

COUNTY OF RIVERSIDE
STATE OF CALIFORNIA



FISCAL YEAR 2019/20
RECOMMENDED BUDGET

Prepared by
George A. Johnson
County Executive Officer



COUNTY OF RIVERSIDE
STATE OF CALIFORNIA

FISCAL YEAR 2019/20

Recommended Budget

Board of Supervisors

Kevin Jeffries, Chair
First District

Karen Spiegel
Second District

Chuck Washington
Third District

V. Manuel Perez
Fourth District

Jeff Hewitt
Fifth District

Prepared by
George A. Johnson
County Executive Officer

June 2019



TABLE OF CONTENTS

MESSAGE FROM THE COUNTY EXECUTIVE

OFFICER3

INTRODUCTION.....5

- County Governance & Structure..... 5
- Demographic & Economic Profile..... 7
- Budget Process..... 15
- About the Budget Book 16
- Financial Policies and Procedures..... 19

BUDGET OVERVIEW.....27

- Executive Summary 27
- Budget at a Glance 27
- County General Fund..... 40
- Strategic Objectives & Budget Policies .. 53
- Short & Long-term Factors Influencing Objectives 53
- Multi-year Forecast 54
- Budget Strategy 55

GENERAL GOVERNMENT57

- Introduction..... 57
- Assessor's Office 59
- Auditor-Controller's Office 63
- Board of Supervisors & Clerk of the Board 67
- County Counsel..... 71
- County Executive Office 75
- Economic Development Agency..... 81
- Human Resources Department 89
- Information Technology Department – Geographical Information Systems 93
- Purchasing & Fleet Services Department 95
- Registrar of Voters Office 99
- Transportation & Land Management Agency – County Surveyor 103
- Treasurer-Tax Collector's Office 107

CAPITAL IMPROVEMENT.....111

- County Capital Improvement Program (CIP) 111
- Fire Capital Construction Fund..... 121

PUBLIC PROTECTION123

- Introduction..... 123
- Agricultural Commissioner & Sealer of Weights & Measures 125
- Animal Services Department..... 129

- County Clerk-Recorder's Office..... 133
- County Executive Office..... 137
- Department of Child Support Services (DCSS) 141
- District Attorney's Office 145
- Emergency Management Department 151
- Fire Department 155
- Law Office of the Public Defender..... 159
- Probation Department 163
- Riverside University Health System - Behavioral Health Public Guardian..... 167
- Sheriff's Department 169
- Transportation & Land Management Agency..... 173

PUBLIC WAYS & FACILITIES..... 177

- Introduction..... 177
- Economic Development Agency - Aviation Department..... 179
- Transportation & Land Management Agency..... 183

HEALTH & SANITATION..... 189

- Introduction..... 189
- Executive Office – County Contributions to Health & Mental Health..... 191
- Department of Waste Resources – Area 8 Assessment 193
- Environmental Health Department 195
- Human Resources Department – Air Quality Management Program 199
- Riverside University Health System 201

PUBLIC ASSISTANCE..... 211

- Introduction..... 211
- Department of Public Social Services ... 213
- Department of Veterans Services..... 219
- Economic Development Agency – Community Programs..... 223
- Office on Aging..... 227
- Probation Department – Juvenile Court Placement..... 231
- Riverside University Health System – Community Action Partnership 233

EDUCATION, RECREATION & CULTURAL

SERVICES 235

- Introduction..... 235

• • •

Cooperative Extension 237
 Economic Development Agency – County
 Library System & Edward-Dean Museum
 241

DEBT SERVICE.....245

INTERNAL SERVICE FUNDS249
 Introduction..... 249
 Economic Development Agency –
 Facilities Management Department..... 251
 Human Resources Department 255
 Information Technology Department
 (RCIT) 259
 Purchasing & Fleet Services Department
 265

ENTERPRISE FUNDS269
 Introduction..... 269
 Department of Waste Resources..... 271
 Economic Development Agency –
 Housing Authority of the County of
 Riverside..... 275
 Riverside University Health System –
 Medical Center 279

SPECIAL DISTRICTS & OTHER AGENCIES....285
 Introduction..... 285
 County Executive Office – Capital Finance
 Administration 287
 Department of Waste Resources – Waste
 Resources Management District..... 289
 Children & Families Commission – First Five
 291
 Economic Development Agency – Special
 Districts 295
 Flood Control & Water Conservation
 District..... 301
 In-Home Supportive Services Public
 Authority 309
 Regional Parks & Open Space District.. 311

STATE BUDGET SCHEDULES315

SCHEDULE 20 – AUTHORIZED POSITIONS...575
 Resolution Amending Authorized Positions
 in Ordinance 440..... 575

**SCHEDULE 21 – FINANCED FIXED ASSET
 REQUEST DETAIL.....657**
 Introduction..... 657

**SCHEDULE 22 – CASH PURCHASED FIXED
 ASSET REQUEST DETAIL 673**

SCHEDULE 23 – VEHICLE REQUEST DETAIL 687

GLOSSARY 693

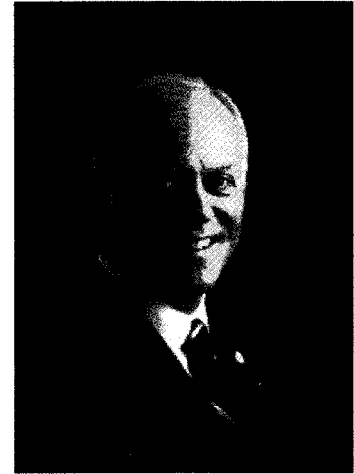
INDEX 699
 Topical 699

MESSAGE FROM THE COUNTY EXECUTIVE OFFICER

The budget for FY 19/20 was developed with a determined focus to plan for the county's ever-increasing costs and to ensure our critical services are provided to our residents. As a result of unwavering planning, this fiscal year's budget includes reductions to several departments' net county cost (NCC) allocations, as well as other cost-containment measures and revenue opportunities.

The high-quality services provided by the county must always consider our financial situation, and responsibility as stewards of taxpayer funds. Data-driven decisions will continue to provide strong standards for policy decisions as the demand for service is high and discretionary revenue is extremely limited.

A stringent process was implemented during this year's budget development. Some departments' requests for additional NCC from the prior year were decreased, while other departments' ongoing NCC was reduced. Additionally, some departments have been asked to reevaluate and pursue new revenue opportunities. The county must continue to progress towards our shared mission, vision and set of goals to ensure the long-term fiscal sustainability for our county, and the health, welfare and safety of our residents. All of this must be achieved while implementing strong cost controls. Hard decisions must be made while we balance the county's priorities and the increased strain for services. This task is an absolute reality that all county departments and agencies must adopt and apply.



Discretionary revenue is not enough to keep pace with the soaring costs for labor, pension obligations, social services, healthcare and public safety programs. Furthermore, departments based their budget on current labor contracts. The new costs for labor are currently unknown due to ongoing negotiations. It is imperative that we sharpen our efforts in seeking full cost recovery to help absorb increases in costs to future budgets. The county must continue to build its reserves, which are currently \$212 million, just \$3 million above the Board-mandated 25 percent of the county's discretionary revenue. Sufficient reserves ensure financial protection during the economic uncertainties from one year to the next, as well as maintaining favorable bond ratings and covering immediate costs arising from natural disasters.

Riverside County has responded to its share of natural disasters – underscoring the importance of the county's reserves. Just last fiscal year, several county departments responded to large wildfires in the summer, then in the winter months these same departments responded to constant flooding, mud and debris flow events. Hundreds of county employees activated for these disasters and departments made significant investments into flood and road protection infrastructure. Many of the costs associated with mitigation efforts and response to these events were absorbed by departments.

As we forge ahead towards constantly improving the health, welfare and safety of our communities, the County of Riverside continues to make financial investments to meet these goals. One high priority investment we are planning for in FY 19/20 is the state-mandated upgrade to our aging voting and election technology. The upgraded system will improve voter confidence with timely and accurate results for elections throughout all Riverside County jurisdictions. Additional investments continue for the state-of-the-art John J. Benoit Detention Center in Indio, which is set to open by the end of 2019. This newly constructed detention center will enhance safety and security to our residents, visitors and businesses.

Furthermore, key healthcare initiatives like the Riverside University Health System medical office building, new community health clinics in Corona, Jurupa, Moreno Valley, and Perris as well as the integration of behavioral health, public health and primary health care will provide necessary infrastructure to ensure long-term success. These

• • •

health initiatives will take time to fully mature, but once completed, they will provide expanded capacity and fill system care needs that allow patients to be served at the most appropriate level.

While financial investments are made within county programs, we must also plan for the continued increasing demand for services. One such service that has challenged our budget are the ever-escalating costs for the General Assistance program. This 100 percent county mandated obligation experienced explosive caseload growth last year and is set to continue to expand. Originally budgeted at \$2.2 million at the start of FY 18/19, the program is projected to close out the year at \$14.4 million, for a staggering 554 percent increase. The FY 19/20 budget allocates even more for this program at \$20 million.

Of additional importance this fiscal year is the 2020 United States Census. Riverside County has experienced enormous population growth since the last U.S. Census in 2010. Ensuring a complete and accurate count for Riverside County is investing in our future, including increased revenue opportunities. Our funding allocations from state and federal agencies, as well as our legislative representation, are derived from population counts. Riverside County is partnering with neighboring counties, universities, and stakeholder groups to ensure everyone is counted in 2020.

Throughout the road ahead, county departments and all our employees will perform demanding work. I sincerely thank everyone for their dedication to our critical services. The commitment from our employees to work together with a unified vision, will meet our residents' needs now and in the years to come.

Respectfully,

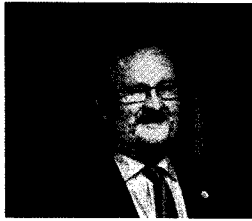


George A. Johnson
County Executive Officer

INTRODUCTION

COUNTY GOVERNANCE & STRUCTURE

Board of Supervisors



Board Chair
Kevin Jeffries
First District

District1@rivco.org
(951) 955-1010

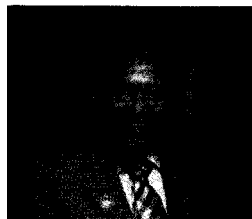
Represents the cities of Wildomar, Lake Elsinore, Canyon Lake, and most of the City of Riverside. Unincorporated communities include DeLuz, Gavilan Hills, Good Hope, Lake Hills, Lake Mathews, LaCresta, Mead Valley, Meadowbrook, Spring Hills, Temescal Valley, Tenaja, Warm Springs, and Woodcrest.



Karen Spiegel
Second District

District2@rivco.org
(951) 955-1020

Represents the cities of Corona, Norco, Jurupa Valley, and Eastvale. It also includes approximately 1/3 of the City of Riverside, including the following City of Riverside neighborhoods: Northside, Downtown, Wood Streets, Magnolia Center, Grand, and the northern half of Arlanza and La Sierra Acres. Unincorporated communities include Home Gardens, El Cerrito, Coronita, and Highgrove.



Chuck Washington
Third District

District3@rivco.org
(951) 955-1030

Represents constituents from Idyllwild to Anza Borrego Desert State Park and from Temecula to San Jacinto. Representation includes the cities of Hemet, Murrieta, San Jacinto, and Temecula, and the communities of Aguanga, Anza Valley, Cahuilla, East Hemet, Gilman Hot Springs, Homeland, Idyllwild, Lake Riverside, Mountain Center, Murrieta Hot Springs, Pine Cove, Pine Meadow, the Pinyon Communities, Poppet Flats, Rancho California, Soboba Hot Springs, Valle Vista, and Winchester.



V. Manuel Perez
Fourth District

District4@rivco.org
(760) 863-8211

Represents the cities of Blythe, Cathedral City, Coachella, Desert Hot Springs, Indian Wells, Indio, La Quinta, Palm Desert, Palm Springs, and Rancho Mirage. Unincorporated communities include Bermuda Dunes, Chiriaco Summit, Colorado River communities, Desert Center, Desert Edge, Eagle Mountain, Indio Hills, Lake Tamarisk, Mecca, Mesa Verde, North Shore, Oasis, Ripley, Sky Valley, Sun City, Palm Desert, Thermal, Thousand Palms, and Vista Santa Rosa.

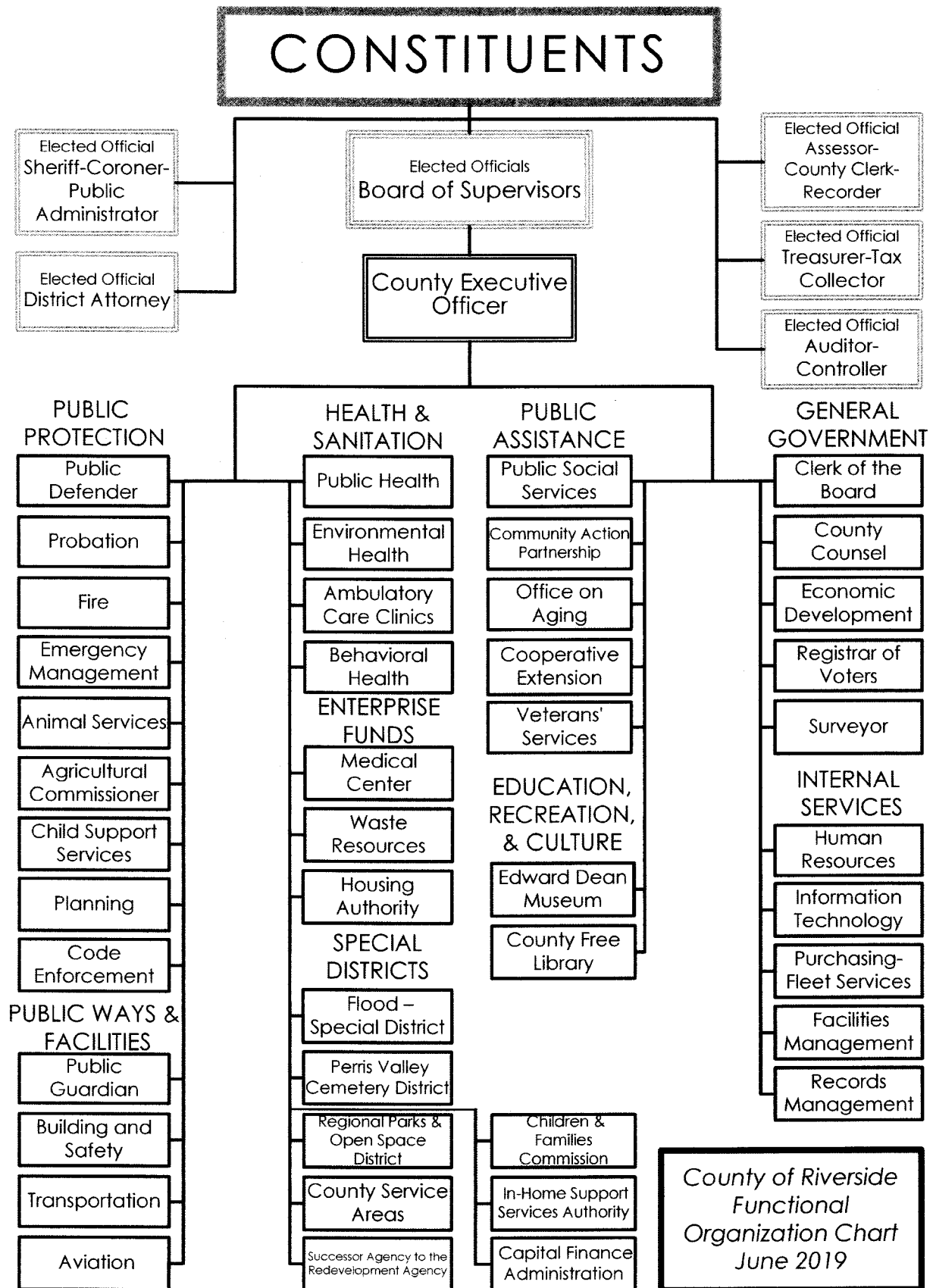


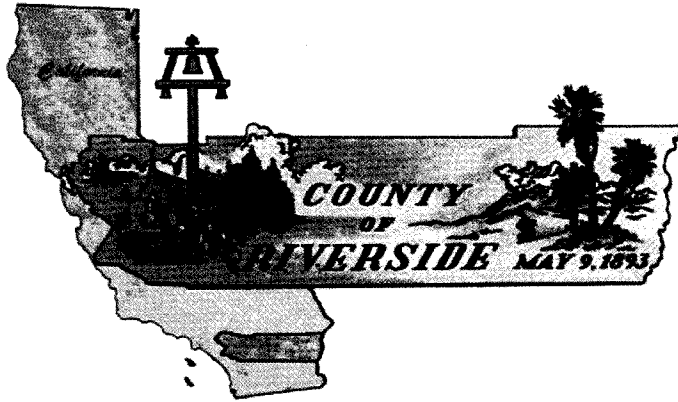
Jeff Hewitt
Fifth District

District5@rivco.org
(951) 955-1050

Represents the cities of Banning, Beaumont, Calimesa, Menifee, Perris, and Moreno Valley, March Air Reserve Base and the easterly portion of the March Joint Powers Authority. The district also encompasses tribal lands of the Morongo Band of Mission Indians, the Agua Caliente Band of Cahuilla Indians, and the Soboba Band of Luiseno Indians. Unincorporated areas include the Banning Bench, Cabazon, Cherry Valley, Desert Hot Springs, El Nido, Juniper Flats, Lakeview, Mission Lakes, Nuevo, Romoland, North Palm Springs, Painted Hills, Quail Lake, Reche Canyon, San Timoteo, Snow Creek, Twin Pines, West Garnet, Windy Point, and Whitewater.

Organization Chart





DEMOGRAPHIC & ECONOMIC PROFILE

Geography

Riverside County covers an expansive, varied geography encompassing many diverse, rapidly growing communities with a wide range of public service needs. It stretches nearly 200 miles across, comprising over 7,200 square miles of fertile river valleys, low deserts, mountains, foothills, and rolling plains. Riverside County shares borders with Imperial, Orange, San Diego, and San Bernardino Counties, comprising a region extending from the Pacific Ocean to the Colorado River. Riverside County is the fourth largest county in the state and tenth largest in the nation by population. The

percentage of Riverside County's population residing in its 28 incorporated cities is 84 percent; 16 percent resides in the unincorporated area.

The county is divided into five supervisorial districts encompassing the constituents in both the incorporated and unincorporated areas of each district. Each district is represented by a supervisor elected from within that district. The members of Riverside County's Board of Supervisors are:

- District 1: Kevin Jeffries
- District 2: Karen Spiegel
- District 3: Chuck Washington
- District 4: V. Manuel Perez
- District 5: Jeff Hewitt



History

The County of Riverside was formally established as the 55th county of the State of California on May 9, 1893, following a vote of the residents. The county was formed by merging a small section of southern San Bernardino County with the northern third of San Diego County. The communities that are now the current cities of Corona, Riverside, Moreno Valley, Beaumont, and the north half of Banning were all founded in San Bernardino County. The communities that are now the current cities of Perris, Elsinore, Murrieta, Temecula, San Jacinto, Palm Springs, Indio, and Blythe were all founded in San Diego County. The county took its name from the City of Riverside, which became the new county seat.

The early economy of the areas that became Riverside County was based primarily on agriculture, but mining, commerce, manufacturing, transportation, land development, and tourism soon took hold, contributing substantially to the region's rapid growth and booming wealth. The division committee that promoted the movement to form Riverside County saw great potential in the area constrained by the existing counties. They successfully petitioned and campaigned for a new county to establish self governance and self determination, particularly for the rapidly developing area in and around the City of Riverside, whose interests were often at odds with those of the power base in San Bernardino County. The communities growing in the Perris, Temecula, and Coachella valleys were likewise hindered by the vast distances and difficulty of travel over multiple mountain ranges to conduct business at government offices in San Diego County. In addition, the remote northern reaches of San Diego County held little interest for those in the port City of San Diego, who allocated few resources for improvements in the northern region of their county, necessary for economic growth.

Long before the county was established in 1893, Europeans and their descendants entered the area. Before the Europeans arrived, the land was occupied by several indigenous groups, including the tribes that came to be known as Serrano, Luiseno, Cupeño, Chemehuevi, and Cahuilla. In the late 18th century, the Spanish began colonizing Alta California, establishing the missions of San Diego de Alcalá in 1769 in what is now San Diego County, San Gabriel Arcángel in 1771 in what is now Los Angeles County, and San Juan Capistrano in 1776 in what is now Orange County.



One of the first European explorers to travel through the interior was Juan Bautista de Anza, who led an overland exploratory expedition in 1774. De Anza brought a settlement group for the San Gabriel mission through the area in 1776, stopping in areas now known as Anza Borrego and San Jacinto, and crossing the Santa Ana River at what is now known as Anza Narrows.

During the Gold Rush in 1849, miners were plagued by scurvy caused by poor diets lacking vitamin C. This created a huge demand for citrus fruit. In 1873, the U.S. Department of Agriculture sent three starter navel orange trees to Eliza Tibbets, a resident of the City of Riverside. These trees prospered in the Riverside climate, producing superior oranges never before seen. This formed the foundation of California's prosperous commercial citrus industry. One of those parent Washington navel orange trees remains today, and is now a California historical landmark. With the high demand for navel oranges and completion of the transcontinental railroad, the citrus industry became California's second Gold Rush. This brought a new wave of migrants from around the country and the world to tend the groves, pick fruit, and work in the packing houses. This became a huge economical factor for Riverside, and by 1895, Riverside was the

INTRODUCTION

wealthiest city per capita in the nation. This prosperity motivated people to relocate to Riverside to establish extensive groves that soon blanketed the countryside. In 1912, agricultural explorers came back from the Middle East with Deglet Noor Dates and settled in the Coachella Valley, which has a perfect climate for the crop. The Deglet Noor thrived and became one of the most popular dates in the nation. In 1917, local farmers and business leaders came together with a marketing idea for a Coachella Valley date festival incorporating Middle Eastern and Arabian themes with the delicious dates. Today, Riverside County continues hosting the Riverside County Fair and National Date Festival annually.

In 1918, the U.S. Army received Congressional funding to develop U.S. air power, and converted the Alessandro Field airstrip east of the City of Riverside to March Field as a training facility for the air corps. Although shuttered for several years following the armistice, March Field was reopened and expanded as the Army soon resumed developing its air capacity. Consequently, the air base played a vital role during World War II. March Air Force Base (AFB) became the final training location for many bombardment groups mobilizing for battle in the Pacific, making the area a significant hub of activity.

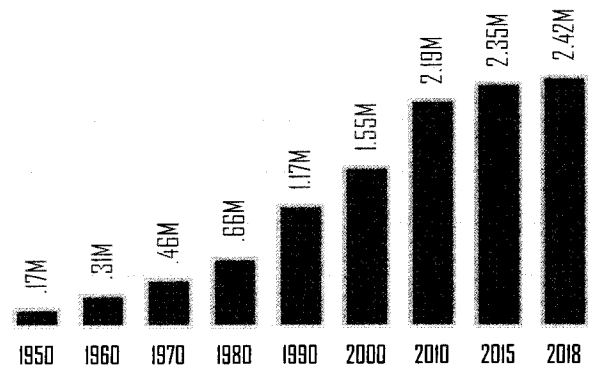
In addition, Major General George S. Patton, Jr., established significant training operations in the desert in eastern Riverside County. He commanded large-scale maneuvers to prepare thousands of American soldiers for combat under the harsh, arid conditions of the North African desert. This simulated theater of operation was the largest military training ground in the history of military maneuvers.

After World War II, March Air Base returned to its original role as a Tactical Air Command. March AFB strongly influenced the economy and culture of Riverside County. Many who came during the war, either in the military or in support of the war effort, chose to make homes here when the war ended. Riverside National Cemetery, one of the largest in the nation, rests on former grounds of the base overlooking the airfield, and is a testament to the strong bonds and devotion to military service present in the county. March AFB has since transitioned to a reverse base and still plays a vital role to this day. While much original base property has been repurposed for commercial development, it remains an active facility, and its airstrip continues to provide important tactical and logistical support.

County Population

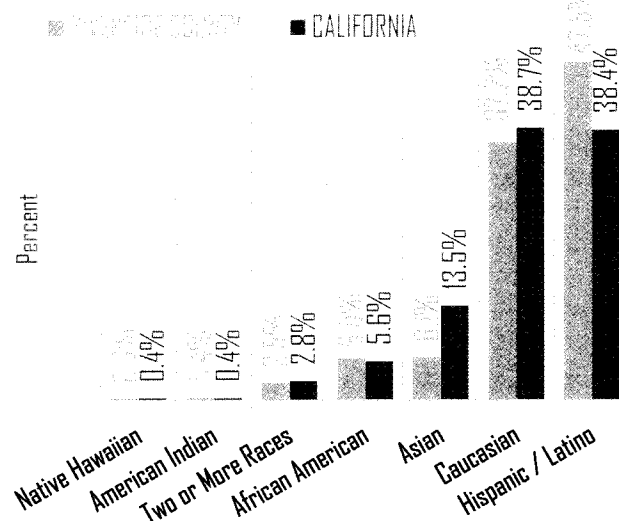
Riverside County is experiencing rapid population growth; from the period of 1990-2018, the average growth in population per year was 44,642. The County of Riverside is the fourth most populous county in California and the tenth most populous county in the United States. As of 2018, the population of Riverside County was 2.42 million. Since 1992, the county's population has nearly doubled.

RIVERSIDE COUNTY POPULATION 1950-2018



Ethnic Distribution

The Hispanic/Latino community in Riverside County is larger than the state average. The Hispanic/Latino population is growing and makes up 48 percent of the county's population followed by 37 percent Caucasian, 6 percent Asian, and 6 percent African



American.⁴

Population by City

The County of Riverside has 28 incorporated cities and the largest cities by population are Riverside, Moreno Valley, Corona, Murrieta, and Temecula. Indian Wells and Calimesa are the least populated cities. The percentage of the population living in the unincorporated area is 16 percent.²

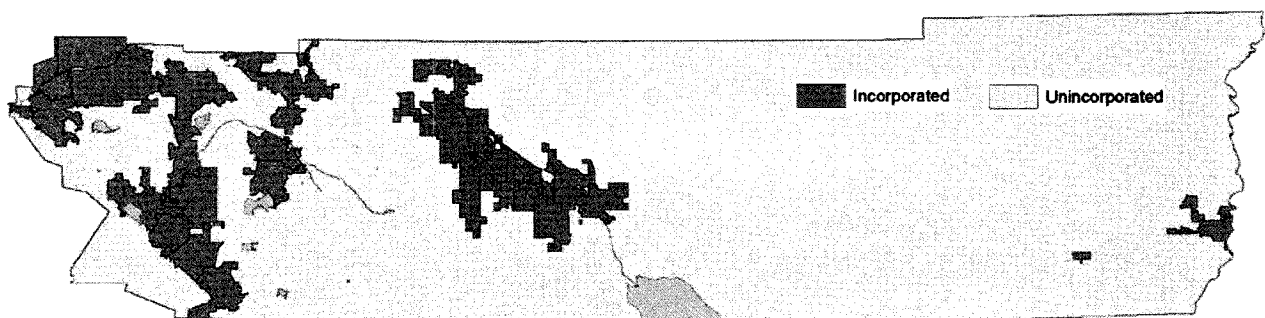
Health

Out of 57 counties ranked in California, the County of Riverside ranks 26th and 35th for health outcomes and health factors, respectively.⁵ These measures reflect environmental conditions, economic and social factors, health behaviors, and availability and access to health care, all of which contribute to both the length and quality of life of county residents.

Riverside County 2019 Health Rankings Out of 57 California Counties	
26 th	Health Outcomes
24 th	Length of Life
32 nd	Quality of Life
35 th	Health Factors
30 th	Health Behaviors
47 th	Clinical Care
23 rd	Social & Economic Factors
54 th	Physical Environment

The County of Riverside is committed to improving the health of its community and seeks to achieve that goal through multiple avenues, including the Riverside University Health System (RUHS). Under this system, Behavioral Health, Ambulatory Care Clinics, the RUHS Medical Center, and Public Health work together to improve the health of county residents.

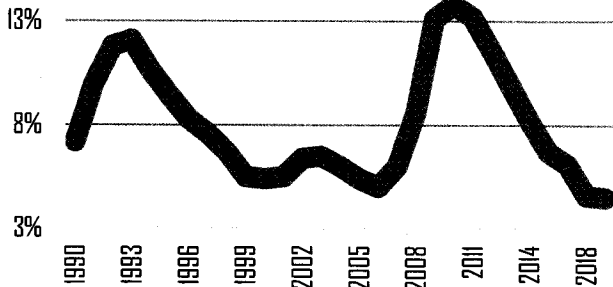
Riverside County Population				
	1990	2000	2010	2018
Banning	20,572	23,382	29,003	31,282
Bonsall	8,895	11,304	59,577	48,207
Boutwell	8,448	20,485	20,807	19,389
Calimesa	N/A	7,139	7,078	8,078
Chapin Lake	N/A	8,882	10,581	11,018
Colton	98,085	42,847	51,288	54,781
City				
Corona	18,885	22,774	40,784	45,835
Corvallis	75,943	104,888	152,374	169,574
Desert Hot Springs	8,888	18,882	25,988	28,742
Eastvale	N/A	N/A	N/A	24,855
Hemet	38,884	58,882	78,887	83,888
Indian Wells	2,847	3,886	4,554	5,374
Indio	88,950	48,886	78,888	87,889
Juana Valley	N/A	N/A	N/A	108,854
Lake Elsinore	18,888	28,888	58,888	53,888
La Habra	1,245	23,884	37,487	41,884
Meadow	N/A	N/A	77,588	81,882
Moreno Valley	98,778	142,378	188,365	207,829
Murrieta	N/A	44,282	102,488	118,541
North	28,302	24,157	27,888	28,781
Palmdale	28,732	41,155	48,445	52,788
Palms Springs	48,144	42,885	44,551	47,788
Perris	21,508	28,888	68,288	77,881
Riverside	8,778	13,248	17,248	18,788
Riverside	228,148	255,188	308,874	325,188
San Jacinto	18,218	23,778	44,188	48,148
Temecula	27,888	57,788	108,087	118,188
Wildomar	N/A	N/A	32,778	38,887
Unincorporated	785,878	1,124,888	1,885,248	2,134,882
Unincorporated	385,384	420,721	504,392	385,953
Riverside County	1,170,413	1,545,387	2,189,641	2,415,955



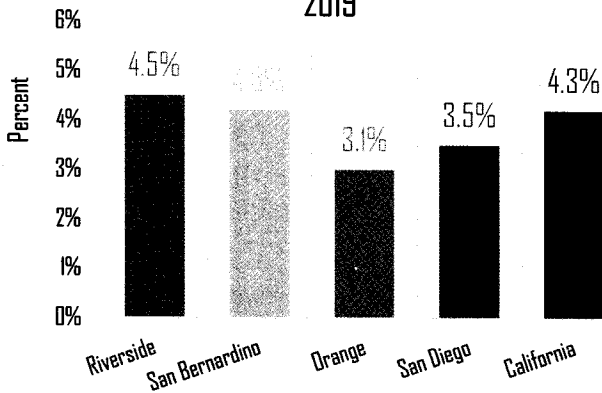
Unemployment Rate

The unemployment rate for the state and Riverside County displays a continued downward trend improving gradually since its highest peak in 2010. As of February 2019, the unemployment rate for Riverside County stands at 4.5 percent compared to 4.6 percent the previous year. The state, by contrast, stands at 4.3 percent.¹⁴

RIVERSIDE COUNTY UNEMPLOYMENT RATE



UNEMPLOYMENT RATES 2019

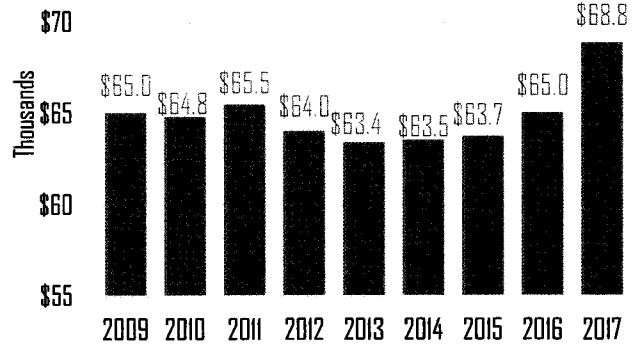


The County of Riverside continues trailing slightly behind our neighboring counties and the state. However, Riverside County's unemployment rate is dropping at a steady rate and is back to pre-recession levels.

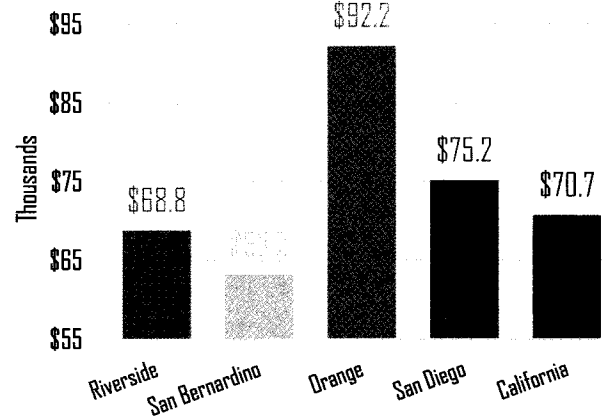
Median Family Income

Riverside County's median family household income fell during the recession in 2009. Median household income has been gradually increasing and is back to its pre-recession level. As of 2017, the median family income stands at \$68,846 dollars.¹⁵ while this is more than the median income in San Bernardino County, it lags substantially behind the median incomes in Orange and San Diego Counties and the state.

RIVERSIDE COUNTY MEDIAN FAMILY INCOME



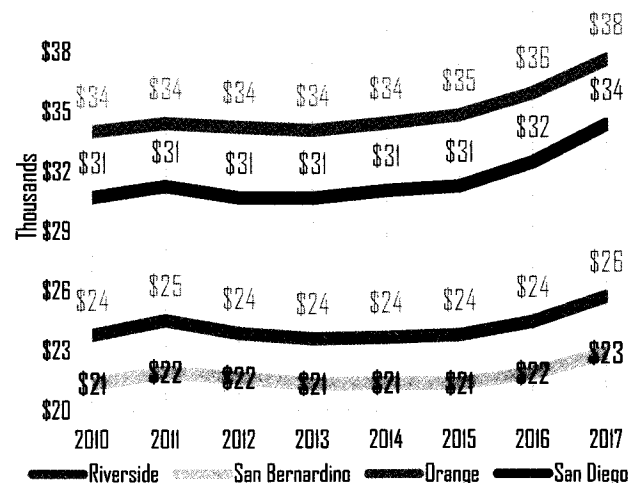
MEDIAN FAMILY INCOME



Per Capita Personal Income

The county's per capita personal income continues to grow, and as of 2017 was \$25,700.¹⁶ In this area as well the county lags behind neighboring Orange and San Diego counties, with whom Riverside County competes for jobs.

PER CAPITA PERSONAL INCOME

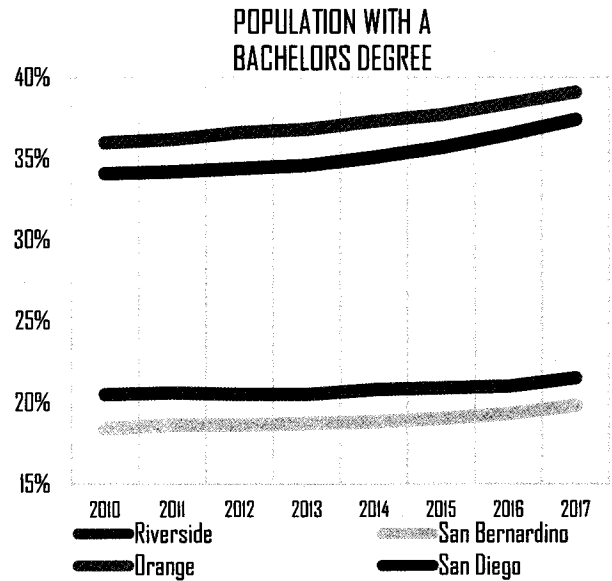
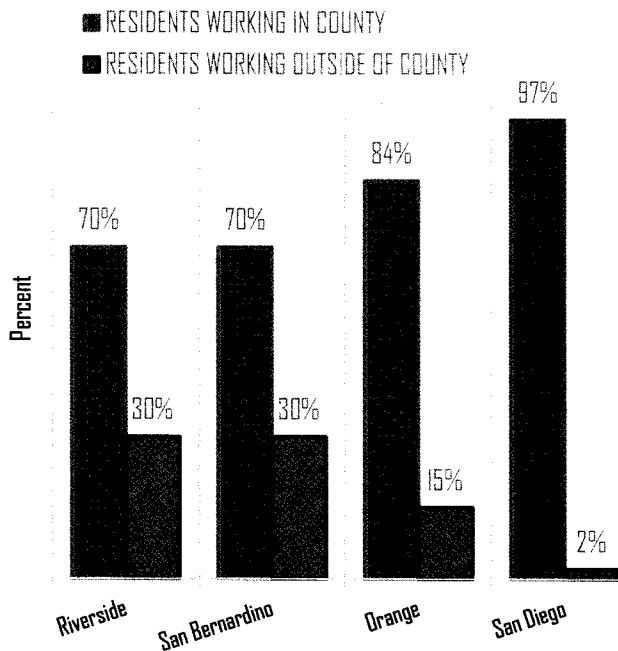


Employment in Riverside County

Nine Largest Employers 2018	
	Employees ¹⁸
County of Riverside	24,668
March Air Reserve Base	9,000
University California Riverside	8,735
Kaiser Permanente	5,592
Corona-Norco USD	4,989
Pechanga Resort & Casino	4,683
Riverside USD	4,335
Hemet USD	4,302
Eisenhower Medical Center	3,743

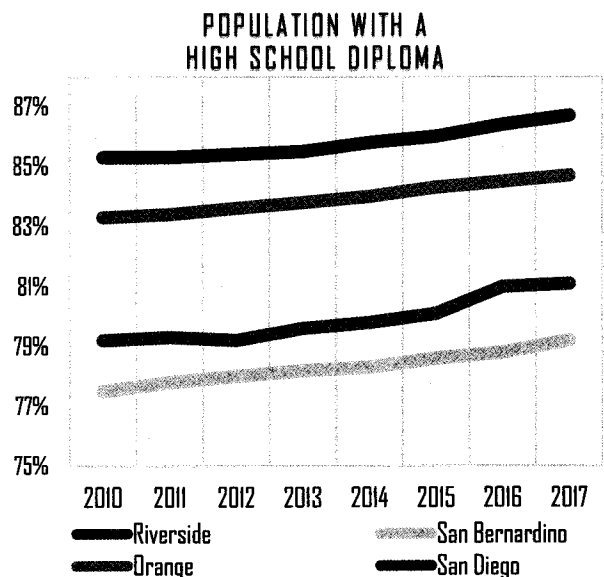
Residents Employed in County

The percent of residents employed and working within Riverside County is 70 percent, while 30 percent travel to a different county for employment.¹⁹ Both inland counties have similar numbers of constituents working outside of their county. The coastal counties typically provide higher wages, which helps to explain the high percentage of inland residents traveling to the coast for employment.



Education

The County of Riverside educational attainment level has seen little variation over the last six years. As of 2017, Riverside County's percent of population with a high school diploma was 81 percent and the percent of the population with a Bachelor's degree was 21 percent.²⁰

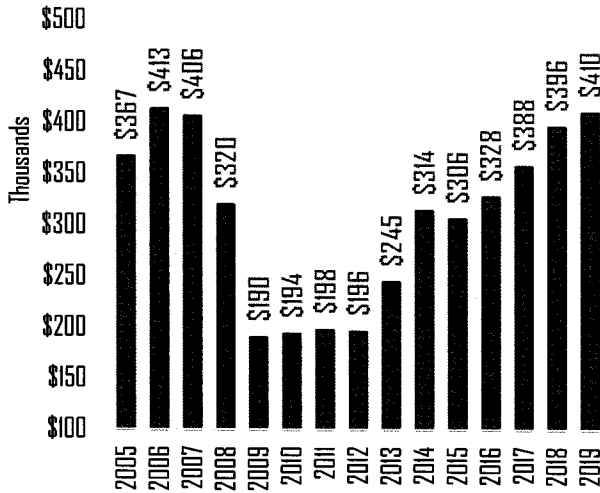




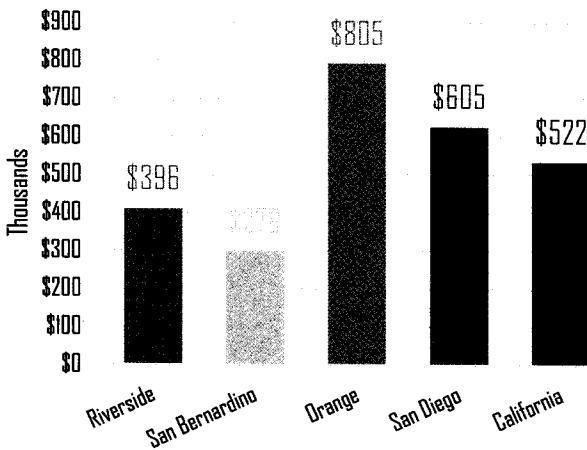
Housing

The median home price in the County of Riverside as of February 2019 was \$410,000. Since its lowest point in 2009, the median price of homes sold has risen and surpassed pre-recession levels. The inland empire offers affordable housing, which is one factor that makes Riverside County an attractive place to live.²¹

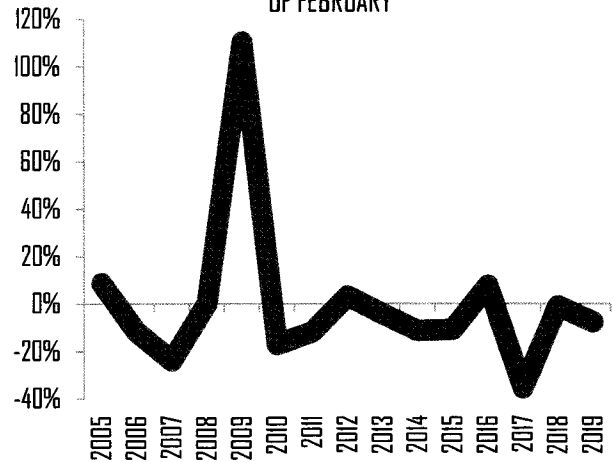
MEDIAN PRICE OF EXISTING HOMES SOLD AS OF FEBRUARY 2019



COMPARATIVE MEDIAN HOME PRICES 2019



YEAR-TO-YEAR PERCENT CHANGE IN HOME SALES AS OF FEBRUARY



Endnotes

1. U.S. Census Bureau, American Community Survey, Age and Sex
2. California Department of Finance, City and County Population Estimates
3. U.S. Census Bureau, American Community Survey, Age and Sex
4. Robert Wood Johnson Foundation Health Rankings
5. U.S. Census Bureau, American Community Survey, Commuting Characteristics
6. U.S. Census Bureau, American Community Survey, Commuting Characteristics
7. U.S. Census Bureau, American Community Survey, Commuting Characteristics
15. U.S. Census Bureau, American Community Survey 2015
16. U.S. Census Bureau, American Fact Finder, Economic Characteristics
17. California Employment Development Department
18. Riverside County Economic Development Agency
19. U.S. Census Bureau, American Fact Finder, Commuting Characteristics
20. U.S. Census Bureau, American Fact Finder, Educational Attainment
21. California Association of Realtors





BUDGET PROCESS

Timeline

The budget process is year-round, beginning with development of internal service rates and culminating with adoption of the budget. Budget amendment takes place throughout the year by 4/5ths vote.

October through December

In the first quarter report, the Executive Office presents budget guidelines for the next fiscal year based on economic indicators, revenue forecasts, and Board of Supervisors priorities. Internal service rates are developed based on anticipated operating budgets for the next fiscal year in accordance with Board policy.

January through February

In the midyear report, the Executive Office updates projected budget conditions. Internal service rates are also presented for approval. The Executive Office distributes Board budget policies, priorities, and information about budget targets, deadlines, and rates to departments.

March through April

Departments submit budget requests to the Executive Office for consideration in March. If economic conditions allow, departments submit new capital improvement project requests to the Executive Office. Due to financial constraints, new projects are limited.

May

The Executive Office presents the third quarter report in May, including a current year budget status, economic forecasts, and previews budget considerations for the following fiscal year.

June

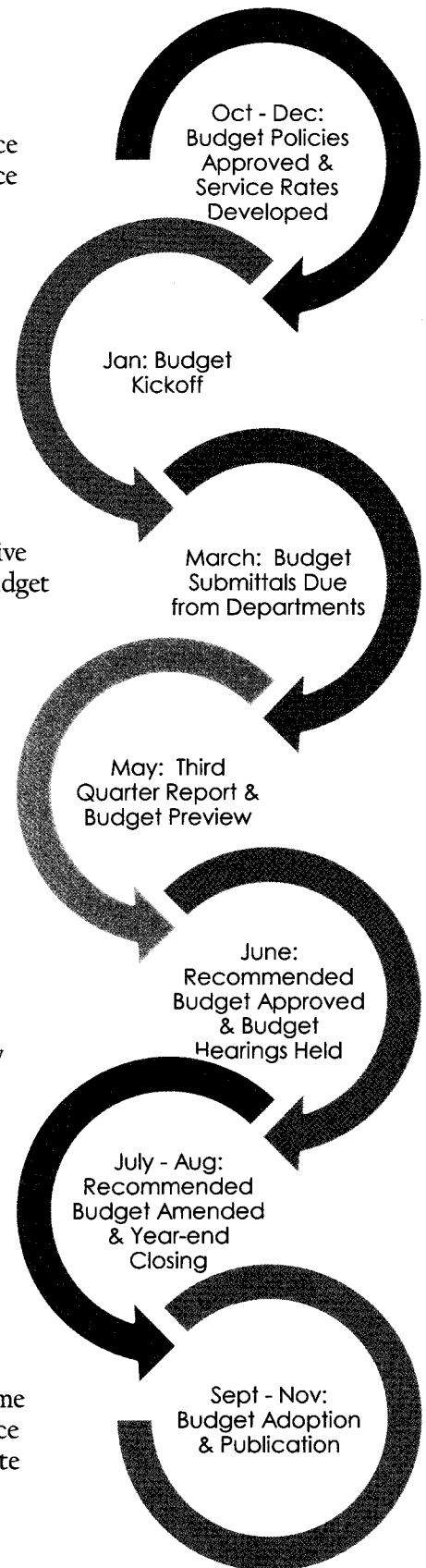
The Executive Officer presents the recommended budget for Board approval by June 30. The Board holds budget hearings and provides direction on policy decisions.

July through August

The Executive Office prepares amendments to the recommended budget addressing the direction given by the Board during budget deliberations. The year-end closing process begins in July, establishing the ending fund balances that roll forward to begin the budget year.

September through November

Following budget hearings, the Board may adopt the budget as amended any time prior to October 1. Once year-end balances are complete, the Executive Office finalizes the adopted budget for publication, which is submitted to the State Controller before December 1 in accordance with the County Budget Act.



ABOUT THE BUDGET BOOK

The recently revised approach uses more graphics to summarize and communicate budget detail in quick, easily read snapshots. It frames departments' budget narratives within the county's strategic objectives and departmental performance metrics.

The introduction summarizes key information about the county itself to provide context, about the budget process, and about the budgetary and financial policies and procedures that influence it. The budget overview provides a synopsis concisely distilling budget detail into a compact summary and outlining the long-range budget strategy.

Budget narratives gather each department's narratives within a function together under one heading. Departments with responsibilities spanning multiple functions have more than one narrative, each found within its functional section. This function-based framework keeps related activities grouped together and maintains consistency with the state-required budget schedules discussed below.

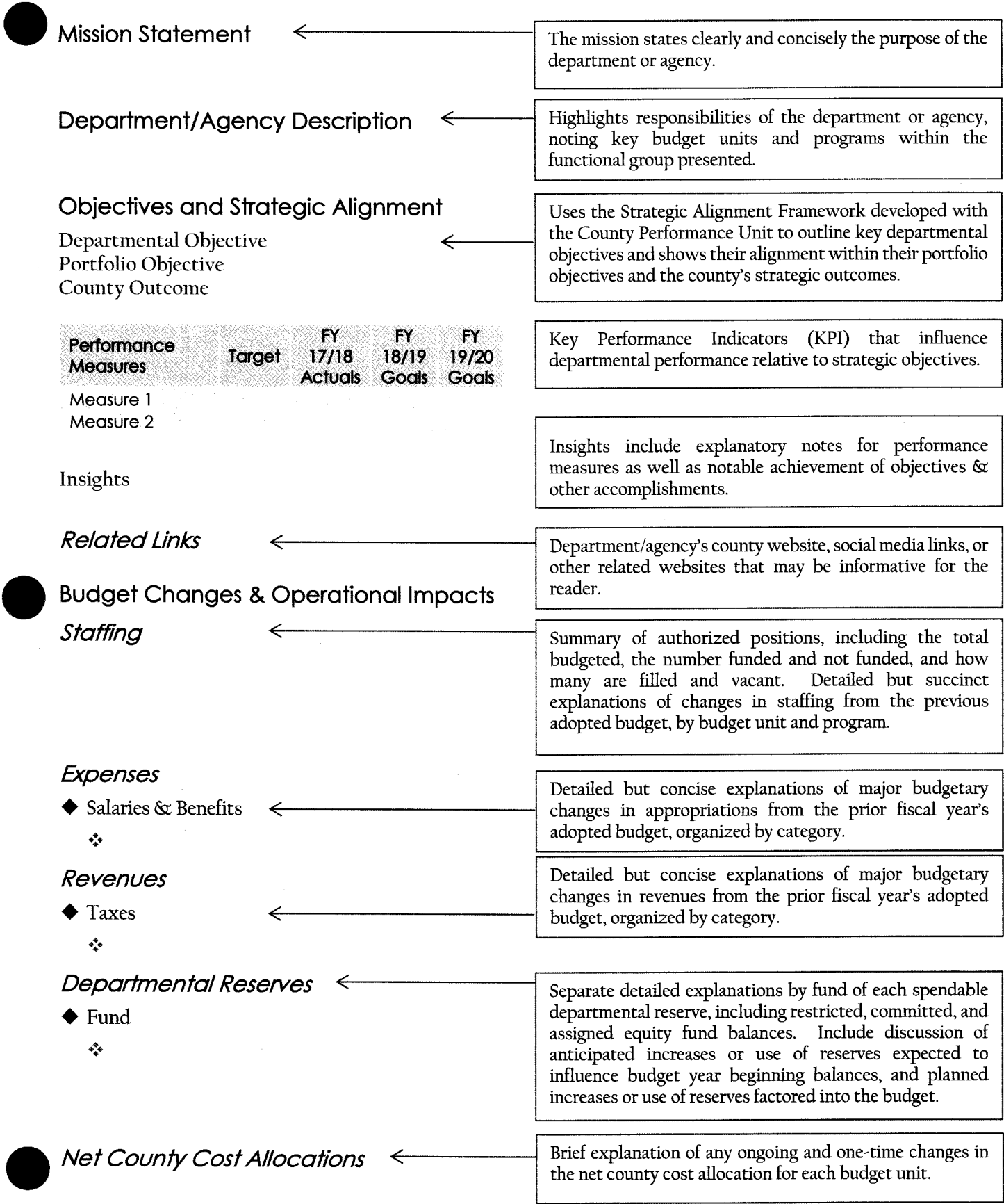
Budget Schedules

Pursuant to the County Budget Act, the State Controller issues the forms and methods with which counties must prepare and submit budget details. Budget Schedules 1 through 15E contained at the back of this budget document conform to those state requirements. Schedules 1 through 8 summarize the unit-level detail for the governmental funds contained in Schedules 9, and proprietary funds contained in Schedules 10 and 11. Schedules 12, 13, and 14 summarize the unit-level detail for the special district budgets contained in Schedule 15 and 15E. Schedule

10 contains the budgets for the county's internal service funds, while Schedules 11 and 15E contain the budgets for the county and special district enterprise funds, respectively. In addition, Schedule 20 contains unit-level detail of positions authorized by resolution amending Ordinance 440; and Schedules 21, 22, and 23 contain detailed listings of recommended vehicles and other fixed assets. Taken together, these budget schedules comprise the official county budget approved by the Board of Supervisors in accordance with the County Budget Act. The tables and charts contained in the narratives provide snapshots of this information.

Governmental funds account for most of the county's primary operations, the largest of which is the general fund. It is the county's basic operating fund, used to report all operating activity not accounted for in other funds. Special revenue funds account for operations with revenue sources restricted to a particular purpose. Capital project funds account for construction, rehabilitation, and acquisition of major capital assets. Debt service funds account for debt repayment. Internal service funds account for transfers between county departments supported by direct cost recovery. Enterprise funds account for county functions primarily supported by user charges to external parties.

In addition to summarizing budget detail by fund type, the State Controller's budget schedules also identify each budget unit by function, and principal activity within function. This facilitates aggregating myriad budget data across a multitude of budget units to gain a clearer picture of the sources and uses contained in the budget.



Budget Tables

For each department/agency, budget tables compare trends in staffing, expenditures, revenues, and use of fund balance across time. In a balanced budget, total sources equal total uses. In a *structurally balanced* budget, total ongoing sources equal ongoing uses, net of one-time sources & uses, including beginning fund balance.

Department/Agency Staffing by Budget Unit

	Prior Year Adopted	Current Year Budget	Budget Year Requested	Budget Year Recommended
Total				

Department/Agency Expenditures by Budget Unit

	Prior Year Adopted	Prior Year Actual	Current Year Budget	Current Year Projected	Budget Year Requested	Budget Year Recommended
Grand Total						

Department/Agency Budget by Category of Expenditure

	Prior Year Adopted	Prior Year Actual	Current Year Budget	Current Year Projected	Budget Year Requested	Budget Year Recommended
Salaries & Benefits						
Services & Supplies						
Other Charges						
Fixed Assets						
Intrafund Transfers						
Expenditures Net of Transfers						
Total Operating Transfers Out						
Total Uses						

Department/Agency Budget by Category of Source

	Prior Year Adopted	Prior Year Actual	Current Year Budget	Current Year Projected	Budget Year Requested	Budget Year Recommended
Taxes						
Licenses, Permits & Franchises						
Fines, Forfeitures & Penalties						
Revenue from Use of Assets						
Intergovernmental Revenue						
Charges for Current Services						
In-lieu & Other Governmental						
Other Revenue						
Total Net of Transfers						
Total Operating Transfers In						
Revenue Total						
Use of Departmental Reserves						
Net County Cost Allocation						
Total Sources						

FINANCIAL POLICIES AND PROCEDURES

Financial policies and procedures ensure fiscal stability and provide guidance for development and administration of the annual budget.

Budgeting

The County Budget Act contained in Government Code §§29000, et seq. governs the authority of the Board of Supervisors to adopt the annual county budget and specifies the process and deadlines by which certain actions must be achieved. These ensure appropriations authority is in place on July 1 with which to sustain core county operations, while also accommodating year-end processes that determine the budget year's beginning fund balances. This process also provides transparency and accountability in the budget process, allowing open public information and participation when the budget is considered and public hearings are held.

The County Budget Act also empowers the State Controller to prescribe the methods and forms used in presenting the formal budget (29005). Per provisions of the County Budget Act, the Riverside County Board of Supervisors has by past actions designated the County Executive Officer as the officer responsible for administering the county budget.

Preparation of the Budget

- ◆ The County Executive Officer prescribes the procedures for submitting budget requests (29042).
- ◆ All county officials are to provide the County Executive Officer budget requests detailing estimated financing sources and uses required on or before June 10 (29040).
- ◆ The County Executive Officer receives these budget requests (29040), prepares requests when an official responsible for submitting a budget request has not done so (29045), and compiles all the requests (29060).
- ◆ The County Executive Officer reviews the budget requests, prepares a recommended budget, and submits that recommended budget to the Board of Supervisors on or before June 30.

Approval of the Recommended Budget

- ◆ The Board of Supervisors may make revisions, reductions, and additions to the recommended budget on or before June 30 (29063), and the County Executive Officer is responsible for revising the recommended budget to reflect those changes made by the Board (29083).
- ◆ To provide the legal spending authority necessary to sustain county operations when the fiscal year begins on July 1, the Board of Supervisors must formally approve the recommended budget, as revised, on or before June 30 (29064). Approval of the recommended budget requires a **majority vote**.

Adoption of the Budget

- ◆ On or before September 8, the Board of Supervisors must make the recommended budget available to the public (29065) and publish public notice of its availability and announcement of public hearings on it 10 days in advance of the hearings (29080).
- ◆ No fewer than 10 days following publication of the hearing notice, and not later than September 18, the Board of Supervisors must commence public hearings on the recommended budget (29080). The Board of Supervisors may continue those hearings day to day until concluded, not exceeding a total of 14 calendar days (29081). The Board of Supervisors must conclude budget hearings on or before October 2 (29081).
 - ❖ Any official whose budget requests have been revised (29063) and any member of the public may appear and be heard at the budget hearings (29080(c)).
 - ❖ All proposals for revisions shall be submitted in writing to the Clerk of the Board prior to close of the budget hearings (29080(d)). Increases or additions may not be made after the public hearing, unless the items were proposed in writing and filed with the Clerk of the Board before close of the public hearing or approved by the Board of Supervisors by **4/5ths vote**.
- ◆ The Board of Supervisors must approve a resolution formally adopting the budget on or before October 2 (29088). Budget adoption requires a **majority vote**.
- ◆ The County Auditor-Controller must file copies of the adopted budget with the Clerk of the Board and the State Controller on or before December 2 (29093).

Actions Following Adoption of the Budget

- ◆ Revisions to the adopted appropriations may be made by an action formally adopted by the Board of Supervisors at a regular or special meeting as follows (29125):
 - ❖ If between funds, *4/5ths vote* is required.
 - ❖ If transfers from appropriations for contingencies, *4/5ths vote* is required.
 - ❖ If between budget units within a fund if overall appropriations are not increased, *majority vote* is required.
- ◆ The Board of Supervisors has delegated to the County Executive Officer authority to approve transfers of appropriations within a budget unit to the extent overall appropriations of the budget unit are not increased (29125(b)).
- ◆ The Board of Supervisors may at any regular or special meeting by *4/5ths vote* make available for appropriation any of the following balances over which the Board of Supervisors has authority (29130):
 - ❖ Restricted, committed, assigned, and unassigned fund balances, excluding general reserves, and non-spendable fund balance.
 - ❖ Amounts either in excess of anticipated amounts or not specifically set forth in the budget derived from any actual or anticipated increases in financing sources.

In the Event of Emergency

- ◆ If due to an emergency the Board of Supervisors has not approved a recommended budget by June 30, appropriations of the previous year final budget shall roll over and be deemed appropriations of the new year, excluding assets and transfers out unless specifically approved by the Board (29124(a)(3)).
- ◆ The Board of Supervisors may by *4/5ths vote* at any regular or special meeting adopt a resolution declaring an emergency (29127) and approve appropriations and expenditures necessary to meet that emergency, in the following cases:
 - ❖ Upon emergency caused by war, fire, failure or imminent failure of the water supply, flood, explosion, storm earthquake, epidemic, riot, or insurrection;
 - ❖ For immediate preservation of order or public health;

- ❖ For restoration to usefulness any public property destroyed by accident;
- ❖ For relief of a stricken community overtaken by calamity;
- ❖ For settlement of approved claims for personal injuries or property damages, except claims arising from operation of public utilities owned by the county; or,
- ❖ For mandatory expenditures required by law.
- ◆ Emergency expenditures may be paid from any money in the county treasury in any fund from which the expenditure may be properly paid (29128).

Constraints of Appropriations

- ◆ Except as provided by law, the Board of Supervisors and every other county official are limited in incurring or paying obligations to the amounts of appropriations allowed for each budget unit in the adopted budget as revised (29120).
- ◆ Except as provided by law, obligations incurred or paid in excess of budget unit appropriations are not a liability of the county, but a personal liability of the official authorizing the obligation (29121).
- ◆ Except on court order, for an emergency, or as provided by law, the Board of Supervisors cannot approve a claim nor the Auditor issue payment for any obligation that would result in a budget unit exceeding its appropriations (29122).
- ◆ Any unencumbered appropriations remaining at the end of the fiscal year shall lapse and revert to the available fund balance from which they were appropriated (29143).

Basis of Budgeting

Government accounting is distinguished from business accounting by use of funds to separate resources of a jurisdiction by type or use. These fund types are defined by the Governmental Accounting Standards Board (GASB) as follows:

- ◆ Governmental Funds
 - ❖ General funds
 - ❖ Special revenue funds
 - ❖ Debt service funds
 - ❖ Capital project funds
 - ❖ Proprietary Funds
- ◆ Internal service funds

- ◆ Enterprise funds
- ◆ Permanent Funds
- ◆ Fiduciary Funds

Governmental funds account for the primary operations of a jurisdiction. The annual budget for governmental funds is done on the modified accrual basis of accounting. Modified accrual accounting recognizes revenues when the dollar value of the revenue is known and collectible within the current period. Proprietary funds account for the business-type functions of a jurisdiction that provide services almost exclusively on a fee-for-service basis. Because they are intended to operate like businesses, the annual budgets for proprietary funds are done on the full accrual basis of accounting. Full accrual accounting recognizes both revenue and expense when earned. Because they hold assets for other parties, annual budgets are not adopted for fiduciary funds.

Fund Descriptions

For budgetary purposes major funds may differ from major funds reported the County of Riverside Comprehensive Annual Financial Report (CAFR). In a CAFR, major funds are those whose revenues, expenditures, assets, or liabilities are at least 10 percent of all governmental or enterprise funds and at least 5 percent of the aggregate amount for the same item. In a budget document, any fund whose revenues or expenditures, excluding other financial sources and uses, constitute more than 10 percent of the revenues or expenditures of the appropriated budget should be considered a major fund. The budgetary funds and descriptions are as follows:

Major Funds

The general fund is the county’s primary operating fund, comprising 58 percent of the overall budget. It is used to account for all revenues and expenditures necessary to carry out the basic governmental activities of the county that are not accounted for through other funds. The county general fund includes such functions as general government, public protection, health and sanitation, public assistance, education, and recreation and culture services. No other single county fund qualifies as a major budgetary fund.

Non-Major Funds, Governmental

A special revenue fund is a governmental fund used to account for and report proceeds of specific revenue sources restricted or committed to expenditures for specified purposes other than debt service or capital projects. Examples include Transportation, County Structural Fire Protection, Home Program Fund, Neighborhood Stabilization, and Aviation funds.

A capital project fund is a governmental fund used to account and report for financial resources restricted, committed, or assigned to expenditures for capital outlay. This includes acquisition or construction of capital facilities and other capital assets. Examples include Developers Impact Fee Operations, the County of Riverside Enterprise Solutions for Property Taxation (CREST) Project, Public Safety Enterprise Communication (PSEC) Project, Accumulative Capital Outlay, and Capital Improvement Project (CIP) funds.

A debt service fund is a governmental fund used to account and report financial resources restricted, committed, or assigned to expenditure for principal and interest. Examples include Pension Obligation Bonds, Teeter Debt Service, and Redevelopment Obligation Retirement funds.

Non-Major Funds, Proprietary (Business-Type) and Others

An internal service fund accounts for goods or services for which the county charges internal customers. Examples include Human Resources, Information Technology, Fleet Services, Custodial Services, and Maintenance Services funds.

An enterprise fund accounts for goods or services for which the county charges outside customers. Examples include Riverside University Health System – Medical Center, Waste Resources, and Housing Authority funds

Special district and other agency funds are used to account and report financial resources of independent units of local government organized to perform a single government function or a restricted number of related functions. Examples include County Service Areas, Flood Control & Water Conservation District, Perris Valley Cemetery Operations, Regional Parks and Open Space District.

Financial Forecasting

The county has a financial planning process intended to assess short-term and long-term financial implications of policy decisions. Independent economists gather economic data from the national, state, and local levels to produce a five-year general-purpose revenue forecast for the county. This five-year outlook is a vital component in the financial planning process, the county uses to develop plans that maintain the financial health and stability of the county.

Governmental Fund Balance and Reserve Policy

Fund balance is the difference between assets and liabilities on a governmental fund balance sheet, and represents the net remainder of resources less expense at year-end. It is a widely used component in government financial statements analysis. Board Policy B-30, *Government Fund Balance and Reserve Policy*, establishes county guidelines for use of fund balance with restricted purpose versus unrestricted purpose. This policy applies to governmental funds, which includes the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds. GASB Statement No. 54, which applies to periods beginning after June 15, 2010, governs how fund balance information is reported to enhance its decision-making value.

Governmental Fund Balance Categories

Governmental fund balances are comprised of the following categories:

- ◆ Non-spendable fund balance: amounts that cannot be spent because they are not in spendable form or must be maintained intact.
- ◆ Restricted fund balance: amounts specified by external parties, such as laws, regulations creditors, or grantors.
- ◆ Committed fund balance: unrestricted amounts formally committed by the Board for a specific purpose. Board approval is required to establish, change, or remove a commitment.
- ◆ Assigned fund balance: unrestricted, uncommitted amounts set aside for a specific intended purpose.
- ◆ Unassigned fund balance: general fund equity not reported in any other category and available for

use. The general fund is the only fund that has unassigned fund balance.

Spending Prioritization

Board Policy B-30 intends to ensure that:

- ◆ When both restricted and unrestricted fund balances are available, restricted amounts are used first.
- ◆ Unrestricted fund balance are used in the following order: committed, assigned, and unassigned.

Minimum Balance Requirements

Guidelines for minimum fund balance for governmental funds is essential to ensuring a prudent equity level is maintained for working capital to cover expenditures pending receipt of revenues, delays in revenue receipt, or revenue shortfalls.

Unassigned Fund Balance – General Fund

The Board's objective is to maintain a general fund unassigned fund balance of at least 25 percent of the fiscal year's estimated discretionary revenue. A portion of this fund balance may be separately identified for one-time or short-term coverage or budgetary crises. If unassigned fund balance is drawn below 25 percent, the county Executive Office is required to develop a plan to restore it to the minimum level within three years.

Fund Balance – Special Revenue Funds

Special revenue fund balances are to be kept at or above the minimum level dictated by the funding source and should not fall below zero. If the fund balance drops below minimum levels, the department responsible for the fund will develop a plan to restore the balance to established minimum levels within two years.

Pension Management Policy

The focus of Board Policy B-25, *Pension Management Policy*, is ensuring proper pension plan management. This policy applies to all county defined benefit pension plans, administered by the California Public Employees Retirement System (CalPERS).

Pension Management Policy Overview

- ◆ The county's pension assets constitute a trust independently administered by CalPERS to satisfy

the county's retirement obligations. The county bears the ultimate responsibility to meet pension obligations.

- ◆ The county sets contribution rates sufficient to:
 - ❖ Pay any amounts due to CalPERS;
 - ❖ Capture full cost of annual debt service on pension obligation bonds outstanding;
 - ❖ Collect designated annual contribution if the county has established a liability management fund in connection with the issuance of such bonds; and,
 - ❖ Pay consultants hired to assist the Pension Advisory Review Committee.
- ◆ Withdrawal of a group of employees from participation in the plans does not necessarily trigger a distribution of assets.
- ◆ If any employee group or department separates from the county, the associated actuarial liability and pension are subject to independent actuarially determined "true value."
- ◆ All contracts or grants include full estimated pension cost in the contract or grant. Upon the termination of such contracts or grants, a termination payment may be negotiated.

Pension Advisory Review Committee

- ◆ The Pension Advisory Review Committee (PARC) is comprised of the County Finance Officer (Chair), Treasurer, Human Resources Director Auditor Controller, and a local safety member department representative.
- ◆ The PARC meets at least annually or as necessary upon the call of the Chairperson to address county pension plan topics.
- ◆ Each year, PARC prepares a public report of the county's pension plan status and analysis of CalPERS's most recently available actuarial report.
- ◆ PARC reviews proposed changes to pension benefits or liability amortization schedules, and provides the Board of Supervisors with an analysis of the long-term costs and benefits.

Pension Obligation Financing

Issuance of pension-related debt is reviewed first by PARC.

- ◆ The county may establish a liability management fund in connection with the initial debt issuance, and any future issuance.

- ◆ Such liability management funds are funded by projected savings from issuance and only used to retire pension bond debt or transferred to CalPERS to reduce unfunded liability.
- ◆ PARC makes annual recommendations regarding prepayment of pension obligation financings or annual CalPERS contributions, and potential savings from such early payment.

Investment Policy

Board Policy B-21, *County Investment Policy Statement*, safeguards public funds by assuring the county follows prudent investment practices and provides proper oversight of these investments. The Treasurer annually presents their statement of investment policy to the County Investment Oversight Committee for review and to the Board of Supervisors for approval. The Treasurer's authority to make investments is reviewed annually, pursuant to state law. All investments are governed by restrictions defining the type of investments authorized, maturity limitations, portfolio diversification, credit quality standards, and applicable purchase restrictions.

Portfolio Objectives

The Treasurer actively manages the investment portfolio in a manner responsive to the public trust and consistent with state law with the objectives to:

- ◆ Safeguard investment principal;
- ◆ Maintain sufficient liquidity to meet daily cash flow requirements; and,
- ◆ Achieve a reasonable yield on the portfolio consistent with these objectives.

Investment Oversight Committee

- ◆ The Investment Oversight Committee (IOC) has five members chaired by the County Executive Office.
- ◆ IOC members are nominated by the County Treasurer and confirmed by the Board of Supervisors as openings occur.
- ◆ Members of the IOC are chosen from among the following:
 - ❖ Executive Office (chair)
 - ❖ County Treasurer
 - ❖ Auditor-Controller
 - ❖ A representative of the Board of Supervisors

- ❖ The County Superintendent of Schools or his/her designee
 - ❖ A representative selected by schools and community college districts
 - ❖ A representative selected by special districts with funds in the County Treasury
 - ❖ Up to two members of the public.
- ◆ IOC duties are specified in Government Code §27133 (review of investment policies), §27134 (compliance audits), and §27137 (prohibits members from making investment decisions), and are limited to assets in the County Treasury investment pool and outside the County Treasury whose investment are under the direct control of the County Treasurer or Board of Supervisors.
 - ◆ IOC members are advised of, and subject to, Government Code §§27132.1, 27132.3, and §27133(d) (conflicts of interest prohibitions), as well as limits on gifts and honoraria set by the Fair Political Practices Commission (FPPC).

Fiduciary Responsibility

Each County Treasurer, or governing body authorized to make investment decisions on behalf of local agencies, is a trustee and therefore a fiduciary subject to the prudent investor standard. Government Code §27000.3 requires that when investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a county treasurer or board of supervisors will act with care, skill, prudence, and diligence to safeguard the principal and maintain the liquidity needs of the county and other depositors.

Debt Management Policy

Board Policy B-24, *Debt Management Policy*, protects the county's credit quality through proper debt management, thereby reducing the county's cost of borrowing. This policy applies to all direct county debt, conduit financing, and land secured financing.

Debt Management Policy Overview

- ◆ Long-term debt is not used to finance ongoing operational costs. When possible, the county pursues alternative sources of funding, such as grants, to minimize the level of direct debt.
- ◆ The county uses special assessment revenue, or other self-supporting debt instead of general fund debt whenever possible.
- ◆ Debt issued shall not have a maturity date beyond the useful life of the asset acquired or constructed.

- ◆ Long-term, general fund obligated debt is incurred, when necessary, to acquire land or fixed assets based upon project priority and ability of the county to pay. The project should be integrated with the county's long-term financial plan and capital improvement program.
- ◆ The county establishes an affordable debt level to preserve credit quality and ensure sufficient revenue is available to pay annual debt service. The debt level is calculated by comparing seven percent of discretionary revenue to aggregate debt service, excluding self-supporting debt.
- ◆ The county tries to maintain a variable rate debt ratio in an amount not greater than 20 percent of the total outstanding debt, excluding variable rate debt hedged with cash, cash equivalents, or a fixed-rate swap.
- ◆ When it benefits the county's financial or operating position, the county reviews outstanding debt and initiates fixed-rate refunding. The term of such refunding does not extend the maturity beyond the original debt without compelling justification.
- ◆ Each county department, agency, district or authority managing debt:
 - ❖ Observes applicable state and federal regulations and laws regarding disclosure in all financings.
 - ❖ Files annual reports and material event notices with appropriate state and/or federal agencies in a timely manner.
 - ❖ Provides an annual certificate to the Debt Advisory Committee of its compliance or non-compliance with state and/or federal disclosure laws.

Debt Advisory Committee

- ◆ The Debt Advisory Committee (DAC) reviews proposed county-related financings at least once prior to approval by the Board of Supervisors.
- ◆ The DAC has seven members chaired by the County Executive Office:
 - ❖ County Executive Office (chair)
 - ❖ County Treasurer
 - ❖ County Auditor-Controller
 - ❖ County Counsel
 - ❖ Economic Development Agency Executive Director

- ❖ Community Facilities District/Assessment District Administrator
- ❖ General Manager Chief Engineer, Flood Control & Water Conservation District
- ◆ DAC meetings are held monthly or as called by the Chairperson.
- ◆ Each financing proposal brought before the DAC includes:
 - ❖ A detailed description of the type and structure of the financing;
 - ❖ Full disclosure of the specific use of the proceeds;
 - ❖ A description of the public benefit to be provided by the proposal;
 - ❖ The principal parties involved in the financing;
 - ❖ Anticipated sources of repayment;
 - ❖ An estimated statement of sources and uses;
 - ❖ Any credit enhancements proposed;
 - ❖ The anticipated debt rating, if any; and,
 - ❖ An estimated debt service schedule.
- ◆ The DAC acts on items brought before it with either a “Review and File” or “Review and Recommend” action.

Conduit Financing

Conduit financing is an arrangement involving a government agency using its name in an issuance of fixed income securities for a large capital project. The county uses conduit financing to encourage:

- ◆ Development of residential housing intended to provide quality, affordable single-family housing for first time homebuyers, within incorporated and unincorporated areas.
- ◆ Development of residential housing that complies with both federal and state requirements for low- and moderate-income multi-family housing within the incorporated and unincorporated areas of the county.
- ◆ Commercial, retail, industrial, and other development projects that increase the employment base within the county to create jobs/housing balance and enhance the overall tax base of the county.

Land Secured Financing

Community facilities districts (CFDs) or special benefits assessment districts (ADs) are considered when public facilities of a residential development represent a significant public benefit:

- ◆ The county uses CFDs or ADs to develop commercial or industrial properties that increase jobs, property or sales tax revenues, and major public improvements.
- ◆ Projects comply with the requirements of the Improvement Act of 1911, the Municipal Improvement Act of 1913, the Improvement Bond Act of 1915, or the Community Facilities Act of 1982, and provisions of Board Policy B-12.

Alternate Financing Products

Alternate financing products are different methods that may be used by the county to reach their financial objectives, such as:

- ◆ Achieving greater debt savings by taking advantage of market conditions;
- ◆ Better managing county assets and liabilities;
- ◆ Reducing interest rate risk; and,
- ◆ Increasing cash flow savings.

The county does not use alternative financing products for speculative purposes, and Board of Supervisors approval is required.

Interest Rate Swaps

An interest rate swap is a financial contract between a bank and the county in which a floating rate of interest is swapped for a fixed rate on the issuance of bonds. This allows the county to save money by hedging against rising interest rates.

- ◆ Each interest rate swap agreement includes payment, term, security, collateral, default remedy, termination and other terms, conditions and provisions that the County Finance Officer, in consultation with County Counsel and the County Treasurer, deems necessary.
- ◆ To minimize counterparty risk, the county may enter into swap agreements only with counterparties rated AA by at least one rating agency, and each counterparty shall have a minimum capitalization of \$150 million.
- ◆ Diversification of counterparties is the expressed goal of the county.
- ◆ The county will not provide collateral to secure its obligations under swap agreements if the credit rating of the counterparty falls below AA by any rating agency. Collateral, equaling at least 102 percent of the swap amount, shall consist of cash

• • •

or U.S. Government securities deposited with a third-party trustee.

- ◆ All swap agreements shall contain a provision granting the county the option to terminate the agreement at any time over its term.

- ◆ A termination payment to or from the county may be required at the time of termination.

- ◆ The county will not make a termination payment to a counterparty not meeting its contractual obligations under the swap agreement.

BUDGET OVERVIEW

EXECUTIVE SUMMARY

The extensive process to constructing the County’s budget for FY 19/20 included restrictions on some departments’ new requests for Net County Cost (NCC), as well as other ongoing NCC reductions. In addition, it considered the potential for new and one-time revenue opportunities. Not factored in, however, are impacts from ongoing labor negotiations that are currently unknown.

The budget establishes \$6.1 billion in appropriations for Riverside County, an increase of 6.6 percent from previous budgeted spending levels. The increase is mostly attributed to the Health and Sanitation as the result of expanding capacity and the continuum of care through Riverside University Health System (RUHS) key strategic initiatives like the RUHS Medical and Surgical Center (MOB), the behavioral health augmented board and care, the community care clinics expansion, the behavioral health integration, and the substance abuse treatment waiver. These initiatives will help provide the right care at the right time in the right setting, which is better for the patient, better for the quality of care, and better from a financial perspective. It helps preserve our highest levels of intensive, emergency, and inpatient care resources for the most urgent patient and community needs.

Overall estimated revenue is projected to increase to \$5.8 billion, an increase of 5.1 percent. It’s critical to note that while revenue has increased, the county’s current costs have risen at a much faster rate than revenue projections. The difference is covered with use of departmental reserves, net assets from internal service departments, and reserves.

General fund discretionary revenue is projected at \$837 million which is 5 percent higher than the previous budget. This five percent increase is primarily due to modestly rising property tax revenues and interest income. Discretionary spending is at \$838 million. The \$20 million in contingency is budgeted with use of one-time funding.

At the start of the budget process, departments submitted requests for NCC in excess of \$46 million. The entirety of these costs could not be absorbed in

the current budget, while also planning for ongoing employee labor negotiations.

After applying strategic reductions to these new requests for NCC, the \$46 million was reduced to \$29 million. These substantial efforts were put forth to meet the priorities set by the Board of Supervisors and serve the residents, visitors and businesses of Riverside County.

The County’s reserve balance for beginning of FY 19/20 is projected at \$212 million, just \$3 million above the Board Policy B-30. Board Policy B-30, stipulates that 25 percent of the county’s discretionary revenue must be held in the county’s reserve. The reserve balance is intended to cover the county’s expenses for a finite length of time during an economic or other natural or man-made disaster with severe economic impacts. Additionally, maintaining reserves above \$150 million is essential to the county’s bond ratings.

To keep discretionary spending within the reserve limits and continue meeting our high priorities established by the Board, the Executive Office implemented targeted reductions, a total of \$21 million or approximately three percent.

Furthermore, the Executive Office has instructed county departments to reevaluate and pursue new revenue opportunities.

BUDGET AT A GLANCE

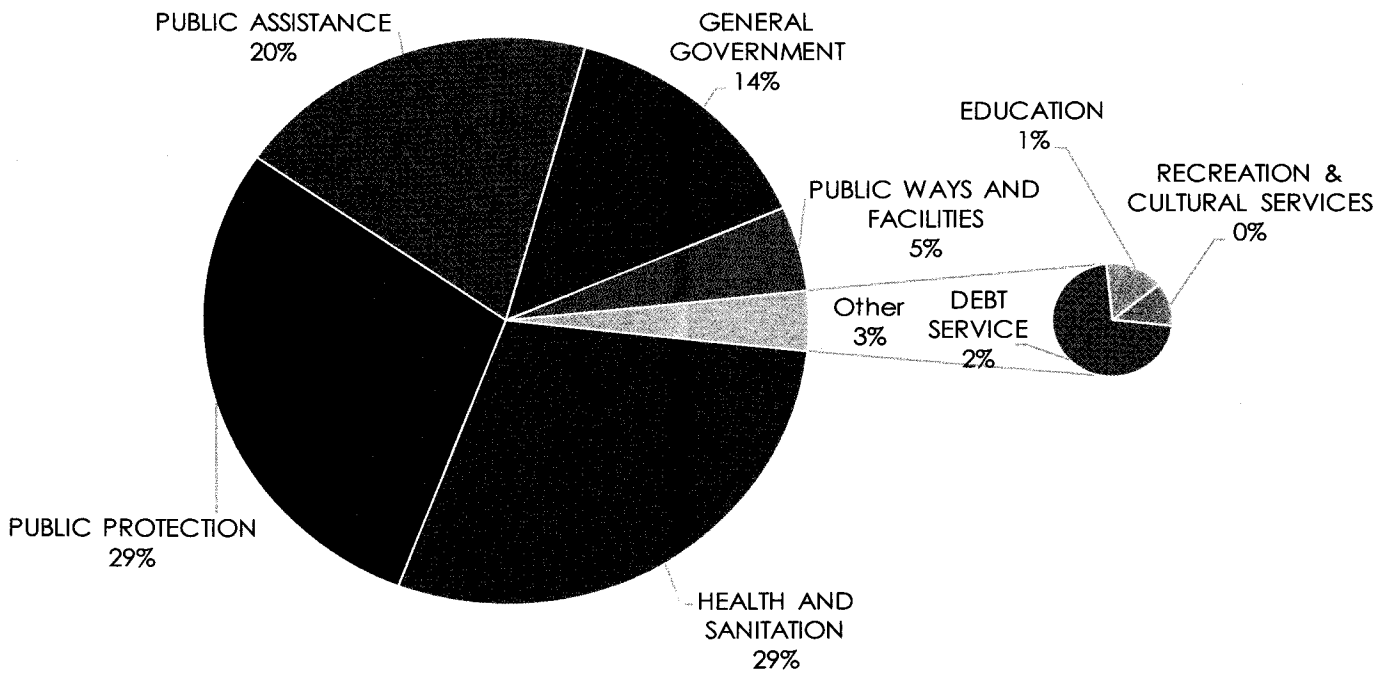
Budget Net of Operating Transfers \$ billions	
	Appropriations
Salaries and Benefits	2,581.8
Services and Supplies	1,839.0
Other Charges	1,593.9
Fixed Assets	332.7
Approp for Contingencies	20.0
Intrafund Transfers	(268.1)
Total Appropriations	6,099.3
	Sources
Intergovernmental Revenues	2,759.0
Charges For Current Services	1,821.9
Taxes	476.8
Other Revenue	587.7
Rev Fr Use Of Money&Property	87.7
Fines, Forfeitures & Penalties	63.0
Other In-Lieu And Other Govt	22.2
Licenses, Permits & Franchises	25.0
Total Revenues	5,843.3
Use of Fund Balance	256.0
Total Sources	6,099.3



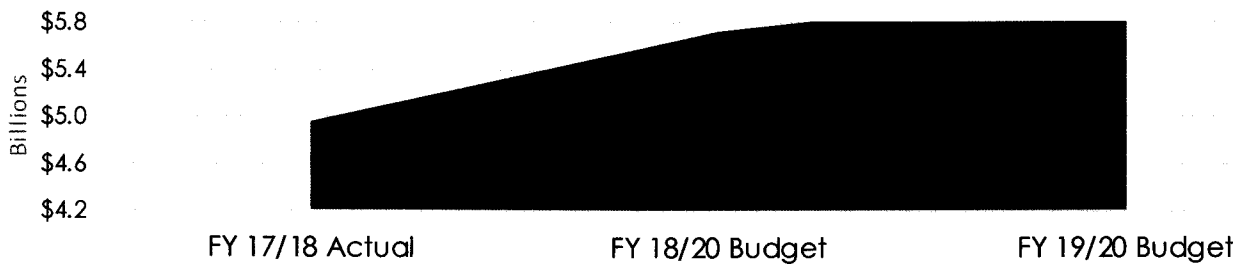
Total Budgeted Appropriations

Overall, the budget contains \$6.1 billion in total appropriations across all funds, a 6.6 percent net increase of \$375.4 million from the previously budgeted levels. Broken out by function, the largest sector of overall county appropriations is \$1.8 billion for health and sanitation at 29 percent, reflecting a 19.6 percent increase, followed closely by \$1.7 billion for public protection at 29 percent, reflecting an increase of 1.9 percent, and \$1.2 billion for public assistance at 20 percent, reflecting an increase of 3.6 percent. These three functions comprise 78 percent of total appropriations. General government comprises only 14 percent of all appropriations at \$865 million, a net decrease of 2.8 percent, while all others combined comprise only 8 percent.

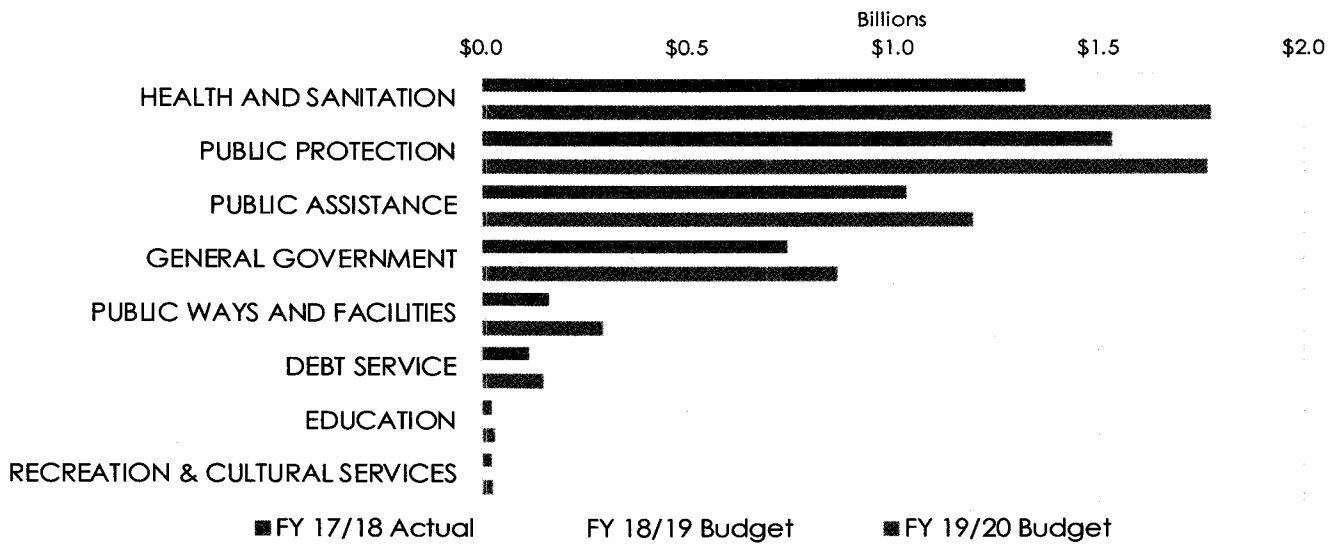
Total Appropriations by Function



Trend in Total Appropriations



Comparison of Total Appropriations by Function

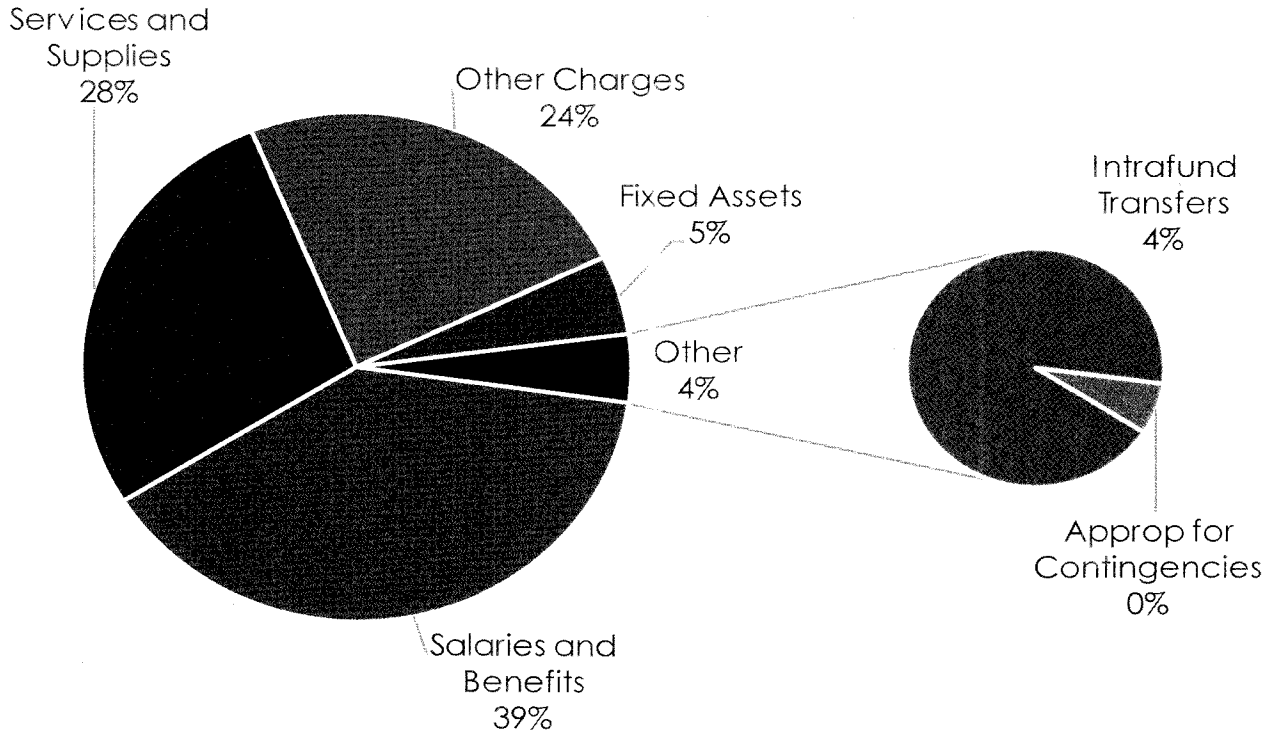


Comparison of Total Appropriations by Function in Millions

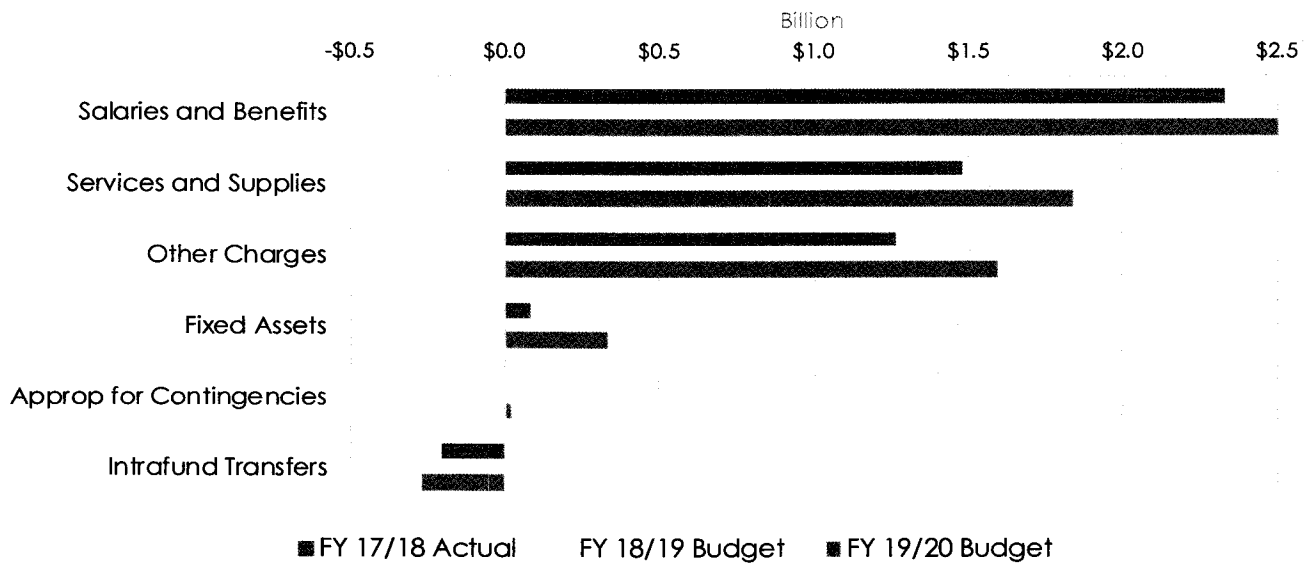
	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Budget	Year-Over-Year Change	% Year-Over-Year Change
HEALTH AND SANITATION	1,321.1	1,483.0	1,773.1	290.0	19.6%
PUBLIC PROTECTION	1,531.5	1,731.1	1,764.5	33.3	1.9%
PUBLIC ASSISTANCE	1,030.0	1,150.9	1,192.4	41.4	3.6%
GENERAL GOVERNMENT	743.1	889.3	864.7	(24.5)	-2.8%
PUBLIC WAYS AND FACILITIES	161.9	258.7	296.6	37.9	14.7%
DEBT SERVICE	115.6	149.2	149.1	(0.1)	-0.1%
EDUCATION	24.8	30.1	32.8	2.8	9.3%
RECREATION & CULTURAL SERVICES	20.6	31.5	26.1	(5.5)	-17.3%
Grand Total	\$4,948.7	\$5,723.8	\$6,099.3	\$375.4	6.6%

Broken out by spending category, 39 percent of overall appropriations are for salaries and benefits, with 28 percent for services and supplies, and 24 percent for other charges, such as public aid and debt service. Just 5 percent of overall appropriations are for acquisition of fixed assets, and 0.3 percent of the overall budget is set aside for general fund contingency.

Total by Appropriation Class



Comparison of Total by Appropriation Class



Comparison of Total Expenses by Appropriation Class

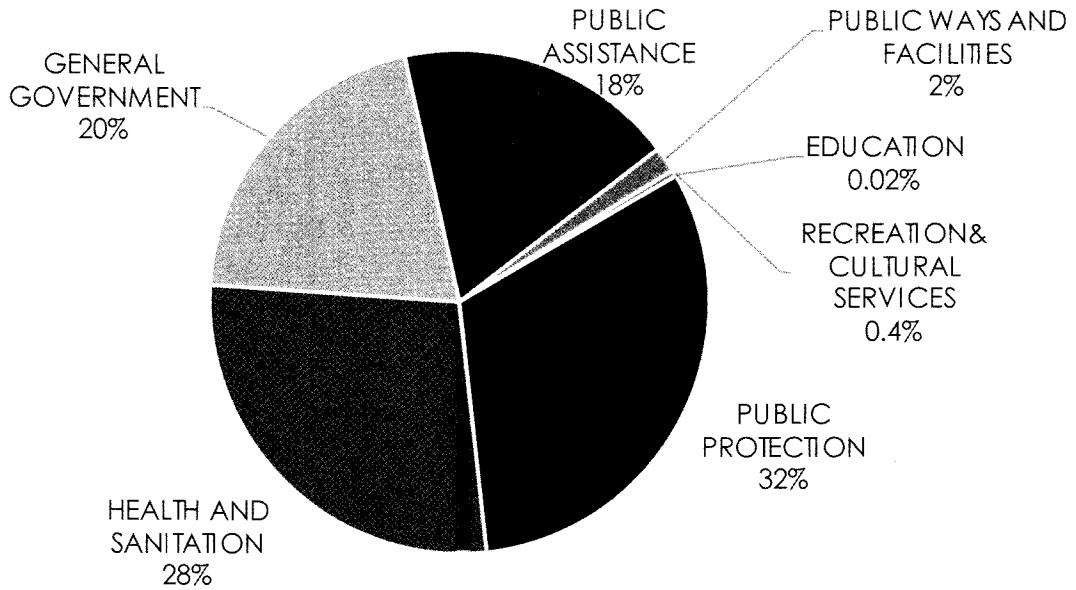
\$ in millions

	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Budget	Year-Over-Year Change	% Year-Over-Year Change
Salaries and Benefits	2,328.0	2,453.5	2,581.8	128.3	5.2%
Services and Supplies	1,476.1	1,748.9	1,839.0	90.2	5.2%
Other Charges	1,264.0	1,527.0	1,593.9	67.0	4.4%
Fixed Assets	80.2	233.7	332.7	99.0	42.4%
Approp for Contingencies	-	13.6	20.0	6.4	47.1%
Intrafund Transfers	(199.6)	(252.7)	(268.1)	(15.4)	6.1%
Grand Total	\$4,948.7	\$5,723.8	\$6,099.3	\$375.4	6.6%

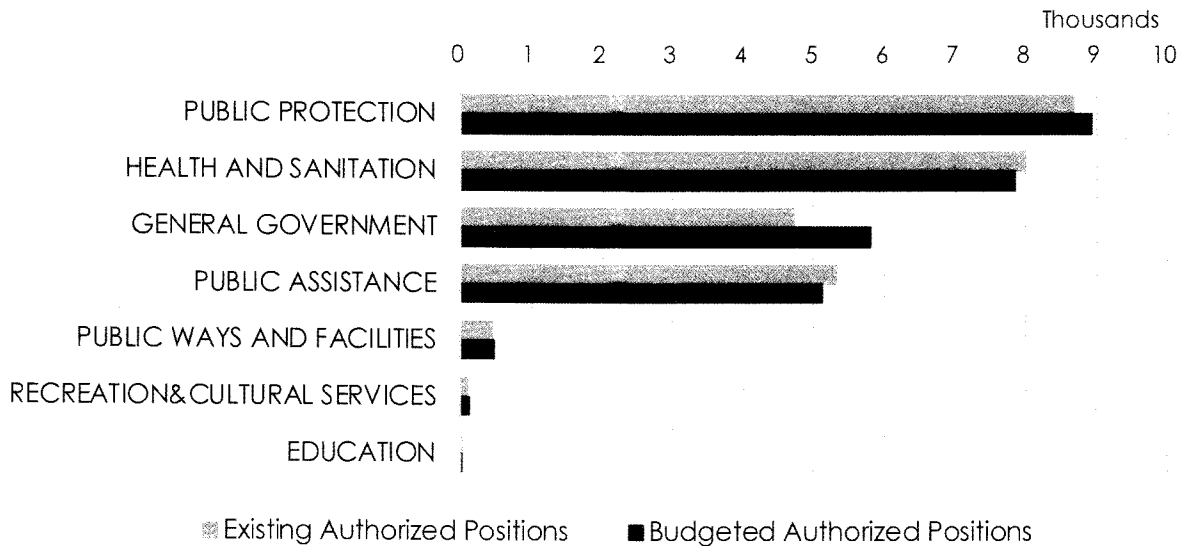
Personnel Summary

The county uses Budget Schedule 20 to amend the authorized position levels in Ordinance No. 440 in conjunction with annual appropriations. The budget authorizes a total of 28,246 full-time positions, a 4 percent net increase of 1,002 positions from the level authorized as of May 2019. Additional summary analyses are provided below. Further details regarding requested and adopted position authorization are summarized in the departmental narratives, and provided by budget unit and job classification in Schedule 20.

Budgeted Authorized Positions by Function

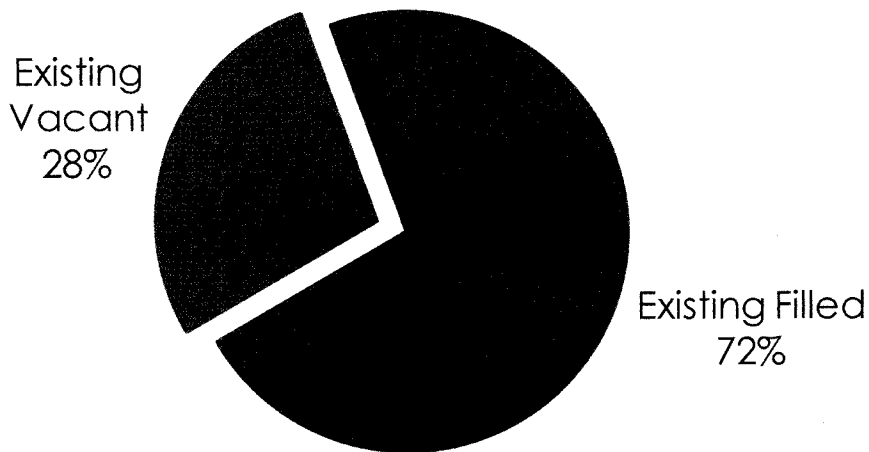


Comparison of Budgeted Authorization to Existing Levels by Function

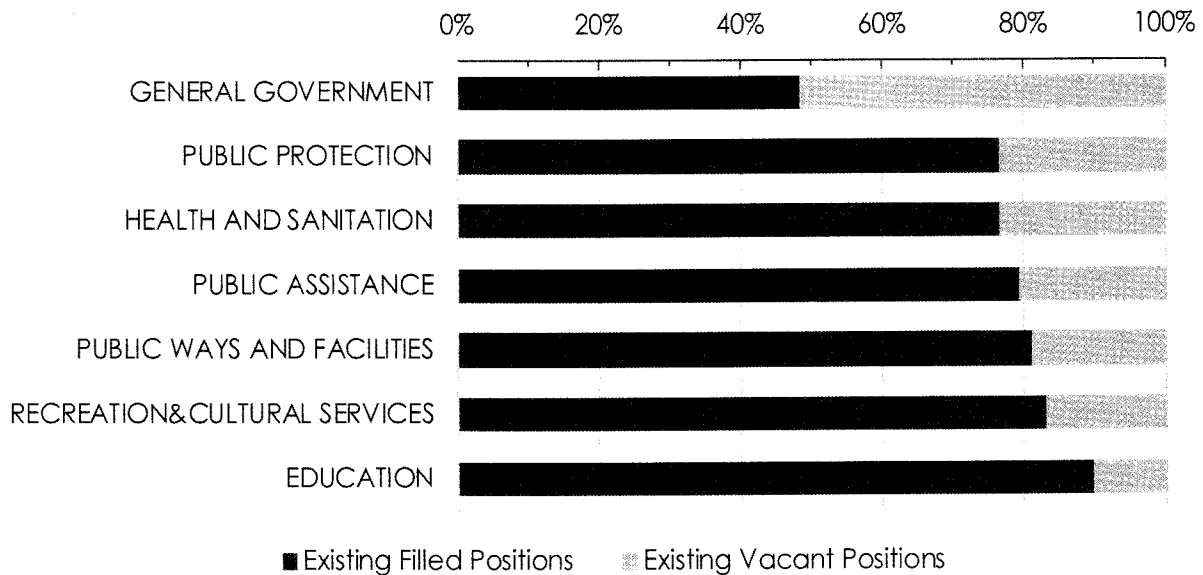


As of May 2019, 19,744 regular, full-time positions were filled and 7,505 were vacant. On a percentage basis, 72 percent of regular positions authorized were filled, and 28 percent remained vacant. Of those vacant, 32 percent are in general government which includes 2,098 temporary positions, 27 percent are in public protection, 25 percent in health and sanitation, 15 percent are in public assistance. Vacant positions may not need funding for a full fiscal year, if at all.

Ratio of Existing Filled to Vacant Authorized Positions



Vacancy Rate by Function



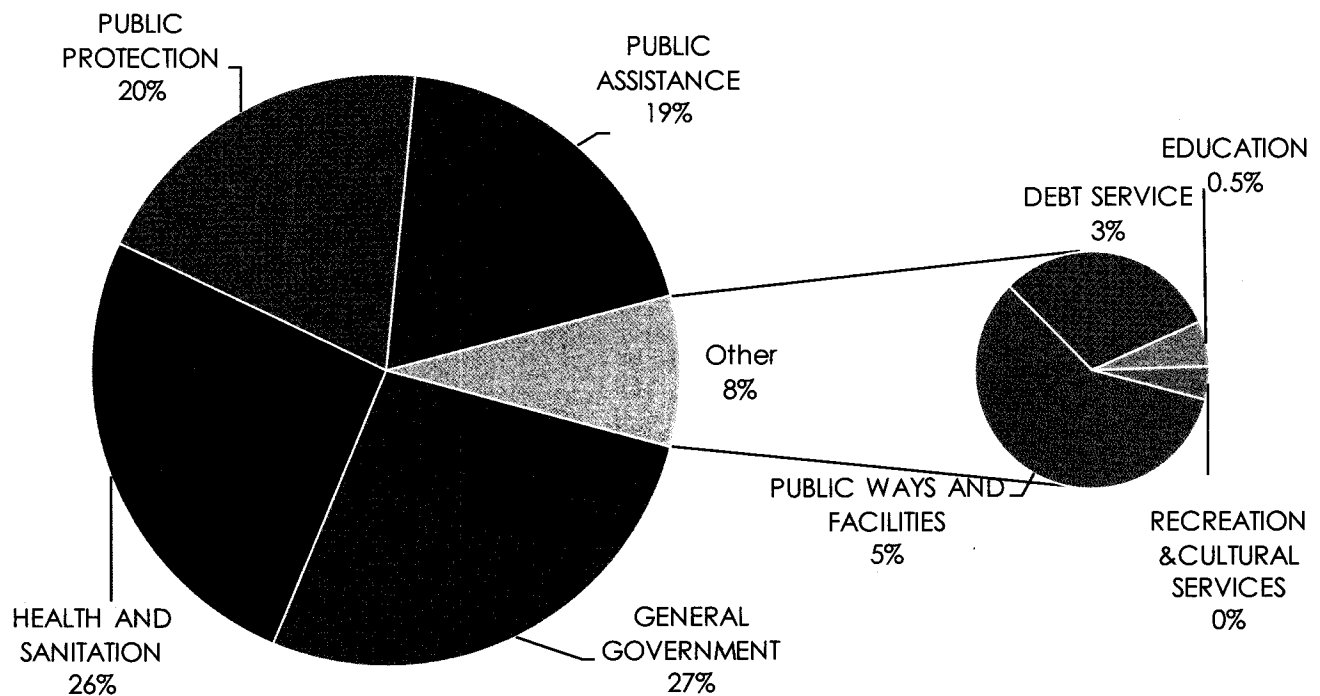
Breakout of Authorized Positions by Function & Activity

	Existing Authorized	Existing Filled Positions	Existing Vacant Position	Budgeted Authorized Positions	Budgeted Change	% Change
PUBLIC PROTECTION	8,672	6,652	2,020	8,913	242	3%
DETENTION AND CORRECTION	3,110	2,174	936	3,258	148	5%
FIRE PROTECTION	281	239	42	277	(4)	-1%
FLOOD CONTROL/SOIL&WATER CNSRV	302	213	89	302	0	0%
JUDICIAL	1,388	1,146	242	1,363	(25)	-2%
OTHER PROTECTION	740	632	108	707	(33)	-4%
POLICE PROTECTION	2,755	2,166	589	2,908	153	6%
PROTECTION_INSPECTION	96	82	14	98	3	3%
HEALTH AND SANITATION	7,991	6,133	1,858	7,840	(150)	-2%
HEALTH	3,093	2,306	787	2,946	(143)	-5%
HOSPITAL CARE	4,465	3,499	966	4,458	(7)	0%
SANITATION	276	191	85	275	(1)	0%
CALIFORNIA CHILDRENS SERVICES	157	137	20	161	1	1%
GENERAL GOVERNMENT	4,703	2,277	2,426	5,191	489	10%
COMMUNICATION	48	40	8	45	(3)	-6%
COUNSEL	81	77	4	81	0	0%
ELECTIONS	39	31	8	37	(2)	-5%
FINANCE	444	392	52	440	(3)	-1%
LEGISLATIVE AND ADMINISTRATIVE	111	98	13	108	(3)	-3%
OTHER GENERAL	649	559	90	644	(5)	-1%
PERSONNEL	2,684	586	2,098	3,196	512	19%
PROMOTION	103	67	36	101	(2)	-2%
PROPERTY MANAGEMENT	544	427	117	539	(5)	-1%
PUBLIC ASSISTANCE	5,321	4,223	1,098	5,120	(201)	-4%
ADMINISTRATION	4,887	3,911	976	4,684	(203)	-4%
AID PROGRAMS	142	106	36	137	(5)	-4%
OTHER ASSISTANCE	272	189	83	279	7	3%
VETERANS SERVICES	20	17	3	20	0	0%
PUBLIC WAYS AND FACILITIES	457	371	86	466	9	2%
PUBLIC WAYS	440	358	82	448	8	2%
TRANSPORTATION TERMINALS	17	13	4	18	1	6%
RECREATION&CULTURAL SERVICES	95	79	16	113	18	19%
CULTURAL SERVICES	3	2	1	4	1	33%
RECREATION FACILITIES	92	77	15	109	17	18%
EDUCATION	10	9	1	5	(5)	-50%
LIBRARY SERVICES	4	4	0	5	1	25%
OTHER EDUCATION	6	5	1	0	(6)	-100%
Grand Total	27,249	19,744	7,505	27,648	402	1%

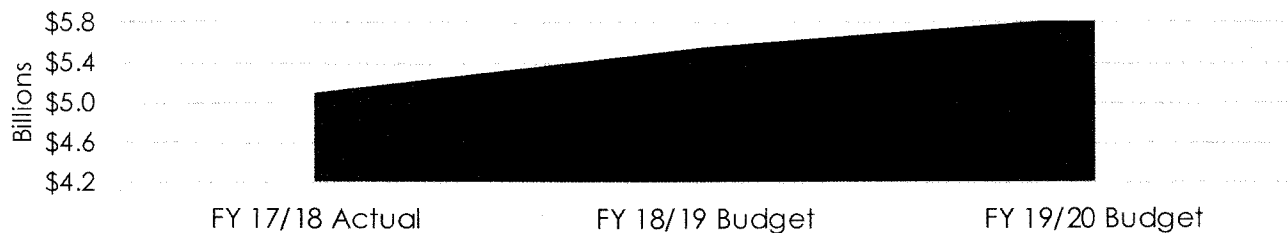
Total Estimated Revenue

The budget includes \$5.8 billion in estimated revenues across all funds, and a 5.1 percent net increase of \$284 million from the prior budget estimates. By function, general government is projected to collect \$1.6 billion, or 27 percent of estimated revenues, an increase of 0.5 percent. It should be noted that general government departments are responsible for collecting the bulk of the county's general-purpose revenue, which causes the amount of revenue attributed to that functional group to be disproportionate to their appropriations, which are minor by comparison. Such revenues include property taxes, sales and use taxes, and public safety sales tax. Health and sanitation is projected to collect \$1.5 billion, or 26 percent of the total, for a net increase of 11.1 percent, public protection is projected to collect \$1.1 billion, or 20 percent, a net increase of 5.2 percent, and public assistance is projected to receive \$1.1 billion, or 19 percent, a net increase of just 3.1 percent. The other functional areas together comprise only 8 percent of all estimated revenue.

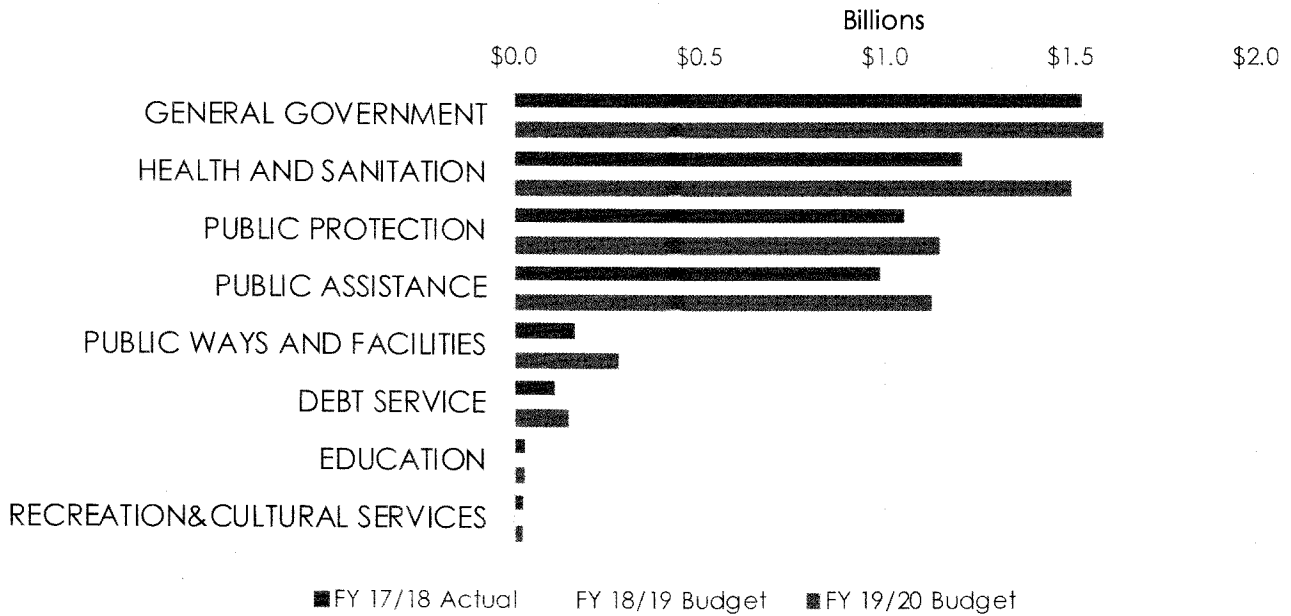
Total Estimated Revenue by Function



Trend in Total Revenue



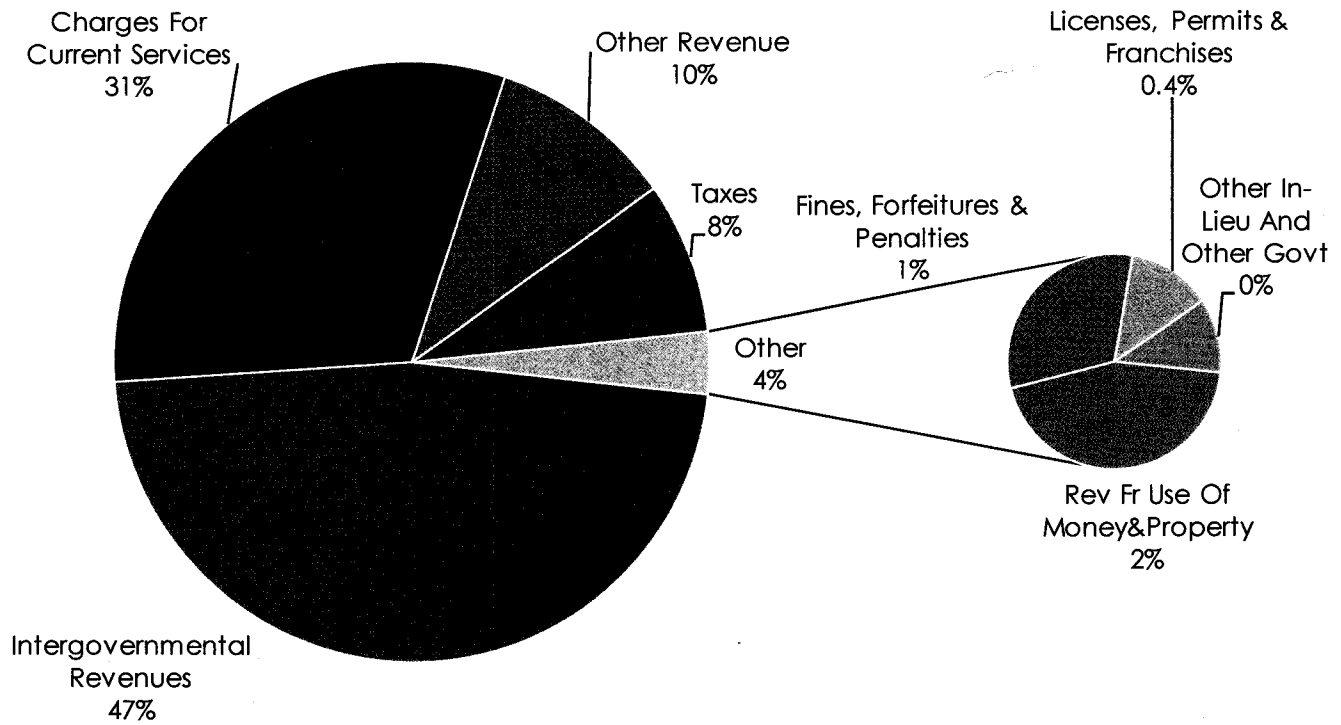
Comparison of All Estimated Revenues by Function



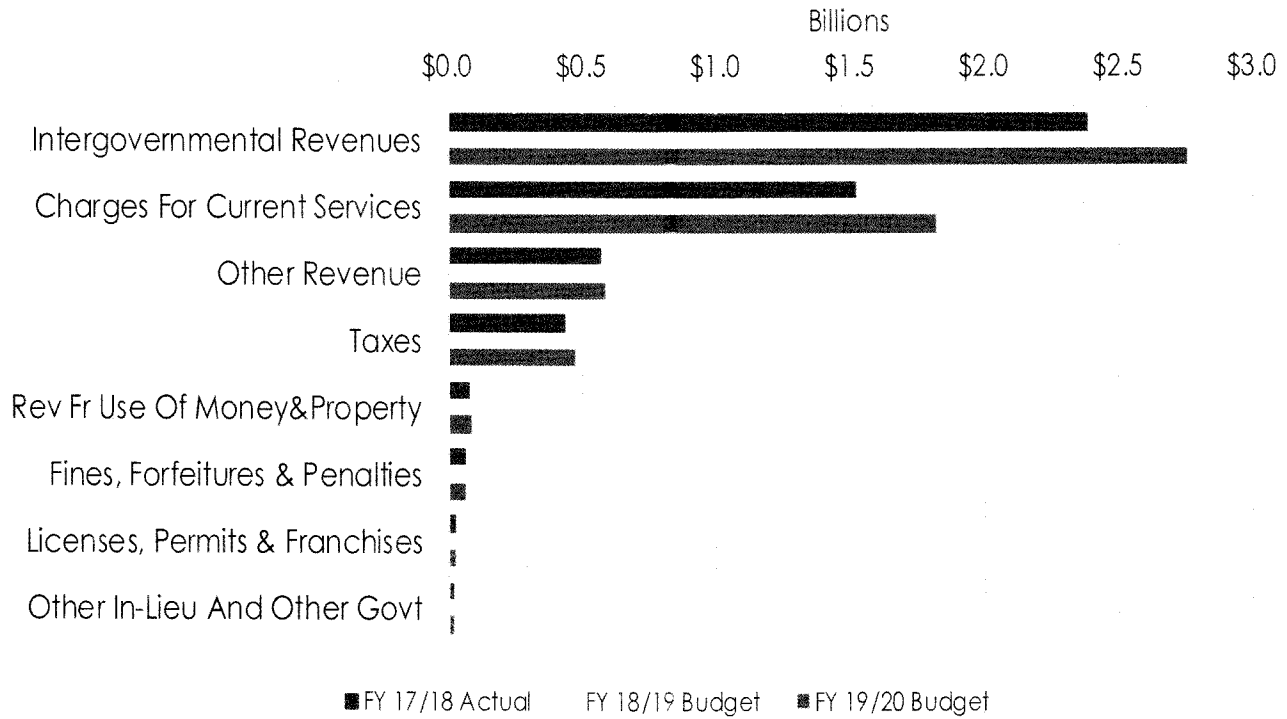
Comparison of All Estimated Revenues by Function					
	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Budget	Year-Over-Year Change	% Year-Over-Year Change
GENERAL GOVERNMENT	1,529.5	1,580.5	1,588.2	7.8	0.5%
HEALTH AND SANITATION	1,204.3	1,352.5	1,502.4	149.9	11.1%
PUBLIC PROTECTION	1,049.6	1,089.5	1,146.5	57.0	5.2%
PUBLIC ASSISTANCE	988.3	1,093.1	1,127.5	34.4	3.1%
PUBLIC WAYS AND FACILITIES	162.2	244.5	279.7	35.2	14.4%
DEBT SERVICE	107.5	144.7	147.8	3.1	2.1%
EDUCATION	25.9	27.0	29.3	2.3	8.6%
RECREATION & CULTURAL SERVICES	23.8	27.9	21.8	(6.1)	-21.7%
Grand Total	\$ 5,091.1	\$ 5,559.7	\$ 5,843.3	\$ 283.5	5.1%

Of total revenues across all funds, 47 percent is intergovernmental state and federal revenues, charges for current services comprise 31 percent, and taxes comprise only 8 percent. Minor revenue sources comprising 4 percent of the balance include licenses, permits and franchises; use of money and property; and fines, penalties, and forfeitures.

Estimated Revenues by Category



Comparison of All Estimated Revenues by Category



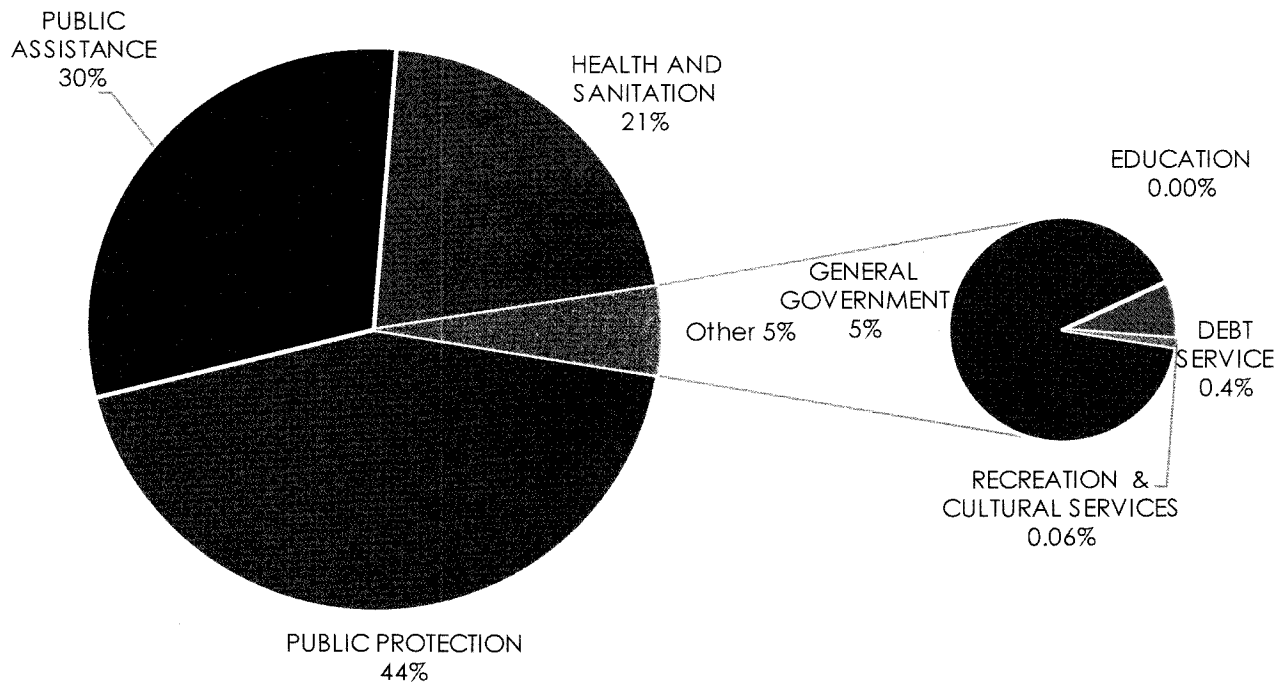
Comparison of All Estimated Revenues by Category					
	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Budget	Year-Over-Year Change	% Year-Over-Year Change
Intergovernmental Revenues	2,382.8	2,648.4	2,759.0	110.6	4.2%
Charges For Current Services	1,521.2	1,680.6	1,821.9	141.3	8.4%
Taxes	433.7	448.0	476.8	28.7	6.4%
Other Revenue	568.5	583.9	587.7	3.8	0.7%
Rev Fr Use Of Money&Property	76.6	81.0	87.7	6.7	8.3%
Fines, Forfeitures & Penalties	65.2	61.0	63.0	2.0	3.2%
Other In-Lieu And Other Govt	20.0	33.7	22.2	(11.5)	-34.2%
Licenses, Permits & Franchises	23.2	23.0	25.0	2.0	8.6%
Grand Total	\$5,091.1	\$5,559.7	\$5,843.3	283.5	5.1%

COUNTY GENERAL FUND

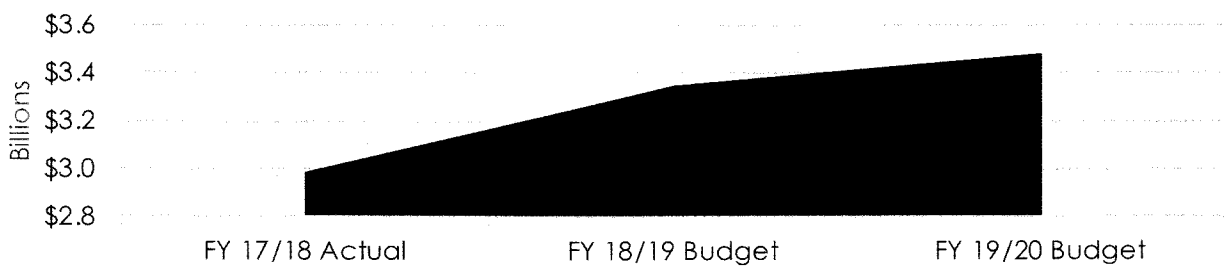
Total General Fund Appropriations

The county general fund is the principal operational fund, comprising 57 percent of total appropriations. The budget includes \$3.5 billion in general fund appropriations, an overall 3.9 percent increase of \$129.8 million from the current budget. Public protection accounts for the largest portion, totaling \$1.5 billion, or 44 percent, reflecting a spending increase of 2.6 percent. A total of \$1 billion, or 30 percent, is for public assistance programs, which is up 2.9 percent, and another \$737 million, or 21 percent, supports health and sanitation services, reflecting a net increase of 4 percent. General government services account for only 5 percent, at just over \$158 million, a net increase of 3.9 percent.

General Fund Appropriations by Function

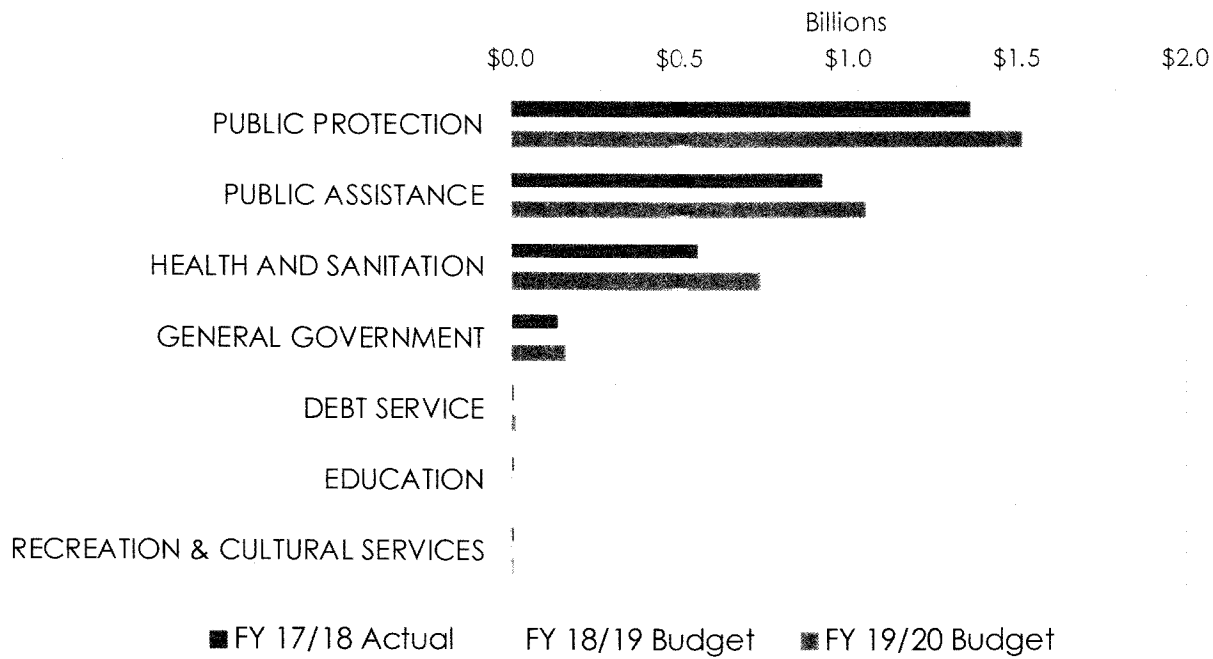


Trend in General Fund Expenses





Comparison of General Fund Appropriations by Function

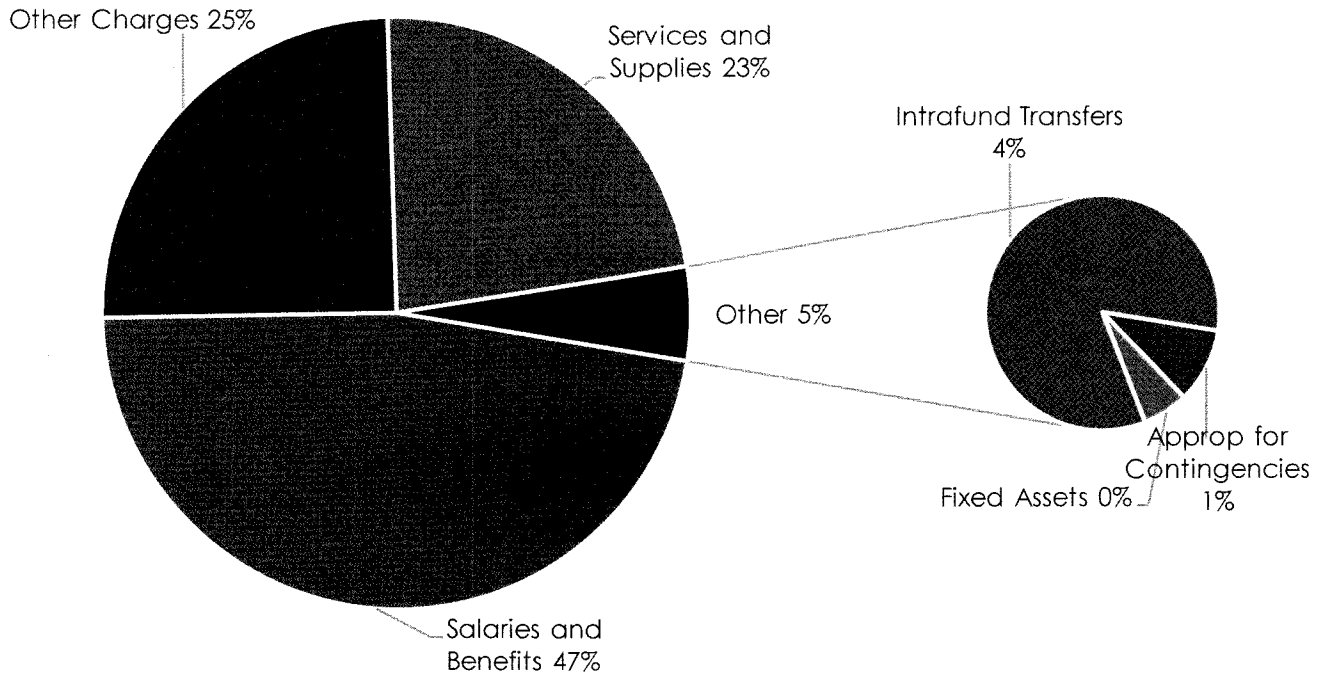


Comparison of General Fund Expenses by Function

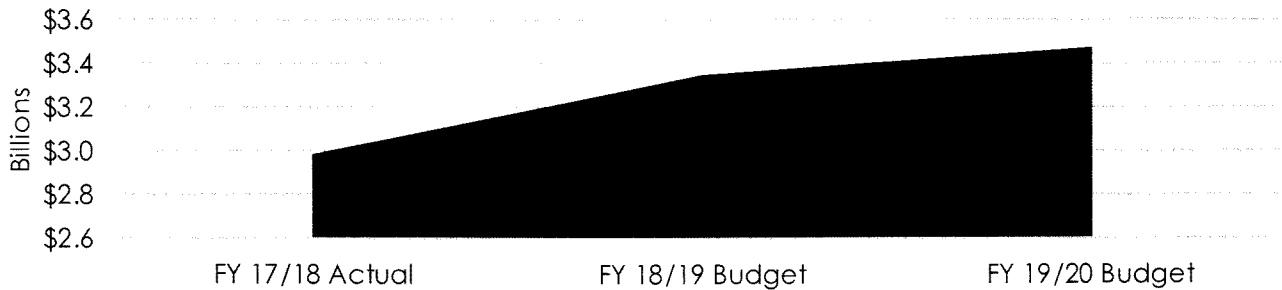
Function	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Budget	Year-Over-Year Change	% Year-Over-Year Change
PUBLIC PROTECTION	1,360.0	1,475.7	1,513.4	37.7	2.6%
PUBLIC ASSISTANCE	924.2	1,019.9	1,049.4	29.5	2.9%
HEALTH AND SANITATION	555.4	680.1	737.2	57.2	8.4%
GENERAL GOVERNMENT	137.6	152.4	158.4	6.0	3.9%
DEBT SERVICE	7.1	14.5	14.5	(0.0)	-0.1%
EDUCATION	0.6	0.7	-	(0.7)	-100.0%
RECREATION & CULTURAL SERVICES	0.6	2.0	2.2	0.1	6.9%
Grand Total	\$2,985.5	\$3,345.2	\$3,475.1	\$129.8	3.9%

Broken out by spending category, 47 percent of general fund appropriations are for salaries and benefits, with 25 percent for other charges, such as public aid and debt service and 23 percent for services and supplies. Just 0.2 percent of general fund appropriations are for acquisition of fixed assets, and 1 percent of the general fund budget is set aside for contingencies.

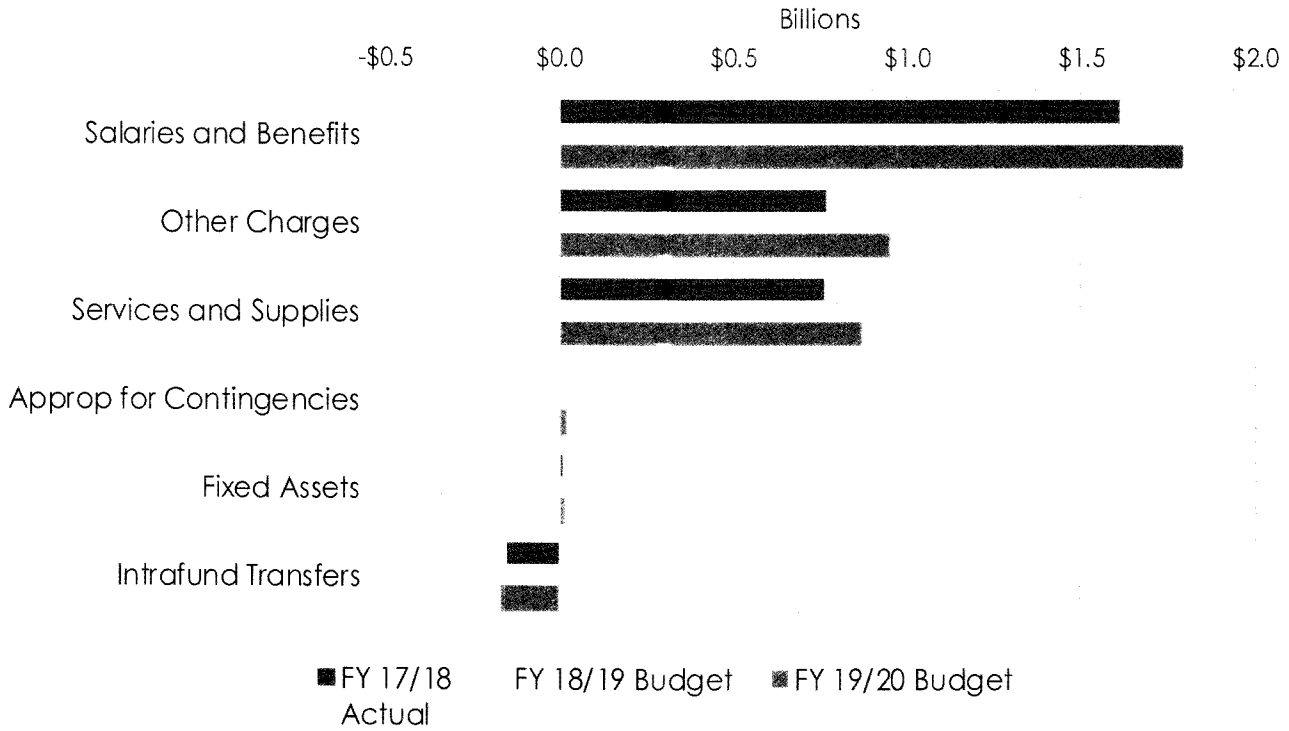
General Fund by Appropriation Class



Trend in General Fund Expenses



Comparison of General Fund by Appropriation Class

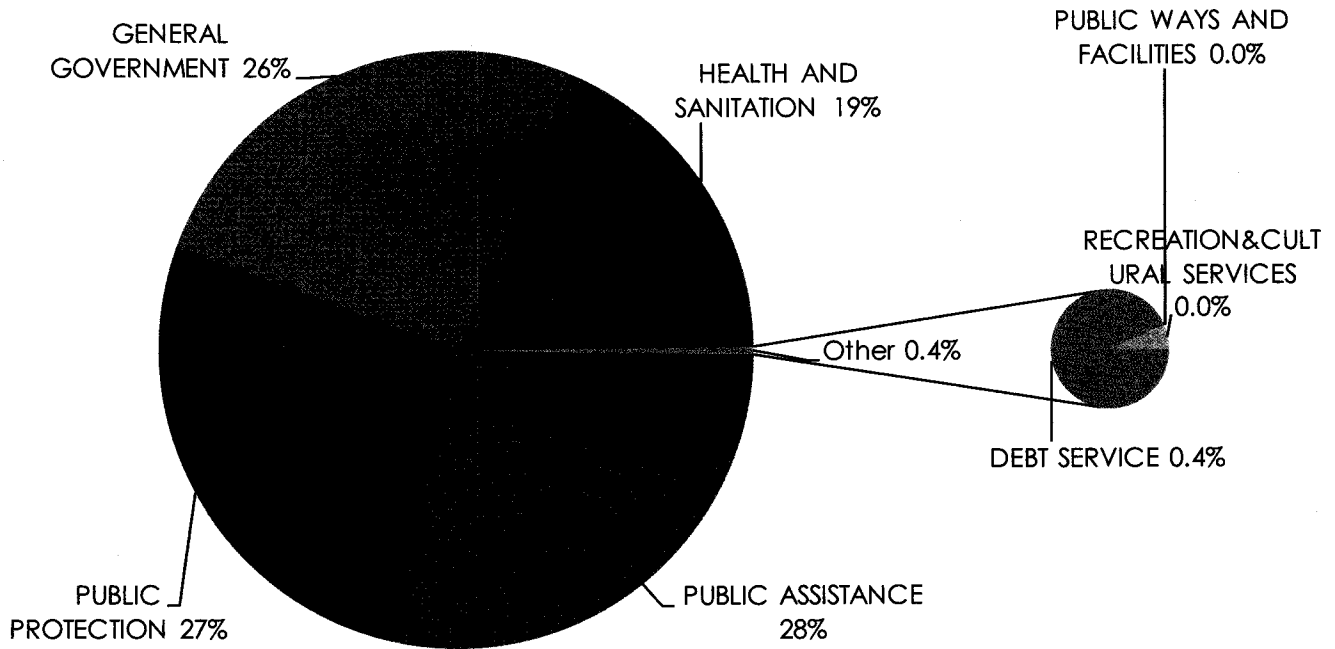


Comparison of General Fund Expenses by Appropriation Class					
	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Budget	Year-Over-Year Change	% Year-Over-Year Change
Salaries and Benefits	1,605.3	1,733.5	1,791.6	58.1	3.4%
Other Charges	761.4	894.5	945.4	50.8	5.7%
Services and Supplies	757.9	835.4	869.6	34.2	4.1%
Approp for Contingencies	-	13.6	20.0	6.4	47.1%
Fixed Assets	6.0	22.6	12.3	(10.2)	-45.4%
Intrafund Transfers	(145.1)	(154.3)	(163.8)	(9.5)	6.1%
Grand Total	\$2,985.5	\$3,345.2	\$3,475.1	\$129.8	3.9%

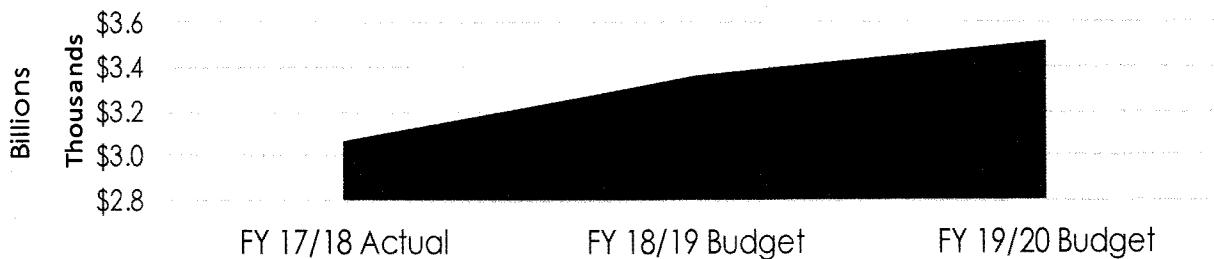
Total General Fund Estimated Revenue

The budget projects \$3.5 billion in estimated general fund revenue, a 4.6 percent net increase of \$155 million. By function, public assistance is projected to receive \$992 million, or 28 percent of general fund revenue, a net revenue increase of 2.7 percent. Public protection is projected to collect \$954 million, or 27 percent, a net revenue increase of 5 percent. General government is projected to collect \$899 million, or 26 percent of estimated general fund revenues. As noted above, general government departments are responsible for collecting the bulk of the county's general-purpose revenue, causing the amount of revenue attributed to that functional group to be disproportionate to their appropriations. Such revenues include property taxes, sales and use taxes, and public safety sales tax. Health and sanitation is projected to collect \$653 million, or 19 percent of general fund revenue, reflecting a net revenue increase of 8 percent. The other functional areas together comprise only 0.4 percent of all estimated general fund revenues.

General Fund Estimated Revenue by Function

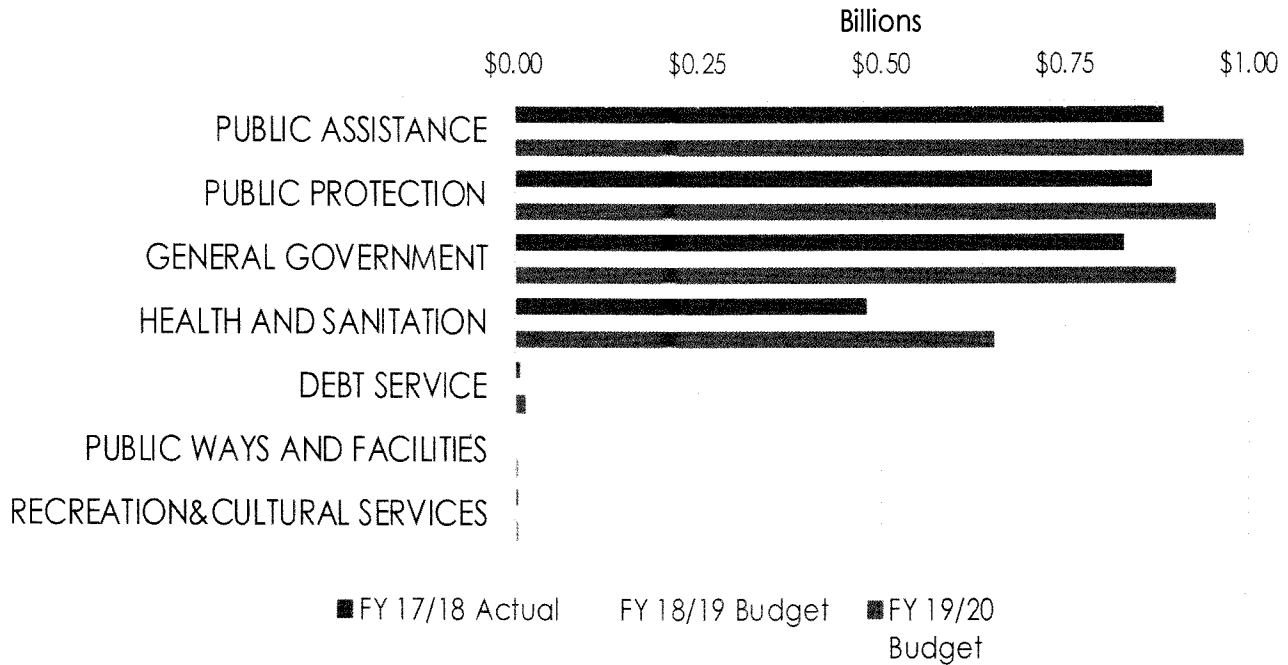


Trend in General Fund Revenue





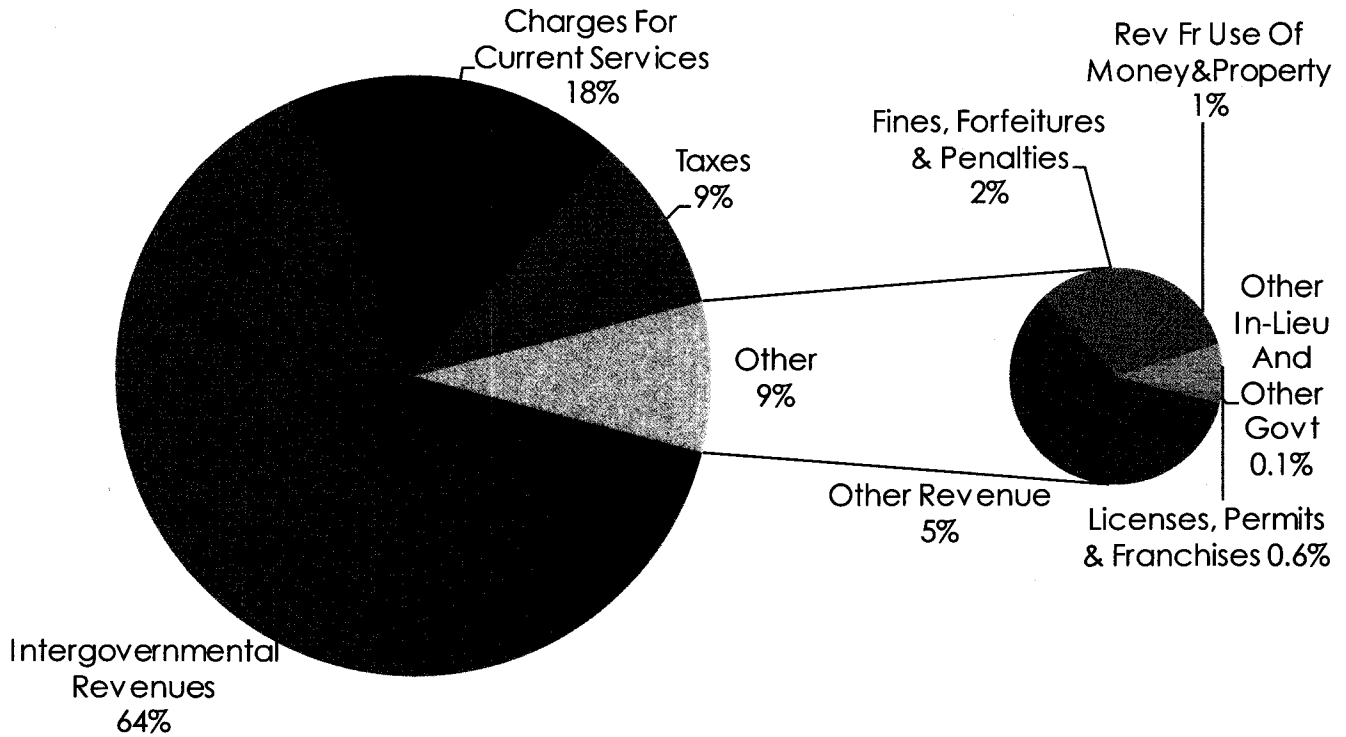
Comparison of General Fund Estimated Revenues by Function



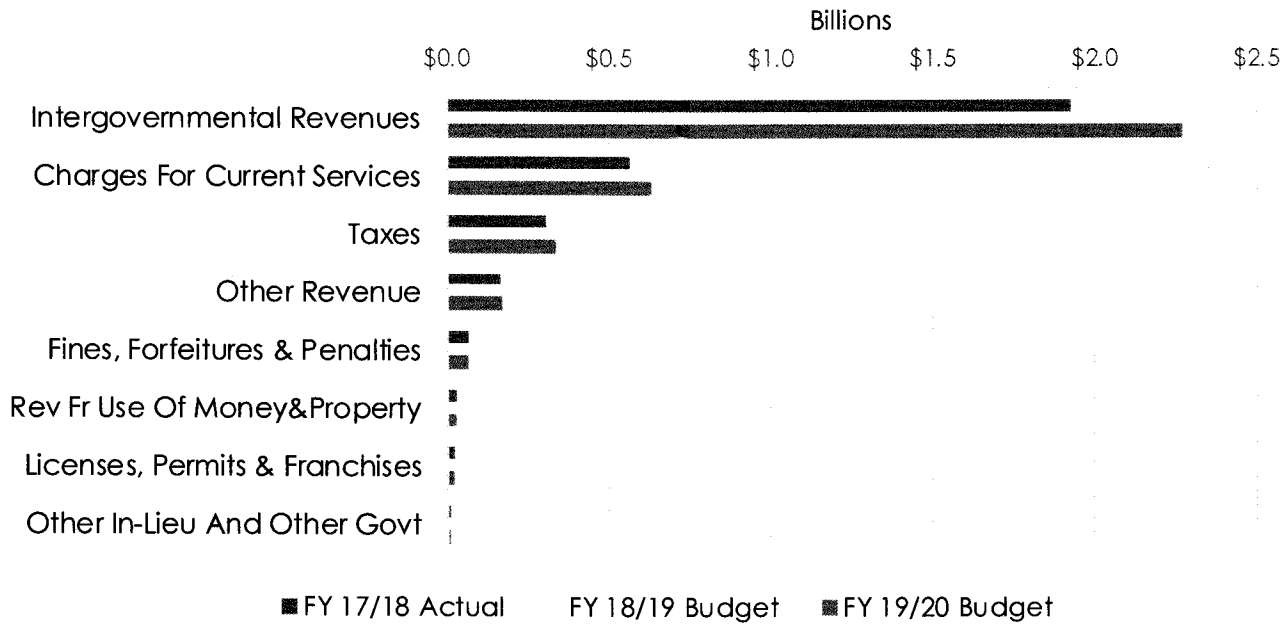
Comparison of General Fund Estimated Revenues by Function					
	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Budget	Year-Over- Year Change	% Year-Over- Year Change
PUBLIC ASSISTANCE	883.0	965.3	991.7	26.4	2.7%
PUBLIC PROTECTION	867.1	908.7	953.9	45.2	5.0%
GENERAL GOVERNMENT	829.3	863.9	898.8	34.9	4.0%
HEALTH AND SANITATION	479.0	604.5	652.9	48.4	8.0%
DEBT SERVICE	7.4	13.2	13.2	-	0.0%
RECREATION & CULTURAL SERVICES	0.5	0.8	1.0	0.1	17.1%
Grand Total	\$3,066.2	\$3,356.5	\$3,511.4	\$155.0	4.6%

Broken out by revenue category, \$2.3 billion, or 64 percent, of estimated general fund revenue is from the state or federal governments, a net 5.2 percent revenue increase of \$111 million. Charges for current services, such as fire and police services to contract cities, comprise \$627 million or 18 percent, a net revenue increase of 4.2 percent. Taxes comprise \$334 million, or 9 percent, a net increase of 6.5 percent over current estimates. All other revenues comprise just 5 percent of the general fund total.

General Fund Estimated Revenues by Category



Comparison of General Fund Revenues by Category



Comparison of General Fund Estimated Revenues by Category

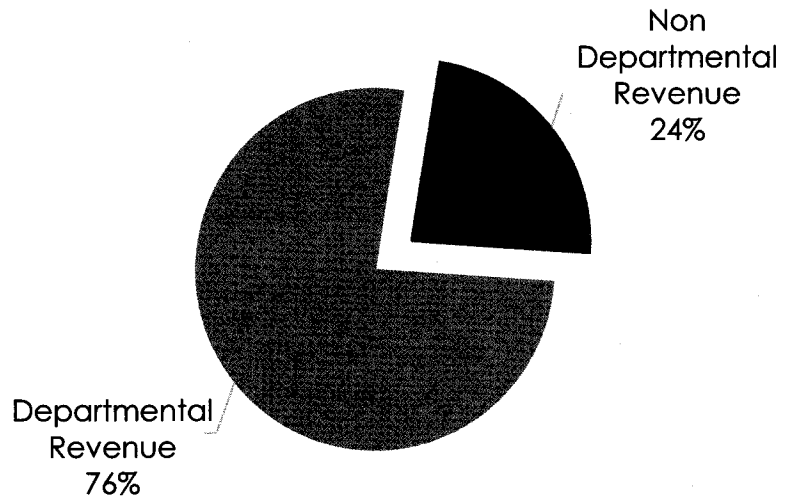
Category	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Budget	Year-Over-Year Change	% Year-Over-Year Change
Intergovernmental Revenues	1,925.9	2,155.5	2,266.5	111.0	5.2%
Charges For Current Services	563.3	602.0	627.3	25.3	4.2%
Taxes	303.8	313.4	333.9	20.4	6.5%
Other Revenue	160.4	176.0	167.6	(8.4)	-4.8%
Fines, Forfeitures & Penalties	64.5	60.6	62.5	1.9	3.2%
Use of Money & Property	25.6	26.4	28.2	1.8	6.8%
Licenses, Permits & Franchises	19.1	19.1	20.8	1.6	8.6%
Other In-Lieu And Other Govt	3.5	3.4	4.6	1.2	35.0%
Grand Total	\$3,066.2	\$3,356.5	\$3,511.4	\$155.0	4.6%

Discretionary General Fund Estimated Revenue

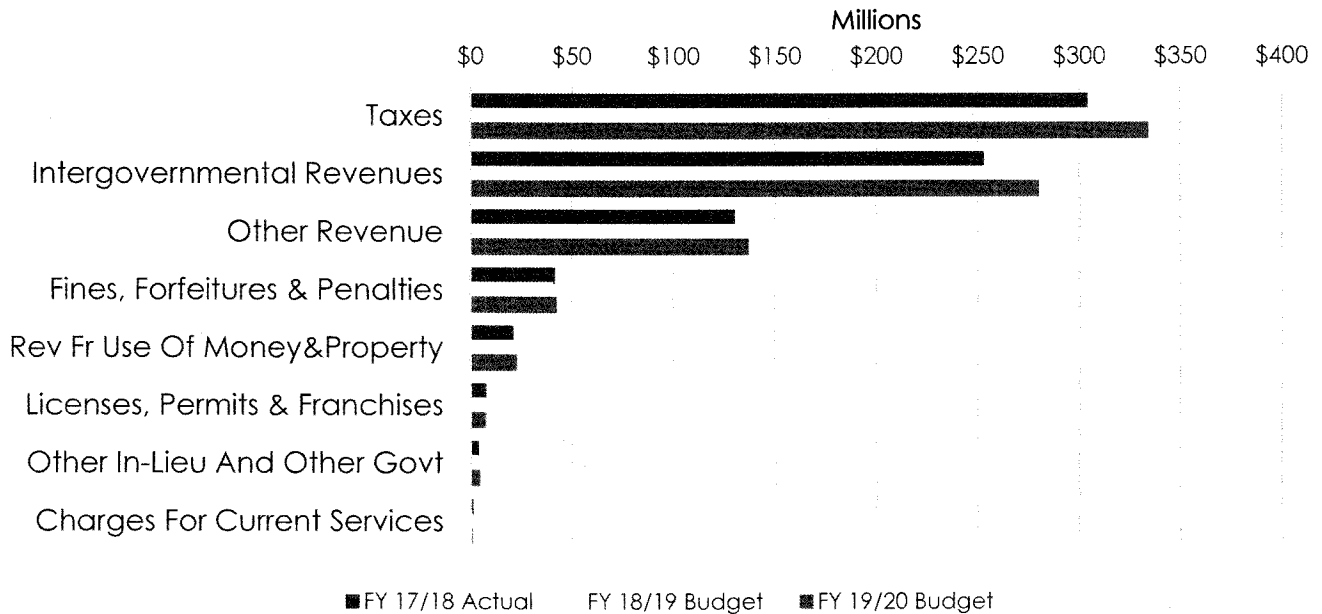
Overall, county spending is dominated by mandated core functions such as health, welfare, and criminal justice, which are heavily supported by purpose-restricted state and federal subventions. While having fiduciary responsibility for oversight of the entire county budget, the Board of Supervisors has discretionary spending authority over a limited amount of the county's overall financial resources.

The Board alone decides how general fund general-purpose revenue will be spent. Only 24 percent, or \$837 million, of the county's estimated general fund revenue is general-purpose, with the remaining 76 percent comprised of purpose-restricted sources such as state and federal revenues. General-purpose revenues are estimated in part on internal projections based on revenue history, and on reports from independent economists hired by the county to provide economic forecasts.

Ratio of Discretionary General Fund Revenue to Departmental Revenues



Discretionary General Fund Revenue

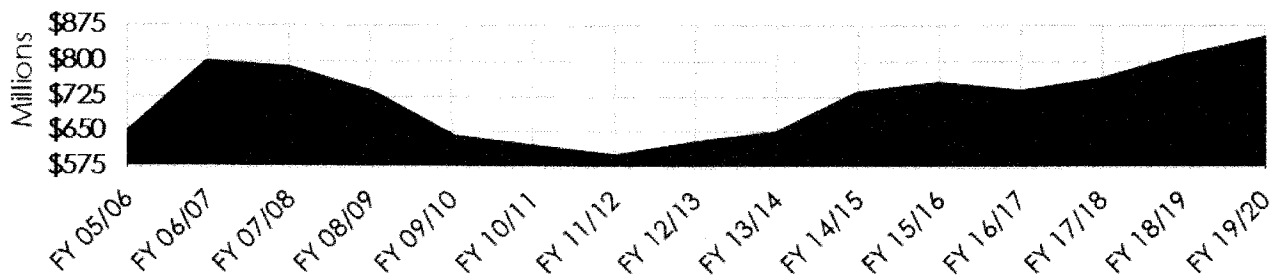




General Fund Projected General-Purpose Revenue (in millions)

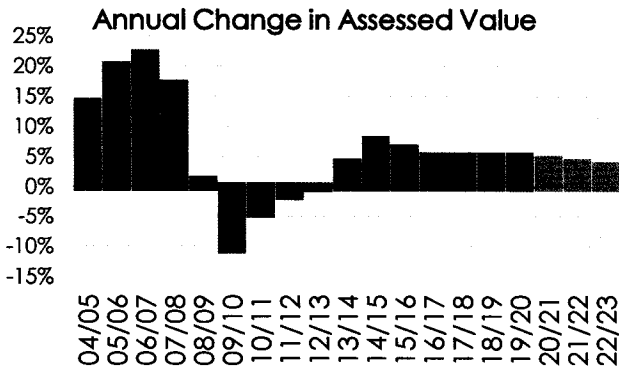
	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 and GA Estimate	FY 19/20 Budget	Change from Prior Budget	% Change
Property Taxes	355.9	370.1	372.8	390.6	20.5	6%
Motor Vehicle In Lieu	244.6	255.8	259.0	271.9	16.2	6%
RDA Residual Assets	7.6	7.2	10.0	9.3	2.1	29%
Tax Loss Reserve Overflow	21.0	21.0	21.0	16.0	(5.0)	-24%
Fines and Penalties	20.1	19.2	19.5	19.1	(0.1)	0%
Sales & Use Taxes	27.6	29.1	32.6	31.3	2.2	8%
Tobacco Tax	10.0	10.0	10.0	10.0	-	0%
Documentary Transfer Tax	16.4	15.2	15.8	16.0	0.8	5%
Franchise Fees	7.1	6.9	6.9	7.0	0.1	2%
Mitigation Fees	-	0.1	0.1	0.1	-	0%
Interest Earnings	14.7	18.0	21.0	18.0	-	0%
Misc. Federal and State	4.9	4.6	5.4	4.4	(0.2)	-4%
Federal In-Lieu	3.5	3.4	3.4	3.4	(0.0)	0%
Rebates & Refunds	4.0	5.2	5.1	5.2	(0.0)	0%
Realignment	18.1	18.8	20.0	8.9	(9.9)	-53%
Other (Prior Year & Misc.)	18.4	15.1	17.6	17.8	2.7	18%
Operating Transfers In	-	-	-	8.5	8.5	
Total	774.3	799.8	820.2	837.6	37.8	5%
Prop. 172 Public Safety Sales Tax	175.6	181.9	186.2	190.3	8.4	5%
	950.0	981.7	1,006.4	1,027.9	46.2	0.1

General Fund Discretionary Revenue

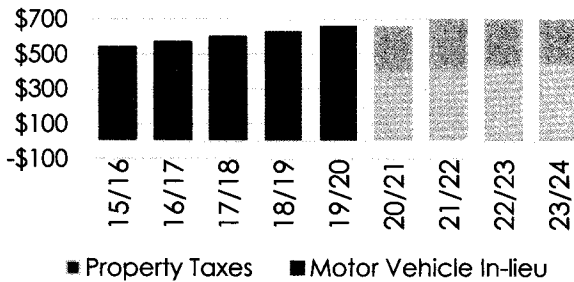


Property Taxes

Property tax revenue comprises 47 percent of the county's general-purpose revenue, and is estimated at \$390.6 million, including \$116.5 million in redevelopment tax increment pass-thru revenue. As property values increase, this revenue increases. Property tax estimates assume 5 percent growth in assessed valuation.



Property Taxes



Motor Vehicle In-lieu Fees

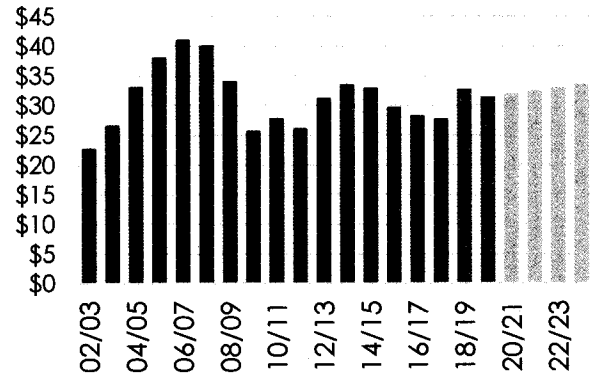
Motor vehicle in-lieu revenue is estimated at \$271.9 million, and represents about 33 percent of the county's discretionary revenue. When the state converted this revenue source to property tax revenue, it became tied to changes in assessed valuation. In essence, although tracked separately, it is now just another component of property tax revenue. When combined with traditional property taxes, property-driven revenue equates to 79 percent of the county's general purpose revenue.

Sales and Use Taxes

Sales and use taxes are estimated at \$31.3 million and represent about 4 percent of the county's discretionary revenue. The county lost a significant share of sales tax to incorporations in FY 09/10. This

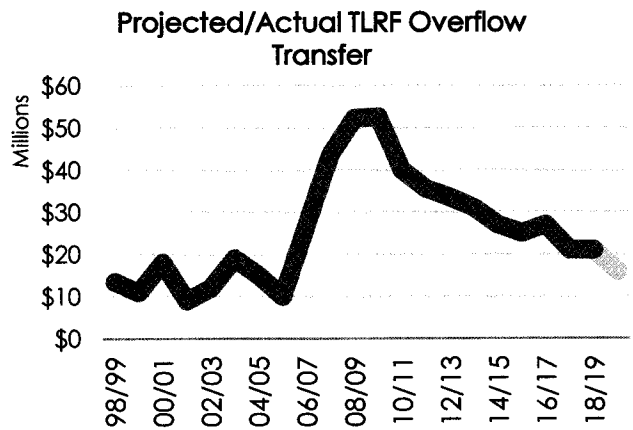
was partially offset briefly from FY 12/13 to FY 15/16 while major solar projects were under construction. Since completion of these projects, the trend has normalized.

Sales & Use Tax Revenue



Teeter Overflow

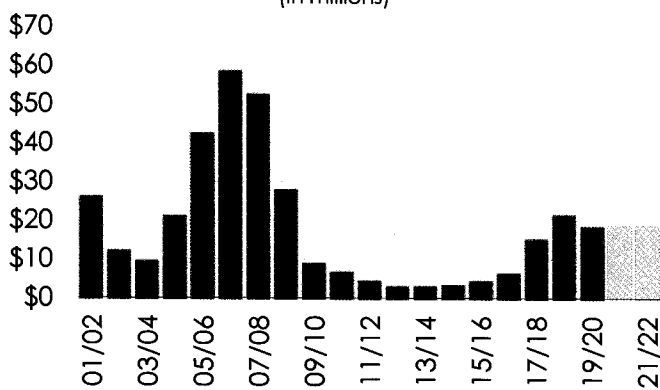
In 1993, the county adopted the Teeter Plan to secure participating taxing entities' property tax apportionments against delinquencies. Debt service on the Teeter financing is paid off as delinquent properties are redeemed. State law requires a tax loss reserve fund with a balance equal to 1 percent of the Teeter roll. Any delinquent collections exceeding the 1 percent, called the Teeter overflow, may be transferred to the general fund. As local housing and employment markets continue to strengthen, property tax delinquency rates continue to decline; this will continue to erode this revenue in future years. Due to key assumptions such as, assessment roll growth, interest and delinquency rates for FY 19/20 and beyond, this revenue is reduced by \$5 million. Teeter overflow is now estimated at \$16 million.



Interest Earnings

The Treasurer's estimates for interest earnings include several factors: general fund balances in the Treasurer's pooled investment fund, current interest rates, and the continuation of accommodative U.S. Federal Reserve monetary policy, impacting interest earned by investors such as the Treasurer's pooled investment fund. Due to recent activity by the Federal Reserve, the County Treasurer projects interest earnings at \$18 million, a 14 percent decrease of \$3 million.

General Fund Interest Earnings
(in millions)



Court Fines and Penalties

Court fines and penalties are estimated to decrease slightly to \$19.1 million from \$19.2 million. Representing 2 percent of the county's discretionary revenue, fines and penalties are tied to funding the county's obligation to the trial courts, and subject to state maintenance-of-effort requirements. The county continues to shift fines and fees resulting from trial court reform to the state.

Documentary Transfer Tax

Documentary transfer tax revenue is generated by recordation of transfers of real property ownership and is up 5 percent to \$16 million.

Franchise Fees

Franchise fee revenue is collected as part of franchise agreements executed between the county and utility, waste, and cable franchisees. Franchise revenues are typically calculated as a percentage of the franchise revenue from services and sales to customers within the county. Franchise revenue is estimated to increase again 2 percent to \$7 million. Previously, cable franchise fees were administered by the Clerk of the Board and applied to their budget as departmental

revenue. However, since cable franchise fees are declining due to increased obsolescence, this revenue was realigned to discretionary revenue to stabilize the Clerk of the Board's budget. Franchise revenues tracked here do not include franchise revenue from solar power plant projects, which are deposited to a separate fund per Board policy.

Tobacco Settlement Revenue

In 1998, when the master tobacco litigation settlement was finalized, tobacco companies agreed to pay for causing tobacco-related problems across the nation. California cities and counties entered into an agreement with the state establishing allocation of the proceeds. In 2007, the county sold a portion of its tobacco settlement income to generate a one-time lump-sum amount, reducing the annual payment to \$10 million per year, which the general fund contributes to the county medical center to use for debt service payments.

Federal, State, and Other Miscellaneous

A small portion of the general fund revenue received from federal and state sources is unrestricted and available for discretionary use. Miscellaneous revenue includes other revenue not readily classified in other categories.

General Fund Obligated Fund Balance and Designations

In FY 16/17, the reserves for disaster relief and economic uncertainty were consolidated into a single reserve for budget stabilization. In line with prudent practices for building structurally balanced budgets, projections assume no unassigned fund balance will carry over for use in ongoing operations. Due to a projected general fund operating deficit, the budget anticipates release of \$21 million from the reserve for budget stabilization.

Discretionary General Fund Appropriations

The discretionary general fund portion of the budget includes \$858 million in net county cost allocations. These net cost allocations included targeted cuts to achieve savings. The tables below list the net county cost allocations summarized by functional area and department within the general fund, with the breakout following of individual contributions to other county funds and outside agencies with which the county has obligations.

Net County Cost by Function & Department	
	Recommended
Public Protection	\$ 637,514,994
Sheriff	300,609,632
District Attorney	75,380,998
Fire	54,981,541
Executive Office-Courts	45,935,569
Public Defender	41,170,502
Probation	40,773,657
RUHS-Correctional Health	42,671,622
Behavioral Health	16,866,721
Animal Services	7,087,225
Code Enforcement	5,159,269
Planning	3,604,036
Emergency Management	2,518,370
Agricultural Commissioner	755,852
Public Assistance	57,678,580
DPSS	55,087,367
Probation	1,345,679
Veterans Services	1,245,534
Health & Sanitation	26,545,905
Public Health	11,676,954
Executive Office-Hlth & MH	8,878,767
Behavioral Health	3,993,690
RUHS - Ambulatory	1,996,494
General Government	27,378,329
Board of Supervisors	9,886,925
Assessor-Clerk-Recorder	9,854,328
Executive Office-operations	6,313,554
EDA	9,706,070
Registrar of Voters	13,305,673

Net County Cost by Function & Department	
	Recommended
County Counsel	1,902,314
Purchasing	1,092,032
Treasurer-Tax Collector	782,081
Human Resources	470,248
Auditor-Controller	(27,184,896)
Education, Recreation & Culture	177,610
Cooperative Extension	112,000
Edward Dean Museum	65,610
Debt Service	6,532,189
Contribution to Other Funds	82,887,424
Contingency	20,000,000
Grand Total	\$ 857,465,031

Contributions to Other Funds	
Debt Service	34,618,426
Medical Center Debt Service	20,573,911
CREST	10,000,000
EDA: Economic Development Program	2,924,894
DPSS: Homelessness	2,221,174
Office on Aging	1,168,953
Cabazon Community Revitalization Fund	783,000
Courts Unallowable Superior Courts	70,000
Cal-ID	344,850
Wine Country Community Revitalization Fund	315,000
LAFCO	310,018
Mead Valley Infrastructure Fund	76,670
TLMA: ALUC	235,897
Graphic Information Systems	129,640
Community Action Partnership	64,991
Mecca Comfort Station	50,000
Waste Management Loan	1,000,000
Interest	
RUHS - FQHC	8,000,000
Grand Total	\$82,887,424

STRATEGIC OBJECTIVES & BUDGET POLICIES

The budget was developed with the following Board-approved strategic objectives in mind.

Strategic Objectives

The Strategic Alignment Framework is composed of three tiers (County, Portfolio, and Department), and provides a network of key performance indicators (KPIs) to assess progress towards desired strategic outcomes. The framework acknowledges interconnected roles in achieving countywide outcomes. Each tier has a unique set of objectives and KPIs that align to the level above. To reinforce this strategic alignment and performance management mindset, the budget leverages this framework as the basis for the departmental objectives and performance measures contained in the narratives.

Department Objectives

Department budget narratives leverage the Strategic Alignment Framework. Department objectives are aligned to corresponding portfolio objectives, which in turn align to county strategic outcomes. In addition, Insights provide relevant context to departments' operating environments, the nature of their KPIs, and KPI trends.

Key Performance Indicators

Departments have identified measurable values that demonstrate how effectively they achieve their objectives.

Financial Objectives

The Executive Office focuses multi-year fiscal planning on fiscally sustainable operations that support the county's long-term strategic vision. These financial objectives include:

- ◆ Achieving a structurally balanced budget in which ongoing expenditures do not exceed ongoing revenues.
- ◆ Achieving and maintaining prudent reserves and working capital.
- ◆ Limiting use of one-time resources only to one-time expenditures and rebuilding reserves.

SHORT & LONG-TERM FACTORS INFLUENCING OBJECTIVES

Several factors constrain the county's strategic financial objectives.

Revenue Growth

Assessed valuation, the basis for property tax and motor vehicle in-lieu, is assumed to grow by 5 percent during the budget year. Optimistically foreseeing continued near-term economic strength, but prudently cautious about the potential for out-year softening, the Executive Office is now assuming a more graduated cooling to valuation growth that steps down to 3.5 percent over the next few years. Based on softening growth in taxable sales, assumed sales and use tax and Prop. 172 public safety sales tax estimates remain tempered. Also, actions by the Federal Reserve have caused the Treasurer's interest earnings forecast to decrease. Overall, general-purpose revenue growth is estimated to rise 3.5 percent over the next several years. Unfortunately, revenue growth at this rate will continue to be substantially outpaced by increasing costs.

Labor and Pension Costs

Provisions of past labor agreements and steeply rising pension obligations continue to increase costs for salaries and benefits across departments. A full detailed analysis of pension rising costs can be found in each year's annual PARC Report.

New Detention Center

Phased opening of the new detention center continues to factor substantially into long-term operational planning. The Sheriff's Corrections budget is increased \$12 million, currently factored into the multi-year forecast for FY 19/20, \$9 million in FY 20/21, and another \$15 million in FY 21/22. However, discussions with the Sheriff's Department are ongoing, with the potential to more gradually ramp up to full operations over a longer period.

Inmate Legal Settlement

The county continues working diligently to meet the settlement terms of a federal suit filed on behalf of inmates in the county's jails. Not part of the settlement terms per se, but triggered by it, are costs to provide security for these added health care workers and their patients.

In-Home Supportive Service Costs

In January 2017, the Governor proposed shifting a significant share of In-Home Supportive Services costs back to counties. Based on increased county workload, cost estimates were expected to severely impact county budgets. Fortunately, 1991 realignment growth revenues were sufficient to cover the majority of increased costs in FY 17/18. Looking forward, the Governor’s January 2019 budget proposal and May Revise propose to lower the county’s Maintenance of Effort (MOE) share of cost, which will better align with realignment revenue growth projections, and continue to offset fiscal impacts to the county through FY 19/20. Although revenue projections are favorable, the potential impact of out-year costs remain unclear due to continued program growth and a revenue stream directly linked to Sales Tax revenue.

Insurance Costs

During the downturn, the county held self-insurance rates low to lighten the burden on departments. However, due to high claim levels in general liability and workers compensation, it was necessary to raise those rates to cover claims and higher reinsurance premiums. Departments have been asked to absorb increases in these costs, the charges for which correlate directly each department’s claims and judgment history. In May 2019, the Board approved recommended changes that will promote mitigation activities in an effort to prevent or reduce claims.

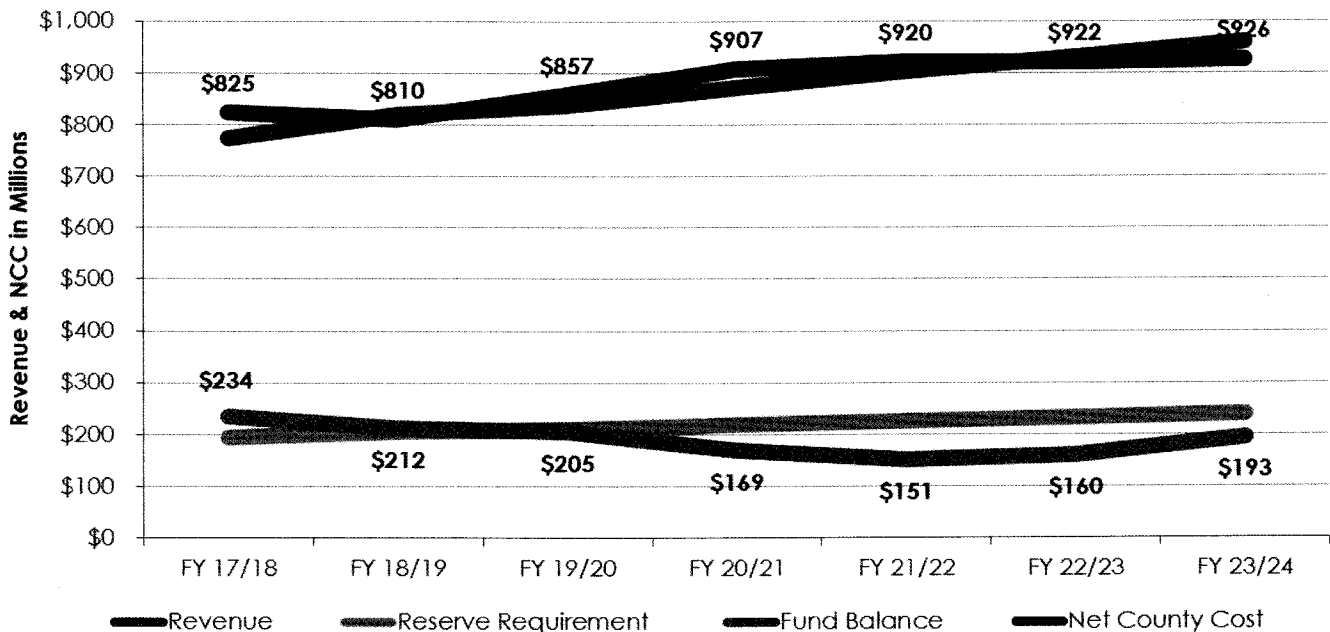
Internal Service Costs

Internal service rates were set for full cost recovery. Yet during the budget process, the internal service department budgets were cut 5 percent to give relief to the general fund departments who were also asked to take cuts. The internal service departments will absorb the budget cuts through attrition and service level negotiations with user departments.

MULTI-YEAR FORECAST

The Executive Office prepares multi-year discretionary funding forecasts to set the context for major policy decisions of an ongoing nature. This multi-year approach enables the long-range planning and fiscal discipline necessary to achieve and maintain a structurally balanced budget with adequate reserves (Board policy sets the reserve request at 25 percent of revenue).

Multi-Year Discretionary Funding Forecast



BUDGET STRATEGY

Given limited options to address growing costs while containing discretionary spending overall, the Executive Office advocates a moderately aggressive approach to resolving the structural deficit. This budget strategy emphasizes a pragmatic, fiscally disciplined, multi-year approach to closing the gap.

Focus on Legally-Mandated Services

- ◆ Concentrating limited discretionary resources on legally mandated mission critical core services.

Cost Containment & Avoidance

- ◆ Curtailing program enhancements or expansions unless or until sustainably funded 5-year operational plans are developed.
- ◆ Holding firm on labor negotiations.
- ◆ Tightly tying new position authorization together with appropriations and funding availability.
- ◆ Selectively deauthorizing and deleting unfunded vacant positions that serve no current operational purpose.
- ◆ Capturing salary savings by deauthorizing and deleting non-essential funded vacant positions.
- ◆ Limiting hiring to replace recently vacated mission-critical positions.
- ◆ Evaluating historic returns of discretionary allocations to identify and eliminate other forms of overfunding and reallocate where mission-critical.

Achieving Efficiencies

- ◆ Implementing and expanding on findings in the criminal justice system and other areas.

- ◆ Identifying and adopting efficiencies in operations, especially internal services.

Full Cost Recovery

- ◆ Bringing departmental fee schedules current and keeping them up to date.
- ◆ Ensuring contracts with other jurisdictions using county services and facilities are kept current with actual costs.

Maximizing Departmental Resources

While the forecast of discretionary revenues indicates modestly optimistic growth, holding net costs as level as possible remains imperative to closing the deficit. Given the added costs of staffing the new detention center, projected increases resulting from the legal settlement, and uncertainty surrounding the out-year costs of In-Home Supportive Services, reducing other costs remains essential.

Since healthy reserves are absolutely essential when downturns occur and a key credit rating factor, a prime objective of our budget strategy has been maintaining general fund discretionary reserves at a minimum level of \$150 million and restoring them to required levels as soon as possible. Board Policy B-30 sets a reserve goal of 25 percent of discretionary revenues. The model above anticipates using reserves as structural balance is achieved.

The focus of this strategy is to contain and reverse the structural deficit while working on longer-term strategies to neutralize the factors within the county's control that contribute to structural imbalance. Achieving these financial objectives requires maintaining a pragmatic, fiscally disciplined approach to the many significant financial and operational challenges the county faces.

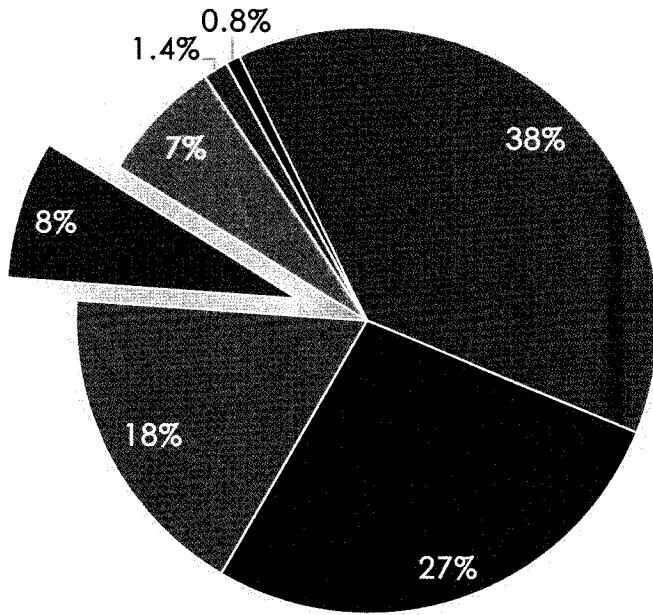


GENERAL GOVERNMENT

INTRODUCTION

The General Government group provides county governance and administrative oversight. These include legislative, administrative, finance, counsel, personnel, elections, property management, plant acquisition, and promotional activities. The Board of Supervisors, supported by the Clerk of the Board, serves as the governing legislative body of the county, while the Executive Office provides administrative oversight under the Board's direction. Finance activities include assessment of property values by the Assessor; enrollment and distribution of the tax levy, depositing revenue collection, processing payments, entering budget adjustments by the Auditor

Controller; collection of property taxes and management of the investment pool by the Treasurer-Tax Collector; and, procurement services by the Purchasing Agent. County Counsel performs legal advice and litigation support activities for the Board of Supervisors and county departments. The Registrar of Voters performs elections activities ensuring honest and impartial elections. Personnel-related activities are performed by the Human Resources Department, while property management, plant acquisition, and promotion activities are performed by the Facilities Management Department.



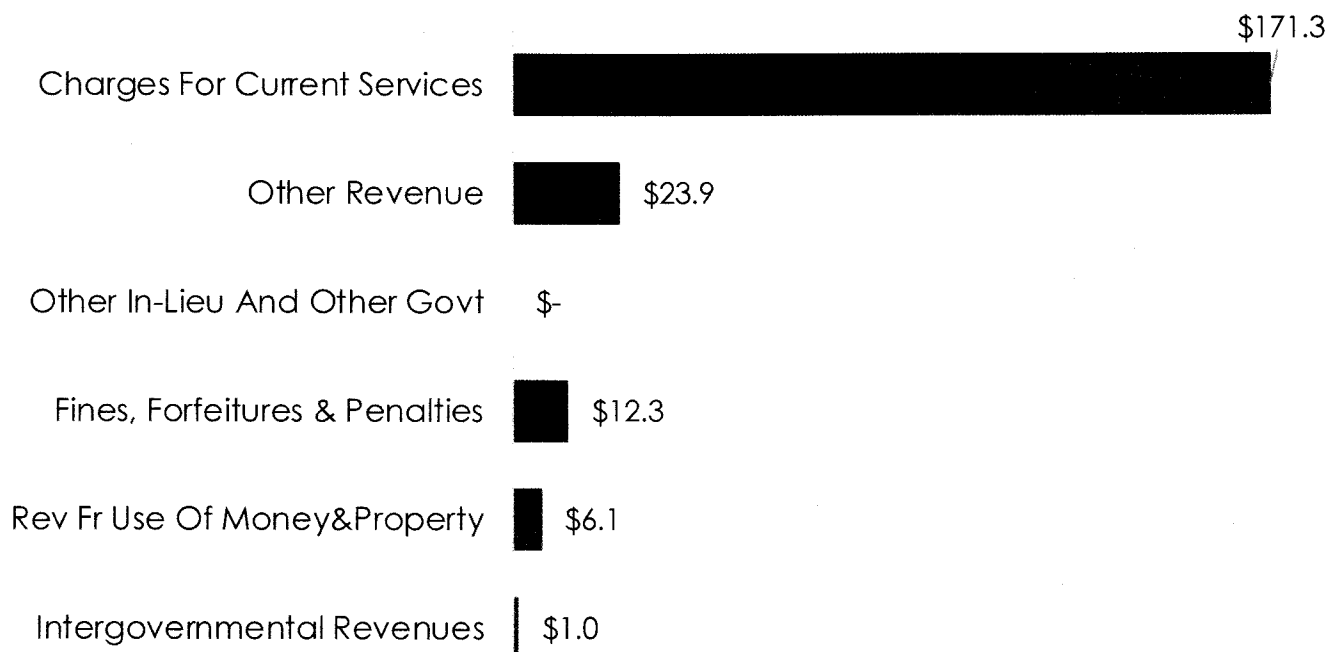
Total Appropriations Governmental Funds

- PUBLIC PROTECTION
- PUBLIC ASSISTANCE
- HEALTH AND SANITATION
- GENERAL GOVERNMENT
- PUBLIC WAYS AND FACILITIES
- DEBT SERVICE
- EDUCATION, RECREATION & CULTURAL SERVICES

General Government
Appropriations by Category
 \$ millions



General Government
Revenues by Source
 \$ millions



ASSESSOR'S OFFICE

Mission Statement

Fulfill the legally and locally mandated functions of the Assessor in an accurate, timely, professional, and courteous manner and ensure high quality service.

Department/Agency Description

The Assessor Division is part of the "Assessor - County Clerk - Recorder" Business Unit (ACR). The ACR is run by the elected Assessor - County Clerk - Recorder.

By law, the Assessor must locate all taxable property in the County of Riverside, identify the owners, and describe the property. The Assessor must determine a value for all taxable property and apply all legal exemptions and exclusions. The Assessor must also complete an assessment roll showing the assessed values for all taxable property in Riverside County. The Assessor's Office consists of the following divisions that address and serve the specific needs of the property tax payers: Agriculture, Business Personal Property, Commercial, Manufactured Homes, and Residential.

The Assessor is also the lead agency for the County of Riverside's Enterprise Solutions for Property Taxation (CREST) project, uniting the county's three property tax departments (Assessor, Auditor Controller, and Treasurer-Tax Collector) by modernizing procedures and improving efficiencies.

Objectives and Strategic Alignment

Department Objective #1: Maximize performance while containing cost.

Portfolio Objective: Promote County financial sustainability.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Property tax generated for every \$1 spent	\$100.3	\$101.5	\$101.5	\$101.5
Motor vehicle in lieu revenue generated for every \$1 spent	\$8.84	\$8.92	\$8.92	\$8.92

Insights

- ◆ Assessment activity is responsible for the largest portion of the County's discretionary revenue. Moreover, the Assessor's accurate and timely roll serves as the basis for property tax revenue for the state, cities, schools, and special districts.
- ◆ This Key Performance Indicator (KPI) measures the return on every dollar spent on assessment activity. Measuring total operating costs in relationship to the amount of property taxes generated allows the department to analyze how effectively the department utilizes its resources to evaluate the increasing amount of owned property within the County.
- ◆ By leveraging technology, training, and continuously improving processes, staffing levels are expected to stay consistent as workload continues to increase.

Department Objective #2: Optimize staffing efficiency.

Portfolio Objective: Promote County financial sustainability.

County Outcome: Effective, efficient, and innovative government

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Hours per active assessment	1.79	1.77	1.77	1.77
Hours per assessment	0.226	0.222	0.222	0.222

Insights

- ◆ Employees comprise the majority of departmental costs; therefore, measuring the average direct hours of input to produce the primary deliverables is critical to benchmark consistency during stable workloads and evaluate efficiency during workload fluctuations.
- ◆ Active assessments are assessments that are more complicated and labor intensive. Assessments reflect all assessment activity, regardless of complexity.

Department Objective #3: Maintain an optimal balance between quantity and quality of services performed

Portfolio Objective: Increase the quality of services provided to constituents

County Outcome: Effective, efficient, and innovative government

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Roll assessment error rate	0.009%	0.008%	0.008%	0.008%

Related Links

Website: <http://www.asrclrec.com/recorder>

Budget Changes & Operational Impacts

Staffing

Net decrease of one position.

Expenditures

Net increase of \$3.6 million.

- ◆ Salaries & Benefits
 - ❖ Increase due to expected retirement payouts.
- ◆ Services & Supplies
 - ❖ Increase in grant funded projects.
- ◆ Fixed Assets
 - ❖ In the Assessor budget unit, decrease attributed to hardware refresh not necessary in the current fiscal year. An increase in the

Insights

- ◆ While there is a great deal of emphasis placed on evaluating output relative to input, the department is mindful that a singular focus on production may impact the quality of work performed. As such, the department strives to maintain an optimal balance between increased levels of service and the quality of the services performed.
- ◆ Error rates are calculated by the change in value to the roll in relationship to the total roll value.

CREST budget for the new property tax system.

Revenues

- ◆ Fees and Charges
 - ❖ No significant changes.

Departmental Reserves

- ◆ Fund 11177 – SCAPAP
 - ❖ Sub-fund use of \$3.26 million to support SCAPAP grant initiatives in accordance with State guidelines.

Net County Cost Allocations

County funding remains consistent from the previous fiscal year.

Budget Tables

	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Assessor	190	187	187	-
CREST	14	15	15	-
Grand Total	204	202	202	-

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
ACR: Assessor	\$ 26,457,844	\$ 27,630,480	\$ 27,423,808	\$ 28,356,975	\$ 28,356,975	\$ -
ACR: Crest Property Tax Management System	4,162,315	11,034,886	10,934,689	13,896,012	13,896,012	-
Grand Total	\$ 30,620,159	\$ 38,665,366	\$ 38,358,497	\$ 42,252,987	\$ 42,252,987	\$ -

Department/Agency Budget by Category of Expense

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Salaries and Benefits	\$ 19,903,957	\$ 21,826,957	\$ 21,646,383	\$ 22,683,082	\$ 22,683,082	\$ -
Services and Supplies	9,687,256	10,939,407	10,813,689	11,068,972	11,068,972	-
Other Charges	981,312	1,957,740	1,957,163	1,044,822	1,044,822	-
Fixed Assets	47,634	3,941,262	3,941,262	7,456,111	7,456,111	-
Expense Net of Transfers	30,620,159	38,665,366	38,358,497	42,252,987	42,252,987	-
Total Uses	\$ 30,620,159	\$ 38,665,366	\$ 38,358,497	\$ 42,252,987	\$ 42,252,987	\$ -

Department/Agency Budget by Category of Source

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Fines, Forfeitures & Penalties	\$ 109,402	\$ 1	\$ -	\$ 1	\$ 1	\$ -
Charges For Current Services	17,442,964	18,436,633	16,897,408	19,022,149	19,022,149	-
Other Revenue	98,165	4,080,959	4,080,951	10,119,775	10,119,775	-
Total Net of Transfers	17,650,531	22,517,593	20,978,359	29,141,925	29,141,925	-
Revenue Total	17,650,531	22,517,593	20,978,359	29,141,925	29,141,925	-
Net County Cost Allocation	13,850,178	9,854,328	9,854,328	9,854,328	9,854,328	-
Use of Department Reserves	(880,550)	6,293,445	7,525,810	3,256,734	3,256,734	-
Total Sources	\$ 30,620,159	\$ 38,665,366	\$ 38,358,497	\$ 42,252,987	\$ 42,252,987	\$ -



AUDITOR-CONTROLLER'S OFFICE

Mission Statement

OVERSIGHT | INTEGRITY | ACCOUNTABILITY

Department/Agency Description

The Office of the Auditor-Controller has many legal mandates. As legislated under the government code, the office provides fiscal oversight countywide for all governmental agencies under the control of the Board of Supervisors. The office is responsible for establishing a chart of accounts in accordance with the generally accepted accounting principles for financial transactions. The department is also responsible for financial transactions' budgetary control, property tax administration, disbursements/vendor payments, 1099 reporting, capital assets management, biweekly payroll processing for 20,000 employees, general ledger transactions approvals, cash management including issuance of tax anticipated notes, accounts receivable, long-term debt, rate/fee reviews, annual audit plan, and preparation of financial reports, such as the Comprehensive Annual Financial Report (CAFR), Popular Annual Financial Report (PAFR), and State Controller's report.

Our customers include serving 2.3 million county residents, over 24,000 active vendors, 28 cities, state, federal and 400 taxing agencies, K-12 school districts (430,000 students), community colleges, special districts, redevelopment successor agencies, employee unions, and county departments' fiscal and accounting personnel. The department monitors over one million parcels and distributes over \$3.7 billion in property taxes annually.

Objectives and Strategic Alignment

Department Objective #1: Continue to increase financial integrity, accurate and timely disbursement, fiscal oversight, process improvement, and proactive leadership in communicating fiscal and accounting guidelines.

Portfolio Objective: Reinforce accountability and continuous improvement.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
On-time reporting for CAFR	100%	100%	100%	100%
Turnaround process for ACO payable approval within 48 hours	95%	95%	95%	100%
On time closing for monthly, quarterly and annual periods	100%	100%	100%	100%

Insights

- ◆ Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the CAFR, PAFR, and State Controller's Report.
- ◆ Implementing accounts payable software to increase service for vendors and county departments while streamlining the current processes.
- ◆ Provided centralized services that processed 220,965 warrants, 21,296 journals, 166 approved Board submittals, and 21,565 budget line adjustments for FY 17/18.

Department Objective #2: To oversee the distribution of property tax revenues which is 88.8 percent of the county's discretionary revenue.

Portfolio Objective: Reinforce accountability and continuous improvement.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
On-time property tax apportionments	100%	100%	100%	100%
Turnaround time of 48 hours on returning customer phone calls	100%	100%	100%	100%

Insights

- ◆ The department's property tax division distributed over \$3.88 billion in property tax revenue and processed the billing information for over one million individual property parcels for FY 17/18.
- ◆ Calculated school district tax rates for issuances of \$4.5 billion of the \$7.5 billion in approved school debt funding for the first time in FY 17/18.
- ◆ Implemented a new property tax system to streamline the manual processes.

Department Objective #3: Meet audit mandates while issuing objective, innovative, and independent audit reports; review for areas of opportunities for county departments to obtain cost savings.

Portfolio Objective: Accurately value, calculate, bill, collect, and distribute property tax revenues.

County Outcome: Effective, efficient, and innovative government

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Complete draft audit report within 90 days of exit conference	97%	99%	99%	100%
Rate review turnaround process within 2 weeks	96%	98%	98%	100%

Insights

- ◆ Currently standardizing the rate review process to provide a more efficient and consistent process for creating rates.

- ◆ Provide relevant and timely information to the Board of Supervisors and public by issuing 30 various audit reports, quarterly Treasurer Asset Verifications, 24 Internal Service Fund rate reviews, cash coverage and shortage reviews, innovative overtime monitoring reports. Oversee the Fraud, Waste, and Abuse Hotline and submit quarterly reports to the Board of Supervisors.

- ◆ Implemented a risk-based approach to audits performed to assign resources to higher risk areas the county may have.

Department Objective #4: Produce accurate and timely biweekly payroll for over 20,000 county employees and 100 special district employees while increasing innovation in an effort to reduce costs and streamline processes.

Portfolio Objective: Reinforce accountability and continuous improvement.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Turnaround process for off-cycle payroll within 48 hours	99%	99%	99%	100%
On-time processing of on-cycle payroll	100%	100%	100%	100%

Insights

- ◆ Upgrading the current Human Capital Management system to streamline routine payroll processes and allow more functionality within the system.
- ◆ Disbursed over \$1.75 billion through over 550,000 payroll warrants for FY 17/18. Automated the payroll settlement process that improved internal controls and safeguards assets.
- ◆ Created, processed, and distributed over 21,000 W2s on time with a new mandated, compressed deadline.

Related Links

<http://www.auditorcontroller.org/>

Budget Changes & Operational Impacts

Staffing

There was a net decrease of two full time equivalent staff between FY 18/19 and FY 19/20 for total budgeted positions of 92. Two positions were added to Internal Audits during a restructuring of the division.

Expenditures

- ◆ Salaries & Benefits
 - ❖ Increase in salaries and benefits was offset by eliminating three vacant positions. Reductions will be managed by reducing non-mandated services.
- ◆ Services & Supplies
 - ❖ There was a large increase in liability insurance due to activity in FY 18/19. A portion of the increase was offset by a reduction in IT costs.
- ◆ Intrafund Transfers
 - ❖ There was a slight increase in the projection for Intrafund Transfers. The FY 19/20 projection is larger as the result of more indirect costs being recovered for services.

Revenues

- ◆ Taxes
 - ❖ Departmental Property Tax revenues are estimated to decrease approximately \$92,000 or 2.5 percent.

- ◆ Intrafund Transfers
 - ❖ Estimates are expected to remain the same the next fiscal year as the activity has remained at a similar level.
- ◆ Other Revenue
 - ❖ Revenue from the electronic payables program are estimated to stay the same as the program begins to stabilize and possibly decrease.

Departmental Reserves

- ◆ 330159 – CFB Laserfische Project
 - ❖ The reserve amount of \$34,000 will be used for document scanners for Laserfische. The scanners will be used to streamline current manual processes.

Net County Cost Allocations

The net county cost allocation is projected to remain the same between FY 18/19 and FY 19/20, which amounts to 27.7 percent of the departmental budget. To achieve these results, the Auditor-Controller eliminated seven vacant positions.

Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>				
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
ACO-Payroll Services	20	20	20	-
Auditor-Controller	60	59	59	-
Internal Audit	14	13	13	-
Grand Total	94	92	92	-

Department/Agency Expenses by Budget Unit

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
ACO: Auditor-Controller	\$ 6,790,637	\$ 7,245,030	\$ 6,649,263	\$ 7,136,760	\$ 7,374,562	\$ -
ACO: COWCAP Reimbursement	(20,515,315)	(21,626,525)	(21,626,525)	(20,876,300)	(20,876,300)	-
ACO: Internal Audits Division	1,282,786	1,611,865	1,569,517	1,611,865	1,611,865	-
ACO: Payroll Services Division	754,376	892,322	853,804	821,194	821,194	-
Grand Total	\$ (11,687,516)	\$ (11,877,308)	\$ (12,553,941)	\$ (11,306,481)	\$ (11,068,679)	\$ -

Department/Agency Budget by Category of Expense

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Salaries and Benefits	\$ 8,027,128	\$ 9,375,817	\$ 8,785,575	\$ 9,290,817	\$ 9,528,818	\$ -
Services and Supplies	3,424,111	3,372,098	3,061,686	3,287,496	3,287,297	-
Fixed Assets	-	18,500	17,017	-	-	-
Intrafund Transfers	(23,138,755)	(24,643,723)	(24,418,219)	(23,884,794)	(23,884,794)	-
Expense Net of Transfers	(11,687,516)	(11,877,308)	(12,553,941)	(11,306,481)	(11,068,679)	-
Total Uses	\$ (11,687,516)	\$ (11,877,308)	\$ (12,553,941)	\$ (11,306,481)	\$ (11,068,679)	\$ -

Department/Agency Budget by Category of Source

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Charges For Current Services	\$ 18,135,828	\$ 17,203,319	\$ 16,680,120	\$ 16,116,217	\$ 16,116,217	\$ -
Other Revenue	368	-	-	-	-	-
Total Net of Transfers	18,136,196	17,203,319	16,680,120	16,116,217	16,116,217	-
Revenue Total	18,136,196	17,203,319	16,680,120	16,116,217	16,116,217	-
Net County Cost Allocation	(28,419,785)	(29,099,127)	(28,761,127)	(27,422,698)	(27,184,896)	-
Use of Department Reserves	(1,403,927)	18,500	(472,934)	-	-	-
Total Sources	\$ (11,687,516)	\$ (11,877,308)	\$ (12,553,941)	\$ (11,306,481)	\$ (11,068,679)	\$ -



BOARD OF SUPERVISORS & CLERK OF THE BOARD

Mission Statement

The mission of the Clerk of the Board of Supervisors is to provide exceptional customer service to the county and its citizens using proven technology while preserving the past, recording the present, and providing accessibility to official county records and information.

Department/Agency Description

The Board of Supervisors is the governing body of the county and Board-governed special districts. The Board of Supervisors' budget supports its policy-making role and local legislative functions, and funds projects that promote health, safety, and quality of life for county residents.

The Clerk of the Board provides administrative support to the Board of Supervisors as well as providing services vital to the public. The Clerk of the Board serves as the clearinghouse for all matters requiring review or executive action of the governing authorities of the County of Riverside and provides processing and dissemination of all board directives, policies and laws of the County's legislative branch.

The Clerk of the Board Assessment Appeals Division receives and processes applications for changed assessments and written findings of fact in accordance with legal requirements. The Assessment Appeals Division provides administrative support to the Assessment Appeals Board Members and Hearing Officers appointed on behalf of the Board of Supervisors to act as the County Board of Equalization.

Objectives and Strategic Alignment

Department Objective #1: Increase availability, transparency, and open access to Board of Supervisors official records by efficient processing and storage of Board Agenda items.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Board agenda items processed (calendar year)	2,487	2,229	2,300	2,300
Customer survey forms processed	36	36	36	36

Insights

- ◆ Metrics are based on calendar year.
- ◆ The department initiated an automated agenda process using a software program. The department will continue to make improvements and enhancements to the system that will benefit the Board of Supervisors, county staff, and the public. The department will coordinate with the Human Resources Department to add agenda training to the county's Management, Supervisory, and Professional Assistants Academies. The creation of a training video that will be offered on the COR Learning Center website is also being considered.
- ◆ An upgrade to the Board Chambers critical audio-visual systems was completed in fall 2016 with additional improvements completed in winter 2017. Due to the lack of meeting space in Riverside County, the Board Chambers is continuously in use with hundreds of meetings held annually. Regular maintenance of the systems is crucial.
- ◆ The department will work with vendors to convert its stored documents, including paper, media and microfilm, to an electronic format. The electronic file conversion program will allow for easier access when items are requested by both the public and county agencies, ensuring a seamless, transparent process.
- ◆ The department continues to improve website accessibility so the public and county agencies can access information more efficiently. An enhanced video streaming service was recently implemented to provide a better viewing experience for users online.
- ◆ Customer survey forms are available to the public and other county agencies at the Clerk of the Board's website and customer service counter. In 2017, the department received a 100 percent favorable rating from all surveys received. Management regularly reviews surveys and

implements improvements based on feedback. The Clerk of the Board continues to strive for increased efficiency in all services provided to its customers.

Department Objective #2: Increase efficiency in the dissemination, collection, review, processing and tracking of Statement of Economic Interest forms.
County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Form 700 (Statement of Economic Interest) filings processed	4,589	5,000	5,000	5,000

Insights

- ◆ Metrics are based on calendar year.
- ◆ The department implemented full use of the NetFile E-File system in 2015 to create efficiencies in the collection of Form 700 and to provide greater flexibility in reporting.
- ◆ The department continues to provide training sessions on how to complete the Form 700 as well as training for the filing officers and filing officials.

Related Links:

- District 1: <http://www.rivcodistrict1.org>
- District 2: <http://www.rivcodistrict2.org>
- District 3: <http://supervisorchuckwashington.com>
- District 3 Facebook: <https://www.facebook.com/supervisorchuckwashington/>
- District 4: <http://www.rivco4.org/web/index.html>
- District 5: <http://www.rivcodistrict5.org/>
- Clerk of the Board: <http://www.rivcocob.org>
- Clerk of the Board Facebook: <https://www.facebook.com/RivCoCOB/>
- Assessment Appeals Division: <http://www.rivcocob.org/assessment-appeals-office/>

Budget Changes & Operational Impacts

Staffing

There is a net decrease of one full-time equivalent position due to organizational changes. The FY 19/20 budget will fund 67 positions.

Expenditures

A net decrease of \$263,484, or two percent.

Department Objective #3: Ensure efficiency and transparency of the property tax assessment appeal process by managing property tax assessment appeal applications in a timely manner.

County Outcome: Effective, efficient processing of applications allowing for timely hearings for the taxpayer.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Assessment appeals filings	3,510	3,686	4,000	4,000

Insights

- ◆ Metrics are based on calendar year.
- ◆ The department continues to make upgrades to the Assessment Appeals Division system to improve efficiency and provide staff flexibility in the creation of weekly agendas, printing of letters, and providing the ability to access historical assessment data relative to current appeals. The department is also considering an update to the system to allow for electronic signatures on applications filed and the ability for applicants to pay electronically through an online system.

◆ **Salaries & Benefits**

- ❖ An increase of \$431,302, or six percent, in regular salaries due to organizational changes. Of this amount, \$267,972 was due to a change in retirement and insurance benefit rates. With the election of two new Board Members, changes to salaries and benefits also occurred based on staffing needs.

◆ Services & Supplies

❖ A decrease of \$326,873, or 13 percent. Of this amount, \$317,830 was due to a reduction in county support service expenditures.

◆ Other Charges

❖ A decrease of \$682,913, or 37 percent, for contribution to non-county agency community improvement support efforts in each of the five supervisorial districts due to increases in other appropriations. Funds for community improvement support efforts are initially budgeted to the other charges expenditure category to be used for non-county agencies but as support effort requests are made by county agencies the funds are transferred to the operating transfers out expenditure category.

◆ Fixed Assets

❖ An increase of \$264,000, or 442 percent, in fixed assets to cover the cost of equipment for RivCoTV and equipment for various office locations. Approximately \$190,000 of this cost will be covered with Public, Education, and Government (PEG) revenue received through franchise fees.

◆ Intrafund Transfers

❖ A decrease of \$50,000, or 25 percent, in intrafund salary and benefit reimbursements for services provided between the Clerk of the Board and the Assessment Appeals Division.

Revenues

A net increase of \$294,831, or four percent.

◆ Licenses, Permits & Franchises

❖ An increase of \$406,823, or six percent, in franchise and license-CATV revenue. This anticipated increase will be from the PEG franchise fee revenue that will be collected in FY 19/20. These resources fluctuate based on market conditions.

◆ Charges for Current Services

❖ A net decrease of \$111,992, or nine percent, in revenue reimbursement due to a decline in agenda items for special districts and the elimination of one-time revenue.

Departmental Reserves

◆ 11072 – CFB-Youth Protection / Intervention

❖ Net decrease of \$95,500 for FY 19/20 based on estimated expenditures.

◆ 11187 – CFB-Board of Supervisors-PEG

❖ Net decrease of \$300,000 for FY 19/20 based on estimated expenditures. All expenditures are offset by PEG franchise fee revenue collected.

Net County Cost Allocations

The budget reflects \$200,000 in savings, cuts in the amount of \$75,000, for a total reduction of \$275,000 resulting in a reduction to Services and Supplies.

Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>					
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted	
Assessment Appeals Board	6	5	5	5	
Board Of Supervisors	62	62	62	62	
Grand Total	68	67	67	67	

<i>Department/Agency Expenses by Budget Unit</i>						
	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Assessment Appeals Board	\$ 836,168	\$ 1,006,440	\$ 797,660	\$ 1,006,440	\$ 931,440	\$ -
Board of Supervisors	10,572,657	10,643,703	10,202,684	10,155,219	10,155,219	-
Board of Supervisors - PEG	-	-	-	300,000.00	300,000.00	-
Grand Total	\$ 11,408,825	\$ 11,650,143	\$ 11,000,344	\$ 11,461,659	\$ 11,386,659	\$ -

Department/Agency Budget by Category of Expense

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Salaries and Benefits	\$ 7,275,256	\$ 7,462,406	\$ 7,371,833	\$ 7,893,708	\$ 7,893,708	\$ -
Services and Supplies	2,555,777	2,498,687	2,117,203	2,247,814	2,172,814	-
Other Charges	1,403,599	1,578,895	1,422,403	1,145,132	1,145,132	-
Fixed Assets	31,224	61,000	59,755	325,000	325,000	-
Intrafund Transfers	(87,531)	(200,000)	(200,000)	(150,000)	(150,000)	-
Expense Net of Transfers	11,178,325	11,400,988	10,771,194	11,461,654	11,386,654	-
Operating Transfers Out	230,500	249,155	229,150	5	5	-
Total Uses	\$ 11,408,825	\$ 11,650,143	\$ 11,000,344	\$ 11,461,659	\$ 11,386,659	\$ -

Department/Agency Budget by Category of Source

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Licenses, Permits & Franchises	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ -
Charges For Current Services	1,078,585	1,049,778	1,084,475	984,364	984,364	-
Other Revenue	141,958	161,948	287,651	115,370	115,370	-
Total Net of Transfers	1,220,543	1,211,726	1,372,126	1,399,734	1,399,734	-
Revenue Total	1,220,543	1,211,726	1,372,126	1,399,734	1,399,734	-
Net County Cost Allocation	10,047,226	10,161,925	9,911,925	9,961,925	9,886,925	-
Use of Department Reserves	-	141,056	(283,707)	100,000	100,000	-
Total Sources	\$ 11,408,825	\$ 11,650,143	\$ 11,000,344	\$ 11,461,659	\$ 11,386,659	\$ -

COUNTY COUNSEL

Mission Statement

The Office of County Counsel provides a broad range of high quality, cost-effective legal services designed to promote the public service objectives of the County of Riverside, while at the same time protecting the county from risk and loss.

Department/Agency Description

The Office of County Counsel is a full-service law office that handles civil matters for the County of Riverside. The office provides advisory, transaction and litigation support on issues of vital concern to the county and its residents such as health care, public safety, adult and child welfare, land development, environmental protection, real estate, contracts, public finance, taxation, public works and elections. The office is staffed by experienced attorneys who have dedicated their careers to public service. The office's primary clients are the Board of Supervisors and county agencies, departments, commissions and officers. Legal services are also provided to other public entities within the county, including certain joint powers authorities, school districts, and special districts.

Objectives and Strategic Alignment

County Counsel's objectives measure workload and staffing needs, which are wholly dependent upon the client departments. In most cases, a reduction in workload reflects better outcomes by the client departments. On some occasions, an increase in workload could be interpreted that clients are seeking more legal advice, which is a favorable development. Due to the uniqueness of the County Counsel department, the performance metrics below will not have goals.

Department Objective #1: Provide quality, accurate, effective and timely legal services to the Department of Public Social Services (DPSS) in matters relating to children who are dependents of the Juvenile Court so that each child suffering from either an actual harm, or a current risk of harm, of exploitation or physical, sexual or emotional abuse or neglect, is ensured maximum safety and protection.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY	FY	FY	Goal
	17/18 Actuals	18/19 Target	19/20 Target	
Number of juvenile dependency cases handled	1,353	1,716	1,767	N/A
Number of child protective custody warrants obtained	305	295	304	N/A

- ◆ Child safety and welfare is a key responsibility for the County Counsel's Office. One-third of the attorney staffing is dedicated to child safety and welfare.
- ◆ The successful implementation of a child protective custody warrant protocol as well as the passage of AB 1401 (permitting after-hours warrants) has significantly increased safety while minimizing risk to the county.
- ◆ Beginning in February 2019, County Counsel and DPSS-Child Protective Services have redoubled their efforts and added staffing in County Counsel to increase child safety and risk management efforts.

Department Objective #2: Aggressively represent the county in litigation, maintaining fiscal stability while advancing the overall interests of the County of Riverside and the public it serves.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY	FY	FY	Goal
	17/18 Actuals	18/19 Target	19/20 Target	
Number of litigated cases handled in-house by County Counsel	208	180	216	N/A

Insights

- ◆ Significant effort continues to be made to increase experience and expertise to handle more cases in-house and to reduce the reliance on outside counsel; and thus reduce cost to the county and its departments and districts.
- ◆ A strong partnership has developed between the Executive Office, Risk Management, and County

• • • County Counsel

GENERAL GOVERNMENT

Counsel in the form of a Risk Management Steering Committee to better evaluate, manage, and reduce civil liability risk for the county.

- ◆ The County Counsel’s Office works closely with each client department to understand their operations, goals, and objectives to provide better quality and more responsive legal advice and counsel. This effort involves the Assistant County Executive Officers and the Risk Management Steering Committee to ensure that proactive steps are being taken by county departments, as well as subsequent remedial measures to ensure a significant reduction in settlements, judgments, and defense costs.

Department Objective #3: Provide quality, accurate, effective and timely legal services to Transportation & Land Management Agency (TLMA) – Code Enforcement to enable that department to fulfill their mission and objectives in accordance with the law, to reduce the risk of liability, to enhance cost recovery, and to improve neighborhood livability.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Number of Civil Nuisance Abatement actions filed	41	59	80	N/A

Insights

- ◆ The County Counsel’s Office works closely with supervisorial district staff and TLMA/Code Enforcement to identify problem properties and to develop strategies to increase public safety and neighborhood livability.
- ◆ The County Counsel’s Office now dedicates more resources towards Code Enforcement activity than ever before and is continuing to partner with county departments to identify additional strategies and solutions to reduce calls for service.

Department Objective #4: Providing quality, effective and timely legal services to the Public Guardian with respect to their responsibilities in Lanterman-Petris-Short (LPS) and probate conservatorship matters under the jurisdiction of the Probate Court. Legal services provided by the County Counsel’s Office include, but are not limited to, preparing and filing court documents, providing legal

representation at court hearings and trials, providing in-house training, legal updates and legal advice relating to conservatorships.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Number of LPS/Probate case handled	1,104	1,170	1,200	N/A

Insights

- ◆ At the request of the Public Guardian (PG), the County Counsel’s Office has also increased the quantity and scope of services to improve adult safety and welfare.
- ◆ The County Counsel’s Office has been carefully evaluating attorney workloads based upon surveys of similarly situated counties for lawyers representing public guardians in an effort to increase safety of those in conservatorships and reduce potential liability risk.
- ◆ Recently, the County Counsel’s Office partnered with the Executive Office, DPSS/Adult Protective Services (APS), and the PG to develop and implement a protocol to expedite the review and investigation of APS referrals to the PG and the filing of conservatorship petitions with the Probate Court.

Department Objective #5: Provide quality, accurate, effective and timely legal services to all county departments to enable them to fulfill their mission and objectives in accordance with the law.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Number of business transactions handled for client departments	2,359	2,762	3,314	N/A
Number of land use related transactions handled for TLMA	281	215	215	N/A

Insights

◆ Over the past four years, the County Counsel’s Office has significantly improved the quality and responsiveness of its legal services. As such, county departments have shifted away from the use of outside counsel. It has also meant that

departments are seeking advice and counsel early and often. The department has also seen an increase in the complexity of the assignments and cases presented. The office’s primary challenge is to fully meet the needs of its clients.

Related Links

<http://www.countyofriverside.us/counsel/Home.aspx>

Budget Changes & Operational Impacts

Staffing

- ❖ Total authorized – 81
- ❖ Total funded – 81

Expenditures

- ◆ Salaries & Benefits
 - ❖ FY 19/20 – An increase of \$1,099,869, or eight percent
 - ❖ Regular salaries \$518,676 due to merit step increases & additional personnel.
 - ❖ Retirement miscellaneous \$618,370 – There are three different charges in this account: CalPERS, Retirement debt service fee – \$254,800 this cost was not included in FY 18/19 budget and Replacement Benefit Fund (RBF)
- ◆ Services & Supplies
 - ❖ A decrease of \$23,356, or two percent due to the decrease in Insurance-Liability Internal Service Funds (ISF) rate

◆ Intrafund Transfers

- ❖ An increase of \$458,425, or five percent due to an increase in charges to other county departments.

Revenues

◆ Charges for Current Services

- ❖ An increase of \$618,088, or 14 percent due to a four percent increase in the direct bill rate, increased productivity and responding to increased number of matters in-house.

Net County Cost Allocations

The department NCC has a total contribution of \$1.9 million.

Budget Tables

Department/Agency Staffing by Budget Unit

	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
County Counsel	81	81	81	
Grand Total	81	81	81	

Department/Agency Expenses by Budget Unit

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
County Counsel	\$ 7,135,167	\$ 6,193,132	\$ 6,289,467	\$ 6,811,220	\$ 6,811,220	\$ -
Grand Total	\$ 7,135,167	\$ 6,193,132	\$ 6,289,467	\$ 6,811,220	\$ 6,811,220	\$ -

Department/Agency Budget by Category of Expense

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Salaries and Benefits	\$ 13,750,265	\$ 13,476,950	\$ 13,367,937	\$ 14,576,819	\$ 14,576,819	\$ -
Services and Supplies	1,488,323	1,459,143	1,517,952	1,435,787	1,435,787	-
Other Charges	(8,360)	-	-	-	-	-
Intrafund Transfers	(8,095,061)	(8,742,961)	(8,596,422)	(9,201,386)	(9,201,386)	-
Expense Net of Transfers	7,135,167	6,193,132	6,289,467	6,811,220	6,811,220	-
Total Uses	\$ 7,135,167	\$ 6,193,132	\$ 6,289,467	\$ 6,811,220	\$ 6,811,220	\$ -

Department/Agency Budget by Category of Source

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Intergovernmental Revenues	\$ 9,150	\$ -	\$ 4,700	\$ 1,000	\$ 1,000	\$ -
Charges For Current Services	3,825,769	4,142,401	4,311,314	4,759,489	4,759,489	-
Other Revenue	288,194	148,417	148,417	148,417	148,417	-
Total Net of Transfers	4,123,113	4,290,818	4,464,431	4,908,906	4,908,906	-
Revenue Total	4,123,113	4,290,818	4,464,431	4,908,906	4,908,906	-
Net County Cost Allocation	2,780,086	1,902,314	1,902,314	1,902,314	1,902,314	-
Use of Department Reserves	231,968	-	(77,278)	-	-	-
Total Sources	\$ 7,135,167	\$ 6,193,132	\$ 6,289,467	\$ 6,811,220	\$ 6,811,220	\$ -

COUNTY EXECUTIVE OFFICE

Mission Statement

In support of the Board of Supervisors, the mission of the County Executive Office is to facilitate administrative excellence in partnership with departments through leadership, vision, stewardship of resources and communication to promote, foster, and enhance the quality of life in Riverside County. The Executive Office's core values include integrity in service, teamwork, competence and perspective, and making a difference.

Department/Agency Description

The Executive Office is responsible for proper and efficient administration of county departments, agencies, and special districts under the jurisdiction of the Board. The Executive Office administers and enforces policies established by the Board and promulgates rules and regulations as necessary to implement Board policies. The department represents the Board in the county's intergovernmental relationships and activities and coordinates with other local government. The department also recommends employee relations policies and positions (in consultation with the county personnel director), prepares multi-year plans for capital projects, administers debt management, information management needs and financial issues.

The Executive Office oversees the countywide budget and its related activities such as submittal of county budget to the Board, approving fund transfers within different budgetary units, providing quarterly budget reports on the status of the budget and making recommendations to the Board, as well as establishing control systems to ensure departmental compliance with approved budgets. Additionally, it is the department's responsibility to develop countywide programs or recommend cost-saving initiatives that create savings and efficiency in county government.

Public Information Unit

The Executive Office has formed the Public Information unit in January 2019. The unit is charged with leading and coordinating strategic countywide communications across all county departments and on all available public information platforms. The communications team is comprised of three positions: the County Public Information Officer, a Senior

Management Analyst and a Public Information Specialist. Core functions of the Public Information team include media relations, community relations, social media outreach, video production, website design and promotion of the RivCo brand. The Executive Office Public Information team works closely with county departments and designated public information personnel to coordinate and support various public education initiatives and public relations campaigns across departments.

Homelessness Resolution

On January 30, 2018, the Board of Supervisors approved the Homeless Action Plan to address homelessness in Riverside County and approved the creation of the Deputy County Executive Officer for Homelessness Solutions. The Homelessness Solutions unit is responsible for working with county departments, partnering cities and community organizations to implement the County's Homeless Action Plan and coordinate any other efforts aimed at preventing and reducing homelessness in Riverside County.

Legislative Administration

The legislative administration is part of the Executive Office budget and its purpose is to work in conjunction with the Board of Supervisors as a liaison to the county's legislative advocates in Sacramento and Washington D.C. on the Riverside County Legislative Program. The Executive Office acts as a centralized "clearing house" for legislative matters, ensuring that all advocacy efforts are entirely consistent with Board of Supervisor's vision. The purpose of the program is to secure legislation, which benefits the county and its residents, and to oppose/amend legislation, which might adversely affect the county.

Contributions to Other Funds

Contributions to other funds is a budget unit organized by the Executive Office and used to contribute discretionary support to operations and programs outside of the general fund. These contributions may include required state "maintenance of effort" payments for certain programs as well as public safety, revenue-sharing agreements, and debt service related expenditures that require general fund support.

Court Sub-fund

Fees, fines, and forfeitures collected by the Riverside Superior Court for criminal offenses are placed in a trust fund, and distributed to the county to fund adequate court facilities. The funds disbursed to the county are deposited in the general fund and monitored by the Executive Office.

CFD Assessment District Administration

The Community Facilities Districts (CFD) and Assessment Districts Administration falls within the Executive Office's responsibility. The Mello-Roos Community Facilities Act of 1982 authorized local governments and developers to create CFDs for the purpose of selling tax-exempt bonds to fund public improvements and services. The CFD and Assessment District Administration supports the administrative activities of the county's land-secured finance districts.

Pass-Thru Funds

The Executive Office also oversees various "pass thru" funds, which include revenue from Teeter overflow activity, as well as administrative activity for development impact fees, pari-mutuel in-lieu of tax, tax loss reserve, dispute resolution, AB2766 air quality, health and juvenile services, solar program, and the Casa Blanca Clinic operations.

Objectives and Strategic Alignment

Department Objective #1: Update Board Policies
Portfolio Objective: Promote County financial sustainability.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Number of board policies reviewed	33	40	50	100
Number of board policies updated	22	15	50	50

Insights

- ◆ A comprehensive review of policies allows the county to determine if a policy is still needed or if it should be combined with another administrative policy. It is also to determine whether the purpose and goal of the policy is still being met, and to

determine if changes are required to improve the effectiveness or clarity of the policy.

- ◆ Review of Board Policies ensures that policies are relevant to the county's current organizational structure and still aligned with the updated or legal stipulation.

Department Objective #2: Legislative Advocacy Effectiveness.

Portfolio Objective: Promote Advocacy Against Unfunded Mandates and Promote Regional Advocacy.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of County sponsored legislation that was successfully enacted	N/A	50%	N/A	100%
Percent of legislative bills that were enacted into law that were consistent with County's position	N/A	44%	40%	100%

Operational Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Number of bills sponsored	N/A	4	N/A	3
Number of bills on which positions were taken	N/A	30	20	30

Insights

- ◆ The target for FY 19/20 for the percent of county sponsored legislation is currently n/a due to the county not having any lobbyists at the beginning of the year. Therefore, FY 18/19 actuals will be the baseline for targets.
- ◆ The purpose of the Legislative Affairs and Intergovernmental Relations program is to develop policy recommendations and represent the county's policies and interests at the local, state and federal levels.

- ◆ A collaborative effort with the Board of Supervisors, county departments, and the Executive Office is taken to create a legislative platform that will enhance and protect county resources and programs, provide administrative flexibility to maximize resources for services, and protect against imposition of additional mandates without adequate reimbursement; and to pursue specific legislation to remediate, enhance, or increase flexibility of existing programs and projects in departments.

Department Objective #3: Maintain healthy general fund reserves, twenty-five percent of general fund's discretionary revenues.

Portfolio Objective: Promote County financial sustainability.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target ↑	FY 19/20 Target ↑	Goal
Reserve percentage of discretionary revenue	31%	28%	25%	25%

Insights

- ◆ Riverside County's budget includes \$3.3 billion in general fund appropriations, comprising 60 percent of the overall budget. Building a healthy reserve will remain the foundation for fulfilling county future obligations as well as Board of Supervisors' priorities.
- ◆ The 27 percent reserves buildup is primarily a result of one-time saving/funding; however, to sustain healthy reserves, we need a structurally balanced budget, and the ability to hold the net county costs as level as possible for the next few years to close the gap between ongoing expenses and revenues.

Related Links

Office Website: <https://www.countyofriverside.us/AbouttheCounty/ExecutiveOffice.aspx>

Budget Website: <https://www.countyofriverside.us/AboutTheCounty/BudgetandFinancialInformation.aspx>

Governmental Affairs Website: <https://countyofriverside.us/governmentaffairs/Home.aspx>

Budget Changes & Operational Impacts

Staffing

The Executive Office has 36 positions, including a net decrease of one, as a result of consolidating all budgeted positions within various budget units into the main Executive Office operating budget, in an effort to increase transparency.

Expenditures

A net increase of \$17 million, or 11 percent.

- ◆ Services & Supplies
 - ❖ A decrease of \$6.5 million, or 53 percent, due to the expiration of a consultant contract.
- ◆ Intrafund Transfers
 - ❖ A decrease of \$363,351, or 33 percent, due to a reduction in salary and benefit reimbursement as a result of consolidating the Litigation and Legislative Administration budget unit into the Executive Office operating budget unit.

◆ Operating Transfers Out

- ❖ A net increase of \$17 million, or 33 percent, primarily due to an increase in Contributions to Other Funds. This increase is due to allocating \$8 million to the Federally Qualified Healthcare Clinics for its operating loss, \$1 million will be used to repay Waste Management for a loan which funded relocation costs for the John J. Benoit Detention Center, \$4.63 million will be allocated toward debt service for the Riverside University Health System's Medical Office Building, and \$6 million is for the County of Riverside Enterprise Solutions for Property Taxation (CREST) project.

◆ Revenues

A net decrease of \$6 million, or 27 percent.

◆ Charges for Current Services

❖ An increase of \$310,182, or 12 percent, in Reimbursement of Salaries due to the consolidation of budgeted positions within the Executive Office.

◆ Other Revenue

❖ A net decrease of \$5.9 million, or 66 percent, in Contributions from Other Funds in the Executive Office. This revenue was transferred from the Moreno Valley Redevelopment Pass-Through fund to offset the cost of a consulting contract that expires in June 2019.

Departmental Reserves

◆ The Executive Office will use a total of \$43.6 million in reserves for FY 19/20, which includes funding from Courthouse Construction, Tax Losses Reserve Fund, Development Impact Fee Administration, Mobile Home Registration, Dispute Resolution Program, Public Defender Registration Fees, County Oversight Board Reimbursement Fund, Mojave Desert AB2766, and Redevelopment Pass-Thru funds from Sycamore Canyon, Moreno Valley, and Palm Desert.

Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>					
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted	
Executive Office	33	36	36	36	
CFD Assessment Dist Admin	4	0	0	0	
Grand Total	37	36	36	36	

<i>Department/Agency Expenses by Budget Unit</i>						
	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
AB2766 Rideshare Air Quality Program	\$ 479,129	\$ 671,265	\$ 522,500	\$ 603,000	\$ 603,000	\$ -
Appropriation For Contingency	-	13,591,995	7,938,884	20,000,000	20,000,000	-
Casa Blanca Clinic Pass-Through	243,270	242,045	242,045	242,045	242,045	-
CFD & Assessment District Administration	768,450	678,407	678,407	624,268	624,268	-
Contribution to Other Funds	57,704,681	65,153,186	65,153,186	82,887,424	82,887,424	-
Court Sub-Fund	6,874,262	6,847,556	6,766,362	6,240,755	6,240,755	-
Executive Office	23,316,908	14,328,318	14,328,318	12,220,812	12,220,812	-
Executive Office Sub-Fund Budgets	1,945,453	5,847,169	5,347,169	5,836,736	5,836,736	-
Health & Juvenile Services Fund	1,356,371	1,388,400	1,388,400	1,455,215	1,455,215	-
Legislative & Administrative Services	3,895,054	3,875,235	3,875,235	-	-	-
RDA Capital Improvement Pass-Thru Fund	46,693,850	38,112,282	37,811,282	37,746,809	37,746,809	-
Solar Revenue Payments Fund	1,750,190	1,091,235	1,091,235	1,117,932	1,117,932	-
Grand Total	\$ 145,027,618	\$ 151,827,093	\$ 145,143,023	\$ 168,974,996	\$ 168,974,996	\$ -

<i>Department/Agency Budget by Category of Expense</i>						
	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Salaries and Benefits	\$ 6,106,021	\$ 6,881,417	\$ 6,881,417	\$ 7,016,239	\$ 7,016,239	\$ -
Services and Supplies	22,242,195	12,321,213	12,238,019	5,785,207	5,785,207	-
Other Charges	11,126,492	13,178,439	12,531,674	12,451,579	12,451,579	-
Fixed Assets	9,450	302,648	302,648	793,168	793,168	-
Intrafund Transfers	(835,693)	(1,099,137)	(1,099,137)	(735,786)	(735,786)	-
Approp for Contingencies	-	13,591,995	7,938,884	20,000,000	20,000,000	-
Expense Net of Transfers	38,648,465	45,176,575	38,793,505	45,310,407	45,310,407	-
Operating Transfers Out	106,379,153	106,650,518	106,349,518	123,664,589	123,664,589	-
Total Uses	\$ 145,027,618	\$ 151,827,093	\$ 145,143,023	\$ 168,974,996	\$ 168,974,996	\$ -

Department/Agency Budget by Category of Source

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Fines, Forfeitures & Penalties	\$ 8,216,890	\$ 9,492,498	\$ 9,492,498	\$ 8,971,891	\$ 8,971,891	\$ -
Rev Fr Use Of Money&Property	490,479	529,640	529,640	568,889	568,889	-
Intergovernmental Revenues	477,514	476,500	350,000	476,500	476,500	-
Charges For Current Services	3,313,354	2,665,407	2,665,407	2,975,589	2,975,589	-
Other Revenue	25,617,701	9,058,015	9,058,015	3,118,235	3,118,235	-
Total Net of Transfers	38,115,938	22,222,060	22,095,560	16,111,104	16,111,104	-
Revenue Total	38,115,938	22,222,060	22,095,560	16,111,104	16,111,104	-
Net County Cost Allocation	97,459,153	88,883,563	91,135,735	109,200,978	109,200,978	-
Use of Department Reserves	-	9,452,527	40,721,470	31,911,728	43,662,914	43,662,914
Total Sources	\$ 145,027,618	\$ 151,827,093	\$ 145,143,023	\$ 168,974,996	\$ 168,974,996	\$ -



ECONOMIC DEVELOPMENT AGENCY

Mission Statement

Enhance the economic position of the county and its residents, improve the quality of life, encourage business growth, build a positive business climate, develop a trained workforce, improve existing communities, offer a variety of housing opportunities, provide cultural and entertainment activities, and maintain the environment.

Department/Agency Description

The Economic Development Agency (EDA) has several units that aggressively promote Riverside County and its business opportunities, including the Office of Economic Development: (Office of Foreign Trade, Riverside County Film Commission, and Marketing), Project Management, Energy, Libraries, Aviation, Community Services, Riverside County Fair & Fairgrounds, Facilities Management, Edward Dean Museum, Special Districts, Workforce Development, and Housing Authority.

The goal of the Office of Economic Development is to facilitate regional economic development efforts that promote job growth, investment, entrepreneurship, and innovation. The office also creates a business-friendly climate that supports the efforts of the private sector. Economic Development is comprised of a traditional economic development team, the Office of Foreign Trade, the Riverside County Film Commission and Marketing.

The Riverside County Fair and National Date Festival (Fair) provides maximum use of the fairgrounds year-round to meet social, cultural, and economic needs of the community. The Riverside County Fair and National Date Festival has been an annual community tradition in the Coachella Valley for over 70 years. The 10 day event features live entertainment, including headliner concerts, monster trucks, freestyle motocross, carnival rides, shows and attractions.

The Energy Department is responsible for promoting renewable clean energy use of water, natural gas, and power resources by Riverside County through the use of technology, innovations, and renewable energy systems.

The Project Management Office (PMO) is responsible for constructing new facilities and tenant improvements to fulfill the capital needs of county departments in support of their mission and services to the public. The PMO team consists of administration, project management, environmental compliance, and construction inspection staff to manage all project phases from inception to completion in accordance with the committed scope, schedule, and budget and in compliance with all applicable laws and statutes.

The Parking Services Division is responsible for the operation and patrol of county-owned and leased parking structures and surface lots. The division also issues citations for violations of county parking ordinances. The division aims to develop a parking system within downtown Riverside that recognizes the need for short-term public parking, while encouraging policies and practices that incentivize mass transit, rideshare and carpooling.

Objectives and Strategic Alignment

Department Objective #1: Increase job creation and capital investment in Riverside County.

Portfolio Objective: Create economic opportunities for businesses and employees.

County Outcome: Unleash the power of the private sector.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Jobs created	217	300	500	500
Jobs retained	94	75	100	100
Capital investment	N/A	N/A	\$50M	\$50M
Businesses provided one-on-one technical assistance annually	54	1,006	1,000	1,000
Existing businesses visited annually	N/A	100	100	100

Jobs created through foreign direct investment 10,939 1,500 6,030 1,500

Insights

- ◆ The FY 17/18 number for one-on-one technical assistance is significantly lower because there were only two business centers that provided only online assistance. In FY 18/19, the division opened three fully operational business centers located in Riverside, Coachella Valley, and French Valley. In addition, the division works with two small business development centers (SBDC), resulting more businesses served.
- ◆ EDA works in partnership with cities, local economic organizations, tribal governments, and chambers of commerce to facilitate regional economic efforts. This collaborative effort, known as Team Riverside County, was highly successful in attracting the California Air Resource Board's new 380,000-square-foot headquarters in Riverside, which will provide \$366 million of investment in the county and 400 engineering and technology jobs.
- ◆ The department is implementing the goals and strategies outlined in the Riverside County Economic Development Strategic Plan also known as *5 in 5*. The *5 in 5* plan was approved and implemented in FY 17/18. The plan guides the daily economic development work of the county.
- ◆ Business attraction is the process of inventorying regional assets and translating the findings into a plan to attract companies that will diversify and build the county's economy. The strategy of attraction is to identify those companies that match the county's assets and development goals. The department will initiate new business attraction campaigns annually, which target high growth sectors such as green tech/sustainability, technology, agriculture, logistics, and healthcare.
- ◆ A key priority in economic development is the retention and expansion of existing companies. Of all new jobs, 65 to 80 percent are created by existing companies. Businesses that stay competitive are more likely to remain in the county and possibly expand. A critical component of a county-led business retention and attraction program is business visitation. The department will visit at least 100 businesses annually throughout the county to obtain comprehensive

information regarding the opportunities and challenges that exist for local business owners. This information will be used to inform public policy and business services.

- ◆ Foreign direct investment has long supported regional economies, not only by infusing capital, but also investing in workers, strengthening global connections and expanding the marketplace. In 2009, Riverside County established the first county-sponsored Office of Foreign Trade (OFT) in the nation to attract this underused source of investment. To date, the OFT has secured over \$500 million in foreign direct investment primarily through EB-5 projects. There are currently 54 projects in development scheduled to produce 27,000 jobs at completion.

Department Objective #2: Ensure a business-friendly environment by showcasing the department's capabilities and providing hands-on support to all types of businesses.

Portfolio Objective: Create economic opportunities for businesses and employees.

County Outcome: Unleash the power of the private sector.

Performance Measure(s)	FY	FY	FY	Goal
	17/18 Actuals	18/19 Target	19/20 Target	
Events to support business community and entrepreneurial ecosystem	50	10	50	50
Business startups	N/A	N/A	50	50
Entrepreneurs trained	N/A	N/A	500	500
Annual business center customer visits	70	150	400	700
Film permits issued annually	489	500	517	525
Film production days countywide	1,169	1,100	1,290	1,290

Insights

- ◆ The department conducts events to raise awareness of its capabilities and to support the small business community, entrepreneurs, and the innovation ecosystem; event types include

economic summits, Innovation Month, investment summits, and business workshops.

◆ Small Business Development Centers (SBDC) provide assistance to small businesses and aspiring entrepreneurs throughout the country. SBDCs help entrepreneurs realize the dream of business ownership and help existing businesses remain competitive in a complex, ever-changing global marketplace. SBDCs are hosted by leading universities and local economic development agencies, and funded in part through a partnership with the U.S. Small Business Administration. Riverside County currently hosts two SBDC's: the Coachella Valley Small Business Development Center, which is directly administered by department staff and the EPIC SBDC in Riverside, which is co-sponsored by the University of California, Riverside, and the department. SBDC services include, business plan development, manufacturing assistance, financial packaging and lending assistance, exporting and importing support, disaster recovery assistance, procurement and contracting aid, market research help and healthcare guidance.

◆ The ability of businesses to access capital for start-up, expansion, innovation, and short-term assistance is critical to Riverside's economic development; the department assists small and large businesses obtain loans for these purposes by providing direct funding via the Riverside County Revolving Loan Fund, hosting seminars and workshops entitled Access to Capital, and providing one-on-one technical assistance.

◆ Department staff and SBDC consultants provide confidential, one-on-one business counseling at no charge to local small businesses. Counseling is provided in a variety of areas and is customized to meet the specific needs of each business. Counseling areas include pre-venture, startup process, early-growth stage, exit strategy and disaster recovery.

◆ EDA's three business centers (Riverside, Coachella Valley, and French Valley) serve as a storefront for one-stop economic development services targeted to the small business community and entrepreneurs. These services are separate from the SBDC services and range from site location assistance to entrepreneur boot camps.

◆ The Riverside County Film Commission (RCFC) promotes Riverside County as a business-friendly

climate to the Film and Television industry. RCFC's efforts include branding, marketing, technical assistance, and concierge services for onsite location teams.

Department Objective #3: Maximize the sustainability of Fair operations to ensure the continued success of this community and tourist attraction.

Portfolio Objective: Enhance county attractiveness, vibrancy and resident engagement.

County Outcome: Exciting destination.

Performance Measure(s)	FY	FY	FY	Goal
	17/18 Actuals	18/19 Target	19/20 Target	
Annual percentage increase in Fair revenue	3%	3%	3%	3%
Annual percentage increase in interim fairground revenue	13%	3%	3%	3%

Insights

◆ Revenues are generated with the operation of the Fair in February.

◆ The annual County Fair and National Date Festival creates over 200 temporary jobs during February. The Fair's strong economic impact, estimated at \$36 million, is a welcome benefit to the county, its businesses and residents.

◆ The Fair's Sponsorship Program offers businesses the opportunity to engage the community through marketing and provides eight percent of additional Fair Division revenue. Fair revenue includes increased ticket sales and attendance revenue, concession revenue, parking revenue, and carnival revenue.

◆ Interim events and licensing on fairgrounds during non-fair days assist in capturing an additional 27 percent of overall Fair Division revenue and helps promote the sustainability of the Riverside County Fair.

Department Objective #4: Manage energy and water use at county facilities in a manner that is efficient, cost-effective, and environmentally sustainable.

Portfolio Objective: Protect agriculture, the environment, and animal welfare.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Provide utility budget estimates to county departments on a quarterly basis	N/A	2	4	4
Provide countywide educational programs	N/A	N/A	2	2

Insights

- ◆ EnergyCAP is a software that audits county utility bills to ensure accuracy, identify maintenance issues, and monitor energy conservation efforts. To continue reducing county costs, the department has incorporated the following additional departments into the EnergyCAP program: Aviation, Community Service Areas, and Museum.
- ◆ Utility costs continue to rise due to rate increases, changes in weather patterns, and changes to time-of-use periods. To address the increase in utility costs, the Energy Department has partnered with Facilities Management Department to shift energy use away from peak hours by modifying building equipment operations.
- ◆ The department aims to obtain competitive grant funds to expand energy conservation initiatives at county facilities, such as communications campaigns to increase awareness of personal habits and how they affect energy use, lighting retrofits, installation of drought tolerant landscaping, use of recycled water, and funding to bring county facilities in-line with Title 24 codes.
- ◆ The Energy team is developing an educational program to increase energy conservation and awareness of county employees, thus modifying the behavior and reducing energy consumption. These educational efforts cover energy efficiency topics, emerging technologies, and assist with implementing department sustainability plans.

Department Objective #5: Improve air quality and reduce greenhouse gas emissions (GHG).

Portfolio Objective: Protect agriculture, the environment, and animal welfare.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Cumulative number of Electronic Vehicle Charging (EVC) station ports installed	46	66	72	72
Number of new energy storage systems installed annually	N/A	N/A	1	1
Metric kiloton reduction of GHG from solar systems annually	8.91	13.16	14.47	14.47
Metric ton reduction of GHG from electric vehicle charging stations annually	63.10	100	110	110

Insights

- ◆ The Energy Department was awarded an initial grant of \$497,357 from the California Energy Commission’s Electric Vehicle (EV) Infrastructure Grant program to expand EV stations and ports throughout the county. This grant has doubled the EV infrastructure in Riverside County thus extending electric vehicle miles driven, which reduces range anxiety and ultimately increases the adoption of electrical vehicles. The EV performance metrics described above are consistent with the performance metrics defined by the grant agreement.
- ◆ The over generation of solar in the middle of the day combined with changing time-of-use periods, has made energy storage systems a fundamental component of a cleaner, more resilient, and cost effective grid. Installing energy storage systems at county facilities will reduce utility costs by shifting load during peak time-of-use periods and provide a pathway to produce cleaner energy. Using energy storage systems is a key element in developing a foundation for future micro grids to

provide power during utility outages and weather-related emergencies.

Department Objective #6: Make effective use of county resources in public works project implementation to promote business opportunities.

Portfolio Objective: Create and maintain opportunities for businesses and employees.

County Outcome: Thriving, robust, diverse economy.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of projects completed within agreed timeframe	58%	80%	80%	90%
Percent of projects completed within agreed budget	58%	80%	80%	90%

Insights

◆ The PMO's ability to deliver projects on time and within budget saves money for all county departments involved and provides the public with reliable services and resources. Factors influencing delivery vary widely, and the PMO's goal is to steadily increase the percentage of projects completed within the stated parameters by:

- ❖ Continuous management of project scope,
- ❖ Development of reasonable budgets and schedules, and,
- ❖ Enforcement of those contracts enacted to complete the project.

◆ Current project status:

- ❖ Projects in design, development, and bidding: 128 with a cumulative value of \$65.8 million.
- ❖ Projects in construction: 48 with a cumulative value of \$400 million.
- ❖ Projects completed: 44 with a cumulative value of \$19 million.

Related Links

Riverside County Economic Development Strategic Plan

EDA website: <https://www.rivcoeda.org/Economic-Development>

Film Riverside County: <http://www.rcfilmtv.org>

Riverside County of Foreign Trade website: <https://www.rivcoeda.org/oft>

Riverside County Center for Demographics

<https://www.rivcoeda.org/Riverside-County-Demographics-Nav-Only/Demographics>

Department Objective #7: Reduce the demand on the county's parking supply and encourage environmentally friendly behavior by promoting and incentivizing rideshare programs and carpooling.

Portfolio Objective: Enhance county attractiveness, vibrancy and resident engagement.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percentage of all downtown Riverside parking spaces designated for rideshare and carpooling	1.4%	3.0%	4.0%	5.0%

Insights

◆ Of the 5,561 parking spaces in downtown Riverside for use by county staff and visitors, only 77 are designated for rideshare and carpoolers. The Parking Services division aims to increase awareness and engagement in rideshare and carpool options and to increase the number of reserved spaces, accordingly.

◆ Rideshare and carpool initiatives requires outreach and incentives to be effective. The Parking Services division is researching methods to incentivize county staff to participate in rideshare and carpool. For example, a marketing campaign highlighting the commuting time saved and carbon emissions avoided by ridesharing and carpooling may be considered persuasive. Additionally, the number of rideshare and carpool spaces could be increased proportionally to the busiest structures and require two or more passengers.

Riverside County Innovation Month website <https://www.rivcoinnovation.org/>
 Coachella Valley Small Business Development Center <https://coachellavalleyshdc.org/about/>
 Excite Acceleration Program <https://exciteriverside.org/>
 Date Festival website <https://www.datefest.org/>
 Date Festival on Facebook: <https://www.facebook.com/DateFest>
 Energy: <http://www.rivcoenergy.com/>

Budget Changes & Operational Impacts

Staffing

Staffing levels for all budget units reflect a net decrease of 9 positions.

Expenditures

- ◆ Fixed Assets
 - ❖ A decrease by \$16.6 million primarily from the Capital Fund for reduced project costs planned for FY 19/20.
- ◆ Intrafund Transfers
 - ❖ No significant changes from prior year.

Revenues

- ◆ Charges for Current Services
 - ❖ The Capital Fund decreased by \$15.3 million to align to reduced projects costs planned for FY 19/20.
- ◆ Other Revenue
 - ❖ Agency Administration subfunds increased by \$277,033 due to a differing categorization of revenues from Charges for Current Services.
 - ❖ PMO increased by \$10,221 due to estimated labor reimbursements from county departments for non-capital related project management services.

- ❖ Energy Services Division increased by \$63,528 due to estimated revenues related to the EV Charging Stations.
- ❖ Parking Services increased by \$15,680 due to increases in parking card issuance fees and annual reserved parking space fees.

Departmental Reserves

- ◆ Fund 21100 – EDA Economic Development
 - ❖ The Economic Development Fund plans to use available fund balance for program money in the amount of \$681,699 for operational use.

Net County Cost Allocations

- ◆ Economic Development is funded by general fund contributions of \$2.9 million, a \$1 million reduction from the last fiscal year, to continue crucial economic development efforts deemed mission critical to facilitate the continued improvement of the economic position of the County of Riverside.
- ◆ The Energy Management Division uses ongoing net county cost of \$7.7 million to fund utility costs for specific county-owned buildings, administrative costs, and the EnergyCap Utility Bill Management System.

Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>				
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Agency Administration	67	67	67	
Economic Development	25	27	24	
Fair And National Date Fest	11	10	10	
FM Administration	56	58	58	
FM Energy Management	4	3	3	
FM Parking	25	22	22	
Plant Acquisition	43	38	38	
Grand Total	231	225	222	

Department/Agency Expenses by Budget Unit

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
EDA: Administration	\$ 10,498,188	\$ 12,132,709	\$ 11,099,537	\$ 13,073,557	\$ 13,073,557	\$ -
EDA: Administration Sub-Funds	2,545,519	2,474,593	2,307,823	1,627,020	1,627,020	-
EDA: Economic Development Program	4,217,913	6,047,395	5,352,614	5,493,947	3,667,786	-
EDA: Fair & National Date Festival	4,262,446	5,062,308	4,831,653	4,794,456	4,794,456	-
EDA: Mitigation Fund	-	30,000	-	30,000	30,000	-
EDA: USDA Grant	70,000	900,000	820,000	620,000	620,000	-
Facilities Management: Capital Projects	56,306,391	67,629,041	42,071,221	51,208,440	51,208,440	-
Facilities Management: Energy Management	17,689,334	19,110,523	19,618,331	19,588,719	19,588,719	-
Facilities Management: Parking	1,791,802	2,066,014	1,922,612	1,893,526	1,893,526	-
Facilities Management: Project Management	5,978,858	6,595,276	5,421,745	6,757,938	6,757,938	-
Grand Total	\$ 103,360,451	\$ 122,047,859	\$ 93,445,536	\$ 105,087,603	\$ 103,261,442	\$ -

Department/Agency Budget by Category of Expense

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Salaries and Benefits	\$ 17,663,175	\$ 19,114,842	\$ 17,040,689	\$ 20,882,034	\$ 20,046,898	\$ -
Services and Supplies	42,720,976	49,946,044	45,646,451	45,917,391	44,963,987	-
Other Charges	9,698,369	10,447,063	9,112,128	10,713,919	10,676,298	-
Fixed Assets	50,804,805	62,800,867	37,714,064	46,637,349	46,637,349	-
Intrafund Transfers	(18,829,717)	(21,956,977)	(17,659,379)	(20,507,597)	(20,507,597)	-
Expense Net of Transfers	102,057,608	120,351,839	91,853,953	103,643,096	101,816,935	-
Operating Transfers Out	1,302,843	1,696,020	1,591,583	1,444,507	1,444,507	-
Total Uses	\$ 103,360,451	\$ 122,047,859	\$ 93,445,536	\$ 105,087,603	\$ 103,261,442	\$ -

Department/Agency Budget by Category of Source

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Fines, Forfeitures & Penalties	\$ 108,513	\$ 124,573	\$ 108,506	\$ 124,573	\$ 124,573	\$ -
Rev Fr Use Of Money&Property	5,126,866	5,351,913	4,917,732	5,198,851	5,198,851	-
Intergovernmental Revenues	(10,779,768)	932,488	781,368	528,488	528,488	-
Charges For Current Services	80,187,010	97,295,374	71,019,056	83,651,438	83,506,976	-
Other In-Lieu And Other Govt	5,000	-	-	-	-	-
Other Revenue	9,304,994	7,341,530	10,321,899	7,405,727	6,405,727	-
Total Net of Transfers	83,952,615	111,045,878	87,148,561	96,909,077	95,764,615	-
Revenue Total	83,952,615	111,045,878	87,148,561	96,909,077	95,764,615	-
Net County Cost Allocation	8,159,612	7,693,348	7,926,348	7,693,348	7,693,348	-
Use of Department Reserves	11,248,224	3,308,633	(1,629,373)	485,178	(196,521)	-
Total Sources	\$ 103,360,451	\$ 122,047,859	\$ 93,445,536	\$ 105,087,603	\$ 103,261,442	\$ -



HUMAN RESOURCES DEPARTMENT

Mission Statement

To effectively serve and partner with our community, departments, and employees by leveraging best practices and innovation to foster a thriving county.

Department/Agency Description

The Human Resources Department (HR) is responsible for supporting the lifecycle of the employee. From interviewing, hiring, and onboarding; to negotiating union contracts, planning retirements, or investigating issues in the work environment, staff members give assurance to management and the public that HR is in full compliance with federal, state, and local laws and regulations. Additionally, HR reviews overall compensation through cyclical classification and compensation studies. HR also strives to create a growth mindset by promoting professional development and offering numerous discounted trade, undergraduate, graduate, and continuing educational opportunities for employees at all levels, empowering careers to the next level and beyond.

The HR team is evaluating the KPMG recommendations and implementing the best from the review, while being mindful of the limitations of both financial resources and efficiencies given the additional limitation of staffing resources. The newly transformed HR service delivery model focuses on streamlining of service delivery to enhance capabilities of the overall HR team to deliver consistent, efficient, and effective services.

Human Resources Business Partners (HRBPs) serve as consultants to department leadership of assigned county departments on HR and organizational issues as both a change agent and employee champion providing strategic support in all areas of HR, such as employee relations, talent acquisition, organizational design and development, performance management, and HR compliance. HRBP's are immersed into the departments they serve to be the liaison between the departments and HR, focused on delivering value-added service to management and employees that reflect the business objectives. A key component of this role is understanding the departments and the organizational challenges facing the departments,

while also leveraging HR resources to accomplish the departments' goals within the various HR functional areas.

Objectives and Strategic Alignment

Department Objective #1: Expedite time to hire for all positions and deliver tailored responses to critical priorities, to ensure continuity of county operations. County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY	FY	FY	Goal
	17/18 Actual	18/19 Target	19/20 Target	
Number of hires made	2,812	N/A	N/A	N/A
Average days to fill	105	80	80	80

Insights

- ◆ The Insights gained from the recruiting pilot have reshaped HR's plan for centralized recruiting. Instead of recruiters specializing in a job family and supporting all departments, the recruiting operations center will mirror the county's portfolio structure. The new structure will also unlock greater strategic alignment and collaboration with the portfolio Assistant County Executive Officer and HRBPs. Recruiters will also retain the efficiency of recruiting for similar types of classifications, as the portfolios group similar types of departments.
- ◆ HR is forming a special recruiting team dedicated to the most frequently recruited job classes countywide, such as the office assistant and accounting assistant.
- ◆ Having accurate and reliable metrics is imperative for HR, this fosters transparency and promotes accountability for our service delivery. The current recruitment technology is limited in this regard. The recruiting operations team is working on developing improved reporting and metrics within the current system, while the department works towards securing a new recruiting system

• • • Human Resources Department

that will provide the metrics and reporting desired.

Department Objective #2: Ensure the supply of talent for the workforce of the future through hiring, development, retention, and mobility.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actual	FY 18/19 Target	FY 19/20 Target	Goal
Provide career and educational counselling participants	303	225	244	244
Degree and certification program graduates	66	66	66	66
College/university partnerships	20	20	20	20
Onsite degree and certification programs	3	3	3	3
Online training course transactions completed	64,000	140,000	140,000	140,000
Average days to close employee relations cases	109	122	<90	<60

Insights

- ◆ HR provides strategic, collaborative university partnerships to offer a range of education options to existing employees as well as a talent pipeline to the county through the promotion of internship opportunities. Some of the services provided include: career counseling, academic advising, onsite cohort programs, tuition discounts, and financial aid resources for all county employees to assist with the challenges of attending college and growing their career.
- ◆ Online education courses offer employees training at a reduced cost to the county.
- ◆ HR is developing improved new employee onboarding practices in coordination with the

GENERAL GOVERNMENT

hiring departments to ensure a good new hire experience.

- ◆ HR is researching trends in the retention of new hires and designing stay interviews and surveys to assess the experience of new employees to maintain successful practices and make immediate improvements in new employees' experiences to improve employee retention.
- ◆ HR is redistributing its resources and centralizing many processes. Employee Relations is among the groups which will have more resources in the future which should lead to a decrease in the average days to close a case.

Department Objective #3: Coordinate high quality, affordable benefits and competitive compensation through a total rewards program.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actual	FY 18/19 Target	FY 19/20 Target	Goal
Cyclical studies	425	942	942	942
Exception studies	42	N/A	N/A	N/A
Job specification revisions	183	153	100	100
Number of newly created classifications/amendments to the class plan	140	56	56	56
Number enrolled in health plans	15,477	N/A	N/A	N/A
Number enrolled in dental plans	14,570	N/A	N/A	N/A
Number enrolled in vision plans	12,810	N/A	N/A	N/A
Number enrolled in waiver of health coverage	984	N/A	N/A	N/A
Number declining coverage	604	N/A	N/A	N/A
Number of retirements	675	N/A	N/A	N/A
Number of deferred compensation participants	10,484	10,500	10,500	10,500

Insights

- ◆ HR performs both a cyclical study and exception study process to maintain the classification and

compensation infrastructure, ensure classifications reflect essential duties of current positions, clear career progression language, and determine whether salaries are competitive in the marketplace.

- ◆ HR conducts full compensation surveys to assist in decision-making in the labor negotiations processes.

Department Objective #4: Promote employee health, safety, and equitability through proactive intervention, training, and expert claims management.

County Outcome: Effective, efficient, and innovative government.

Related Links

Website: www.rc-hr.com/

Facebook: <https://www.facebook.com/RivCoHR/>

Twitter: <https://twitter.com/rivcohr>

Budget Changes & Operational Impacts

Staffing

The Human Resources Department staffing level decreased from 204 to 201 positions. As of March 8, 2019, 38 positions are vacant; however, the vacant positions will be filled prior to FY 19/20. Twenty-eight positions are funded through agreements with county departments.

Expenditures

Net increase of \$264,089.

- ◆ Salaries & Benefits
 - ❖ Salaries and benefits will increase in FY 19/20 by \$805,301 due to the increase of department requested positions and an added position for the executive team. Salary costs for existing staff members are also increasing due to projected step increases and projected increase in benefits rates for CalPERS.
- ◆ Services & Supplies
 - ❖ Increase of \$1.3 million in services and supplies due to increased legal, lease, and custodial costs.
- ◆ Other Charges
 - ❖ Other Charges will decrease by \$390,000

Performance Measure(s)	FY	FY	FY	Goal
	17/18 Actual	18/19 Target	19/20 Target	
Mandated course completions	41,000	40,000	40,000	40,000

Insights

- ◆ Completion of mandated courses ensures the county is in compliance with federal, state, and board training policies. Mandated course topics include: discrimination/harassment prevention, disability awareness, repetitive motion injury, etc.

- ◆ Fixed Assets decrease \$20,000
- ◆ Intrafund Transfers reduces expense by \$1.4 million
 - ❖ Intrafund transfers will increase therefore reducing the overall expense budget.

Revenues

Net increase of \$264,089.

- ◆ Charges for Current Services
 - ❖ Increase of \$636,075 in charges for current services due to increased payroll costs at current service levels.
- ◆ Other Revenue
 - ❖ Other revenue decrease of approximately \$371,986 due to reduced contributions anticipated to be received from Nationwide, Valic, and Flex.

Net County Cost Allocations

The budget reflects a cut in the net amount of \$395,393 to the general fund departments which is reflected in intrafund transfers.

Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>					
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted	
Human Resources	204	201	201		
Grand Total	204	201	201		

<i>Department/Agency Expenses by Budget Unit</i>						
	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
HR: Administration	\$ 11,562,675	\$ 11,805,575	\$ 10,810,502	\$ 12,069,664	\$ 12,069,664	\$ -
Grand Total	\$ 11,562,675	\$ 11,805,575	\$ 10,810,502	\$ 12,069,664	\$ 12,069,664	\$ -

<i>Department/Agency Budget by Category of Expense</i>						
	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Salaries and Benefits	\$ 19,145,756	\$ 22,060,269	\$ 20,074,102	\$ 23,260,963	\$ 22,865,570	\$ -
Services and Supplies	6,438,242	6,153,637	6,848,063	7,441,037	7,441,037	-
Other Charges	3,964	391,000	909	1,000	1,000	-
Fixed Assets	7,722	20,000	20,000	-	-	-
Intrafund Transfers	(14,033,009)	(16,819,331)	(16,132,572)	(18,633,336)	(18,237,943)	-
Expense Net of Transfers	11,562,675	11,805,575	10,810,502	12,069,664	12,069,664	-
Total Uses	\$ 11,562,675	\$ 11,805,575	\$ 10,810,502	\$ 12,069,664	\$ 12,069,664	\$ -

<i>Department/Agency Budget by Category of Source</i>						
	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Charges For Current Services	\$ 9,659,910	\$ 9,254,070	\$ 9,419,768	\$ 9,890,145	\$ 9,890,145	\$ -
Other Revenue	1,244,859	2,081,227	1,905,182	1,709,241	1,709,241	-
Total Net of Transfers	10,904,769	11,335,297	11,324,950	11,599,386	11,599,386	-
Revenue Total	10,904,769	11,335,297	11,324,950	11,599,386	11,599,386	-
Net County Cost Allocation	500,278	470,278	470,278	470,278	470,248	-
Use of Department Reserves	-	157,628	(984,726)	-	30	-
Total Sources	\$ 11,562,675	\$ 11,805,575	\$ 10,810,502	\$ 12,069,664	\$ 12,069,664	\$ -

INFORMATION TECHNOLOGY DEPARTMENT – GEOGRAPHICAL INFORMATION SYSTEMS

Mission Statement

Riverside County Geographic Information Services (GIS) provides and maintains quality, uniform standards of geographic information for internal and external customers. GIS professionals strive to maintain and distribute the most accurate GIS data and services to the county and its stakeholders, and do so in a manner that facilitates collaboration, access and transparency.

Department/Agency Description

The GIS team provides spatial and non-spatial data platforms that allow data sharing internally for county analysis and decision-making, and externally with the public, our business customers, and partners. The GIS team provides the tools that enable the discovery, analysis and communication of the county's wide-ranging services and activities.

Objectives and Strategic Alignment

Portfolio/Department Objective #1: Increase user access to GIS data and services to the county and its stakeholders.

Budget Changes & Operational Impacts

Staffing

GIS funded positions for FY 18/19 was 10; funded positions for FY 19/20 is eight; net decrease of two.

- ◆ Total authorized – eight
- ◆ Total funded – eight (six filled, two vacant)

Expenditures

Net decrease of \$95,000 in overall expense budget.

- ◆ Salaries & Benefits
 - ❖ Net decrease of \$117,378 due to increasing working hours from 2080 to 2096 and removing two GIS supervisor analyst positions.
- ◆ Services & Supplies
 - ❖ Net increase of \$36,268 due to an increase in software.

County Outcome: Efficient, Effective, Innovative Government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Licensed users accessing GIS system	220	250	300	300
ArcGIS on-line users	386	500	500	500

Insights

- ◆ ArcGIS is used for creating and using maps; compiling geographic data, analyzing mapped information, sharing and discovering geographic information, and using maps and geographic information in a range of applications.

Initiative

- ◆ Enterprise GIS Services (FY 19/20) – Implementation of ESRI's ArcGIS Enterprise, a highly collaborative environment that improves the organization and sharing of geospatial information and services.

- ◆ Other Charges
 - ❖ Net decrease of \$3,890 due to a decrease in internal service fund charges.
- ◆ Fixed assets
 - ❖ Decrease of \$10,000 due to a decrease in cash purchase requests.

Revenues

Net decrease of \$95,000 in overall revenue budget.

- ◆ Charges for Current Services
 - ❖ Net decrease of \$95,000 is based on decreasing revenue, in line with current trends.

Budget Tables

Department/Agency Staffing by Budget Unit

	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Geographical Information Sytms	10	8	8	8
Grand Total	10	8	8	8

Department/Agency Expenses by Budget Unit

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
RCIT: Geographical Information Syst	\$ 1,606,574	\$ 1,867,222	\$ 1,626,964	\$ 1,772,222	\$ 1,772,222	\$ -
Grand Total	\$ 1,606,574	\$ 1,867,222	\$ 1,626,964	\$ 1,772,222	\$ 1,772,222	\$ -

Department/Agency Budget by Category of Expense

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Salaries and Benefits	\$ 889,537	\$ 1,023,125	\$ 790,684	\$ 905,747	\$ 905,747	\$ -
Services and Supplies	698,873	771,067	776,921	807,335	807,335	-
Other Charges	18,164	63,030	59,359	59,140	59,140	-
Fixed Assets	-	10,000	-	-	-	-
Expense Net of Transfers	1,606,574	1,867,222	1,626,964	1,772,222	1,772,222	-
Total Uses	\$ 1,606,574	\$ 1,867,222	\$ 1,626,964	\$ 1,772,222	\$ 1,772,222	\$ -

Department/Agency Budget by Category of Source

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Charges For Current Services	\$ 1,883,343	\$ 1,867,222	\$ 1,542,897	\$ 1,772,222	\$ 1,772,222	\$ -
Other Revenue	36,753	-	205,000	-	-	-
Total Net of Transfers	1,920,096	1,867,222	1,747,897	1,772,222	1,772,222	-
Revenue Total	1,920,096	1,867,222	1,747,897	1,772,222	1,772,222	-
Net County Cost Allocation						
Use of Department Reserves	-	(313,522)	-	(120,933)	-	-
Total Sources	\$ 1,606,574	\$ 1,867,222	\$ 1,626,964	\$ 1,772,222	\$ 1,772,222	\$ -

PURCHASING & FLEET SERVICES DEPARTMENT

Mission Statement

To provide materials, vehicles and services to county departments and agencies in the most effective and efficient manner and to serve our customers with integrity, professionalism, reliability, and strive for excellence in performance.

Department/Agency Description

The Purchasing and Fleet Services Department manages the divisions of Purchasing, Central Mail, Fleet Services, and Supply Services. Budget information for the internal service divisions of Fleet Services, Central Mail, and Supply Services is contained in the Internal Service Fund section of this document.

The Purchasing Division is led by the Purchasing Agent, who is authorized by law and by the Board of Supervisors (Ord. 459). The department establishes procurement policies and procedures to comply with state regulations, and implements best practices to provide services with fairness and integrity. Nineteen staff are dedicated to providing procurement services for 12 departments. Six staff serve the remaining departments and manage countywide contract implementation, contract compliance, procurement training, management of the procurement card system, oversight of the county's eProcurement/contract management system (RivcoPRO), and the county's travel program.

Objectives and Strategic Alignment

Department Objective #1: Promote the continuity of county business operations through ongoing improvement to the timeliness and efficiency of procurement processes.

Portfolio Objective: Empower and equip departments through the provision of people, services, and assets.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Average days to procurement for contracted items	4	2	2	2

Insights

- ◆ The countywide eProcurement/Contract Management System (RivcoPRO) implementation is ongoing and the Pilot Group of DPSS, ACO, RCIT and Purchasing is using the system for processing procurements, receiving from and processing payments to vendors, and producing various reports. The wave deployment of all other departments is scheduled and ongoing. Full deployment of all the modules by all county departments is set for early FY 19/20. County departments' engagement is critical to the project.
- ◆ RivcoPRO will enhance the quality of services through improved ordering and payment processes. It ensures a user-friendly experience by providing an ordering environment that is self-service and has mobile capabilities. The system automates manual processes to increase efficiency, consistency and timeliness of transaction processing. It improves the dispatching of orders. It also provides electronic invoicing and the ability for vendors to track payments in the portal.
- ◆ RivcoPRO will give Purchasing and county departments the ability to provide more accurate reporting of metrics. Currently manual processes are used to provide estimates based on limited information available today. RivcoPRO provides dashboards for easy access to information and reporting on contract spend and term for department management as well. RivcoPRO implements simplified, yet effective, controls.
- ◆ RivcoPRO provides an enhanced vendor experience by moving to one portal instead of two for registration. It electronically tracks and reports to the vendor and the department on expiration of licenses, insurance and other requirements.

• • • Purchasing Services Department

GENERAL GOVERNMENT

Department Objective #2: Achieve cost savings for county departments through strategic contract management.

Portfolio Objective: Achieve cost effectiveness through advisory services and efficient operations.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Negotiated contract cost savings achieved (in millions)	\$7.6	\$8.6	\$9.4	\$9.4

Insights

- ◆ When RivcoPRO is fully implemented, Purchasing will have the ability to provide more accurate reporting of metrics. Current metric reporting is based on manual processes to gather the information and manually track spend.
- ◆ It will also allow for departments to better use countywide approved contracts. Purchasing will be able to monitor types of spend to combine for future countywide contracts, which will allow for combined spend for better pricing.
- ◆ By allowing departments to self-serve on countywide approved contracts. Procurement Contract Specialists will be able to focus attention on procurements that require bidding and other procurement activities.

Related Links

Website: <http://www.purchasing.co.riverside.ca.us>

Budget Changes & Operational Impacts

Staffing

The Purchasing Department staffing level consists of 30 positions.

Expenditures

- ◆ Salaries & Benefits
 - ❖ Salaries and benefits reflect an increase of \$303,209 from the prior year. This is the result of the increase in costs associated with the retirement contributions, a change in one position, addition of one position, step increases, and overtime for the EOC.

Department Objective #3: Remain responsive to our county customers and to deliver high quality service.

Portfolio Objective: Provide quality service to support continuous county operations.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actual	FY 18/19 Target	FY 19/20 Target	Goal
Internal customer satisfaction score	3.90	4.38	4.38	4.5

Insights

- ◆ RivcoPRO will provide great value to the county by making procurement processes more efficient by eliminating various manual procurement processes throughout departments, provide for a central repository of contracts, ordering environment to ensure contract pricing is used, expedite payment processing to vendors, provide for one vendor registration portal instead of two, and provide information on our vendor population.
- ◆ Self-service in a user environment will allow departments to quickly access goods and services.

◆ Services & Supplies

- ❖ The increase of \$1.1 million in services and supplies is due to software maintenance costs for the new eProcurement system (RivcoPRO) which will be offset by charges to departments for the countywide system.

◆ Other Charges

- ❖ The increase in this appropriation is for the financed portion of the costs for the new eProcurement system (RivcoPRO) which will be offset by charges to departments for the countywide system.

◆ Fixed Assets

- ❖ The decrease in this appropriation is due to the end of the implementation for the eProcurement system (RivcoPRO). The request of \$50,000 is to finalize the implementation. Future costs will be for maintenance in services and supplies.
- ◆ Intrafund Transfers
 - ❖ The change in this appropriation is primarily for payments from general fund departments to offset the costs for the eProcurement system (RivcoPRO).

eProcurement system (RivcoPRO) from departments who are special revenue funds. The increase is also due to reimbursement for the eProcurement system (RivcoPRO) from departments who are internal service and enterprise funds. It also reflects an increase due to an additional position funded by the Sheriff's department.

Net County Cost Allocations

The net county cost allocation is the same as the previous fiscal year.

Revenues

- ◆ Charges for Current Services
 - ❖ The budget reflects an increase in interfund revenue for the reimbursement for the

Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>						
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted		
Purchasing	30	29	30			
Grand Total	30	29	30			

<i>Department/Agency Expenses by Budget Unit</i>						
	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Purchasing	\$ 2,343,565	\$ 3,277,491	\$ 3,284,907	\$ 3,633,392	\$ 3,633,392	\$ -
Grand Total	\$ 2,343,565	\$ 3,277,491	\$ 3,284,907	\$ 3,633,392	\$ 3,633,392	\$ -

<i>Department/Agency Budget by Category of Expense</i>						
	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Salaries and Benefits	\$ 3,412,736	\$ 3,919,480	\$ 4,006,713	\$ 4,083,359	\$ 4,222,689	\$ -
Services and Supplies	313,431	418,260	388,392	1,541,471	1,565,440	-
Other Charges	95,767	197,094	197,094	711,756	711,756	-
Fixed Assets	-	455,700	455,700	50,000	50,000	-
Intrafund Transfers	(1,478,369)	(1,713,043)	(1,762,992)	(2,753,194)	(2,916,493)	-
Expense Net of Transfers	2,343,565	3,277,491	3,284,907	3,633,392	3,633,392	-
Total Uses	\$ 2,343,565	\$ 3,277,491	\$ 3,284,907	\$ 3,633,392	\$ 3,633,392	\$ -

<i>Department/Agency Budget by Category of Source</i>						
	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Charges For Current Services	\$ 1,114,867	\$ 1,822,479	\$ 1,751,056	\$ 2,467,490	\$ 2,467,490	\$ -
Other Revenue	73,487	362,980	371,980	73,870	73,870	-
Total Net of Transfers	1,188,354	2,185,459	2,123,036	2,541,360	2,541,360	-
Revenue Total	1,188,354	2,185,459	2,123,036	2,541,360	2,541,360	-
Net County Cost Allocation	1,123,266	1,092,032	1,177,032	1,092,032	1,092,032	-
Use of Department Reserves	-	31,945	(15,161)	-	-	-
Total Sources	\$ 2,343,565	\$ 3,277,491	\$ 3,284,907	\$ 3,633,392	\$ 3,633,392	\$ -



REGISTRAR OF VOTERS OFFICE

Mission Statement

Ensure the electoral process will be conducted professionally, consistently demonstrating neutrality and non-partisan decision-making, based upon a thorough knowledge of and compliance with all election laws by administering timely, responsively and with integrity on behalf of the residents of Riverside County.

Department/Agency Description

The Registrar of Voters (ROV) is responsible for providing equal access for all eligible citizens in Riverside County to participate in the democratic process. The ROV is also entrusted with protecting the integrity of votes, and maintaining transparent, accurate and fair elections for federal, state and local offices.

Objectives and Strategic Alignment

Department Objective #1: Achieve transparent and fair elections through equal access for all eligible citizens.

Portfolio Objective: Enhance county attractiveness, vibrancy, and resident engagement.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Actuals	FY 19/20 Target	Goal
Increase Limited English Proficiency (LEP) poll workers by 1%	70%	77%	90%	90%
Increase vote-by-mail by 3%	65%	68%	71%	71%

Related Links

<http://www.voteinfo.net>

Twitter: <https://twitter.com/RivCoRegistrar>

Facebook: <https://www.facebook.com/Riverside-County-Registrar-of-Voters-195311860513146/?ref=bookmarks>

Budget Changes & Operational Impacts

Staffing

Net decrease of two position.

Insights

- ◆ Increasing the number of bilingual poll workers allows for citizens with limited English proficiency to participate in the electoral process and allow for community inclusion.
- ◆ Vote-by-mail voting affords voters increased convenience to cast their ballot on their own schedule.

Department Objective #2: Maintain voter confidence by administering accurate and efficient elections.

Portfolio Objective: Enhance county attractiveness, vibrancy, and resident engagement.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Customer service satisfaction survey	91%	95%	95%	95%

Insights

- ◆ Customer service scores from citizens, candidates, poll workers, and local jurisdictions allow our organization to improve service delivery in areas of election administration, candidate services, voter services and election officer training.
- ◆ Results from our customer service surveys help our department ensure that participation in the electoral process is fair and conducted professionally.

Expenditures

- ◆ Salaries & Benefits
 - ❖ Net increase of \$560,129 is due to higher temporary staff salaries in order to cover the increase to minimum wage and high voter turnout for the March 2020 Presidential Primary Election.
- ◆ Services & Supplies
 - ❖ Net increase of \$385,544 is due to a new law that requires the county to pay for return postage on all vote-by-mail ballots.
- ◆ Fixed Assets
 - ❖ Net increase of \$2 million is due to the lease of new voting equipment. The California Secretary of State decertified the current voting system and mandated that a new voting system must be in place prior to the March 2020 Presidential Primary Election.

Revenues

- ◆ Charges for Current Services
 - ❖ Net decrease of \$5.2 million is due to the low number of billable jurisdictions that will participate in the March 2020 Presidential Primary Election. SB415 also requires jurisdictions with odd year elections to change to even year elections resulting in less billable jurisdictions for the November 2019 Election. The state will reimburse a portion of the new voting system lease and a budget adjustment will be made at that time to reflect the reimbursement.

Net County Cost Allocations

Net increase of county cost allocation of \$7.3 million is partially due to a decrease in received revenue after the November 2019 election because SB415 requires jurisdictions with odd year elections to change to even year elections. In addition, fewer billable jurisdictions will participate in the March 2020 Presidential Primary election.

Combined with the anticipated reductions in revenue during the fiscal year, the department must fulfill some new State of California mandates that will result in increased expenditures. Voter registration numbers are significantly increasing due to the Department of Motor Vehicles (DMV) automatic registration, and the department must send a vote-by-mail ballot to all registered voters. In addition, the state has mandated that all vote-by-mail ballots must include return postage.

In addition, the department has included expenditures for new equipment in the FY 19/20 budget. On February 27, 2019, California Secretary of State Alex Padilla initiated the process for withdrawing certification or conditional approval of voting systems that were not tested or certified under the most recent state security standards, and mandated county elections officials to implement a voting system that meets California's newest testing and certification standards. All certified voting systems are to be operational for the March 3, 2020 Presidential Primary Election.

The county will purchase a mail sorter to allow faster processing of ballots. In addition, the county will lease certified voting equipment with an eight year term. The state will reimburse the county for half of the expenditure.

Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>						
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted		
Registrar Of Voters	39	37	37			
Grand Total	39	37	37			

<i>Department/Agency Expenses by Budget Unit</i>						
	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Registrar of Voters	\$ 10,424,936	\$ 11,957,150	\$ 11,957,150	\$ 10,081,971	\$ 15,202,823	\$ -
Grand Total	\$ 10,424,936	\$ 11,957,150	\$ 11,957,150	\$ 10,081,971	\$ 15,202,823	\$ -



Department/Agency Budget by Category of Expense

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Salaries and Benefits	\$ 4,199,345	\$ 4,602,887	\$ 4,602,887	\$ 5,163,016	\$ 5,163,016	\$ -
Services and Supplies	6,225,591	7,244,263	7,294,263	4,918,955	7,679,807	-
Other Charges	-	35,000	35,000	-	35,000	-
Fixed Assets	-	75,000	25,000	-	2,325,000	-
Expense Net of Transfers	10,424,936	11,957,150	11,957,150	10,081,971	15,202,823	-
Total Uses	\$ 10,424,936	\$ 11,957,150	\$ 11,957,150	\$ 10,081,971	\$ 15,202,823	\$ -

Department/Agency Budget by Category of Source

	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Intergovernmental Revenues	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
Charges For Current Services	991,990	5,847,650	5,847,650	682,150	682,150	-
Other Revenue	98,125	70,000	70,000	40,000	40,000	-
Total Net of Transfers	1,090,115	5,942,650	5,942,650	747,150	747,150	-
Revenue Total	1,090,115	5,942,650	5,942,650	747,150	747,150	-
Net County Cost Allocation	9,394,500	6,014,500	6,014,500	9,334,821	13,305,673	-
Use of Department Reserves	(59,679)	-	-	-	1,150,000	-
Total Sources	\$ 10,424,936	\$ 11,957,150	\$ 11,957,150	\$ 10,081,971	\$ 15,202,823	\$ -

