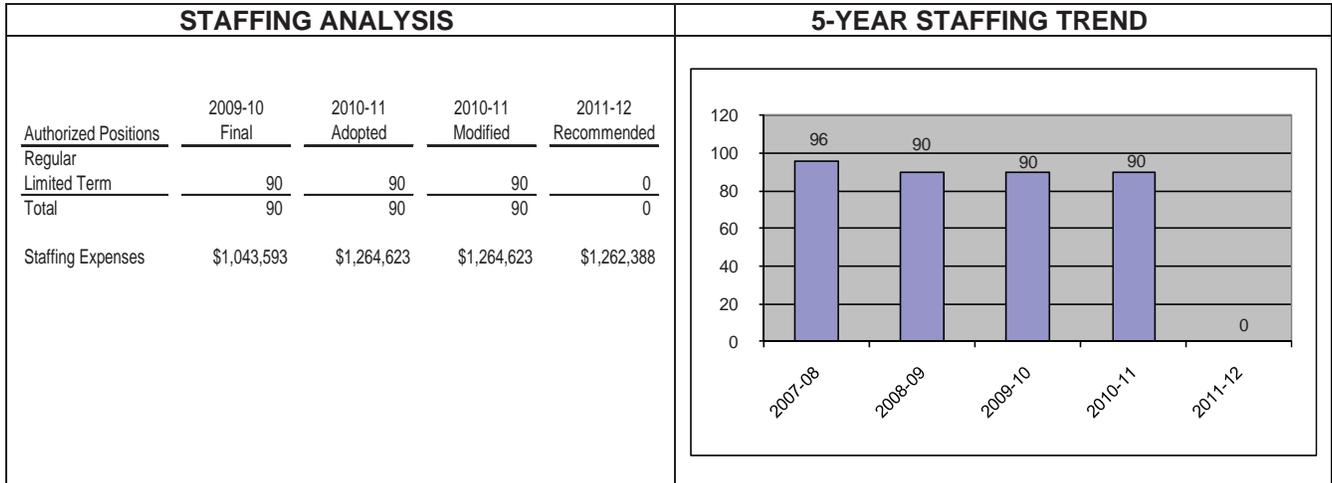
Public Gatherings represents protective services provided by the Sheriff/Coroner/Public Administrator's Department, for a fee, for various public functions and events throughout the county. The services provided are fully funded by fees charged to the sponsoring organizations.

Budget at a Glance	
Total Expenditure Authority	\$1,611,880
Total Sources	\$1,448,998
Fund Balance	\$162,882
Total Staff	0

2011-12 RECOMMENDED 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 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	1,254,143	1,242,564	1,043,482	1,025,579	1,264,623	1,262,388	(2,235)
Operating Expenses	6,482	9,920	13,904	39,085	65,358	349,492	284,134
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,260,625	1,252,484	1,057,386	1,064,664	1,329,981	1,611,880	281,899
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,260,625	1,252,484	1,057,386	1,064,664	1,329,981	1,611,880	281,899
Operating Transfers Out	100,000	0	0	0	0	0	0
Total Requirements	1,360,625	1,252,484	1,057,386	1,064,664	1,329,981	1,611,880	281,899
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	1,127,565	1,230,000	1,448,998	218,998
Other Revenue	0	0	0	0	0	0	0
Total Revenue	1,406,278	1,155,173	1,131,865	1,127,565	1,230,000	1,448,998	218,998
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,406,278	1,155,173	1,131,865	1,127,565	1,230,000	1,448,998	218,998
				Fund Balance	99,981	162,882	62,901
				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 and are decreasing by the minimal amount of \$2,235.

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. It is increasing by \$284,134 primarily due to Countywide Cost Allocation Plan (COWCAP) charges starting this fiscal year.

Departmental revenue of \$1,448,998 is from projected fees for services and is increasing by \$218,998. The increase is primarily related to the increase in contract rates for Public Gatherings.



Aviation

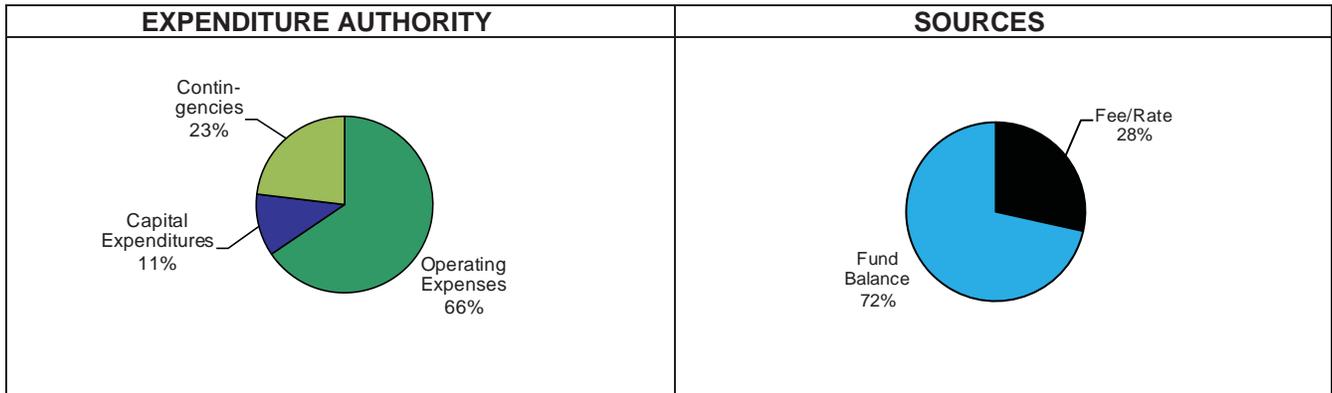
DESCRIPTION OF MAJOR SERVICES

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	\$1,756,242
Total Sources	\$500,000
Fund Balance	\$1,256,242
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	16,416	747,513	33,517	293,942	1,128,940	1,150,657	21,717
Capital Expenditures	79,296	0	0	0	50,000	200,000	150,000
Contingencies	0	0	0	0	436,244	405,585	(30,659)
Total Exp Authority	95,712	747,513	33,517	293,942	1,615,184	1,756,242	141,058
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	95,712	747,513	33,517	293,942	1,615,184	1,756,242	141,058
Operating Transfers Out	302,475	0	0	0	0	0	0
Total Requirements	398,187	747,513	33,517	293,942	1,615,184	1,756,242	141,058
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	435,000	500,000	500,000	0
Other Revenue	417,531	8,238	0	0	0	0	0
Total Revenue	960,881	384,821	469,761	435,000	500,000	500,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	960,881	384,821	469,761	435,000	500,000	500,000	0
				Fund Balance	1,115,184	1,256,242	141,058
				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. The increase of \$21,717 is related to higher cost of fuel partially offset by a decrease in equipment maintenance.

Capital expenditures of \$200,000 are for aircraft equipment replacement and upgrades.

Contingencies of \$405,585 represent that portion of the fund balance not planned to be spent in 2011-12.

Departmental revenue of \$500,000 represents fees for service for firefighting and air patrol.



IRNET Federal

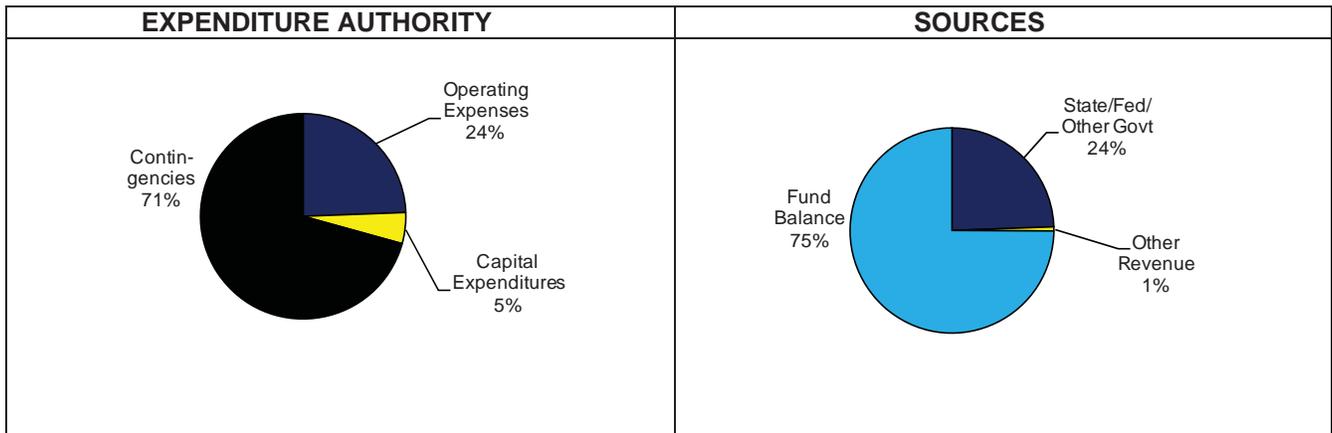
DESCRIPTION OF MAJOR SERVICES

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	\$3,069,442
Total Sources	\$770,000
Fund Balance	\$2,299,442
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	650,724	348,141	516,753	415,202	584,356	748,961	164,605
Capital Expenditures	198,126	0	9,799	32,700	150,000	150,000	0
Contingencies	0	0	0	0	1,085,563	2,170,481	1,084,918
Total Exp Authority	848,850	348,141	526,552	447,902	1,819,919	3,069,442	1,249,523
Reimbursements	0	(12,648)	0	0	0	0	0
Total Appropriation	848,850	335,493	526,552	447,902	1,819,919	3,069,442	1,249,523
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	848,850	335,493	526,552	447,902	1,819,919	3,069,442	1,249,523
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	1,153,224	225,000	750,000	525,000
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	37,381	24,435	19,823	19,201	20,000	20,000	0
Total Revenue	971,748	444,406	1,035,198	1,172,425	245,000	770,000	525,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	971,748	444,406	1,035,198	1,172,425	245,000	770,000	525,000
				Fund Balance	1,574,919	2,299,442	724,523
				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 increase of \$164,605 is primarily related to increases in communications charges.

Capital expenditures of \$150,000 are for the purchase of technical investigative equipment.

Contingencies of \$2,170,481 represent that portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$770,000 includes asset forfeiture revenue projected in 2011-12, along with anticipated interest in this budget unit. The increase of \$525,000 is due to an increase in anticipated federal asset forfeiture cases in which the county will receive revenue for 2011-12.



IRNET State

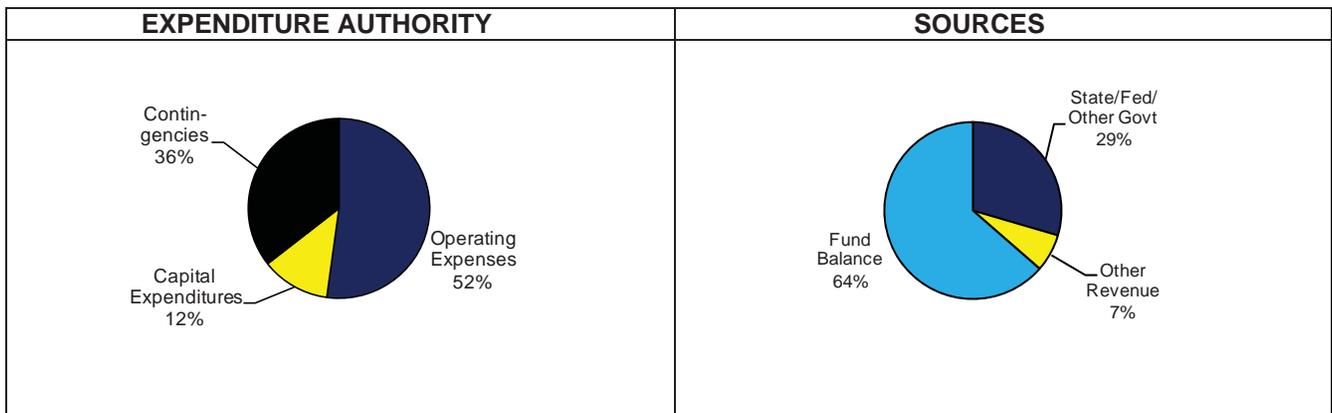
DESCRIPTION OF MAJOR SERVICES

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	\$203,171
Total Sources	\$74,000
Fund Balance	\$129,171
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	55,272	55,024	43,194	60,667	102,900	106,014	3,114
Capital Expenditures	0	0	0	0	25,000	25,000	0
Contingencies	0	0	0	0	106,841	72,157	(34,684)
Total Exp Authority	55,272	55,024	43,194	60,667	234,741	203,171	(31,570)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	55,272	55,024	43,194	60,667	234,741	203,171	(31,570)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	55,272	55,024	43,194	60,667	234,741	203,171	(31,570)
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	23,356	60,000	60,000	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	4,770	3,594	1,903	6,741	15,000	14,000	(1,000)
Total Revenue	100,994	62,013	87,338	30,097	75,000	74,000	(1,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	100,994	62,013	87,338	30,097	75,000	74,000	(1,000)
				Fund Balance	159,741	129,171	(30,570)
				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 \$72,157 represent that portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$74,000 primarily includes asset forfeiture revenue and interest earnings in this budget unit based on pending asset forfeiture cases expected to close, the number of cases in process and projected asset forfeiture cases.



Federal Seized Assets (DOJ)

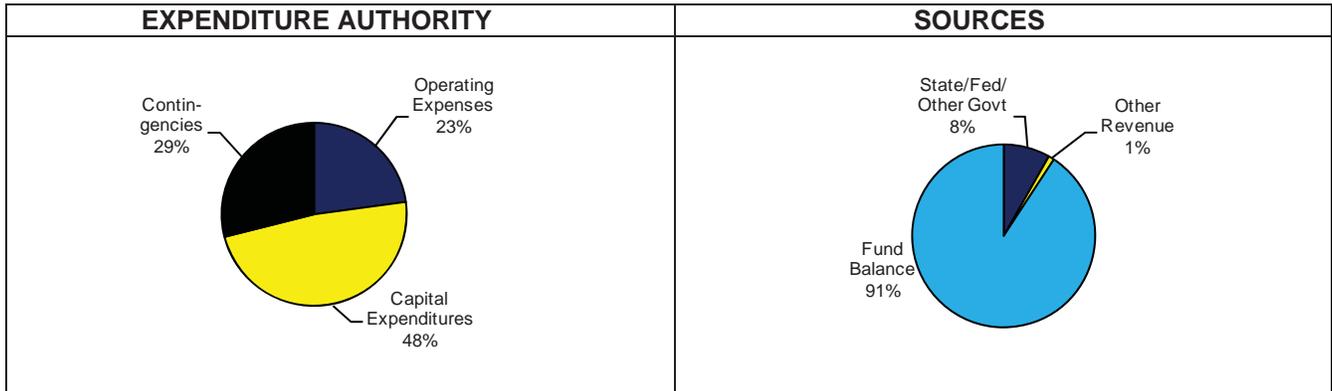
DESCRIPTION OF MAJOR SERVICES

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	\$8,824,305
Total Sources	\$815,000
Fund Balance	\$8,009,305
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	100,237	580,277	744,312	618,327	2,552,895	2,016,867	(536,028)
Capital Expenditures	134,339	479,649	70	552,598	2,321,124	4,255,000	1,933,876
Contingencies	0	0	0	0	2,143,433	2,552,438	409,005
Total Exp Authority	234,576	1,059,926	744,382	1,170,925	7,017,452	8,824,305	1,806,853
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	234,576	1,059,926	744,382	1,170,925	7,017,452	8,824,305	1,806,853
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	234,576	1,059,926	744,382	1,170,925	7,017,452	8,824,305	1,806,853
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	1,852,120	1,602,830	3,594,777	2,738,730	725,000	725,000	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	52,012	102,111	373,622	239,048	90,000	90,000	0
Total Revenue	1,904,132	1,704,941	3,968,399	2,977,778	815,000	815,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,904,132	1,704,941	3,968,399	2,977,778	815,000	815,000	0
				Fund Balance	6,202,452	8,009,305	1,806,853
				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. The department is anticipating a decrease of \$536,028 in 2011-12 due to lower costs for equipment maintenance.

Capital expenditures of \$4,255,000 include structure and improvement to structures of \$1,200,000 due to anticipated costs associated with the move by the department to a new Aviation hangar. Additionally, equipment of \$1,655,000 is to purchase items such as tracking devices and other investigative and specialized equipment for new vehicles. Finally, funding will be used to replace existing unmarked vehicles and to purchase a proprietary law enforcement application related to the department's conversion to a paperless ticketing system anticipated to happen this fiscal year. 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 \$2,552,438 represent that portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$815,000 represents anticipated DOJ cases to be settled during 2011-12.



Federal Seized Assets (Treasury)

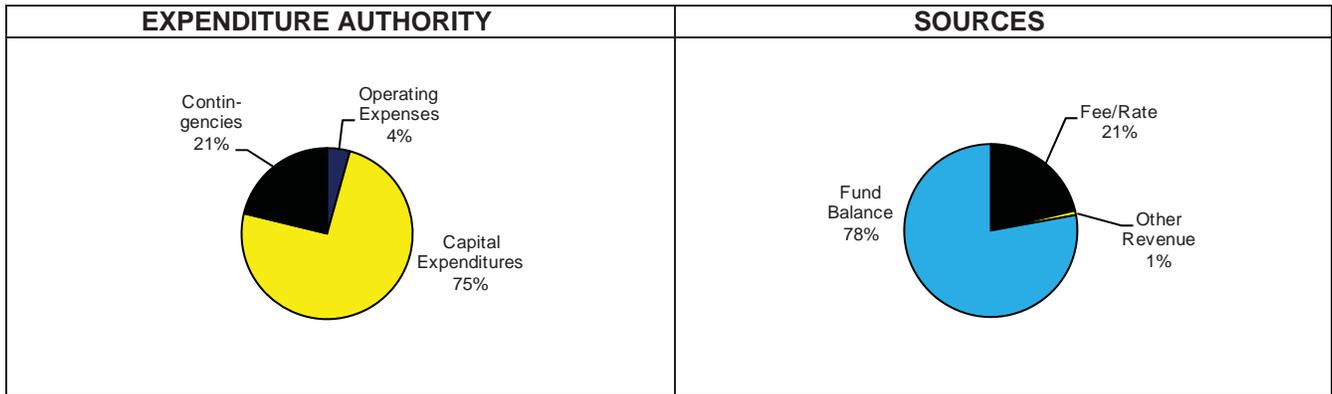
DESCRIPTION OF MAJOR SERVICES

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	\$46,987
Total Sources	\$10,400
Fund Balance	\$36,587
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	2,000	2,029	29
Capital Expenditures	0	0	0	0	35,000	35,000	0
Contingencies	0	0	0	0	15,786	9,958	(5,828)
Total Exp Authority	0	0	0	0	52,786	46,987	(5,799)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	52,786	46,987	(5,799)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	52,786	46,987	(5,799)
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	16,000	10,000	(6,000)
Other Revenue	575	591	522	201	400	400	0
Total Revenue	13,475	18,832	522	201	16,400	10,400	(6,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	13,475	18,832	522	201	16,400	10,400	(6,000)
				Fund Balance	36,386	36,587	201
				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 represents purchases of computer servers and other related equipment.

Contingencies of \$9,958 represent that portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$10,400 includes projected asset seizures and projected interest earnings in this budget unit.



State Seized Assets

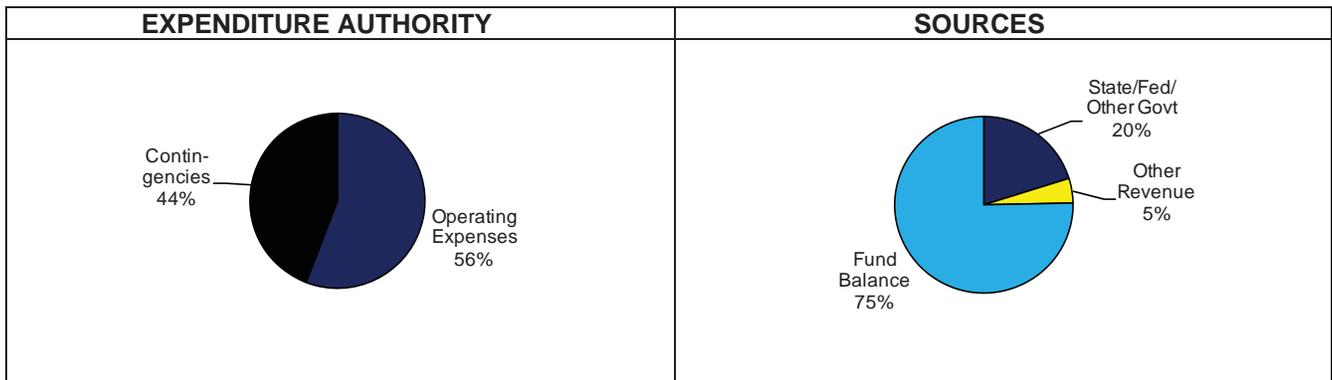
DESCRIPTION OF MAJOR SERVICES

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 to be maintained and accounted for in a special fund and that 15% of all forfeitures made after January 1994 is set aside for drug education and gang intervention programs. Current appropriation 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	\$4,154,009
Total Sources	\$1,025,000
Fund Balance	\$3,129,009
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	(209,455)	301,674	186,245	552,323	1,365,700	2,318,580	952,880
Capital Expenditures	0	0	0	16,808	16,808	0	(16,808)
Contingencies	0	0	0	0	2,565,727	1,835,429	(730,298)
Total Exp Authority	(209,455)	301,674	186,245	569,131	3,948,235	4,154,009	205,774
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	(209,455)	301,674	186,245	569,131	3,948,235	4,154,009	205,774
Operating Transfers Out	750,000	0	0	340,000	340,000	0	(340,000)
Total Requirements	540,545	301,674	186,245	909,131	4,288,235	4,154,009	(134,226)
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	644,508	840,000	840,000	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	431,748	242,767	250,632	130,397	185,000	185,000	0
Total Revenue	1,963,152	1,145,711	1,052,946	774,905	1,025,000	1,025,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,963,152	1,145,711	1,052,946	774,905	1,025,000	1,025,000	0
				Fund Balance	3,263,235	3,129,009	(134,226)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,318,580 include expenditures in materials for drug education programs, vehicle maintenance, fuel, repairs, furniture and fixtures, and other general expenses for the resolution of asset forfeitures. Additionally, the department anticipates to incur expenses for travel 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 \$952,880 is primarily due to the cost of various improvement projects throughout the department expected to start this fiscal year.

Contingencies of \$1,835,429 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

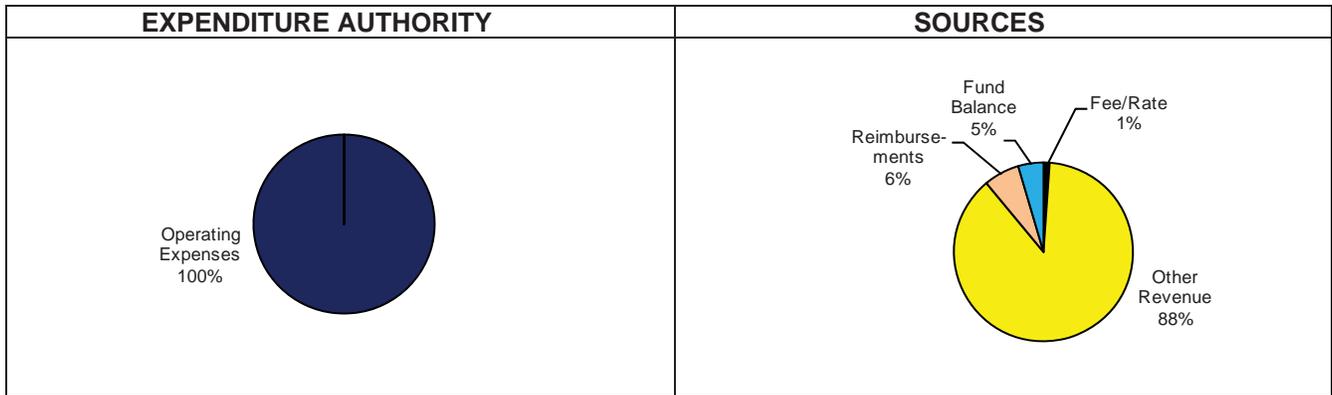
DESCRIPTION OF MAJOR SERVICES

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	\$926,111
Total Sources	\$884,000
Fund Balance	\$42,111
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	985,428	915,129	841,668	829,023	801,001	926,111	125,110
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	1,258	0	(1,258)
Total Exp Authority	985,428	915,129	841,668	829,023	802,259	926,111	123,852
Reimbursements	(39,058)	(48,030)	(26,403)	(53,805)	0	(60,000)	(60,000)
Total Appropriation	946,370	867,099	815,265	775,218	802,259	866,111	63,852
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	946,370	867,099	815,265	775,218	802,259	866,111	63,852
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	817,570	802,500	813,700	11,200
Total Revenue	837,903	817,643	811,393	817,570	802,500	824,000	21,500
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	837,903	817,643	811,393	817,570	802,500	824,000	21,500
				Fund Balance	(241)	42,111	42,352
				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 \$125,110 primarily due to the reinstatement of the reimbursement of fuel and vehicle maintenance costs to participating agencies as well as the full year staffing of a Sheriff/Coroner/Public Administrator clerical position, which is funded by the District Attorney's Office.

Reimbursements of \$60,000 are from the District Attorney's Office for 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 \$21,500 is related to the anticipated funding from the Department of Insurance for covert operations and expected higher DMV (Department of Motor Vehicles) receipts in 2011-12.



Search and Rescue

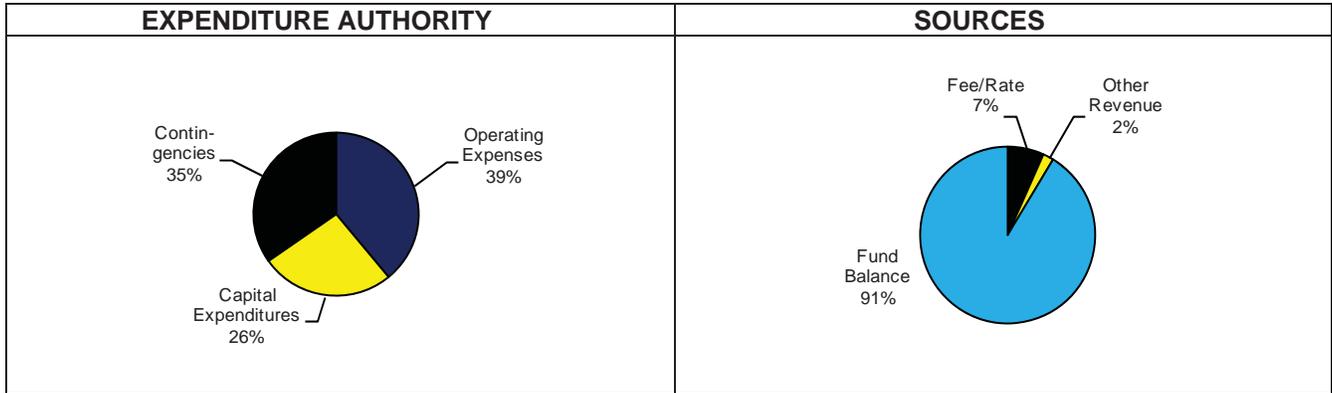
DESCRIPTION OF MAJOR SERVICES

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.

There is no staffing associated with this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$151,270
Total Sources	\$13,000
Fund Balance	\$138,270
Total Staff	0

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	44,028	66,553	24,555	21,523	58,646	58,874	228
Capital Expenditures	71,952	0	0	0	40,000	40,000	0
Contingencies	0	0	0	0	0	52,396	52,396
Total Exp Authority	115,980	66,553	24,555	21,523	98,646	151,270	52,624
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	115,980	66,553	24,555	21,523	98,646	151,270	52,624
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	115,980	66,553	24,555	21,523	98,646	151,270	52,624
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	6,711	0	75,120	10,000	10,000	0
Other Revenue	16,882	5,040	6,158	1,027	5,000	3,000	(2,000)
Total Revenue	16,882	11,751	6,158	76,147	15,000	13,000	(2,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	16,882	11,751	6,158	76,147	15,000	13,000	(2,000)
				Fund Balance	83,646	138,270	54,624
				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 in the areas of private mileage, air travel, hotel, car rental and conference fees for this budget unit.

Capital expenditures of \$40,000 include computer equipment, specialized search and rescue gear, and vehicles appropriate for desert and mountain terrains.

Contingencies of \$52,396 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 in this budget unit.



CAL-ID Program

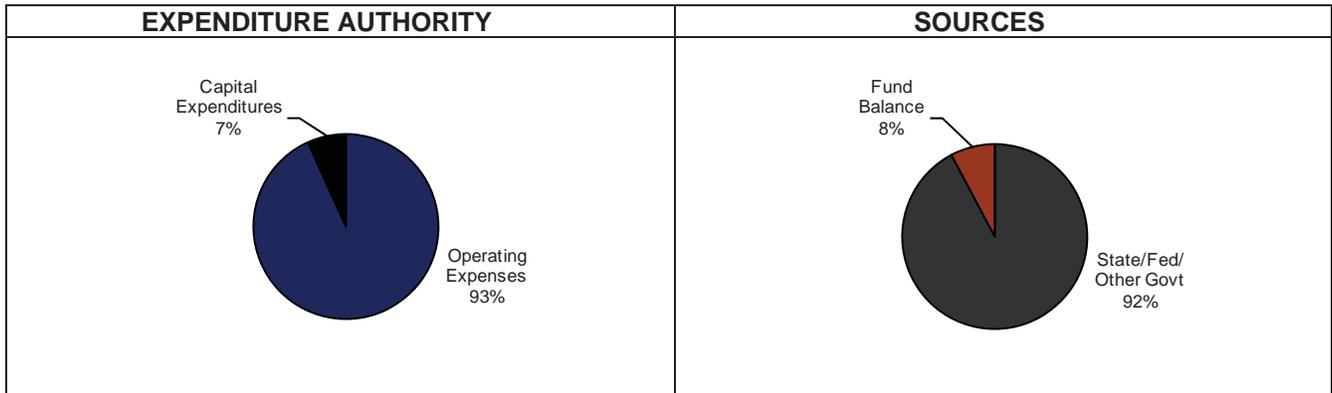
DESCRIPTION OF MAJOR SERVICES

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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,797,260	3,050,711	2,911,002	3,062,698	4,165,387	4,138,276	(27,111)
Capital Expenditures	61,020	(29,009)	334,826	167,000	380,000	300,000	(80,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,858,280	3,021,702	3,245,828	3,229,698	4,545,387	4,438,276	(107,111)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,858,280	3,021,702	3,245,828	3,229,698	4,545,387	4,438,276	(107,111)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,858,280	3,021,702	3,245,828	3,229,698	4,545,387	4,438,276	(107,111)
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	3,229,698	4,200,662	4,093,551	(107,111)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	700	0	0	0	0	0	0
Total Revenue	3,009,694	3,110,250	3,230,915	3,229,698	4,200,662	4,093,551	(107,111)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,009,694	3,110,250	3,230,915	3,229,698	4,200,662	4,093,551	(107,111)
				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. The decrease of \$80,000 is related to lesser number of stations needing replacements in 2011-12.

Departmental revenue of \$4,093,551 is from the CAL-ID Program trust fund. The \$107,111 decrease is consistent with the anticipated lower costs for 2011-12. Departmental revenue directly offsets all claimable costs in this budget unit.



Capital Projects Fund

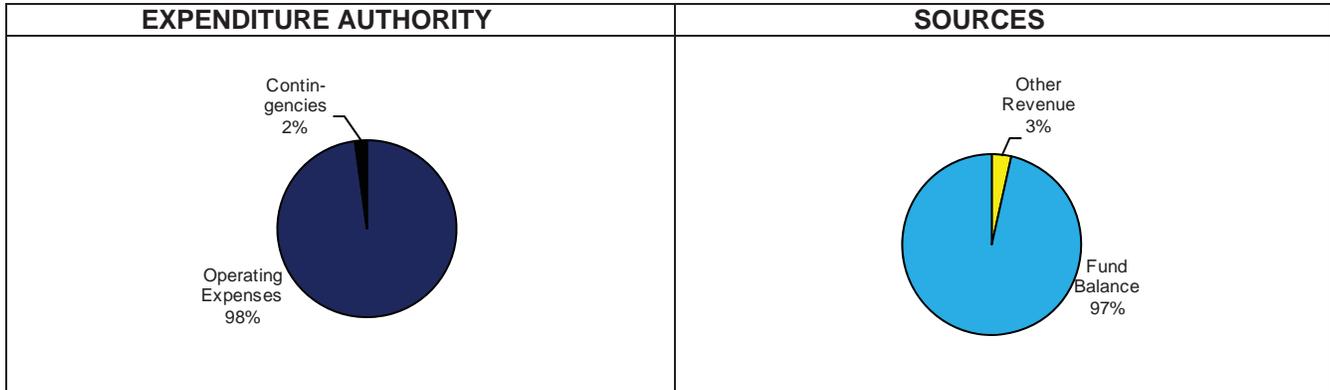
DESCRIPTION OF MAJOR SERVICES

This budget unit represents revenue received for one-time law enforcement or detention projects.

There is no staffing associated with this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$1,149,814
Total Sources	\$40,000
Fund Balance	\$1,109,814
Total Staff	0

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	367,004	0	2,324,814	3,449,281	1,124,567	(2,324,714)
Capital Expenditures	0	80,172	594	0	0	0	0
Contingencies	0	0	0	0	0	25,247	25,247
Total Exp Authority	0	447,176	594	2,324,814	3,449,281	1,149,814	(2,299,467)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	447,176	594	2,324,814	3,449,281	1,149,814	(2,299,467)
Operating Transfers Out	752,229	670,537	0	0	0	0	0
Total Requirements	752,229	1,117,713	594	2,324,814	3,449,281	1,149,814	(2,299,467)
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	35,347	50,000	40,000	(10,000)
Total Revenue	1,342,010	2,412,781	55,794	35,347	50,000	40,000	(10,000)
Operating Transfers In	0	0	246,818	0	0	0	0
Total Financing Sources	1,342,010	2,412,781	302,612	35,347	50,000	40,000	(10,000)
				Fund Balance	3,399,281	1,109,814	(2,289,467)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,124,567 reflect office expenses as well as general maintenance costs. The decrease of \$2,324,714 represents the transfer of State Criminal Alien and Assistance Program revenue to the Sheriff/Coroner/Public Administrator’s general fund budget unit in 2010-11 in accordance with federal guidelines. These funds are now recognized within the department’s general fund budget unit in 2011-12.

Contingencies of \$25,247 represent the portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$40,000 reflects the anticipated interest earned in this budget unit.



Court Services Auto

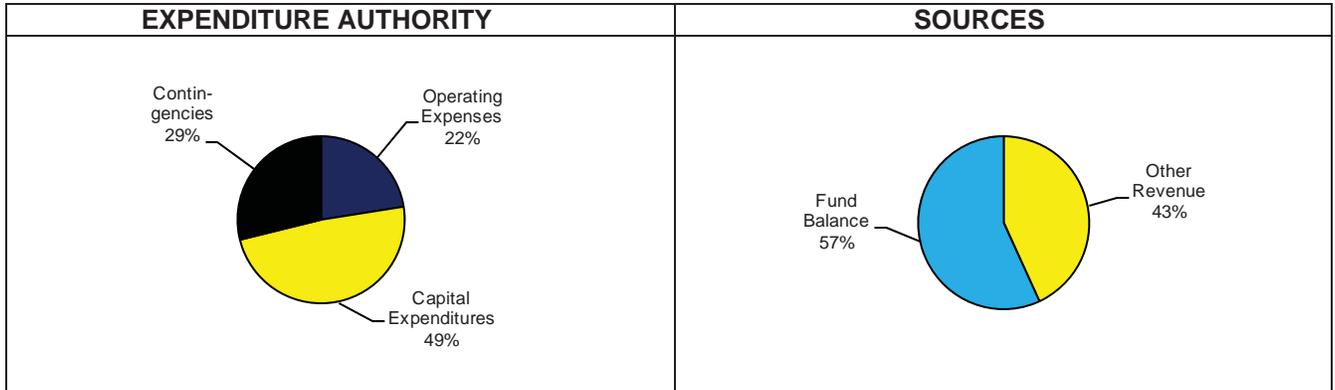
DESCRIPTION OF MAJOR SERVICES

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.

There is no staffing associated with this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$1,562,247
Total Sources	\$675,000
Fund Balance	\$887,247
Total Staff	0

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	14,671	29,624	15,930	4,963	350,000	351,619	1,619
Capital Expenditures	600,000	589,778	604,445	755,466	760,000	760,000	0
Contingencies	0	0	0	0	490,147	450,628	(39,519)
Total Exp Authority	614,671	619,402	620,375	760,429	1,600,147	1,562,247	(37,900)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	614,671	619,402	620,375	760,429	1,600,147	1,562,247	(37,900)
Operating Transfers Out	268,278	0	0	0	0	0	0
Total Requirements	882,949	619,402	620,375	760,429	1,600,147	1,562,247	(37,900)
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	727,529	680,000	675,000	(5,000)
Total Revenue	683,834	753,960	763,575	727,529	680,000	675,000	(5,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	683,834	753,960	763,575	727,529	680,000	675,000	(5,000)
				Fund Balance	920,147	887,247	(32,900)
				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 Civil Operations for 2011-12.

Contingencies of \$450,628 represent that portion of fund balance not planned to be spent in 2011-12.

Departmental revenue of \$675,000 reflects anticipated court fines plus anticipated interest for 2011-12.



Court Services Tech

DESCRIPTION OF MAJOR SERVICES

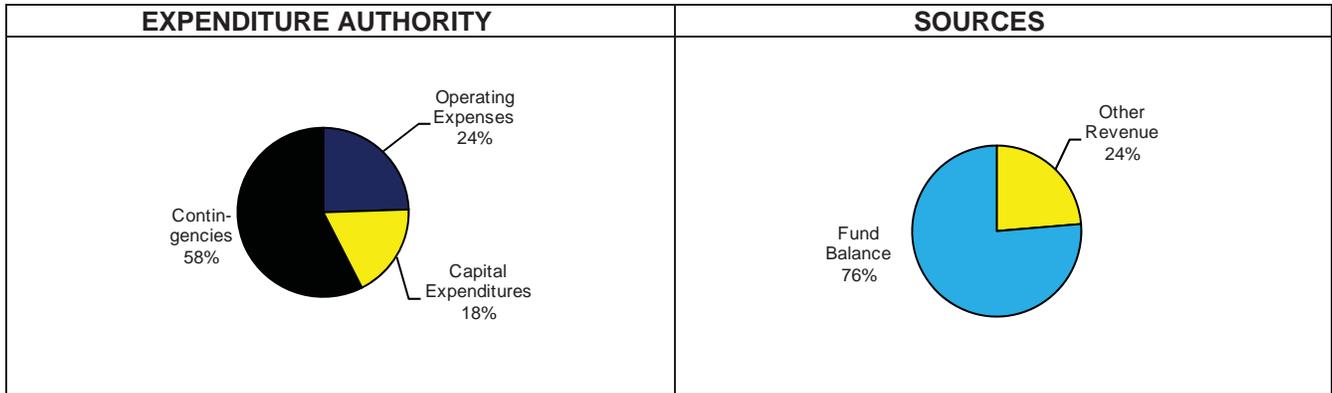
This budget unit accounts for processing fees collected under AB709 and is used for automated equipment and furnishings necessary to operate court services.

There is no staffing associated with this budget unit.

Budget at a Glance

Total Expenditure Authority	\$1,668,478
Total Sources	\$395,000
Fund Balance	\$1,273,478
Total Staff	0

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	92,747	358,072	75,399	66,454	405,000	408,402	3,402
Capital Expenditures	34,081	0	71,872	126,280	300,000	300,000	0
Contingencies	0	0	0	0	761,049	960,076	199,027
Total Exp Authority	126,828	358,072	147,271	192,734	1,466,049	1,668,478	202,429
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	126,828	358,072	147,271	192,734	1,466,049	1,668,478	202,429
Operating Transfers Out	171,362	0	0	0	0	0	0
Total Requirements	298,190	358,072	147,271	192,734	1,466,049	1,668,478	202,429
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	395,163	395,000	395,000	0
Total Revenue	426,817	458,058	388,504	395,163	395,000	395,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	426,817	458,058	388,504	395,163	395,000	395,000	0
				Fund Balance	1,071,049	1,273,478	202,429
				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 \$960,076 represent that portion of fund balance not planned to be spent in 2011-12.

Department revenue of \$395,000 reflects anticipated court fines and anticipated interest earned in this budget unit.



Local Detention Facility Revenue

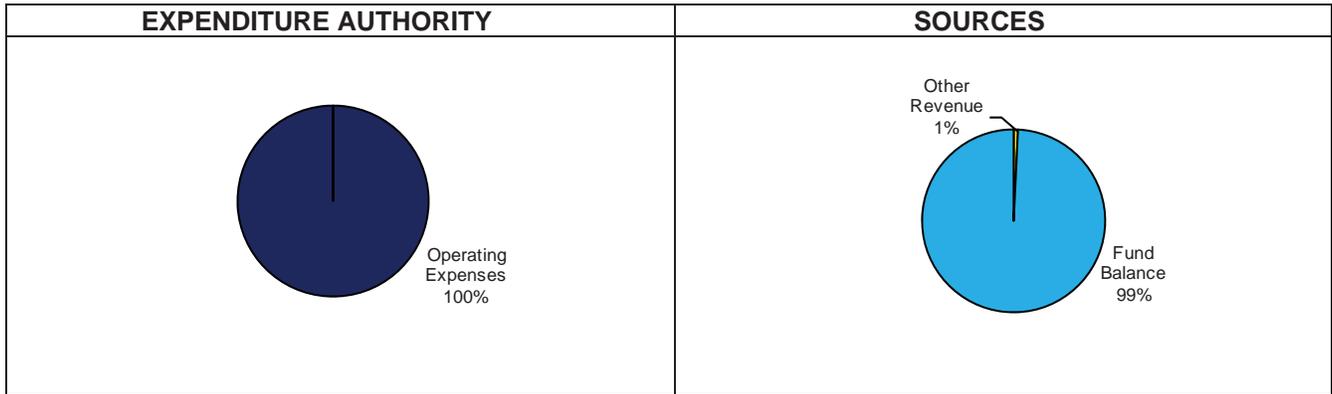
DESCRIPTION OF MAJOR SERVICES

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	\$1,950,556
Total Sources	\$15,000
Fund Balance	\$1,935,556
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	2,214,821	4,274,519	1,950,556	(2,323,963)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	2,214,821	4,274,519	1,950,556	(2,323,963)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	2,214,821	4,274,519	1,950,556	(2,323,963)
Operating Transfers Out	2,783,792	2,510,057	0	0	0	0	0
Total Requirements	2,783,792	2,510,057	0	2,214,821	4,274,519	1,950,556	(2,323,963)
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	2,036,235	2,180,377	0	(2,180,377)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	53,793	38,063	10,808	20,000	0	15,000	15,000
Total Revenue	2,811,850	2,520,314	2,055,828	2,056,235	2,180,377	15,000	(2,165,377)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,811,850	2,520,314	2,055,828	2,056,235	2,180,377	15,000	(2,165,377)
				Fund Balance	2,094,142	1,935,556	(158,586)
				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. The decrease of \$2,323,963 represents the reimbursement to the Sheriff/Coroner/Public Administrator's general fund budget unit for detention costs incurred in 2010-11.

Departmental revenue of \$15,000 includes anticipated interest earnings for 2011-12.

State aid is decreasing by \$2,180,377 as a result of the possible discontinuation of the vehicle license fee that funds this program, which is set to expire on June 30, 2011.



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**OPERATIONS AND COMMUNITY SERVICES
SUMMARY**

GENERAL FUND	Page #	Appropriation	Revenue	Net County Cost	Staffing
AGRICULTURE/WEIGHTS AND MEASURES DEPARTMENT	401				
AGRICULTURE/WEIGHTS AND MEASURES	404	6,383,146	5,331,670	1,051,476	67
AIRPORTS DEPARTMENT	409				
AIRPORTS	413	2,946,349	2,946,349		26
ARCHITECTURE AND ENGINEERING	422	0	0	0	16
COUNTY MUSEUM SUMMARY	432				
COUNTY MUSEUM	435	3,533,743	1,673,195	1,860,548	32
FACILITIES MANAGEMENT DEPARTMENT	440				
FACILITIES MANAGEMENT	443	12,270,181	12,270,181	0	117
UTILITIES	446	19,741,736	1,912,093	17,829,643	1
LAND USE SERVICES DEPARTMENT	448				
ADMINISTRATION	451	0	0	0	24
PLANNING	454	5,980,765	2,702,008	3,278,757	20
BUILDING AND SAFETY	457	3,465,788	2,952,731	513,057	19
CODE ENFORCEMENT	460	4,584,996	568,950	4,016,046	30
FIRE HAZARD ABATEMENT	463	1,899,146	1,679,965	219,181	10
PUBLIC WORKS DEPARTMENT	466				
SURVEYOR	471	4,236,618	3,976,715	259,903	35
REAL ESTATE SERVICES DEPARTMENT	501				
REAL ESTATE SERVICES	504	1,110,781	1,110,781	0	23
RENTS AND LEASES	508	1,279,005	1,279,005	0	0
COURTS PROPERTY MANAGEMENT	510	2,336,364	2,336,364	0	0
REGIONAL PARKS DEPARTMENT	514				
REGIONAL PARKS	517	11,216,005	7,651,925	3,564,080	279
REGISTRAR OF VOTERS	539	9,351,048	2,513,500	6,837,548	28
TOTAL GENERAL FUND		<u>90,335,671</u>	<u>50,905,432</u>	<u>39,430,239</u>	<u>727</u>



**OPERATIONS AND COMMUNITY SERVICES
SUMMARY**

<u>SPECIAL REVENUE FUNDS</u>	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Fund Balance</u>	<u>Staffing</u>
AGRICULTURE/WEIGHTS AND MEASURES: CALIFORNIA GRAZING	407	147,837	800	147,037	0
AIRPORTS:					
CHINO AIRPORT COMMERCIAL HANGARS	416	1,450,211	854,248	595,963	0
CHINO AIRPORT INCENTIVE FUND	418	46,858	0	46,858	0
AIRPORTS CAPITAL IMPROVEMENT PROGRAM	420	7,629,802	4,325,375	3,304,427	0
COUNTY LIBRARY	427	13,558,961	13,553,182	5,779	280
PUBLIC WORKS DEPARTMENT:					
<u>SURVEYOR</u>					
SURVEY MONUMENT PRESERVATION	474	189,858	55,113	134,745	0
<u>TRANSPORTATION</u>					
ROAD OPERATIONS	476	157,241,018	116,709,167	40,531,851	370
MEASURE I PROGRAM	481	23,664,701	6,042,166	17,622,535	0
FACILITIES DEVELOPMENT PLANS	483	4,730,623	141,691	4,588,932	0
REGIONAL DEVELOPMENT MITIGATION PLAN	485	4,434,904	2,139,160	2,295,744	0
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	512	9,880,333	804,371	9,075,962	0
REGIONAL PARKS:					
COUNTY TRAILS SYSTEM	520	2,360,878	1,817,545	543,333	0
PROPOSITION 40 PROJECTS	522	0	0	0	0
SAN MANUEL AMPHITHEATER	524	2,564,668	1,461,000	1,103,668	0
AMPHITHEATER IMPROVEMENTS AT GLEN HELEN	526	513,664	30,000	483,664	0
PARK MAINTENANCE AND DEVELOPMENT	528	1,390,491	311,000	1,079,491	0
CALICO GHOST TOWN MARKETING SERVICES	530	537,767	389,600	148,167	2
OFF-HIGHWAY VEHICLE LICENSE FEE	532	1,898,008	311,000	1,587,008	0
SPECIAL DISTRICTS:					
FISH AND GAME COMMISSION	545	11,067	7,000	4,067	0
TOTAL SPECIAL REVENUE FUNDS		<u>232,251,649</u>	<u>148,952,418</u>	<u>83,299,231</u>	<u>652</u>
<u>ENTERPRISE FUNDS</u>	<u>Page #</u>	<u>Appropriation</u>	<u>Revenue</u>	<u>Revenue Over (Under) Exp</u>	<u>Staffing</u>
COUNTY MUSEUM:					
MUSEUM STORE	438	91,355	90,000	(1,355)	1
PUBLIC WORKS DEPARTMENT:					
<u>SOLID WASTE MANAGEMENT</u>					
OPERATIONS	487	82,332,956	52,597,345	(29,735,611)	87
SITE CLOSURE AND MAINTENANCE	491	29,396,871	1,149,335	(28,247,536)	0
SITE ENHANCEMENT, EXPANSION & ACQUISITION	493	20,635,334	1,099,374	(19,535,960)	0
ENVIRONMENTAL FUND	495	10,039,151	14,123,446	4,084,295	0
ENVIRONMENTAL MITIGATION FUND	497	4,752,943	3,183,789	(1,569,154)	0
CLOSURE AND POST-CLOSURE MAINTENANCE	499	63,325,078	0	(63,325,078)	0
REGIONAL PARKS:					
SNACK BARS	534	82,413	40,000	(42,413)	1
ACTIVE OUTDOORS	536	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

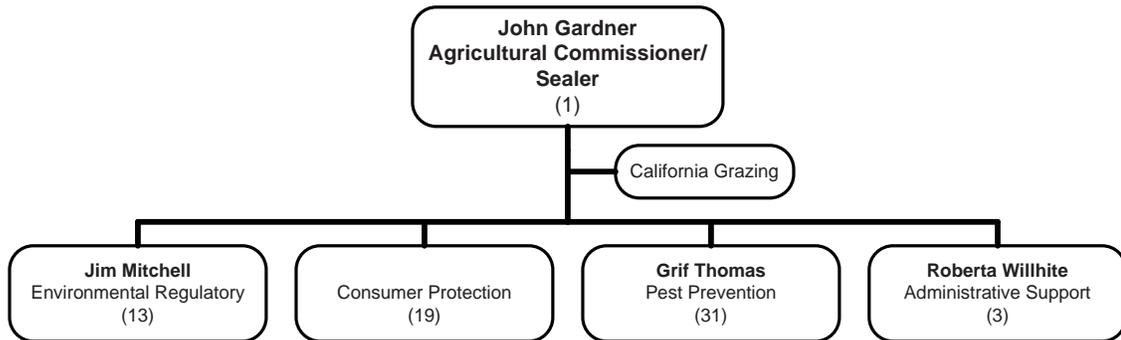
John Gardner

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 Estimate	2011-12 Target
The average number of trap placements per month.	6,392	7,496	6,500	7,100	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 Estimate	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)	82% (4,050)	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	6,435,478	6,383,146
California Grazing	137,685	137,779	142,918	143,719	147,837
Total	6,655,370	6,686,486	6,205,873	6,579,197	6,530,983

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Agriculture/Weights and Measures	3,291,170	4,075,133	4,814,820	4,892,179	5,331,670
California Grazing	3,900	2,000	6,313	800	800
Total	3,295,070	4,077,133	4,821,133	4,892,979	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	1,543,299	1,051,476
Total	2,596,515	2,473,574	1,248,135	1,543,299	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

OPERATIONS & COMMUNITY SERVICES



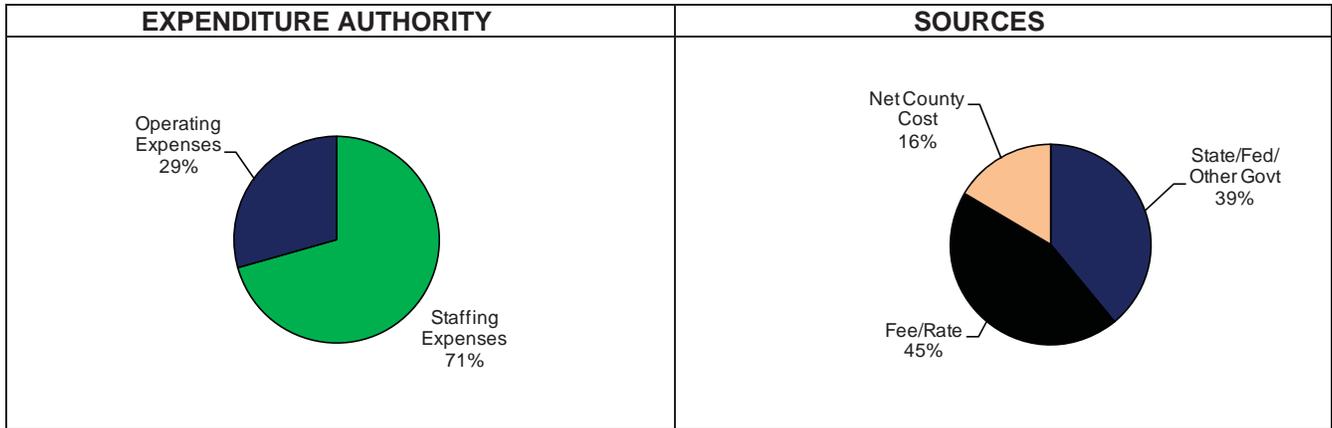
Agriculture/Weights and Measures

DESCRIPTION OF MAJOR SERVICES

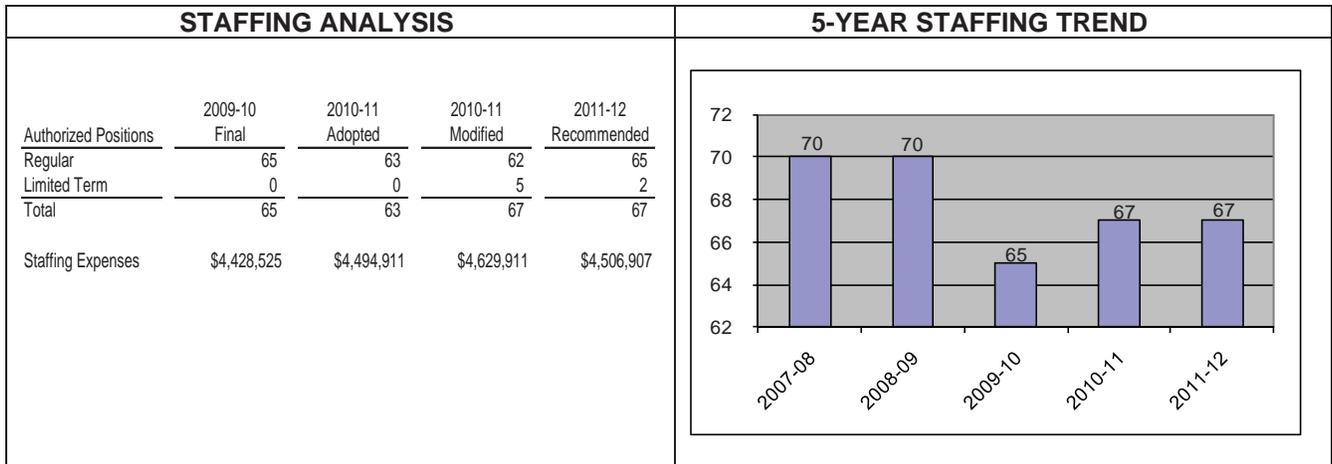
The Department of Agriculture/Weights and Measures protects the environment, public health, worker safety and the welfare of the public by enforcing state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates unwanted foreign pests, regulates 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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	4,650,245	4,800,656	4,428,525	4,374,661	4,629,911	4,506,907	(123,004)
Operating Expenses	1,408,539	1,370,345	1,437,768	1,680,496	1,805,567	1,876,239	70,672
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	6,215,701	5,927,083	6,055,157	6,435,478	6,383,146	(52,332)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,058,885	6,215,701	5,927,083	6,055,157	6,435,478	6,383,146	(52,332)
Operating Transfers Out	0	0	135,871	0	0	0	0
Total Requirements	6,058,885	6,215,701	6,062,954	6,055,157	6,435,478	6,383,146	(52,332)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	2,736,567	2,274,690	2,431,522	2,559,454	2,730,001	2,489,570	(240,431)
Fee/Rate	1,681,230	1,851,432	2,346,512	2,231,662	2,158,578	2,838,500	679,922
Other Revenue	36,351	69,778	41,156	3,948	3,600	3,600	0
Total Revenue	4,454,148	4,195,900	4,819,190	4,795,064	4,892,179	5,331,670	439,491
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,454,148	4,195,900	4,819,190	4,795,064	4,892,179	5,331,670	439,491
Net County Cost	1,604,737	2,019,801	1,243,764	1,260,093	1,543,299	1,051,476	(491,823)
				Budgeted Staffing	67	67	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$4,506,907 fund 67 budgeted positions and are decreasing by \$123,004 due to a proposed work schedule reduction for SBPEA represented employees and benefit reductions pursuant to the Exempt Compensation Plan that becomes 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, COWCAP (with a corresponding amount of net county cost financing), and other general operating expenses. 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.

The net increase of \$439,491 reflects fee increases approved by the Board of Supervisors.

OPERATIONS & COMMUNITY SERVICES



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 modified budget. The 2010-11 modified budget reflects 67 positions as of the 2nd Quarter Budget Report, which was subsequently adjusted to reflect the addition of 3 Agriculture Field Aide I positions through the 3rd Quarter Budget Report. As part of the 2011-12 Recommended budget, 3 Public Service Employee positions will be 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

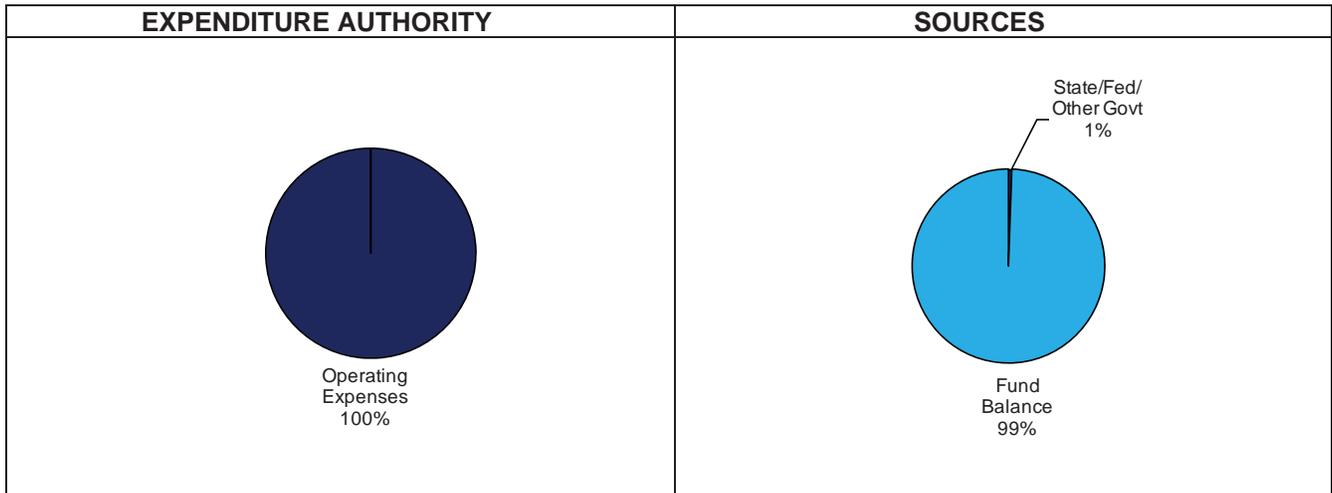
DESCRIPTION OF MAJOR SERVICES

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

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Public and Support 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	143,719	147,837	4,118
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	143,719	147,837	4,118
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	143,719	147,837	4,118
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	143,719	147,837	4,118
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	1,994	826	6,314	4,118	800	800	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	1,994	826	6,314	4,118	800	800	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,994	826	6,314	4,118	800	800	0
				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

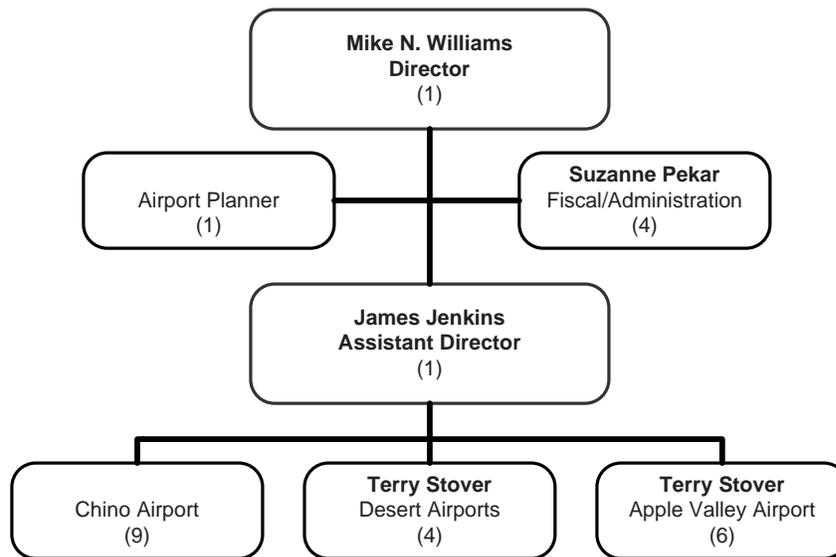
Mike N. Williams

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 Estimate	2011-12 Target
Percentage of pavement rehabilitation completed (total square footage of pavement is 15.7 million).	4%	62%	77%	3%	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.

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 Estimate	2011-12 Target
Percentage of revenue producing land compared to land available for revenue production:					
Chino Airport	39%	39%	50%	41%	50%
Apple Valley Airport	36%	38%	48%	39%	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.



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	1,450,211	854,248		595,963		0
Chino Airport Incentive Fund	46,858	0		46,858		0
Airports Capital Improvement Program	7,629,802	4,325,375		3,304,427		0
Total Special Revenue Funds	9,126,871	5,179,623		3,947,248		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	21,258,247	10,745,279	0	3,947,248	(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	2,813,284	2,946,349
Chino Airport Commercial Hangars	1,177,245	1,706,720	1,810,347	1,875,753	1,450,211
Chino Airport Incentive Fund	1,000,000	1,204,458	996,159	137,019	46,858
Airports Capital Improvement Program	0	41,226,919	5,844,131	10,213,679	7,629,802
Total	4,975,541	46,905,244	11,329,153	15,039,735	12,073,220

5-YEAR REVENUE TREND					
	2007-08	2008-09	2009-10	2010-11	2011-12
Airports	2,798,296	2,767,147	2,678,516	2,813,284	2,946,349
Chino Airport Commercial Hangars Fund	821,347	857,791	887,312	849,520	854,248
Chino Airport Incentive Fund	1,000,000	500,000	227,143	53,539	0
Airports Capital Improvement Program	0	36,147,353	1,157,519	6,987,119	4,325,375
Total	4,619,643	40,272,291	4,950,490	10,703,462	8,125,972

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	595,963
Chino Airport Incentive Fund	0	704,458	769,016	83,480	46,858
Airports Capital Improvement Program	0	5,079,566	4,686,612	3,226,560	3,304,427
Total	355,898	6,632,953	6,378,663	4,336,273	3,947,248



Airports

DESCRIPTION OF MAJOR SERVICES

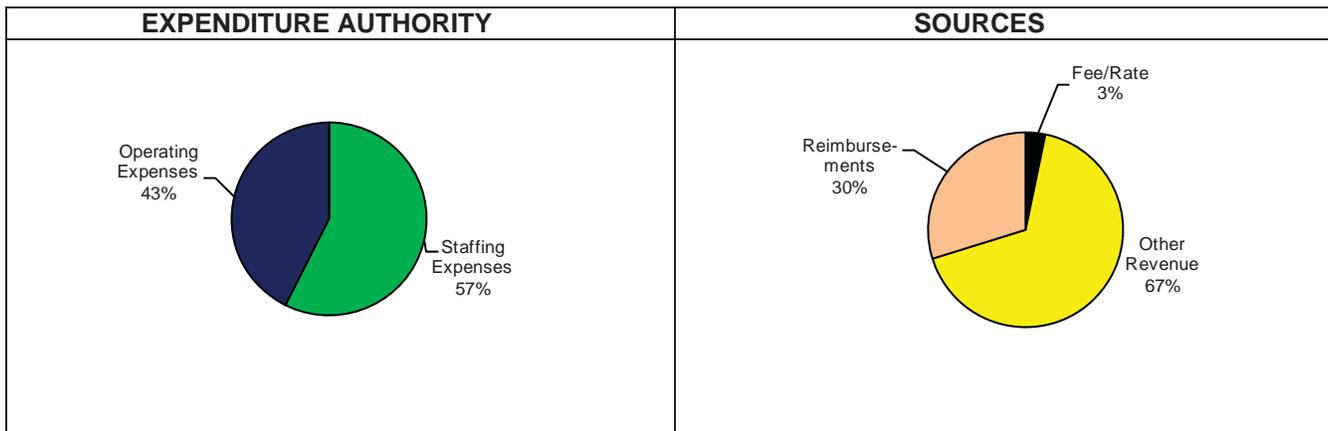
The Department of Airports provides for the management, development, maintenance and operation of six airports. The department assures that county airports are maintained and operated in compliance with state and federal regulations. The department works cooperatively with other airports located within 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%

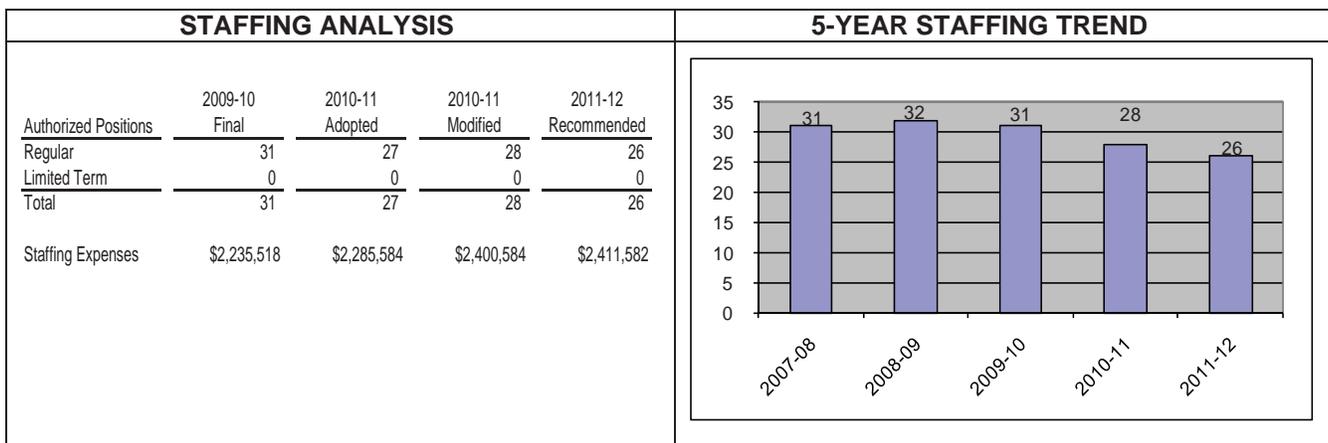
The county's six airports include 1) Apple Valley Airport, a County Service Area (CSA-60) with a significant sport aviation base; 2) Baker Airport, located adjacent to the Town of Baker and supports I-40 between Barstow and Las Vegas; 3) Barstow-Daggett Airport, which features significant military activity 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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	2,318,036	2,378,505	2,235,518	2,310,174	2,400,584	2,411,582	10,998
Operating Expenses	1,143,737	1,187,268	1,165,200	1,826,896	1,876,327	1,785,057	(91,270)
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	4,137,070	4,276,911	4,196,639	(80,272)
Reimbursements	(701,366)	(923,359)	(807,558)	(1,406,734)	(1,465,927)	(1,250,290)	215,637
Total Appropriation	2,760,407	2,642,414	2,593,160	2,730,336	2,810,984	2,946,349	135,365
Operating Transfers Out	27,679	206,500	85,356	82,948	2,300	0	(2,300)
Total Requirements	2,788,086	2,848,914	2,678,516	2,813,284	2,813,284	2,946,349	133,065
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	40,000	0	0	0
Fee/Rate	174,718	182,191	176,245	153,882	148,225	137,225	(11,000)
Other Revenue	2,523,337	2,628,936	2,422,677	2,655,025	2,665,059	2,809,124	144,065
Total Revenue	2,738,055	2,851,127	2,598,922	2,848,907	2,813,284	2,946,349	133,065
Operating Transfers In	50,000	1,000	81,563	0	0	0	0
Total Financing Sources	2,788,055	2,852,127	2,680,485	2,848,907	2,813,284	2,946,349	133,065
Net County Cost	31	(3,213)	(1,969)	(35,623)	0	0	0
Budgeted Staffing					28	26	(2)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,411,582 fund 26 budgeted positions. This appropriation has an overall net increase of \$10,998 and reflects two vacant budgeted position deletions.

Operating expenses of \$1,785,057 include maintenance, supplies, insurance, and COWCAP Charges. The decrease of \$91,270 is primarily due to reduced insurance costs, maintenance costs, travel costs, and reduction in transfers.

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. The net decrease of \$215,637 is due to a one-time insurance reimbursement made the previous fiscal year.

Departmental revenue includes fee/rate revenues of \$137,225 that represent fuel flowage fees, commissions, use permit fees and transient fees. A reduction of \$11,000 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	1 Airport Maintenance Worker II
1 Executive Secretary II	1 Airport Maintenance Supervisor	1 Airport Maintenance Supervisor	2 Airport Maintenance Workers II
1 Staff Analyst II	1 Fiscal Assistant	1 Planner III	
1 Fiscal Assistant	5 Airport Maintenance Workers I	1 Airport Maintenance Worker II	
1 Office Assistant II		2 Airport Maintenance Worker II	



Chino Airport Commercial Hangars

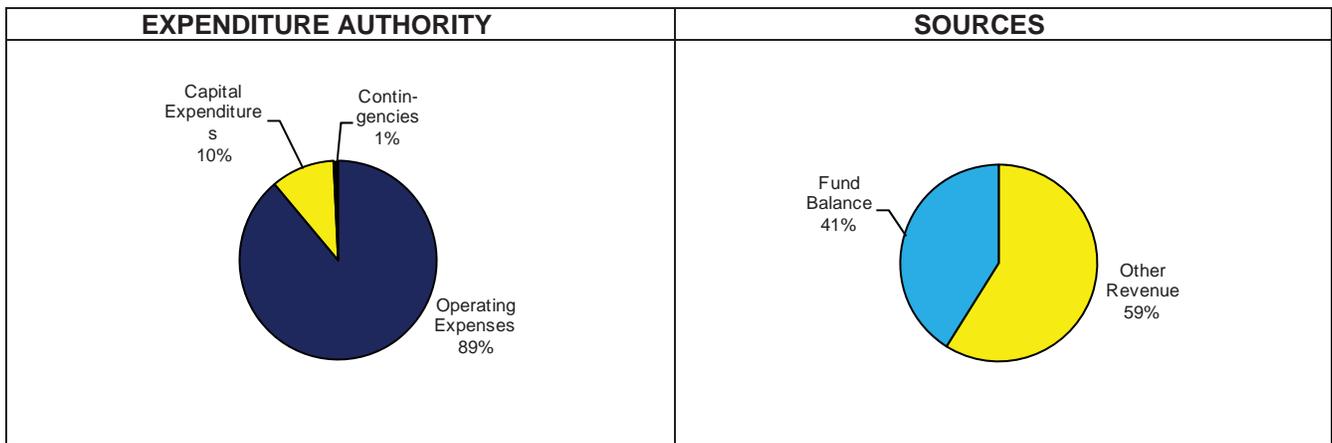
DESCRIPTION OF MAJOR SERVICES

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	\$1,450,211
Total Sources	\$854,248
Fund Balance	\$595,963
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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Airports
 FUND: Chino Airport Commercial Hangars

BUDGET UNIT: RCI APT
 FUNCTION: Public Ways and Facilities
 ACTIVITY: Public Ways

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	269,482	429,696	382,147	1,135,835	1,191,392	1,289,546	98,154
Capital Expenditures	134,294	181,139	29,547	150,000	150,000	150,000	0
Contingencies	0	0	0	0	534,361	10,665	(523,696)
Total Exp Authority	403,776	610,835	411,694	1,285,835	1,875,753	1,450,211	(425,542)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	403,776	610,835	411,694	1,285,835	1,875,753	1,450,211	(425,542)
Operating Transfers Out	0	0	330,000	0	0	0	0
Total Requirements	403,776	610,835	741,694	1,285,835	1,875,753	1,450,211	(425,542)
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	0	0	0	0
Other Revenue	859,619	656,535	844,891	855,565	849,520	854,248	4,728
Total Revenue	896,807	657,543	844,891	855,565	849,520	854,248	4,728
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	896,807	657,543	844,891	855,565	849,520	854,248	4,728
				Fund Balance	1,026,233	595,963	(430,270)
				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 \$10,665 include a decrease of \$523,696 primarily due to the bond payment and COWCAP charges.

Departmental revenue of \$854,248 consists of revenue received from Commercial Hangars 1, 3, and 4 rented at full capacity.



Chino Airport Incentive Fund

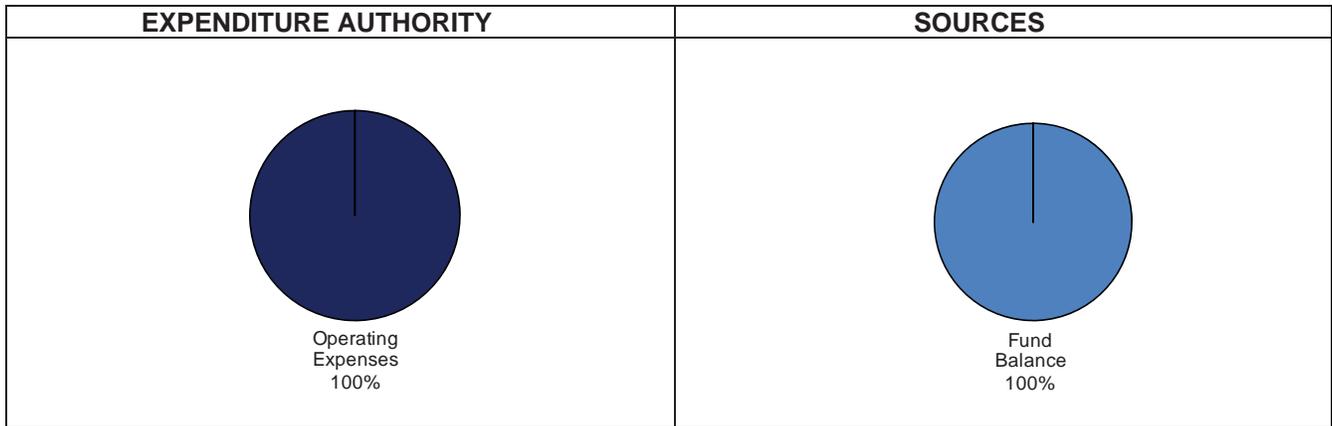
DESCRIPTION OF MAJOR SERVICES

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.

There is no staffing associated with this budget unit

Budget at a Glance	
Total Expenditure Authority	\$46,858
Total Sources	\$0
Fund Balance	\$46,858
Total Staff	0

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Airports
 FUND: Chino Airport Incentive Fund

BUDGET UNIT: RCO APT
 FUNCTION: Public Ways and Facilities
 ACTIVITY: Public Ways

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	309,176	466,255	941,434	36,622	137,019	46,858	(90,161)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	309,176	466,255	941,434	36,622	137,019	46,858	(90,161)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	309,176	466,255	941,434	36,622	137,019	46,858	(90,161)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	309,176	466,255	941,434	36,622	137,019	46,858	(90,161)
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	0	53,539	0	(53,539)
Total Revenue	13,634	30,689	28,799	0	53,539	0	(53,539)
Operating Transfers In	1,000,000	500,000	200,000	0	0	0	0
Total Financing Sources	1,013,634	530,689	228,799	0	53,539	0	(53,539)
				Fund Balance	83,480	46,858	(36,622)
				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 of \$90,161 is due to a lower departmental revenue and fund balance 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

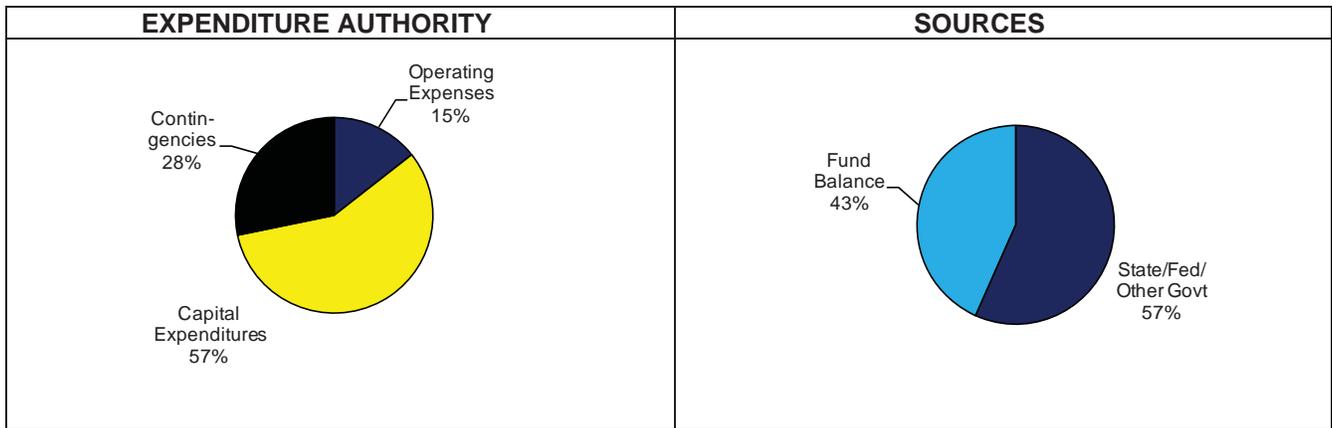
DESCRIPTION OF MAJOR SERVICES

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	\$7,329,223
Total Sources	\$4,044,850
Fund Balance	\$3,284,373
Total Staff	0

There is no staffing associated with this budget unit

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Airports
 FUND: Airports Capital Improvement Program

BUDGET UNIT: RAA, RCD
 FUNCTION: Public Ways and Facilities
 ACTIVITY: Public Ways

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	18,985	3,801	7,692	392,346	650,000	1,100,829	450,829
Capital Expenditures	2,284,297	1,784,581	2,625,238	5,313,827	7,679,820	4,375,000	(3,148,020)
Contingencies	0	0	0	0	1,649,859	2,153,973	504,114
Total Exp Authority	2,303,282	1,788,382	2,632,930	5,706,173	9,979,679	7,629,802	(2,193,077)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,303,282	1,788,382	2,632,930	5,706,173	9,979,679	7,629,802	(2,193,077)
Operating Transfers Out	50,000	1,000	75,000	0	234,000	0	(234,000)
Total Requirements	2,353,282	1,789,382	2,707,930	5,706,173	10,213,679	7,629,802	(2,427,077)
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	5,568,040	6,952,119	4,315,375	(2,636,744)
Fee/Rate	523,445	960,525	0	0	0	0	0
Other Revenue	261,767	171,977	122,593	216,000	35,000	10,000	(25,000)
Total Revenue	5,797,636	1,252,028	1,070,543	5,784,040	6,987,119	4,325,375	(2,661,744)
Operating Transfers In	0	206,500	85,356	0	0	0	0
Total Financing Sources	5,797,636	1,458,528	1,155,899	5,784,040	6,987,119	4,325,375	(2,661,744)
Fund Balance					3,226,560	3,304,427	234,667
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,100,829 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 trichloroethene/Perchloroethylene (TCE/PCE) at the Chino Airport. The \$450,829 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 \$2,153,973 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. The \$2.7 million reduction is due to less state and federal funding.



ARCHITECTURE AND ENGINEERING

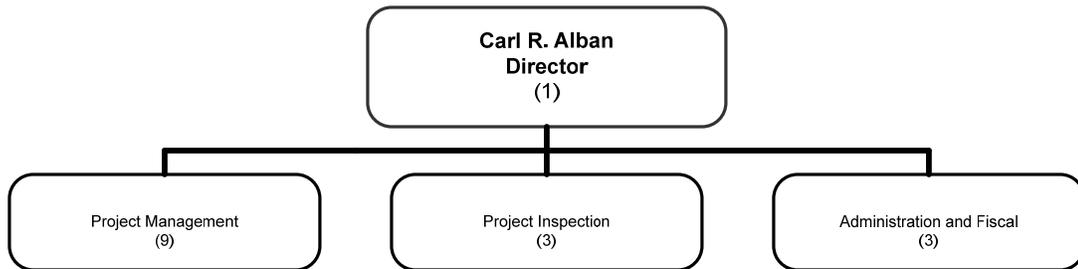
Carl R. Alban

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 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



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 Estimate	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%	90%	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 Estimate	2011-12 Target
Percentage of projects completed within two years of project approval.	81%	100%	90%	90%	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	0	0
Total	585,320	585,320	62,972	0	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	0	0
Total	585,320	585,320	66,590	0	0

In 2010-11 and recommended for 2011-12, Architecture and Engineering's total expenditure authority is offset 100% by reimbursements



Architecture and Engineering

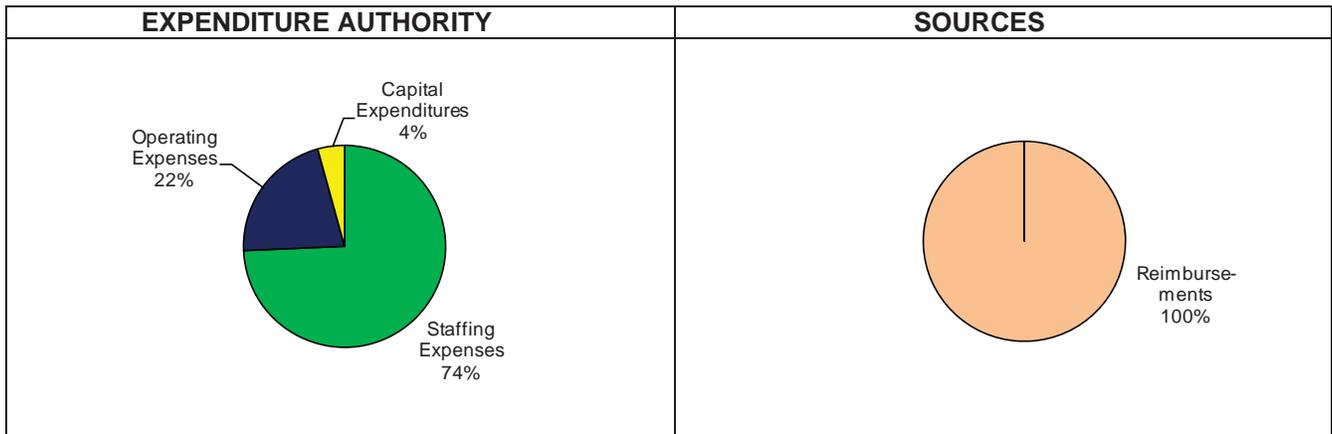
DESCRIPTION OF MAJOR SERVICES

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 Department 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.

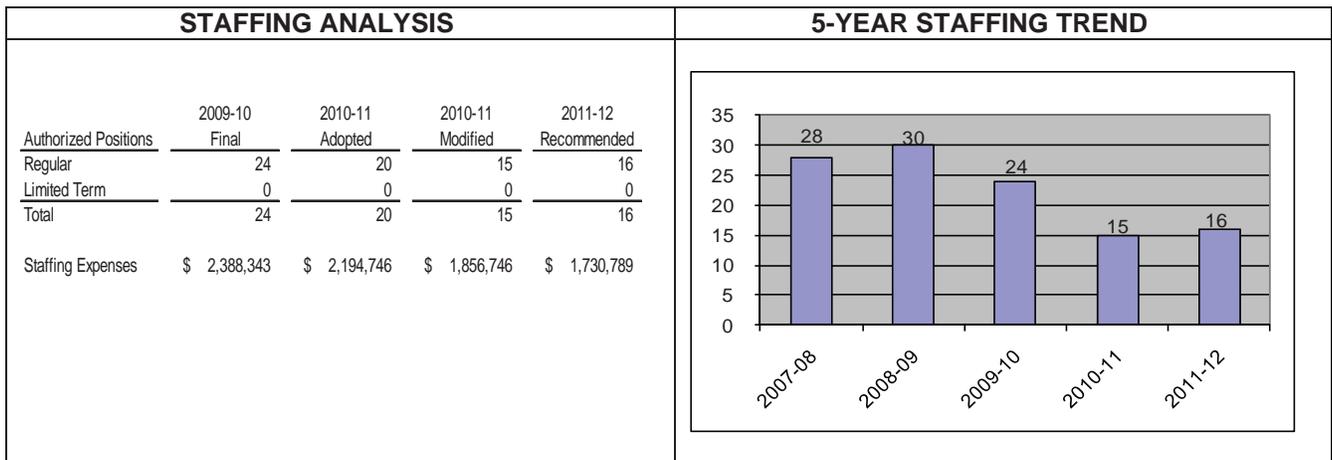
Budget at a Glance	
Total Expenditure Authority	\$2,328,850
Total Sources	\$2,328,850
Net County Cost	\$0
Total Staff	16
Funded by Net County Cost	0%

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	2,834,336	3,168,416	2,388,343	1,800,196	1,856,746	1,730,789	(125,957)
Operating Expenses	557,203	571,178	357,008	359,845	359,845	498,061	138,216
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	3,745,166	2,745,351	2,258,860	2,315,410	2,328,850	13,440
Reimbursements	(2,929,296)	(3,161,495)	(2,682,380)	(2,315,410)	(2,315,410)	(2,328,850)	(13,440)
Total Appropriation	507,157	583,661	62,971	(56,550)	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	507,157	583,661	62,971	(56,550)	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	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 Financing Sources	0	4,206	(3,618)	0	0	0	0
Net County Cost	507,157	579,455	66,589	(56,550)	0	0	0
				Budgeted Staffing	15	16	1

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1,730,789 fund 16 budgeted positions, and is decreasing by \$125,957 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 \$138,216 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 \$13,440. 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 funding in the Capital Improvement Program. 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 is proposed to be transferred from FM to A&E for an increase in staffing of one from 15 to 16.



2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
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	



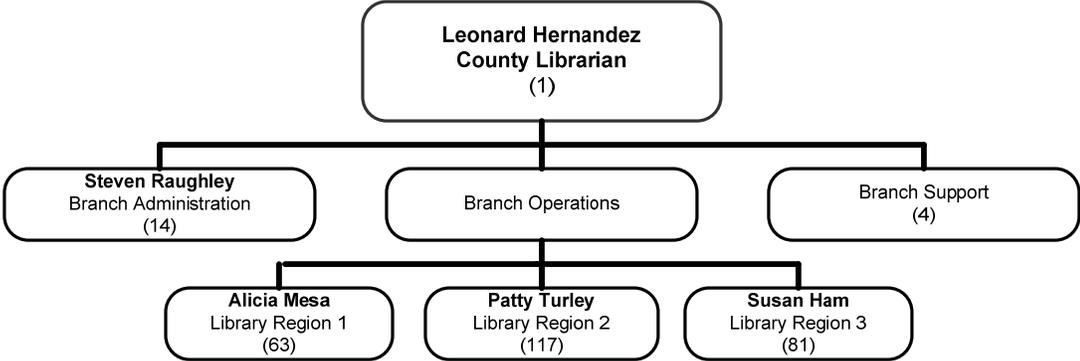
COUNTY LIBRARY Leonard X. Hernandez

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.

OPERATIONS & COMMUNITY SERVICES



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 Estimate	2011-12 Target
Number of computer hours	N/A	N/A	New	1,120,000	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 Estimate	2011-12 Target
Number of annual volunteer support hours	109,500	143,600	127,720	139,000	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	13,558,961	13,553,182		5,779		280
Total Special Revenue Fund	13,558,961	13,553,182		5,779		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	15,975,318	13,558,961
Total	18,676,180	19,524,100	16,913,569	15,975,318	13,558,961

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	15,822,190	13,553,182
Total	17,755,359	18,761,019	16,909,820	15,822,190	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	5,779
Total	920,821	763,081	3,749	153,128	5,779



County Library

DESCRIPTION OF MAJOR SERVICES

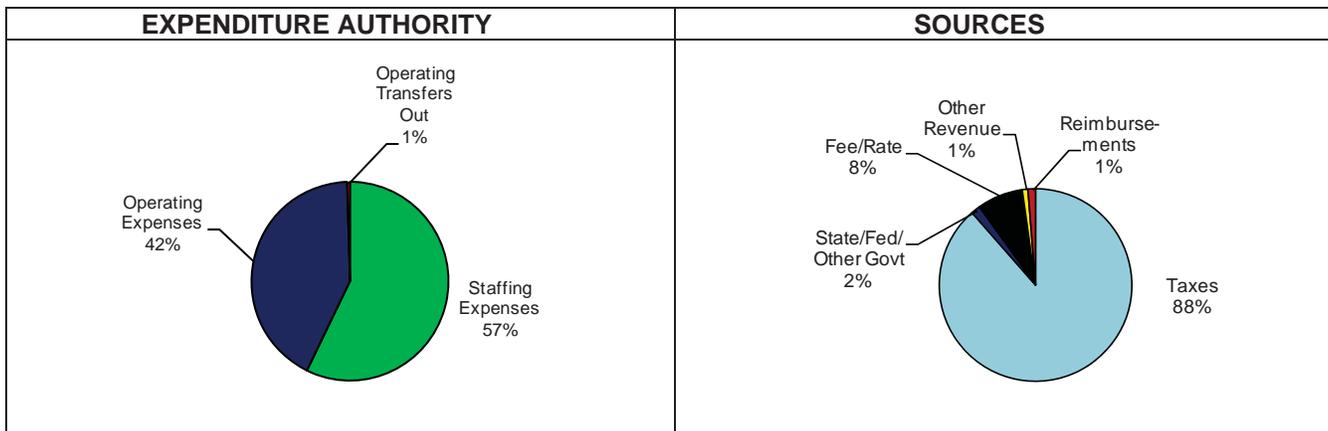
The San Bernardino County Library provides public library services through a network of thirty one (31) branches in the unincorporated areas and seventeen cities within the county. Fiscal year 2009-10 witnessed the opening of a new library in Crestline which has more than doubled the capacity of the 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.

Budget at a Glance	
Total Expenditure Authority	\$13,731,735
Total Sources	\$13,725,956
Fund Balance	\$5,779
Total Staff	280

The County Library continues to provide access to information through its materials collection and now offers more than 1,000 internet accessible public computers. These public computers also provide access to a number of online databases and other electronic resources. Electronic access to the County Library's collection of materials is available through the internet, and daily delivery services provide for materials to be shared among the various branches. The Library's on-line catalog, a joint project with the County of Riverside, provides access to over 2.5 million items. The system allows for patrons in either system to directly request materials held by the other and to have those items delivered to their local branch for pick up.

The Library is 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 Library to add wireless service to most of its branch locations. The annual costs for the upgrade will actually be less than the Library is currently paying for those services – primarily due to significant federal and state discounts.

2011-12 RECOMMENDED BUDGET



OPERATIONS & COMMUNITY SERVICES



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND
Authorized Positions	2009-10 Final	2010-11 Adopted	2010-11 Modified	2011-12 Recommended	
Regular	452	420	420	280	
Limited Term	9	1	1	0	
Total	461	421	421	280	
Staffing Expenses	\$10,797,310	\$10,159,364	\$10,459,364	\$7,820,986	

ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	11,006,512	11,594,182	10,797,310	10,285,000	10,459,364	7,820,986	(2,638,378)
Operating Expenses	8,080,680	6,697,448	6,026,553	5,756,087	5,393,155	5,801,182	408,027
Capital Expenditures	404,741	221,879	10,168	55,713	176,782	10,000	(166,782)
Contingencies	0	0	0	0	100,000	37,776	(62,224)
Total Exp Authority	19,491,933	18,513,509	16,834,031	16,096,800	16,129,301	13,669,944	(2,459,357)
Reimbursements	(310,298)	(389,388)	(321,683)	(254,187)	(215,774)	(172,774)	43,000
Total Appropriation	19,181,635	18,124,121	16,512,348	15,842,613	15,913,527	13,497,170	(2,416,357)
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	15,904,404	15,975,318	13,558,961	(2,416,357)
Departmental Revenue							
Taxes	13,857,388	13,905,034	12,896,106	12,262,635	12,329,300	12,150,795	(178,505)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	1,215,130	907,180	997,830	1,234,072	1,062,400	212,000	(850,400)
Fee/Rate	1,100,206	1,239,604	1,202,497	1,099,250	1,331,440	1,059,100	(272,340)
Other Revenue	1,805,520	517,082	677,336	399,248	337,200	131,287	(205,913)
Total Revenue	17,978,244	16,568,900	15,773,769	14,995,205	15,060,340	13,553,182	(1,507,158)
Operating Transfers In	1,200,025	961,850	961,850	761,850	761,850	0	(761,850)
Total Financing Sources	19,178,269	17,530,750	16,735,619	15,757,055	15,822,190	13,553,182	(2,269,008)
Fund Balance					153,128	5,779	(147,349)
Budgeted Staffing					421	280	(141)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$7,820,986 fund 280 budgeted positions. This appropriation has a net decrease of \$2,638,378 from the 2010-11 modified budget due to staffing reductions of 141 budgeted positions, resulting in realigned and reduced branch hours.

Operating expenses of \$5,801,182 includes utility, custodial, rent, grounds and building maintenance charges for the 31 library branches. The \$408,027 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 of \$43,000 is due to a decrease in CDBG literacy program funding available to the library.

Contingencies funding of \$37,776 is 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 represent 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 of \$2,269,008 consists of a \$178,505 decrease in property tax revenues, a \$850,400 decrease in state and federal funding, a \$272,340 decrease in the collection of fines and fees, a \$205,913 decrease in miscellaneous funding sources, and a decrease of \$761,850 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 has 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). These reductions are necessary to balance the 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

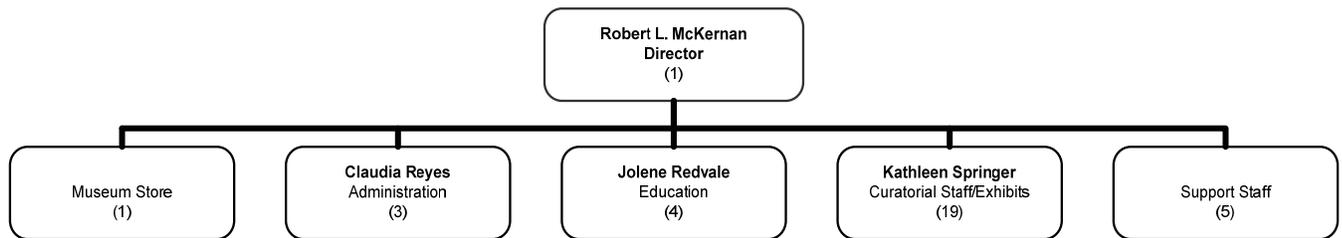
Robert L. McKernan

MISSION STATEMENT

The mission of the San Bernardino County Museum is to maintain and develop 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 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 Estimate	2011-12 Target
Percentage increase in Museum visitors	21%	2%	10%	4%	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 Estimate	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	1,268,000	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	3,331,463	3,533,743
Museum Store	97,207	93,546	103,849	90,848	91,355
Total	4,008,352	4,238,373	3,218,760	3,422,311	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	1,831,250	1,673,195
Museum Store	100,000	100,000	100,000	90,000	90,000
Total	1,853,400	1,620,579	1,639,021	1,921,250	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	1,500,213	1,860,548
Total	2,157,745	2,624,248	1,575,890	1,500,213	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

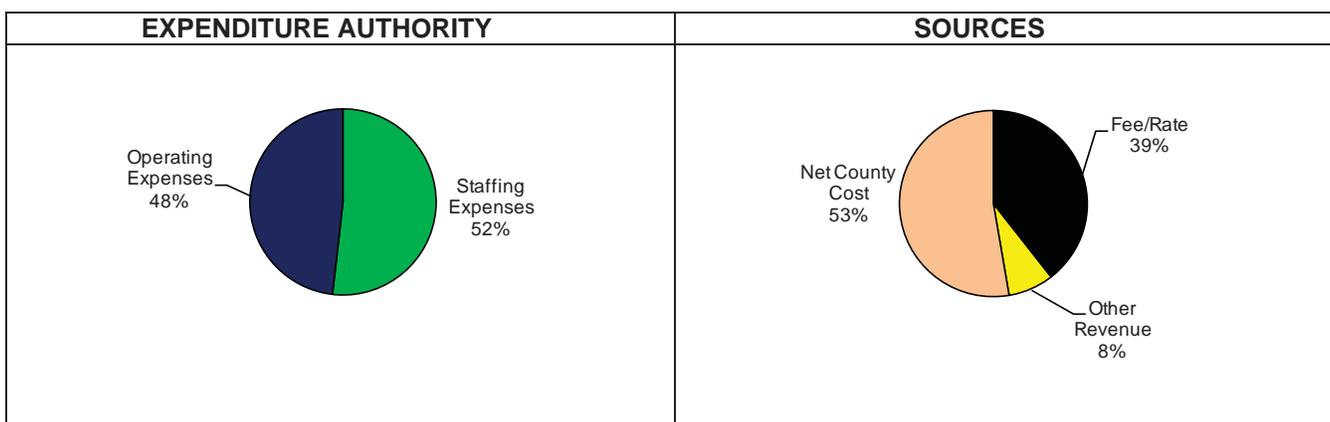
The County Museum ranks among the top regional museums in California. It contains an encyclopedic collection of cultural and natural heritage in public trust from the greater Southwest region. The Museum is comprised of the following divisions: Education, Exhibitions, Anthropology, History/Archives, 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 RECOMMENDED BUDGET



OPERATIONS & COMMUNITY SERVICES



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND																
Authorized Positions	2009-10 Final	2010-11 Adopted	2010-11 Modified	2011-12 Recommended	<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	\$2,389,389	\$1,830,837																	

ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	2,859,700	2,751,774	2,502,258	2,299,371	2,389,389	1,830,837	(558,552)
Operating Expenses	995,942	991,795	616,253	926,094	972,074	1,702,906	730,832
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	3,225,465	3,361,463	3,533,743	172,280
Reimbursements	(132,000)	(93,622)	(3,600)	(37,100)	(30,000)	0	30,000
Total Appropriation	3,723,642	3,649,947	3,114,911	3,188,365	3,331,463	3,533,743	202,280
Operating Transfers Out	0	450,000	0	0	0	0	0
Total Requirements	3,723,642	4,099,947	3,114,911	3,188,365	3,331,463	3,533,743	202,280
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignement	0	0	0	0	0	0	0
State, Fed or Gov't Aid	2,874	62,167	402,613	793,922	454,250	4,250	(450,000)
Fee/Rate	1,061,734	1,027,774	800,622	395,386	820,000	1,390,945	570,945
Other Revenue	320,699	109,735	230,178	422,844	307,000	110,000	(197,000)
Total Revenue	1,385,307	1,199,676	1,433,413	1,612,152	1,581,250	1,505,195	(76,055)
Operating Transfers In	182,186	387,936	105,606	76,000	250,000	168,000	(82,000)
Total Financing Sources	1,567,493	1,587,612	1,539,019	1,688,152	1,831,250	1,673,195	(158,055)
Net County Cost	2,156,149	2,512,335	1,575,892	1,500,213	1,500,213	1,860,548	360,335
Budgeted Staffing					44	32	(12)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expense of \$1,830,837 fund 32 budgeted positions, and are decreasing by \$558,552 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 pursuant to the Exempt Compensation Plan that become effective June 18, 2011.

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.



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.

Operating transfers in of \$168,000 include funding for disability-access projects to accommodate disabled patrons, and revenues are reduced primarily because of the elimination of one-time support for the opening of the Victor Valley Museum.

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

<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	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		



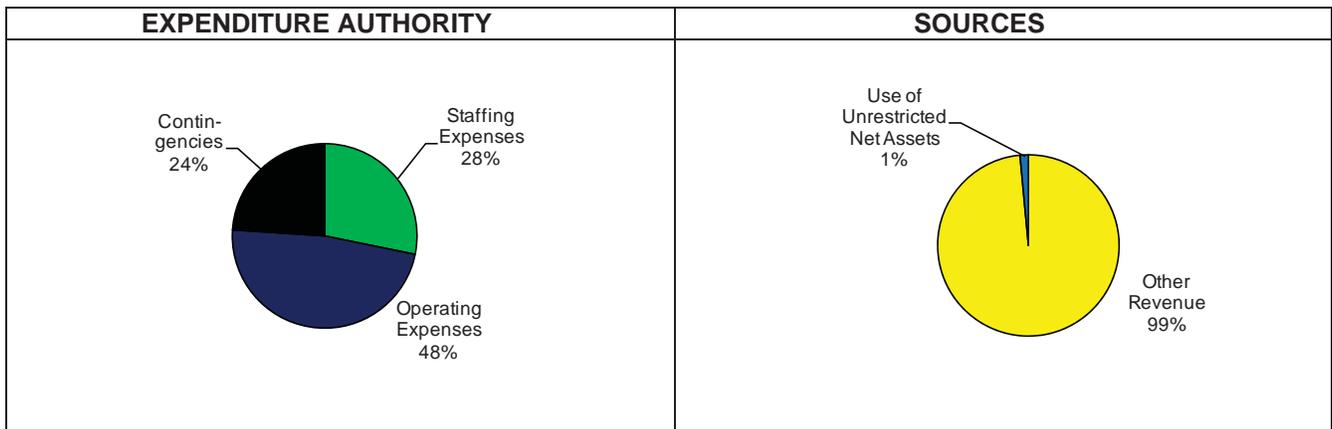
Museum Store

DESCRIPTION OF MAJOR SERVICES

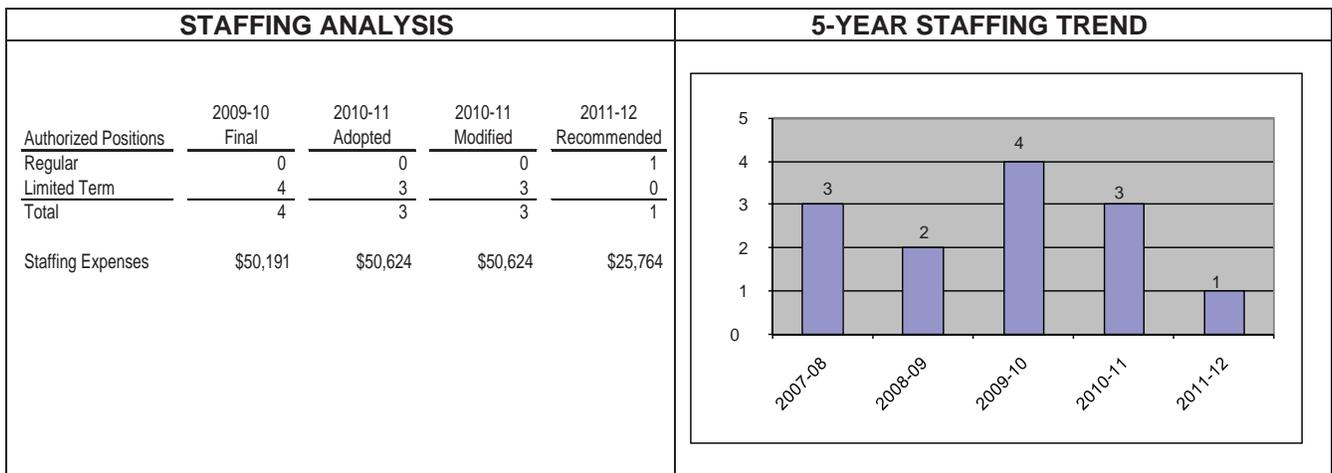
The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The Museum Store is considered a vital part of the visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items for 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

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	35,855	47,288	50,191	35,196	50,624	25,764	(24,860)
Operating Expenses	1,866	50,311	26,806	23,548	40,224	43,705	3,481
Contingencies	0	0	0	0	0	21,886	21,886
Total Exp Authority	37,721	97,599	76,997	58,744	90,848	91,355	507
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	37,721	97,599	76,997	58,744	90,848	91,355	507
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	58,744	90,848	91,355	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	0	0
Other Revenue	85,995	93,196	72,041	53,160	90,000	90,000	0
Total Revenue	85,995	93,196	72,041	53,160	90,000	90,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	85,995	93,196	72,041	53,160	90,000	90,000	0
Rev Over/(Under) Exp	33,274	(14,403)	(4,956)	(5,584)	(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 \$24,860 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 estimate 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

Museum Store
1 General Service Worker II



FACILITIES MANAGEMENT

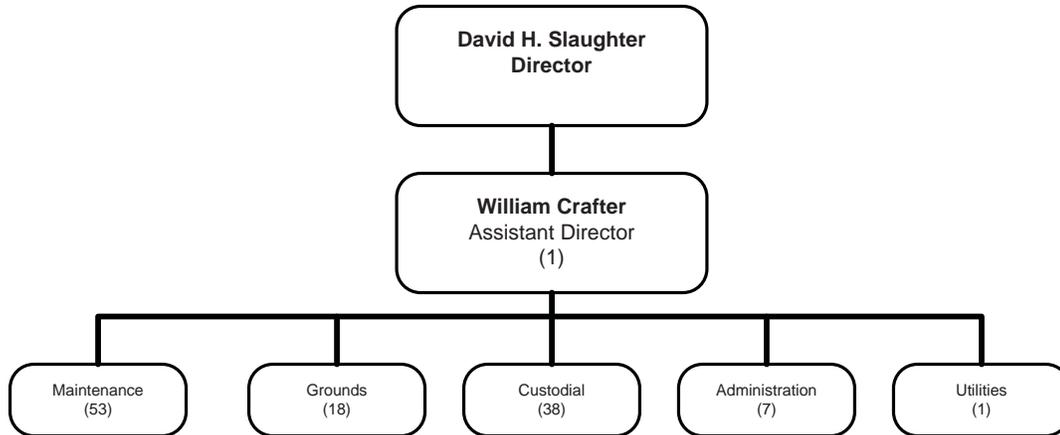
David H. Slaughter

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 Estimate	2011-12 Target
Percent of sites where annual water consumption has been reduced by 60% (68 sites total)	9%	18%	26%	25%	30%
Number of sites where annual electricity has been reduced. In 2009-10, 7 of 20 sites were completed (35%). In 2010-11, 15 of 22 sites were completed (68%). For 2011-12, 5 of 10 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 Estimate	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	13,112,580	12,270,181
Utilities	17,238,336	17,879,196	15,806,215	20,413,190	19,741,736
Total	31,703,660	32,359,047	27,016,050	33,525,770	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	12,886,466	12,270,181
Utilities	258,043	371,082	223,844	3,604,550	1,912,093
Total	5,085,589	5,545,319	3,623,580	16,491,016	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	226,114	0
Utilities	16,980,293	17,508,114	15,582,371	16,808,640	17,829,643
Total	26,618,071	26,813,728	23,392,470	17,034,754	17,829,643



Facilities Management

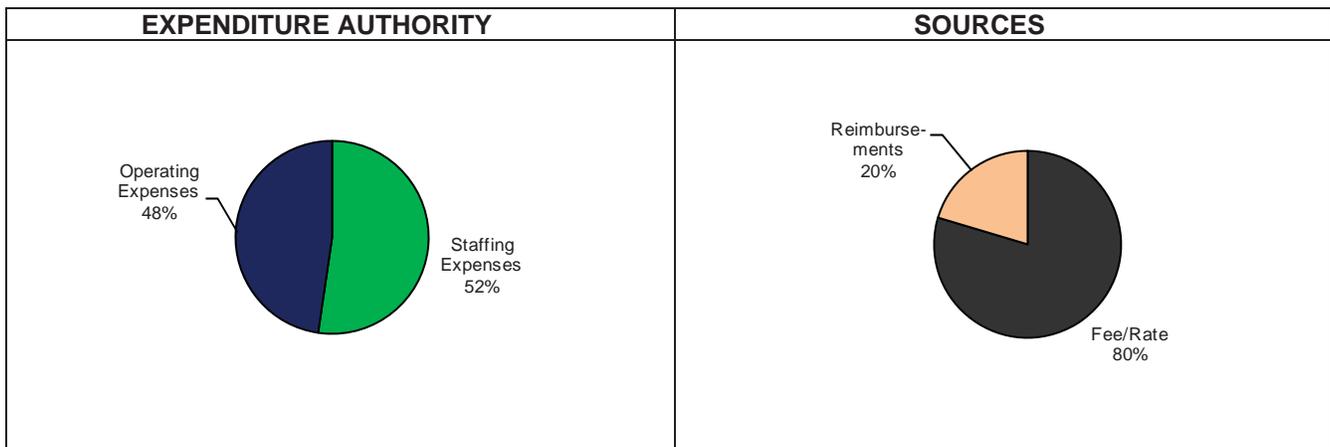
DESCRIPTION OF MAJOR SERVICES

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.

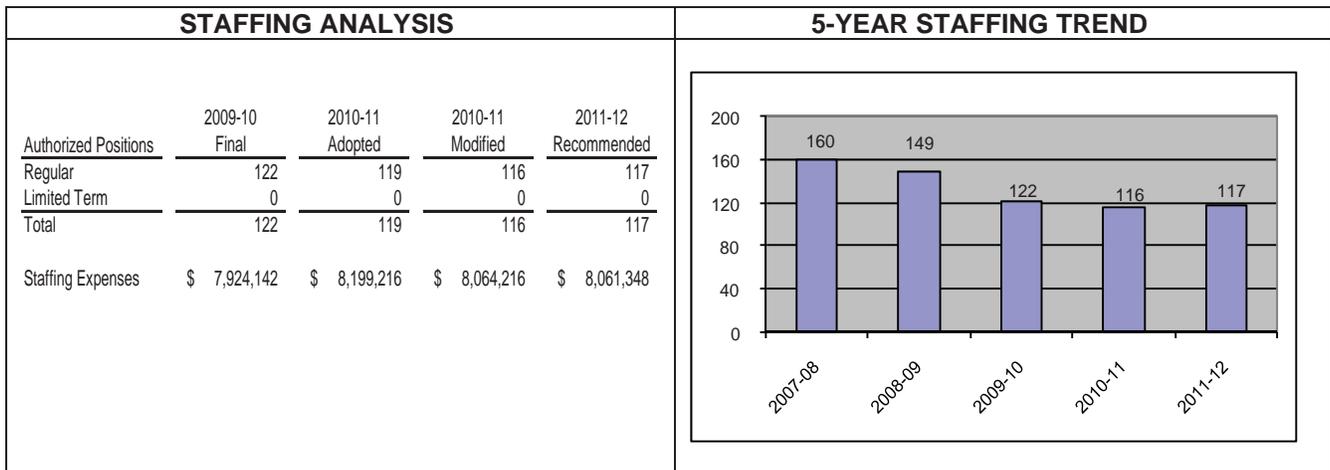
Budget at a Glance	
Total Expenditure Authority	\$15,412,030
Total Sources	\$15,412,030
Net County Cost	\$0
Total Staff	117
Funded by Net County Cost	0%

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	9,478,651	9,371,862	7,924,141	7,929,074	8,064,216	8,061,348	(2,868)
Operating Expenses	8,038,874	8,443,598	6,852,257	9,816,442	7,516,700	7,350,682	(166,018)
Capital Expenditures	53,700	0	35,618	20,562	44,500	0	(44,500)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	17,571,225	17,815,460	14,812,016	17,766,078	15,625,416	15,412,030	(213,386)
Reimbursements	(4,019,451)	(4,291,521)	(3,621,389)	(2,817,269)	(2,512,836)	(3,141,849)	(629,013)
Total Appropriation	13,551,774	13,523,939	11,190,627	14,948,809	13,112,580	12,270,181	(842,399)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	13,551,774	13,523,939	11,190,627	14,948,809	13,112,580	12,270,181	(842,399)
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	0	0	0
Fee/Rate	4,291,453	4,599,851	3,369,583	14,714,389	12,886,466	12,270,181	(616,285)
Other Revenue	2,470	2,987	20	4,125	0	0	0
Total Revenue	4,325,191	4,613,012	3,369,603	14,741,078	12,886,466	12,270,181	(616,285)
Operating Transfers In	0	134,927	0	10,471	0	0	0
Total Financing Sources	4,325,191	4,747,939	3,369,603	14,751,549	12,886,466	12,270,181	(616,285)
Net County Cost	9,226,583	8,776,000	7,821,024	197,260	226,114	0	(226,114)
				Budgeted Staffing	116	117	1

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8,061,348 fund 117 budgeted positions and include a decrease of \$2,868 over 2010-11 modified budget as a result of 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 decrease of \$166,018 due primarily to a decrease in the Capital Improvement Program (CIP) projects in the Maintenance Division. The management of CIP projects was transferred from Facilities Management to the Architecture and Engineering Department.

The decrease of \$44,500 in equipment is due to the purchase of the required equipment in 2010-11.

Reimbursements of \$3,141,849 include an increase of \$629,013 primarily as a result of an increase in direct billing rates for maintenance, custodial and grounds services.

Departmental revenue of \$12,270,181 includes a decrease of \$616,285 primarily due to the transfer of CIP projects to the Architecture and Engineering Department.

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), Architecture and Engineering (A&E) and Facilities Management (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

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Maintenance	53	0	53	50	1	2	53
Grounds	18	0	18	18	0	0	18
Custodial	38	0	38	38	0	0	38
Administration	8	0	8	7	0	1	8
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			



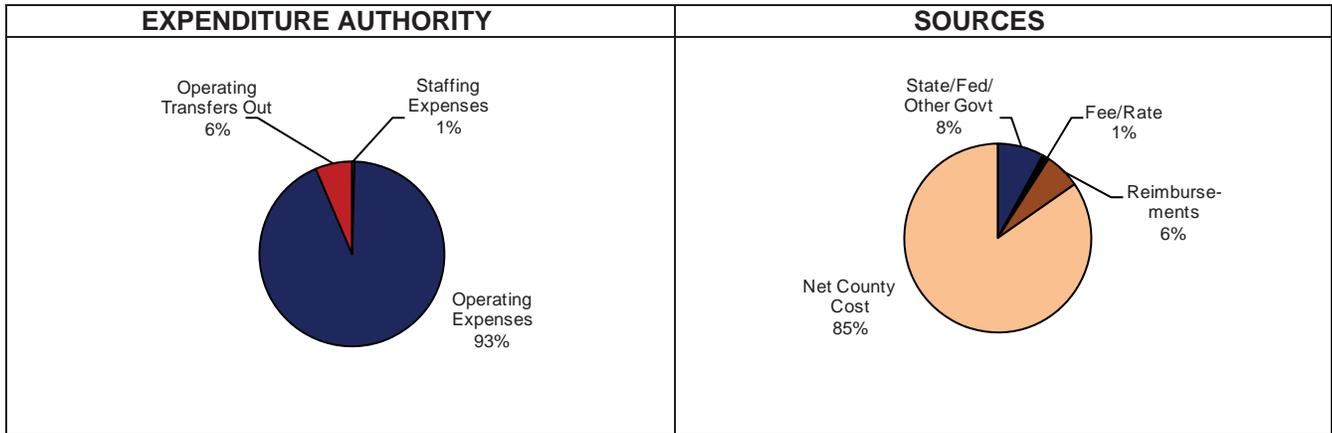
Utilities

DESCRIPTION OF MAJOR SERVICES

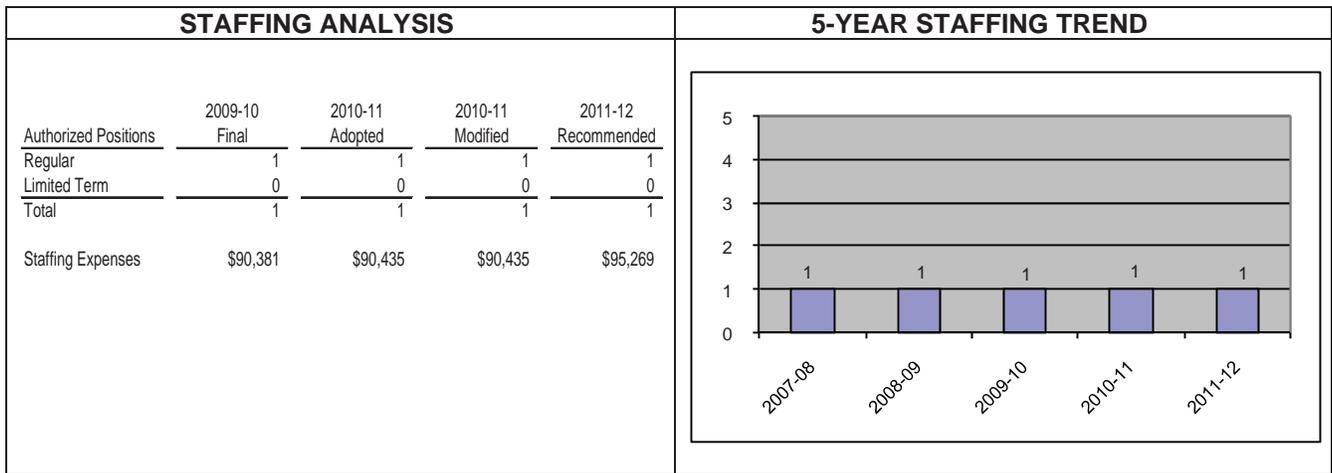
The county's utility budget unit funds the cost of electricity, natural and propane gas, water, sewage, refuse disposal and other related costs for county-owned and various leased facilities.

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	86,851	84,201	90,381	92,972	90,435	95,269	4,834
Operating Expenses	16,981,491	18,044,219	16,839,356	18,287,822	18,456,626	19,600,141	1,143,515
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	18,380,794	18,547,061	19,695,410	1,148,349
Reimbursements	(422,459)	(463,386)	(1,233,697)	(1,233,403)	(1,220,018)	(1,300,804)	(80,786)
Total Appropriation	16,645,883	17,665,034	15,696,040	17,147,391	17,327,043	18,394,606	1,067,563
Operating Transfers Out	0	0	0	3,086,147	3,086,147	1,347,130	(1,739,017)
Total Requirements	16,645,883	17,665,034	15,696,040	20,233,538	20,413,190	19,741,736	(671,454)
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	3,395,257	3,395,257	1,668,834	(1,726,423)
Fee/Rate	178,350	177,010	148,717	206,581	209,293	243,259	33,966
Other Revenue	13,180	4,914	63,127	0	0	0	0
Total Revenue	191,530	181,924	223,844	3,601,838	3,604,550	1,912,093	(1,692,457)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	191,530	181,924	223,844	3,601,838	3,604,550	1,912,093	(1,692,457)
Net County Cost	16,454,353	17,483,110	15,472,196	16,631,700	16,808,640	17,829,643	1,021,003
Budgeted Staffing					1	1	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$95,269 fund one budgeted position. The increase of \$4,834 is for increased retirement and benefit costs.

Operating expenses of \$19,600,141 fund utility costs. The increase of \$1,143,515 is primarily due to anticipated rate increases in electricity, water, disposal, gas and sewer costs.

Reimbursements of \$1,300,804 include an increase of \$80,786 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 \$1,739,017 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 \$1,692,457 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

Utilities
1 Staff Analyst II



LAND USE SERVICES

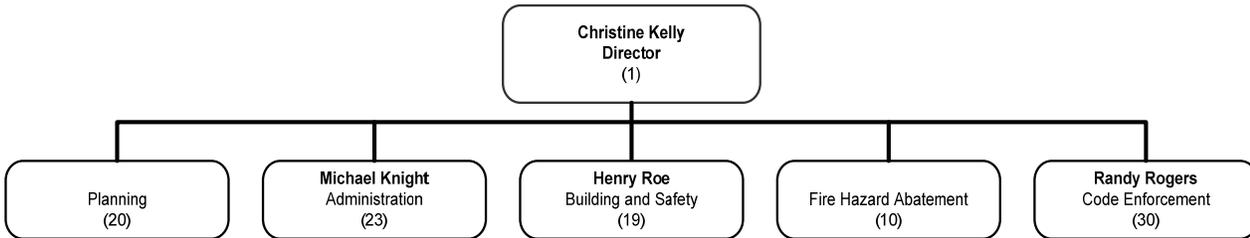
Christine Kelly

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 Actual	2009-10 Actual	2010-11 Target	2010-11 Estimate	2011-12 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 Actual	2009-10 Actual	2010-11 Target	2010-11 Estimate	2011-12 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 Actual	2009-10 Actual	2010-11 Target	2010-11 Estimate	2011-12 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	5,980,765	2,702,008	3,278,757			20
Land Use Services - Building and Safety	3,465,788	2,952,731	513,057			19
Land Use Services - Code Enforcement	4,584,996	568,950	4,016,046			30
Land Use Services - Fire Hazard Abatement	1,899,146	1,679,965	219,181			10
Total General Fund	15,930,695	7,903,654	8,027,041			103

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	5,434,662	5,980,765
Building and Safety	10,218,677	10,244,406	4,453,544	3,330,752	3,465,788
Code Enforcement	5,165,959	4,993,795	4,041,900	4,076,490	4,584,996
Fire Hazard Abatement	2,867,674	2,851,163	2,092,551	2,172,841	1,899,146
Total	25,722,576	26,960,086	16,696,830	15,324,745	15,930,695

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)	2,813,217	2,702,008
Building and Safety	10,218,677	10,244,406	743,573	2,830,752	2,952,731
Code Enforcement	560,300	560,300	371,295	371,798	568,950
Fire Hazard Abatement	2,867,674	2,851,163	1,255,609	1,780,763	1,679,965
Total	19,381,516	19,821,807	2,173,125	7,796,530	7,903,654

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	2,621,445	3,278,757
Building and Safety	0	0	3,709,971	500,000	513,057
Code Enforcement	4,605,659	4,433,495	3,670,605	3,704,692	4,016,046
Fire Hazard Abatement	0	0	836,942	392,078	219,181
Total	6,341,060	7,138,279	14,523,705	7,528,215	8,027,041



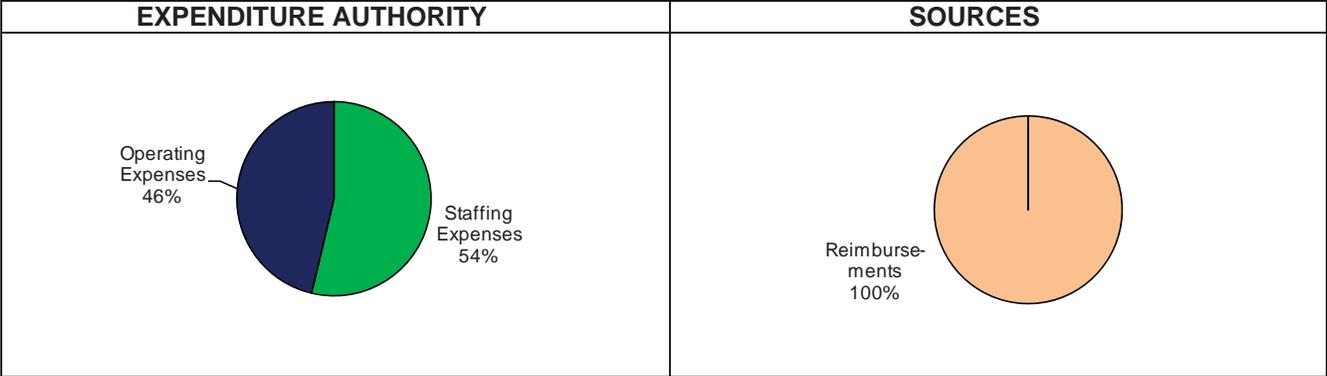
Administration

DESCRIPTION OF MAJOR SERVICES

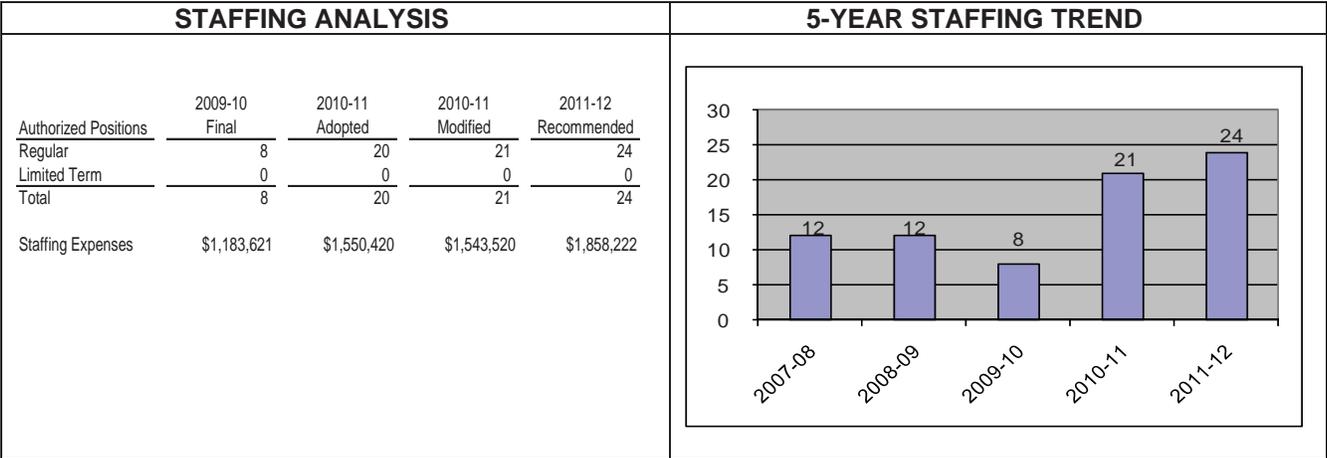
The Administration Division provides centralized fiscal services, personnel, and customer service support to all divisions and offices throughout Land Use Services.

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	925,873	990,729	1,183,621	1,447,332	1,543,520	1,858,222	314,702
Operating Expenses	1,172,894	1,630,160	1,683,671	2,159,175	2,181,195	1,602,236	(578,959)
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	3,606,507	3,724,715	3,460,458	(264,257)
Reimbursements	(2,098,064)	(2,267,043)	(2,547,116)	(3,296,507)	(3,414,715)	(3,460,458)	(45,743)
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 Financing 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 \$314,702 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 \$578,959 primarily due to a reduction in special department expenses of \$132,000 related to the remodel of the Customer Service Unit location in the San Bernardino office, one-time systems development charges of \$250,000, COWCAP charges of \$164,220, and other general reductions of \$32,739. 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 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 allocations 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 approved adjustments in 2010-11 increased staffing to 21 with the addition of 1 Administrative Analyst III. The 2011-12 Recommended 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

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	24	0	24	19	2	3	24
Total	24	0	24	19	2	3	24

- Administration
- 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



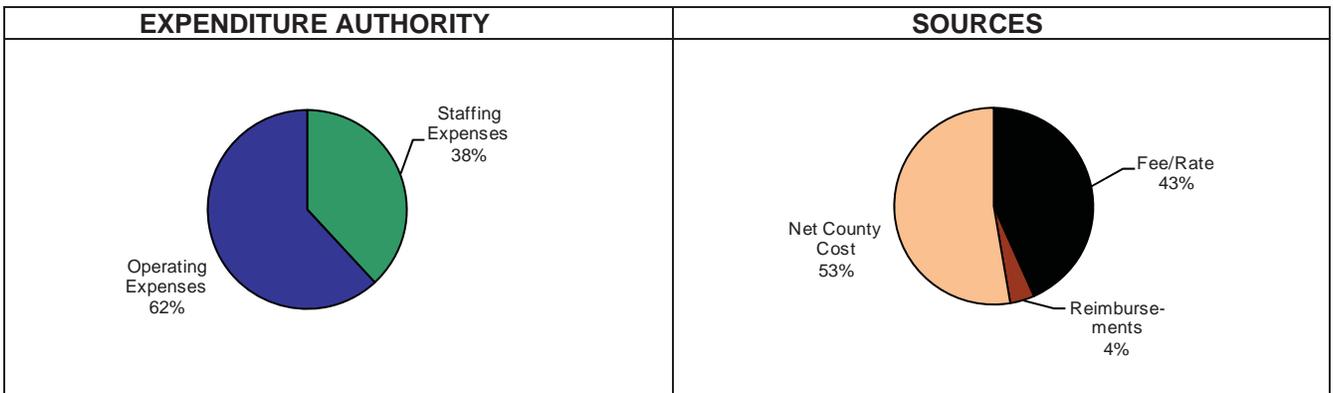
Planning

DESCRIPTION OF MAJOR SERVICES

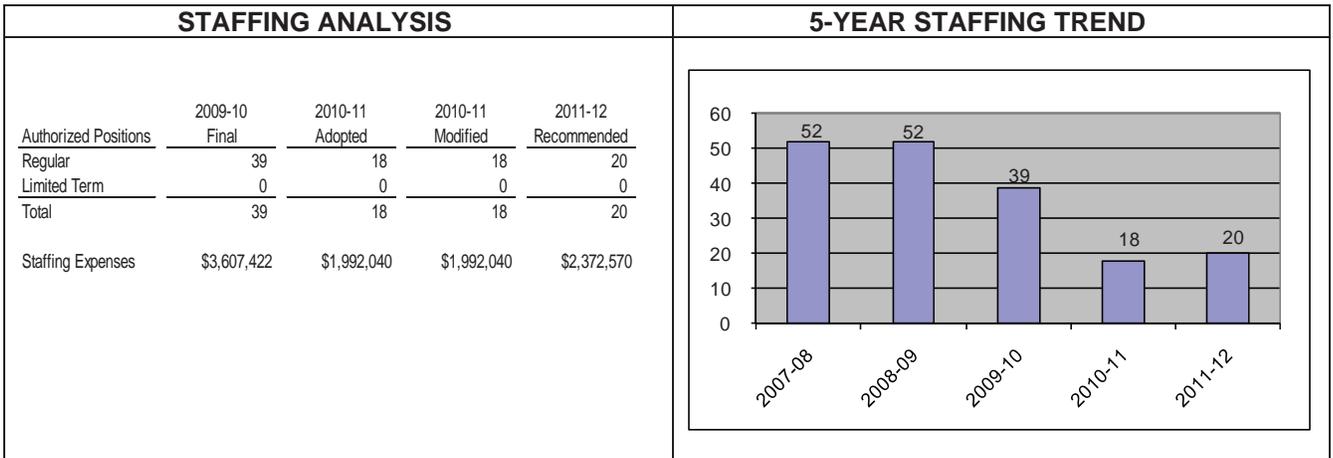
The Planning division oversees land use, housing, and community design. Planning facilitates the review, processing and approval of applications for land use and land divisions within the county unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law; 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	\$6,226,429
Total Sources	\$2,947,672
Net County Cost	\$3,278,757
Total Staff	20
Funded by Net County Cost	53%

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	3,767,391	3,834,602	3,607,422	2,104,251	1,992,040	2,372,570	380,530
Operating Expenses	2,250,787	2,923,445	2,366,456	3,101,461	3,699,791	3,853,859	154,068
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	5,205,712	5,691,831	6,226,429	534,598
Reimbursements	(46,574)	(46,574)	(197,219)	(286,039)	(257,169)	(245,664)	11,505
Total Appropriation	5,971,604	6,711,473	5,776,659	4,919,673	5,434,662	5,980,765	546,103
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,971,604	6,711,473	5,776,659	4,919,673	5,434,662	5,980,765	546,103
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)	2,688,962	2,812,217	2,701,008	(111,209)
Other Revenue	60,200	21,057	4,419	85,396	1,000	1,000	0
Total Revenue	4,006,682	3,911,037	(197,349)	2,774,358	2,813,217	2,702,008	(111,209)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,006,682	3,911,037	(197,349)	2,774,358	2,813,217	2,702,008	(111,209)
Net County Cost	1,964,922	2,800,436	5,974,008	2,145,315	2,621,445	3,278,757	657,312
				Budgeted Staffing	18	20	2

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,372,570 fund 20 budgeted positions, 12 in Advance Planning and 8 in Current Planning. A net increase of \$380,530 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 are partially offset by savings related to a proposed work schedule reduction for SBPEA represented employees.

Operating expenses of \$3,853,859 reflect a net increase over the prior year modified budget of \$154,068, due to outside legal counsel costs for the Cadiz Project and planning consultant costs. Major expenses include professional services that result from development projects, outside legal counsel costs for the Cadiz Project, legal notices publications, consulting costs for the Planning Commission, 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 \$11,505 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. Finally, a staffing reimbursement of \$25,664 is reimbursed from Current Planning to Advance Planning for program management support.

Departmental revenue of \$2,702,008 has a net decrease of \$111,209 for current development related project revenue.

Net county cost is increasing by \$657,312 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

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
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	



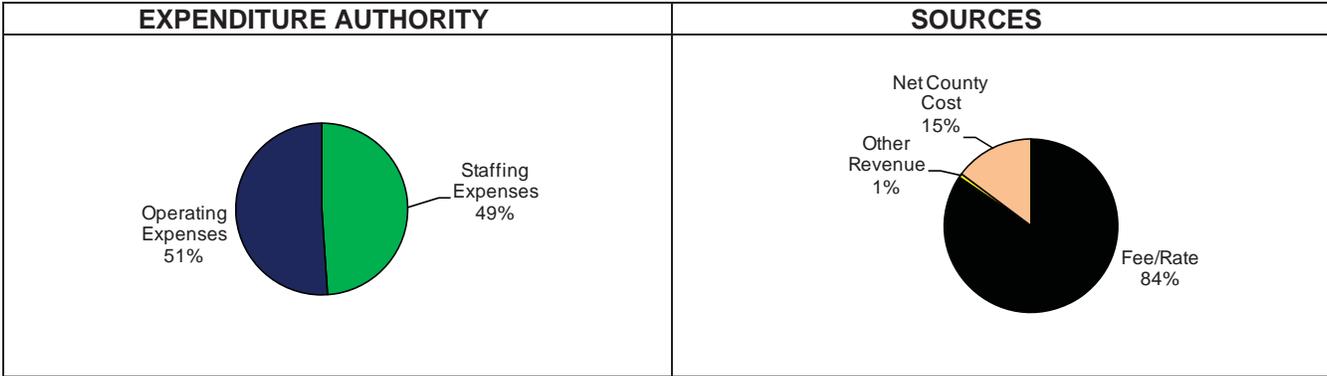
Building and Safety

DESCRIPTION OF MAJOR SERVICES

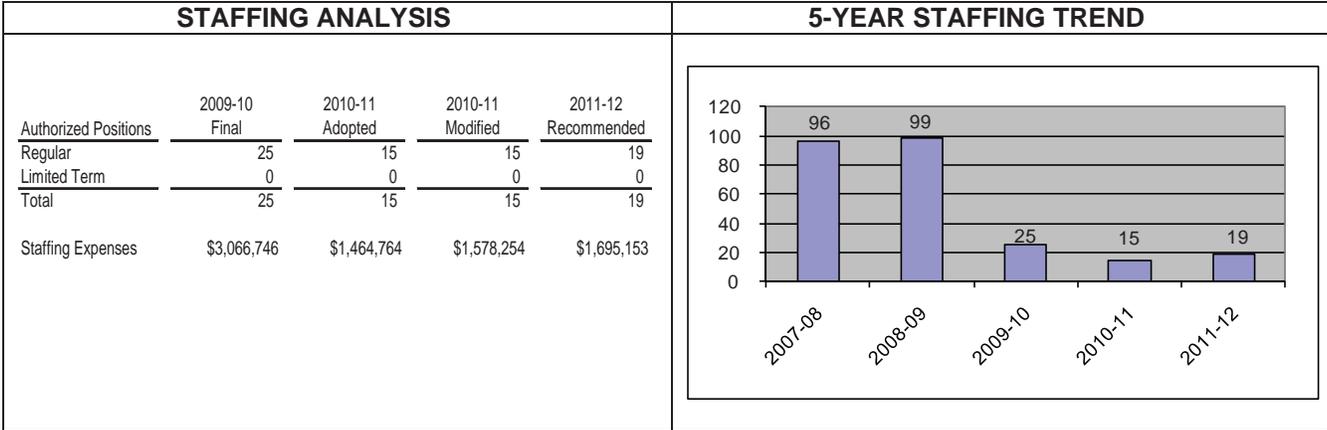
Building and Safety administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the county. This division applies state law and county ordinances and inspects the construction, alteration, relocation, demolition, repair, occupancy, and use of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

Budget at a Glance	
Total Expenditure Authority	\$3,465,788
Total Sources	\$2,952,731
Net County Cost	\$513,057
Total Staff	19
Funded by Net County Cost	15%

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	5,965,335	5,260,363	3,066,746	1,629,107	1,578,254	1,695,153	116,899
Operating Expenses	2,660,372	2,511,251	1,424,482	1,558,454	1,752,498	1,770,635	18,137
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	3,187,561	3,330,752	3,465,788	135,036
Reimbursements	(60,000)	0	(37,685)	(69,492)	0	0	0
Total Appropriation	8,565,707	7,771,614	4,453,543	3,118,069	3,330,752	3,465,788	135,036
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	8,565,707	7,771,614	4,453,543	3,118,069	3,330,752	3,465,788	135,036
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	2,814,491	2,800,752	2,927,731	126,979
Other Revenue	65,760	49,541	48,064	20,931	30,000	25,000	(5,000)
Total Revenue	8,311,243	7,368,898	743,572	2,835,422	2,830,752	2,952,731	121,979
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	8,311,243	7,368,898	743,572	2,835,422	2,830,752	2,952,731	121,979
Net County Cost	254,464	402,716	3,709,971	282,647	500,000	513,057	13,057
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 & 4 – Contract Building Inspector IIIs). This appropriation has a net increase of \$116,899 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 \$18,137. 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 increase by \$121,979 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, 4 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	17	0	2	19
Total	14	5	19	17	0	2	19

<u>Building and Safety</u>	
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



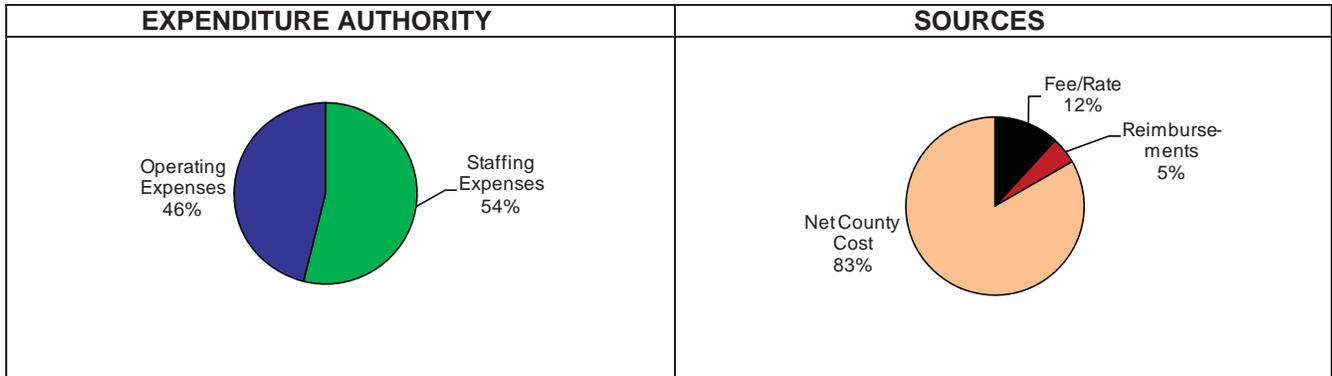
Code Enforcement

DESCRIPTION OF MAJOR SERVICES

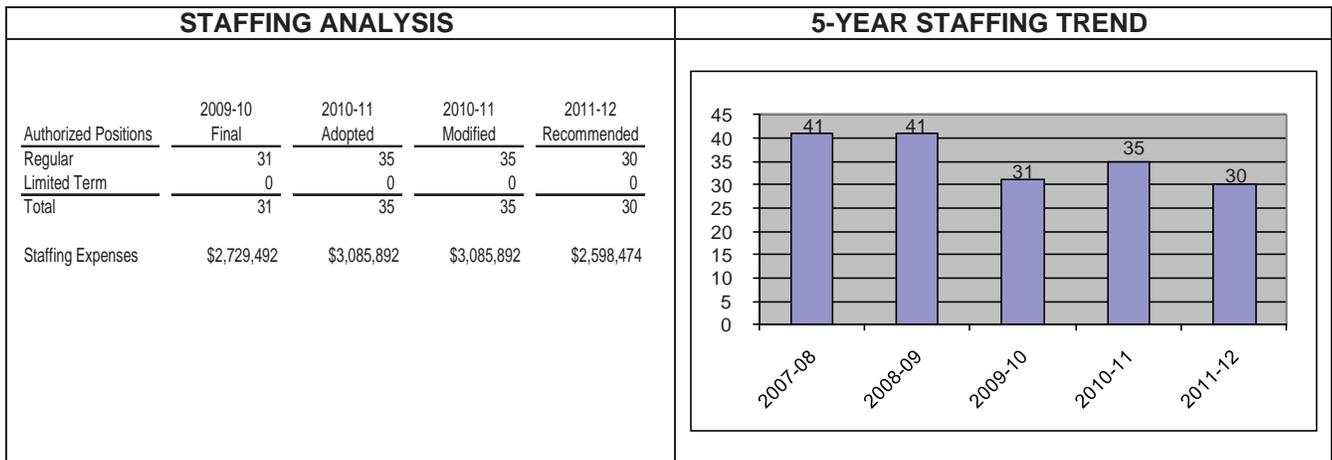
Code Enforcement administers programs designed to protect the public's safety, welfare, and property through enforcement of county ordinances and state laws related to housing and property.

Budget at a Glance	
Total Expenditure Authority	\$4,819,994
Total Sources	\$803,948
Net County Cost	\$4,016,046
Total Staff	30
Funded by Net County Cost	83%

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	3,315,114	3,242,297	2,729,492	2,925,314	3,085,892	2,598,474	(487,418)
Operating Expenses	1,745,058	1,671,506	2,126,090	1,780,979	2,510,682	2,221,520	(289,162)
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	4,706,293	5,596,574	4,819,994	(776,580)
Reimbursements	(382,166)	(189,229)	(847,871)	(640,187)	(1,520,084)	(234,998)	1,285,086
Total Appropriation	4,700,861	4,724,574	4,036,354	4,066,106	4,076,490	4,584,996	508,506
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,700,861	4,724,574	4,036,354	4,066,106	4,076,490	4,584,996	508,506
Departmental Revenue							
Taxes	56,216	30,996	376	4,423	0	0	0
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	712,901	371,798	568,950	197,152
Other Revenue	(28,602)	66,977	38,344	7,200	0	0	0
Total Revenue	181,124	333,184	365,731	724,524	371,798	568,950	197,152
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	181,124	333,184	365,731	724,524	371,798	568,950	197,152
Net County Cost	4,519,737	4,391,390	3,670,623	3,341,582	3,704,692	4,016,046	311,354
				Budgeted Staffing	35	30	(5)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,598,474 fund 30 budgeted positions. This appropriation has a net decrease of \$487,418 from the prior year modified budget due to the elimination of 5 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 expenditures of \$2,221,520 reflect a net decrease of \$289,162, which is due to the discontinuation of Community Development Block Grant (CDBG) funding for demolition and blight abatement services. 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, County Counsel costs, and lease costs for the Yucca Valley office.

Reimbursements of \$234,998 reflect a net decrease of \$1,285,086 from the prior year modified budget due to a reduction in funding from CDBG for demolition and blight abatement services of \$672,671. In addition, the discontinuation of funding from Transportation and Flood Control 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 an increase of \$197,152 from the prior year modified budget due to an increase in administrative citation revenue of \$225,000, an increase in other revenue of \$2,152, and a reduction in special assessments revenue of \$30,000.



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, and 2 Code Enforcement Officer II positions are being added, and 2 positions are being deleted to fund these additional 2 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>
Code Enforcement	30	0	30	28	0	2	30
Total	30	0	30	28	0	2	30

<u>Code Enforcement</u>
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



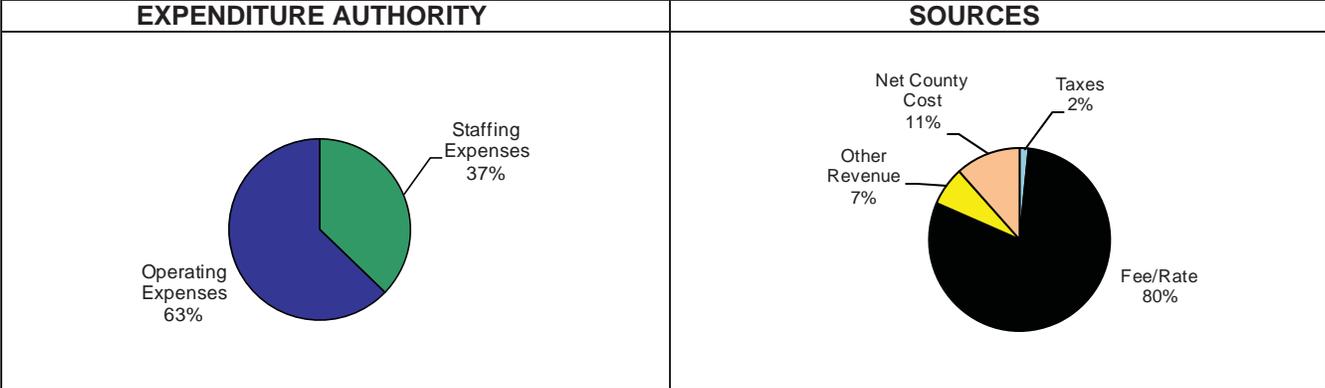
Fire Hazard Abatement

DESCRIPTION OF MAJOR SERVICES

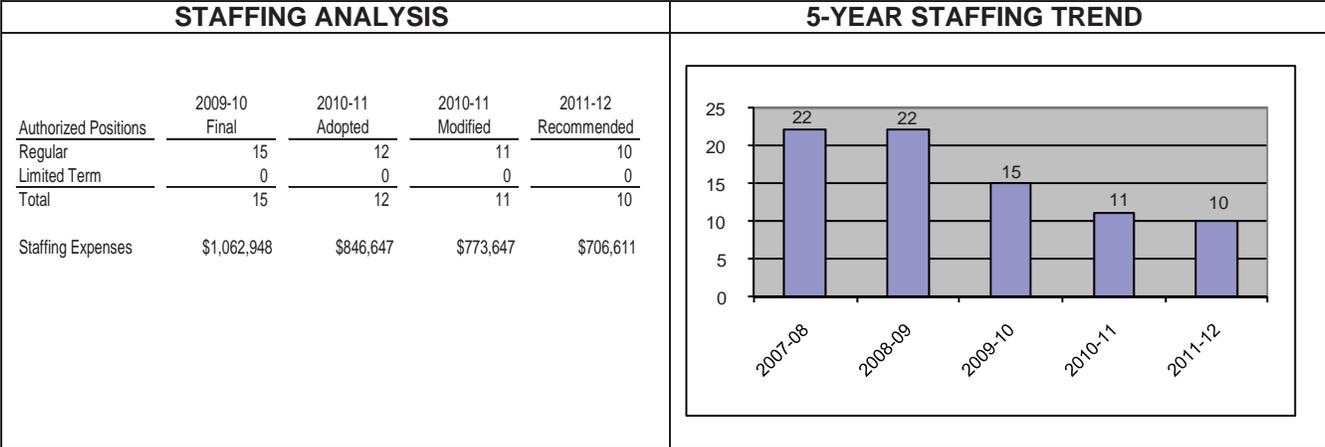
Fire Hazard Abatement enforces the Fire and Hazardous Trees Ordinance in the unincorporated portions of the county and provides contract services to specified cities and fire districts within the county.

Budget at a Glance	
Total Expenditure Authority	\$1,899,146
Total Sources	\$1,679,965
Net County Cost	\$219,181
Total Staff	10
Funded by Net County Cost	11%

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	1,489,796	1,455,322	1,062,948	773,609	773,647	706,611	(67,036)
Operating Expenses	1,255,783	1,170,137	1,029,601	1,335,052	1,426,002	1,192,535	(233,467)
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	2,108,661	2,199,649	1,899,146	(300,503)
Reimbursements	0	0	0	(26,808)	(26,808)	0	26,808
Total Appropriation	2,745,579	2,625,459	2,092,549	2,081,853	2,172,841	1,899,146	(273,695)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,745,579	2,625,459	2,092,549	2,081,853	2,172,841	1,899,146	(273,695)
Departmental Revenue							
Taxes	40,373	30,932	46,040	30,000	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	1,472,543	1,420,128	1,519,648	99,520
Other Revenue	(343)	(2,364)	6,165	263,357	330,635	130,317	(200,318)
Total Revenue	2,745,579	(950,154)	1,248,906	1,765,900	1,780,763	1,679,965	(100,798)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,745,579	(950,154)	1,248,906	1,765,900	1,780,763	1,679,965	(100,798)
Net County Cost	0	3,575,613	843,643	315,953	392,078	219,181	(172,897)
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 \$67,036 from the prior fiscal year modified 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 decrease of \$233,467. This decrease is primarily due to one-time funding for system enhancements and a reduction in COWCAP charges. 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. In addition, an increase in central mail expenses from \$20,000 to \$50,000 is anticipated for the processing of administrative citations.

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 \$100,798, 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 and 10 budgeted positions are currently funded in 2011-12 which reflects the deletion of 1 vacant Field Assistant position.

2011-12 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
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							



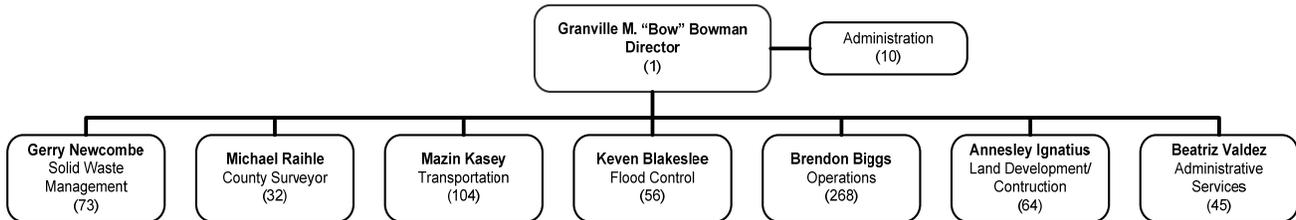
PUBLIC WORKS Granville M. Bowman

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 miles of new roadway, 2.8 miles of road rehabilitation projects, over 35.5 miles of roadway resurfacing projects, 6 drainage projects, 2 traffic signal installations, 4 sidewalk or sidewalk access improvement projects, 4 intersection improvement projects, 1 road realignment project and 1 bridge reconstruction project. 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. The Department submitted approximately \$10 million in disaster reimbursement claims.
- 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 anticipates completing the Sultana Cypress Storm Drain Phase IIB and 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. The District submitted approximately \$5 million in disaster reimbursement claims.



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 Estimate	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 Estimate	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 Estimate	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 Estimate	2011-12 Target
4A. Acre-feet of water recharged at Flood Control District basins.	27,300	39,300	60,000	60,000	60,000
4B. Number of District Levee or Flood Control facilities studied to meet FEMA standards.	66	75	75	75	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.



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	189,858	55,113		134,745		0
Transportation - Road Operations	157,241,018	116,709,167		40,531,851		370
Transportation - Measure I Program	23,664,701	6,042,166		17,622,535		0
Transportation - Facilities Development Plans	4,730,623	141,691		4,588,932		0
Transportation - Development Mitigation Plan	4,434,904	2,139,160		2,295,744		0
Total Special Revenue Funds	190,261,104	125,087,297		65,173,807		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	127,938,884	74,635,297		53,303,587		161
Flood Control - Equipment Fund	7,983,130	3,245,000		4,738,130		0
Total Other Agencies	135,922,014	77,880,297		58,041,717		161
Total - All Funds	540,902,069	279,097,598	259,903	123,215,524	(138,329,044)	653

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	3,949,258	4,236,618
Survey Monument Preservation	513,854	262,883	222,254	180,730	189,858
Transportation - Road Operations	101,102,388	61,224,657	82,090,507	131,883,125	157,241,018
Transportation - Measure I Program	26,188,508	24,273,239	30,693,421	24,322,917	23,664,701
Transportation - Facilities Development Plans	11,858,260	10,193,941	8,934,025	8,326,314	4,730,623
Transportation - Development Mitigation Plan	8,325,517	2,824,578	2,914,615	2,464,960	4,434,904
Solid Waste - Operations	75,617,539	77,591,716	86,188,172	75,900,837	82,332,956
Solid Waste - Site Closure and Maintenance	1,300,203	11,534,351	8,714,809	32,969,308	29,396,871
Solid Waste - Site Enhancement, Expansion, & Acquisition	10,872,664	8,824,963	8,910,156	12,998,342	20,635,334
Solid Waste - Environmental Fund	13,261,133	11,971,970	14,712,332	10,986,263	10,039,151
Solid Waste - Environmental Mitigation Fund	3,668,815	3,590,586	3,196,725	2,987,725	4,752,943
Solid Waste - Closure and Post-Closure Maintenance	15,077,983	11,415,183	2,967,946	66,530,912	63,325,078
Flood Control Consolidated	177,897,928	154,613,883	133,349,386	128,106,472	127,938,884
Flood Control Equipment	1,551,100	1,587,000	1,724,001	4,951,927	7,983,130
Total	452,636,301	385,112,157	388,187,916	506,559,090	540,902,069

5-YEAR REVENUE TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Surveyor	5,132,271	4,935,069	3,355,472	3,752,571	3,976,715
Survey Monument Preservation	91,509	40,000	59,660	57,010	55,113
Transportation - Road Operations	69,576,157	52,787,291	69,791,702	88,053,969	116,709,167
Transportation - Measure I Program	10,919,509	9,157,124	9,975,209	6,522,242	6,042,166
Transportation - Facilities Development Plans	3,137,604	1,116,072	583,280	348,360	141,691
Transportation - Development Mitigation Plan	8,180,230	1,395,285	363,564	377,030	2,139,160
Solid Waste - Operations	79,877,603	78,299,840	62,966,267	55,288,828	52,597,345
Solid Waste - Site Closure and Maintenance	15,520,380	11,637,276	4,924,198	1,510,635	1,149,335
Solid Waste - Site Enhancement, Expansion, & Acquisition	12,629,794	6,047,054	2,927,487	874,150	1,099,374
Solid Waste - Environmental Fund	1,630,905	8,523,438	18,557,592	16,059,229	14,123,446
Solid Waste - Environmental Mitigation Fund	3,756,449	3,126,288	2,520,315	1,895,699	3,183,789
Solid Waste - Closure and Post-Closure Maintenance	1,890,000	3,500,000	1,500,000	1,622,706	0
Flood Control - Consolidated Funds	116,841,651	102,305,628	89,216,082	74,809,271	74,635,297
Flood Control Equipment	2,785,000	2,520,000	2,935,000	2,860,000	3,245,000
Total	331,969,062	285,390,365	269,675,828	254,031,700	279,097,598

5-YEAR NET COUNTY COST TREND

	2007-08	2008-09	2009-10	2010-11	2011-12
Surveyor	268,138	268,138	214,095	196,687	259,903
Total	268,138	268,138	214,095	196,687	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	134,745
Transportation - Road Operations	31,526,231	8,437,366	12,298,805	43,829,156	40,531,851
Transportation - Measure I Program	15,268,999	15,116,115	20,718,212	17,800,675	17,622,535
Transportation - Facilities Development Plans	8,720,656	9,077,869	8,350,745	7,977,954	4,588,932
Transportation - Development Mitigation Plan	145,287	1,429,293	2,551,051	2,087,930	2,295,744
Flood Control Consolidated	61,056,277	52,308,255	44,133,304	53,297,201	53,303,587
Total	117,139,795	86,591,781	88,214,711	125,116,636	118,477,394

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	(23,221,905)	(20,612,009)	(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)	(12,124,192)	(19,535,960)
Solid Waste - Environmental Fund	(11,630,228)	(3,448,532)	3,845,260	5,072,966	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)	(1,210,999)	2,091,927	4,738,130
Total	(5,727,106)	(14,727,873)	(32,505,280)	(123,030,213)	(133,590,914)



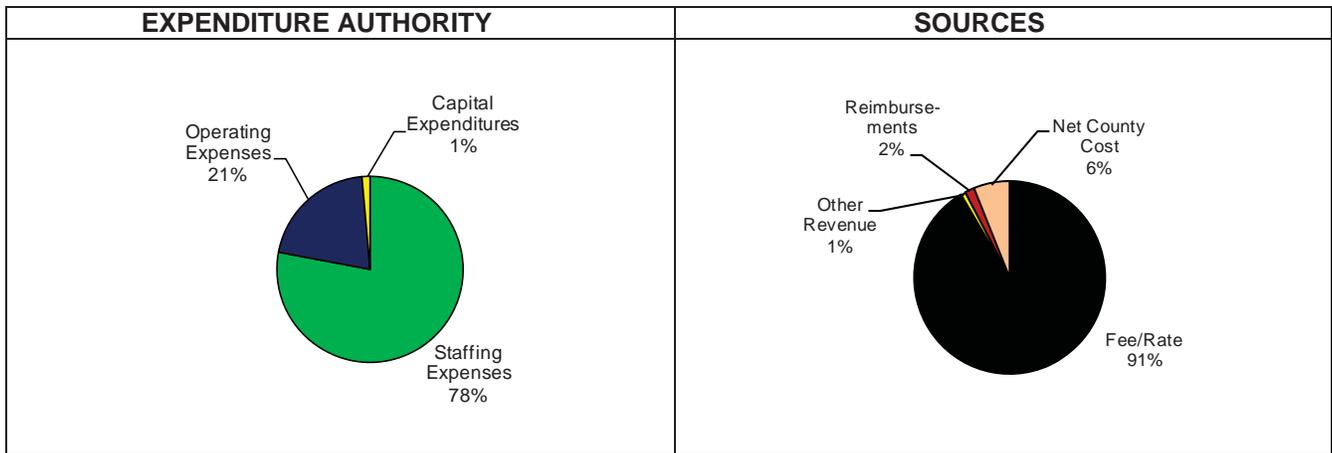
Surveyor

DESCRIPTION OF MAJOR SERVICES

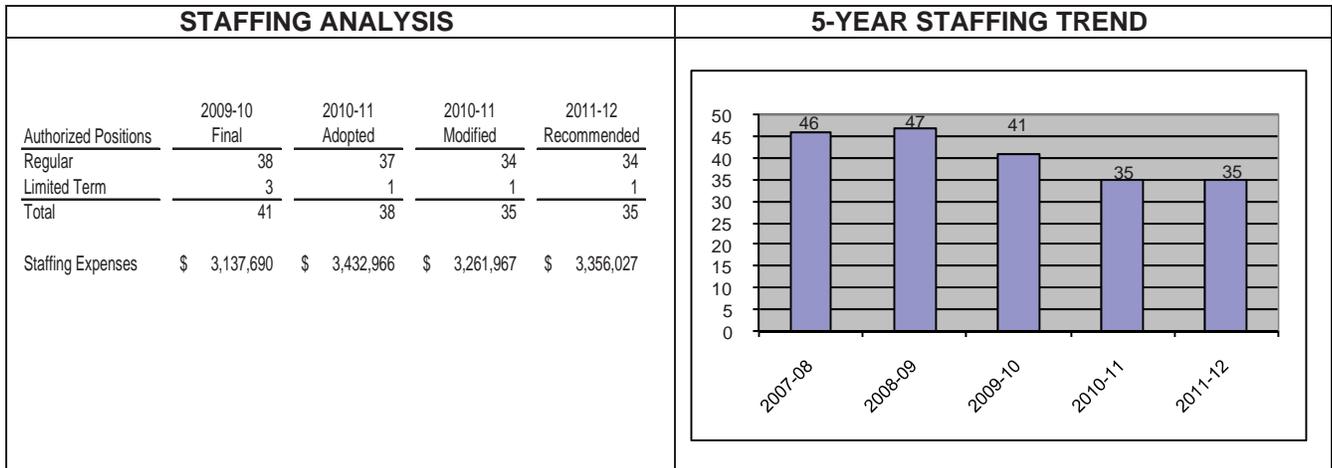
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions, maps, design and construction surveys for the various county departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used in the 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 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 RECOMMENDED BUDGET



BUDGETED STAFFING



OPERATIONS & COMMUNITY SERVICES



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	3,285,659	3,151,469	3,137,690	3,157,771	3,261,967	3,356,027	94,060
Operating Expenses	587,321	742,592	492,489	654,125	770,174	889,191	119,017
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	3,811,896	4,032,141	4,305,218	273,077
Reimbursements	(122,390)	(75,848)	(71,638)	(62,219)	(82,883)	(68,600)	14,283
Total Appropriation	3,792,085	3,818,213	3,567,790	3,749,677	3,949,258	4,236,618	287,360
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,792,085	3,818,213	3,567,790	3,749,677	3,949,258	4,236,618	287,360
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	3,465,053	3,717,571	3,941,715	224,144
Other Revenue	68,775	40,153	28,996	31,700	35,000	35,000	0
Total Revenue	3,537,200	3,554,398	3,355,470	3,496,753	3,752,571	3,976,715	224,144
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,537,200	3,554,398	3,355,470	3,496,753	3,752,571	3,976,715	224,144
Net County Cost	254,885	263,815	212,320	252,924	196,687	259,903	63,216
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 \$94,060 primarily due to retirement and negotiated labor agreement cost increases. These cost increases were offset by a reduction in Exempt benefits and savings related to the deferral of 1.5 hours of compensation each pay period into a separate time bank.

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 \$119,017 is comprised of using the services of private land surveying firms to accommodate potential workload increases (\$100,000), the reorganization of Administrative Services Section (\$56,500), an accounting change that moved vehicle services mileage abatements to revenue (\$51,900), furniture upgrades for the public service counter (\$22,515), computer software to keep up with current technologies (\$12,355), increased County Counsel charges (\$9,000), and miscellaneous costs increases (\$7,454). These costs were partially offset by reduced COWCAP charges (\$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. The \$14,283 decrease is due to the Transportation Division no longer paying a share of costs for the County Surveyor's COWCAP charges.



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 \$224,144 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 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 \$63,216 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

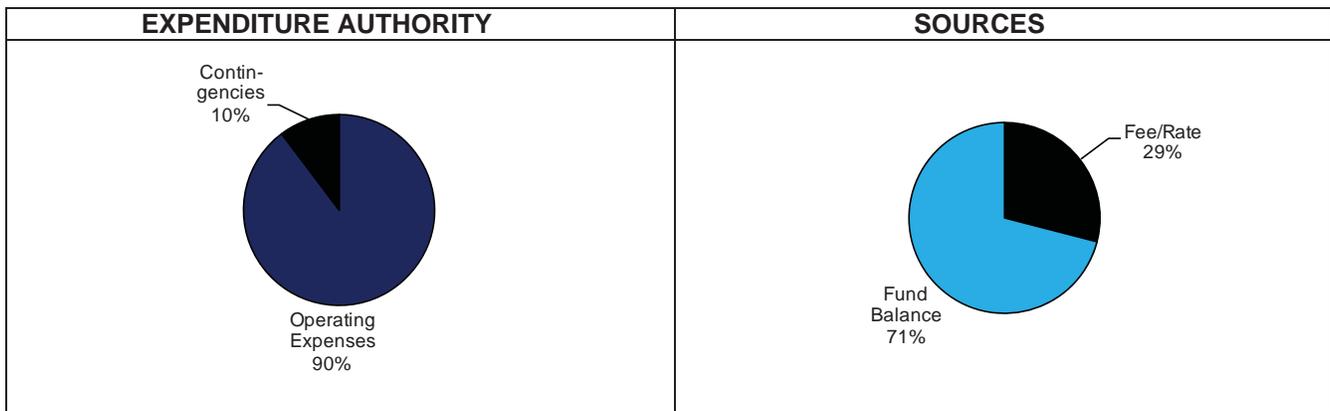
DESCRIPTION OF MAJOR SERVICES

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	\$189,858
Total Sources	\$55,113
Fund Balance	\$134,745
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	264,393	126,219	98,534	44,088	180,730	170,375	(10,355)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	19,483	19,483
Total Exp Authority	264,393	126,219	98,534	44,088	180,730	189,858	9,128
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	264,393	126,219	98,534	44,088	180,730	189,858	9,128
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	264,393	126,219	98,534	44,088	180,730	189,858	9,128
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	64,930	65,930	59,660	55,113	57,010	55,113	(1,897)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	64,930	65,930	59,660	55,113	57,010	55,113	(1,897)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	64,930	65,930	59,660	55,113	57,010	55,113	(1,897)
				Fund Balance	123,720	134,745	11,025
				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 \$10,355 decrease is based upon the County Surveyor's anticipated workload.

Contingencies of \$19,483 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 \$1,897 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.

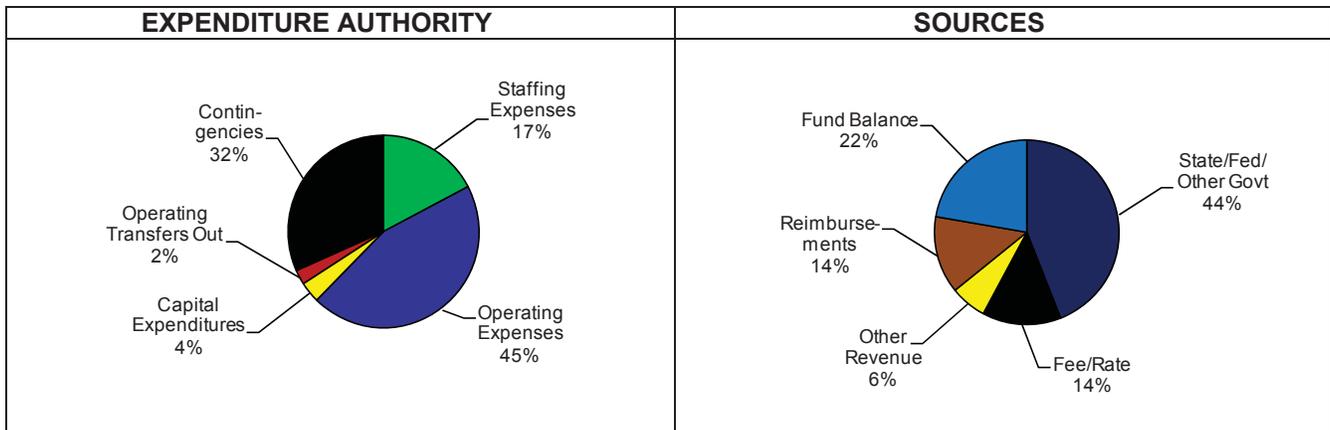
Budget at a Glance	
Total Expenditure Authority	\$181,810,497
Total Sources	\$133,278,646
Fund Balance	\$40,531,851
Total Staff	370

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 RECOMMENDED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2009-10	2010-11	2010-11	2011-12					
Authorized Positions	Final	Adopted	Modified	Recommended					
Regular	361	338	325	319					
Limited Term	83	82	57	51					
Total	444	420	382	370					
Staffing Expenses	\$ 26,949,958	\$ 31,844,700	\$ 30,105,309	\$ 31,330,269					

Fiscal Year	Authorized Positions
2007-08	450
2008-09	455
2009-10	444
2010-11	382
2011-12	370

ANALYSIS OF 2011-12 RECOMMENDED 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	2008-09	2009-10	2010-11	2010-11	2011-12	Change From
	Actual	Actual	Actual	Estimate	Modified Budget	Recommended Budget	2010-11 Modified Budget
Appropriation							
Staffing Expenses	27,468,858	27,799,167	26,783,427	28,139,305	30,105,309	31,330,269	1,224,960
Operating Expenses	42,196,259	30,457,787	23,585,360	49,942,482	81,997,153	81,948,594	(48,559)
Capital Expenditures	5,085,715	4,826,583	2,570,520	12,552,361	14,136,300	6,401,900	(7,734,400)
Contingencies	0	0	0	0	32,185,891	57,677,145	25,491,254
Total Exp Authority	74,750,832	63,083,537	52,939,307	90,634,148	158,424,653	177,357,908	18,933,255
Reimbursements	(3,033,203)	(3,318,880)	(6,101,911)	(14,349,637)	(26,779,268)	(24,569,479)	2,209,789
Total Appropriation	71,717,629	59,764,657	46,837,396	76,284,511	131,645,385	152,788,429	21,143,044
Operating Transfers Out	600,000	1,460,000	6,700,000	234,830	237,740	4,452,589	4,214,849
Total Requirements	72,317,629	61,224,657	53,537,396	76,519,341	131,883,125	157,241,018	25,357,893
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	59,302,851	49,570,348	70,369,735	58,979,102	77,790,534	80,047,058	2,256,524
Fee/Rate	3,275,987	1,867,861	1,022,364	2,519,203	5,466,142	25,088,854	19,622,712
Other Revenue	2,184,257	974,147	595,461	774,253	4,609,553	3,190,255	(1,419,298)
Total Revenue	64,763,095	52,412,356	71,987,560	62,272,558	87,866,229	108,326,167	20,459,938
Operating Transfers In	547,500	374,935	11,885,711	5,782,724	187,740	8,383,000	8,195,260
Total Financing Sources	65,310,595	52,787,291	83,873,271	68,055,282	88,053,969	116,709,167	28,655,198
Fund Balance					43,829,156	40,531,851	(3,297,305)
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 \$1,224,960. This cost increase is due to annual step increases, a 3% MOU increase, an overall increase in employee benefit costs, and increases due to earned leave costs. These increases were partially offset by decreases due to reduction in salary savings and the net deletion of 12 vacant positions.

Operating expenses of \$81,948,594 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 decrease of \$48,559 includes the following:



- \$13,350,000 of completed professional service road construction projects which consist of: \$700,000 for sidewalk projects, \$2,125,000 for drainage projects, \$1,550,000 for overlay and slurry seal projects, \$8,050,000 for rehabilitation projects, \$440,000 to pave El Centro Road, \$155,000 for retaining wall repairs on Palisades Drive, and \$330,000 for left turn pockets on Trade Post Road;
- \$3,370,000 reduction in equipment usage and vehicle maintenance charges based on anticipated usage;
- \$712,000 reduction in road materials;
- \$550,000 reduction in anticipated temporary right-of-way needs for road construction projects,
- \$445,000 reduction in automotive repairs;
- \$180,000 reduction in COWCAP charges;
- \$58,000 reduction in anticipated travel needs for field crews in remote areas of the county; and
- \$47,500 reduction in other miscellaneous expenses

Additionally, there are offsetting increases of \$16,235,000 in new road projects which consist of: \$1,700,000 for medians on Cedar Avenue and \$14,535,000 for various pavement projects; \$1,116,000 for road design and vehicle liability, \$915,000 for transfers primarily due to internal labor and project expense allocations, \$300,000 for Real Estate Services, \$50,000 for County Counsel services, and \$48,000 for facilities maintenance charges.

Capital expenditures of \$6,401,900 include land easements, improvements to structures, equipment and vehicle purchases, and lease purchased equipment. The net decrease of \$7,734,400 includes a \$7,500,000 reduction in land purchases due to completion of Cherry Avenue Interchange right-of-way purchases, \$855,000 reduction in structures and improvements to structures with only Wrightwood cinder building and Running Springs equipment and office building budgeted for 2011-12, and \$26,400 reduction in lease/purchase equipment payments. Additionally, there is an offsetting increase of \$400,000 for relocation and consolidation of the administrative services division, and an increase in vehicle and equipment purchases of \$247,000.

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 is for labor reimbursements from other Public Works budget units, and \$600,000 for shared facilities costs.

Reimbursements are decreasing by \$2,209,789 from 2010-11 primarily due to a decrease of \$7,018,000 in County Redevelopment Agency reimbursements which are now budgeted as revenue, an increase of \$2,340,000 in Measure I reimbursements for shares of several road construction projects, \$1,903,000 from San Bernardino Associated Governments' (SANBAG) public share for Cherry Avenue grade separation project, \$430,000 from Development Impact Fees for share of projects, and an increase of \$135,211 for internal labor and facilities allocations.

Contingencies of \$57,677,145 are increasing by \$25,491,254 due to setting aside funding for several projects that will be constructed in future years, including \$900,000 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, \$5,782,000 for Needles Highway realignment, \$1,900,000 for Pine View Drive, \$400,000 for Reche Canyon Road, and \$2,110,000 for future construction project on Sierra Avenue.

Operating transfers out of \$4,452,589 are increasing by \$4,214,849 and represents a transfer to the county general fund for the Pepper Avenue at Valley Boulevard intersection improvement project from funds reimbursed by SANBAG from Measure I public share.

State, federal, and other governmental aid of \$80,047,058 is increasing by \$2,256,524 due to an \$8,509,524 contribution from SANBAG for several rehabilitation projects funded with local stimulus funds and a \$2,000,000 increase for Federal Highway Administration disaster reimbursement. These increases are partially offset by a decrease of \$2,723,000 for reduced allocations for Public Lands Highway (PLH) and Surface Transportation Program (STP) projects, and the following decreases for completed projects budgeted in 2010-11: \$460,000 for Rotary Way, \$1,635,000 for Amboy Road, \$435,000 for Sequoia Avenue sidewalk project, and an anticipated reduction of \$3,000,000 in Highway Users' Tax.



Fee/rate revenue of \$25,088,854 is increasing by \$19,622,712 due to \$22,000,000 increase for revenue from County Redevelopment Agency projects which were previously budgeted as reimbursements, \$800,000 increase for revenue from the City of Fontana for Valley Boulevard rehabilitation, \$1,806,000 decrease for completion of reimbursement from SANBAG for the design phase of the Glen Helen Parkway grade separation project, \$1,569,307 decrease due to City of Fontana decision to end participation in the Cherry Avenue widening project, and \$198,019 increase in anticipated fee revenue.

Other revenue of \$3,190,255 is decreasing by \$1,419,298 due to a decrease of \$503,495 based on anticipated interest earnings on available fund balance, a decrease of \$690,000 due to reduction in estimated value of surplus property for the Pepper Avenue at Valley Boulevard intersection project, and a decrease of \$250,000 for estimated revenue from miscellaneous sources such as reimbursements for insurance damages, and an offsetting increase of \$24,197 for estimated sale of vehicles anticipated to be sold at auction.

Operating transfers in of \$8,383,000 represent \$100,000 from Flood Control District for County share of Mojave National Pollutant Discharge Elimination System program and \$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). The \$187,740 transfer in 2010-11 was a one-time internal transfer from Transportation's Road Operations budget unit to the infrastructure fund for share of costs for a road construction project.

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
Administration	11	2	13	12	1	0
Transportation Design	29	0	29	29	0	0
Transportation Planning	19	1	20	18	1	1
Transportation Traffic	25	2	27	25	2	0
Transportation Traffic Oper. Svcs	26	1	27	25	2	0
Permits	8	0	8	7	1	0
Operations	149	42	191	171	20	0
Transportation Contracts	24	2	26	26	0	0
Transportation Land Development	10	1	11	10	0	1
Administrative Services	8	0	8	7	1	0
Budget/Revenue Claiming	5	0	5	5	0	0
Information Technology Services	5	0	5	4	1	0
Total	319	51	370	339	29	2



<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 II 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 Superintend 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 IV 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 Technician 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

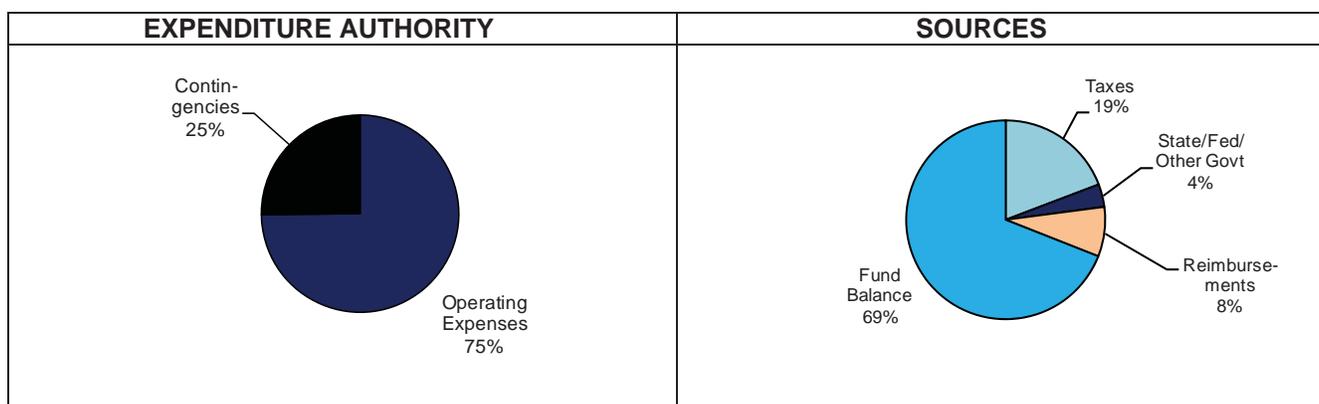
Measure I is a twenty-year program that provides funding for roadway resurfacing, rehabilitation, and widening projects, as well as providing funds for elderly and disabled transit services. The source of funding is a countywide one-half cent sales tax that was passed by the voters of San Bernardino 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.

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).

There is no staffing associated with this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$25,724,035
Total Sources	\$8,101,500
Fund Balance	\$17,622,535
Total Staff	0

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	9,135,378	4,120,110	5,761,447	6,186,184	18,713,581	19,227,332	513,751
Capital Expenditures	0	0	0	0	0	30,000	30,000
Contingencies	0	0	0	0	5,968,887	6,466,703	497,816
Total Exp Authority	9,135,378	4,120,110	5,761,447	6,186,184	24,682,468	25,724,035	1,041,567
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	5,826,633	24,322,917	23,664,701	(658,216)
Operating Transfers Out	0	0	3,863,830	0	0	0	0
Total Requirements	9,135,378	4,120,110	9,625,277	5,826,633	24,322,917	23,664,701	(658,216)
Departmental Revenue							
Taxes	7,220,836	6,452,865	5,757,788	4,805,207	4,286,185	4,904,257	618,072
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	112,386	(35,122)	1,935,379	945,000	(990,379)
Fee/Rate	311,645	211,288	543,492	64,113	111,305	50,000	(61,305)
Other Revenue	847,072	634,529	293,319	170,769	189,373	142,909	(46,464)
Total Revenue	8,379,553	7,298,682	6,706,985	5,004,967	6,522,242	6,042,166	(480,076)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	8,379,553	7,298,682	6,706,985	5,004,967	6,522,242	6,042,166	(480,076)
Fund Balance					17,800,675	17,622,535	(178,140)
Budgeted Staffing					0	0	0

OPERATIONS & COMMUNITY SERVICES



BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$19,227,332 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 \$513,751 is primarily due to a \$3.9 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) and a new roadway construction project on Coyote Trail (Hesperia). However, this increase is partially offset by a \$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). Additionally, the elderly and disabled transit program has no new projects for 2011-12, thus the available cash is placed in contingencies.

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 \$6,466,703 are increasing by \$497,816 primarily due to the delay of construction for the drainage improvement project on Phelan Road (Phelan). Construction is anticipated in 2012-13.

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 that are within the same sub-area: Lenwood Road Grade Separation (Barstow) and Ranchero Road Widening and Drainage Improvement (Oak Hills). 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 \$618,072 based on the one-half cent sales tax revenue projections for 2011-12. This budget adjustment represents a 2% increase from 2010-11 estimate.

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 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 of \$50,000 is decreasing by \$61,305 based on anticipated financial contribution from local agency for the bus stop installation project on Vista Road (Silver Lakes).

Other revenue of \$142,909 is decreasing by \$46,464 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

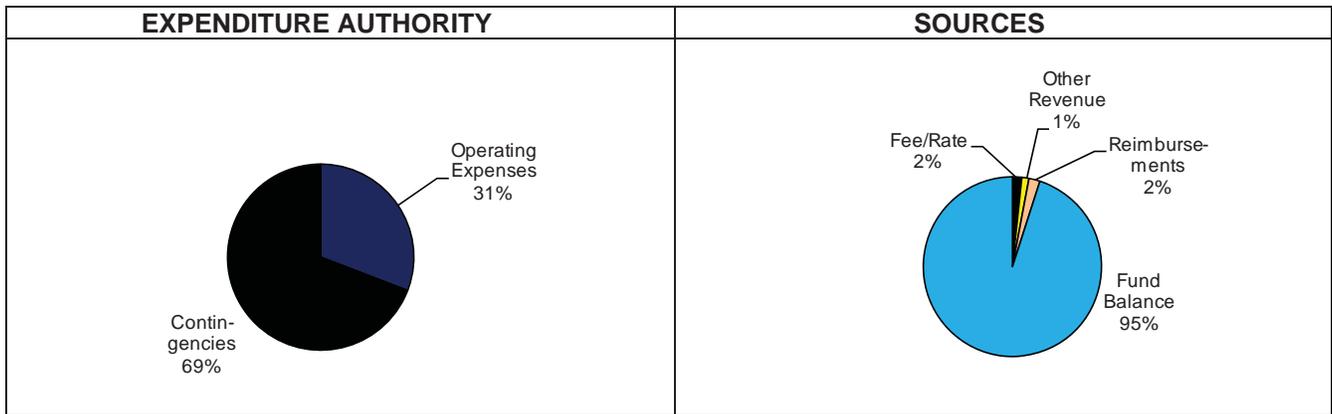
DESCRIPTION OF MAJOR SERVICES

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	\$4,827,623
Total Sources	\$238,691
Fund Balance	\$4,588,932
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	721,110	1,277,025	711,370	5,817,598	9,384,366	1,488,617	(7,895,749)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	1,166,948	3,339,006	2,172,058
Total Exp Authority	721,110	1,277,025	711,370	5,817,598	10,551,314	4,827,623	(5,723,691)
Reimbursements	0	0	0	(2,260,000)	(2,260,000)	(97,000)	2,163,000
Total Appropriation	721,110	1,277,025	711,370	3,557,598	8,291,314	4,730,623	(3,560,691)
Operating Transfers Out	0	0	0	26,932	35,000	0	(35,000)
Total Requirements	721,110	1,277,025	711,370	3,584,530	8,326,314	4,730,623	(3,595,691)
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	639,295	284,645	111,850	111,700	178,500	80,000	(98,500)
Other Revenue	445,336	265,255	126,730	83,808	169,860	61,691	(108,169)
Total Revenue	1,084,631	549,900	238,580	195,508	348,360	141,691	(206,669)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,084,631	549,900	238,580	195,508	348,360	141,691	(206,669)
				Fund Balance	7,977,954	4,588,932	(3,389,022)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,488,617 include professional service contracts and anticipated labor charges to support design and construction of road improvement projects. The decrease of \$7,895,749 is primarily due to the completion of the paving projects on Duncan Road and Wilson Ranch Road for approximately \$2,950,000 in the Phelan area; encumbering \$2,625,000 for design of road, bridge, and grade separation on Shadow Mountain Road in the Helendale area; and encumbering \$1,525,000 for the design of a replacement bridge over the Mojave River at Rock Springs Road in the South/East Apple Valley area. In addition, transfers out to the Transportation's Road Operations budget unit for labor have decreased by \$390,000 based on completed projects and anticipated labor required in 2011-12 for paving Oak Hill Road. Finally, anticipating no additional expenditures for construction projects for 2011-12, right of way expenditures have been reduced by \$70,500 and \$335,249 is being re-allocated to contingencies.

Contingencies of \$3,339,006 are increasing by \$2,172,058 primarily due to funds allocated to design projects on Rock Springs Road and Shadow Mountain Road which are scheduled to be spent in future years.

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 \$98,500 due to decreased development activity in all the facilities development plan areas.

Other revenue of \$61,691 is decreasing by \$108,169 based on the estimated interest earnings on the available fund balance.



Transportation – Regional Development Mitigation Plan

DESCRIPTION OF MAJOR SERVICES

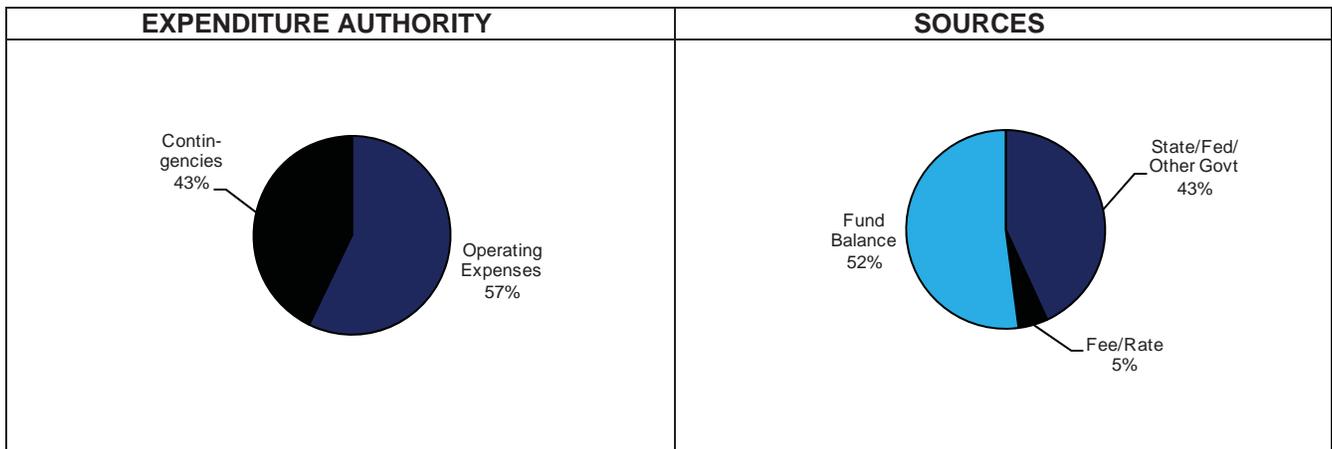
Pursuant to Measure I 2010-2040 and the November 2005 Congestion Management Program (CMP) update (as approved by San Bernardino Associated Governments (SANBAG)), local jurisdictions were required to adopt a development mitigation program by November 2006 to generate fair-share development contributions 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	\$4,434,904
Total Sources	\$2,139,160
Fund Balance	\$2,295,744
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.

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



OPERATIONS & COMMUNITY SERVICES



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	7,010	2,533,000	2,525,990
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	2,457,950	1,901,904	(556,046)
Total Exp Authority	0	0	0	0	2,464,960	4,434,904	1,969,944
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	2,464,960	4,434,904	1,969,944
Operating Transfers Out	0	0	754,975	0	0	0	0
Total Requirements	0	0	754,975	0	2,464,960	4,434,904	1,969,944
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	1,903,000	1,903,000
Fee/Rate	1,251,189	1,071,918	264,046	183,745	344,010	211,147	(132,863)
Other Revenue	26,300	49,842	27,804	24,069	33,020	25,013	(8,007)
Total Revenue	1,277,489	1,121,760	291,850	207,814	377,030	2,139,160	1,762,130
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,277,489	1,121,760	291,850	207,814	377,030	2,139,160	1,762,130
				Fund Balance	2,087,930	2,295,744	207,814
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,533,000 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 \$1,901,904 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 \$132,863 due to decreased development in the regional development mitigation plan areas.

Other revenue of \$25,013 is decreasing by \$8,007 based on the estimated interest earnings on the available fund balance.



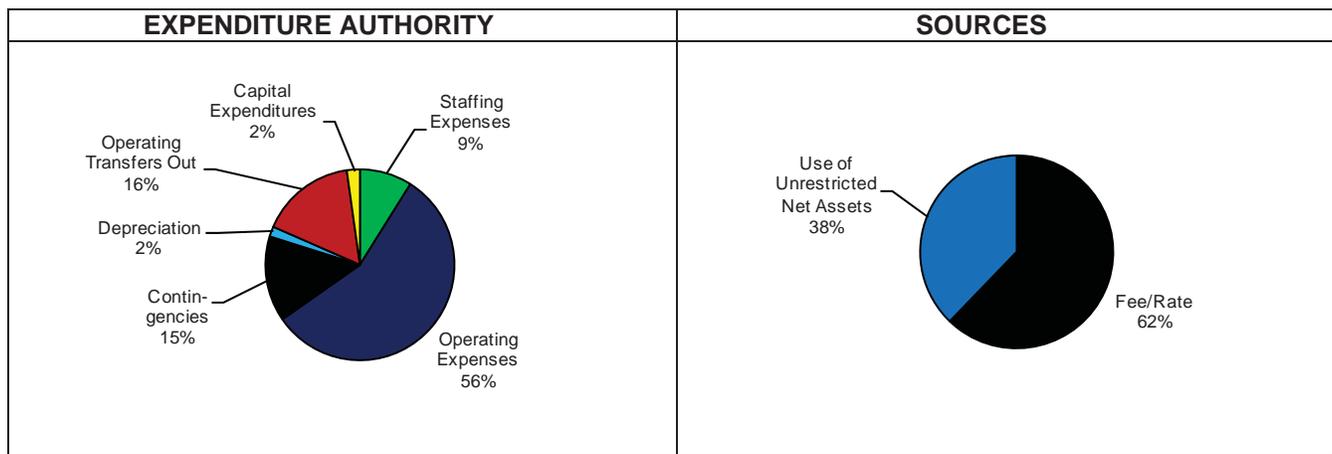
Solid Waste Management - Operations

DESCRIPTION OF MAJOR SERVICES

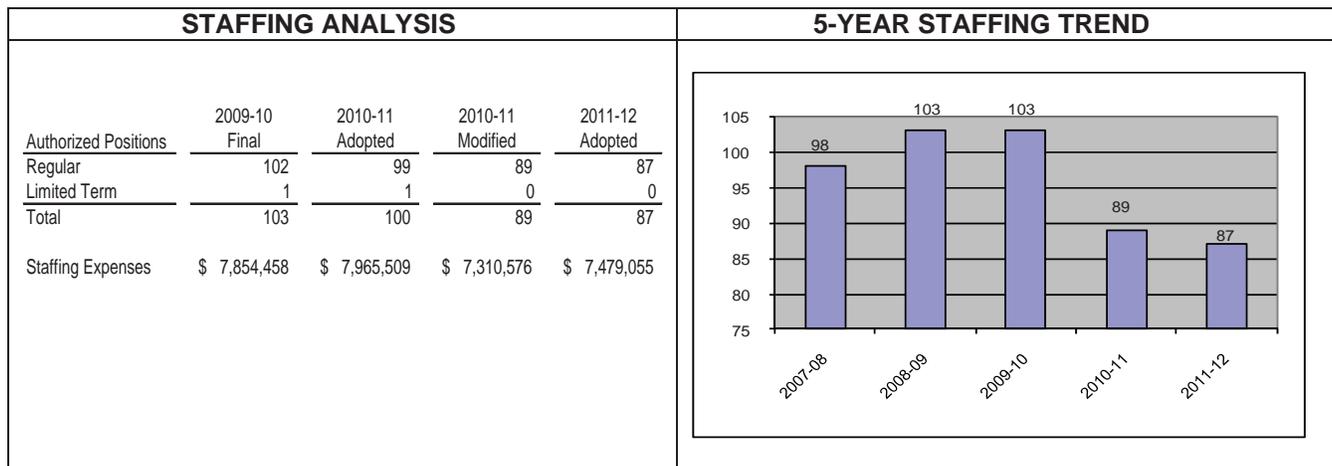
The Solid Waste Management Division (SWMD) is responsible for the operation and management of the county's solid waste disposal system, which consists of six regional landfills, nine transfer stations, two low volume transfer operations/ community collection centers and thirty-three closed landfills 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

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



OPERATIONS & COMMUNITY SERVICES



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	7,258,879	7,213,239	7,339,483	7,172,402	7,310,576	7,479,055	168,479
Operating Expenses	60,843,399	45,333,026	40,553,234	39,013,428	49,210,681	47,442,237	(1,768,444)
Contingencies	0	0	0	0	4,117,575	12,316,187	8,198,612
Total Exp Authority	68,102,278	52,546,265	47,892,717	46,185,830	60,638,832	67,237,479	6,598,647
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	68,102,278	52,546,265	47,892,717	46,185,830	60,638,832	67,237,479	6,598,647
Depreciation	545,245	295,751	265,295	280,319	1,532,534	1,446,254	(86,280)
Operating Transfers Out	3,448,006	2,552,248	11,671,087	8,379,857	13,729,471	13,649,223	(80,248)
Total Requirements	72,095,529	55,394,264	59,829,099	54,846,006	75,900,837	82,332,956	6,432,119
Departmental Revenue							
Taxes	142,663	174,415	171,921	124,815	148,000	124,815	(23,185)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	7,786,842	2,767,525	36,988	0	1,078,865	75,361	(1,003,504)
Fee/Rate	59,746,730	55,687,237	53,466,887	52,528,712	53,966,406	51,988,229	(1,978,177)
Other Revenue	3,267,558	1,296,866	605,568	434,280	95,557	408,940	313,383
Total Revenue	70,943,793	59,926,043	54,281,364	53,087,807	55,288,828	52,597,345	(2,691,483)
Operating Transfers In	3,423,082	3,025,993	0	390,565	0	0	0
Total Financing Sources	74,366,875	62,952,036	54,281,364	53,478,372	55,288,828	52,597,345	(2,691,483)
Rev Over/(Under) Exp	2,271,346	7,557,772	(5,547,735)	(1,367,634)	(20,612,009)	(29,735,611)	(9,123,602)
				Budgeted Staffing	89	87	(2)
Fixed Assets							
Capital Expenditures	348,114	1,122,147	229,576	1,356,718	3,008,062	1,853,794	(1,154,268)
Total Fixed Assets	348,114	1,122,147	229,576	1,356,718	3,008,062	1,853,794	(1,154,268)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$7,479,055 fund 87 budgeted positions and are increasing by \$168,479. This cost increase is primarily due to retirement and negotiated labor agreement cost increases. These increases were partially offset by the deletion of two vacant positions.

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, lease payments to the Inland Empire Public Facilities Corporation for repayment of the Operations Fund bond, payments to other departments for such costs as Public Works administration, Human Resources program and payroll changes and legislative services. The \$1,768,444 net decrease is primarily due to a \$1,227,928 decrease in Landfill Operations Contractor payments resulting from a reduction in landfilled tons; a \$894,756 decrease due to the deferral of some professional services contracts and reduction in AB939 related expenses; a \$271,558 decrease in COWCAP, a \$254,450 decrease in bond interest lease payments; a \$142,476 decrease for Article 19 waste payments to cities, and a \$48,616 decrease in miscellaneous expenses. These reductions were partially offset by the following increases: \$555,000 increase in principal bond lease payment; \$250,000 increase for potential perchlorate-related litigation, \$102,073 increase for the relocation of the administrative services section to the DPW Administration building, and increases of \$164,267 for utilities and a landscaping project.

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.

OPERATIONS & COMMUNITY SERVICES



Operating transfers out of \$13,649,223 are decreasing by \$80,248 and consist of a transfer to the Environmental budget unit for construction of new capital projects and annual maintenance and monitoring of existing landfill gas, air, and groundwater systems, as well as depreciation. This overall decrease consists of a \$2,617,458 internal transfer increase in the Environmental Fund budget unit for the operations, maintenance and monitoring of new, expanded, and ongoing environmental protection systems, offset by the elimination of the \$500,000 payment to CSA 69 for road repair work needed as a result of the October 2007 Wildfires, elimination of the \$575,000 payment to Community Development and Housing for Cedar Glen cleanups as a result of the 2003 "Old Fire", and elimination of the \$1,622,706 internal transfer to the Closure and Post-Closure Maintenance budget unit because that fund has met its regulatory requirements for Closure Financial Assurance deposits for the 2011-12 year.

Taxes of \$124,815 are decreasing by \$23,185 due to anticipated slowdown of collections of delinquent special assessment property taxes.

State, federal or governmental aid of \$75,361 is decreasing by \$1,003,504 as the department anticipates receiving any pending federal and state reimbursements of unpaid claims for the 2003 "Old Fire" and the October 2007 "Wildfires' Debris Removal Programs" in 2012-13.

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 \$1,978,177 decrease is due to a combination of the following: 1) Solid Waste Franchise Hauler Fees are decreasing by \$934,703 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 \$1,043,474 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 \$313,383 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 11 vacant positions. For 2011-12, overall staffing is decreasing by 2 vacant budgeted positions: 1 Scale Operator due to reduced workload resulting from a decrease in tonnage coming into the landfills and 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 Spvrsr	3 Public Works Engineer III
1 Staff Aide	1 Recycling Specialist II	1 Maintenance & Const Spvrsr 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 Spvrsr II	3 Engineering Tech III
	1 Fiscal Assistant	2 Scale Operations Spvrsr 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

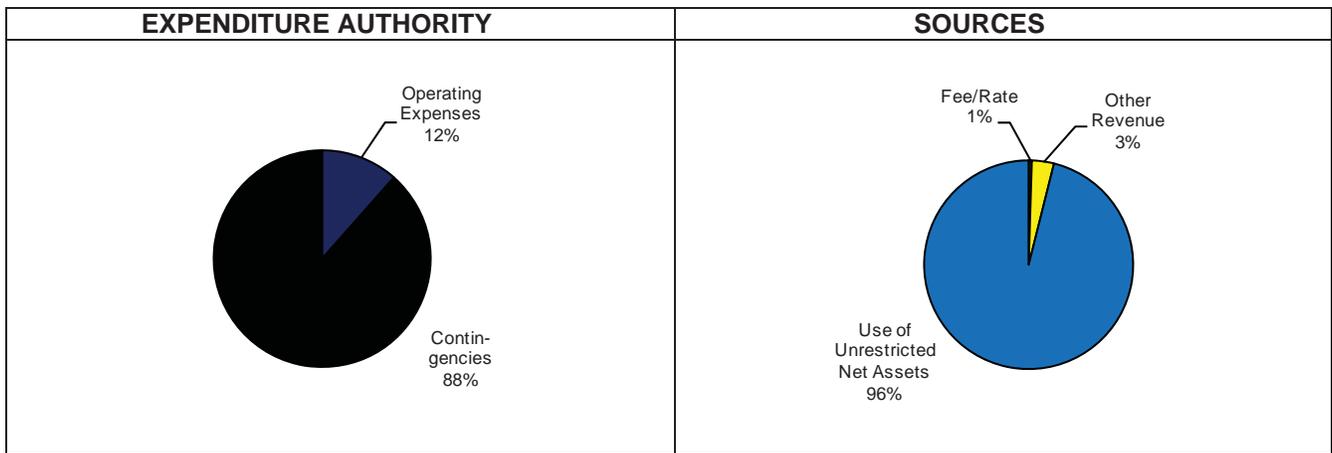
DESCRIPTION OF MAJOR SERVICES

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

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	343,136	334,523	1,018,194	6,407,484	7,833,737	3,383,000	(4,450,737)
Contingencies	0	0	0	0	20,491,353	25,978,653	5,487,300
Total Exp Authority	343,136	334,523	1,018,194	6,407,484	28,325,090	29,361,653	1,036,563
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	343,136	334,523	1,018,194	6,407,484	28,325,090	29,361,653	1,036,563
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	11,043,030	32,969,308	29,396,871	(3,572,437)
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	138,522	134,925	143,758	8,833
Other Revenue	218,977	1,324,671	1,379,175	1,005,577	1,375,710	1,005,577	(370,133)
Total Revenue	379,780	1,481,360	1,504,801	1,144,099	1,510,635	1,149,335	(361,300)
Operating Transfers In	10,062,791	19,041,607	3,447,503	4,600,328	0	0	0
Total Financing Sources	10,442,571	20,522,967	4,952,304	5,744,427	1,510,635	1,149,335	(361,300)
Rev Over/(Under) Exp	7,365,617	17,144,554	3,898,892	(5,298,603)	(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 \$4,450,737 as the Big Bear landfill closure (installation of the landfill gas collection/control system) is at its final stage, and only the partial closure of the Mid-Valley landfill (for the Unit 1 south and west slopes) is anticipated to take place in 2011-12.

Contingencies of \$25,978,653 are increasing by \$5,487,300 and represent all net assets available which are being set aside for future projects.

Depreciation of \$35,218 is decreasing by \$8,672 due to no new assets being capitalized and most other remaining assets being fully depreciated.

Operating transfers out are not anticipated in 2011-12.

Fee/rate revenue of \$143,758 is increasing by \$8,833 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 decreasing by \$370,133 since the fund balance decreased due to the completion of the Big Bear Landfill closure construction project.



Solid Waste Management – Site Enhancement, Expansion, and Acquisition

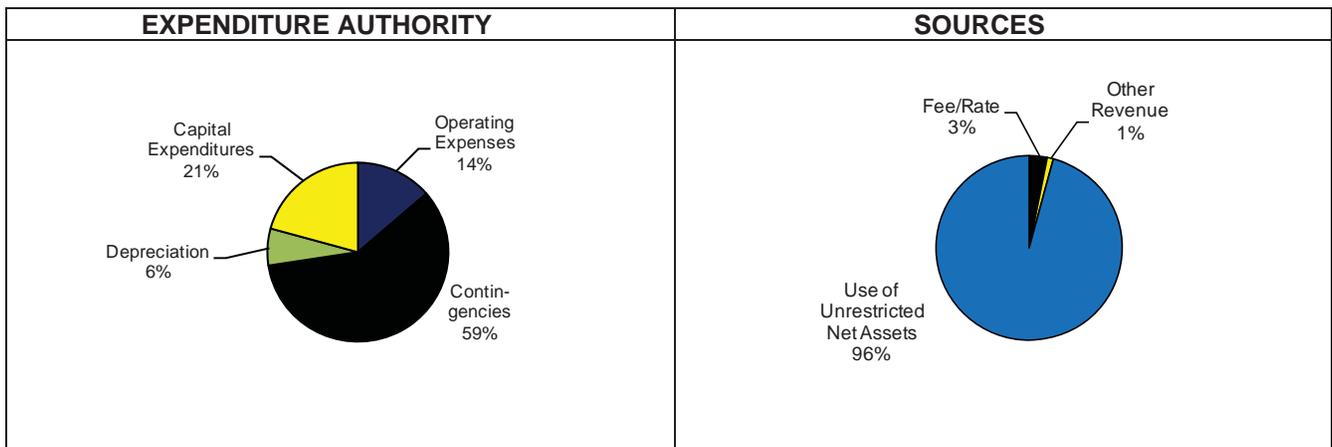
DESCRIPTION OF MAJOR SERVICES

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

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



OPERATIONS & COMMUNITY SERVICES



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,224,021	1,412,237	1,146,018	1,183,138	7,254,035	3,579,164	(3,674,871)
Contingencies	0	0	0	0	4,546,755	15,340,579	10,793,824
Total Exp Authority	1,224,021	1,412,237	1,146,018	1,183,138	11,800,790	18,919,743	7,118,953
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,224,021	1,412,237	1,146,018	1,183,138	11,800,790	18,919,743	7,118,953
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	2,898,729	12,998,342	20,635,334	7,636,992
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	789,140	770,400	821,349	50,949
Other Revenue	1,492,923	688,562	324,479	278,025	103,750	278,025	174,275
Total Revenue	2,450,971	1,584,663	1,047,675	1,067,165	874,150	1,099,374	225,224
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	1,067,165	874,150	1,099,374	225,224
Rev Over/(Under) Exp	(4,527,495)	1,391,683	857,153	(1,831,564)	(12,124,192)	(19,535,960)	(7,411,768)
				Budgeted Staffing	0	0	0
Fixed Assets							
Capital Expenditures	7,981,754	1,908,033	1,465,348	788,290	11,750,800	5,412,595	(6,338,205)
Total Fixed Assets	7,981,754	1,908,033	1,465,348	788,290	11,750,800	5,412,595	(6,338,205)

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 decreasing by \$3,674,871 due to a reduction in professional services resulting from a re-prioritization of expansion activities since the expansion needs and available funding have decreased due to lower than anticipated waste received.

Contingencies of \$15,340,579 are increasing by \$10,793,824 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 and based on diminishing waste capacity of active landfills.

Fee/rate revenue of \$821,349 is increasing by \$50,949 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 \$174,275 based on the estimated interest earnings on the available fund balance.

Capital expenditures of \$5,412,595 are decreasing by \$6,338,205 due to an anticipated decrease in improvements to land expenses as a result of a re-prioritization of expansion activities.



Solid Waste Management - Environmental Fund

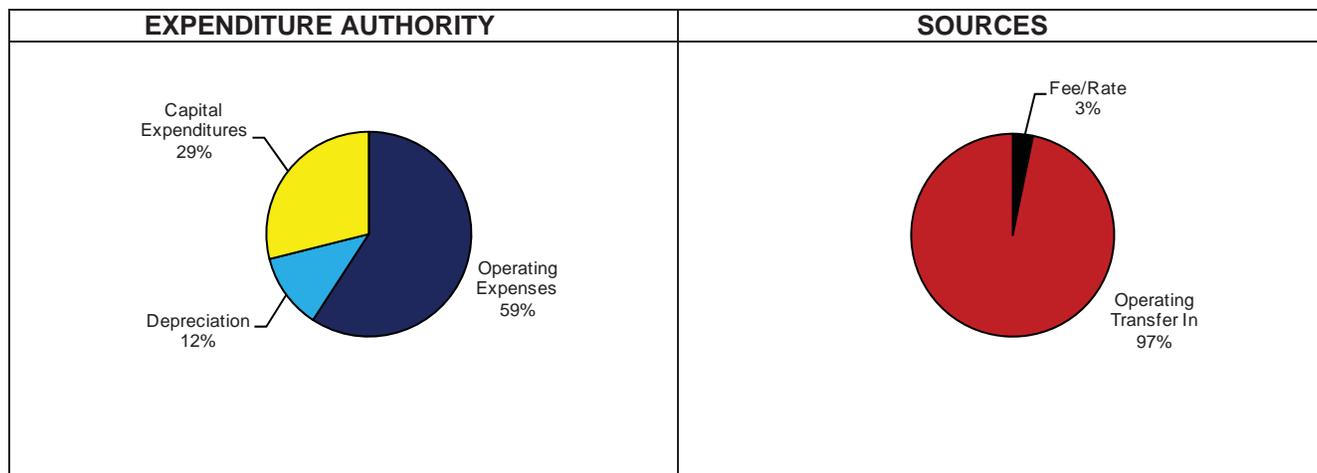
DESCRIPTION OF MAJOR SERVICES

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

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	5,766,656	6,728,956	9,529,676	7,687,367	9,732,022	8,357,750	(1,374,272)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	5,766,656	6,728,956	9,529,676	7,687,367	9,732,022	8,357,750	(1,374,272)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	5,766,656	6,728,956	9,529,676	7,687,367	9,732,022	8,357,750	(1,374,272)
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	9,368,768	10,986,263	10,039,151	(947,112)
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	446,559	408,322	453,376	45,054
Other Revenue	836,742	270,753	47,182	20,847	18,814	20,847	2,033
Total Revenue	1,957,393	761,386	469,490	467,406	427,136	474,223	47,087
Operating Transfers In	0	0	9,000,000	7,989,292	15,632,093	13,649,223	(1,982,870)
Total Financing Sources	1,957,393	761,386	9,469,490	8,456,698	16,059,229	14,123,446	(1,935,783)
Rev Over/(Under) Exp	(3,941,928)	(6,294,410)	(1,741,587)	(912,070)	5,072,966	4,084,295	(988,671)
				Budgeted Staffing	0	0	0
Fixed Assets							
Capital Expenditures	2,826,811	1,548,134	3,270,518	1,519,467	5,072,966	4,084,295	(988,671)
Total Fixed Assets	2,826,811	1,548,134	3,270,518	1,519,467	5,072,966	4,084,295	(988,671)

OPERATIONS & COMMUNITY SERVICES



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 decreasing by \$1,374,272 due to a reduction in professional services resulting from a re-prioritization of environmental mitigation activities since available funding has decreased due to lower than anticipated waste received. 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 and based on diminishing waste capacity of active landfills.

Fee/rate revenue of \$453,376 is increasing by \$45,054 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 \$2,033 based on the estimated interest earnings on the available cash.

Operating transfers in of \$13,649,223 is decreasing by \$1,982,870. Environmental mitigation activities are being re-prioritized to fit the current year available funding so there is a decreased need for funding.

Capital expenditures of \$4,084,295 are decreasing by \$988,671 due to an anticipated decrease in improvements to land expenses as a result of a re-prioritization of environmental mitigation activities.



Solid Waste Management - Environmental Mitigation Fund

DESCRIPTION OF MAJOR SERVICES

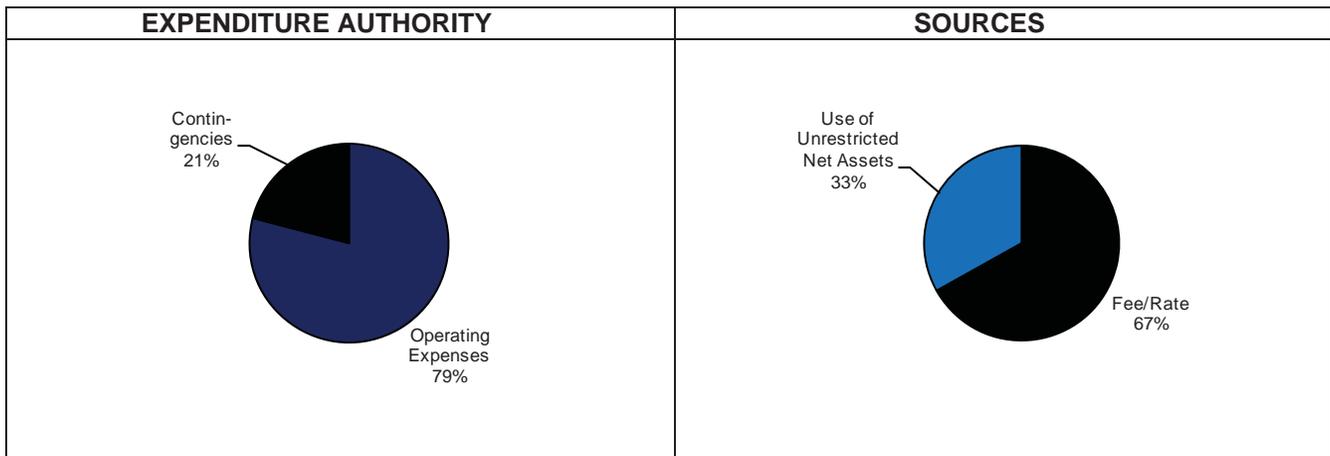
The Environmental Mitigation Fund (EMF) was established to provide separate accountability of that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities. The Board of Supervisors (Board) approved an Environmental Mitigation Fund Use Policy 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; the Community Clean Up Program approved by the Board in 1994; the Community Collection Program; and a partnership providing funding for Code Enforcement's staffing coordination of the Supervisory Districts community clean-up projects. 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 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

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.

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



OPERATIONS & COMMUNITY SERVICES



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	3,182,602	2,899,460	2,695,585	2,971,401	2,699,298	3,757,246	1,057,948
Contingencies	0	0	0	0	288,095	995,610	707,515
Total Exp Authority	3,182,602	2,899,460	2,695,585	2,971,401	2,987,393	4,752,856	1,765,463
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	3,182,602	2,899,460	2,695,585	2,971,401	2,987,393	4,752,856	1,765,463
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	2,971,488	2,987,725	4,752,943	1,765,218
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	2,118,348	1,891,432	3,167,583	1,276,151
Other Revenue	128,206	62,273	26,929	16,206	4,267	16,206	11,939
Total Revenue	2,980,254	2,431,331	2,131,460	2,134,554	1,895,699	3,183,789	1,288,090
Operating Transfers In	0	70,174	0	0	0	0	0
Total Financing Sources	2,980,254	2,501,505	2,131,460	2,134,554	1,895,699	3,183,789	1,288,090
Rev Over/(Under) Exp	(206,183)	(398,287)	(564,212)	(836,934)	(1,092,026)	(1,569,154)	(477,128)
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$3,757,246 are increasing by \$1,057,948 due to the increase of \$1,359,568 in the Host Cities program for payments to the City of Rialto after their prepayment is fully amortized in November 2011, and a decrease of \$301,620 due to the elimination of code enforcement officer services and reducing the Community Cleanup Program services to stay within the Board approved funding level.

Contingencies of \$995,610 are increasing by \$707,515 and represent all net assets available which are being set aside for future program expenses.

Depreciation of \$87 is decreasing by \$245 due to no new assets being capitalized and most other remaining assets being fully depreciated.

Fee/rate revenue of \$3,167,583 is increasing by \$1,276,151 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, the anticipated host city rate increase, and the new waste stream from the City of Claremont.

Other revenue of \$16,206 is increasing by \$11,939 based on the estimated interest earnings on the cash balance.



Solid Waste Management - Closure and Post-Closure Maintenance

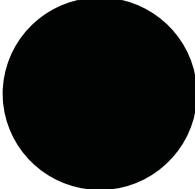
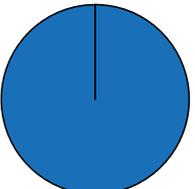
DESCRIPTION OF MAJOR SERVICES

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

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES
 <p>Contingencies 100%</p>	 <p>Use of Unrestricted Net Assets 100%</p>



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified 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	66,530,912	63,325,078	(3,205,834)
Total Exp Authority	0	0	0	0	66,530,912	63,325,078	(3,205,834)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	66,530,912	63,325,078	(3,205,834)
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	66,530,912	63,325,078	(3,205,834)
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	0	1,622,706	0	(1,622,706)
Total Financing Sources	6,657,385	1,383,897	0	0	1,622,706	0	(1,622,706)
Rev Over/(Under) Exp	(405,406)	(17,657,710)	(3,033,240)	0	(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.



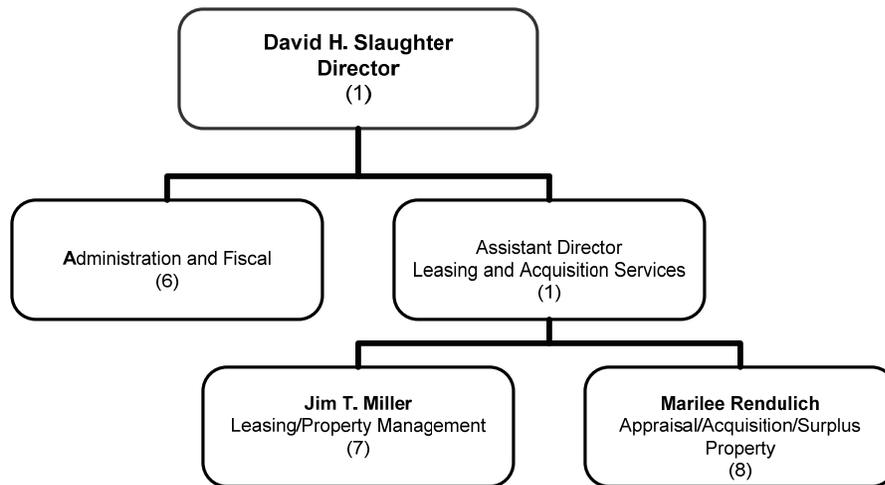
REAL ESTATE SERVICES David H. Slaughter

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 Estimate	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 Estimate	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 Funds						
Chino Agricultural Preserve	9,880,333	804,371		9,075,962		0
Total Special Revenue Funds	9,880,333	804,371		9,075,962		0
Total - All Funds	14,606,483	5,530,521		9,075,962		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	1,374,795	1,110,781
Rents and Leases	101,179	419,311	393,112	833,494	1,279,005
Courts Property Management	437,165	382,430	2,063,555	1,913,044	2,336,364
Chino Agricultural Preserve	7,105,752	8,431,786	9,031,705	10,173,582	9,880,333
Total	10,292,076	11,777,581	13,304,329	14,294,915	14,606,483

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	1,374,795	1,110,781
Rents and Leases	101,179	419,311	434,247	833,494	1,279,005
Courts Property Management	392,165	337,430	2,029,779	1,913,044	2,336,364
Chino Agricultural Preserve	1,160,648	1,333,411	884,929	924,092	804,371
Total	3,196,659	3,628,652	4,673,325	5,045,425	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	0	0
Rents and Leases	0	0	(41,135)	0	0
Courts Property Management	45,000	45,000	33,776	0	0
Total	1,150,313	1,050,554	484,228	0	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	9,249,490	9,075,962
Total	5,945,104	7,098,375	8,146,776	9,249,490	9,075,962



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.

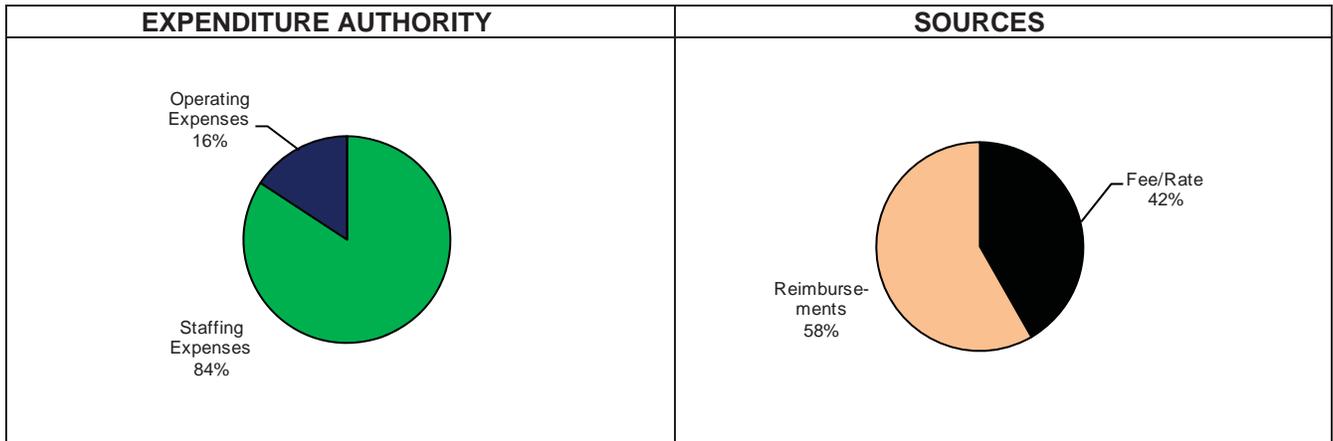
The activities of both the Leasing/Property Management Division and the Appraisal/Acquisition/Surplus Property Division are conducted in accordance with, and in support of, the County goals to operate in a fiscally-responsible and business-like manner, to maintain public safety, to provide for the health 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.

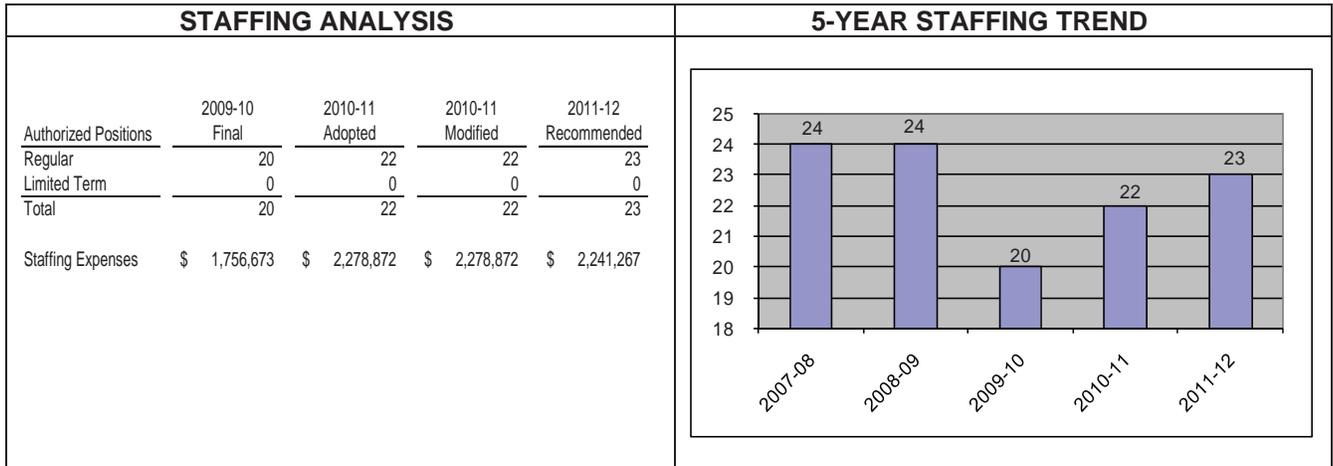
Budget at a Glance	
Total Expenditure Authority	\$2,660,494
Total Sources	\$2,660,494
Net County Cost	\$0
Total Staff	23
Funded by Net County Cost	0%



2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	2,193,524	1,999,949	1,756,672	2,107,767	2,278,872	2,241,267	(37,605)
Operating Expenses	554,922	221,359	249,894	226,168	229,700	419,227	189,527
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	2,333,935	2,508,572	2,660,494	151,922
Reimbursements	(5,904)	(6,749)	(190,612)	(951,888)	(1,133,777)	(1,549,713)	(415,936)
Total Appropriation	2,742,542	2,214,559	1,815,954	1,382,047	1,374,795	1,110,781	(264,014)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,742,542	2,214,559	1,815,954	1,382,047	1,374,795	1,110,781	(264,014)
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	1,519,137	1,350,029	1,110,781	(239,248)
Other Revenue	383,354	29,095	28,164	24,766	24,766	0	(24,766)
Total Revenue	1,731,770	1,222,584	1,274,369	1,543,903	1,374,795	1,110,781	(264,014)
Operating Transfers In	0	0	50,000	0	0	0	0
Total Financing Sources	1,731,770	1,222,584	1,324,369	1,543,903	1,374,795	1,110,781	(264,014)
Net County Cost	1,010,772	991,975	491,585	(161,856)	0	0	0
				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 decrease of \$37,605 from the 2010-11 modified 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 \$189,527 is due primarily to consultant service costs for improvements in procedures, processes and system automation.

Reimbursements of \$1,549,713 include an increase of \$415,936. 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 and acquisition and appraisal services rendered, and includes a decrease of \$239,248 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 rent 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 recommended 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

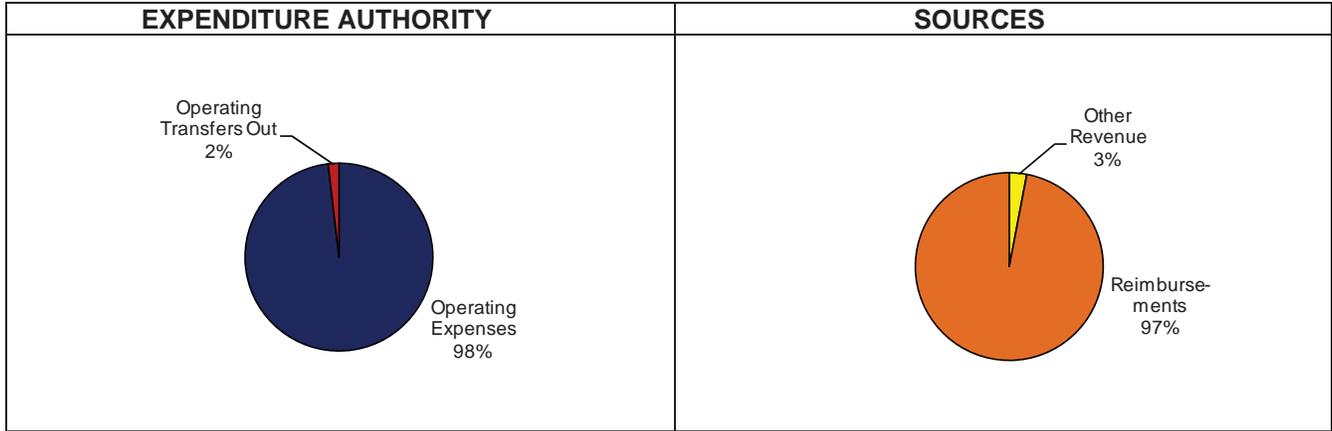
This budget unit is used to fund the rental of leased space utilized by county departments except long-term facility agreements for joint use power authorities. Lease payments are reimbursed from various user departments.

There is no staffing associated with this budget unit.

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 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	36,887,441	38,995,668	38,297,971	40,394,818	40,681,950	41,901,239	1,219,289
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	40,394,818	40,681,950	41,901,239	1,219,289
Reimbursements	(36,766,960)	(38,642,594)	(37,904,860)	(39,806,906)	(39,848,456)	(41,407,575)	(1,559,119)
Total Appropriation	120,481	353,074	393,111	587,912	833,494	493,664	(339,830)
Operating Transfers Out	0	0	0	0	0	785,341	785,341
Total Requirements	120,481	353,074	393,111	587,912	833,494	1,279,005	445,511
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	866,406	833,494	1,279,005	445,511
Total Revenue	100,557	435,477	434,247	866,406	833,494	1,279,005	445,511
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	100,557	435,477	434,247	866,406	833,494	1,279,005	445,511
Net County Cost	19,924	(82,403)	(41,136)	(278,494)	0	0	0
				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 \$1,219,289 reflects an increase of \$913,417 for rental payments due to the addition of rental properties and increases in rent for a number of current rental sites; and \$305,872 in transfers to the Real Estate Services budget unit for lease administration fees which were increased from 2% to 3% of annual rents in excess of \$36,000.

Reimbursements of \$41,407,575 include an increase of \$1,559,119 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 \$445,511 for revenue from the Administrative Office of the Courts for leases of county-owned space in the 303 Building.



Courts Property Management

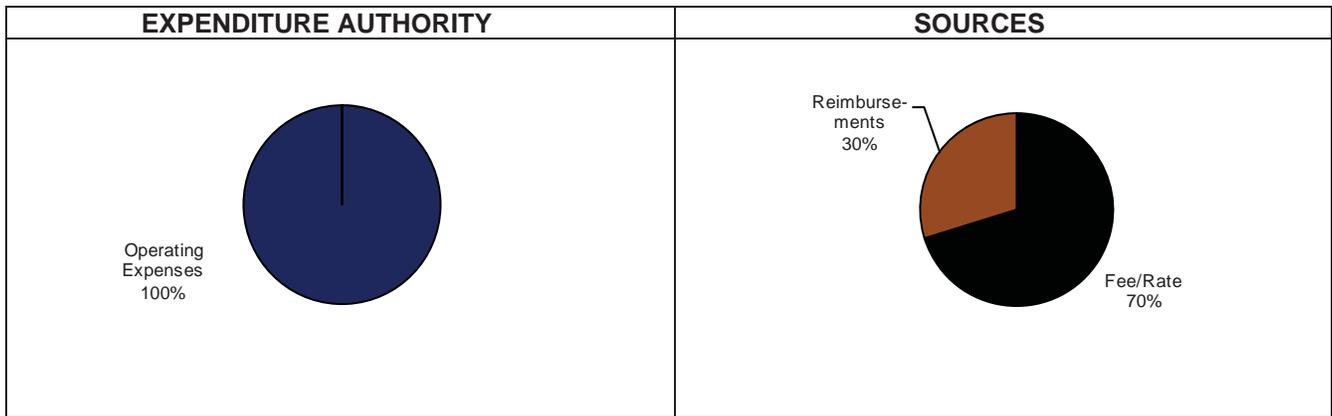
DESCRIPTION OF MAJOR SERVICES

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%

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,273,434	1,674,832	3,307,098	2,955,756	2,955,756	3,327,872	372,116
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	2,955,756	2,955,756	3,327,872	372,116
Reimbursements	(979,919)	(766,019)	(1,243,545)	(1,042,712)	(1,042,712)	(991,508)	51,204
Total Appropriation	293,515	908,813	2,063,553	1,913,044	1,913,044	2,336,364	423,320
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	293,515	908,813	2,063,553	1,913,044	1,913,044	2,336,364	423,320
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	1,913,044	1,913,044	2,336,364	423,320
Other Revenue	0	0	0	0	0	0	0
Total Revenue	226,144	1,077,550	2,029,779	1,913,044	1,913,044	2,336,364	423,320
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	226,144	1,077,550	2,029,779	1,913,044	1,913,044	2,336,364	423,320
Net County Cost	67,371	(168,737)	33,774	0	0	0	0
Budgeted Staffing					0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$3,327,872 include an increase of \$372,116 over the modified 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 a net decrease of \$51,204 due to reduced 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 \$423,320. 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

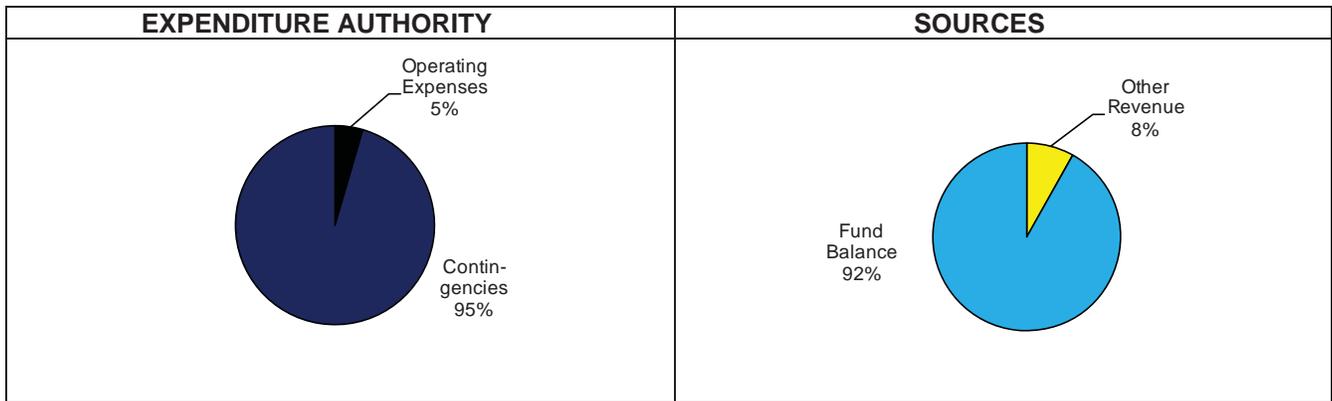
DESCRIPTION OF MAJOR SERVICES

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	\$9,880,333
Total Sources	\$804,371
Fund Balance	\$9,075,962
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	209,745	134,350	160,175	568,965	639,846	447,824	(192,022)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	9,156,472	9,432,509	276,037
Total Exp Authority	209,745	134,350	160,175	568,965	9,796,318	9,880,333	84,015
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	209,745	134,350	160,175	568,965	9,796,318	9,880,333	84,015
Operating Transfers Out	0	0	0	377,264	377,264	0	(377,264)
Total Requirements	209,745	134,350	160,175	946,229	10,173,582	9,880,333	(293,249)
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	772,701	924,092	804,371	(119,721)
Total Revenue	1,363,017	1,182,635	884,928	772,701	924,092	804,371	(119,721)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,363,017	1,182,635	884,928	772,701	924,092	804,371	(119,721)
				Fund Balance	9,249,490	9,075,962	(173,528)
				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 reduction of \$192,022 is due to the fact that most dairies are now fully operational, and although a few repairs need to be completed throughout the year, there are no major repairs expected.

Contingencies of \$9,432,509 represent the available fund balance not projected to be spent in the budget year. The increase in contingencies of \$276,037 is primarily from interest earnings.

Departmental revenue of \$804,371 includes revenue anticipated from the leasing of dairy properties and interest revenue. The reduction in revenue of \$119,721 is due to a decline in the milking industry and interest in dairy properties. Dairy property revenues have declined due to a reduction in herd count, which is one of the bases for determining rent, conversion of one dairy from milking cows to only housing them, and vacancies.

OPERATIONS & COMMUNITY SERVICES



REGIONAL PARKS

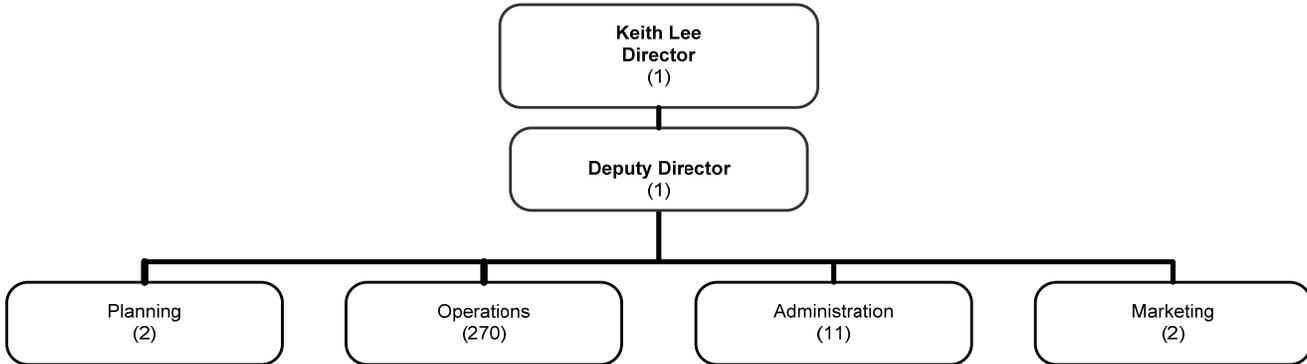
Keith Lee

MISSION STATEMENT

The mission of the 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 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 Estimate	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 Estimate	2011-12 Target
Number of youth attending programs.	N/A	8,247	8,300	7,291	7,200



SUMMARY OF BUDGET UNITS

	2011-12					Staffing
	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	
<u>General Fund</u>						
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
<u>Special Revenue Funds</u>						
County Trails System	2,360,878	1,817,545		543,333		0
Proposition 40 Projects	0	0		0		0
San Manuel Amphitheater	2,564,668	1,461,000		1,103,668		0
Amphitheater Improvements at Glen Helen	513,664	30,000		483,664		0
Park Maintenance and Development	1,390,491	311,000		1,079,491		0
Calico Ghost Town Marketing Services	537,767	389,600		148,167		2
Off-Highway Vehicle License Fee	1,898,008	311,000		1,587,008		0
Total Special Revenue Funds	9,265,476	4,320,145		4,945,331		2
<u>Enterprise Funds</u>						
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	20,622,786	12,057,070	3,564,080	4,945,331	(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	9,227,349	11,216,005
County Trails System	6,053,583	6,335,047	209,671	2,774,103	2,360,878
Proposition 40 Projects	2,781,037	1,986,395	235,593	1,740,746	0
San Manuel Amphitheater	1,929,877	1,978,351	2,029,391	2,281,794	2,564,668
Amphitheater Improvements at Glen Helen	255,448	348,861	404,069	460,248	513,664
Park Maintenance/Development	637,418	695,593	1,403,642	1,965,718	1,390,491
Calico Ghost Town Marketing Services	451,979	574,077	543,707	599,061	537,767
Off-Highway Vehicle License Fee	763,731	1,144,171	1,354,831	1,721,089	1,898,008
Regional Parks Snack Bars	77,609	93,392	92,306	54,129	82,413
Active Outdoors	253,860	89,012	170,862	116,210	58,892
Total	23,293,304	23,271,340	15,689,385	20,940,447	20,622,786

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	7,993,000	7,651,925
County Trails System	6,017,266	6,745,911	377,493	2,574,414	1,817,545
Proposition 40 Projects	2,320,366	2,147,034	290,805	1,659,444	0
San Manuel Amphitheater	1,355,000	1,285,000	1,737,763	1,558,792	1,461,000
Amphitheater Improvements at Glen Helen	29,024	34,000	29,564	30,000	30,000
Park Maintenance/Development	243,100	204,687	648,508	412,000	311,000
Calico Ghost Town Marketing Services	412,200	508,500	482,126	417,700	389,600
Off-Highway Vehicle License Fee	321,000	340,000	357,331	365,000	311,000
Regional Parks Snack Bars	82,000	104,000	103,000	55,000	40,000
Active Outdoors	205,200	89,012	171,470	94,750	45,000
Total	17,714,956	18,694,761	11,851,250	15,160,100	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	1,234,349	3,564,080
Total	3,358,962	2,789,824	1,592,123	1,234,349	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	543,333
Proposition 40 Projects	460,669	(160,639)	(55,212)	81,302	0
San Manuel Amphitheater	574,877	693,351	291,628	723,002	1,103,668
Amphitheater Improvements at Glen Helen	226,424	314,861	374,505	430,248	483,664
Park Maintenance/Development	394,318	490,906	755,134	1,553,718	1,079,491
Calico Ghost Town Marketing Services	39,779	65,577	61,581	181,361	148,167
Off-Highway Vehicle License Fee	442,731	804,171	997,500	1,356,089	1,587,008
Total	2,175,115	1,797,363	2,257,314	4,525,409	4,945,331

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

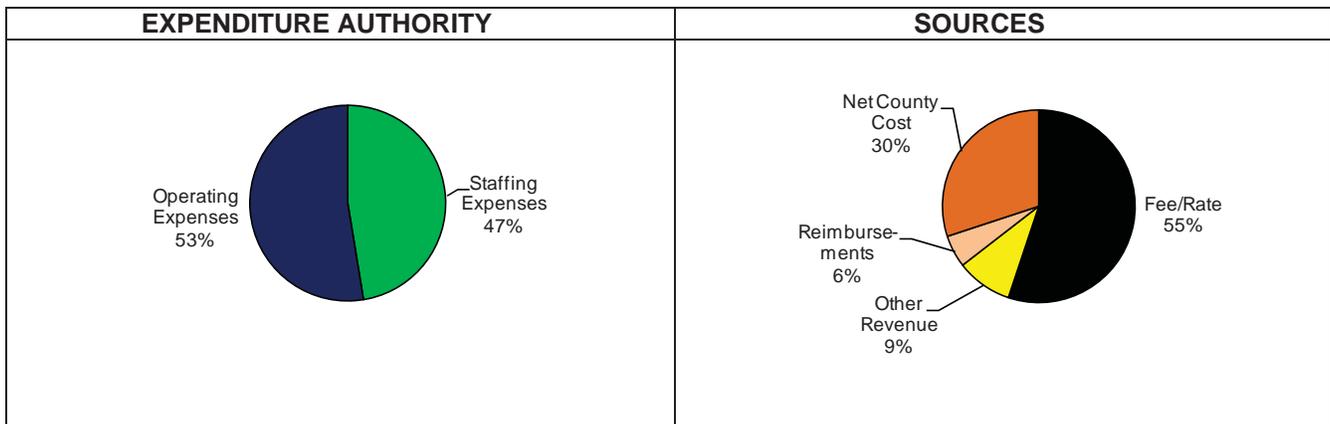
DESCRIPTION OF MAJOR SERVICES

The Regional Parks Department is responsible for the operation and maintenance of nine regional parks located throughout the county. These parks, which encompass approximately 9,200 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.

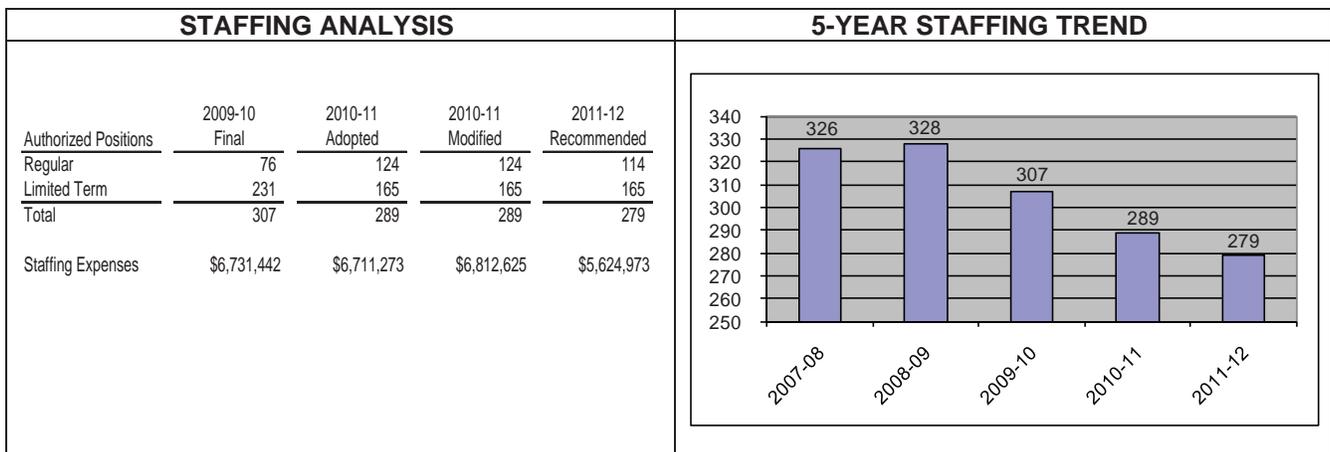
Budget at a Glance	
Total Expenditure Authority	\$11,858,252
Total Sources	\$8,294,172
Net County Cost	\$3,564,080
Total Staff	279
Funded by Net County Cost	30%

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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	7,400,069	7,342,025	6,731,442	6,864,182	6,812,625	5,624,973	(1,187,652)
Operating Expenses	3,022,978	2,863,164	2,555,962	2,704,116	2,729,091	6,233,279	3,504,188
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	9,568,298	9,541,716	11,858,252	2,316,536
Reimbursements	(383,210)	(198,181)	(42,090)	(327,141)	(314,367)	(642,247)	(327,880)
Total Appropriation	10,253,757	10,023,199	9,245,314	9,241,157	9,227,349	11,216,005	1,988,656
Operating Transfers Out	200,000	0	0	0	0	0	0
Total Requirements	10,453,757	10,023,199	9,245,314	9,241,157	9,227,349	11,216,005	1,988,656
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	6,150,000	6,700,000	6,536,425	(163,575)
Other Revenue	1,233,060	1,186,885	1,282,280	1,092,189	1,293,000	1,115,500	(177,500)
Total Revenue	7,055,708	7,226,779	7,653,190	7,242,189	7,993,000	7,651,925	(341,075)
Operating Transfers In	38,613	44,703	0	0	0	0	0
Total Financing Sources	7,094,321	7,271,482	7,653,190	7,242,189	7,993,000	7,651,925	(341,075)
Net County Cost	3,359,436	2,751,717	1,592,124	1,998,968	1,234,349	3,564,080	2,329,731
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 of \$1,187,652 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 from the 2010-11 modified budget is \$3,504,188, and this is primarily attributed to COWCAP charges of \$3,564,080 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 a decline from the prior fiscal year, reflects a reasonable level of collections for 2011-12 and has been adjusted for economic and other factors. The decrease in revenue is offset by projected fee increases and anticipated sponsorship revenue to be received in 2011-12.

OPERATIONS & COMMUNITY SERVICES



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

<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	13	0	13	13	0	0	13
Operations(Park Facilities)	97	165	262	252	0	10	262
Planning	2	0	2	2	0	0	2
Marketing	2	0	2	2	0	0	2
Total	114	165	279	269	0	10	279

<u>Administration</u>	<u>Planning</u>	<u>Marketing</u>	<u>Operations</u>
1 Deputy Executive Officer (Director)	2 Park Planner III	1 Youth Services Coordinator	2 Park Superintendent
1 Deputy Director		1 Office Assistant III	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			



County Trails System

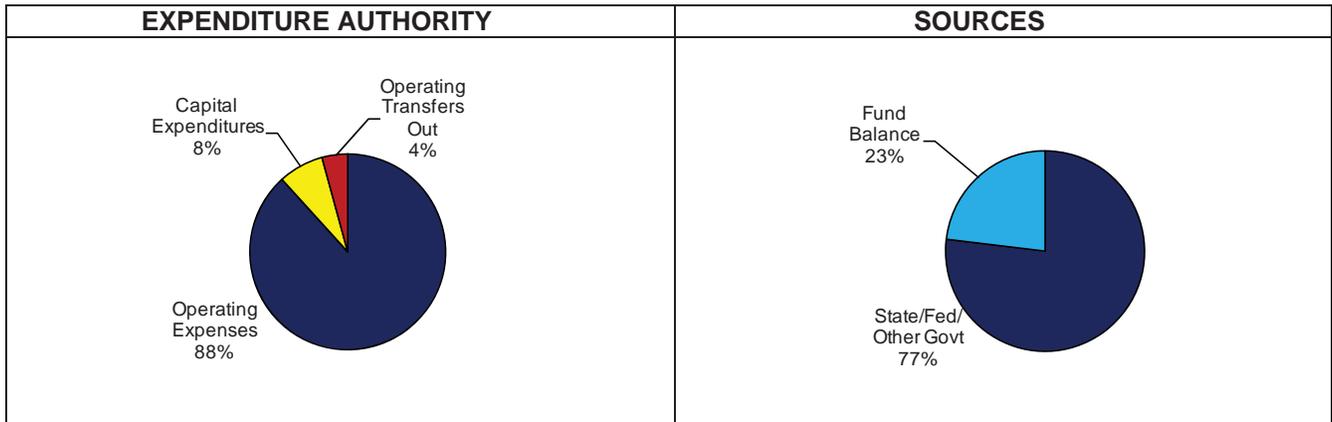
DESCRIPTION OF MAJOR SERVICES

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	\$2,360,878
Total Sources	\$1,817,545
Fund Balance	\$543,333
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	746,053	25,916	12,152	184,918	2,266,012	2,084,024	(181,988)
Capital Expenditures	0	0	250	0	358,091	176,727	(181,364)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	746,053	25,916	12,402	184,918	2,624,103	2,260,751	(363,352)
Reimbursements	(10,000)	0	0	0	0	0	0
Total Appropriation	736,053	25,916	12,402	184,918	2,624,103	2,260,751	(363,352)
Operating Transfers Out	0	0	0	246,429	150,000	100,127	(49,873)
Total Requirements	736,053	25,916	12,402	431,347	2,774,103	2,360,878	(413,225)
Departmental Revenue							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	172,052	79,402	368,448	767,340	2,564,414	1,809,545	(754,869)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	104,238	98,231	11,465	7,651	10,000	8,000	(2,000)
Total Revenue	276,290	177,633	379,913	774,991	2,574,414	1,817,545	(756,869)
Operating Transfers In	12,582	0	0	0	0	0	0
Total Financing Sources	288,872	177,633	379,913	774,991	2,574,414	1,817,545	(756,869)
				Fund Balance	199,689	543,333	343,644
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$2,084,024 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 that are decreasing by \$181,364 due to an anticipated decrease in construction costs. 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 include 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 is decreasing by \$754,869 in Federal reimbursements for project expenditures that occurred in 2010-11. The anticipated federal aid 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 completed April 2011. All project expenditures have been completed and final reimbursements are now pending. Therefore, this budget unit is no longer necessary and is expected to be closed out during 2011-12.

Budget at a Glance

Total Expenditure Authority	\$0
Total Sources	\$0
Fund Balance	\$0
Total Staff	0

There is no staffing associated with this budget unit.



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	41,286	598,128	423,516	0	(423,516)
Capital Expenditures	784,043	432,195	51,645	145,127	230,381	0	(1,740,321)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	784,043	432,195	92,931	743,255	653,897	0	(2,163,837)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	784,043	432,195	92,931	743,255	653,897	0	(2,163,837)
Operating Transfers Out	12,582	41,972	92,356	997,841	1,086,849	0	(1,086,849)
Total Requirements	796,625	474,167	185,287	1,741,096	1,740,746	0	(3,250,686)
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	700	350	0	(350)
Total Revenue	165,208	579,595	290,805	1,659,794	1,659,444	0	(1,659,444)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	165,208	579,595	290,805	1,659,794	1,659,444	0	(1,659,444)
				Fund Balance	81,302	0	(1,591,242)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

The life of the Proposition 40 Grant has come to an end. Therefore, there are no appropriations nor departmental revenue budgeted for 2011-12.

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

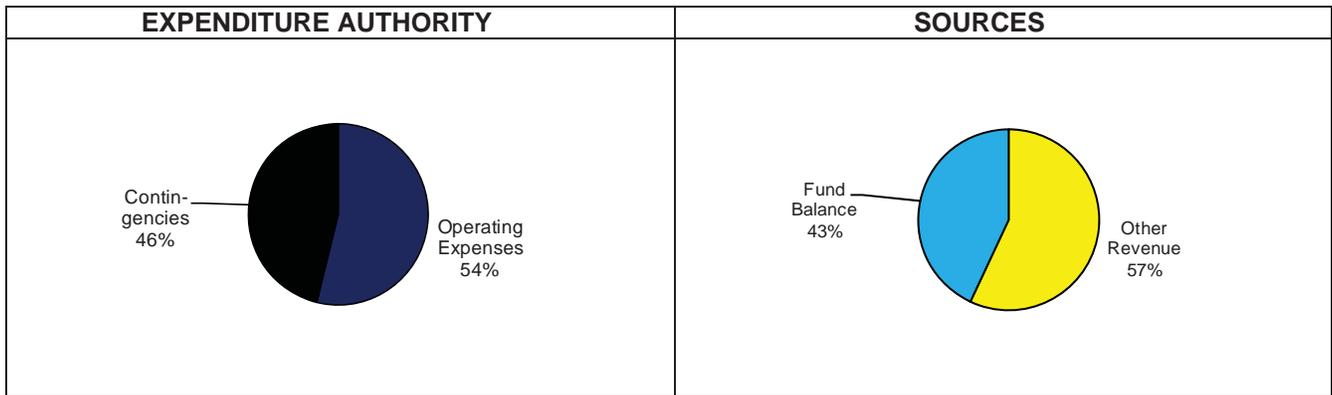
DESCRIPTION OF MAJOR SERVICES

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	\$2,564,668
Total Sources	\$1,461,000
Fund Balance	\$1,103,668
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Operations and Community 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified 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	2,281,794	1,380,042	(901,752)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	1,184,626	1,184,626
Total Exp Authority	1,348,972	1,669,753	1,308,522	1,080,042	2,281,794	2,564,668	282,874
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,348,972	1,669,753	1,308,522	1,080,042	2,281,794	2,564,668	282,874
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,348,972	1,669,753	1,308,522	1,080,042	2,281,794	2,564,668	282,874
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	1,460,708	1,558,792	1,461,000	(97,792)
Total Revenue	1,467,446	1,268,030	1,739,895	1,460,708	1,558,792	1,461,000	(97,792)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,467,446	1,268,030	1,739,895	1,460,708	1,558,792	1,461,000	(97,792)
				Fund Balance	723,002	1,103,668	380,666
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,380,042 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 (\$375,000). The \$901,752 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

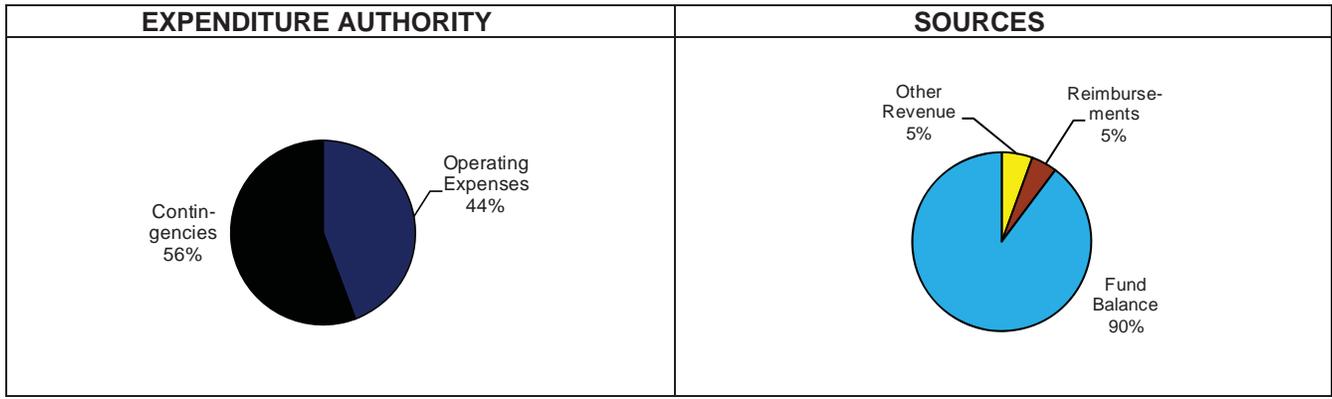
DESCRIPTION OF MAJOR SERVICES

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	\$538,664
Total Sources	\$55,000
Fund Balance	\$483,664
Total Staff	0

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Regional Parks
 FUND: Amphitheater Improvements 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	1,663	485,248	238,664	(246,584)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	300,000	300,000
Total Exp Authority	0	0	0	1,663	485,248	538,664	53,416
Reimbursements	0	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	0
Total Appropriation	0	(25,000)	(25,000)	(23,337)	460,248	513,664	53,416
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	(25,000)	(25,000)	(23,337)	460,248	513,664	53,416
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	30,079	30,000	30,000	0
Total Revenue	88,437	34,644	30,744	30,079	30,000	30,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	88,437	34,644	30,744	30,079	30,000	30,000	0
				Fund Balance	430,248	483,664	53,416
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$238,664 will be used to maintain the amphitheater to preserve the quality entertainment experiences for its visitors.

Contingencies are budgeted at \$300,000 and would 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

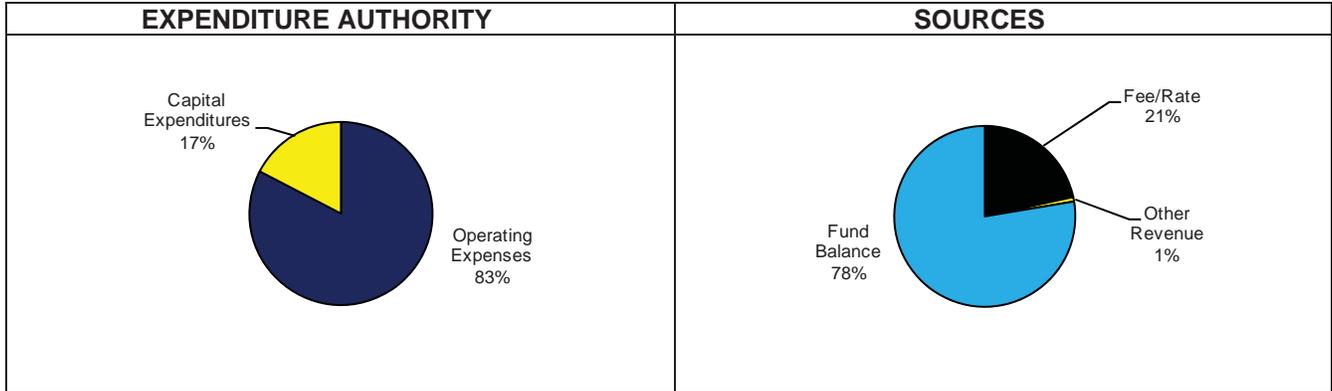
DESCRIPTION OF MAJOR SERVICES

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.

There is no staffing associated with this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$1,390,491
Total Sources	\$311,000
Fund Balance	\$1,079,491
Total Staff	0

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	360,522	104,109	297,223	839,338	1,647,218	1,148,991	(498,227)
Capital Expenditures	125,686	33,444	24,235	112,781	218,500	241,500	61,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	486,208	137,553	321,458	952,119	1,865,718	1,390,491	(437,227)
Reimbursements	(102,000)	(3,914)	(275,000)	0	0	0	0
Total Appropriation	384,208	133,639	46,458	952,119	1,865,718	1,390,491	(437,227)
Operating Transfers Out	0	19,285	(19,285)	0	100,000	0	(100,000)
Total Requirements	384,208	152,924	27,173	952,119	1,965,718	1,390,491	(537,227)
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)	2,281	0	0	0
Fee/Rate	395,456	364,930	636,257	461,050	400,000	300,000	(100,000)
Other Revenue	(38,628)	47,163	19,860	14,561	12,000	11,000	(1,000)
Total Revenue	351,337	412,336	652,105	477,892	412,000	311,000	(101,000)
Operating Transfers In	128,689	0	0	0	0	0	0
Total Financing Sources	480,026	412,336	652,105	477,892	412,000	311,000	(101,000)
				Fund Balance	1,553,718	1,079,491	(436,227)
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses of \$1,148,991 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.



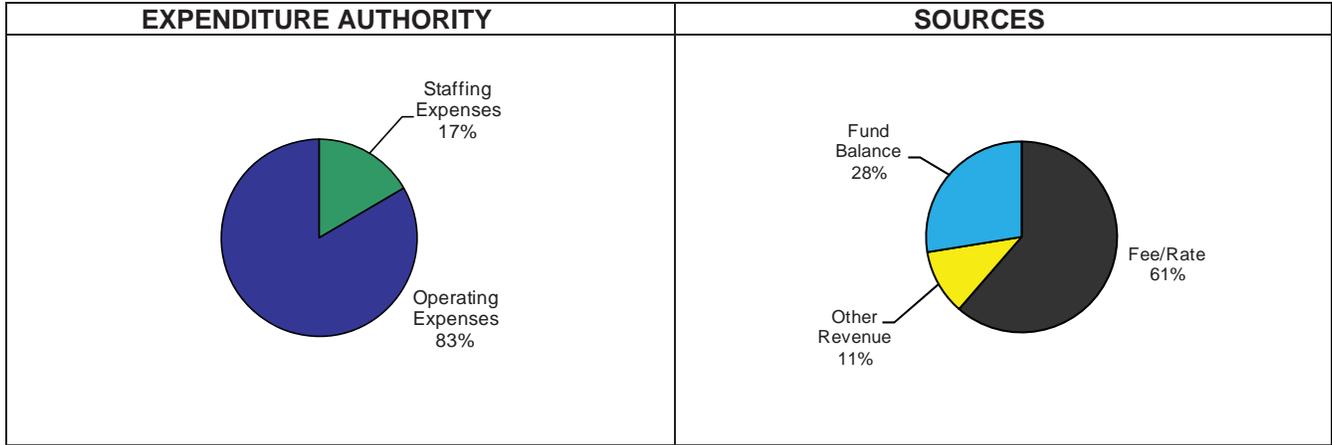
Calico Ghost Town Marketing Services

DESCRIPTION OF MAJOR SERVICES

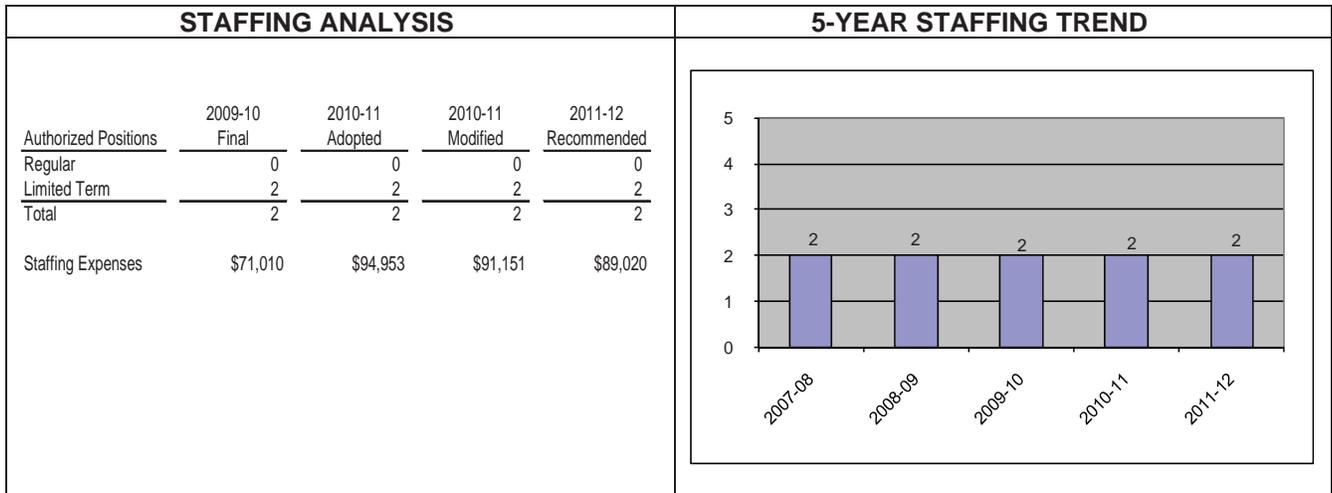
This budget unit was established to provide separate accountability and operations of marketing services for Calico Ghost Town Regional Park. A portion of revenues from Calico Ghost Town concessionaire operations and park admission fees are used to advertise and market several special events including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

Budget at a Glance	
Total Expenditure Authority	\$537,767
Total Sources	\$389,600
Fund Balance	\$148,167
Total Staff	2

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	78,420	79,965	71,010	81,804	91,151	89,020	(2,131)
Operating Expenses	438,984	376,088	291,846	366,286	507,910	448,747	(59,163)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	517,404	456,053	362,856	448,090	599,061	537,767	(61,294)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	517,404	456,053	362,856	448,090	599,061	537,767	(61,294)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	517,404	456,053	362,856	448,090	599,061	537,767	(61,294)
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	353,859	363,500	330,000	(33,500)
Other Revenue	381,002	324,557	341,728	61,037	54,200	59,600	5,400
Total Revenue	543,203	452,056	482,638	414,896	417,700	389,600	(28,100)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	543,203	452,056	482,638	414,896	417,700	389,600	(28,100)
				Fund Balance	181,361	148,167	(33,194)
				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 \$448,747 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

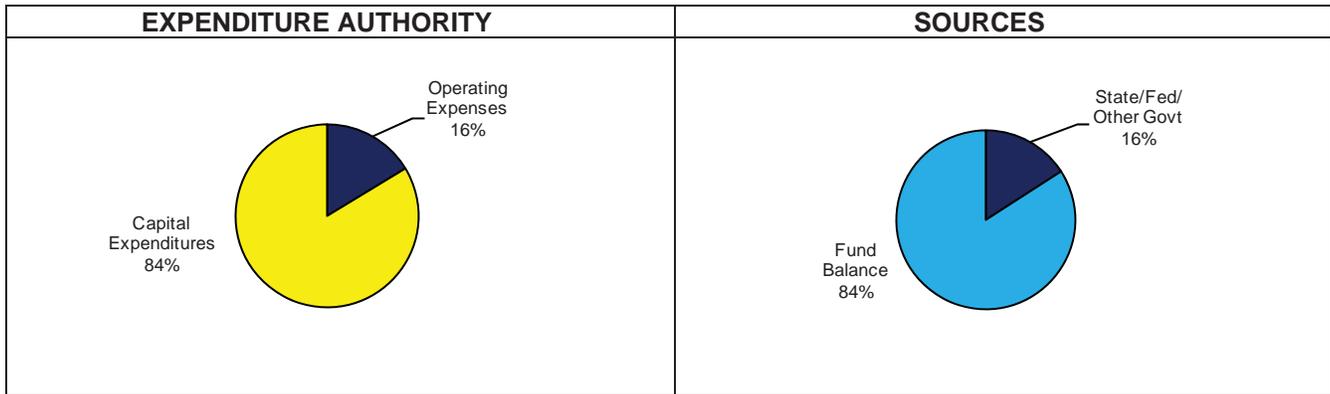
DESCRIPTION OF MAJOR SERVICES

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.

There is no staffing associated with this budget unit.

Budget at a Glance	
Total Expenditure Authority	\$1,898,008
Total Sources	\$311,000
Fund Balance	\$1,587,008
Total Staff	0

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	41,947	175,648	2,691	106,064	1,071,089	310,076	(761,013)
Capital Expenditures	0	11,702	0	0	650,000	1,587,932	937,932
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	41,947	187,350	2,691	106,064	1,721,089	1,898,008	176,919
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	41,947	187,350	2,691	106,064	1,721,089	1,898,008	176,919
Operating Transfers Out	323,113	0	0	0	0	0	0
Total Requirements	365,060	187,350	2,691	106,064	1,721,089	1,898,008	176,919
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	350,000	300,000	(50,000)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	27,499	28,415	18,000	12,372	15,000	11,000	(4,000)
Total Revenue	403,388	380,679	361,281	336,983	365,000	311,000	(54,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	403,388	380,679	361,281	336,983	365,000	311,000	(54,000)
				Fund Balance	1,356,089	1,587,008	230,919
				Budgeted Staffing	0	0	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses are expected to be \$310,076 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 outside Calico Ghost Town.

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 anticipated revenue from 2010-11 due to the declining economy and decline in green sticker fees received by the State of California.



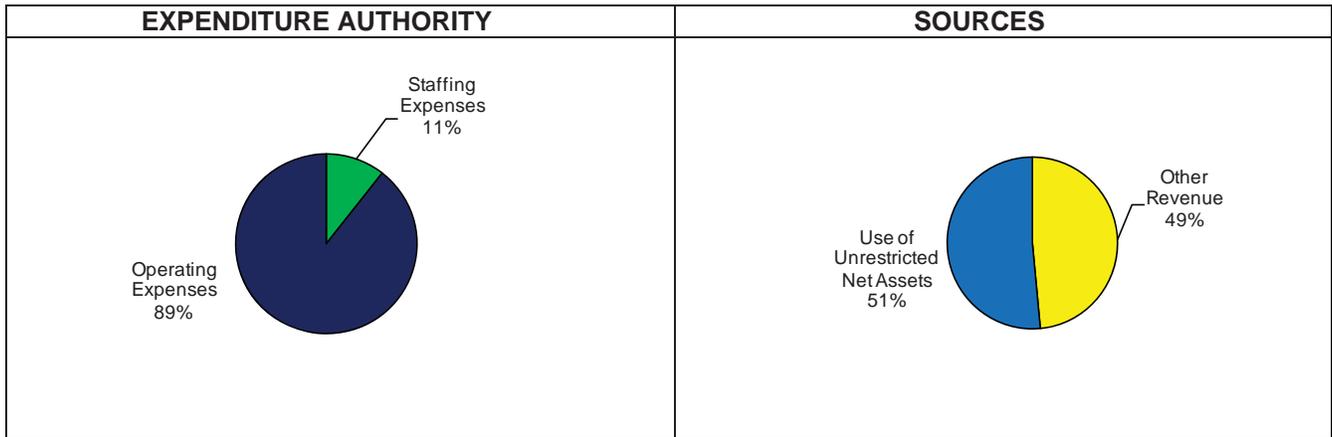
Regional Parks Snack Bar

DESCRIPTION OF MAJOR SERVICES

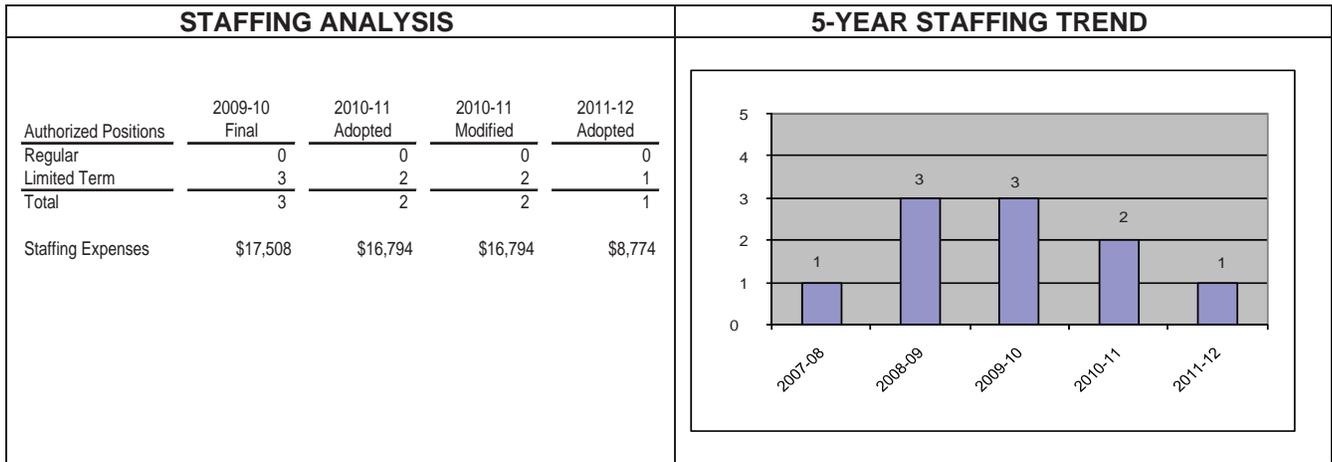
The Regional Parks Department provides staff to operate the snack bar located at Lake Gregory Regional Park. An enterprise fund was established to provide management with sound accountability and timely reports in connection with business operations. Excess revenue resulting from operations is used to 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

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	15,600	26,092	17,508	8,837	16,794	8,774	(8,020)
Operating Expenses	77,394	74,736	48,463	30,335	37,335	73,639	36,304
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	92,994	100,828	65,971	39,172	54,129	82,413	28,284
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	92,994	100,828	65,971	39,172	54,129	82,413	28,284
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	39,172	54,129	82,413	28,284
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	39,500	55,000	40,000	(15,000)
Total Revenue	108,788	91,347	77,744	39,500	55,000	40,000	(15,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	108,788	91,347	77,744	39,500	55,000	40,000	(15,000)
Rev Over/(Under) Exp	15,794	(9,481)	11,773	328	871	(42,413)	(43,284)
				Budgeted Staffing	2	1	(1)
Fixed Assets							
Capitalized 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. Difference of \$15,000 from last year's revenue budget is due to the department's decision to not operate the snack bar at Mojave Narrows Regional Park in 2011-12.

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



Active Outdoors

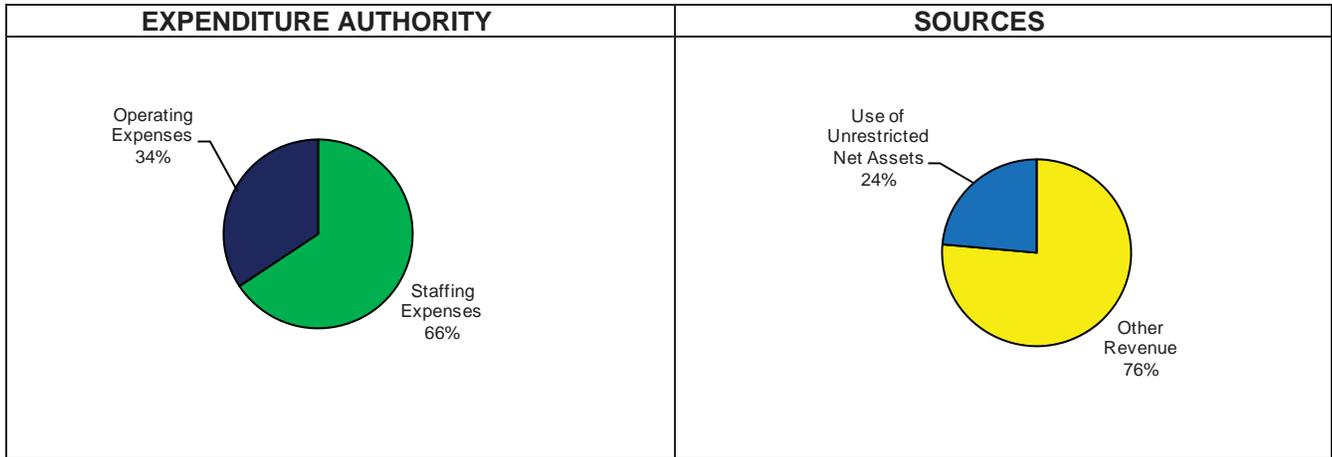
DESCRIPTION OF MAJOR SERVICES

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.

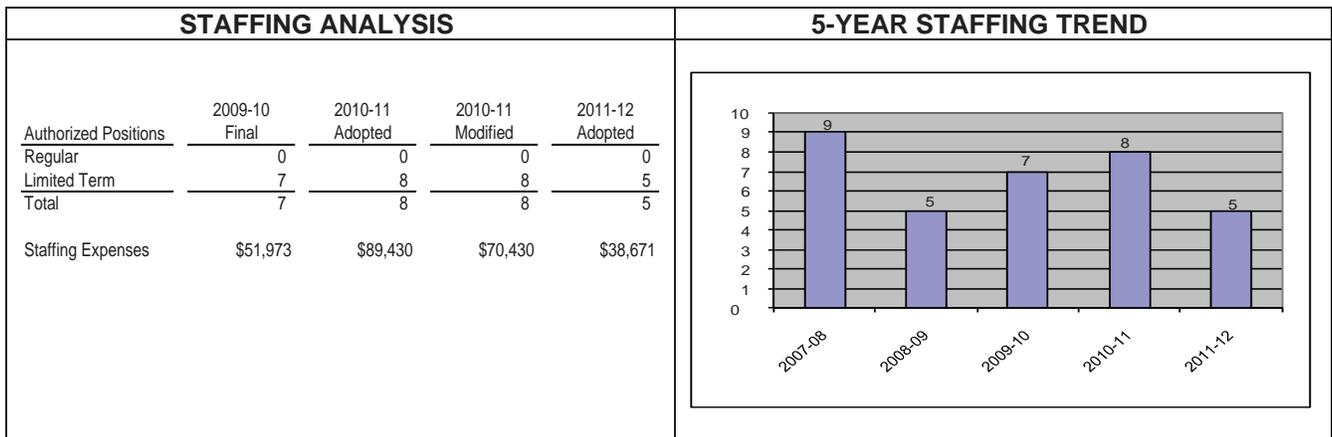
Budget at a Glance	
Total Expenditure Authority	\$58,892
Total Sources	\$45,000
Rev Over/(Under) Exp	(\$13,892)
Total Staff	5

Other programs in addition to the Environmental Science Day Camp include the Junior Fishing Workshop, Active Outdoors Expo, and Regional Park Unleashed.

2011-12 RECOMMENDED BUDGET



BUDGETED STAFFING



OPERATIONS & COMMUNITY SERVICES



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	43,548	43,695	51,973	42,000	70,430	38,671	(31,759)
Operating Expenses	36,962	48,690	142,168	47,480	45,780	20,221	(25,559)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	80,510	92,385	194,141	89,480	116,210	58,892	(57,318)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	80,510	92,385	194,141	89,480	116,210	58,892	(57,318)
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	89,480	116,210	58,892	(57,318)
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	95,000	94,750	45,000	(49,750)
Total Revenue	36,084	197,540	98,544	95,000	94,750	45,000	(49,750)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	36,084	197,540	98,544	95,000	94,750	45,000	(49,750)
Rev Over/(Under) Exp	(44,426)	105,155	(95,597)	5,520	(21,460)	(13,892)	7,568
Budgeted Staffing					8	5	(3)

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 of \$25,559 for 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 (\$49,750) 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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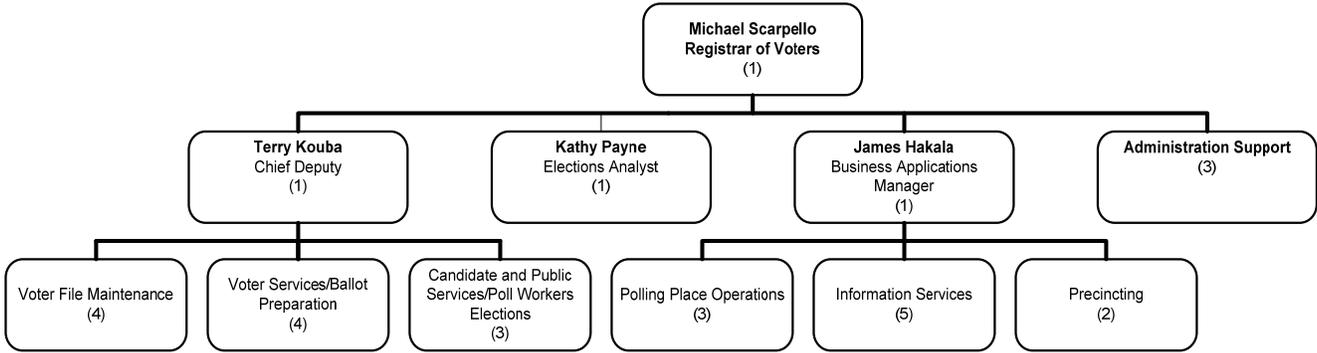
REGISTRAR OF VOTERS Michael Scarpello

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.

OPERATIONS & COMMUNITY SERVICES



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 Estimate	2011-12 Target
1A. Percentage of completion of existing and potential polling places for compliance with accessibility requirements.	25%	15%	30%	30%	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 Estimate	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	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	7,405,926	9,351,048
Total	11,694,748	8,418,890	5,875,261	7,405,926	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	2,278,199	2,513,500
Total	8,077,133	3,480,870	3,480,505	2,278,199	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	5,127,727	6,837,548
Total	3,617,615	4,938,020	2,394,756	5,127,727	6,837,548



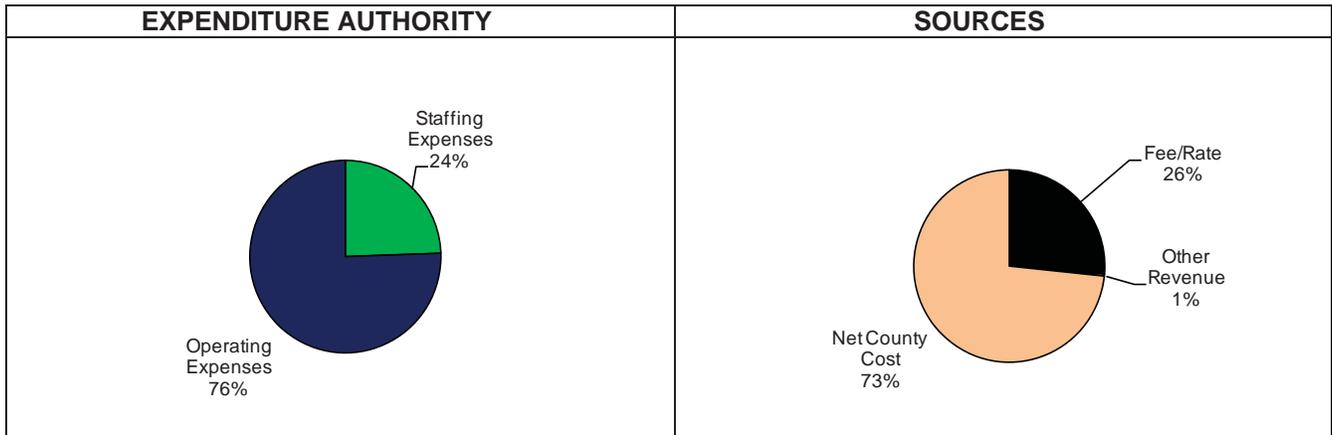
Registrar of Voters

DESCRIPTION OF MAJOR SERVICES

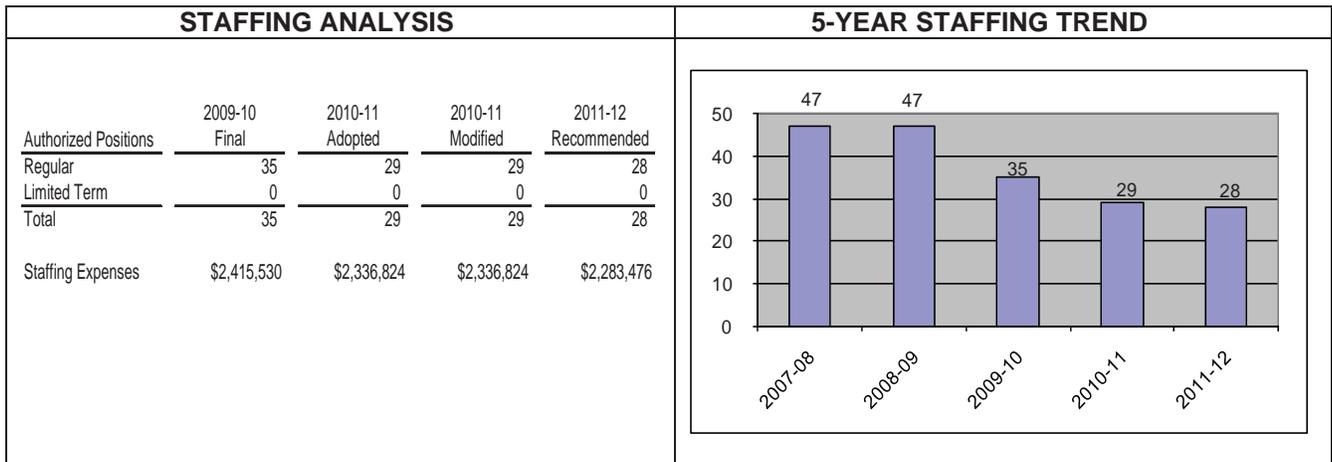
The Registrar of Voters (ROV) office is responsible for conducting efficient and impartial elections, and to provide the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and the Federal and California Elections Codes. To support this 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 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2011-12 RECOMMENDED 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 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	2,564,263	2,694,474	2,415,530	2,336,824	2,336,824	2,283,476	(53,348)
Operating Expenses	7,530,565	6,897,607	3,459,731	4,117,127	4,670,882	7,067,572	2,396,690
Capital Expenditures	185,600	0	0	398,220	398,220	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	10,280,428	9,592,081	5,875,261	6,852,171	7,405,926	9,351,048	2,343,342
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	10,280,428	9,592,081	5,875,261	6,852,171	7,405,926	9,351,048	2,343,342
Operating Transfers Out	367,033	(11,660)	0	0	0	0	0
Total Requirements	10,647,461	9,580,421	5,875,261	6,852,171	7,405,926	9,351,048	2,343,342
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	1,452,913	869,449	25,000	(844,449)
Fee/Rate	3,029,359	2,895,752	2,616,266	1,897,752	1,378,250	2,458,000	1,079,750
Other Revenue	36,978	18,819	22,248	37,538	30,500	30,500	0
Total Revenue	7,707,306	6,172,444	3,310,312	3,388,203	2,278,199	2,513,500	235,301
Operating Transfers In	0	0	275,000	0	0	0	0
Total Financing Sources	7,707,306	6,172,444	3,585,312	3,388,203	2,278,199	2,513,500	235,301
Net County Cost	2,940,155	3,407,977	2,289,949	3,463,968	5,127,727	6,837,548	2,108,041
Budgeted Staffing					29	28	(1)

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2,283,476 fund 28 budgeted positions and are decreasing by \$53,348 due to 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. The overall revenue increase of \$235,301 is primarily attributed to an increase for additional elections services with three major elections and a small election.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing that is included in the 2011-12 recommended budget is adequate to conduct the major elections scheduled during this fiscal year. One Office Assistant II has been deleted in the 2010-11 Third Quarter Budget Report.



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

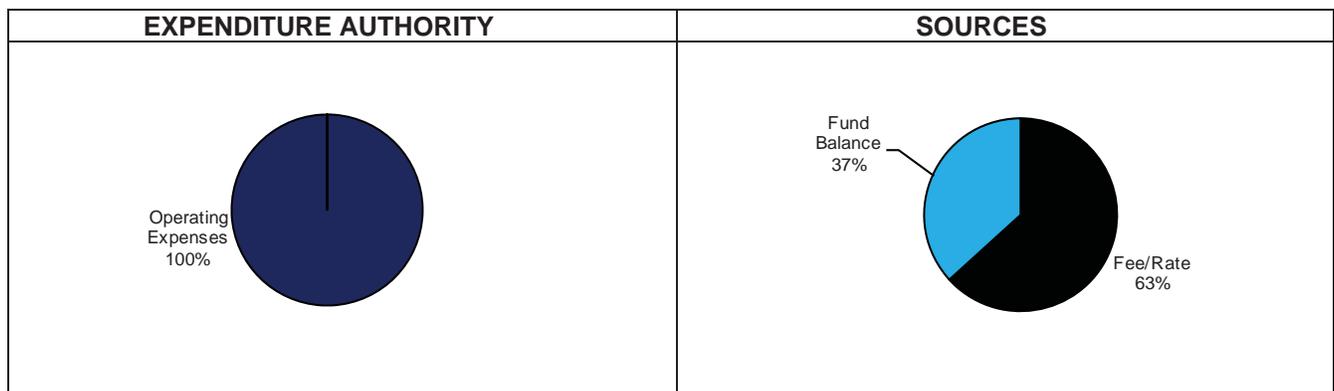
The Fish and Game Commission is administered by the Special Districts Department, and its primary function is to act as the liaison between the State Department of Fish and Game, the County Board of Supervisors, and the public. The Commission makes recommendations to the Board of Supervisors on matters pertaining to wildlife in San Bernardino County.

Budget at a Glance	
Total Expenditure Authority	\$11,067
Total Sources	\$7,000
Fund Balance	\$4,067
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.

There is no staffing associated with this budget unit.

2011-12 RECOMMENDED BUDGET



ANALYSIS OF 2011-12 RECOMMENDED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Special Districts
 FUND: Fish and Game Commission

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimate	2010-11 Modified Budget	2011-12 Recommended Budget	Change From 2010-11 Modified Budget
Appropriation							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	8,200	9,646	28,233	8,970	11,937	11,067	(870)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	8,200	9,646	28,233	8,970	11,937	11,067	(870)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	8,200	9,646	28,233	8,970	11,937	11,067	(870)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	8,200	9,646	28,233	8,970	11,937	11,067	(870)
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	7,235	6,500	7,000	500
Other Revenue	0	0	0	365	0	0	0
Total Revenue	11,726	8,530	6,852	7,600	6,500	7,000	500
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	11,726	8,530	6,852	7,600	6,500	7,000	500
				Fund Balance	5,437	4,067	(1,370)
				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 to reflect departmental revenue and available fund balance.

Departmental revenue of \$7,000 primarily represents fines imposed on hunting, fishing, and environmental infractions.



**CAPITAL IMPROVEMENT PROGRAM
SUMMARY**

<u>NEW PROJECTS</u>	<u>Page #</u>	<u>Discretionary General Funding</u>	<u>Other Discre- tionary Funding</u>	<u>Restricted Funding</u>	<u>Total</u>
<u>ARCHITECTURE AND ENGINEERING (A&E)</u>					
A&E	558	15,300,000	10,674,200	396,981	26,371,181
ARMC	562	0	0	2,923,655	2,923,655
AIRPORTS	563	0	3,600,000	0	3,600,000
AIRPORTS (CSA 60-APPLE VALLEY AIRPORT)	564	0	0	250,000	250,000
TOTAL NEW PROJECTS - A&E		15,300,000	14,274,200	3,570,636	33,144,836
<u>DEPT. OF PUBLIC WORKS (DPW) PROJECTS:</u>					
TRANSPORTATION	565	8,000,000	0	11,758,000	19,758,000
SOLID WASTE MANAGEMENT	568	0	0	3,675,021	3,675,021
TOTAL NEW PROJECTS - DPW		8,000,000	0	15,433,021	23,433,021
TOTAL NEW PROJECTS		23,300,000	14,274,200	19,003,657	56,577,857
<u>CARRYOVER PROJECTS</u>					
A&E	569	31,043,471	6,971,787	100,845,764	138,861,022
ARMC	581	0	0	3,883,128	3,883,128
AIRPORTS	582	0	933,125	2,766,875	3,700,000
AIRPORTS (CSA 60-APPLE VALLEY AIRPORT)	583	0	0	1,780,000	1,780,000
OTHER DEPARTMENTS	584	0	2,500,000	0	2,500,000
REGIONAL PARKS	585	0	0	2,175,549	2,175,549
TRANSPORTATION	586	0	3,855,000	87,753,200	91,608,200
SOLID WASTE MANAGEMENT	590	0	0	7,618,369	7,618,369
TOTAL CARRYOVER PROJECTS		31,043,471	14,259,912	206,822,885	252,126,268
TOTAL 2011-12 CIP BUDGET		54,343,471	28,534,112	225,826,542	308,704,125
<u>SUPPLEMENTAL INFORMATION</u>					
<u>NEW PROJECTS</u>		<u>A&E</u>	<u>Other</u>	<u>DPW</u>	<u>Total New</u>
<u>BY GEOGRAPHIC LOCATION</u>		<u>CIP Funds</u>	<u>Departments</u>	<u>CIP Funds</u>	<u>Projects</u>
COUNTYWIDE - ALL DISTRICTS		7,279,981	0	2,142,412	9,422,393
FIRST DISTRICT		2,015,500	3,250,000	4,363,400	9,628,900
SECOND DISTRICT		9,237,000	0	5,618,191	14,855,191
THIRD DISTRICT		200,000	0	6,267,430	6,467,430
FOURTH DISTRICT		52,000	600,000	111,500	763,500
FIFTH DISTRICT		7,586,700	2,923,655	4,930,088	15,440,443
TOTAL NEW PROJECTS		26,371,181	6,773,655	23,433,021	56,577,857



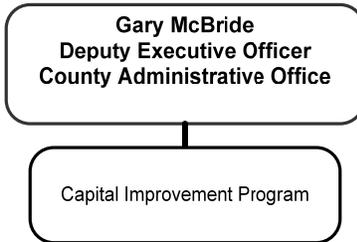
CAPITAL IMPROVEMENT PROGRAM Gary McBride

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:

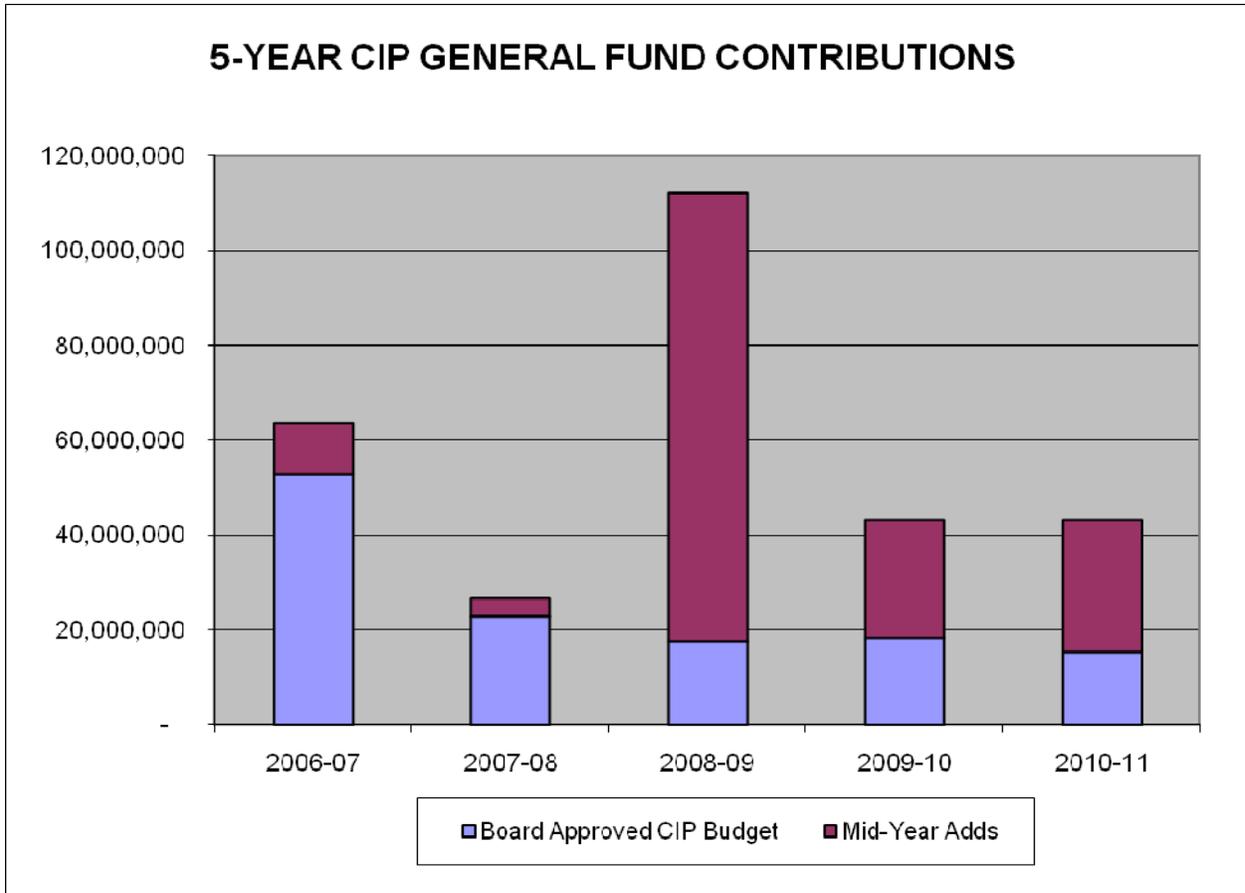
- General Fund – Net County Cost: Funded from local dollars provided to CIP for general fund projects.
- Other Discretionary Funding: The underlying funding source is from a general fund department or from a funding source over which the Board has discretion. Costs are reimbursed to the CIP by the department. 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 dedicated 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 general fund net county cost 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 RECOMMENDED 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 is recommending that the general fund budget allocation for CIP continue at \$15.3 million. This recommended funding level will allow the county to continue to maintain county building assets.

In addition, a number of new projects are recommended as part of the overall budget. The CIP budget does not include these projects and will be adjusted to add those identified one-time projects based on adopted recommendations and available funding. Included in that list are the 800 MHz radio system replacement and the County Buildings Program.



2011-12 RECOMMENDED BUDGET

32 projects are currently recommended 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 planned 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 planned 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 planned 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 recommended 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 recommended for 2011-12.
 - Two projects in the total amount of \$300,000 are planned to 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 planned 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 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 propose to 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 is proposed for Regional Parks in the amount of \$1,000,000 to evaluate systems at the county's 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 is planned to 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 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**, departments have identified other discretionary funding sources for thirteen new projects in the amount of **\$10.7 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 five new projects at the Arrowhead Regional Medical Center in the amount of **\$2.9 million** and five new projects at the Airports in the amount of **\$3.9 million**. 65 new projects using **\$8.0 million** of discretionary general funding and **\$15.4 million** of restricted funding sources are recommended for 2011-12 Public Works Transportation and Solid Waste Management. In 2011-12, the total budget for new CIP projects is **\$56.6 million**.

The following chart demonstrates the allocation of funding sources for all new projects recommended in CIP for 2011-12:

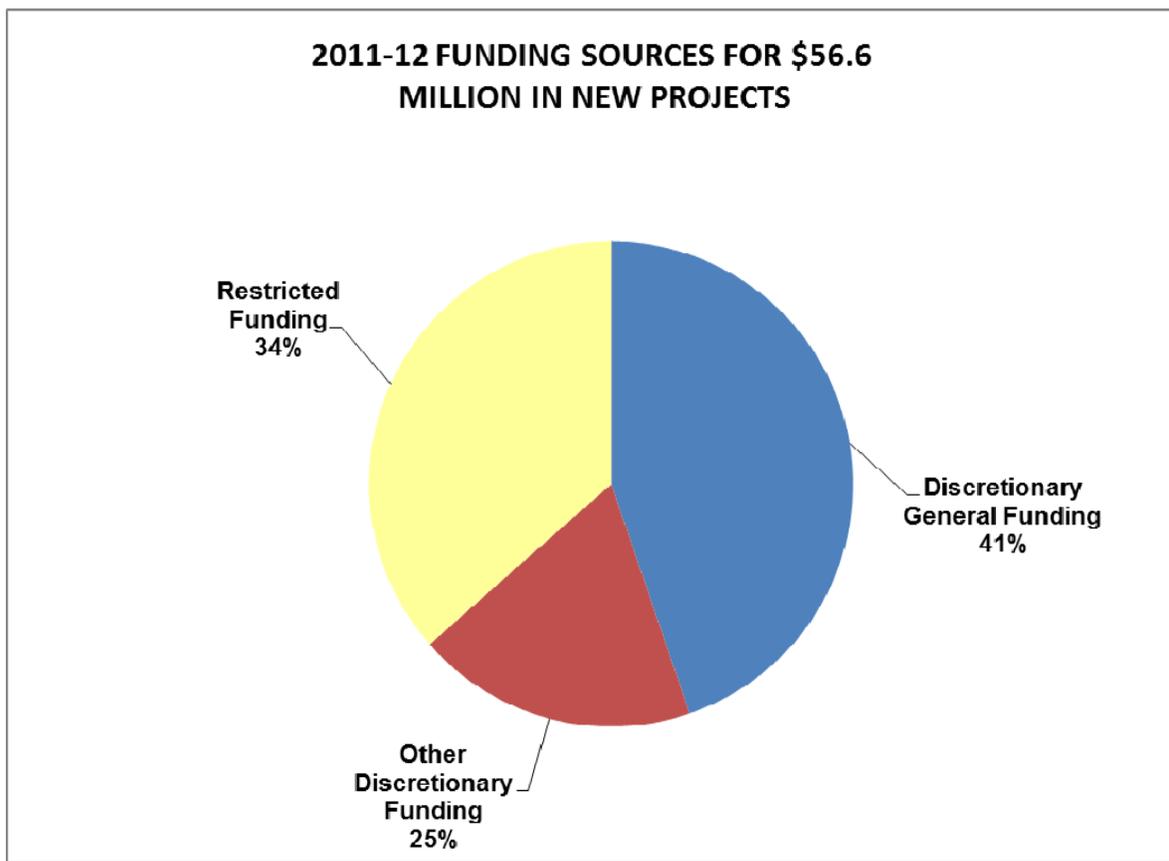


Table 1 provides a summary of all new CIP projects for 2011-12.

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 and CJV	46	15,300,000	10,674,200	396,981	26,371,181
Arrowhead Regional Medical Center	5	-	-	2,923,655	2,923,655
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	56	15,300,000	14,274,200	3,570,636	33,144,836
NEW PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:					
Dept. of Public Works (DPW) New Projects:					
Transportation New Projects (Various Funds)	57	8,000,000	-	11,758,000	19,758,000
Solid Waste Mgmt New Projects (Various Funds)	8	-	-	3,675,021	3,675,021
Total New Projects Administered by DPW	65	8,000,000	-	15,433,021	23,433,021
TOTAL NEW CIP PROJECTS	121	23,300,000	14,274,200	19,003,657	56,577,857

Details of all recommended 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 171 active carryover projects administered by A&E with projected carryover balances of approximately \$152.7 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 \$99.2 million for a total of 236 carryover projects with total carryover balances of \$256.6 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)	138	31,043,471	6,971,787	100,845,764	138,861,022
ARMC Capital Funds (Funds CJZ & CJE)	7	-	-	3,883,128	3,883,128
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	171	31,043,471	7,904,912	109,275,767	148,224,150
CARRYOVER PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:					
Other Department 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	-	-	7,618,369	7,618,369
Total Carryover Projects - DPW	57	-	3,855,000	95,371,569	99,226,569
TOTAL CARRYOVER PROJECTS	236	31,043,471	14,259,912	206,822,885	252,126,268

Following is a status of the large carryover construction projects administered by A&E:

- | | Total
Project
Budget | Carryover
Balance |
|---|----------------------------|-----------------------|
| <ul style="list-style-type: none"> Adelanto Detention Center Expansion
 In December 2010, the Board approved the revised project budget of \$120.0 million and awarded a construction contract for the 1,368 bed expansion of the Adelanto Detention Center located in Adelanto. The project is funded with an \$82.3 million grant from the State of California under the Public Safety and Offender Rehabilitation Services Act of 2007 (AB900) and the remainder of \$37.7 million is cash funded by the county from the Future Space Needs Reserve. Construction commenced in January 2011 and is estimated to complete late 2013. Estimated annual staffing and operating costs is \$34.2 million. | \$120.0 million | \$53.0 million |



	<u>Total Project Budget</u>	<u>Carryover Balance</u>
<ul style="list-style-type: none"> 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. No decisions have been made to move forward at this time. 	\$25.0 million	\$24.7 million
<ul style="list-style-type: none"> Joshua Tree 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. 	\$10.2 million	\$3.1 million
<ul style="list-style-type: none"> Transitional Age Youth (TAY) Center This project will remodel an existing 20,000 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). 	\$8.0 million	\$7.0 million
<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	\$4.0 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 and CJE)
- 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 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)

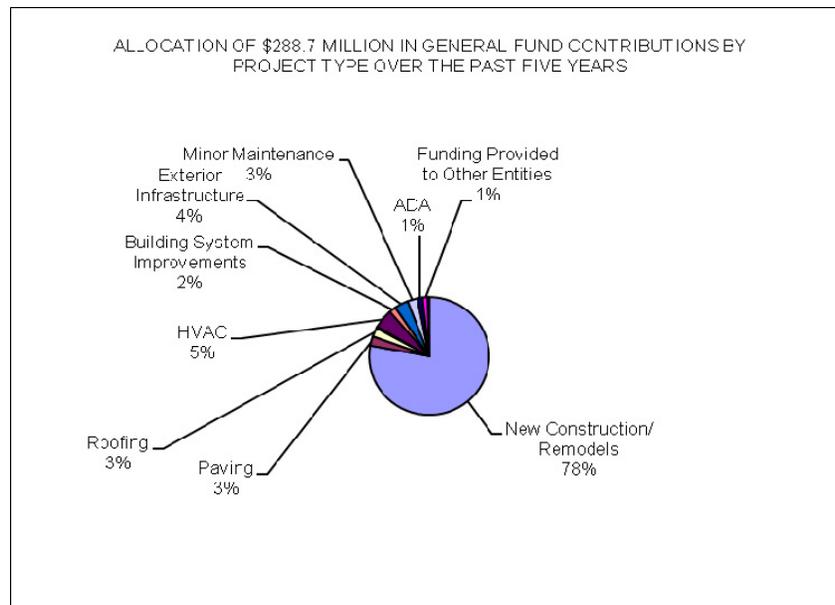
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN

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 Improvement Program 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 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	MICIP	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 4030	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	
Total Countywide									6,779,981	500,000	-	7,279,981		

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

2011-12 CAPITAL IMPROVEMENT PROGRAM NEW PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING

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By District by Location
(Funds CJP and CJV)

#	CIP Log #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary Funding			Total	Funding Source
									General	Other Discretionary	Restricted		
First District (Cont'd)													
12	12-067	CJP 4030	2X00	A&E/FM	Adelanto	9428 Commerce Way	Adelanto Detention Center Roofing Replacement	R	500,000			500,000	General Fund
13	12-093	CJP 4030	2X60	A&E/FM	Adelanto	9428 Commerce Way	Adelanto Detention Center HVAC Replacement	H	735,000			735,000	General Fund
14	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									1,235,000	780,500	-	2,015,500	
Second District													
15	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
16	12-011	CJP 4010	2503	Sheriff/Coroner	Devore	18000 Institution Rd.	Training Center Parking	P		485,000		485,000	State Asset Forfeiture Funds
17	12-091	CJP 4030	2X03	A&E/FM	Devore	18000 Institution Rd.	Glen Helen Sheriff's Roofing Rehabilitation	R	450,000			450,000	General Fund
18	12-096	CJP	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
19	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
20	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)
21	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
22	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
23	12-081	CJP 4010	2X15	A&E/FM	Rancho Cucamonga	9500 Etiwanda Ave.	WVDC Drainage Basin Cleaning	I	85,000			85,000	General Fund
24	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	6,870,000	396,981	9,237,000	

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 ARCHITECTURE AND ENGINEERING

By District by Location
(Funds CJP and CJV)

#	CIP #	Fund/ Object Code	A&E Proj. #	Department	Location	Address	Description	Proj. Type	Discretionary			Total	Funding Source
									General Funding	Other Discretionary Funding	Restricted Funding		
Third District													
25	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													
Fourth District													
26	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													
Fifth District													
27	12-030	CJP 4030	2U00	Public Health	Devore	1977 Shelter Way	Various improvements to the animal housing and Heating, Ventilation and Air Conditioning (HVAC) systems. Department requests to redirect funding from existing High Desert Animal Shelter project to the Devore facility.	C		300,000		300,000	Transfer funding from existing High Desert Animal Control Facility project
28	12-075	CJP 4030	2X21	A&E	Fontana	17830 Arrow Blvd.	Fontana Office Building Fire Alarm	HS	80,000			80,000	General Fund
29	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
30	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
31	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
32	12-059	CJP 4030	2X33	A&E/FM	San Bernardino	222 W. Hospitality Ln.	Exterior Window Seal	DM	100,000			100,000	General Fund
33	12-060	CJP 4030	2X36	A&E/FM	San Bernardino	222 W. Hospitality Ln.	Fire Alarm Replacement	HS	280,000			280,000	General Fund
34	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
35	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
36	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

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 Funding			Total	Funding Source
									General	Other Discretionary	Restricted		
Fifth District (Cont'd)													
37	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
38	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
39	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
40	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
41	12-085	CJP 4030	1Y40	Sheriff/Coroner	San Bernardino	655 E. 3rd St.	Sheriff's Headquarters Heating Hot Water (HHWW) Replacement Additional Funding	H	98,000			98,000	General Fund
42	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
43	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
44	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
45	12-062	CJP 4030	2X51	A&E/FM	San Bernardino	777 E. Rialto Ave.	GSB Roofing Replacement	R	950,000			950,000	General Fund
46	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
Total Fifth District									5,063,000	2,523,700	-	7,586,700	
46 TOTAL NEW PROJECTS ADMINISTERED BY A&E (FUND CJP AND CJV)									15,300,000	10,674,200	396,981	26,371,181	

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 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 III 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 - Removal of Fire Suppression Ponds - 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

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**2011-12 AIRPORTS NEW PROJECTS
ADMINISTERED BY ARCHITECTURE AND ENGINEERING**
(Apple Valley Airport - County Service Area 60)

#	CIP Proj. 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**

#	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary Funding			Total	Funding Source
							General	Other Discretionary	Restricted		
Countywide											
First District											
1	Apple Valley	Deep Creek Rd.	Beg. Oil NLY0600M	Overlay	P	871,000	871,000			871,000	General Fund
2	Big River	Little Rock Ave	Buckskin Dr. N/Modoc Tr.	Overlay	P	75,300	75,300			75,300	General Fund
3	Big River	Creek Road	Buckskin Dr. NLY/Hawk Ct.	Overlay	P	72,400	72,400			72,400	General Fund
4	Big River	El Paseo St.	Deerpath Rd. ELY/Rio Mesa Dr.	Overlay	P	106,600	106,600			106,600	General Fund
5	Big River	Deerpath Road	Nw. Modoc MLY/Alamo Rd.	Overlay	P	295,800	295,800			295,800	General Fund
6	Big River	Modoc Trail	Bannock Tr/NE Modoc Ln.	Overlay	P	150,600	150,600			150,600	General Fund
7	Big River	Modoc Trail	Fox Tr to Rio Mesa Drive	Overlay	P	115,800	115,800			115,800	General Fund
8	Big River	Bannock Trail	Buckskin Dr to Osage Tr.	Overlay	P	70,200	70,200			70,200	General Fund
9	Big River	Cochise Road	Klamath Tr to Creek Road	Overlay	P	96,500	96,500			96,500	General Fund
10	Big River	Klamath Trail	Modoc Tr. to W. Cochise Rd.	Overlay	P	47,200	47,200			47,200	General Fund
11	Ludlow	National Trails Hwy	2M W. Amboy Rd / .9M E. Amboy Road	Rehabilitation	P	350,000		350,000		350,000	Measure I
12	Various	Various	Various	Chip Seal Program	P	1,112,000	1,112,000			1,112,000	General Fund
Total First District						3,363,400	3,013,400	-	350,000	3,363,400	
Second District											
13	Crestline	Lake Drive	Lake Gregory to Dart Canyon	Overlay	P	148,500	148,500			148,500	General Fund
14	Crestline	Thousand Pines Road	Zurich Drive	Overlay	P	52,800	52,800			52,800	General Fund
15	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
16	Fontana	Banana and Santa Ana	Various locations	Drainage Improvements	I	800,000		800,000		800,000	General Fund
17	Fontana	Calabash Avenue	Whittram Ave. to Foothill Blvd.	Rehabilitation	P	835,000		835,000		835,000	Local Stimulus
18	Fontana	Calabash Ave.	Whittram Ave. to Foothill Blvd. (County Lead)	Rehabilitation	P	362,000	362,000			362,000	General Fund
19	Fontana	Hemlock Ave	Whittram Ave. to Foothill Blvd.	Rehabilitation	P	412,273	412,273			412,273	General Fund
20	Fontana	Live Oak Drive	Valley to Rancall	Rehabilitation	P	620,009	620,009			620,009	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 DEPARTMENT OF PUBLIC WORKS - TRANSPORTATION

#	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Second District (Cont'd)											
21	Fontana	Valley Boulevard	Banana Ave. to Catalwba	Rehabilitation / Signal Installation	I	2,300,000			2,300,000	2,300,000	RDA, City Participation
Total Second District						5,610,582	1,595,582	-	4,015,000	5,610,582	
Third District											
22	Del Rosa	Date Street	Merito Ave. to Arden Ave.	Overlay	P	85,000	85,000			85,000	General Fund
23	Del Rosa	Eureka Street	Golondrina Dr. to Sterling Ave.	Sidewalk Construction	I	125,000			125,000	125,000	CDBG
24	Del Rosa	Marshall Blvd	Sterling to Arden	Overlay	P	50,000	50,000			50,000	General Fund
25	Lake Arrowhead	Arrowhead Villa Rd.	SH18 to Kuffel Canyon Rd.	Overlay	P	84,300	84,300			84,300	General Fund
26	Lake Arrowhead	Birchwood Drive	Cottonwood Ln. to Pioneer Rd.	Overlay	P	65,300	65,300			65,300	General Fund
27	Lake Arrowhead	Blueridge Drive	Greenbriar Dr. N. to Greenbriar Dr.	Overlay	P	46,420	46,420			46,420	General Fund
28	Lake Arrowhead	Cedarwood Drive	North Bay Rd. to Oakwood Dr.	Overlay	P	55,200	55,200			55,200	General Fund
29	Lake Arrowhead	Cottonwood Lane	Birchwood Dr. to North Bay Rd.	Overlay	P	25,100	25,100			25,100	General Fund
30	Lake Arrowhead	Elmwood Drive	Little Bear Rd. to Pinewood Dr.	Overlay	P	33,100	33,100			33,100	General Fund
31	Lake Arrowhead	Fern Road	Oak Road	Overlay	P	5,700	5,700			5,700	General Fund
32	Lake Arrowhead	Grass Valley Road	SH 189 to Brentwood	Rehabilitation	P	2,500,000			2,500,000	2,500,000	Proposition 1B
33	Lake Arrowhead	Greenbriar Drive	Sycamore Dr. to Blueridget Dr.	Overlay	P	37,420	37,420			37,420	General Fund
34	Lake Arrowhead	Little Bear Road	Elmwood Dr. to North Bay Rd.	Overlay	P	16,300	16,300			16,300	General Fund
35	Lake Arrowhead	Maplewood Drive	End NE to Pinewood Dr.	Overlay	P	18,000	18,000			18,000	General Fund
36	Lake Arrowhead	Oak Road	Sycamore Dr. to Fern Road	Overlay	P	27,000	27,000			27,000	General Fund
37	Lake Arrowhead	Oakwood Drive	Birchwood Dr. to Cedarwood Dr.	Overlay	P	37,200	37,200			37,200	General Fund
38	Lake Arrowhead	Pinewood Drive	Elmwood Dr. to Birchwood Dr.	Overlay	P	57,800	57,800			57,800	General Fund
39	Lake Arrowhead	Pioneer Road		Overlay	P	18,300	18,300			18,300	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 DEPARTMENT OF PUBLIC WORKS - TRANSPORTATION**

#	Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary			Total	Funding Source
							General	Other Discretionary	Restricted		
Third District (Cont'd)											
40	Lake Arrowhead	Sycamore Drive	Kuffel Canyon Rd. to Greenbriar Dr.	Overlay	P	29,500	29,500			29,500	General Fund
41	Lake Arrowhead	Willow Road	End NW to SH18	Overlay	P	14,700	14,700			14,700	General Fund
42	Running Springs	City Creek Road	SR330 to SH18	Rehabilitation	P	709,000	709,000			709,000	General Fund
43	Running Springs	Live Oak Drive	SH 330 to Hilltop Blvd. SH 18	Rehabilitation	P	425,000		418,000		418,000	Measure I
44	Running Springs	Running Springs School Road	Snow Cactus Ct. to SH 18	Overlay	P	209,090	209,090			209,090	General Fund
45	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
46	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							8,159,430	1,624,430	-	4,643,000	6,267,430
Fourth District											
47	Various	Various	Various	Surface Seals	P	111,500	111,500			111,500	General Fund
Total Fourth District							111,500	111,500	-	-	111,500
Fifth District											
48	Bloomington	Cedar Avenue	El Rivino to Slover Ave.	Install Medians	I	1,800,000		1,800,000		1,800,000	Proposition 1B, HSIP
49	Bloomington	Locust Ave. (City Lead)	7th - 11th	Rehabilitation	P	68,000	68,000			68,000	General Fund
50	Bloomington	Locust Ave. (County Lead)	Jurupa to Santa Ana	Rehabilitation	P	171,000	171,000			171,000	General Fund
51	Bloomington	Maple Ave	Eight to Eleven St.	Overlay	P	37,303	37,303			37,303	General Fund
52	Bloomington	Tenth St.	Locust Ave. to Pepper St.	Overlay	P	274,867	274,867			274,867	General Fund
53	Bloomington	Thirteen St.	Linden Ave. to Pepper St.	Rehabilitation	P	263,918	263,918			263,918	General Fund
54	Fontana	Randall Ave. (City Lead)	Alder to Maple	Rehabilitation	P	213,000	213,000			213,000	General Fund
55	Fontana	Valley Boulevard	Alder to Spruce	Install Medians	I	950,000		950,000		950,000	Gas Tax, HSIP
56	Muscoy	Ogden St.	Gray St. to Macy St.	Overlay	P	372,000	372,000			372,000	General Fund
57	San Bernardino	Garden Drive	Baseline to Pacific	Rehabilitation	P	255,000	255,000			255,000	General Fund
Total Fifth District							4,405,088	1,655,088	-	2,750,000	4,405,088
57 TOTAL TRANSPORTATION NEW PROJECTS							21,650,000	8,000,000	-	11,758,000	19,758,000

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 General Funding	Other Discretionary Funding	Restricted Funding	Total	Funding Source
Countywide									
1		Active/Closed Sites	LFGES OM&M - Group B	I			540,000	540,000	EAL - Environmental Fund
2		Active/Closed Sites	LFGES OM&M - Group A	I			773,578	773,578	EAL - Environmental Fund
3		Active/Closed Sites	Water Quality Monitoring and Response Program - Group B	I			510,000	510,000	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			1,000,000	1,000,000	EAC - Acquisition and Expansion Fund
Total First District									
					-	-	1,000,000	1,000,000	
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									
					-	-	-	-	
Fourth District									
					-	-	-	-	
Fifth District									
7	Rialto	2340 Alder Ave.	Mid-Valley - Dept. of Toxic and Substance Control - Broco Area Review	I			425,000	425,000	EAL - Environmental Fund
8	Rialto	2340 Alder Ave.	Mid-Valley - New Office Trailer	I			100,000	100,000	EAA - Operations Fund
Total Fifth District									
					-	-	525,000	525,000	
TOTAL SOLID WASTE MANAGEMENT NEW PROJECTS									
8					-	-	3,675,021	3,675,021	

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)**

Proj. #	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		
Countywide														
1	08-171	CJV 4030	8X06	Architecture and Engineering (A&E)/ Facilities Management (FM)	Countywide	Various	Emergency Generator Replacements	BS	838,000	100,000			100,000	General Fund
2	Various	CJP 4030	ADA	A&E/FM	Countywide	Various	Americans with Disabilities Act (ADA) Funding	HS	1,675,925	1,359,359			1,359,359	General Fund
3	Various	CJV 4030	ADAM	A&E/FM	Countywide	Various	ADA Training and Equipment	HS	88,421	20,151			20,151	General Fund
4	Various	CJV 4030	ARA3	A&E/FM	Countywide	Various	Countywide Heating Ventilation and Air Conditioning (HVAC) Retrofit	H	535,115	150,000	324,028		474,028	General Fund/ Energy Efficiency Conservation Block Grant (EECBG)
5	11-171	CJP 5010 CJP 5012	BLDA	A&E/FM	Countywide	Various	Countywide Building Assessment	PL	200,000	200,000			200,000	General Fund
6		CJP 4030	BOIL	A&E/FM	Countywide	Various	Countywide Boiler Replacement Program	BS	243,557	243,557			243,557	General Fund
7		CJP 4030	ENGR	A&E/FM	Countywide	Various	Energy Efficiency Projects (Rebates)	I	371,900	371,900			371,900	General Fund
8	07-265	CJP 4030	ENGX	A&E/FM	Countywide	Various	Energy Efficiency Program (GF)	BS	494,195	494,195			494,195	General Fund
9		CJP 4030	MCIJ	A&E/FM	Countywide	Various	Minor Capital Improvement Program	RE	738,778	738,778			738,778	General Fund
10		CJP 4010	PAVE	A&E/FM	Countywide	Various	Pavement Management	P	125,000	125,000			125,000	General Fund
11		CJV 4030	RESD	A&E/FM	Countywide	Various	Capital Improvement Program (CIP) Residual	RE	3,053	3,053			3,053	General Fund
12	Various	CJV 4030	FMPC	A&E/FM	Countywide	Various	Paint/Carpet	DM	2,040,085	220,981			220,981	General Fund

NOTE: Negative balances in discretionary general funding represents advances made on projects that will be reimbursed.

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		
13		CJP 4030	CJPR	A&E/FM	Countywide	Various	Capital Improvement Program (CIP) Residual	RE	193,633	193,633			193,633	General Fund
14	08-170	CJV 4030	8X03	A&E/FM	Countywide	Various	Refurbish Elevator Cabs	BS	345,300	41,774			41,774	General Fund
15	07-266	CJP 3305	7540	Healthy Commun./ Regional Parks	Countywide	Various	Recreation and Fitness Trails	I	400,000	399,457			399,457	General Fund
16	Various	CJV 4030	PROB	Probation	Countywide	Various	Probation CIP Residual	C	153,753	119,988			119,988	General Fund
Total Countywide									8,446,715	4,781,826	-	324,028	5,105,854	
First District														
17	07-305	CJV 4030	7700	Sheriff/ Coroner	Adelanto	9438 Commerce Way	Adelanto Detention Center (ADC) Expansion	PL	120,000,000	(29,303,752)			82,311,750	General Fund/ AB900
18		CJV 3310	0C36	Community Development and Housing (CDH)	Adelanto	11382 Lawson Ave.	American Legion Post 229 Fire Suppression System	HS	15,000			15,000	15,000	Community Development Block Grant (CDBG)
19		CJP 3305	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 (CDGR)
20		CJV 4030	1740	Probation	Apple Valley	21101 Dale Evans Pkwy	High Desert Juvenile Detention and Assessment Center (HDJDAC) Sewer reimbursement	C	71,204	71,204			71,204	General Fund
21	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			208,000	208,000	Probation

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		
First District (Cont'd)														
22	11-101	CJP 4030	1Z10	Sheriff/Coroner	Baker	56778 Park Rd.	Baker Sheriff's Residences	C	240,000	240,000			240,000	General Fund
	11-102													
23	08-147	CJV 4030	8X09	Sheriff/Coroner	Barstow	225 E. Mtn. View	Barstow Sheriff Station Remodel	C	3,396,000	85,545			85,545	General Fund
24	11-103	CJP 4030	1K40	Preschool Services	Barstow	25757 Agate Road	Barstow Preschool HVAC	H	121,000			121,000	Preschool Services	
25	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
26	11-212	CJP 4030	1W05	Sheriff-Coroner	Barstow	225 E. Mtn. View	Barstow Jail - Air Handler Unit (AHU) Replacement	H	150,000		150,000		150,000	Minor CIP
27	08-328	CJV 4030	8Y10	A&E/FM	Hesperia	15900 Smoke Tree St.	High Desert Government Center (HDGC)	C	28,065,000	3,026,851			3,026,851	General Fund
28	10-180	CJV 4030	ARA4	A&E/FM	Hesperia	15900 Smoke Tree St.	HDGC Solar project	BS	2,200,000	720,000			720,000	General Fund / EECSBG
29	10-109	CJP 4030	2X03	Public Health	High Desert	To Be Determined (TBD)	High Desert Animal Shelter	C	1,485,000	1,485,000			1,485,000	General Fund
30	09-175	CJP 4030	9Y35	BOS - First District	Ludlow / Amboy	TBD	Ludlow/Amboy Fire Station	C	3,000,000	2,700,000			2,700,000	General Fund
31	11-131	CJP 4030	1S10	Sheriff/Coroner	Needles	1111 Bailey Ave.	Surveillance Camera Installation	HS	170,000			169,220	169,220	Sheriff-Coroner
32	07-174	CJV 3310	AR06	CDH	Newberry Springs	33383 Newberry Springs	Senior Center Activity sign	RE	21,289			20,569	20,569	CDBG
33	06-001	CJV 4030	6060	Sheriff/Coroner	Parker	Parker Dam Rd.	Sheriff's Parker Dam Facility	C	1,040,381	342,000		540,000	882,000	General Fund / Southwest Border Prosecution Initiative (SWBPI)
34	11-088	CJP 4030	1Y60	A&E/FM	Victorville	14455 Civic Dr.	Victorville Courthouse Reroof (Court Share-64.25%/County Share-35.75%)	R	1,000,000	357,500		642,500	1,000,000	General Fund / Administrative Office of the Courts (AOC)

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, I-Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions



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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		Restricted Funding	Carryover Balance	Funding Source
										General Funding	Other Discretionary Funding			
First District (Cont'd)														
35	07-277	CJP 4030	RES2	Board of Supervisor (BOS) - First District	Victorville	Victorville Area	Victorville YMCA	C	1,500,000	1,500,000			1,500,000	General Fund
36	11-189	CJP 4030	1Z69	Public works	Wrightwood	1450 State Highway #2	Wrightwood Cinder Block Building	C	75,000		75,000		75,000	Transportation Gas Tax
37	09-047	CJV 4030	9X20	Regional Parks	Yermo	36600 Ghost Town Rd.	Calico Ghost Town Well and Water Improvements	I	800,000	632,116			632,116	General Fund
38	10-124	CJV 3310	0C30	Community Development and Housing (GDH)	Yermo	38315 McCormick	Skate Park and Picnic Area	I	168,177		166,360		166,360	CDBG
Total First District										(17,079,976)	183,000	84,605,839	67,708,863	
Second District														
39	05-103	CJV 4030	5748	BOS - Second District	Crestline	24171 Lake Dr.	Lake Gregory Regional Park (LGRP) San Moritz Lodge	C	586,000	52,263			52,263	General Fund
40	06-169	CJV 4010	1470	Regional Parks	Crestline	24171 Lake Dr.	LGRP Dam Outlet Valve	I	603,000	414,900			414,900	General Fund
41	09-224	CJV 4030	6585	Regional Parks	Crestline	24171 Lake Dr.	LGRP Pavement	P	75,000	11,791			11,791	General Fund
42	06-184	CJV 4030	7130	Regional Parks	Crestline	24171 Lake Dr.	LGRP Zero Depth Waterpark Play Areas	I	580,289	4,137			4,137	General Fund
43	07-268	CJV 4030	7565	Library	Crestline	24105 Lake Gregory Dr.	Crestline Library construction	C	5,980,000	(30,020)	73,000		42,980	Surety Refund
44	08-188	CJV 4030	6630	BOS - Second District	Crestline	607 Forest Shade	Boys & Girls Club Improvements	RE	25,000	25,000			25,000	General Fund
45	08-188	CJV 4030	1S20	Sheriff/Coroner	Devore	18000 Institution Rd.	Sheriff EVOC Modular Classroom	C	273,500		24,486		24,486	Sheriff
46	09-121	CJV 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

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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										General Funding	Other Discretionary Funding	Restricted Funding		
Second District (Cont'd)														
47	05-125	CJP 3305	5620	BOS - Second District	Devore	TBD	Devore Equestrian Trails	I	220,000	214,995			214,995	General Fund
48	05-119	CJP 3305	5700	BOS - Second District	Devore	TBD	Devore Community Signs (Neighborhood Watch)	I	25,000	23,578			23,578	General Fund
49	08-207	CJV 4030	8X84	Sheriff/Coroner	Devore	18000 Institution Rd.	Sheriff's Regional Training Center Design	PL	500,000	427,236			427,236	General Fund
50	11-147	CJP 4030	1S30	Sheriff/Coroner	Devore	18000 Institution Rd.	Renovate Range Training Classroom	C	110,000		110,000		110,000	Sheriff-Coroner
51	11-168	CJP 4030	1S40	Sheriff/Coroner	Devore	18000 Institution Rd.	Rehabilitation Center Female Housing Fire Alarm Upgrade	BS	55,800			55,800	55,800	Sheriff-Coroner (Justice Facility Reserve)
52	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	Law and Justice Reserve
53	10-164	CJV 4030	OR05	Regional Parks	Devore	2555 Glen Helen Parkway	GHRP Playground Improvements	I	178,843			18,578	18,578	Prop 40
54	10-119	CJP 4010	0X40	Regional Parks	Devore	2555 Glen Helen Parkway	GHRP Irrigation Controls	I	355,000	355,000			355,000	General Fund
55		CJV 4030	0X95	Regional Parks	Devore	2555 Glen Helen Parkway	GHRP Site Remediation	I	199,012	44,980			44,980	General Fund
56	06-207	CJV 4030	6730	Regional Parks	Devore	2555 Glen Helen Parkway	GHRP Improvements	I	2,617,818		1,981,772		1,981,772	General Fund & \$2M from land easement sale
57		CJV 3310	0C39	CDH	Fontana	8565 Nuevo Ave.	Oldtimers Foundation Center ADA Restroom	HS	85,000				82,360	CDBG
58	11-200	CJP 4010	1W01	A&E/FM	Fontana	Cherry and Randall Avenues	Demolish and Clear Improvements on Redevelopment Land	C	280,000				280,000	Special Revenue RDA

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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										General Funding	Other Discretionary Funding	Restricted Funding		
Second District (Cont'd)														
59	07-279	CJP 4030	7625	BOS - Second District	Rancho Cucamonga	TBD	Sheriff Substation	C	1,500,000	1,497,940			1,497,940	General Fund
60	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		30,000	Flood Control District
61	07-179	CJV 4030	7190	A&E/FM	Rancho Cucamonga	8303 Haven Ave.	Foothill Law and Justice Center (FLJC) Exterior Panels and Window Caulking	DM	655,700	144,740		498,660	643,400	General Fund / AOC
62	07-180	CJP 4030	7200	A&E/FM	Rancho Cucamonga	8303 Haven Ave.	FLJC Base Isolation Testing	DM	80,000	80,000			80,000	General Fund
63	09-118	CJV 4030	9X25	A&E/FM	Rancho Cucamonga	8303 Haven Ave.	FLJC Fire Alarm Upgrade	BS	707,500	(300,657)		568,474	267,817	General Fund / AOC
64	11-043	CJP 4030	1X40	A&E/FM	Rancho Cucamonga	8303 Haven Ave.	Rancho Courthouse Reroof (Court Share-76.05%/County Share-23.95%)	R	550,000	131,725		418,275	550,000	General Fund / AOC
65	10-100	CJV 4030	0X30	A&E/FM	Rancho Cucamonga	9500 Eilwanda Ave.	West Valley Detention Center (WWDC) Duct Cleaning	H	705,000	194,267			194,267	General Fund
66	08-185	CJV 4030	8X33	A&E/FM	Rancho Cucamonga	9500 Eilwanda Ave.	WWDC Re-Roof	R	2,807,000	199,484			199,484	General Fund
67	11-216	CJP 4030	1Z63	Probation	Rancho Cucamonga	9500 Eilwanda Ave.	WWDC Inmate Intake Processing Center Remodel	RE	100,000		100,000		100,000	Sheriff-Coroner medical budget
68	05-124	CJV 3305	5615	Regional Parks	Upland	TBD	San Antonio Heights (SAH) Horse and Pedestrian Trails	I	150,000	25,434			25,434	General Fund
69	05-214	CJP 4030	6800	Sheriff/Coroner	Upland	TBD	SAH Sheriff Sub-Station	AC	450,000	436,025			436,025	General Fund
Total Second District										5,452,818	2,081,772	2,444,633	9,979,223	
Third District														
70	09-007	CJP 4030	9Y15	County Fire	Angeles Oaks	5766 Frontage Rd.	Angeles Oaks Fire Station Replacement	C	3,000,000	3,000,000			3,000,000	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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71	09-251	CJV 4010	0K10	Public Works	Blue Jay	28830 Hwy 189	Blue Jay Surface Clarifier	I	50,000		36,948		36,948	Public Works
72	09-172 09-245 10-086 11-083	CJV 4030	9Y20	A&E/FM	Joshua Tree	63665 Twentynine Palms Hwy	Joshua Tree Government Center (JTGC) construction	C	8,678,439	1,692,961			1,692,961	General Fund/ SWBPI/ CDBG
73	10-181	CJV 4030	ARA6	A&E/FM	Joshua Tree	63665 Twentynine Palms Hwy	JTGC Solar project	BS	1,492,552	233,460		1,184,540	1,418,000	General Fund/ EECBG
74		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	223,715			223,715	General Fund
75		CJP 3310	1C03	CDH	Morongo Valley	49584 Mojave Dr.	Rehab Women's Club of Morongo Valley	I	25,600			25,600	25,600	CDBG
76	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
77	08-206	CJV 4030	8X78	Museum	Redlands	2024 Orange Tree Ln.	Museum Exhibit Fabrication - Hall of Geological Wonders	RE	3,150,730			8,504	8,504	CCHE Grant/ IMLS Grant/ Museum
78	08-205	CJV 4030	8X81	Museum	Redlands	2024 Orange Tree Ln.	Museum Hall of History Refurbishment	RE	500,000	71,301			71,301	General Fund
79	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
80	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
81	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
82	11-205	CJP 3310	1Z66	Museum	Redlands	26930 Barton Rd	Redlands Museum Assistancia Parling Lot	P	3,750			3,750	3,750	Museum

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										General Funding	Other Discretionary Funding	Restricted Funding		
Third District (Cont'd)														
83	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
84	08-180	CJV 4030	8X38	A&E/FM	Twin Peaks	28010 Hwy 189	Twin Peaks Courthouse Re-Roof	R	904,000	815,464			815,464	General Fund
85	11-215	CJP 4030	1Z51	Library	Yucaipa	12040 Fifth St.	Yucaipa Library Remodel	RE	30,000			30,000	30,000	Library budget
86	10-148	CJV 4030	0R03	Regional Parks	Yucaipa	33900 Oak Glen Rd.	Yucaipa Valley Soccer Complex Lighting	I	346,500			74,368	74,368	U. S. Dept. of Housing and Urban Development (HUD) grant to City of Yucaipa
87		CJP 3310	1C12	CDH	Yucaipa Valley	3133 Balisa Ave.	Yucaipa Mesa Community Center Emergency Generator	BS	40,000			40,000	40,000	CDBG
88		CJP 3310	1C06	CDH	Yucaipa Valley	3133 Balisa Ave.	Yucaipa Mesa Community Center HVAC	H	26,000			26,000	26,000	CDBG
Total Third District									19,224,571	6,288,901	111,948	1,792,762	8,193,611	
Fourth District														
89	10-160	CJV 4010	0J05	Airports	Chino	7000 Merrill Ave.	Chino Airport Groundwater Assessment	I	380,000	116,948			116,948	General Fund
90	09-170	CJV 4010	9X40	Airports	Chino	7000 Merrill Ave.	Chino Airport- Detention and Storm Water Assessment	I	630,000	102,916			102,916	General Fund/Airports
91	10-120	CJP 4030	9Z50	BOS - Fourth District / Airports	Chino	7000 Merrill Ave.	Chino Airport Chaffey College Improvements	C	3,097,000	3,054,032			3,054,032	General Fund
92	11-044	CJP 4030	1X20	A&E/FM	Chino	13260 Central Ave.	Chino Courthouse Reroof (Court Share- 51.17%/County Share- 48.83%)	R	300,000	126,890		153,510	280,400	General Fund / AOC
93	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

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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										General Funding	Discretionary Funding	Restricted Funding			
Fourth District (Cont'd)															
94	06-138	CJP 3305	6440	BOS - Fourth District	Montclair	4351 Kingsley	Sunset Park Improvements	I	175,000	175,000			175,000	General Fund	
95	10-141	CJV 4030	AR03	Preschool Services	Ontario	555 W. Maple	Restroom and elevator installation	C	695,490		131,746		131,746	ARRA	
96	10-141	CJV 4030	0K20	Preschool Services	Ontario	555 W. Maple	Restroom Installation	RE	110,000			108,404	108,404	Preschool Services	
97	10-209	CJV 4030	AR09	Preschool Services	Ontario	555 W. Maple	Family Learning Center Remodel	RE	110,000			32,977	32,977	Preschool Services ARRA	
98	09-236	CJV 4030	9Z80	Regional Parks	Ontario	800 N. Archibald Ave.	Cucamonga Guasti Regional Park (CGRP) Reclaimed Water System Retrofit	I	134,000	37,384			37,384	General Fund	
Total Fourth District										5,858,990	3,840,670	141,381	285,256	4,267,307	
Fifth District															
99	09-176	CJP 4030	9Y25	Library	Bloomington	1202 E. Locust St.	Bloomington Library Modular Remodel	RE	460,000	286,230			446,230	General Fund/ Library	
100	11-062	CJP 4030	1X50	A&E/FM	Fontana	17830 Arrow Blvd.	District Attorney office remodel	RE	139,600	25,400			25,400	General fund	
101	11-170	CJP 4030	1Y70	A&E/FM	Fontana	17830 Arrow Blvd.	1st Floor ADA Restroom Remodel	HS	287,900	266,080			266,080	General Fund- ADA Program	
102		CJP 3305	CFON	County Administrative Office (CAO)	Fontana	Various	City of Fontana	PL	2,438,046		2,438,046		2,438,046	General Fund	
103	07-230 07-261	CJV 4030	7170	A&E/FM	Fontana	17780 Arrow Blvd.	Fontana Courthouse Expansion and Remodel	C	7,565,000	45,625			45,625	Courts \$3,565,719 and General Fund \$3,999,281	
104	11-202	CJP 4030	1Z54	Sheriff/ Coroner	Fontana	17780 Arrow Blvd.	Fontana Sheriff Sub-station Roof Replacement	R	160,000			160,000	160,000	Minor CIP	
105	10-169	CJV 4030	0K25	Public Defender	Fontana	17830 Arrow Blvd.	Public Defender Tenant Improvements	RE	219,891			12,383	12,383	Public Defender	
106	06-180 07-274 07-291	CJV 4030	8Y35	BOS - Fifth District	Muscoy	Darby and Macy St.	Baker Family Learning Center	C	4,396,421				3,998,958	3,998,958	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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										General Funding	Other Discretionary Funding	Restricted Funding		
Fifth District (Cont'd)														
107	11-007	CJP 4030	1V10	Information Services Department (ISD)	Rialto	1743 Miro Way	Upgrade fire protection system in communication equipment rooms.	HS	60,000		60,000		60,000	ISD (IAM retained earnings)
108	11-195	CJP 4030	1Z57	Public Health	San Bernardino	172 W. 3rd St., 6th Floor	Carpet Replacement	DM	80,000		80,000		80,000	Realignment funds
109	10-052	CJV 4010	0X20	Fleet Mgmt.	San Bernardino	210 N. Lena Rd.	Fleet Mgmt Motor Pool Paving	P	190,000		172,980		172,980	Fleet Mgmt
110	11-086	CJP 4030	1X60	A&E/FM	San Bernardino	210 N. Lena Rd.	Revise Fleet power supply	BS	220,000		192,689		192,689	Fleet Mgmt.
111	11-174	CJP 4030	1Z81	A&E/FM	San Bernardino	222 W. Hospitality Ln.	Santa Ana River Trail ADA Improvements		63,733	63,733			63,733	General Fund-ADA program
112	10-107	CJV 4030	0X50	A&E/FM	San Bernardino	222 W. Hospitality Ln.	Hall of Records (NHoR) Second Floor HVAC Replacement	H	675,000	675,000			675,000	General Fund
113		CJY 3310 CJY 5030	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
114	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
115	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	22,402			22,402	General Fund
116	10-123	CJV 4030	9Z60	A&E/FM	San Bernardino	385 N. Arrowhead Ave.	CGC - Land Use Partition Wall	RE	78,600	78,600			78,600	General Fund
117	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	157,483			157,483	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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										General Funding	Other Discretionary Funding	Restricted Funding		
Fifth District (Cont'd)														
118	11-134	CJP 4030	1Z25	A&E/FM	San Bernardino	385 N. Arrowhead Ave.	CGC 3rd Floor Remodel	RE	433,500	211,625		221,875	433,500	County Counsel, EDA, General Fund
119	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	400,000			400,000	General Fund
120	11-051	CJP 4030	1X80	A&E/FM	San Bernardino	655 E. 3rd St.	Sheriff's Headquarters Elevator Upgrade (2)	BS	320,000	317,000			317,000	General Fund
121	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	450,000			450,000	General Fund
122	11-148	CJP 4030	1V20	ISD	San Bernardino	670 E. Gilbert St.	Upgrade UPS System - ISD Building	BS	509,705		509,705		509,705	ISD
123	11-192	CJP 4030	1Z60	Behavioral Health	San Bernardino	700 E. Gilbert St.	Demolish Building #6	C	50,000		50,000		50,000	Minor CIP / Insurance proceeds
124	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
125	07-159 08-179 09-135	CJV 4030	7390	A&E/FM	San Bernardino	777 E. Rialto Ave.	General Services Group (GSG) Building HVAC Replacement	H	3,104,200	140,848			140,848	General Fund
126	11-172	CJP 4030	1Z15	A&E/FM	San Bernardino	777 E. Rialto Ave.	GSG Bldg ADA Restroom Upgrade	HS	150,000	148,800			148,800	General fund
127	11-063	CJP 4030	1K10	Purchasing	San Bernardino	777 E. Rialto Ave.	General Services Building security improvements.	HS	67,000		40,000		40,000	Cent. Mail/ Surplus Ppty
128	08-020	CJV 4030	8N00	Behavioral Health	San Bernardino	780 E. Gilbert St.	Transitional Age Youth Center Remodel	RE	8,021,754			7,012,413	7,012,413	Mental Health Services Act (MHSA) Facilities 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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										Discretionary General	Discretionary Other	Restricted		
Fifth District (Cont'd)														
129	11-084	CJP 4030	1X90	A&E/FM	San Bernardino	825 E. 3rd St.	Public Works Building Reroof	R	402,500	360,384			360,384	General Fund
130	09-140	CJV 4030	9Y00	A&E/FM	San Bernardino	825 E. 3rd St.	Public Works Building - 1 Hour Corridors	HS	1,292,535	1,113,377			1,113,377	General Fund
131	11-214	CJP 4030	1Z45	District Attorney	San Bernardino	900 E. Gilbert St.	Demolish DA Modulars	C	40,000		40,000		40,000	Minor CIP
132	08-153	CMV 4030	8X69	Probation	San Bernardino	900 E. Gilbert St.	New Central Juvenile Hall	C	63,600,000	1,534,720			1,534,720	General Fund
133	09-210	CJV 4030	9P00	Probation	San Bernardino	900 E. Gilbert St.	CVJDAC Ward Suicide Prevention	HS	240,000		18,683		18,683	Probation
134	03-055	CJP 3310	5950	Arrowhead Regional Medical Center (ARMC)	San Bernardino	1543 W. 8th St.	West Side Family Health Center Remodel	RE	630,000		630,000		630,000	ARMC
135		CJP 4030	1Y95	A&E/FM	San Bernardino	Gilbert St.	Gilbert Street Well	I	100,000	100,000			100,000	General Fund
136	07-363	CJV 4030	6810	CAO	San Bernardino	TBD	CGC Master Plan Development	PL	500,000	213,618			213,618	General Fund
137	07-293	CJV 4030	7600	Sheriff/Coroner	San Bernardino	TBD	Sheriff's Crime Lab Design	C	20,500,000	20,182,234			20,182,234	General Fund
138	08-016	CJV 4030	8X55	Public Health	Devore	19777 Shelter Way	Devore Animal Care/Adoption Facility Improvements	RE	1,572,578	43,073			43,073	General Fund
Total Fifth District									128,511,163	27,759,232	4,453,686	11,393,246	43,606,164	
138 TOTAL CARRYOVER PROJECTS A&E CAPITAL FUNDS									349,469,952	31,043,471	6,971,787	100,845,764	138,861,022	

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 and CJE)**

#	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
Fifth District													
Carryover Projects (Fund CJZ)													
1	06-196 06-219	CJZ 4030	6740	Colton	400 N. Pepper Ave.	Med-Surg Remodel	RE	22,575,000			1,870,357	1,870,357	ARMC Operating budget
2	07-361	CJZ 4030	7730	Colton	400 N. Pepper Ave.	ARMC Medical Office Building	C	25,000,000			1,137,227	1,137,227	ARMC Operating budget
Total Carryover Projects (Fund CJZ)									-	-	3,007,584	3,007,584	
Carryover Projects (Fund CJE)													
3	11-120	CJE 4030	1G05	Colton	400 N. Pepper Ave.	Retrofit IV Room	RE	262,000			262,000	262,000	ARMC Facility Capital Funds
4	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
5	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
6	11-181	CJE 4030	1G20	Colton	400 N. Pepper Ave.	Medical Imaging Anglo/Cath Lab Suite Replacement	RE	444,144			444,144	444,144	ARMC Operating Budget
7	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)									-	-	875,544	875,544	
7 TOTAL ARMC CARRYOVER PROJECTS (VARIOUS FUNDS)									-	-	3,883,128	3,883,128	

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	Other Discretionary Funding	Restricted Funding		
Countywide										
First District										
1	06-069	Daggett	39500 National Trails Hwy	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	
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	
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	
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 Proj. 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



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2011-12 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

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 REGIONAL PARKS CARRYOVER PROJECTS
(Various Funds)**

#	Location	Address	Description	Proj. Type	Discretionary			Projected Carryover Balance	Funding Source	
					General	Other	Restricted			
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	

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 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		
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	Helendale	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	NH, 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	NH, 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)
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

Project Type: AC-Acquisition, BS-Bldg. Sys., C-Construction, DM-Deferred Maint., H-HVAC, HS-Health/Safety/Security/ADA, Infrastructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions





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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		
First District (Cont'd)											
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 Liliac	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,Chinquapin Dr E & S/02S, Fontuna	Rehabilitation and Soundwall Construction	P	5,690,000			5,690,000	5,690,000	Proposition 1B
22	Victorville	San Martin Rd.	Dos Palmas Rd. NL/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.	Whittman 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	Lytile 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
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

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 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		
Second District (Cont'd)											
31	Lyle Creek	South Fork Rd.	.0003M SW, Melody Ln. NELY/Lyle 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	-	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 State 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	Reswell 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	
Fifth District											
45	Bloomington	Cedar Avenue	AI1-10	Interchange PSR/PR	PL	53,000,000			10,000	10,000	Gas Tax (construction not 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





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2011-12 TRANSPORTATION CARRYOVER PROJECTS
(Various Funds)

#	Proj. Location	Road Name	Limits	Description	Proj. Type	Project Total	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Projected Budget	Funding Source
Fifth District (Cont'd)											
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 1 (for phase I)
Total Fifth District						112,430,000	-	760,000	8,660,000	9,420,000	
48 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., H-HVAC, HS-Health/Safety/Security/ADA, Hnfrstructure, L-Leases, P-Paving, PL-Planning, R-Roofing, RE-Remodels/Expansions

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2011-12 SOLID WASTE MANAGEMENT CARRYOVER PROJECTS
(Various Funds)

#	Proj.	Location	Address	Description	Proj. Type	Discretionary General Funding	Other Discretionary Funding	Restricted Funding	Carryover Balance	Funding Source
Countywide										
First District										
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			997,500	997,500	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			4,311,795	4,311,795	EAC - Acquisition and Expansion Fund
		Total First District						6,008,295	6,008,295	
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						7,618,369	7,618,369	

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





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**2011-12 THROUGH 2015-16
FIVE-YEAR CAPITAL MAINTENANCE PLAN
By Project Type**

Description	Proposed Year 1 (2011-12)	Staffing/Projected Operating Cost	Proposed Year 2 (2012-13)	Staffing/Projected Operating Cost	Proposed Year 3 (2013-14)	Staffing/Projected Operating Cost	Proposed Year 4 (2014-15)	Staffing/Projected Operating Cost	Proposed Year 5 (2015-16)	Staffing/Projected Operating Cost	Total One-Time Capital Cost	Total Staffing/Projected Operating 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 Conservation 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	-	450,000	-	450,000	-	450,000	-	2,222,019	-
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	-	76,500,000	-								

** Projected Staffing and Operating Costs associated with the CIP project, if any, would be funded in departmental budgets and apply only in the case of Minor Remodels/Expansions and New Construction. Other operating expense impacts will extend the useful life of facilities and decrease operating expenses in some cases.

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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
CAO - 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

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	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

Economic Development - San Bernardino Valley Enterprise Zone	SYZ EDF
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 - 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 NMC
Information Services - Telecommunication Services	IAM TOP
Information Services - Telecommunication Services	IAM WAN
Information Services - Telecommunication Services	IAM FSC
Information Services - Telecommunication Services	IAM MHZ



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 local cost, which is the amount contributed by the county general fund from its discretionary revenue sources to fund the activities of a department.

Discretionary Revenue: Revenue not legally designated for a specific purpose or program that can be appropriated at the discretion of the Board of Supervisors.

Employee Health and Productivity Program (EHaP): A modified duty/return to work program that utilizes specialized nurses to obtain effective and timely treatment for injured or ill employees. Overall goals are to return the employee to the workplace as soon as possible and to increase the health and productivity of employees through health promotion and risk reduction programs.

Encumbrance: An encumbrance is not an expenditure or a liability but merely a reserve of appropriation in a given fiscal year.

Enterprise Funds: Enterprise Funds are established to account for operations that are funded and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be funded or recovered primarily through operational revenues.

Expenditure: Decreases in net financial resources. An expenditure includes current operating expenses that require the present or future use of resources.

Final Budget: A budget unit's adopted spending plan and financing, including all mid-year adjustments through the fourth quarter.

Fiscal Year: The County's twelve-month accounting period (July 1 through the following June 30), which varies from the calendar year and the federal fiscal year.

Fixed Asset: An asset of a long-term character such as land, buildings, furniture, and other equipment costing \$5,000 or more and having a useful life of one year or more. Additionally, computer software is capitalized if the value is \$100,000 or greater.

Function: A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. This designation is specified by the State Controller. For example: "Public Protection" is the function of the Sheriff-Coroner/Public Administrator Department.

Fund: A legal unit that provides for the segregation of moneys or other resources in the county treasury for specific activities or obligations in accordance with specific restrictions or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and fund balance, as well as its income and expenditures. The assets of a fund may also be placed into separate accounts to provide for limitations on specific fund income or expenditures.

Fund Balance: An amount comprised of accumulated excess or deficiency of revenues less expenditures of a fund, including the cancellation of prior year encumbrances. This is measured at the end of each fiscal year.



Fund balance may be used in the budget unit for the upcoming year as a funding source for one-time projects or services.

Fund Balance Classifications: Beginning in 2010-11, GASB 54 requires that financial statements for governmental funds classify fund balance in one of the following five components:

- Nonspendable fund balance – assets that will never convert to cash, or will not convert soon enough to affect the current period, or resources that must be maintained intact pursuant to legal or contractual requirements;
- Restricted fund balance – resources that are subject to externally enforceable limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, constitutional provision, or enabling legislation;
- Committed fund balance – resources that are constrained by self-imposed limitations set in place prior to the end of the period by the highest level of decision making, and remain binding unless removed in the same manner;
- Assigned fund balance – resources that are limited resulting from an intended use established by either the highest level of decision making, or the official or body designated for that purpose;
- Unassigned fund balance – residual net resources that cannot be classified in one of the other four categories.

GASB 34: Governmental Accounting Standards Board (GASB), Statement 34 establishes requirements for the annual financial reports of state and local governments. The goal is to make annual reports easier to understand and more useful to people who use governmental financial information to make decisions. There are many components of GASB 34, but as it relates to the budget, it is primarily composed of how services provided between county budget units are accounted for. GASB 34 specifies how payments for services should be accounted for (either as reimbursements or as departmental revenues). All transactions between departments within the same fund (i.e. general fund) are budgeted as reimbursements. While the net impact is zero, reclassifications between these two categories cause inconsistencies when comparing year-to-year budgets by specific expense or revenue categories.

GASB 51: Governmental Accounting Standards Board (GASB), Statement 51 establishes requirements for the annual financial reports of state and local governments. The objective of this statement is to enhance the comparability of the accounting and financial reporting of intangible assets among state and local governments, and requires that all intangible assets not specifically excluded by its scope provisions be classified as capital assets.

GASB 54: Governmental Accounting Standards Board (GASB), Statement 54 establishes requirements for the annual financial reports of state and local governments to be implemented for periods beginning after June 15, 2010. The objective of this statement is to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. The main components of GASB 54 and how they relate to budget primarily consists of replacing existing fund balance classifications (reserved and unreserved) with new classifications (nonspendable, restricted, committed, assigned, and unassigned) that observe the constraints imposed upon the use of the resources reported in governmental funds. In addition, special revenue fund type was clarified and affects the activities required to be reported in that fund type.

General Fund: The General Fund is the predominate fund for funding county programs.

Geographic Information System (GIS): A geographic information system integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.

Governmental Funds: Governmental funds consist of the general fund, special revenue funds, capital projects funds and debt service funds.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.



Headcount: Actual number of individuals carried in a budget unit's payroll, as opposed to the equivalent number computed from wages budgeted.

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

Local Cost: Local 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.

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.

Operating Transfers In/Out: A method of providing financing from one budget unit to another for the implementation of a project or program.

Other Charges: A category of accounts established for expenditures other than salaries and benefits, services and supplies, and fixed assets. Example: Interest expense, public assistance costs, etc.

Performance Measure: An ongoing, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate to objectives and allow for measurement of the same thing over time.

Position: A specific employment, whether occupied or vacant, involving duties requiring the services of one person. A position whether full or part-time is reflected as 1 in budgeted staffing amounts.

Programmed Salary Savings: A programmed mitigation measure, taken midyear in 2009-10 used to assist with balancing the budget as a result of savings realized from the deferral of raises from various bargaining groups. The majority of general fund budget units receiving discretionary general funding were impacted by these savings.

Proposition 172 (Prop 172): A permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety.

Proprietary Funds: Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Service Employee (PSE): PSEs are employees assigned to entry-level positions in a variety of fields and occupations for a limited duration. They are not full-time, regular county employees. PSEs are subject to an expedited recruiting process to accommodate additional workload or to manage one-time special projects. They do not receive the full range of benefits or have the civil service status of regular county employees.

Realignment Funding (Health & Welfare): In 1991-92 the state approved the Health & Welfare Realignment Program that involves a shift of program responsibilities from the state to the counties. This shift is funded through a corresponding shift of dedicated Sales Tax and Vehicle License Fee revenue.



Recommended Budget: A recommended budget is the working document of the fiscal year under discussion. Approval of this document does not allow expenditures for fixed assets or for new permanent employee positions unless specifically approved by the Board of Supervisors.

Reimbursements: Amount received as payment of the cost of work, or service performed, or of other expenditures made, for or on behalf of another governmental unit or department. Reimbursements represent the recovery of expenditure and are considered a financing source.

Restricted Funds: Restricted funds consist of two restricted funding sources – Prop 172 and Realignment. Prop 172 revenue assists in funding the Sheriff-Coroner/Public Administrator, District Attorney, and Probation departments. Realignment assists in funding mental health, social services, and health programs within the county.

Revenue: The addition of cash or other current assets to governmental funds (receipts) which do not increase any liability or reserve and do not represent the recovery of an expenditure, i.e., reimbursements. Generally, revenue is derived from taxes, licenses and fees, or investment earnings. Revenues are deposited in a budget unit for future appropriation.

Revenue Over (Under) Expense: Represents the total change in a proprietary fund's net assets.

Retirement Incentive Program (RIP): A program offered to county employees in 2008-09 to obtain personnel cost savings in a manner that minimized the financial impact to the county. County employees retiring by June 30, 2009 were made eligible to receive \$250 for each completed quarter of continuous county service, payable annually over five years. As part of the RIP, it was expected that the resulting vacated positions would not be filled for a period of five years (although some exceptions applied) and that payment would be suspended if the participating employee returned to work for the county in any capacity.

SB 90 State-Mandated Local Program: State reimbursements to local governments for the cost of activities required by State legislative and executive acts.

Services and Supplies: A category of expenditures within a budget unit for all standard costs of daily operations, including such items as office supplies, training, contractual services, and travel.

Set-Aside Reserve: A reserve made up from available balances materializing throughout one or more fiscal years which are not required to support disbursements of a legal or emergency nature and are held (set aside) for future funding requirements.

Special Revenue Funds: Special Revenue Funds are used to account for the proceeds of specific sources of revenue whereby the use of such revenue is restricted by law for particular functions or activities of government. State Government Code Section 29009 requires that the entire unreserved fund balance must be appropriated each year. The amount not expended is carried over to the subsequent year's budget.

Step Increases: An employee, based upon the completion of the required service hours in their classification, satisfactory work performance, and appointing authority recommendation, may receive step advancements. Step advancements within the base salary range shall be based on one (1) or two (2) step increments depending on hire date and bargaining unit. Each increment is 2.5%.

Strategic Goal: A strategic goal translates resources into significant results to be achieved, providing the basis for evaluating the department as a whole.

Time Bank: For 2011-12, per the SBPEA contract, represented employees will defer 1.5 hours of compensation each pay period for 26 pay periods, to be used in the same manner as vacation leave, and to be used prior to the expiration of the contract.

Transfers: The movement of resources from one budget unit to another usually for payment of services received.



Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same.

Unrestricted Net Assets: That portion of net assets that is neither restricted nor invested in capital assets (net of related debt).

Work Schedule Reduction: A recommended reduction of eight hours per pay period for SBPEA represented employees to help mitigate costs associated with previously negotiated across-the-board salary increases.



A&E: Architecture and Engineering Department
AAA: Area Agency of Aging
AAB: Assessment Appeals Board
AB: Assembly Bill
ACF: Administration of Children and Families
ADA: Americans with Disabilities Act
ADC: Adelanto Detention Center
ADP: State Department of Alcohol and Drug Programs
ADS: Alcohol and Drug Services
AFDC: Aid to Families with Dependent Children
AFIS: Automated Fingerprint Identification System
AOC: Administrative Office of the Courts
AOPA: Aircraft Owners and Pilots Association
APS: Adult Protective Services
AQMD: Air Quality Management District
ARMC: Arrowhead Regional Medical Center
ARRA: American Recovery and Reinvestment Act
ASB: Administrative Services Bureau
ATC: Aid to Adoptive Children
ATC: Auditor-Controller/Treasurer/Tax Collector
BCCs: Boards, Commissions, and Committees
BH: Behavioral Health
BLM: Bureau of Land Management
BMI: Body Mass Index
BOS: Board of Supervisors
CAEZ: California Enterprise Zone Association
CaIEMA: California Emergency Management Agency
CAL ID: California Identification System
CAL MMET: California Multi-Jurisdictional Methamphetamine Enforcement Team
CALTRANS: California Department of Transportation
CaIWORKs: California Work Opportunities and Responsibilities to Kids
CAD: Computer Aided Design
CAFR: Comprehensive Annual Financial Report
CAO: County Administrative Office
CAS: Cash Assistance for Immigrants
CBO: Community Based Organization
CBP: Customs and Border Protection
CCB: Community Corrections Bureau

CCS: California Children’s Services
CDA: California Department of Aging
CDBG: Community Development Block Grant
CDBG–R: Community Development Block Grant, Economic Stimulus Funds
CDC: Centers for Disease Control
CDH: Community Development and Housing
Cedar Glen: Cedar Glen Disaster Recovery Project Area
CEHW: Center for Employee Health and Wellness
CEQA: California Environmental Quality Act
CERTNA: California e-Recording Transaction Network Authority
CFS: Children and Family Services
CGC: County Government Center
CGRP: Cucamonga Guasti Regional Park
CIP: Capital Improvement Program
CMAC: California Medical Assistance Commission
CMP: Congestion Management Program
CMS: Federal Centers for Medicare and Medicaid Services
CNET: Children’s Network
COB: Clerk of the Board
CoIDA: San Bernardino County Industrial Development Authority
COPS: Community Oriented Policing Services
CoRDA: County of San Bernardino Redevelopment Agency
COWCAP: Countywide Cost Allocation Plan
CRI: Cities Readiness Initiative
CSA: County Service Area
CWS: Child Welfare Services
DA: District Attorney
DAAS: Department of Aging and Adult Services
DBH: Department of Behavioral Health
DCB: Detention Corrections Bureau
DCSS: Department of Child Support Services
DHCS: State Department of Health Care Services
DJJ: Department of Juvenile Justice
DMH: State Department of Mental Health
DMV: Department of Motor Vehicles
DNA: Deoxyribonucleic Acid
DOJ: Department of Justice
DOL: Department of Labor



DPH: Department of Public Health
DPW: Department of Public Works
DRDP-R: Desired Results Developmental Profile-Revised
DRM: Department of Risk Management
DSH: Disproportionate Share Hospital
DSRIP: Delivery System Reform Incentive Plan
DUI: Driving Under the Influence
DUILA: Drug Use is Life Abuse
DVD: Digital Video Discs
EAP: Employee Assistance Program
ED: Department of Economic Development
EDA: Economic Development Agency
EDD: California Employment Development Department
EHaP: Employee Health and Productivity Program
EMACS: Employee Management and Compensation System
EMF: Environmental Mitigation Fund
EMS: Emergency Medical Services
EMSA: Emergency Medical Services Appropriation
EOC: Emergency Operations Center
EPSDT: Early and Periodic Screening, Diagnosis and Treatment
ERAF: Educational Revenue Augmentation Fund
ERC: Employment Resource Center
ESDC: Environmental Science Day Camp
ESG: Emergency Shelter Grant
EVOC: Emergency Vehicle Operations Center
F2F: Family-to-Family
FAA: Federal Aviation Administration
FAS: Financial Accounting System
FCC: Federal Communications Commission
FCSP: Family Caregiver Support Program
FEMA: Federal Emergency Management Agency
FGR: Cash Aid for All other Families
FLJC: Foothill Law and Justice Center
FM: Facilities Management Department
FMAP: Federal Medical Assistance Percentage
FNS: Food and Nutrition Services
FPACT: Family Planning, Access, Care, and Treatment
FRA: Frequency Reconfiguration Agreement
FSP: Food Stamp Participation

GASB: Governmental Accounting Standards Board
GED: General Equivalency Diploma
GFOA: Government Finance Officers Association
GHRC: Glen Helen Regional Center
GHRP: Glen Helen Regional Park
GIS: Geographic Information System
GPS: Global Positioning System
GR: General Relief
GREAT: Gang Resistance Education and Training
GSB: General Services Building
HAVA: Help America Vote Act of 2002
HDGC: High Desert Government Center
HDJDAC: High Desert Juvenile Detention and Assessment Center
HHW: Household Hazardous Waste
HICAP: Health Insurance Counseling and Advocacy Program
HIDTA: High Intensity Drug Trafficking Area
HPRP: Housing Preservation and Rapid Re-housing Program
HRP: Home Rehabilitation Program
HS: Human Services
HUD: U.S. Department of Housing and Urban Development
HVAC: Heating, Ventilation, and Air Conditioning
ICE: Immigration and Customs Enforcement
ICEMA: Inland Counties Emergency Medical Agency
IEP: Individualized Education Program
IEUW: Inland Empire United Way
IGT: Intergovernmental Transfer
IHSS: In Home Supportive Services
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
JDAC: Juvenile Detention and Assessment Center



JJCPA: Juvenile Justice Crime Prevention Act	PCE: Perchloroethylene
JOCS: Job Order Contract System	PCI: Pavement Condition Index
JPA: Joint Powers Authority	PCO: Probation Corrections Officer
JPF: Juvenile Probation Funding	PD: Public Defender
JTGC: Joshua Tree Government Center	PERC: Performance, Education and Resource Center
Kin-Gap: Kinship Guardianship Assistance Program	PFA: Planning Funding Agreement
LAFCO: Local Agency Formation Commission	PH: Public Health
LEED: Leadership in Energy and Environmental Design	PHER: Public Health Emergency Response
LEINC: Law Enforcement Intelligence Network Center	PID: Program Integrity Division
LGRP: Lake Gregory Regional Park	PIMS: Property Information Management System
LIFT: Low Income First Time	PIN: Personal Identification Number
LIHP: Low Income Health Plan	PLF: State Public Library Fund
LLUMC: Loma Linda University Medical Center	PLH: Public Lands Highway
MAA: Medi-Cal Administrative Activities	PM: Programmed Maintenance
MDAQMD: Mojave Desert Air Quality Management District	PO: Probation Officer
MDCs: Mobile Data Computers	POS: Point of Sale
MHSA: Mental Health Services Act	POST: Police Officer Standards Training
MHz: Megahertz	Prop: Proposition
MOE: Maintenance of Effort	PSART: Perinatal Screening, Assessment, Referral and Treatment
MOU: Memorandum of Understanding	PSD: Preschool Services Department
MRI: Magnetic Resonance Imaging	PSE: Public Service Employee
MSA: Master Settlement Agreement	PSIC: Public Safety Interoperable Communications
MSSP: Multipurpose Senior Services Program	PSSF: Promoting Safe and Stable Families
N/A: Not Applicable	RIAC: Range Improvement Advisory Committee
NACO: National Association of Counties	RDA: Redevelopment Agency
NBAA: National Business Aviation Association	RES: Real Estate Services Department
NEPA: National Environmental Policy Act	RIP: Retirement Incentive Program
NHoR: New Hall of Records	ROV: Registrar of Voters
NI: Neighborhood Initiative	SAMHSA: Substance Abuse and Mental Health Services Administration
NSP: Neighborhood Stabilization Program	SANBAG: San Bernardino Associated Governments
OAA: Older Americans Act	SANCATT: San Bernardino County Auto Theft Task Force
OCE: Office of Compliance and Ethics.	SAPT: Substance Abuse Prevention and Treatment
OHV: Off-Highway Vehicle	SB: Senate Bill
OPF: Official Personnel File	SBCM: San Bernardino County Museum
OSHA: Occupational Safety and Health Administration	SBPEA: San Bernardino Public Employees' Association
PACE: Pro Active Code Enforcement Program	SBVEZ: San Bernardino Valley Enterprise Zone
PATH: Project for Assistance in Transition from Homelessness	SCAAP: State Criminal Alien and Assistance Program
PBX: Private Branch Exchange	
PC: Penal Code	



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
U.S. Postal: United States Postal
UDEL: Uniform District Election Law
ULEV: Ultra Low Emission Vehicle
UPP: Cash Aid for 2 Parent Families
UPS: Uninterruptible Power Supply
USDA: US Department of Agriculture
VA: Veterans Affairs
VEAP: Veteran Employment Assistance Program
VITA: Volunteer Income Tax Assistance
VLF: Vehicle License Fee
VOIP: Voice Over Internet Protocol
VSS: Visual Source Safe
VVEDA: Victor Valley Economic Development Authority
WAN: Wide Area Network
WDD: Workforce Development Department
WECA: West End Communications Authority
WEX: Work Experience
WIA: Workforce Investment Act
WIB: Workforce Investment Board
WIC: 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

